



## **CITY OF NORTH MIAMI BEACH**

Special Meeting

City Hall, Commission Chambers, 2nd Floor

17011 NE 19th Avenue

North Miami Beach, FL 33162

**Monday, December 8, 2025**

**5:30 PM**

Mayor Michael Joseph  
Vice Mayor Daniela Jean  
Commissioner Jay R. Chernoff  
Commissioner McKenzie Fleurimond  
Commissioner Phyllis S. Smith  
Commissioner Fortuna Smukler  
Commissioner Lynn Su

Interim City Manager Andrew Plotkin  
City Attorneys Greenspoon Marder LLP  
City Clerk Andrise Bernard, MMC

### Notice to All Lobbyists

Any person who receives compensation, remuneration or expenses for conducting lobbying activities is required to register as a Lobbyist with the City Clerk prior to engaging in lobbying activities before City Boards, Committees, or the City Commission.

### **Special Meeting Agenda**

- 1. ROLL CALL OF CITY OFFICIALS**
- 2. PLEDGE OF ALLEGIANCE**
- 3. PUBLIC COMMENT**
- 4. DISCUSSION ITEMS**
  - 4.1. City Manager Position and Action**
- 5. ADJOURNMENT**



**Discussion Items**

**4.1.**

City of North Miami Beach  
17011 NE 19 Avenue  
North Miami Beach, FL 33162  
305-947-7581  
[www.citynmb.com](http://www.citynmb.com)

**MEMORANDUM**

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|              |                           |
|--------------|---------------------------|
| <b>TO:</b>   | Mayor and City Commission |
| <b>FROM:</b> |                           |
| <b>VIA:</b>  |                           |
| <b>DATE:</b> | December 8, 2025          |

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**RE:** City Manager Position and Action

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**Description**

**BACKGROUND**

**ANALYSIS:**

**RECOMMENDATION:**

**FISCAL/ BUDGETARY**

**IMPACT:**

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**ATTACHMENTS:**

Description

- Memo
- Applications



## ***City of North Miami Beach, Florida***

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### ***Office of the City Manager***

TO: Mayor and Commission

FROM: Jacob Newman, Interim Human Resources Director

DATE: December 5, 2025

SUBJECT: City Manager Recruitment

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The candidate names received to date with number of submissions for each are provided below. Applications and resumes are attached and in alphabetical order for the candidates.

- Marline Monestime (5)
- Rasha Cameau (3)
- Darvin Williams (3)
- Ricardo Mendez (2)
- Hamid Nikvan (2)
- Alec Billings (1)
- Shane Corbin (1)
- Frank Fernandez (1)
- Kerrith Fiddler (1)
- Scott Israel (1)
- Jordan Leonard (1)
- Perla Tavera (1)

## EMPLOYMENT APPLICATION



CITY OF NORTH MIAMI BEACH  
17011 NE 19th Avenue  
North Miami Beach, Florida 33162  
305-948-2918

<http://www.governmentjobs.com/careers/citynmb>

Billings, Alec  
00687 CITY MANAGER

Received: 10/9/25 3:39 PM  
For Official Use Only:  
QUAL: \_\_\_\_\_  
DNO: \_\_\_\_\_  
 Experience  
 Training  
 Other: \_\_\_\_\_

## PERSONAL INFORMATION

|   |  |  |
|---|--|--|
| POSITION TITLE:<br>CITY MANAGER   |  | EXAM ID#:<br>00687   |
| NAME: (Last, First, Middle)<br>Billings, Alec   |  | SOCIAL SECURITY NUMBER:<br>N/A   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>3004 Saint Paul, Baltimore , Maryland 21210 |  | EMAIL ADDRESS:<br>Billingslax38@gmail.com  |
| HOME PHONE:<br>2505080294   |  | NOTIFICATION PREFERENCE:<br>Email  |
| DRIVER'S LICENSE:<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No                | DRIVER'S LICENSE:<br>State: [REDACTED] | LEGAL RIGHT TO WORK IN THE UNITED STATES?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| What is your highest level of education?<br>Bachelor's Degree   |  |  |

## PREFERENCES

|  |  |
|--|--|
| MINIMUM COMPENSATION:<br>\$150,000.00 per year   | ARE YOU WILLING TO RELOCATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe |
| WHAT TYPE OF JOB ARE YOU LOOKING FOR?<br>Regular   |  |
| TYPES OF WORK YOU WILL ACCEPT:<br>Full Time  |  |
| SHIFTS YOU WILL ACCEPT:<br>Day, Evening, Night, Weekends, On Call (as needed)  |  |
| OBJECTIVE:<br>I was a captain of the mens lacrosse team at Johns Hopkins University. I have had 5 knee surgeries in my career and am still the hardest working person you'll ever meet. I need an opportunity. |  |

## EDUCATION

|   |  |                                  |
|---|--|----------------------------------|
| DATES:<br>From: 8/2022 To: 6/2026                                       | SCHOOL NAME:<br>Johns Hopkins University   | DEGREE RECEIVED:<br>Bachelor's   |
| LOCATION: (City, State/Province)<br>Baltimore , Maryland                | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | UNITS COMPLETED:<br>8 - Semester |
| MAJOR:<br>Major: Political Science Minor: Entrepreneurship & Management |  |                                  |

## WORK EXPERIENCE

|   |                                 |  |
|---|---------------------------------|--|
| DATES:<br>From: 1/2020 To: 8/2022   | EMPLOYER:<br>walmart            | POSITION TITLE:<br>Junior Manager  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>860 Langford Pkwy, victoria, British Columbia, V9B4S5 |                                 |  |
| PHONE NUMBER:<br>2504336626   | SUPERVISOR:<br>Clair - Manager  | MAY WE CONTACT THIS EMPLOYER?<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| HOURS PER WEEK:<br>40   | SALARY:<br>\$6,000.00/month     | # OF EMPLOYEES SUPERVISED:<br>120  |
| DUTIES:<br>Control and supervise cashiers.  |                                 |  |
| REASON FOR LEAVING:<br>Had to go to University.   |                                 |  |
| DATES:<br>From: 6/2018 To: 6/2020   | EMPLOYER:<br>WestShore Cabinets | POSITION TITLE:<br>Manufacturer  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>61 Dunford Ave, Victoria, British Columbia, V9B4S5    |                                 |  |
| PHONE NUMBER:<br>2505080294   | SUPERVISOR:<br>Tod - Manager    | MAY WE CONTACT THIS EMPLOYER?<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| HOURS PER WEEK:<br>40   | SALARY:<br>\$8,000.00/month     | # OF EMPLOYEES SUPERVISED:<br>40   |
| DUTIES:<br>Build high quality cabinets, to install in premium homes.  |                                 |  |
| REASON FOR LEAVING:<br>I tore my ACL in sports.   |                                 |  |

## CERTIFICATES AND LICENSES

Nothing Entered For This Section

## Skills

## OFFICE SKILLS:

Typing:

Data Entry:

## OTHER SKILLS:

## LANGUAGE(S):

English -  Speak  Read  WriteSpanish -  Speak  Read  Write

## ADDITIONAL INFORMATION

Nothing Entered For This Section

## REFERENCES

## REFERENCE TYPE:

Professional

## NAME:

Don Kurtz

## POSITION:

Executive Board Chair @ Omelette

## ADDRESS: (Street, City, State/Province, Zip/Postal Code)

## EMAIL ADDRESS:

## PHONE NUMBER:

3238990024

Agency-Wide Questions

1. Are you a current City of North Miami Beach employee?  
No
2. Have you ever been employed by the City of North Miami Beach?  
No
3. If yes, state position, department and dates:
4. Are any members of your family or a relative (either by blood or marriage) employed by the City of North Miami Beach?  
Yes
5. If yes, give name, position, and relationship:  
Kaylee Thomas is my sister and she works at LifeTime Fitness in West Palm Beach.
6. Are you claiming Veteran's Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and chapter 295, Florida Statutes)? \* \*YOU MUST SUBMIT CURRENT DOCUMENTATION OF YOUR VETERAN'S PREFERENCE STATUS WITH THIS APPLICATION.  
No  
1. A disabled veteran who has served on active duty in any branch of the U.S. Armed Forces, has received an honorable discharge, and has established the present existence of a service-connected disability that is compensable under public laws administered by the U.S. Department of Veterans Affairs; or who is receiving compensation, disability retirement benefits, or pension by reason of public laws administered by the U.S. Department of Veterans Affairs and U.S. Department of Defense. 2. The spouse of a person who has a total disability, permanent in nature, resulting from a service-connected disability and who, because of this disability, cannot qualify for employment, and the spouse of a person missing in action, captured in line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power. 3. A wartime veteran as defined in s. 1.01(14), who has served at least one day during a wartime period. Active duty for training may not be allowed for eligibility under this paragraph. 4. The widow or widower (who has not remarried) of a veteran who died of a service-connected disability. 5. The mother, father, legal guardian, widow or widower (who has not remarried) of a member of the U.S. Armed Forces who died in the line of duty under combat-related conditions, as verified by the U.S. Department of Defense. 6. A veteran as defined in s. 1.01(14), F.S. Active duty for training may not be allowed for eligibility under this paragraph. 7. A CURRENT member of any reserve component of the U.S. Armed Forces or the Florida National Guard.  
Not Applicable  
Pursuant to City Resolution 2014-29B, the City has established preference for bona fide City of North Miami Beach residents for hiring, examinations and promotion. To qualify for residence preference points, an applicant, examinee, and/or employee must be a bona fide resident of the City for at least one (1) year immediately preceding the date of the vacancy. Do you wish to claim Residency Status? By selecting yes, I understand that I must provide proof of residency as outlined in Civil Service rules PRIOR to an examination or interview. Residency Preference shall not be given to any applicant who does not provide the required documentation as stated. I understand that I must provide proof of residency prior to an examination or interview for a Civil Service position.  
No
7. Have you been charged and penalized for any traffic violations in the last 10 (ten) years?  
No
8. If you answered yes to the previous question, indicate the location, type of offense, final disposition, and dates:
9. Have you ever been fired or asked to resign by an employer?  
No
10. If you answered yes, please provide details:
11. Please indicate how you learned about this position?  
Job Fair
12. If your name has changed, indicate the name under which the City may verify information supplied on this application.
13. Employment with the City of North Miami Beach may require working weekends, shifts and holidays. Are you able to work:  
Full Time, Part Time, Shifts, Evenings, Weekends, Holidays, Temporary
14. Specify any days or hours you are NOT able to work:
15. What is the earliest date you are available to start?  
July 1, 2026
16. I acknowledge that my application must show the education and experience necessary to substantiate the answers in the sections regarding my education and work experience, or my application can be considered ineligible for consideration. I also understand that I must provide all required documents if applicable, at time of interview, - i.e. certifications and/or licenses required for the position.  
Acknowledge

19. APPLICATION CERTIFICATION – READ CAREFULLY BEFORE ACKNOWLEDGING: By signing this document, I certify that all of the information on this entire application, including any attachments, is true and complete to the best of my knowledge. I understand that all information is subject to investigation and that omission, falsification, or misrepresentation is sufficient cause for rejection of this application, removal of my name from any employment list, or termination of employment. I understand that the City of North Miami Beach is a Drug-Free Workplace and that employees are subject to drug testing in accordance with federal, state, and local statutes. I understand that this application is the property of the City of North Miami Beach and information contained herein is public record. I authorize and direct any persons or organizations to release and furnish records and information relevant to determine my fitness and suitability for employment in the aforesaid position. I release the custodian of such records, including the City of North Miami Beach and its employees, from any liability for damages by me, my heirs, family, or associates resulting from any attempts at lawful compliance with this authorization.

Acknowledge

The following terms were accepted by the applicant upon submitting the online application:

By clicking the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the City of North Miami Beach and will not be returned. I understand the City of North Miami Beach may contact prior employers and other references. I understand that I must notify the Human Resources Division of any changes in my name, address, or phone number.

This application was submitted by Alec Billings on 10/9/25 3:39 PM

Signature\_\_\_\_\_

Date\_\_\_\_\_

Alec Billings  
2842 Lakehurst Dr / 283 Derrick Way  
250-508-0294  
[Abillin@jh.edu](mailto:Abillin@jh.edu)  
Dual Citizen Canada-United-States

## **Johns Hopkins Men's Lacrosse Team**

**Sept 2022 - May 2026**

- Balanced 20 hours of training and play per week successfully with a rigorous academic curriculum in Political Science at a top-10 ranked research university by Time management and Communication skills.
- 2022-2023 NCAA Quarter Final Appearance
- 2022 BIG 10 Champs.
- 2023-2026 BIG 10 All Academic

### **Training Experience**

**Baltimore, MD**

**August 2024 - August 2026**

- 2 years Professional Trainer at Johns Hopkins University Lacrosse Team
- Skilledly transitioned from a Student Athlete to Student Trainer at the Division 1 level

### **Education**

**Johns Hopkins University**

**Baltimore, MD**

**B.A. in Political Science, Minor in Entrepreneurship & management**

**May 2026**

- GPA: 3.7

### **Royal Bay Secondary**

**Victoria, B.C**

**2021**

- Principle honour role all 4 years
- Top male athlete 2018, 2019, 2020, 2021

### **\*\*\*\*\*/ Buckerfields**

**Moved Dog food & hay /Warehouse worker**

- Peek Covid-19 Worked as an essential worker full time providing food for animals of all varieties.

### **\*\*\*\*\*/ Westshore Cabinets**

**Victoria B.C**

**Build Cabinets / Labourer**

**June 2019 - Sept**

**2019**

- Organized operation, Summer job constructing cabinets for all household incomes. 40 hour weeks, Learned how to use power tools and got problem solving skills.

### **Claire Mackie / Line cook**

**Victoria, B.C**

**Prepared food for customers / Saute**

**Sept 2018 - June 2019**

- Delivered steakhouse quality products to consumers, cooked pasta with skill and efficiently. Was shown an honest living and a real life work environment

**Additional Skills:** Active Listener, Customer Service skills, Problem Solving skills, Time Management

**Technical Skills:** Communication, Leadership, Emotional intelligence, Problem solving, Accountability

**Interests:** Entrepreneurship, Music Industry, Political Science

**LIMIT TO 1 PAGE**

## EMPLOYMENT APPLICATION



CITY OF NORTH MIAMI BEACH  
17011 NE 19th Avenue  
North Miami Beach, Florida 33162  
305-948-2918

<http://www.governmentjobs.com/careers/citynmb>

Cameau, Rasha C  
00687 CITY MANAGER

Received: 7/31/25 7:22 PM  
For Official Use Only:  
QUAL: \_\_\_\_\_  
DNO: \_\_\_\_\_  
 Experience  
 Training  
 Other: \_\_\_\_\_

## PERSONAL INFORMATION

|   |  |  |
|---|--|--|
| POSITION TITLE:<br>CITY MANAGER   |  | EXAM ID# :<br>00687  |
| NAME: (Last, First, Middle)<br>Cameau, Rasha C  |  | SOCIAL SECURITY NUMBER:<br>N/A   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>266 NW 92nd Street, Miami Shores, Florida 33150 |  | EMAIL ADDRESS:<br>rashacameau@yahoo.com  |
| HOME PHONE:<br>(305) 915-2892   | ALTERNATE PHONE:<br>(305) 915-2892     | NOTIFICATION PREFERENCE:<br>Email  |
| DRIVER'S LICENSE:<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No                    | DRIVER'S LICENSE:<br>State: [REDACTED] | LEGAL RIGHT TO WORK IN THE UNITED STATES?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| What is your highest level of education?<br>Master's Degree   |  |  |

## PREFERENCES

|   |   |
|---|---|
| MINIMUM COMPENSATION:<br>\$270,000.00 per year    | ARE YOU WILLING TO RELOCATE?<br><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe |
| WHAT TYPE OF JOB ARE YOU LOOKING FOR?<br>Regular  |   |
| TYPES OF WORK YOU WILL ACCEPT:<br>Full Time       |   |
| SHIFTS YOU WILL ACCEPT:<br>Day, Evening, Weekends |   |

## EDUCATION

|  |  |                                |
|--|--|--------------------------------|
| DATES:<br>From: 8/2005 To: 5/2007                  | SCHOOL NAME:<br>Florida International University   |                                |
| LOCATION: (City, State/Province)<br>Miami, Florida | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Master's   |
| MAJOR:<br>Business Administration                  |  |                                |
| DATES:<br>To: 12/2000                              | SCHOOL NAME:<br>Florida International University   |                                |
| LOCATION: (City, State/Province)<br>Miami, Florida | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Bachelor's |
| MAJOR:<br>Public Administration                    |  |                                |

## WORK EXPERIENCE

|  |   |  |
|--|---|--|
| DATES:<br>From: 6/2024 To: Present   | EMPLOYER:<br>Dade County Dental Research Clinic d/b/a<br>Community Smiles | POSITION TITLE:<br>Chief Executive Officer   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>750 NW 20th Street, Bldg G-110, Miami, Florida, 33127  |   | COMPANY URL:<br>www.csmiles.org  |
| PHONE NUMBER:<br>305-363-2222  | SUPERVISOR:<br>Dr. Jorge Perez - Chairman                                 | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$16,667.00/month  | # OF EMPLOYEES SUPERVISED:<br>50   |
| DUTIES:<br><ul style="list-style-type: none"> <li>• Lead all aspects of organization operations (clinic, residency, administrative).</li> <li>• Drive performance improvement in quality, safety, patient satisfaction, and efficiency.</li> <li>• Ensure high-quality, safe, and patient-centered care.</li> <li>• Oversee budgeting, financial performance, and capital planning.</li> <li>• Maintain compliance with healthcare laws, accreditation, and regulations.</li> <li>• Foster a strong, inclusive, and accountable organizational culture.</li> <li>• Develop community partnerships and serve as public representative.</li> </ul> |   |  |
| REASON FOR LEAVING:<br>Still working at Community Smiles   |   |  |
| DATES:<br>From: 2/2012 To: Present   | EMPLOYER:<br>Miami Shores Animal Clinic                                   | POSITION TITLE:<br>Co-Owner/Manager  |

|  |   |  |
|--|---|--|
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>570 NW 103rd Street, Miami, Florida, 33150   |   | COMPANY URL:<br>www.miamishoresanimalclinic.com  |
| PHONE NUMBER:<br>305-757-3030  | SUPERVISOR:<br>Rasha Cameau - Owner                             | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>8   | SALARY:<br>\$1,000.00/month                                     | # OF EMPLOYEES SUPERVISED:<br>12   |
| DUTIES:<br>Establish and manage an animal clinic in the Miami Shores area, duties include but are not limited to purchase of business and property; staff hiring and management, establish operational and management systems for the animal clinic. Design and creation of all marketing materials to include website and social media outlets.   |   |  |
| REASON FOR LEAVING:<br>Business is operating appropriately without my oversight.   |   |  |
| DATES:<br>From: 3/2023 To: 6/2024  | EMPLOYER:<br>City of North Miami                                | POSITION TITLE:<br>City Manager  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>776 NE 125th Street, North Miami, Florida, 33161   |   | COMPANY URL:<br>www.northmiamifl.gov   |
| PHONE NUMBER:<br>305-893-6511  | SUPERVISOR:<br>Dr Alix Desulme - Mayor                          | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$22,771.00/month                                    | # OF EMPLOYEES SUPERVISED:<br>500  |
| DUTIES:<br>Operate a \$208 million annual budget with 500 support staff.<br>Spearheaded the implementation of new ERP and CRM systems.<br>Passed a balanced FY23-24 budget with \$2.5 million in general fund reserves (first in over five years)<br>Developed and implemented a strategic plan to guide the city out of financial deficit and renovation of fledgling infrastructure.<br>Diversified revenues by accessing over \$20 mil in grants, securing an LOI of \$200,900,000 in WIFIA loan for new water treatment plant and infrastructure upgrades.<br>Renegotiated CRA interlocal agreement reducing city's contribution allowing for additional steps towards financial stability.  |   |  |
| REASON FOR LEAVING:<br>My contract was terminated without cause.   |   |  |
| DATES:<br>From: 1/2022 To: 3/2023  | EMPLOYER:<br>Miami Dade County/Office of Management and Budget  | POSITION TITLE:<br>Assistant Director/Community Redevelopment & Municipal Services                   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>111 NW 1st Street, Miami, Florida, 33131   |   | COMPANY URL:<br>www.miamidade.gov  |
| PHONE NUMBER:<br>305-375-1543  | SUPERVISOR:<br>Jorge Fernandez - Deputy Director                | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$16,590.00/month                                    | # OF EMPLOYEES SUPERVISED:<br>4  |
| DUTIES:<br>Supervised operations of 11 municipal CRAs and 4 county CRAs, to ensure appropriate redevelopment and revitalization of multiple communities.<br>Ensured compliance with county and state regulations of municipal CRAs, managed and operated county CRAs to implement redevelopment plans, accomplished the mission and vision of revitalizing designated areas.<br>Developed incentives, programs, marketing tools, and pilot initiatives as necessary. Procured relevant consultants for plan updates, public relations, economic development, infrastructure projects, and other services as needed. Maintained relationships with citizen boards of UMSA CRAs.<br>Oversaw and managed the annexation and incorporation process, coordinated all county departments to access data, analyze, and provide a report for the Board's consideration.  |   |  |
| REASON FOR LEAVING:<br>Growth opportunity in the City of North Miami   |   |  |
| DATES:<br>From: 7/2014 To: 12/2021   | EMPLOYER:<br>City of North Miami/Community Redevelopment Agency | POSITION TITLE:<br>Executive Director  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>776 NE 125th Street, North Miami, Florida, 33161   |   | COMPANY URL:<br>www.northmiamifl.gov   |
| PHONE NUMBER:<br>305-893-6511 ext12101   | SUPERVISOR:<br>Dr. Alix Desulme - Mayor                         | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$15,500.00/month                                    | # OF EMPLOYEES SUPERVISED:<br>10   |
| DUTIES:<br>Responsible for day-to-day operations of the Agency, by implementing an amended CRA Plan and ensuring benchmarks are achieved.<br>Created new grants and incentives to support the City of North Miami's economic growth.<br>Launched the NMCRA's first-ever branding campaign for Downtown Nomi, to include a new website, new systems, and capital improvements to the Downtown core.<br>Led CRA staff into compliance with local and state rules programs and incentives development.<br>Created new grants and incentives during COVID to assist residents and businesses not eligible for federal assistance, such as PPP. As a result, businesses survived the pandemic and the City's economy was not negatively affected.<br>Coordinated with CRA Staff and Miami-Dade County to ensure extension of the life of the CRA.<br>Responsible for negotiating development agreements and land deals for the CRA, multi-faceted loan or incentive programs. |   |  |
| REASON FOR LEAVING:<br>Growth opportunity at the County  |   |  |

|   |  |   |  |
|---|--|---|--|
| DATES:<br>From: 11/2012 To: 7/2014  |  | EMPLOYER:<br>City of North Miami Beach/Community Redevelopment Agency | POSITION TITLE:<br>City/CRA Coordinator  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>17011 NE 19th Avenue, North Miami Beach, Florida, 33162   |  | COMPANY URL:<br>www.citynmb.com                                       |  |
| PHONE NUMBER:<br>305-948-2900   | SUPERVISOR:<br>Ana Garcia - City Manager                 |   | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40   | SALARY:<br>\$7,500.00/month                              | # OF EMPLOYEES SUPERVISED:<br>4                                       |  |
| DUTIES:<br>Managed the Community Redevelopment Agency, including budget administration. Developed policies and incentives to catalyze economic growth.<br>Assisted the City Manager with various special projects and initiatives.  |  |   |  |
| REASON FOR LEAVING:<br>Growth opportunity in the City of North Miami  |  |   |  |
| DATES:<br>From: 5/2009 To: 2/2011   |  | EMPLOYER:<br>City of Miami/Little Haiti Cultural Center               | POSITION TITLE:<br>Founding Cultural Center Director   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>260 NE 59th Terrace, Miami, Florida, 33137  |  | COMPANY URL:<br>littlehaitculturalcenter.com                          |  |
| PHONE NUMBER:<br>305-960-2969   | SUPERVISOR:<br>Ernest Burkeen - Parks Director           |   | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40   | SALARY:<br>\$6,400.00/month                              | # OF EMPLOYEES SUPERVISED:<br>5                                       |  |
| DUTIES:<br>Responsible for planning, organizing, marketing, and directing the facility's cultural arts programs and activities. Emphasis of the work was on programming, policy development, and budget administration; worked closely with representatives from various local agencies and organizations to identify community needs and interests and subsequently develop and implement specific programs in response to those needs; prepared administrative and fiscal reports pertaining to facility operations; identified potential funding sources which included revenue generation by the center, and solicited funding and other financial support; worked with local arts organizations; developed the cultural arts center and departmental policies and procedures, short and long-term objectives, and plans for facility and program development; supervising, monitored and evaluated the activities and performance of employees. Coordinated community meetings and wrote first operational plan for the redevelopment of the Caribbean Marketplace. Worked with architects and City staff to ensure renovation plans would retain original marketplace purpose and plan while modernizing it for the community.  |  |   |  |
| REASON FOR LEAVING:<br>Took time off to take care of my toddler son and help my husband start his veterinary practice.  |  |   |  |
| DATES:<br>From: 4/2004 To: 5/2009   |  | EMPLOYER:<br>City of Miami/Little Haiti NET                           | POSITION TITLE:<br>NET Administrator   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>6301 NE 2nd Avenue, Miami, Florida, 33137   |  | COMPANY URL:<br>www.miamigov.com                                      |  |
| PHONE NUMBER:<br>305-960-4660   | SUPERVISOR:<br>David Rosemond - NET Director             |   | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40   | SALARY:<br>\$6,400.00/month                              | # OF EMPLOYEES SUPERVISED:<br>12                                      |  |
| DUTIES:<br>Ensured effective and efficient delivery of municipal services at City neighborhoods and recommended new services and supervised implementation. Provided leadership and guidance to NET personnel, community organizations and other public agencies involved in carrying out such activities; expedited and resolved neighborhood issues and concerns related to a broad range of services; acted as the primary liaison between the community and the City administration; established a working relationship with all neighborhood organizations (resident and business); attended organizational meetings to provide information and guidance when requested; developed strategic plan in partnership with neighborhood leaders; identified service area's strengths, weaknesses, problems and priorities; worked closely with community-based organizations funded through Community Development Block Grant Program to encourage those organizations to provide meaningful service to the community and to comply with federal regulations; provided guidance to organizations in developing policies, projects and priorities.<br>Lead Administrator for NET on the Mayor's Anti-Poverty Initiative and Abandoned Properties Registration and Maintenance Program. Coordinated special events and special initiatives, such as Home Beautification Painting/Landscaping project, erection of the Toussaint Louverture statue and renovation of the Freedom Garden. |  |   |  |
| REASON FOR LEAVING:<br>Promoted to Director of Little Haiti Cultural Center   |  |   |  |
| DATES:<br>From: 9/1997 To: 3/2004   |  | EMPLOYER:<br>Human Services Coalition/Catalyst Miami                  | POSITION TITLE:<br>Deputy Director of Administration   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>1900 Biscayne Boulevard, Miami, Florida, 33138  |  |   |  |
| PHONE NUMBER:<br>305-576-5001   | SUPERVISOR:<br>Daniella Levine-Cava - Executive Director |   | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40   | SALARY:<br>\$5,000.00/month                              | # OF EMPLOYEES SUPERVISED:<br>15                                      |  |
| DUTIES:<br>Responsible for fiscal management, budget preparation and financial reporting, contract management and compliance, human resources, fundraising and development, facilities' management, oversight of communications department, which handled database management, marketing and membership development. Additional responsibilities included providing fiscal and organizational training and oversight to grassroots organizations, to facilitate incorporation and own financial stability.<br>Created and implemented Agency operating systems. Drafted and continuously updated Agency's Standard Operating Procedures. Handled day-to-day operations, and all Agency negotiations with federal/state/county/private fund providers, and independent auditors. Supervised at least eight employees in various departments. Drafted contracts and leases as needed.   |  |   |  |

REASON FOR LEAVING:  
Growth opportunity with the City of Miami

#### CERTIFICATES AND LICENSES

TYPE:  
Certified Florida Redevelopment Professional

LICENSE NUMBER: \_\_\_\_\_ ISSUING AGENCY:  
Florida Redevelopment Association

#### Skills

OFFICE SKILLS:  
Typing:  
Data Entry:

OTHER SKILLS:

LANGUAGE(S):  
French -  Speak  Read  Write  
Haitian Creole -  Speak  Read  Write  
English -  Speak  Read  Write

#### ADDITIONAL INFORMATION

Volunteer Experience  
Chair of the NW 7th Avenue CRA, 2025 -- Present  
Vice-Chair of the NW 79th Street CRA 2013-2020

#### REFERENCES

|   |                               |  |
|---|-------------------------------|--|
| REFERENCE TYPE:<br>Professional   | NAME:<br>Daniella Levine-Cava | POSITION:<br>Mayor                                   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>111 NW 1st Street, 29th Floor, Miami, Florida 33131         |                               |  |
| EMAIL ADDRESS:<br>daniella.cava@miamidade.gov   |                               | PHONE NUMBER:<br>(305) 375-1880                      |
| REFERENCE TYPE:<br>Professional   | NAME:<br>Dr. Aneisha Daniel   | POSITION:<br>Director, Miami Dade County Solid Waste |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>2525 NW 62nd Street, 5th Floor, Miami, Florida 33147        |                               |  |
| EMAIL ADDRESS:<br>Aneisha.Daniel@miamidade.gov  |                               | PHONE NUMBER:<br>305-323-4840                        |
| REFERENCE TYPE:<br>Professional   | NAME:<br>Kevin Crowder        | POSITION:<br>Founder/Executive Director              |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>1175 NE 125th Street, Suite 601, Miami, Florida 33161       |                               |  |
| EMAIL ADDRESS:<br>kevin@businessflare.net   |                               | PHONE NUMBER:<br>3052812279                          |
| REFERENCE TYPE:<br>Professional   | NAME:<br>Anthony Brunson      | POSITION:<br>Founder/Executive Director              |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>3350 SW 148th Avenue, Suite 110, Miramar, Florida 33027     |                               |  |
| EMAIL ADDRESS:<br>ABrunson@abcpasolutions.com   |                               | PHONE NUMBER:<br>(954) 874-1721                      |
| REFERENCE TYPE:<br>Professional   | NAME:<br>Sebastien Scemla     | POSITION:  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>1155 NE 126th Street, North Miami, Florida 33161            |                               |  |
| EMAIL ADDRESS:<br>ss@omegarmg.com   |                               | PHONE NUMBER:<br>7863021414                          |
| REFERENCE TYPE:<br>Professional   | NAME:<br>Rhenie Dalger        | POSITION:<br>Chief of Staff                          |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>915 N.E. 125th Street, Suite 2A, North Miami, Florida 33161 |                               |  |
| EMAIL ADDRESS:<br>rhenie.dalger@miamidade.gov   |                               | PHONE NUMBER:<br>(305) 694-2779                      |

Agency-Wide Questions

1. Are you a current City of North Miami Beach employee?  
No
2. Have you ever been employed by the City of North Miami Beach?  
Yes
3. If yes, state position, department and dates:  
CRA/City Coordinator
4. Are any members of your family or a relative (either by blood or marriage) employed by the City of North Miami Beach?  
No
5. If yes, give name, position, and relationship:  
Are you claiming Veteran's Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and chapter 295, Florida Statutes)? \* \*YOU MUST SUBMIT CURRENT DOCUMENTATION OF YOUR VETERAN'S PREFERENCE STATUS WITH THIS APPLICATION.  
No
7. 1. A disabled veteran who has served on active duty in any branch of the U.S. Armed Forces, has received an honorable discharge, and has established the present existence of a service-connected disability that is compensable under public laws administered by the U.S. Department of Veterans Affairs; or who is receiving compensation, disability retirement benefits, or pension by reason of public laws administered by the U.S. Department of Veterans Affairs and U.S. Department of Defense. 2. The spouse of a person who has a total disability, permanent in nature, resulting from a service-connected disability and who, because of this disability, cannot qualify for employment, and the spouse of a person missing in action, captured in line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power. 3. A wartime veteran as defined in s. 1.01(14), who has served at least one day during a wartime period. Active duty for training may not be allowed for eligibility under this paragraph. 4. The widow or widower (who has not remarried) of a veteran who died of a service-connected disability. 5. The mother, father, legal guardian, widow or widower (who has not remarried) of a member of the U.S. Armed Forces who died in the line of duty under combat-related conditions, as verified by the U.S. Department of Defense. 6. A veteran as defined in s. 1.01(14), F.S. Active duty for training may not be allowed for eligibility under this paragraph. 7. A CURRENT member of any reserve component of the U.S. Armed Forces or the Florida National Guard.  
Not Applicable
8. Pursuant to City Resolution 2014-29B, the City has established preference for bona fide City of North Miami Beach residents for hiring, examinations and promotion. To qualify for residence preference points, an applicant, examinee, and/or employee must be a bona fide resident of the City for at least one (1) year immediately preceding the date of the vacancy. Do you wish to claim Residency Status? By selecting yes, I understand that I must provide proof of residency as outlined in Civil Service rules PRIOR to an examination or interview. Residency Preference shall not be given to any applicant who does not provide the required documentation as stated. I understand that I must provide proof of residency prior to an examination or interview for a Civil Service position.  
No
9. Have you been charged and penalized for any traffic violations in the last 10 (ten) years?  
No
10. If you answered yes to the previous question, indicate the location, type of offense, final disposition, and dates:
11. Have you ever been fired or asked to resign by an employer?  
Yes
12. If you answered yes, please provide details:  
Was City Manager of the City of North Miami. My contract was terminated early without cause on June 2024.
13. Please indicate how you learned about this position?  
Other
14. If your name has changed, indicate the name under which the City may verify information supplied on this application.
15. Employment with the City of North Miami Beach may require working weekends, shifts and holidays. Are you able to work:  
Full Time, Evenings, Weekends, Holidays
16. Specify any days or hours you are NOT able to work:
17. What is the earliest date you are available to start?  
30 days from contract approval
18. I acknowledge that my application must show the education and experience necessary to substantiate the answers in the sections regarding my education and work experience, or my application can be considered ineligible for consideration. I also understand that I must provide all required documents if applicable, at time of interview, - i.e. certifications and/or licenses required for the position.  
Acknowledge

19. APPLICATION CERTIFICATION – READ CAREFULLY BEFORE ACKNOWLEDGING: By signing this document, I certify that all of the information on this entire application, including any attachments, is true and complete to the best of my knowledge. I understand that all information is subject to investigation and that omission, falsification, or misrepresentation is sufficient cause for rejection of this application, removal of my name from any employment list, or termination of employment. I understand that the City of North Miami Beach is a Drug-Free Workplace and that employees are subject to drug testing in accordance with federal, state, and local statutes. I understand that this application is the property of the City of North Miami Beach and information contained herein is public record. I authorize and direct any persons or organizations to release and furnish records and information relevant to determine my fitness and suitability for employment in the aforesaid position. I release the custodian of such records, including the City of North Miami Beach and its employees, from any liability for damages by me, my heirs, family, or associates resulting from any attempts at lawful compliance with this authorization.

Acknowledge

The following terms were accepted by the applicant upon submitting the online application:

By clicking the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the City of North Miami Beach and will not be returned. I understand the City of North Miami Beach may contact prior employers and other references. I understand that I must notify the Human Resources Division of any changes in my name, address, or phone number.

This application was submitted by Rasha C Cameau on 7/31/25 7:22 PM

Signature\_\_\_\_\_

Date\_\_\_\_\_

# RASHA CAMEAU

MBA, FRA-RP

## Summary

Dedicated and results-oriented professional with a proven track record in problem-solving, team building, and conflict resolution. Experienced in implementing effective systems and streamlining business processes to drive efficiency and achieve organizational goals. Passionate about fostering collaboration and directing positive change within dynamic team environments.

## Experience

### CHIEF EXECUTIVE OFFICER

DADE COUNTY DENTAL RESEARCH CLINIC d/b/a COMMUNITY SMILES June 2024 -- Present

- Lead all aspects of organization operations (clinic, residency, administrative).
- Drive performance improvement in quality, safety, patient satisfaction, and efficiency.
- Ensure high-quality, safe, and patient-centered care.
- Oversee budgeting, financial performance, and capital planning.
- Maintain compliance with healthcare laws, accreditation, and regulations.
- Foster a strong, inclusive, and accountable organizational culture.
- Develop community partnerships and serve as public representative.

### CITY MANAGER

CITY OF NORTH MIAMI

March 2023—June 2024

- Operated a \$208 million annual budget with 500 support staff.
- Spearheaded the implementation of new ERP and CRM systems.
- Passed a balanced FY23-24 budget with \$2.5 million in general fund reserves (first in over five years).
- Developed and implemented a strategic plan to guide the city out of financial deficit and renovation of fledgling infrastructure.
- Diversified revenues by accessing over \$220,900,000 million in grants, securing an LOI of \$200,900,000 in WIFIA loan for a new water treatment plant and infrastructure upgrades.
- Renegotiated CRA interlocal agreement reducing the city's contribution, allowing for additional steps towards financial stability.

# RASHA CAMEAU

MBA, FRA-RP

## **OWNER/MANAGER**

MIAMI SHORES ANIMAL CLINIC

March 2012 – Present

- Established and administered a veterinary clinic.
- Managed the process to purchase the business and property.
- Responsible for hiring staff, implementing operational and management systems.

## **ASSISTANT DIRECTOR**

COMMUNITY REDEVELOPMENT & MUNICIPAL SERVICES FOR MIAMI DADE COUNTY/OFFICE OF MANAGEMENT & BUDGET

January 2022 – March 2023

- Supervised operations of 11 municipal CRAs and 4 county CRAs, to ensure appropriate redevelopment and revitalization of multiple communities.
- Ensured compliance with county and state regulations of municipal CRAs, managed and operated county CRAs to implement redevelopment plans, and the mission and vision of revitalizing designated areas.
- Developed incentives, programs, marketing tools, and pilot initiatives as necessary. Procured relevant consultants for plan updates, public relations, economic development, and other services as needed. Maintained relationships with citizen boards of UMSA CRAs.
- Oversaw and managed the annexation and incorporation process, coordinated county departments to access data, analyze, and provide a report for the Board of County Commission's consideration.

## **CONSULTANT/DIRECTOR/EXECUTIVE DIRECTOR**

NORTH MIAMI COMMUNITY REDEVELOPMENT AGENCY

July 2014 – Dec 2021

- Responsible for day-to-day operations of the Agency, by implementing amended CRA Plan and ensuring benchmarks were achieved.
- Created new grants and incentives to support the City of North Miami's economic growth. Led CRA staff into compliance with local and state rules.
- Launched the NMCRA's first ever branding campaign for Downtown Nomi, to include a new website, new systems, and capital improvements, including renovating Moca Plaza.
- Created new grants and incentives during COVID to assist residents and businesses not eligible for federal assistance, such as PPP. As a result, numerous businesses

# RASHA CAMEAU

MBA, FRA-RP

survived the pandemic and the City's economy was not negatively affected.

- Coordinated with CRA staff and Miami Dade County to ensure extension of life of the CRA.
- Negotiated development agreements and land deals for the CRA, multi-faceted loan and incentive programs.

## **CRA/CITY COORDINATOR**

CITY OF NORTH MIAMI BEACH

November 2012 – July 2014

- Managed the Community Redevelopment Agency, including budget administration.
- Developed policies and incentives to catalyze economic growth.
- Assisted City Manager with various special projects and initiatives.

## **FOUNDING CULTURAL CENTER DIRECTOR**

CITY OF MIAMI/LITTLE HAITI CULTURAL CENTER

May 2009 – Feb 2011

- Directed, planned, organized, and marketed the facility's cultural arts programs and activities. Emphasis on programming, policy development, and budget administration.
- Collaborated with representatives from various local agencies and organizations to identify community needs and interests.
- Identified potential funding sources, including revenue generation by the center, solicited funding, and other financial support.
- Developed the cultural arts center and departmental policies and procedures, short and long-term objectives as well as plans for facility and program development.
- Coordinated community meetings and wrote the first operational plan for the Caribbean Marketplace redevelopment.

## **ADMINISTRATOR**

CITY OF MIAMI/LITTLE HAITI NEIGHBORHOOD ENHANCEMENT TEAM (NET)

January 2004 – April 2009

- Ensured effective and efficient delivery of municipal services at City neighborhoods, recommended new services and supervised implementation.
- Provided leadership and guidance to NET staff, community organizations, and other public agencies involved in carrying out activities expeditiously.
- Resolved neighborhood issues and concerns related to a broad range of services, acting as primary liaison between the community and the City administration, establishing a meaningful working relationship with all neighborhood organizations,

# RASHA CAMEAU

MBA, FRA-RP

attending organizational meetings to inform and guidance, as appropriate, and developing strategic plan in partnership with neighborhood leaders.

- Worked closely with community-based organizations funded through City's Community Development Block Grant Program to encourage impactful delivery of services to the community.
- Was Lead NET Administrator on the Mayor's Anti-Poverty Initiative and Abandoned Properties Registration and Maintenance Program.
- Coordinated special events and initiatives, such as Home Beautification Painting/Landscaping project, erecting the Toussaint L'Ouverture statue and renovation of the Freedom Garden.

## DEPUTY DIRECTOR

HUMAN SERVICES COALITION OF DADE COUNTY/CATALYST MIAMI

1997-2004

- Responsible for day-to-day operations, including but not limited to fiscal administration, budget preparation and financial reporting, contract management and compliance, human resources, fundraising and development, facilities management, and oversight of communications department.
- Agency negotiations with federal/state/county/private fund providers.
- Created and implemented Agency operating systems.
- Additional responsibilities included providing fiscal and organizational training as well as oversight to grassroots organizations, to facilitate their incorporation and own financial stability.

## Education

### MASTER OF BUSINESS ADMINISTRATION

2007

Florida International University

### BACHELOR OF PUBLIC ADMINISTRATION

2000

Florida International University

### CERTIFIED FLORIDA REDEVELOPMENT PROFESSIONAL

2017

Florida Redevelopment Association Academy

## Affiliations

Chair of the NW 7<sup>th</sup> Avenue CRA

2025 - Present

Vice Chair of the NW 79<sup>th</sup> Street CRA

2013-2020

# RASHA CAMEAU

MBA, FRA-RP

July 31<sup>st</sup>, 2025

Honorable Mayor & Commission  
City of North Miami Beach  
17011 NE 19<sup>th</sup> Avenue  
North Miami Beach, FL 33162

Dear Mayor & Commission,

I am writing to express my interest in the City Manager position with the City of North Miami Beach. With over two decades of experience in public administration, community redevelopment, and executive leadership in municipal government, I bring the vision, experience, and local insight needed to guide North Miami Beach toward long-term growth and sustainability.

Most recently, I served as City Manager for the City of North Miami, where I led a \$208 million budget and more than 500 employees. In just over a year, we achieved financial recovery by adopting the first balanced budget with reserves in over five years, implemented citywide ERP and CRM systems, and secured more than \$220 million in grant and loan funding, including a transformative \$200.9 million WIFIA loan for a new water plant. These milestones were achieved through a results-oriented, collaborative approach that prioritized residents and restored fiscal integrity.

My relationship with North Miami Beach is both professional and personal. During my tenure as CRA Coordinator, I oversaw the agency's budget planning by eliminating debt, negotiated its first TIF project, and advised city leadership on economic development strategies. My deep familiarity with the city's unique challenges and opportunities positions me to lead with both experience and commitment.

# RASHA CAMEAU

MBA, FRA-RP

Page 2 of 2

I am passionate about transparent governance, efficient and effective government, customer service, inclusive economic development, and operational excellence. I believe that by building strategic partnerships and fostering a culture of accountability, North Miami Beach can thrive as a resilient, forward-looking city.

Thank you for considering my candidacy. I would welcome the opportunity to discuss how my leadership and knowledge of the local landscape can support your goals and serve the residents of North Miami Beach.

Sincerely,



Rasha Comeau, MBA, FRA-RP

## EMPLOYMENT APPLICATION



CITY OF NORTH MIAMI BEACH  
17011 NE 19th Avenue  
North Miami Beach, Florida 33162  
305-948-2918

<http://www.governmentjobs.com/careers/citynmb>

Corbin, Shane N  
00687 CITY MANAGER

Received: 10/10/25  
11:35 AM  
For Official Use Only:  
QUAL: \_\_\_\_\_  
DNO: \_\_\_\_\_  
 Experience  
 Training  
 Other: \_\_\_\_\_

## PERSONAL INFORMATION

|  |  |  |
|--|--|--|
| POSITION TITLE:<br>CITY MANAGER  |  | EXAM ID#:<br>00687   |
| NAME: (Last, First, Middle)<br>Corbin, Shane N   |  | SOCIAL SECURITY NUMBER:<br>N/A   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>3819 Schoolway Avenue, New Smyrna Beach, Florida 32169 |  | EMAIL ADDRESS:<br>nscorbin@gmail.com   |
| HOME PHONE:<br>5024689787  | ALTERNATE PHONE:<br>(502) 468-9787     | NOTIFICATION PREFERENCE:<br>Email  |
| DRIVER'S LICENSE:<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No                           | DRIVER'S LICENSE:<br>State: [REDACTED] | LEGAL RIGHT TO WORK IN THE UNITED STATES?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| What is your highest level of education?<br>Master's Degree  |  |  |

## PREFERENCES

|   |  |
|---|--|
| MINIMUM COMPENSATION:<br>\$0.00 per year                                      | ARE YOU WILLING TO RELOCATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe |
| WHAT TYPE OF JOB ARE YOU LOOKING FOR?<br>Regular                              |  |
| TYPES OF WORK YOU WILL ACCEPT:<br>Full Time                                   |  |
| SHIFTS YOU WILL ACCEPT:<br>Day, Evening, Night, Weekends, On Call (as needed) |  |
| OBJECTIVE:<br>Planning and Economic Development                               |  |

## EDUCATION

|  |  |                                    |
|--|--|------------------------------------|
| DATES:<br>From: 1/2019 To: 8/2022                        | SCHOOL NAME:<br>Florida Redevelopment Association - Redevelopment Academy                |                                    |
| LOCATION: (City, State/Province)<br>Orlando, Florida     | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Certification  |
| MAJOR:<br>Redevelopment Professional                     |  | UNITS COMPLETED:<br>12 - Semester  |
| DATES:<br>From: 1/2011 To: 1/2013                        | SCHOOL NAME:<br>University of Louisville   |                                    |
| LOCATION: (City, State/Province)<br>Louisville, Kentucky | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Master's       |
| MAJOR:<br>Public Administration                          |  | UNITS COMPLETED:<br>100 - Semester |
| DATES:<br>From: 1/2010 To: 1/2011                        | SCHOOL NAME:<br>University of Louisville   |                                    |
| LOCATION: (City, State/Province)<br>Louisville, Kentucky | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Other          |
| MAJOR:<br>Real Estate Development                        |  | UNITS COMPLETED:<br>100 - Semester |
| DATES:<br>From: 1/2007 To: 1/2010                        | SCHOOL NAME:<br>University of Louisville   |                                    |
| LOCATION: (City, State/Province)<br>Louisville, Kentucky | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Master's       |
| MAJOR:<br>Urban Planning                                 |  | UNITS COMPLETED:<br>100 - Semester |
| DATES:<br>From: 1/1996 To: 1/2002                        | SCHOOL NAME:<br>University of Louisville   |                                    |
| LOCATION: (City, State/Province)<br>Louisville, Kentucky | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Bachelor's     |
| MAJOR:<br>Biology  |  | UNITS COMPLETED:<br>100 - Semester |

## WORK EXPERIENCE

|   |   |                                       |  |
|---|---|---------------------------------------|--|
| DATES:<br>From: 3/2023 To: 6/2024   |   | EMPLOYER:<br>City of New Smyrna Beach | POSITION TITLE:<br>Director of Development Services  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>210 Sams Avenue , New Smyrna Beach , Florida, 32168   |   |                                       | COMPANY URL:<br><a href="https://www.cityofnsb.com/">https://www.cityofnsb.com/</a>                  |
| PHONE NUMBER:<br>111111111  | SUPERVISOR:<br>Ron Neibert - Assistant City Manager             |                                       | MAY WE CONTACT THIS EMPLOYER?<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| HOURS PER WEEK:<br>45   | SALARY:<br>\$12,000.00/month                                    | # OF EMPLOYEES SUPERVISED:<br>40      |  |
| DUTIES:<br>Manage all of the activities related to planning, engineering, building and code enforcement. I'm also filling in for our Economic Development Director who recently resigned. I'm involved in projects from preapplication meetings, planning boards, permitting and inspections through to certificates of occupancy. We are a fast growing beach town with tremendous development occurring. Much of my job deals with public relations and managing information. I also manage our engineering team overseeing dozens of CIP projects with a heavy focus on stormwater infrastructure and retrofits.   |   |                                       |  |
| REASON FOR LEAVING:<br>Opportunity  |   |                                       |  |
| DATES:<br>From: 11/2019 To: 3/2023  |   | EMPLOYER:<br>City of Atlantic Beach   | POSITION TITLE:<br>City Manager  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>800 Seminole Road, Atlantic Beach, Florida, 32233   |   |                                       |  |
| PHONE NUMBER:<br>9042475817   | SUPERVISOR:<br>5 Elected Officials and Residents - City Manager |                                       | MAY WE CONTACT THIS EMPLOYER?<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| HOURS PER WEEK:<br>60   | SALARY:<br>\$13,000.00/month                                    | # OF EMPLOYEES SUPERVISED:<br>175     |  |
| DUTIES:<br>Manage 10 departments with a total of 175 employees performing all the functions necessary to run a small municipality of 15k including but not limited to annual budgeting, environmental initiatives, policy, planning and zoning, public works and a water utility. Prepare all Commission agenda items, help coordinate meetings, and provide excellent customer service to residents. Last, I continue to champion the City's environmental leadership initiatives carried over from being the Planning and Community Development Director.<br>1. Mission, policy and planning<br>a) Helps the City Commission determine the City's values, mission, vision and short- and long-term goals.<br>b) Helps the Commission monitor and evaluate the City's relevancy to the community, its effectiveness and its results.<br>c) Keeps the Commission fully informed on the condition of the City and on all important factors influencing it.<br>• Identifies problems and opportunities and addresses them; brings those which are appropriate to the Commission and/or its boards/committees; and facilitates discussion and deliberation.<br>• Informs the Commission about trends, issues, problems and activities in order to facilitate policy-making. Recommends policy revisions.<br>d) Keeps informed of developments in all aspects of municipal management and operations.<br>2. Management and Administration<br>a) Provides general oversight of all City activities, manages the day-to-day operations and assures a smoothly functioning, efficient organization.<br>b) Assures program quality and organizational stability through development and implementation of standards and controls, systems and procedures and regular evaluation.<br>c) Assures a work environment that recruits, retains and supports quality staff. Assures successful process for selecting, developing, motivating and evaluating staff.<br>d) Recommends staffing and financing to the Commission. Ensures that appropriate salary structures are maintained and updated.<br>e) Specifies expectations and accountability for Department Heads and evaluates performance regularly.<br>3. Governance<br>a) Works with the Mayor and Commissioners to enable the Commission to fulfill its governance functions and facilitates the optimum performance by the Commission, its boards and committees and individual Commissioners.<br>b) Assists in focusing the Commission's attention on long-range strategic issues.<br>c) Manages the Commission's due diligence responsibilities to assure timely attention to core issues.<br>4. Financing<br>a) Oversees the fiscal activities of the organization including budgeting, reporting and audits.<br>b) Works with the Commission to ensure financing to support short- and long-term goals.<br>5. Community Relations<br>a) Facilitates responsiveness to the Community by using effective marketing and communications policies and strategies.<br>b) Listens to the members of the Community in order to improve services and quality of life.<br>c) Initiates, develops and maintains positive and cooperative relationships with key constituencies. |   |                                       |  |
| REASON FOR LEAVING:<br>Drastic change in political leadership and the cost of living.   |   |                                       |  |
| DATES:<br>From: 1/2018 To: 10/2019  |   | EMPLOYER:<br>City of Atlantic Beach   | POSITION TITLE:<br>Director of Planning and Community Development                                    |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>800 Seminole Road, Atlantic Beach, Florida, 32266   |   |                                       |  |
| PHONE NUMBER:<br>9042475817   | SUPERVISOR:<br>Joe Gerrity - City Manager                       |                                       | MAY WE CONTACT THIS EMPLOYER?<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| HOURS PER WEEK:<br>50   | SALARY:<br>\$8,000.00/month                                     | # OF EMPLOYEES SUPERVISED:<br>5       |  |
| DUTIES:<br>All typical planning, zoning, plan review and permitting activities. In addition, I oversaw the full rewrite of our land development regulations, update of the comprehensive plan, sea level rise vulnerability assessment (funded with FDEP grant), major tree planting projects, complete street initiatives, redevelopment initiatives and LEED for Cities Certification (first in the state of FL).   |   |                                       |  |

|  |  |   |
|--|--|---|
| <b>REASON FOR LEAVING:</b><br>Was promoted to City Manager.  |  |   |
| <b>DATES:</b><br>From: 1/2016 To: 1/2018   | <b>EMPLOYER:</b><br>City of Savannah   | <b>POSITION TITLE:</b><br>Zoning Administrator  |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>Riverstreet, Savannah, Georgia, 31402   |  |   |
| <b>PHONE NUMBER:</b><br>502-468-9787   | <b>SUPERVISOR:</b><br>Julie McClean - Director of Development Services (City Engineer) | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$5,200.00/month   | <b># OF EMPLOYEES SUPERVISED:</b><br>5  |
| <b>DUTIES:</b><br>Subject matter expert on Planning and Zoning for the City of Savannah. Worked with developers, architects, planners, City officials, neighborhood groups, and various stakeholders on a wide variety of current, neighborhood, and long range planning activities. Managed plan review and ordinance enforcement for violations. Coordinated zoning solutions with City Building and Engineering staff on CIP projects. Worked closely with Leisure Services on Short Term Vacation Rental and Hotel issues. Collaborated with Economic Development and Savannah Redevelopment and Renewal Authority on incentives to bring residential development back to downtown Savannah. Provided staff recommendations to City Manager and City Council on all Planning and Zoning related matters.   |  |   |
| <b>REASON FOR LEAVING:</b><br>Savannah went through a major reorganization and I choose to leave for a more stable opportunity.  |  |   |
| <b>DATES:</b><br>From: 1/2012 To: 1/2016   | <b>EMPLOYER:</b><br>City of Jeffersonville   | <b>POSITION TITLE:</b><br>Director of Planning, Zoning, and Code Enforcement                                |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>Quatermaster Court, Jeffersonville, Indiana, 31406  |  |   |
| <b>PHONE NUMBER:</b><br>502-468-9787   | <b>SUPERVISOR:</b><br>Mike Moore - Mayor   | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$3,500.00/month   | <b># OF EMPLOYEES SUPERVISED:</b><br>4  |
| <b>DUTIES:</b><br>Provided a variety of services to the Planning Commission, Board of Zoning Appeals, Redevelopment Commission, Parks Board, City Council, and other groups as needed. Managed all Planning Commission and Board of Zoning Appeals meetings and cases. Worked closely with developers, entrepreneurs, and business leaders on economic development issues. Voting member of the Urban Enterprise Association and the Jeffersonville Public Art Commission. Oversaw the update of the Comprehensive Plan, updates to the zoning ordinance, and the planning and implementation of the City's first Bicycle Pedestrian Master Plan. Worked with stakeholders to develop a state of Indiana Gateway Master Plan with a New Urbanist Town Center. I was heavily involved in the development of the City's first Public Art Program including a draft Public Art Master Plan, developing processes for RFP's, review, section, and installation or various works. Managed staff and budget. Enforced codes and regulations. |  |   |
| <b>REASON FOR LEAVING:</b><br>My mother is in ill health and needed to be closer to her in FL.   |  |   |
| <b>DATES:</b><br>From: 6/2007 To: 1/2012   | <b>EMPLOYER:</b><br>Louisville Metro   | <b>POSITION TITLE:</b><br>Environmental Planner   |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>City Government Building, Louisville, Kentucky, 24701   |  |   |
| <b>PHONE NUMBER:</b><br>(502) 574-1100   | <b>SUPERVISOR:</b><br>Michelle King - Manager  | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$3,250.00/month   | <b># OF EMPLOYEES SUPERVISED:</b><br>1  |
| <b>DUTIES:</b><br>Wide variety of air quality, environmental, sustainability, urban tree canopy, land use, multimodal transportation, and planning related projects.   |  |   |
| <b>REASON FOR LEAVING:</b><br>I left for a Planning Director position.   |  |   |
| <b>DATES:</b><br>From: 6/2005 To: 6/2007   | <b>EMPLOYER:</b><br>Hardin County Planning and Development Commission                  | <b>POSITION TITLE:</b><br>Planner 1   |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>Hardin County Courthouse, Elizabethtown, Kentucky, 24701  |  |   |
| <b>PHONE NUMBER:</b><br>502-468-9787   | <b>SUPERVISOR:</b><br>Chris Hunsinger - Director                                       | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$2,250.00/month   | <b># OF EMPLOYEES SUPERVISED:</b><br>0  |
| <b>DUTIES:</b><br>Provided services to the Planning Commission, Board of Adjustment, and public on daily planning issues.  |  |   |
| <b>REASON FOR LEAVING:</b><br>New employment   |  |   |

#### CERTIFICATES AND LICENSES

|   |  |
|---|--|
| <b>TYPE:</b><br>Graduate Certificate in Real Estate Development |  |
| <b>LICENSE NUMBER:</b>  | <b>ISSUING AGENCY:</b><br>University of Louisville |

|  |   |
|--|---|
| TYPE:<br>American Institute of City Planners |   |
| LICENSE NUMBER:<br>31353                     | ISSUING AGENCY:                                   |
| TYPE:<br>Stormwater Operator 1               |   |
| LICENSE NUMBER:                              | ISSUING AGENCY:<br>Florida Stormwater Association |

| Skills  |
|---|
| OFFICE SKILLS:<br>Typing:<br>Data Entry:  |
| OTHER SKILLS:<br>GIS - Intermediate - 15 years and 0 months<br>Management - Expert - 15 years and 0 months<br>Sketch Up - Intermediate - 15 years and 0 months<br>Microsoft Office - Expert - 20 years and 0 months |
| LANGUAGE(S):  |

| ADDITIONAL INFORMATION           |
|----------------------------------|
| Nothing Entered For This Section |

| REFERENCES   |                            |  |
|--|----------------------------|--|
| REFERENCE TYPE:<br>Professional  | NAME:<br>Ellen Glasser     | POSITION:<br>Mayor of Atlantic Beach                               |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>Atlantic Beach , Florida |                            |  |
| EMAIL ADDRESS:<br>ellenglasser@gmail.com   |                            | PHONE NUMBER:<br>(904)472-6262                                     |
| REFERENCE TYPE:<br>Personal  | NAME:<br>Yani Vozos        | POSITION:<br>Student Advisor for Urban and Public Affairs          |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>Louisville, Kentucky     |                            |  |
| EMAIL ADDRESS:<br>yani.vozos@gmail.com   |                            | PHONE NUMBER:<br>(502) 291-6046                                    |
| REFERENCE TYPE:<br>Professional  | NAME:<br>Julie McLean      | POSITION:<br>Director of Development Services - Savannah           |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>Savannah , Georgia       |                            |  |
| EMAIL ADDRESS:<br>jmclean@savannahga.gov   |                            | PHONE NUMBER:<br>912-667-2265                                      |
| REFERENCE TYPE:<br>Professional  | NAME:<br>Christy Lawrence  | POSITION:<br>Engineering Project Manager                           |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>Savannah , Georgia       |                            |  |
| EMAIL ADDRESS:<br>clawrence@wolverton.com  |                            | PHONE NUMBER:<br>912-429-7962                                      |
| REFERENCE TYPE:<br>Professional  | NAME:<br>Michelle King     | POSITION:<br>Louisville Metro - Environmental Supervisor           |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>Louisville, Kentucky     |                            |  |
| EMAIL ADDRESS:<br>m.king@louisvilleky.gov  |                            | PHONE NUMBER:<br>(502) 599-7977                                    |
| REFERENCE TYPE:<br>Professional  | NAME:<br>Kim Calaboro      | POSITION:<br>Director of Human Resources                           |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>Jeffersonville , Indiana |                            |  |
| EMAIL ADDRESS:<br>kcalaboro@cityofjeff.net   |                            | PHONE NUMBER:<br>[REDACTED]  |
| REFERENCE TYPE:<br>Professional  | NAME:<br>Kevin Klinkenburg | POSITION:<br>Director Savannah Redevelopment and Renewal Authority |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>Savannah , Georgia       |                            |  |
| EMAIL ADDRESS:<br>kevin@sdra.net   |                            | PHONE NUMBER:<br>816-682-2700                                      |

Agency-Wide Questions

1. Are you a current City of North Miami Beach employee?  
No
2. Have you ever been employed by the City of North Miami Beach?  
No
3. If yes, state position, department and dates:
4. Are any members of your family or a relative (either by blood or marriage) employed by the City of North Miami Beach?  
No
5. If yes, give name, position, and relationship:
6. Are you claiming Veteran's Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and chapter 295, Florida Statutes)? \* \*YOU MUST SUBMIT CURRENT DOCUMENTATION OF YOUR VETERAN'S PREFERENCE STATUS WITH THIS APPLICATION.  
No  
1. A disabled veteran who has served on active duty in any branch of the U.S. Armed Forces, has received an honorable discharge, and has established the present existence of a service-connected disability that is compensable under public laws administered by the U.S. Department of Veterans Affairs; or who is receiving compensation, disability retirement benefits, or pension by reason of public laws administered by the U.S. Department of Veterans Affairs and U.S. Department of Defense. 2. The spouse of a person who has a total disability, permanent in nature, resulting from a service-connected disability and who, because of this disability, cannot qualify for employment, and the spouse of a person missing in action, captured in line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power. 3. A wartime veteran as defined in s. 1.01(14), who has served at least one day during a wartime period. Active duty for training may not be allowed for eligibility under this paragraph. 4. The widow or widower (who has not remarried) of a veteran who died of a service-connected disability. 5. The mother, father, legal guardian, widow or widower (who has not remarried) of a member of the U.S. Armed Forces who died in the line of duty under combat-related conditions, as verified by the U.S. Department of Defense. 6. A veteran as defined in s. 1.01(14), F.S. Active duty for training may not be allowed for eligibility under this paragraph. 7. A CURRENT member of any reserve component of the U.S. Armed Forces or the Florida National Guard.  
Not Applicable  
Pursuant to City Resolution 2014-29B, the City has established preference for bona fide City of North Miami Beach residents for hiring, examinations and promotion. To qualify for residence preference points, an applicant, examinee, and/or employee must be a bona fide resident of the City for at least one (1) year immediately preceding the date of the vacancy. Do you wish to claim Residency Status? By selecting yes, I understand that I must provide proof of residency as outlined in Civil Service rules PRIOR to an examination or interview. Residency Preference shall not be given to any applicant who does not provide the required documentation as stated. I understand that I must provide proof of residency prior to an examination or interview for a Civil Service position.  
No
7. Have you been charged and penalized for any traffic violations in the last 10 (ten) years?  
No
8. If you answered yes to the previous question, indicate the location, type of offense, final disposition, and dates:
9. Have you ever been fired or asked to resign by an employer?  
No
10. If you answered yes, please provide details:
11. Please indicate how you learned about this position?  
GovernmentJobs.com
12. If your name has changed, indicate the name under which the City may verify information supplied on this application.
13. Employment with the City of North Miami Beach may require working weekends, shifts and holidays. Are you able to work:  
Full Time, Evenings, Weekends, Holidays
14. Specify any days or hours you are NOT able to work:
15. What is the earliest date you are available to start?  
January 15.
16. I acknowledge that my application must show the education and experience necessary to substantiate the answers in the sections regarding my education and work experience, or my application can be considered ineligible for consideration. I also understand that I must provide all required documents if applicable, at time of interview, - i.e. certifications and/or licenses required for the position.  
Acknowledge

19. APPLICATION CERTIFICATION – READ CAREFULLY BEFORE ACKNOWLEDGING: By signing this document, I certify that all of the information on this entire application, including any attachments, is true and complete to the best of my knowledge. I understand that all information is subject to investigation and that omission, falsification, or misrepresentation is sufficient cause for rejection of this application, removal of my name from any employment list, or termination of employment. I understand that the City of North Miami Beach is a Drug-Free Workplace and that employees are subject to drug testing in accordance with federal, state, and local statutes. I understand that this application is the property of the City of North Miami Beach and information contained herein is public record. I authorize and direct any persons or organizations to release and furnish records and information relevant to determine my fitness and suitability for employment in the aforesaid position. I release the custodian of such records, including the City of North Miami Beach and its employees, from any liability for damages by me, my heirs, family, or associates resulting from any attempts at lawful compliance with this authorization.

Acknowledge

The following terms were accepted by the applicant upon submitting the online application:

By clicking the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the City of North Miami Beach and will not be returned. I understand the City of North Miami Beach may contact prior employers and other references. I understand that I must notify the Human Resources Division of any changes in my name, address, or phone number.

This application was submitted by Shane N Corbin on 10/10/25 11: 35 AM

Signature\_\_\_\_\_

Date\_\_\_\_\_

# Shane Corbin

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## Summary of Qualifications:

- Wide range of experience working with public stakeholders and elected officials
- Expertise in reviewing, interpreting, and advising on controversial issues
- Exceptional ability to coordinate large and diverse groups of people
- Track record of developing and maintaining budgets
- American Institute of City Planning certification
- Over 15 years of management in government with increasing responsibilities

## Education: University of Louisville

- Master of Public Administration – 2014
- Graduate Certificate of Real Estate Development – 2011
- Master of Urban Planning - 2007
- Bachelor of Biology – 2002

## City of New Smyrna Beach, FL

**2023 – Current**

- Manages 40 staff for all planning, engineering, building and code enforcement activities in the city
- Attends a variety of city meetings and presents information to elected officials and residents
- Represents the city on a variety of boards
- Fills in for other staff as needed such as the Director of Economic Development
- Manages capital projects

## City of Atlantic Beach, FL

### *City Manager*

**2019 – 2023**

- Managed 175 staff for the full day-today operations for the city including police, public utilities, public works, human resources, finance, planning, engineering, public information, information technology, public works, cultural arts and recreation, building, and clerk's office
- Managed projects from concept to approval through the City Commission and other various boards and committees
- Represented the city during public events
- Selected the city's new police chief
- Has the final say on all new employee hiring and termination
- Built a 55 million dollar annual operating budget with extensive community input
- Oversee major infrastructure projects
- Provided leadership through declarations of emergency
- Worked closely with elected officials to coordinate priorities with policy initiatives

## City of Atlantic Beach, FL

### *Director of Planning and Community Development*

**2018 - 2019**

- Managed staff for planning, permitting, and code enforcement duties
- Managed projects through the Community Development Board, Environmental Stewardship Committee, and City Commission
- Represented the City on the North Florida Transportation Organization's Technical Coordinating Committee and Jacksonville's Adaptation Action Area Workgroup

# Shane Corbin

- Advised residents, investors, developers, and City officials on planning issues
- Coordinated the City's Land Development Regulations update, Comprehensive Plan update, LEED certification, Mayport Road Visioning Implementation Plan, and Sea Level Rise Vulnerability Study
- Created grant programs to advance redevelopment efforts on Mayport Road
- Coordinated the City's Parks and Trails Master Plan

## City of Savannah, GA

### *Zoning Administrator*

**2016 – 2018**

- Managed staff for planning, permitting, and code enforcement duties
- Worked with developers from project concepts to certificates of occupancy
- Created a hotel overlay to balance residential needs with tourism in the Landmark Historic District
- Advised residents, investors, developers and City officials on planning issues
- Interpreted zoning code to City officials, Metropolitan Planning Commission, Zoning Board of Appeals and Historic Review Board

## City of Jeffersonville, IN

### *Director of Planning and Zoning*

**2012 – 2016**

- Managed staff for planning, permitting and code enforcement duties
- Worked directly with developers from project concepts to certificates of occupancy
- Coordinated long range planning projects
- Updated codes, ordinances and policies
- Advised residents, investors, developers and City officials on planning issues
  - Played a key role in developing Jeffersonville's public art program including writing new policies, releasing RFPs, jurying RFP submittals, grant writing, project management and art installations

## Louisville Metro, KY

### *Environmental Planner*

**2007 - 2012**

- Represented Louisville Metro on the Development Review Committee, Planning Commission, Board of Zoning Adjustment, Kentucky and Indiana Metropolitan Planning Organization, Alternative Transportation Committee, Tree Advisory Board, Mayor's Healthy Hometown, Natural Hazards Mitigation Committee, Wellhead Protection Team, Urban Forestry Modeling Team and Green Roof Design Team
- Managed public outreach for sustainability initiatives
- Modeled both stationary and mobile air pollution sources for health impacts
- One of two lead coordinators for Louisville Metro's Climate Action Report

## Hardin County, KY

### *Land Use Planner*

**2004-2007**

- Performed design review for subdivision plats and development plans
- Provided planning services on issues such as zoning, farmland protection, streetscape design, access management, estate transfers, conservation easements, commercial development, code enforcement, source water protection, storm water management, building permits and floodplain management
- Identified cluster developments throughout KY and assisted in the development of conservation design standards

### **Interests:**

# Shane Corbin

- Urban planning, architecture, public art, travel, hiking, biking, backpacking, gardening, history, politics, music, cooking, hunting and fishing

## EMPLOYMENT APPLICATION



CITY OF NORTH MIAMI BEACH  
17011 NE 19th Avenue  
North Miami Beach, Florida 33162  
305-948-2918

<http://www.governmentjobs.com/careers/citynmb>

Fernandez, Frank G  
00687 CITY MANAGER

Received: 10/29/25 1:33 PM

For Official Use Only:

QUAL: \_\_\_\_\_

DNO: \_\_\_\_\_

Experience

Training

Other: \_\_\_\_\_

## PERSONAL INFORMATION

|  |  |  |
|--|--|--|
| POSITION TITLE:<br>CITY MANAGER  |  | EXAM ID# :<br>00687  |
| NAME: (Last, First, Middle)<br>Fernandez, Frank G  |  | SOCIAL SECURITY NUMBER:<br>N/A   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>[REDACTED]                   |  | EMAIL ADDRESS:<br>frankgfernandez@yahoo.com  |
| HOME PHONE:<br>[REDACTED]  | ALTERNATE PHONE:<br>[REDACTED]         | NOTIFICATION PREFERENCE:<br>Email  |
| DRIVER'S LICENSE:<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DRIVER'S LICENSE:<br>State: [REDACTED] | LEGAL RIGHT TO WORK IN THE UNITED STATES?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| What is your highest level of education?<br>Master's Degree                              |  |  |

## PREFERENCES

Nothing Entered For This Section

## EDUCATION

|   |  |                                   |
|---|--|-----------------------------------|
| DATES:<br>From: 1/2003 To: 5/2005                           | SCHOOL NAME:<br>Nova Southeastern University   |                                   |
| LOCATION: (City, State/Province)<br>Ft. Lauderdale, Florida | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Master's      |
| MAJOR:<br>Master of Science in Human Resource Management    |  | UNITS COMPLETED:<br>120 - Quarter |

## WORK EXPERIENCE

|  |   |  |
|--|---|--|
| DATES:<br>From: 6/2015 To: 4/2019  | EMPLOYER:<br>City of Coral Gables                     | POSITION TITLE:<br>Assistant City Manager/Director of Public Safety                                  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>405 Biltmore Way, Coral Gables, Florida, 33126   |   | COMPANY URL:<br>coralgables.com  |
| PHONE NUMBER:<br>305 733 0152  | SUPERVISOR:<br>Cathy Swanson Rivenbark - City Manager | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$0.00/month                               | # OF EMPLOYEES SUPERVISED:<br>500  |
| DUTIES:<br>Assistant City Manager and Director of Public Safety with operational authority over Human Resources Department, Information Technology, Labor Relations/Risk Management, Police, Emergency Management and Fire/Rescue Departments. |   |  |
| REASON FOR LEAVING:<br>Resigned.   |   |  |
| DATES:<br>From: 8/2012 To: 6/2015  | EMPLOYER:<br>City of Hollywood                        | POSITION TITLE:<br>Chief of Police   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>3250 Hollywood Blvd, Hollywood, Florida, 33021   |   | COMPANY URL:<br>hollywoodfl.org  |
| PHONE NUMBER:<br>954-829-2994  | SUPERVISOR:<br>Wazir Ishmael - City Manager           | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$0.00/month                               | # OF EMPLOYEES SUPERVISED:<br>800  |
| DUTIES:<br>Chief of Police and Assistant City Manager for Public Safety. Operational authority over the following departments: Police, Fire/Rescue, Code Enforcement, Emergency Management.  |   |  |
| REASON FOR LEAVING:<br>Recruited by the City of Coral Gables   |   |  |
| DATES:<br>From: 3/1985 To: 1/2010  | EMPLOYER:<br>Miami Police Department                  | POSITION TITLE:<br>Deputy Chief of Police  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>400 NW 2 Avenue, Miami, Florida, 33125   |   | COMPANY URL:<br>Miami-police.org   |
| PHONE NUMBER:<br>305-603-6106  | SUPERVISOR:<br>Chief John Timoney - Chief of Police   | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |

|  |                         |                                    |
|--|-------------------------|------------------------------------|
| HOURS PER WEEK:<br>40                                      | SALARY:<br>\$0.00/month | # OF EMPLOYEES SUPERVISED:<br>1500 |
| DUTIES:<br>Deputy Chief of Police and Chief of Operations. |                         |                                    |
| REASON FOR LEAVING:<br>Retired                             |                         |                                    |

| CERTIFICATES AND LICENSES        |
|----------------------------------|
| Nothing Entered For This Section |

| Skills  |
|---|
| OFFICE SKILLS:<br>Typing:<br>Data Entry:  |
| OTHER SKILLS:   |
| LANGUAGE(S):<br>Spanish - <input type="checkbox"/> Speak <input type="checkbox"/> Read <input type="checkbox"/> Write |

| ADDITIONAL INFORMATION   |
|--|
| Volunteer Experience<br>Chairman of the International Association of Chiefs of Police (IACP) Firearms Committee.<br>Chairman of the 2018 American Heart Association Heart Walk |

| REFERENCES   |                                  |                             |
|--|----------------------------------|-----------------------------|
| REFERENCE TYPE:<br>Professional  | NAME:<br>Cathy Swanson Rivenbark | POSITION:<br>City Manager   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>6302 Ferson Woods Drive , St. Charles , Illinois 60175 |                                  |                             |
| EMAIL ADDRESS:   |                                  | PHONE NUMBER:<br>3059056223 |

Agency-Wide Questions

1. Are you a current City of North Miami Beach employee?  
No
2. Have you ever been employed by the City of North Miami Beach?  
No
3. If yes, state position, department and dates:
4. Are any members of your family or a relative (either by blood or marriage) employed by the City of North Miami Beach?  
No
5. If yes, give name, position, and relationship:
6. Are you claiming Veteran's Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and chapter 295, Florida Statutes)? \* \*YOU MUST SUBMIT CURRENT DOCUMENTATION OF YOUR VETERAN'S PREFERENCE STATUS WITH THIS APPLICATION.  
No  
1. A disabled veteran who has served on active duty in any branch of the U.S. Armed Forces, has received an honorable discharge, and has established the present existence of a service-connected disability that is compensable under public laws administered by the U.S. Department of Veterans Affairs; or who is receiving compensation, disability retirement benefits, or pension by reason of public laws administered by the U.S. Department of Veterans Affairs and U.S. Department of Defense. 2. The spouse of a person who has a total disability, permanent in nature, resulting from a service-connected disability and who, because of this disability, cannot qualify for employment, and the spouse of a person missing in action, captured in line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power. 3. A wartime veteran as defined in s. 1.01(14), who has served at least one day during a wartime period. Active duty for training may not be allowed for eligibility under this paragraph. 4. The widow or widower (who has not remarried) of a veteran who died of a service-connected disability. 5. The mother, father, legal guardian, widow or widower (who has not remarried) of a member of the U.S. Armed Forces who died in the line of duty under combat-related conditions, as verified by the U.S. Department of Defense. 6. A veteran as defined in s. 1.01(14), F.S. Active duty for training may not be allowed for eligibility under this paragraph. 7. A CURRENT member of any reserve component of the U.S. Armed Forces or the Florida National Guard.  
Not Applicable  
Pursuant to City Resolution 2014-29B, the City has established preference for bona fide City of North Miami Beach residents for hiring, examinations and promotion. To qualify for residence preference points, an applicant, examinee, and/or employee must be a bona fide resident of the City for at least one (1) year immediately preceding the date of the vacancy. Do you wish to claim Residency Status? By selecting yes, I understand that I must provide proof of residency as outlined in Civil Service rules PRIOR to an examination or interview. Residency Preference shall not be given to any applicant who does not provide the required documentation as stated. I understand that I must provide proof of residency prior to an examination or interview for a Civil Service position.  
No
7. Have you been charged and penalized for any traffic violations in the last 10 (ten) years?  
No
8. If you answered yes to the previous question, indicate the location, type of offense, final disposition, and dates:
9. Have you ever been fired or asked to resign by an employer?  
No
10. If you answered yes, please provide details:
11. Please indicate how you learned about this position?  
City of NMB Website
12. If your name has changed, indicate the name under which the City may verify information supplied on this application.
13. Employment with the City of North Miami Beach may require working weekends, shifts and holidays. Are you able to work:  
Full Time
14. Specify any days or hours you are NOT able to work:
15. What is the earliest date you are available to start?  
Within two weeks.
16. I acknowledge that my application must show the education and experience necessary to substantiate the answers in the sections regarding my education and work experience, or my application can be considered ineligible for consideration. I also understand that I must provide all required documents if applicable, at time of interview, - i.e. certifications and/or licenses required for the position.  
Acknowledge

19. APPLICATION CERTIFICATION – READ CAREFULLY BEFORE ACKNOWLEDGING: By signing this document, I certify that all of the information on this entire application, including any attachments, is true and complete to the best of my knowledge. I understand that all information is subject to investigation and that omission, falsification, or misrepresentation is sufficient cause for rejection of this application, removal of my name from any employment list, or termination of employment. I understand that the City of North Miami Beach is a Drug-Free Workplace and that employees are subject to drug testing in accordance with federal, state, and local statutes. I understand that this application is the property of the City of North Miami Beach and information contained herein is public record. I authorize and direct any persons or organizations to release and furnish records and information relevant to determine my fitness and suitability for employment in the aforesaid position. I release the custodian of such records, including the City of North Miami Beach and its employees, from any liability for damages by me, my heirs, family, or associates resulting from any attempts at lawful compliance with this authorization.

Acknowledge

The following terms were accepted by the applicant upon submitting the online application:

By clicking the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the City of North Miami Beach and will not be returned. I understand the City of North Miami Beach may contact prior employers and other references. I understand that I must notify the Human Resources Division of any changes in my name, address, or phone number.

This application was submitted by Frank G Fernandez on 10/29/25 1:33 PM

Signature\_\_\_\_\_

Date\_\_\_\_\_

# Frank G. Fernandez

██████████ ▪ [frankgfernandez@yahoo.com](mailto:frankgfernandez@yahoo.com) ▪ Miami, FL 33156

September 3, 2025

To the Honorable Mayor and City Commission,  
City of North Miami Beach  
17011 NE 19th Avenue  
North Miami Beach, FL 33162

Dear Mayor and Commissioners,

It is with great enthusiasm that I submit my application for the position of City Manager for the City of North Miami Beach. With over 30 years of dedicated public service, spanning executive municipal management, public safety leadership, and interdepartmental administration across multiple Florida cities, I am confident in my ability to provide the visionary, ethical, and accountable leadership your city deserves.

As Assistant City Manager in two South Florida municipalities, I have overseen day-to-day operations across diverse departments including Police, Fire, Code Compliance, Emergency Management, Human Resources, Labor Relations and Information Technology. I've directly managed more than 70% of the overall city budget, implemented organization-wide policies and performance measures, and advanced multi-year capital improvement plans aligned with Commission priorities. My leadership style emphasizes collaboration, innovation, and strategic thinking with a hands-on approach to problem-solving and an unwavering commitment to public service.

In addition to my city management experience, I bring more than 15 years of executive-level law enforcement leadership, including serving as Deputy Chief of the Miami Police Department and later as Chief of Police and Assistant City Manager in Hollywood. I was recruited to Coral Gables as Director of Public Safety and Assistant City Manager to reform and modernize operations in response to rising crime, staffing shortages, and resident concerns. Through strategic deployment of technology, data-driven policy, and community engagement, the city was awarded the Smart City of the Year (Small Cities) by a national panel, demonstrating the effectiveness of our integrated, cross-departmental strategies.

My qualifications also include:

- Successful project management of capital initiatives such as the Miami Police College and stables—delivered on time and within budget.
- Leading Lean Six Sigma-based performance improvement efforts across departments to enhance service delivery and eliminate inefficiencies.
- A strong record of crisis management, including post-disaster leadership in Surfside following the Champlain Towers collapse.

- Robust labor relations experience, having negotiated successful union contracts in Hallandale Beach and overseen police recruitment reform in Miramar.
- Strong working relationships with elected officials, city staff, academic institutions, and community organizations throughout South Florida.

I hold executive leadership certifications from the Naval Postgraduate School's Center for Homeland Defense and Security, the FBI National Executive Institute, and the Police Executive Research Forum's Senior Management Institute for Police, and have continuously maintained informed through professionals organizations and other engagements.

I understand and respect the City Commission–Manager form of government and am committed to supporting the policy direction of the Commission with transparent, efficient, and innovative administration. I believe in fostering a responsive, inclusive organizational culture and building public trust through ethical leadership, effective communication, and measurable results.

I welcome the opportunity to further discuss how my experience, leadership style, and dedication to my communities which will benefit the City of North Miami Beach. Thank you for considering my application.

Respectfully,

*Frank G. Fernandez*

**Frank G. Fernandez**  
**Municipal Executive / Asst. City Manager**  
**Chief of Police / Director of Public Safety**

[REDACTED] ▪ [frankgfernandez@yahoo.com](mailto:frankgfernandez@yahoo.com) ▪ Miami, FL 33156

**MUNICIPAL GOVERNANCE & PUBLIC SAFETY EXECUTIVE | PRIVATE SECTOR LEADER |  
POLICY AND ADMINISTRATION EXPERT**

Over three decades of proven success leading complex municipal operations, executive public administration, and strategic policy implementation. Experienced leader in private sector safety and infrastructure security. Recognized federal Subject Matter Expert and trusted advisor to elected officials and government agencies.

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**MUNICIPAL GOVERNANCE & PUBLIC SAFETY EXECUTIVE | PRIVATE SECTOR LEADER |  
PUBLIC ADMINISTRATION EXPERT**

Bilingual (English/Spanish)

Dynamic and results-driven municipal executive with over 10 years of proven success leading complex city operations, multi-department public administration initiatives, and high-profile public safety organizations. Combines deep expertise in governance, strategic planning, and organizational leadership with private sector experience in infrastructure security and operational efficiency. Nationally recognized as a federal Subject Matter Expert and trusted advisor to elected officials, with a track record of translating policy direction into actionable, measurable results for the community.

**Visionary City Leader | Strategic Facilitator | Collaborative Problem-Solver**

Accomplished public sector leader adept at facilitating policy decisions for elected bodies, presenting balanced and well-researched options, and enabling informed, timely governance. Known for fostering collaboration across departments, empowering leadership teams, and ensuring initiatives are delivered on time, within budget, and in alignment with the City's core mission. Respected for transparent communication, tactful diplomacy, and providing candid, fact-based counsel, even when it challenges prevailing assumptions. Actively engaged in building partnerships with business, nonprofit, educational, and cultural organizations to strengthen community vitality. Strategic thinker with the foresight to anticipate long-term impacts, the adaptability to navigate complex political environments without political entanglement, and a steadfast commitment to public service excellence.

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**Core Competencies**

**Governance & Policy Leadership**

- Citywide administration and policy implementation
- Agenda facilitation for elected officials and governing bodies
- Intergovernmental relations and legislative coordination
- Policy development, including cross-departmental collaboration and stakeholder consensus-building
- Contract development, negotiation, and compliance oversight

**Strategic Planning & Fiscal Stewardship**

- Budget development, long-range financial planning, and accountability
- Strategic goal setting and performance measurement
- Risk assessment, mitigation, and contingency planning
- Capital Improvement Program (CIP) fund allocation and management for on-time, on-budget project delivery
- Data analytics and predictive modeling for informed decision-making

**Organizational Leadership & Operations Management**

- Executive oversight of city departments and divisions, including Police, Utilities, and Infrastructure
- Public Safety Administration with a focus on operational efficiency, budgeting, and community policing initiatives
- Staff development, mentorship, and succession planning
- Policy and procedure development to ensure efficiency and compliance

**Community Engagement & Stakeholder Collaboration**

- Transparent communication and public information strategies
- Partnership development with business, nonprofit, arts, and education sectors
- Community outreach, inclusion, and consensus-building
- Crisis communication and public confidence initiatives

**Program Development & Professional Advancement**

- Design and implementation of specialized programming to meet evolving community and organizational needs
- Active involvement in professional organizations and NGO relevant associations

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**Career Experience**

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Department of Justice (DOJ), *Civil Rights Division*, COPS Office, Washington, DC

2008 – Present

**EXPERT CONSULTANT, *Police Practices***

Serves as a nationally recognized expert consultant specializing in police practices with an emphasis on civil rights compliance, use of force policy, and equitable law enforcement operations. Advises DOJ leadership, local governments, and law enforcement agencies on systemic reforms designed to enhance accountability, transparency, and community trust. Classified Police Practices Expert by assessing policies and practices related to discriminatory policing, search, and seizures, and use of force of various police departments nationwide.

- Led comprehensive, multi-jurisdictional pattern and practice investigations in six major police departments, including **Chicago, New Orleans, Maricopa County, Albuquerque, and East Haven**, evaluating policies related to discriminatory policing, search and seizure procedures, and use of force incidents.
- Identified systemic deficiencies and operational gaps, delivering evidence-based recommendations for policy and procedural reforms that promote constitutional policing and reduce civil rights violations.
- Collaborated closely with local leaders, police executives, and community stakeholders to develop and implement systemwide reforms fostering organizational change and improving community-law enforcement relations.
- Acted as Subject Matter Expert for the COPS Office Critical Incident Review Team during the high-profile Uvalde, Texas Robb Elementary active shooter investigation, providing strategic guidance on best practices for crisis response, interagency coordination, and after-action review.
- Facilitated training and workshops to build law enforcement capacity in risk management, compliance monitoring, and community engagement best practices across diverse jurisdictions.

**Blueprints 4 Safety Strategies Group LLC**- Providing services in Expert Witness Testimony / SME, Executive Leadership Coaching, Threat, and Risk Assessment services. 2019-Present

- ♦ Reserve Officer/Tactical Flight Officer (TFO)- Miami Police Department, Aviation Unit

**Kent Services, President of Operations / Public Safety & Infrastructure Security Executive  
2021-2023**

*Private Sector,*

Provided senior-level leadership for public safety consulting and infrastructure security operations in the private sector. Advised government clients on risk management, critical incident preparedness, and organizational development strategies.

- Designed and implemented security assessment frameworks for municipal facilities, utilities, and public infrastructure.
- Delivered executive-level policy recommendations to improve safety, compliance, and operational resilience.
- Facilitated leadership training programs for municipal executives and department heads on governance, crisis communication, and organizational efficiency.

Headquarters in South Florida operates full-service offices in New York, Los Angeles, and Seattle. Focus on integrating comprehensive solutions nationwide. Provided direct oversight of all Florida operations.

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City of Coral Gables, Coral Gables, FL  
2015–2019

**Assistant City Manager / Director of Public Safety (Sworn Law Enforcement Executive)***City of [Name], FL*

Recruited to lead the strategic development and execution of a comprehensive, proactive citywide public safety program serving 51,000 residents. Provided executive leadership and oversight for Police, Fire Rescue, Emergency Management, IT, HR, and Labor Relations—representing 60% of the city’s workforce and budget. Acted as a key member of the senior leadership team, partnering with the Mayor and City Commission to align initiatives with the City’s mission and long-term vision.

- Facilitated Commission policy discussions by delivering balanced, data-driven options, ensuring elected officials had sufficient information and time to make informed decisions.
- Directed multiple municipal departments, setting strategic priorities, managing multimillion-dollar budgets, and ensuring fiscal accountability aligned with the City’s core mission.
- Spearheaded organizational transformation initiatives that increased operational efficiency, strengthened interdepartmental collaboration, and enhanced community service delivery.
- Established performance measurement frameworks to track outcomes, improve accountability, and optimize resource allocation.
- Cultivated partnerships across business, nonprofit, education, and cultural sectors to drive community engagement and economic development.

Led citywide public safety operations as a senior executive, providing strategic guidance to elected officials and aligning department goals with municipal priorities.

- Modernized public safety policies by integrating nationally recognized best practices to enhance transparency, accountability, and community trust.
- Managed a diverse department of sworn and civilian personnel, promoting a culture of collaboration, continuous professional development, and operational excellence.
- Negotiated intergovernmental agreements, mutual aid compacts, and service contracts, strengthening regional cooperation and resource sharing.
- Applied data-driven decision-making and predictive analytics to optimize public safety outcomes and resource deployment.
- Coordinated emergency management and disaster response planning across multiple departments and external agencies.
- Achieved the lowest crime rate in city history through innovative programs such as Crime Problem-Solving Initiatives (PSI), Neighborhood Team Policing, Traffic Problem-Solving Initiatives (TPSI), Neighborhood Safety (NSA), and public engagement via the WayPoint Check Program.
- Reduced citywide employee vacancies to record lows, including zero vacancies within the police department.
- Led a comprehensive citywide compensation study in partnership with HR, improving pay equity, salary accuracy, and transparency.

- Developed employee wellness and career advancement programs to enhance workforce safety, satisfaction, and retention across departments.
- Served as lead negotiator for collective bargaining agreements, achieving labor stability with all three bargaining units.
- Refined Internal Affairs policies, investigative procedures, and records retention protocols, aligning with national standards to strengthen accountability and quality control.
- Created the Chief Process Improvement Officer role within Labor Relations to drive continuous operational enhancements.
- Leveraged technology advancements—including CCTV, license plate readers, and smart city tools—to improve public safety and departmental efficiency.
- Established the Office of Emergency Management to update and improve citywide emergency plans (CCOP, CEMP, SRP), bolstering all-hazards preparedness across departments.
- Conducted critical safety assessments of city parks following a tragic incident, implementing enhanced safety protocols.
- Introduced Fire Watch analytics to improve oversight of Fire/Rescue responses and reduce false alarms.
- Partnered with the University of Miami’s School of Geography to advance crime mapping analytics.
- Collaborated with the Miami Police Department to establish the city’s first cross-jurisdictional police authority to address chronic prostitution.
- Redeployed security personnel across city facilities to enhance employee safety and expand the city’s public safety footprint.
- Designed and implemented a triple-layer buffer-zone safety strategy for special events, enhancing public security.
- Led research and project oversight for major capital improvement projects including a new public safety building, fire station, and training center.

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City of Hollywood, Hollywood, FL  
2012 – 2015

**CHIEF OF POLICE / ASSISTANT CITY MANAGER, *Director of Public Safety***

Directed comprehensive public safety operations while functioning as a senior member of the city’s executive leadership team. Provided strategic guidance to elected officials, facilitated community engagement initiatives, and aligned department priorities with overall municipal goals.

- Modernized public safety policies and integrated best practices to improve transparency, accountability, and community trust.
- Managed a department of [#] sworn and civilian personnel, fostering a culture of collaboration, professional development, and operational excellence.
- Negotiated intergovernmental agreements, mutual aid compacts, and service contracts to improve operational capacity and regional cooperation.
- Implemented data-driven strategies and predictive analytics to enhance public safety outcomes and optimize resource deployment.

- Coordinated emergency management and disaster response planning across multiple city departments and external agencies.

Oversaw Police and Fire Departments composed of 564 full-time sworn/certified positions and 219 non-sworn positions with combined budget of \$108.6M, ensuring highest level of public safety, coordination, and performance. Led all public safety programs including law enforcement, crime prevention, code enforcement, fire suppression and prevention, emergency medical services, emergency management operations, inspections, ocean rescue, and related support services.

- ◆ Reduced burglaries by 33% by developing framework and structure of several SARA projects and training officers on POP and Community Policing Principles.
- ◆ Developed Downtown Bike Patrol Unit, implemented citywide traffic initiatives, and increased surveillance technology, serving as force multiplier, and reducing traffic fatalities by over 50% and city's overall crime reduction.
- ◆ Hired over 100 highly qualified police officers, 30 firefighters and numerous support personnel by developing comprehensive plan for Recruitment and Selection unit.
- ◆ Designed Crime Intelligence Unit, recognized as one of the country's technologically and scientifically advanced units based on crime predictability and forecasting models.
- ◆ Created Case Advocate positions to ensure victims of crime are properly and timely contacted and supported.
- ◆ Reduced life-sustaining issues and crime within homeless population by creating Homeless Coordinator position.
- ◆ Spearheaded bi-monthly, department-wide initiative to target violent crime and quality of life issues.
- ◆ Engaged public on problem-solving initiatives through monthly business walks/runs and staff bike patrols; enhanced Citizens Mobile Patrol Volunteer Program to be more inclusive of police operational strategic plans.
- ◆ Implemented See Something – Say Something, crime, and terrorism awareness educational campaign.
- ◆ Developed stand-alone Economic Crimes Unit to address best practices methods and accountability.
- ◆ Restructured and enhanced policies within various departments and programs including, Internal Affairs, Police Firearm Discharge Investigations, Sexual Battery Investigations, and Property and Evidence Unit to guarantee accountability, procedural justice, and adherence to nationally acceptable standards.
- ◆ Formed various Oversight Boards including Police Shooting Firearms Review Board, Critical Incident Review Board, Policy Review Committee, and Quality Assurance Audit Review Team.
- ◆ Led cost-saving initiatives, such as re-engineering overtime payroll codes, assigning direct budget responsibilities to each Major, and consolidating resources to maximize efficiency and effectiveness.
- ◆ Fostered leadership and professional development initiatives by developing state-of-the-art Police Training Center, creating Advanced Basic Law Enforcement Academy, HPD Leadership Academy, and Leadership Lecture Series.

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- ♦ Completed Blue Courage course and National Training Institute instruction training and introduced it to all personnel.
  - ♦ Revised comprehensive operational plan for Code of Enforcement to include Code Response Team and restructuring schedule to include seven-day coverage and evening hour enforcement.
  - ♦ Secured \$280K for undercover units and \$300K for armored SWAT response vehicle.
  - ♦ Addressed emergency response and COOP plans through Office of Emergency Management (OEM).
  - ♦ Recognized as the First Storm-Ready City in Broward County by the National Hurricane Center.
  - ♦ Redirected Community Emergency Response Team (CERT) volunteers to support OEM during emergencies such as flooding and emergency mobilization operations.

City of Miami Police Department, Miami, FL  
1985 – 2010

**DEPUTY CHIEF OF POLICE, 2003 – 2010**

Planned, coordinated, supervised, and evaluated functions of Field Operations and Criminal Investigations Divisions, including Community Relations, Special Operations, Criminal Investigations, and Office of Emergency Management and Homeland Security.

- ♦ Appointed Deputy Chief of Police in wake of federal corruption trials involving several police officers, with added responsibility to restore integrity within department.
- ♦ Employed numerous policies and procedures that reduced liability, confrontation, crime, police involved shooting, and restored community's confidence in the department
- ♦ Reshaped department around community-policing strategies, resulting in national recognition, awards, and accolades, including the Herman Goldstein Award for Problem-Oriented Policing Strategies.
- ♦ Spearheaded development of Office of Emergency Management and Homeland Security, which created Infrastructure Protection Plan as well as other vital homeland security initiatives.
- ♦ Coordinated revision of all police operational plans such as, Severe Weather Plan (Hurricane Plan), Mass Migration Plan, Civil Disorder Plan, and the Weapons of Mass Destruction Plan.
- ♦ Directed MPD incorporation of the City's Continuity of Operations Plan (COOP) and the City's Comprehensive Emergency Management Plan (CEMP).
- ♦ Directed the conceptual design and construction oversight of the new Police College and Law Enforcement Public High School building (50 Mil) Project.

**COMMANDER, Coral Way N.E.T., 2001 – 2003**

- ♦ Implemented proactive policing strategies and conducted over ten major crime reduction operations, causing 14% overall reduction in Part 1 crimes in 2001 and an additional 5% decrease in 2002.

**LIEUTENANT COMMANDER, Community Affairs Unit, 2001**

- ♦ Managed \$750K unit budget; updated Standard Operating Procedures (SOP), including SOP for Citizens on Patrol Program; conducted numerous successful major community projects to increase community and police relations.
- ♦ Built officer morale and bonds as Director of the Police Athletic League.

**LIEUTENANT** (*Midnight Platoon Commander / SWAT*), 2000 – 2001

**SERGEANT**, *South District Tactical and Investigations Unit*, 1996 – 2000

**SERGEANT**, *Patrol B-Shift Platoon*, 1994 - 1996

**SWAT OFFICER**, *Sergeant and Lieutenant*, 1989 - 2001

**POLICE OFFICER**, (*Patrol, Street Crimes Unit, Neighborhood Resource Officer*), 1986 – 1994

**PUBLIC SERVICE AIDE**, 1985 – 1986

### Additional Experience

**PROFESSOR / ADJUNCT FACULTY**, Florida International University, Miami, FL, 2019 –

- ♦ Apply inclusive pedagogy, in-depth knowledge, and practical experience to teach Homeland Security and Terrorism course for more than 75 students within Department of Criminology and Criminal Justice.

**ADJUNCT PROFESSOR**, Miami-Dade College, Miami, FL, 2010 – 2014

- ♦ Taught several courses at School of Business including Strategic Management, Organizational Management, Organizational Behavior, Leadership, Principles of Business, and Principles of Management.

### Education & Credentials

**Master of Science in Human Resource Management**

NOVA SOUTHEASTERN UNIVERSITY | Fort Lauderdale, FL

**Bachelor of Professional Studies, Concentration in Personnel Management & Development**

BARRY UNIVERSITY | Miami Shores, FL

**Lean Six Sigma Green Belt Certification**, Florida International University, 2016

**Executive Leadership Program**, Naval Postgraduate School: Center for Homeland Defense and Security, 2006

**Police Executive Research Forum – Senior Management Institute for Police (PERF)**, FBI, National Executive Institute, 2004

**ICS Certifications: 100/200/300/400/700/800/IS195**

**Executive Leadership Coach / Life Coach -certification # SC958164 & SC958164-2 International Coach Certification ----(ACSTH) Symbiosis**

Texas A&M Engineering Extension Service / National Emergency Response and recovery Center/Department of Homeland Security / **Certification Conducting Risk Assessment for Critical Community Assets 2024**

### Professional Affiliations

**Member and Former Chairman of Firearms Committee**, *International Association Chiefs of Police*, 2016 – Present

**Board Member**, Partnership for Priority Video Alarm Response (PPVAR) 2019-Present

**Board Member**, *American Heart Association*, 2019 – Present

**Chairman**, *American Heart Association – Heart Walk*, 2018 – Present member of the ELC

**Member**, *Regional Domestic Security Task Force (RDSTF), Critical Infrastructure Committee*, 2005 – Present

**Member**, *International Association of Chiefs of Police (IACP)*, 2003 – Present- Life Member Recognition (2024)

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**Member**, *Police Executive Research Forum (PERF)*, 2003 – Present- Life Member Recognition (2024)

**Member**, *Miami Dade Chiefs of Police Association*, 2000 – 2019

**Member**, *National Tactical Officers Association (NTOA)*, 1994 – Present

**Member**, *Miami-Dade Police PBA*, 2020 – Present

**Member**, *Fraternal Order of Police, Miami Lodge 20 (FOP)*, 1985-2010 – Present

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### **Awards & Distinctions**

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**Outstanding Leadership Award**, *International Association of Chiefs of Police (IACP) Firearms Committee*, 2019

**Team Diamond Award**, *City of Hollywood*, 2014

**Community Hero Award**, *National Latino Peace Officers Association*, 2009

**Invaluable Service to the Community Recognition**, *US Congress- Congressman K. Meek*, 2009

**Hall of Fame Induction**, *Miami-Dade College*, 2006

**Kentucky Colonel Award**, *Governor Steven L. Beshear*, 2006

**Gary P. Hayes Leadership Award**, *Police Executive Research Forum*, 2005

**Award of Distinction**, *MADD*, 2004

**Chief's Leadership Award**, *Latino Peace Officers Association*, 2004

**Law Enforcement Award**, *League of United Latin American Citizens (LULAC)*, 2003

**80+ Commendations**, *Miami Police Department*

**50+ Citizen Letters of Commendations**

**Unit Citation Award – 4 times**, *Miami Police Department*

**Administrative Excellence Award – 4 times**, *Miami Police Department*

**S.W.A.T. "200 Missions" Award, 5 and 10-Year Service Awards**, *Miami Police Department*

**Role Model Award, Miami Police Department-Community Service Award – 5 times**, *Miami Police Department*

**Community Teamwork Award, Miami Heat Basketball Team-Community Service Award**, *Fraternal Order of Police*

**Blue Knight Performance Award**, *Miami Police Department*

### **Publications:**

The key steps to substantial and sustainable police reforms

- <https://www.minnpost.com/community-voices/2020/07/the-key-steps-to-substantial-and-sustainable-police-reforms/>

Department of Justice – Community Oriented Policing Office (COPS): Critical Incident Review/Investigation at Robb Elementary.

- <https://cops.usdoj.gov/uvalde>

International Association of Chief of Police (IACP) Article: Tactical Decisions-making: Lessons from the Tragedy in Uvalde, Texas.

- <https://www.policechiefmagazine.org/tactical-decision-making/>

Sustainable police reforms, building community trust is a partnership

- <https://www.news-press.com/story/opinion/2020/09/04/sustainable-police-reforms-building-community-trust-is-partnership/3450364001/>

Model Policy Response to Barricaded Individuals: International Association of Chiefs of Police:

- <https://www.theiacp.org/sites/default/files/2020-05/Barricaded%20Individuals%2005-26-2020.pdf>

Firearms Recovery Model Policy: International Association of Chiefs of Police (IACP)

- <https://www.theiacp.org/working-group/committee/firearms-committee>

Incident Command Model Policy: International Association of Chiefs of Police (IACP)

- <https://www.theiacp.org/sites/default/files/2018-08/IncidentCommandPolicy.pdf>

The Importance of Keeping Score

- [https://www.thecall-digital.com/nenq/0221\\_issue\\_40/MobilePagedArticle.action?articleId=1717423&app=false&cmsId=3944972#articleId1717423](https://www.thecall-digital.com/nenq/0221_issue_40/MobilePagedArticle.action?articleId=1717423&app=false&cmsId=3944972#articleId1717423)

Miami Police Aviation Unit provides a valuable air support for the community

- <https://www.mydigitalpublication.com/publication/?i=762949&p=42&view=issueViewer>

Standing Our Holy Ground: Law Enforcement Stands Up to Gun Violence; Webinar:

- <https://vimeo.com/392792945>

Partnership for Priority Verified Alarm Response (PPVAR) Podcast: Analytics and safety responses to alarm calls and relationship to PSAP/ECC with police operations.

- <https://www.securitysales.com/podcast/ppvar-roundtable-beating-false-dispatches/>

The Monitoring Association (TMA) (Alarms Industry) How to Create Relationships with Public Safety Organizations.

- <https://tma.us/events/operations-technology-seminar/#toggle-id-5>

Hispanic American Police Command Officers Association (HAPCOA) Law Enforcement Use of Force Simulation Experiment (SIMEX)

- <http://hapcoa.org/hapcoa-invited-to-participate-in-dhs-simex-planning-conference>

Interview with crime reporter-channel 10 television regarding the security procedures for the presidential inauguration, DC.

- <https://www.local10.com/news/local/2021/01/14/miami-dade-police-sending-officers-to-dc-for-inauguration-director-says/>

Interview with crime reporter – channel 10 television regarding threats amid potential for political violence.

- <https://www.local10.com/news/local/2021/01/15/fbi-asks-local-police-for-help-reporting-threats-amid-potential-for-political-violence/>

Interview with crime reporter – channel 10 television regarding dangers associated with police serving search warrants.

- <https://www.local10.com/news/local/2021/02/03/fbi-agents-face-danger-executing-search-warrants-experts-say/>

Georgia International Law Enforcement Exchange (GILEE) – Georgia State University. Law Enforcement Leadership.

- <https://www.youtube.com/watch?v=MaJkFR7Crjs>

Village of Surfside- Champlain Towers law enforcement response to the building collapse that killed 98 residents.

- <https://www.dropbox.com/s/g4910gnqcu602y5/Surfside%20Collapse%20PD%20First%20Responders%20-reexport.mp4?dl=0>

Gun Crime Intelligence - RF Factor Podcast

- <https://www.rffactor.com/frank-fernandez-perspectives-on-leadership-development/>

Critical Incident Review: Active Shooter Robb Elementary/ US Department of Justice

- <https://cops.usdoj.gov/uvalde>

Tactical Decision-Making: Lessons from the Tragedy in Uvalde, Texas

- <https://www.policechiefmagazine.org/tactical-decision-making/>

Perspective on Leadership Development

- <https://www.rffactor.com/frank-fernandez-perspectives-on-leadership-development/>

Attempted Assassination of President Trump Interview

- <https://www.cbc.ca/player/play/video/9.6511179>

## EMPLOYMENT APPLICATION



CITY OF NORTH MIAMI BEACH  
17011 NE 19th Avenue  
North Miami Beach, Florida 33162  
305-948-2918

<http://www.governmentjobs.com/careers/citynmb>

FIDDLER, KERRITH D  
00687 CITY MANAGER

Received: 7/28/25 5:13 PM  
For Official Use Only:  
QUAL: \_\_\_\_\_  
DNO: \_\_\_\_\_  
 Experience  
 Training  
 Other: \_\_\_\_\_

## PERSONAL INFORMATION

|   |  |  |
|---|--|--|
| POSITION TITLE:<br>CITY MANAGER   |  | EXAM ID#:<br>00687   |
| NAME: (Last, First, Middle)<br>FIDDLER, KERRITH D   |  | SOCIAL SECURITY NUMBER:<br>N/A   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>3520 NW 82 ST, Miami, Florida 33147 |  | EMAIL ADDRESS:<br>kerrithfiddler@hotmail.com   |
| HOME PHONE:<br>3052448781   | ALTERNATE PHONE:<br>(305) 244-8781     | NOTIFICATION PREFERENCE:<br>Email  |
| DRIVER'S LICENSE:<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No        | DRIVER'S LICENSE:<br>State: [REDACTED] | LEGAL RIGHT TO WORK IN THE UNITED STATES?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| What is your highest level of education?<br>Master's Degree                                     |  |  |

## PREFERENCES

|  |  |
|--|--|
| MINIMUM COMPENSATION:<br>\$325,000.00 per year   | ARE YOU WILLING TO RELOCATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe |
| WHAT TYPE OF JOB ARE YOU LOOKING FOR?<br>Regular |  |
| TYPES OF WORK YOU WILL ACCEPT:<br>Full Time      |  |
| SHIFTS YOU WILL ACCEPT:<br>Day, Evening, Night   |  |

## EDUCATION

|  |  |                                    |
|--|--|------------------------------------|
| DATES:<br>From: 8/2020 To: 4/2022                        | SCHOOL NAME:<br>Florida A&M University   |                                    |
| LOCATION: (City, State/Province)<br>Tallahassee, Florida | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Bachelor's     |
| MAJOR:<br>Architecture                                   |  |                                    |
| DATES:<br>From: 1/2005 To: 12/2008                       | SCHOOL NAME:<br>FLORIDA INTERNATIONAL UNIVERSITY   |                                    |
| LOCATION: (City, State/Province)<br>MIAMI, Florida       | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Master's       |
| MAJOR:<br>CONSTRUCTION MANAGEMENT                        |  | UNITS COMPLETED:<br>33 - Semester  |
| DATES:<br>From: 1/2000 To: 4/2003                        | SCHOOL NAME:<br>FLORIDA INTERNATIONAL UNIVERSITY   |                                    |
| LOCATION: (City, State/Province)<br>MIAMI, Florida       | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Bachelor's     |
| MAJOR:<br>ARCHITECTURE                                   |  | UNITS COMPLETED:<br>120 - Semester |

## WORK EXPERIENCE

|  |   |  |
|--|---|--|
| DATES:<br>From: 7/2024 To: Present   | EMPLOYER:<br>City of North Miami                  | POSITION TITLE:<br>Public Works Director   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>North Miami, Florida |   |  |
| PHONE NUMBER:<br>3058936511  | SUPERVISOR:<br>John Lorflis - Deputy City Manager | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$16,833.00/month                      | # OF EMPLOYEES SUPERVISED:<br>100  |

|  |   |   |
|--|---|---|
| <b>DUTIES:</b><br>•Responsible for the professional and administrative position directing and supervising the operations of the Public Works Department. Administrative supervision is exercised over activities of the department such as construction and maintenance of City buildings, streets and rights-of-way, storm sewers, sanitation, treatment and distribution of water supply, repair and maintenance of water lines and sewer lines, and service installations of water and sewer utilities. Oversees the fleet maintenance facility and coordinates the department's operational budget. Responsibilities involve the management and supervision of all non-tax supported public utility undertakings of the City and enforcement of all obligations of privately owned and operated public utilities enforceable by the City. Work is performed under the general direction of the City Manager, with wider discretion for the exercise of independent judgment in resolving problems within the scope of established policies and procedures  |   |   |
| <b>REASON FOR LEAVING:</b><br>Would like to get back in City Management  |   |   |
| <b>DATES:</b><br>From: 10/2021 To: 7/2024  | <b>EMPLOYER:</b><br>City of Pensacola                   | <b>POSITION TITLE:</b><br>City Administrator  |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b><br>222 W Main ST, Pensacola, Florida, 32506  |   |   |
| <b>PHONE NUMBER:</b><br>3052448781   | <b>SUPERVISOR:</b><br>DC Reeves - Mayor                 | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$16,833.00/month                     | <b># OF EMPLOYEES SUPERVISED:</b><br>800  |
| <b>DUTIES:</b><br>Under the supervision of the Mayor and within the framework of established City policies, this position is responsible for the daily operations of the City through the overall management of available human, financial, and material resources. The incumbent is required to exercise keen judgment, imagination and foresight in making strategic administrative and management decisions to ensure the effective and efficient delivery of municipal services and the implementation of adopted policies and ordinances.<br>Directs and supervises all department administrators, to include but not limited to all normal director level staff of a local municipality, the Director of a natural gas company, an international airport, a sea port, the Police Chief, and Fire Chief, and their employees in the efficient, effective and economical delivery of municipal services; provides direction and guidance to ensure that mayoral policies and initiatives are properly implemented.<br>Develops and maintains an organizational structure of offices, positions and units within the City, establishes operational goals, monitors performance and takes corrective action deemed necessary for the efficient and effective operation of the City.<br>Assists the Mayor with strategic short and long-range planning for the City: participates in planning efforts at the local and regional level; keeps Mayor apprised of developments at the state and federal level that impact the City; monitors pending legislation for impact on the City; oversees compliance with new legislation.<br>Responsible for assisting in the preparation of the annual budget; prepares departmental budget for the Office of the Mayor; reviews departmental budget requests from all City functions for inclusion in the administrative recommendation to the City Council and administers the annual City budget in a manner that maintains an efficient balance between the quality and cost of government.<br>Reviews and approves or disapproves the hiring, termination or changes in status and salaries of non-administrator positions placed under him/her; evaluates administrator performance.<br>Represents the Mayor and the City at various meetings, functions, and events; serves as a liaison to various civic or governmental organizations and committees, taskforces, boards, and commissions; confers regularly with officials from other municipalities, the chamber of commerce, authorities, and commissions; provides information about City operations. |   |   |
| <b>REASON FOR LEAVING:</b><br>Relocated back to Miami to be closer to family   |   |   |
| <b>DATES:</b><br>From: 7/2019 To: 10/2021  | <b>EMPLOYER:</b><br>City of Pensacola                   | <b>POSITION TITLE:</b><br>Deputy City Administrator   |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b><br>222 W Main ST, Pensacola, Florida, 32506  |   |   |
| <b>PHONE NUMBER:</b><br>3052448781   | <b>SUPERVISOR:</b><br>Chris Holley - City Administrator | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$14,166.00/month                     | <b># OF EMPLOYEES SUPERVISED:</b><br>300  |
| <b>DUTIES:</b><br>Assumes full management responsibility for assigned functions, services, and activities of the City specific to Community Development including oversight of assigned departments and/or divisions engaged in the practice of community or economic development and constituent services; through providing direction to assigned staff on implementing mayoral policy and direction and ensuring City goals are carried out by departments<br>Facilitates Mayoral policy-making, coordinate and supervise the timely implementation of policy decisions, communicate Mayoral policies to elected officials, City employees and the community.<br>Synthesizes input and ideas from City staff, the private sector, non-profit organizations and the academic community to inform the Mayor's policy formulation process.<br>Writes policy and position statements and provides direction and information to Communications staff to support the development of communications materials for new programs and initiatives.<br>Works with Directors and department staff to design action plans and milestones for implementing mayoral initiatives.<br>Provides ongoing leadership and project management, oversees progress on implementation and keeps the Office of the Mayor informed on project status, progress in policy areas and developing events.<br>Develops and maintains positive working relationships with community organizations, residents, the business community, non-profit organizations, government agencies and represents the Office of the Mayor at key events.  |   |   |

|  |  |  |
|--|--|--|
| REASON FOR LEAVING:<br>Promoted to City Administrator  |  |  |
| DATES:<br>From: 12/2014 To: 7/2019   | EMPLOYER:<br>City of Kissimmee                                   | POSITION TITLE:<br>Director of Public Works and Engineering  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>Kissimmee, Florida   |  |  |
| PHONE NUMBER:<br>4075182110  | SUPERVISOR:<br>Mike Steigerwald - City Manager                   | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$10,356.00/month                                     | # OF EMPLOYEES SUPERVISED:<br>105  |
| DUTIES:<br>Oversees a Department with 105 employees. Manages a budget of over \$40 million. Responsibilities include overseeing all of Engineering, Stormwater Utility, Traffic Operations, Sanitation, Street Maintenance, Stormwater, Construction Projects, Engineering Plan Review, and Inspection of Public and Private Construction Projects.  |  |  |
| REASON FOR LEAVING:<br>Accepted a position as a Deputy City Administrator  |  |  |
| DATES:<br>From: 12/2010 To: 12/2014  | EMPLOYER:<br>City of North Miami                                 | POSITION TITLE:<br>Assistant Public Works Director   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>North Miami, Florida   |  |  |
| PHONE NUMBER:<br>3058936511  | SUPERVISOR:<br>Aleem Ghany - Public Works Director               | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$7,500.00/month                                      | # OF EMPLOYEES SUPERVISED:<br>80   |
| DUTIES:<br>Responsible for professional and administrative work directing and supervising the operations of the Public Works Department including water and sewer utilities, construction and maintenance of city buildings, streets, storm sewers, and fleet. Serves as Project Manager for the City on all Capital Improvement Projects.   |  |  |
| REASON FOR LEAVING:<br>Career Opportunity  |  |  |
| DATES:<br>From: 8/2007 To: 12/2010   | EMPLOYER:<br>CITY OF MIAMI GARDENS                               | POSITION TITLE:<br>ENGINEER  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>MIAMI GARDENS, Florida, 33169  |  |  |
| PHONE NUMBER:<br>(305) 622-8000  | SUPERVISOR:<br>Mariana Pitiriciu - City Engineer                 | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$5,000.00/month                                      | # OF EMPLOYEES SUPERVISED:<br>0  |
| DUTIES:<br>Performs technical public works construction inspection work of increasing difficulty. Inspect a variety of public works construction projects, such as sidewalks, driveways, landscaping, curbs and gutters, catch basins and other drainage facilities to determine compliance with contract plans and specifications. In addition, ensures work is done to technical competence and compliance with current codes and criteria. Project Management of City's Capital Improvement Projects. |  |  |
| REASON FOR LEAVING:<br>Offered a position as an Assistant Public Works Director  |  |  |
| DATES:<br>From: 10/2006 To: 8/2007   | EMPLOYER:<br>CITY OF HALLANDALE BEACH                            | POSITION TITLE:<br>ENGINEER  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>HALLANDALE BEACH, Florida  |  |  |
| PHONE NUMBER:<br>954-457-1489  | SUPERVISOR:<br>Gordon Dobbins - Assistant Public Works Directors | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$4,166.00/month                                      | # OF EMPLOYEES SUPERVISED:<br>0  |
| DUTIES:<br>Performs complex professional, Technical, and Administrative office and Engineering Work for Environmental, Water, Sewer, Street, and other Public Works projects and programs ensuring technical competence and compliance with all current codes and criteria. Project Managed Capital Improvement Projects.  |  |  |
| REASON FOR LEAVING:<br>Was beginning my family and was offered a position with the City of Miami Gardens where I lived at the time.  |  |  |
| DATES:<br>From: 12/2003 To: 12/2005  | EMPLOYER:<br>MIAMI DADE COUNTY WATER AND SEWER                   | POSITION TITLE:<br>ENGINEERING DRAFTER   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>MIAMI, Florida, 33169  |  |  |
| PHONE NUMBER:<br>305-665-7477  | SUPERVISOR:<br>Maria Capote - Engineer II                        | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$3,583.00/month                                      | # OF EMPLOYEES SUPERVISED:<br>0  |

**DUTIES:**

Requires the ability to read and interpret a wide variety of maps, plans, aerial photographs, survey notes, and other cartographic records. Checks and verifies plats of subdivisions prepared by land surveyors for official recording; Writes and checks legal descriptions for parcels of land required for road right-of-way; Lays out and traces plan-profile sheets for street improvements; Plats road and channel cross sections; Lays out and designs alterations for bridge structures under professional supervision; Prepares cost estimates on structural plans and checks cost estimates of others; Prepares plans and does detailed lay outs for county canals and drainage system; Investigates for right-of-way and easements for canal widening, improvements, and general maintenance; Supplies engineers and survey parties with information regarding benchmarks; supervises and assists subordinates in various sub professional engineering assignments.

**REASON FOR LEAVING:**

Offered a job as a Project Manager and wanted to pursue obtaining my General Contractor's license.

**CERTIFICATES AND LICENSES****TYPE:**

CERTIFIED FLOODPLAIN MANAGER

LICENSE NUMBER:

ISSUING AGENCY:

**TYPE:**

QUALIFIED STORMWATER INSPECTOR

LICENSE NUMBER:

ISSUING AGENCY:

DEPARTMENT OF ENVIRONMENTAL PROTECTION

**TYPE:**

Certified Plumbing Contractor

LICENSE NUMBER:

CFC 1428135

ISSUING AGENCY:

DBPR

**TYPE:**

Certified Roofing Contractor

LICENSE NUMBER:

CCC1328850

ISSUING AGENCY:

DBPR

**TYPE:**

Certified General Contractor

LICENSE NUMBER:

CGC 1512188

ISSUING AGENCY:

DBPR

**Skills****OFFICE SKILLS:**

Typing: 50

Data Entry: 0

**OTHER SKILLS:**

COMPUTER - Expert - 30 years and 0 months

**LANGUAGE(S):****ADDITIONAL INFORMATION**

Nothing Entered For This Section

**REFERENCES****REFERENCE TYPE:**

Professional

**NAME:**

RUSSELL BENFORD

**POSITION:**

ADDRESS: (Street, City, State/Province, Zip/Postal Code)

EMAIL ADDRESS:

PHONE NUMBER:

(954) 260-1116

**REFERENCE TYPE:**

Professional

**NAME:**

Ted Kircharr

**POSITION:**

Human Resources Director

ADDRESS: (Street, City, State/Province, Zip/Postal Code)

EMAIL ADDRESS:

PHONE NUMBER:

**REFERENCE TYPE:**

Professional

**NAME:**

Brian Horton

**POSITION:**

CEO for Kissimmee Utility Authority

ADDRESS: (Street, City, State/Province, Zip/Postal Code)

EMAIL ADDRESS:

PHONE NUMBER:

407-978-8060

Agency-Wide Questions

1. Are you a current City of North Miami Beach employee?  
No
2. Have you ever been employed by the City of North Miami Beach?  
No
3. If yes, state position, department and dates:
4. Are any members of your family or a relative (either by blood or marriage) employed by the City of North Miami Beach?  
No
5. If yes, give name, position, and relationship:
6. Are you claiming Veteran's Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and chapter 295, Florida Statutes)? \* \*YOU MUST SUBMIT CURRENT DOCUMENTATION OF YOUR VETERAN'S PREFERENCE STATUS WITH THIS APPLICATION.  
No  
1. A disabled veteran who has served on active duty in any branch of the U.S. Armed Forces, has received an honorable discharge, and has established the present existence of a service-connected disability that is compensable under public laws administered by the U.S. Department of Veterans Affairs; or who is receiving compensation, disability retirement benefits, or pension by reason of public laws administered by the U.S. Department of Veterans Affairs and U.S. Department of Defense. 2. The spouse of a person who has a total disability, permanent in nature, resulting from a service-connected disability and who, because of this disability, cannot qualify for employment, and the spouse of a person missing in action, captured in line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power. 3. A wartime veteran as defined in s. 1.01(14), who has served at least one day during a wartime period. Active duty for training may not be allowed for eligibility under this paragraph. 4. The widow or widower (who has not remarried) of a veteran who died of a service-connected disability. 5. The mother, father, legal guardian, widow or widower (who has not remarried) of a member of the U.S. Armed Forces who died in the line of duty under combat-related conditions, as verified by the U.S. Department of Defense. 6. A veteran as defined in s. 1.01(14), F.S. Active duty for training may not be allowed for eligibility under this paragraph. 7. A CURRENT member of any reserve component of the U.S. Armed Forces or the Florida National Guard.  
Not Applicable  
Pursuant to City Resolution 2014-29B, the City has established preference for bona fide City of North Miami Beach residents for hiring, examinations and promotion. To qualify for residence preference points, an applicant, examinee, and/or employee must be a bona fide resident of the City for at least one (1) year immediately preceding the date of the vacancy. Do you wish to claim Residency Status? By selecting yes, I understand that I must provide proof of residency as outlined in Civil Service rules PRIOR to an examination or interview. Residency Preference shall not be given to any applicant who does not provide the required documentation as stated. I understand that I must provide proof of residency prior to an examination or interview for a Civil Service position.  
No
7. Have you been charged and penalized for any traffic violations in the last 10 (ten) years?  
No
8. If you answered yes to the previous question, indicate the location, type of offense, final disposition, and dates:
9. Have you ever been fired or asked to resign by an employer?  
No
10. If you answered yes, please provide details:
11. Please indicate how you learned about this position?  
City of NMB Website
12. If your name has changed, indicate the name under which the City may verify information supplied on this application.
13. Employment with the City of North Miami Beach may require working weekends, shifts and holidays. Are you able to work:  
Full Time, Weekends
14. Specify any days or hours you are NOT able to work:
15. What is the earliest date you are available to start?  
30 Days after being offered the position.
16. I acknowledge that my application must show the education and experience necessary to substantiate the answers in the sections regarding my education and work experience, or my application can be considered ineligible for consideration. I also understand that I must provide all required documents if applicable, at time of interview, - i.e. certifications and/or licenses required for the position.  
Acknowledge

19. APPLICATION CERTIFICATION – READ CAREFULLY BEFORE ACKNOWLEDGING: By signing this document, I certify that all of the information on this entire application, including any attachments, is true and complete to the best of my knowledge. I understand that all information is subject to investigation and that omission, falsification, or misrepresentation is sufficient cause for rejection of this application, removal of my name from any employment list, or termination of employment. I understand that the City of North Miami Beach is a Drug-Free Workplace and that employees are subject to drug testing in accordance with federal, state, and local statutes. I understand that this application is the property of the City of North Miami Beach and information contained herein is public record. I authorize and direct any persons or organizations to release and furnish records and information relevant to determine my fitness and suitability for employment in the aforesaid position. I release the custodian of such records, including the City of North Miami Beach and its employees, from any liability for damages by me, my heirs, family, or associates resulting from any attempts at lawful compliance with this authorization.

Acknowledge

The following terms were accepted by the applicant upon submitting the online application:

By clicking the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the City of North Miami Beach and will not be returned. I understand the City of North Miami Beach may contact prior employers and other references. I understand that I must notify the Human Resources Division of any changes in my name, address, or phone number.

This application was submitted by KERRITH D FIDDLER on 7/28/25 5:13 PM

Signature\_\_\_\_\_

Date\_\_\_\_\_

July 28, 2025

CITY OF NORTH MIAMI BEACH  
Human Resources Department  
17011 NE 19 AVE  
North Miami Beach, FL 33162

Please consider me for the **City Manager** position as advertised.

You will see listed in my attached resume that I have over 20 years of experience in various Public Sector jobs to include Deputy City Administrator and City Administrator, which has given me the opportunity to develop good customer relations and communication skills. My previous experience has taught me how hard work, dedication and perseverance can help when completing a task or project. I'm also a visionary leader, and have excelled in collaborative team building.

Also, in my current and previous roles I have multiple years of the Preferred Experience in most, if not all of the areas listed in your job announcement.

As your employee, I will welcome hard work, be willing to learn new skills, and be mindful of details. I also pride myself on my dependability and ability to work well with others.

I would appreciate an opportunity to work for the City of North Miami Beach. Please call me at (305) 244-8781 to arrange an interview at your convenience. Thank you for your time and consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Kerrith D. Fiddler', with a stylized flourish at the end.

Kerrith D. Fiddler

**Professional references:**

**Russell Benford**

Vice President of Government Relations Americas at Royal Caribbean Group  
ph. 954-260-1116

**Jay Wheeler**

President/CEO and Director of Sales at Underground Refuse Systems, Inc.  
Ph. 407-973-4141

**Chris Holley**

Municipal Consultant - Retired City Manager  
Ph. 850-519-3887

**Ted Kircharr**

HR Director - City of Pensacola  
Ph. [REDACTED]

**Frederick V. Longmire**

Deputy Chief Assistant State Attorney – Escambia County, FL  
Ph. [REDACTED]

**Mike Steigerwald**

City Manager – City of Kissimmee  
Ph. 321-624-6041

**Desiree Matthews**

Deputy City Manager – City of Kissimmee  
Ph. 407-973-9653

# KERRITH FIDDLER

3520 NW 82 ST, Miami, FL 33147 | Telephone: 305-244-8781 | kerrithfiddler@gmail.com

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## SUMMARY OF QUALIFICATIONS:

- Over 20 years of Public Sector experience
  - 5 years of experience in City Administration
  - Over 15 years of professional experience in commercial and residential Architecture, Engineering, and Construction
  - Over 15 years of Public Works experience
  - Certified General, Roofing, Plumbing Contractor, and Mechanical Contractor
  - Certified Floodplain Manager
  - Qualified Stormwater Management Inspector
- 

## EDUCATIONAL BACKGROUND:

|  |      |
|--|------|
| <b>Master of Science in Construction Management</b><br>FLORIDA INTERNATIONAL UNIVERSITY, Miami, FL<br>College of Engineering | 2008 |
| <b>Bachelor of Design in Architectural Studies</b><br>FLORIDA INTERNATIONAL UNIVERSITY, Miami, FL<br>School of Architecture  | 2003 |
| <b>Bachelor of Architecture</b><br>FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY, TALLAHASSEE, FL<br>School of Architecture | 2022 |

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## EXPERIENCE PROFILE:

### PUBLIC WORKS DIRECTOR

**CITY OF NORTH MIAMI, NORTH MIAMI, FL**  
**JULY 2024 – PRESENT**

- Responsible for the professional and administrative position directing and supervising the operations of the Public Works Department.
- Administrative supervision is exercised over activities of the department such as construction and maintenance of City buildings, streets and rights-of-way, storm sewers, sanitation, treatment and distribution of water supply, repair and maintenance of water lines and sewer lines, and service installations of water and sewer utilities.
- Oversees the fleet maintenance facility and coordinates the department's operational budget. Responsibilities involve the management and supervision of all non-tax supported public utility undertakings of the City and enforcement of all obligations of privately owned and operated public utilities enforceable by the City.

### CITY ADMINISTRATOR

**City of Pensacola, Pensacola, FL**  
October 2021 – July 2024

- Under the supervision of the Mayor and within the framework of established City policies, this position is responsible for the daily operations of the City through the overall management of available human, financial, and material resources. The incumbent is required to exercise keen judgment, imagination and foresight in making strategic administrative and management decisions to ensure the effective and efficient delivery of municipal services and the implementation of adopted policies and ordinances.
- Directs and supervises all department administrators, to include but not limited to all normal director level staff of a local municipality, the Director of a natural gas company, an international airport, a sea port, the Police Chief, and Fire Chief, and their employees in the efficient, effective and economical delivery of municipal services; provides direction and guidance to ensure that mayoral policies and initiatives are properly implemented.
- Develops and maintains an organizational structure of offices, positions and units within the City, establishes operational goals, monitors performance and takes corrective action deemed necessary for the efficient and effective operation of the City.

- Assists the Mayor with strategic short and long-range planning for the City: participates in planning efforts at the local and regional level; keeps Mayor apprised of developments at the state and federal level that impact the City; monitors pending legislation for impact on the City; oversees compliance with new legislation.
- Responsible for assisting in the preparation of the annual budget; prepares departmental budget for the Office of the Mayor; reviews departmental budget requests from all City functions for inclusion in the administrative recommendation to the City Council and administers the annual City budget in a manner that maintains an efficient balance between the quality and cost of government.
- Reviews and approves or disapproves the hiring, termination or changes in status and salaries of non-administrator positions placed under him/her; evaluates administrator performance.
- Represents the Mayor and the City at various meetings, functions, and events: serves as a liaison to various civic or governmental organizations and committees, taskforces, boards, and commissions; confers regularly with officials from other municipalities, the chamber of commerce, authorities, and commissions; provides information about City operations.

#### **DEPUTY CITY ADMINISTRATOR**

**City of Pensacola**, Pensacola, FL

July 2019 – October 2021

- Assumes full management responsibility for assigned functions, services, and activities of the City specific to Community Development including oversight of assigned departments and/or divisions engaged in the practice of community or economic development and constituent services; through providing direction to assigned staff on implementing mayoral policy and direction and ensuring City goals are carried out by departments
- Facilitates Mayoral policy-making, coordinate and supervise the timely implementation of policy decisions, communicate Mayoral policies to elected officials, City employees and the community.
- Synthesizes input and ideas from City staff, the private sector, non-profit organizations and the academic community to inform the Mayor's policy formulation process.
- Writes policy and position statements and provides direction and information to Communications staff to support the development of communications materials for new programs and initiatives.
- Works with Directors and department staff to design action plans and milestones for implementing mayoral initiatives.
- Provides ongoing leadership and project management, oversees progress on implementation and keeps the Office of the Mayor informed on project status, progress in policy areas and developing events.
- Develops and maintains positive working relationships with community organizations, residents, the business community, non-profit organizations, government agencies and represents the Office of the Mayor at key events.

#### **DIRECTOR PUBLIC WORKS & ENGINEERING**

**City of Kissimmee**, Kissimmee, FL

December 2014 – July 2019

- Oversees a Department with 105 employees
- Manages a budget of over \$40 million.
- Responsibilities include overseeing all of Engineering, Stormwater Utility, Traffic Operations, Sanitation, Street Maintenance, Stormwater, Construction Projects, Engineering Plan Review, and Inspection of Public and Private Construction Projects.

#### **ASSISTANT PUBLIC WORKS DIRECTOR/CAPITAL PROJECTS MANAGER**

**City of North Miami**, North Miami, FL

November 2010 – December 2014

- Directly Supervised Operations and Divisions of the Public Works Department including Water and Sewer utilities, the Construction and Facility Maintenance of city buildings, Streets, and right-of-way, Stormwater, Sanitation, Fleet Management
- Managed over \$20 million dollars in capital improvement projects
- Serve as construction/project manager for the city's municipal buildings and capital improvement projects
- Coordinate work efforts of external consultants to ensure compliance with the city's quality assurance policy
- Construction Administration, and Contract Administration regarding capital improvement projects for Public Works Department, and preparing Budget items

- Applied principles and practices of planning, directing, designing and coordinating a variety of citywide projects, to include beautification projects.
- Assisted with the planning the implementing of policies and procedures as it pertained to the Sanitation Division

**ENGINEER**

**City of Miami Gardens**, Miami Gardens, FL

August 2007 – November 2010

- Performed construction engineering inspections for Public Works Department
- Served as construction/project manager for the city's Public Works Department municipal building and capital improvement projects
- Coordinate work efforts of external consultants to ensure compliance with the city's quality assurance policy
- Construction Administration, and Contract Administration in regard to capital improvement projects for Public Works Department
- Performed plan review of civil engineering drawings for construction of private and public utilities

**ENGINEER**

**City of Hallandale Beach**, Hallandale Beach, FL

October 2006 – August 2007

- Performed administrative and technical engineering work for environmental, water, waste water, and roadway projects
- Served as project manager for the city's capital improvement projects
- Coordinated work efforts of external consultants to ensure compliance with the City's quality assurance policy
- Over saw CDBG projects from the design and construction phases
- Construction Management

**ENGINEER DRAFTER II**

**Miami-Dade County**, Miami, FL

December 2003 – December 2005

- Synthesized maps, plans, aerial photography, survey notes, and other cartographic records
- Checked and verified plats for subdivisions prepared by land surveyors for official recording
- Prepared plans and detailed lay-outs for water mains, sewer mains, canals, and drainage systems
- Supervised junior staff in sub-professional engineering assignments

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**PROFESSIONAL AFFILIATIONS:**

|  |   |
|--|---|
| Association of State Floodplain Managers       | Florida Water & Pollution Control Operators Association |
| Florida City and County Management Association | Florida Floodplain Managers Association                 |

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**TECHNICAL PROFICIENCY:**

|                                    |
|------------------------------------|
| <b>Microsoft:</b> Microsoft Office |
|------------------------------------|

## EMPLOYMENT APPLICATION



CITY OF NORTH MIAMI BEACH  
 17011 NE 19th Avenue  
 North Miami Beach, Florida 33162  
 305-948-2918  
<http://www.governmentjobs.com/careers/citynmb>

Israel, Scott J.  
 00687 CITY MANAGER

Received: 10/18/25  
 12:53 AM  
 For Official Use Only:  
 QUAL: \_\_\_\_\_  
 DNO: \_\_\_\_\_  
 Experience  
 Training  
 Other: \_\_\_\_\_

## PERSONAL INFORMATION

|  |  |
|--|--|
| POSITION TITLE:<br>CITY MANAGER  | EXAM ID#:<br>00687   |
| NAME: (Last, First, Middle)<br>Israel, Scott J.  | SOCIAL SECURITY NUMBER:<br>N/A   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>[REDACTED]                   | EMAIL ADDRESS:<br>scottjisrael@icloud.com  |
| HOME PHONE:<br>[REDACTED]  | NOTIFICATION PREFERENCE:<br>Email  |
| DRIVER'S LICENSE:<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DRIVER'S LICENSE:<br>State: [REDACTED]   |
|  | LEGAL RIGHT TO WORK IN THE UNITED STATES?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| What is your highest level of education?<br>Bachelor's Degree                            |  |

## PREFERENCES

|   |  |
|---|--|
| MINIMUM COMPENSATION:<br>\$190,000.00 per year  | ARE YOU WILLING TO RELOCATE?<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Maybe |
| WHAT TYPE OF JOB ARE YOU LOOKING FOR?<br>Regular  |  |
| TYPES OF WORK YOU WILL ACCEPT:<br>Full Time   |  |
| SHIFTS YOU WILL ACCEPT:<br>Day, Evening, Night, Rotating, Weekends, On Call (as needed) |  |
| OBJECTIVE:<br>City Manager  |  |

## EDUCATION

|  |  |                                   |
|--|--|-----------------------------------|
| DATES:<br>From: 1/2003 To: 4/2003                            | SCHOOL NAME:<br>F.B.I. National Academy  |                                   |
| LOCATION: (City, State/Province)<br>Quantico, Virginia       | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Certification |
| MAJOR:<br>Certification                                      |  |                                   |
| DATES:<br>From: 5/2002 To: 5/2002                            | SCHOOL NAME:<br>Texas Engineering Extension Service                                      |                                   |
| LOCATION: (City, State/Province)<br>Fort Lauderdale, Florida | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Certification |
| MAJOR:<br>Advanced Tactical Management for Commanders        |  |                                   |
| DATES:<br>From: 8/1999 To: 8/1999                            | SCHOOL NAME:<br>Southern Police Institute  |                                   |
| LOCATION: (City, State/Province)<br>Davie, Florida           | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Certification |
| MAJOR:<br>Certification                                      |  |                                   |
| DATES:<br>From: 6/1973 To: 10/1977                           | SCHOOL NAME:<br>Cortland State University  |                                   |
| LOCATION: (City, State/Province)<br>Cortland, New York       | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Bachelor's    |
| MAJOR:<br>Political Science                                  |  |                                   |

## WORK EXPERIENCE

|   |                                       |  |
|---|---------------------------------------|--|
| DATES:<br>From: 5/2022 To: 7/2023   | EMPLOYER:<br>City of Opa-locka        | POSITION TITLE:<br>Chief of Police   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>780 Fisherman Street, Opa-locka, Florida, 33054 |                                       | COMPANY URL:<br>opalockafl.gov   |
| PHONE NUMBER:<br>3056811033   | SUPERVISOR:<br>None - Chief of Police | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |

|  |   |  |
|--|---|--|
| HOURS PER WEEK:<br>55  | SALARY:<br>\$11,000.00/month                          | # OF EMPLOYEES SUPERVISED:<br>60   |
| DUTIES:<br>Scope of duties consisted of directing all operational issues, including Patrol Operations, Investigative Bureau, Communications and Records Management, Homeland Security, and Hurricane Preparation and Mitigation (Authored a Comprehensive Hurricane Plan)<br>Scrutinized operations to evaluate the performance of the entire Agency<br>Charged with developing Departmental Vision, Values, and Community Involvement<br>Liaison between the City Commission, City Manager, Outside Law Enforcement and Governmental Agencies, Union Officials, Citizen and Community Groups  |   |  |
| REASON FOR LEAVING:<br>Pursue other opportunities  |   |  |
| DATES:<br>From: 6/2021 To: 5/2022  | EMPLOYER:<br>City of West Park                        | POSITION TITLE:<br>Director of Red Light Camera Program  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>1965 S. SR 7, West Park, Florida, 33023  |   | COMPANY URL:<br>www.citywestpark.com   |
| PHONE NUMBER:<br>954-989-2688  | SUPERVISOR:<br>Stephen David - Assistant City Manager | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>25  | SALARY:<br>\$3,000.00/month                           | # OF EMPLOYEES SUPERVISED:<br>0  |
| DUTIES:<br>Oversee red light camera program  |   |  |
| REASON FOR LEAVING:<br>Accepted Chief of Police position with the City of Opa-locka.   |   |  |
| DATES:<br>From: 5/2021 To: 5/2022  | EMPLOYER:<br>Town of Davie                            | POSITION TITLE:<br>Director of Red Light Camera Program  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>6591 Orange Dr, Davie, Florida, 33314  |   | COMPANY URL:<br>www.davie-fl.gov   |
| PHONE NUMBER:<br>[REDACTED]  | SUPERVISOR:<br>Steve Kinsey - Chief of Police         | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$6,000.00/month                           | # OF EMPLOYEES SUPERVISED:<br>0  |
| DUTIES:<br>Oversee the red light camera program  |   |  |
| REASON FOR LEAVING:<br>Accepted Chief of Police position with the City of Opa-locka.   |   |  |
| DATES:<br>From: 1/2013 To: 1/2019  | EMPLOYER:<br>Broward Sheriff's Office                 | POSITION TITLE:<br>Sheriff of Broward County   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>2601 W. Broward Blvd, Fort Lauderdale, Florida, 33312  |   | COMPANY URL:<br>www.sheriff.org  |
| PHONE NUMBER:<br>954-476-4720  | SUPERVISOR:<br>None - None                            | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>65  | SALARY:<br>\$16,166.00/month                          | # OF EMPLOYEES SUPERVISED:<br>6000   |
| DUTIES:<br>* As the two time elected Sheriff of Broward County, my responsibilities were to lead and direct an agency of 6,000 personnel to reduce violent crime and enhance the quality of life of our citizens.<br>* Managed a budget of almost \$1 billion.<br>* Dismantle the schoolhouse to jailhouse pipeline.<br>* Provide police and fire services to 19 cities, the airport, seaport, courthouses and jails.  |   |  |
| REASON FOR LEAVING:<br>Political removal.  |   |  |
| DATES:<br>From: 6/2004 To: 5/2008  | EMPLOYER:<br>CITY OF NORTH BAY VILLAGE                | POSITION TITLE:<br>CHIEF OF POLICE   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>1666 79th Causeway, North Bay Village, Florida, 33141  |   | COMPANY URL:<br>www.northbayvillage-fl.gov   |
| PHONE NUMBER:<br>305-756-7171  | SUPERVISOR:<br>James Vardalis - City Manager          | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>50  | SALARY:<br>\$11,250.00/month                          | # OF EMPLOYEES SUPERVISED:<br>50   |
| DUTIES:<br>Scope of duties consist of directing all operational issues including Patrol Operations, Investigative Bureau, Juvenile Division (created North Bay Village PAL Program), Traffic Division, Marine Patrol, Communications and Records Management (Brought the Agency up to date with Upgraded CAD/RMS/Mobile Systems), Homeland Security, and Hurricane Preparation and Mitigation (Authored a Comprehensive Hurricane Plan)<br>Scrutinized operations to evaluate the performance of the entire Agency - Subsequently, determined areas of potential cost reductions, program improvements, and policy changes (Authored Agency Policies and Procedures Manual)<br>Charged with developing new Departmental Vision, Values and Mission Statement that greatly increased citizen service outcomes<br>Liaison between the City Commission, City Manager, Outside Law Enforcement and Governmental Agencies, Union Officials, Citizen and Community Groups<br>Provided skills and experience in leadership/management necessary to change the culture of the agency and maintained confidence in leadership to promote employee morale and instill teamwork |   |  |

|  |   |  |
|--|---|--|
| REASON FOR LEAVING:<br>Resigned in good standing to run for Sheriff of Broward County.   |   |  |
| DATES:<br>From: 4/1979 To: 6/2004  | EMPLOYER:<br>CITY OF FORT LAUDERDALE POLICE<br>DEPARTMENT | POSITION TITLE:<br>Captain / SWAT Commander  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>1300 W. Broward Blvd, Fort Lauderdale, Florida, 33312  |   | COMPANY URL:<br>www.flpd.org   |
| PHONE NUMBER:<br>[REDACTED]  | SUPERVISOR:<br>Al Ortenzo - Assistant Chief of Police     | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>60  | SALARY:<br>\$10,416.00/month                              | # OF EMPLOYEES SUPERVISED:<br>225  |
| DUTIES:<br>Direct, administer, and manage daily activities within the Community Support Division, S.W.A.T. and responsible for the operation of the following units:<br>" Community Support<br>" Homeland Security<br>" K-9 (Criminal Apprehension, Drug and Bomb Detection)<br>" Traffic Homicide/Traffic Safety Component<br>" Marine Patrol/Dive Team<br>" Bomb Squad and Crisis Negotiation Team<br>Directed a Staff consisting of 25 Supervisors and over 200 law enforcement personnel |   |  |
| REASON FOR LEAVING:<br>To become Chief of Police of North Bay Village.   |   |  |

## CERTIFICATES AND LICENSES

|  |                         |
|--|-------------------------|
| TYPE:<br>Certified Florida Law Enforcement Officer |                         |
| LICENSE NUMBER:                                    | ISSUING AGENCY:<br>FDLE |

## Skills

|  |
|--|
| OFFICE SKILLS:<br>Typing:<br>Data Entry:   |
| OTHER SKILLS:  |
| LANGUAGE(S):<br>English - <input checked="" type="checkbox"/> Speak <input checked="" type="checkbox"/> Read <input checked="" type="checkbox"/> Write |

## ADDITIONAL INFORMATION

|  |
|--|
| <p>Honors &amp; Awards<br/>Outstanding Recruit in Physical Achievement/Broward Police Academy, 1979</p> <p>Honors &amp; Awards<br/>Turn Around Fort Lauderdale Citizen's Award, 1997</p> <p>Honors &amp; Awards<br/>Recipient of 19 Departmental and 40 Public Letters of Commendation</p> <p>Honors &amp; Awards<br/>Dade County Police Benevolent Association 2005 Police Chief of the Year Award</p> <p>Honors &amp; Awards<br/>"2008 Brian Piccolo Coach of the Year" (Lifetime Achievement in Youth Sports)</p> <p>Honors &amp; Awards<br/>Recognized as an Expert Witness in the field of narcotics investigations in the Seventeenth Judicial Circuit Court.</p> <p>Honors &amp; Awards<br/>Police Civil Rights Award</p> <p>Honors &amp; Awards<br/>representatives, governmental and elected officials, civic leaders, minority groups and other</p> <p>Professional Associations<br/>Crime Prevention Coalition of America</p> <p>Professional Associations<br/>Florida Crime Prevention Association</p> <p>Professional Associations<br/>South Florida Shomrim Society</p> <p>Professional Associations<br/>Broward County S.W.A.T. Commanders Association</p> <p>Professional Associations<br/>Fraternal Order of Police</p> <p>Professional Associations<br/>Florida Tactical Officers Association</p> <p>Professional Associations<br/>National Tactical Officers Association</p> <p>Professional Associations<br/>International Narcotic Enforcement Officers Association</p> <p>Professional Associations<br/>Florida Police Chiefs Association</p> <p>Professional Associations<br/>Dade County Chiefs of Police Association</p> <p>Professional Associations</p> |
|--|

Broward County Chiefs of Police Association  
 Professional Associations  
 International Association of Chiefs of Police (IACP)  
 Professional Associations  
 Florida Sheriff's Association  
 Professional Associations  
 National Sheriff's Association  
 Professional Associations  
 Major County Sheriff's Association

| REFERENCES   |                          |  |
|--|--------------------------|--|
| REFERENCE TYPE:<br>Professional  | NAME:<br>Steve Kinsey    | POSITION:<br>Chief of Police, Town of Davie              |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>DAVIE, Florida 33328   |                          |  |
| EMAIL ADDRESS:<br>skins1210@aol.com  |                          | PHONE NUMBER:<br>[REDACTED]                              |
| REFERENCE TYPE:<br>Professional  | NAME:<br>James Polan     | POSITION:<br>Assistant Chief of Police, Town of Davie    |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>[REDACTED]   |                          |  |
| EMAIL ADDRESS:<br>jpolan7@icloud.com   |                          | PHONE NUMBER:<br>9 [REDACTED]                            |
| REFERENCE TYPE:<br>Professional  | NAME:<br>Bob Baldwin     | POSITION:<br>Dania Beach City Manager (Ret.)             |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)   |                          |  |
| EMAIL ADDRESS:   |                          | PHONE NUMBER:<br>954-581-0022                            |
| REFERENCE TYPE:<br>Professional  | NAME:<br>Ryan Shrouder   | POSITION:<br>Cooper City Commissioner                    |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)   |                          |  |
| EMAIL ADDRESS:   |                          | PHONE NUMBER:<br>754-234-8440                            |
| REFERENCE TYPE:<br>Professional  | NAME:<br>Rick Bradshaw   | POSITION:<br>Palm Beach County Sheriff                   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>[REDACTED]   |                          |  |
| EMAIL ADDRESS:   |                          | PHONE NUMBER:<br>5 [REDACTED]                            |
| REFERENCE TYPE:<br>Professional  | NAME:<br>Elijah Williams | POSITION:<br>Circuit Court Judge (17th Judicial Circuit) |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>Broward County Courthouse, 201 SE Sixth Street, Fort Lauderdale, Florida 33301 |                          |  |
| EMAIL ADDRESS:   |                          | PHONE NUMBER:<br>[REDACTED]                              |

Agency-Wide Questions

1. Are you a current City of North Miami Beach employee?  
No
2. Have you ever been employed by the City of North Miami Beach?  
No
3. If yes, state position, department and dates:
4. Are any members of your family or a relative (either by blood or marriage) employed by the City of North Miami Beach?  
No
5. If yes, give name, position, and relationship:
6. Are you claiming Veteran's Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and chapter 295, Florida Statutes)? \* \*YOU MUST SUBMIT CURRENT DOCUMENTATION OF YOUR VETERAN'S PREFERENCE STATUS WITH THIS APPLICATION.  
No  
1. A disabled veteran who has served on active duty in any branch of the U.S. Armed Forces, has received an honorable discharge, and has established the present existence of a service-connected disability that is compensable under public laws administered by the U.S. Department of Veterans Affairs; or who is receiving compensation, disability retirement benefits, or pension by reason of public laws administered by the U.S. Department of Veterans Affairs and U.S. Department of Defense. 2. The spouse of a person who has a total disability, permanent in nature, resulting from a service-connected disability and who, because of this disability, cannot qualify for employment, and the spouse of a person missing in action, captured in line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power. 3. A wartime veteran as defined in s. 1.01(14), who has served at least one day during a wartime period. Active duty for training may not be allowed for eligibility under this paragraph. 4. The widow or widower (who has not remarried) of a veteran who died of a service-connected disability. 5. The mother, father, legal guardian, widow or widower (who has not remarried) of a member of the U.S. Armed Forces who died in the line of duty under combat-related conditions, as verified by the U.S. Department of Defense. 6. A veteran as defined in s. 1.01(14), F.S. Active duty for training may not be allowed for eligibility under this paragraph. 7. A CURRENT member of any reserve component of the U.S. Armed Forces or the Florida National Guard.  
Not Applicable  
Pursuant to City Resolution 2014-29B, the City has established preference for bona fide City of North Miami Beach residents for hiring, examinations and promotion. To qualify for residence preference points, an applicant, examinee, and/or employee must be a bona fide resident of the City for at least one (1) year immediately preceding the date of the vacancy. Do you wish to claim Residency Status? By selecting yes, I understand that I must provide proof of residency as outlined in Civil Service rules PRIOR to an examination or interview. Residency Preference shall not be given to any applicant who does not provide the required documentation as stated. I understand that I must provide proof of residency prior to an examination or interview for a Civil Service position.  
No
7. Have you been charged and penalized for any traffic violations in the last 10 (ten) years?  
No
8. If you answered yes to the previous question, indicate the location, type of offense, final disposition, and dates:
9. Have you ever been fired or asked to resign by an employer?  
No
10. If you answered yes, please provide details:
11. Please indicate how you learned about this position?  
Other
12. If your name has changed, indicate the name under which the City may verify information supplied on this application.
13. Employment with the City of North Miami Beach may require working weekends, shifts and holidays. Are you able to work:  
Full Time
14. Specify any days or hours you are NOT able to work:
15. What is the earliest date you are available to start?  
One week after being offered employment
16. I acknowledge that my application must show the education and experience necessary to substantiate the answers in the sections regarding my education and work experience, or my application can be considered ineligible for consideration. I also understand that I must provide all required documents if applicable, at time of interview, - i.e. certifications and/or licenses required for the position.  
Acknowledge

APPLICATION CERTIFICATION – READ CAREFULLY BEFORE ACKNOWLEDGING: By signing this document, I certify that all of the information on this entire application, including any attachments, is true and complete to the best of my knowledge. I understand that all information is subject to investigation and that omission, falsification, or misrepresentation is sufficient cause for rejection of this application, removal of my name from any employment list, or termination of employment. I understand that the City of North Miami Beach is a Drug-Free Workplace and that employees are subject to drug testing in accordance with federal, state, and local statutes. I understand that this application is the property of the City of North Miami Beach and information contained herein is public record. I authorize and direct any persons or organizations to release and furnish records and information relevant to determine my fitness and suitability for employment in the aforesaid position. I release the custodian of such records, including the City of North Miami Beach and its employees, from any liability for damages by me, my heirs, family, or associates resulting from any attempts at lawful compliance with this authorization.

19.

Acknowledge

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The following terms were accepted by the applicant upon submitting the online application:

By clicking the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the City of North Miami Beach and will not be returned. I understand the City of North Miami Beach may contact prior employers and other references. I understand that I must notify the Human Resources Division of any changes in my name, address, or phone number.

This application was submitted by Scott J. Israel on 10/18/25 12: 53 AM

Signature\_\_\_\_\_

Date\_\_\_\_\_

# Scott J. Israel

## PRIMARY QUALIFYING CRITERIA

**Served as the twice elected Sheriff and top law enforcement official for Broward County; the nation's largest accredited Sheriff's Office.** Administered and directed the Departments of Law Enforcement, Detention and Fire Rescue Emergency Services; inclusive jurisdiction at the Seaport (Port Everglades), Airport (Fort Lauderdale/Hollywood International) and Courthouse (17th Judicial Circuit of Florida).

**Proven ability to develop, nurture and coach strategic community policing partnerships and relationships** with other law enforcement agencies, County and City Commissioners, the community, media, state and/or federal governmental and social service agencies

**Senior-level law enforcement management professional, 37 plus years of community service** with proven ability to exercise leadership and develop strategic plans for the successful delivery of police services

## KEY AREAS OF EXPERTISE

Adherence to Strict Operational  
Procedures  
Developed Crime Reduction  
Programs  
Leadership by Example  
Diplomatic Change Agent for Productivity  
Improvements  
Formal Presentation Skills  
A Multi-Agency Liaison  
Criminal Case Investigator  
Facilitator of Inter-Departmental Corporation  
Appointed to Southeast Regional Anti-Terrorism Task Force by Governor Jeb Bush  
Appointed Member of the Florida Violent Crime and Drug Control Council by  
Governor Rick Scott

## PROFESSIONAL ATTRIBUTES

Excellent written and verbal communication skills used to build strong interpersonal relations conveying vision, values and goals with internal and external stakeholders; resulting in a solid community rapport and productive working partnerships

A diplomatic change agent for productivity improvements and a strong team player with the ability to mediate, build consensus and foster support; successfully directs and motivates individuals and teams to produce optimum performance in pursuit of organizational goals

Budget Management: Proven ability to develop and maximize effective utilization of available resources with a one time budget of \$900,000,000.00. During national economic downturn, maintained the police level of service to the community, while absorbing a 15% budget cut; identified and restructured all aspects of operational processes through innovation and redeployment of law enforcement personnel

Knowledgeable and experienced in all aspects of police hiring, training, diversity issues, and policy development

Committed to the principles and practices of the community policing problem solving programs and advanced leadership training; promoting effective working relationships with union representatives, governmental and elected officials, civic leaders, minority groups and other special interest groups

An advocate for front-line officers with a respected record as a fair and consistent disciplinarian

Able to work under high stress and/or life-threatening situations, while continuing the highest level of professionalism and remaining focused on the objective

## **PROFESSIONAL EXPERIENCE**

**CHIEF OF POLICE  
CITY OF OPA-LOCKA, FLORIDA  
May 2022 - July 2023**

**TOWN OF DAVIE, FLORIDA  
May 2021 – May 2022  
Project Manager, Red Light Camera Program**

**CITY OF WEST PARK, FLORIDA  
June 2021 – May 2022  
Project Manager, Red Light Camera Program**

## **SHERIFF OF BROWARD COUNTY, FLORIDA**

**2012 -2019**

Initiated BSO's Civil Citation Program (recognized throughout the State of Florida) by redirecting the Agency's mission to focus on fighting violent crime and keeping Broward's youth out of jail

Addressed the special needs of disadvantaged members of our community, including the homeless and the mentally ill; earning the prestigious 2014 International Association of Chiefs of Police Civil Rights Award

Introduced "Uniting Broward" - an annual event bringing diverse communities together

## **G6 INVESTIGATIONS, CONSULTING & PROTECTION GROUP**

**2008 - 2010**

President of Private Investigations and Guard Services

## **CITY OF NORTH BAY VILLAGE – CHIEF OF POLICE**

**2004 - 2008**

Scope of duties consists of directing all operational issues including Patrol Operations, Investigative Bureau, Juvenile Division (endorsing North Bay Village PAAL Program), Traffic Division, Marine Patrol, Communications and Records Management (Brought the Agency up to date with Upgraded CAD/RMS/Mobile Systems), Homeland Security, and Tropical Cyclone Preparation and Mitigation (Authored a Comprehensive Hurricane Plan)

Scrutinized operations to evaluate the performance of the entire Agency - Subsequently, determined areas of potential cost reductions, program improvements, and policy changes (Authored Agency Policies and Procedures Manual)

**During my tenure as Chief of Police for the City of North Bay Village, I twice served as Interim City Manager for brief periods of time. This opportunity allowed me to manage issues that provided me with an invaluable foundation to serve as Sheriff and beyond.**

Acted as the liaison between the City Commission, City Manager, Outside Law Enforcement and Governmental Agencies, Union Officials, Citizen and Community Groups

Provided skills and experience in leadership/management necessary to change the culture of the agency and maintained confidence in leadership to promote employee morale and instill teamwork

**CITY OF FORT LAUDERDALE POLICE DEPARTMENT  
1979 - 2004**

**Community Support Captain/S.W.A.T. Team Commander (1999-2004)**

Direct, administer, and manage daily activities within the Community Support Division, S.W.A.T. and responsible for the operation of the following units:

- Community Support
- Homeland Security
- K-9 (Criminal Apprehension, Drug and Bomb Detection)
- Traffic Homicide/Traffic Safety Component
- Marine Patrol/Dive Team
- Bomb Squad and Crisis Negotiation Team

Directed a Staff consisting of 25 Supervisors and over 200 law enforcement personnel

**Achievements:**

Authored the Fort Lauderdale Police Department's *Weapons of Mass Destruction Standard Operating Procedures Manual* and instituted interagency training throughout the City

Developed and implemented *Rapid Responder Course*, focusing on the Department's response to an active shooter

Assisted in the formulation and successful continuation of the *Fort Lauderdale Police Department's Community Policing Initiative*

Formed the Broward County S.W.A.T. Commanders Association and established a comprehensive S.W.A.T. Medic Program ensuring the placement of six highly trained medics on the S.W.A.T. Team and increased the S.W.A.T. Team Roster from 31 members to 44 members through training and the development of a complete and inclusive Departmental S.W.A.T. Operator School

Managed \$7.5 million of the Fort Lauderdale Police Department's \$70 million budget Instructed a total of 14 Citizen Police Academy Classes and graduated over 500 residents

Participated in the successful negotiation for a City of Fort Lauderdale//Fraternal Order of Police Labor Agreement

Continued the successful grant application process, which resulted in the award of approximately \$1 million in grants to support a myriad of programs

**Patrol Division Captain/ Operations Bureau (1996-1999)**

Directed and administered all uniformed police services for the Central Beach Community Southeast and Southwest Communities in the most diverse City District with a population of 46,000 residents encompassing the entire demographics of Downtown and Midtown Fort Lauderdale

Managed and directed a staff consisting of nine supervisors and over 100 law enforcement personnel

**Achievements:**

Conducted a six-month study and review of the Police Department's Communications Center and successfully implemented over 50 changes

Implemented and assessed Departmental Policies and Procedures

Achieved a significant crime reduction in District II of the City of Fort Lauderdale during three year tenure as Captain of the District

Commanded a District in which Part One Crimes were reduced by 46%, property crimes by 49%, and violent crimes by 28%

Initiated the development of a Tactical Impact Unit to investigate gang related activity and felonies in progress on a district level, which was later adopted by other departments

Supervised successful crime reduction and community enhancement initiatives through combined efforts of the Police Department, Fire Rescue, and other Public Safety Organizations

Developed and maintained successful partnerships with the Florida Department of Corrections, the United States Secret Service, Drug Enforcement Administration, Federal Bureau of Investigation, and many other Federal, State and Municipal Agencies

**Narcotics Unit Sergeant/Special Investigations Division (1995-1996)**

Supervised Detectives assigned to the South Florida High Intensity Drug Trafficking Area (H.I.D.T.A.) Group - Led a task force in conducting detailed investigations of organized drug trafficking groups

Investigators assigned to the unit developed informants, conducted surveillance, executed search warrants, and operated in undercover capacities. Prosecuted criminals on a State and Federal level

**Street Level Narcotics Sergeant/Special Investigations Division (1993-1995)**

Supervised Street Level Drug Enforcement Unit and directed officers assigned to the Unit in conducting investigations that targeted street level drug distribution

**Achievements:**

Coordinated enforcement efforts between officers and homeowner groups and reduced the negative impact of narcotics within their neighborhoods

Instructed the Citizen's Police Academy - Syllabus inclusive of Community Policing and Narcotics Enforcement

Collaborated with Federal, State and Local Jurisdictions to enforce all applicable narcotics laws and develop aftercare program

**Patrol Division Sergeant/Operations Bureau (1991-1993)**

Supervised uniformed patrol officers in all three police districts in the City of Fort Lauderdale; special duties included the planning and organizing of the Department's response to special events. Supervised a plainclothes unit responsible for proactive surveillance and stakeout assignments

**Special Problems Unit Police Officer/Operations Bureau (1986-1991)**

Assigned to the Fort Lauderdale Beach District; Responsibilities included the reduction of Part I Crimes, traffic enforcement and problem-solving initiatives

Assigned as "Sergeant-in-Charge" during the peak of the "Spring Break" years

**Narcotics Detective/Organized Crime Division (1980-1986)**

Operated in an undercover capacity and conducted investigations targeted toward major narcotics traffickers and importation groups

Served as the Police Department's Liaison to the United States Drug Enforcement Administration

**Achievements:**

Recognized as an Expert Witness in the field of narcotics investigations in the Circuit Court for the 17th Judicial Circuit, Broward County, State of Florida

## **EDUCATION**

Bachelor of Arts Degree/Political Science – 1977 Cortland State University, NY

F.B.I. National Academy 212<sup>th</sup> Session

### **Special Training Certificates**

Weapons of Mass Destruction Incident Management/Unified Command  
Texas A&M University System, Texas Engineering Extension Service (TEEX), National  
Emergency Response and Rescue Training Center (NERRTC), 2002  
Advanced Tactical Management for Commanders  
International Association of Chiefs of Police, 2001  
S.W.A.T. Manager's Advanced Course  
National Tactical Officers Association, 2001  
Incident Command System Course for  
Executives Florida Department of Forestry, 2001  
S.W.A.T. Supervisors Advanced Tactics and Management  
International Association of Chiefs of Police, 2000  
Leadership Fort Lauderdale  
Greater Fort Lauderdale Chamber of Commerce 1999  
Southern Police Institute  
Line Supervision Development Course, 1992  
Broward County Institute of Criminal Justice Florida  
Police Officer Certificate (Honor Graduate 1979)

### **Courses/Seminars**

2,500 hours of certified leadership, management, administration, and technical training

## **PROFESSIONAL AFFILIATIONS**

Major County Sheriff's Association  
National Sheriff's Association  
Florida Sheriff's Association  
International Association of Chiefs of Police (IACP)  
National Organization of Black Law Enforcement Executives (NOBLE)  
Broward County Chiefs of Police Association  
Dade County Chiefs of Police Association  
Florida Police Chiefs Association  
International Narcotic Enforcement Officers Association  
National Tactical Officers Association

Florida Tactical Officers Association  
Fraternal Order of Police  
Founding Member of the Broward County S.W.A.T.  
Founding Member of the Broward County Commanders Association  
South Florida Shomrim Society Member  
Florida Crime Prevention Association  
Crime Prevention Coalition of America

### AWARDS

“2008 Brian Piccolo Coach of the Year” (Lifetime Achievement in Youth Sports)  
Dade County Police Benevolent Association 2005 Police Chief of the Year Award  
Recipient of 19 Departmental and 40 Public Letters of Commendation  
Recognition of Appreciation, Florida Department of Law Enforcement, 2004  
Coordination of Law Enforcement’s Response to the Free Trade Area of the Americas (FTAA)  
Miami Conference Recognition of Appreciation United States Marshall Service Southern District  
of Florida 2001  
Turn Around Fort Lauderdale Citizen’s Award, 1997  
Recognition of Appreciation, United States DEA, Fort Lauderdale Office, 1996  
Resolution of Appreciation - Dorsey Riverbend Homeowner’s Association, 1994  
Outstanding Recruit in Physical Achievement/Broward Police Academy, 1979

# SCOTT J. ISRAEL

October 17, 2025

City of North Miami Beach:

By way of introduction, my name is Scott Israel, and I am honored to apply for the position of City Manager for the City of North Miami Beach.

My leadership experiences and the relationships I have built during a 40-year career in law enforcement will enable me to craft and offer strategic plans, outline goals and objectives, and develop short-term and long-term initiatives that will ultimately enhance quality of life issues for our residents.

As a former sheriff, acting city manager, and police chief, I have a keen awareness of the fact that this cannot be accomplished without a robust partnership with our community. It is for this very reason that I have spent my entire career forging relationships and bonds with the citizens I have always served. It is impossible to partner with a community without first gaining trust. To earn the trust of a community, one must institute programs that are geared directly toward community outreach. The following are a few compelling examples of initiatives that I established:

The Civil Citation Program is a State of Florida program that allows law enforcement to issue a civil citation in lieu of making a misdemeanor arrest. My experience with diversion programs revealed to me that we had to police differently. I became the first Sheriff in the State of Florida, and the first leader in Broward County to make the program mandatory amongst our deputies. I recognized that juveniles, predominantly African American and Hispanic youngsters, were being arrested disproportionately for non-violent misdemeanors. The misdemeanor arrests were creating criminal records for our youth, who were then unable to obtain jobs. The Civil Citation Program allowed our youth to receive help with anger management, alcohol and narcotics addiction, and mental health issues. The remarkable takeaway was that the recidivism rate among juveniles placed into the program was 4%. My decision to institute the Civil Citation Program as a mandatory program for our deputies did more to curtail the "schoolhouse to jailhouse" pipeline than any other initiative or program in Broward County. The State Legislature was able to increase the number of citations a juvenile was able to have issued from 1 to 3, based on the success we had in Broward County.

I had the occasion to meet with a community activist who was able to receive large donations of food from local markets. He had found it very difficult to deliver the food. He lacked transportation and parking issues were a concern. I entered into a partnership with this individual, whereby our agency would identify venues where the food could be safely distributed by members of the Community Outreach Division we had created. The lines of people who genuinely needed assistance reached the hundreds, sometimes thousands, twice each month. Through our confiscated funds, we were able to outfit the food ministry with a truck that could deliver food. During my tenure as Sheriff, we delivered over 5 million pounds of food to our community at no cost. In addition to helping deliver groceries to those in need, the recipients began to trust police, and in some cases, report crimes. This collaborative effort is truly the mission and essence of community policing.

I was elected as Sheriff to become a change agent for the County. In addition to successfully managing a \$1 billion budget and managing 6,000 sworn and non-sworn members of the agency, I was able to regain the trust of the Broward County voter who had elected me to accomplish such a mission. Knowing that transparency is a critical element in gaining the trust of all stakeholders, I launched our body camera program. Elected officials and the community were incredibly appreciative of all our deputies outfitted with body-worn cameras. Our community relationships continued to flourish. I elected to have the public view a police involved shooting that was captured on body camera. With the help of many local religious leaders and our community, we were able to prevent civil unrest.

During my time as Sheriff, I partnered with the clergy throughout Broward County and created a Ministerial Alliance. Working in concert with our religious leaders allowed law enforcement to reach individuals who in the past, were reluctant to interact with law enforcement. A bond between police and community was created, and trust was gained.

I have a myriad of experiences in directly dealing with critical incidents, sensitive issues, organizational structure, and disaster preparedness and response. I have taken many Federal Emergency Management Agency (FEMA) courses that have allowed me to direct our cities in preparing for emergencies and disasters, to lead our personnel during life-threatening incidents, and to understand the way to receive financial assistance from the federal government as we recover.

I understand a City's need to respond efficiently and in a prepared manner to critical incidents. As a former SWAT Commander, I have planned, directed, and led many such operations. I have been able to successfully negotiate contracts with 9 different unions.

As Sheriff, I interacted with approximately 30 city managers. I have the training, education, and experience to supervise city operations, successfully manage the budget, and lead city staff.

I am a team player who will work seamlessly with the Commission, the residents, businesses, the management team, city personnel, and all stakeholders of the city to ensure that our mission to enhance the quality of life of those we serve is successful. I have worked closely with project managers from the airport, seaport, water management district, and transportation facilitators to ensure residents are safe and have a better quality of life. I have the necessary skills and experience, along with a proven track record of achievement throughout my career, to lead and manage a diverse city. I embrace change and take complete responsibility for ensuring that all members of staff treat others with dignity and respect.

Dr. King said that the successful leader is not one to search for consensus but one who will mold consensus. My experiences have shown me that quite often hybrid ideas best serve our communities. I have been able to bring individuals together to address relevant issues throughout my career. I would be honored to serve as the City Manager for the City of North Miami Beach.

Respectfully,

Scott J. Israel  
Scott J. Israel

T: [REDACTED] | E: [ScottJIsrael@icloud.com](mailto:ScottJIsrael@icloud.com)

## EMPLOYMENT APPLICATION



CITY OF NORTH MIAMI BEACH  
17011 NE 19th Avenue  
North Miami Beach, Florida 33162  
305-948-2918

<http://www.governmentjobs.com/careers/citynmb>

Leonard, Jordan W  
00687 CITY MANAGER

Received: 8/21/25 12:15 PM

For Official Use Only:

QUAL: \_\_\_\_\_

DNO: \_\_\_\_\_

Experience

Training

Other: \_\_\_\_\_

## PERSONAL INFORMATION

|  |  |  |
|--|--|--|
| POSITION TITLE:<br>CITY MANAGER  |  | EXAM ID# :<br>00687  |
| NAME: (Last, First, Middle)<br>Leonard, Jordan W   |  | SOCIAL SECURITY NUMBER:<br>N/A   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>7430 Gary Avenue, Miami Beach, Florida 33141 |  | EMAIL ADDRESS:<br>jwlmiami@yahoo.com   |
| HOME PHONE:<br>(305) 206-8497  |  | NOTIFICATION PREFERENCE:<br>Email  |
| DRIVER'S LICENSE:<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No                 | DRIVER'S LICENSE:<br>State: [REDACTED] | LEGAL RIGHT TO WORK IN THE UNITED STATES?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| What is your highest level of education?<br>Bachelor's Degree  |  |  |

## PREFERENCES

|   |
|---|
| ARE YOU WILLING TO RELOCATE?<br><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe |
| WHAT TYPE OF JOB ARE YOU LOOKING FOR?<br>Regular  |
| TYPES OF WORK YOU WILL ACCEPT:<br>Full Time   |
| SHIFTS YOU WILL ACCEPT:<br>Day, Evening, Night, Rotating, Weekends, On Call (as needed)                                 |

## EDUCATION

|  |  |   |
|--|--|---|
| DATES:   | SCHOOL NAME:<br>Florida State University   |   |
| LOCATION: (City, State/Province)<br>Tallahassee, Florida | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Bachelor's          |
| MAJOR:<br>Political Science/History (Double Major)       |  |   |
| DATES:   | SCHOOL NAME:<br>Miami Beach Senior High School   |   |
| LOCATION: (City, State/Province)<br>Miami Beach, Florida | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>High School Diploma |

## WORK EXPERIENCE

|  |  |  |
|--|--|--|
| DATES:<br>From: 7/2011 To: Present   | EMPLOYER:<br>Pediatric Therapy Center  | POSITION TITLE:<br>President   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>1897 NE 146 Street, North Miami, Florida, 33181  |  |  |
| SUPERVISOR:<br>Jordan W. Leonard - President   | MAY WE CONTACT THIS EMPLOYER?<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |  |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$1,000.00/month  | # OF EMPLOYEES SUPERVISED:<br>30   |
| DUTIES:<br>Co-owner of a family-owned healthcare practice that provides medically necessary speech-language, occupational and physical therapy to children. I worked as the Vice President from 2011-2014. In 2014, I became President of the company, responsible of day to day operations. |  |  |
| REASON FOR LEAVING:<br>Still employed at PTC   |  |  |
| DATES:<br>From: 11/2011 To: 8/2012   | EMPLOYER:<br>City of Opa-locka   | POSITION TITLE:<br>Assistant City Manager  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>780 Fisherman Street, Opa-locka, Florida, 33054  |  | COMPANY URL:<br>www.opalockafl.gov   |
| PHONE NUMBER:<br>(305) 953-2821  | SUPERVISOR:<br>Bryan Finnie - City Manager   | MAY WE CONTACT THIS EMPLOYER?<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| HOURS PER WEEK:<br>60  | SALARY:<br>\$7,500.00/month  | # OF EMPLOYEES SUPERVISED:<br>200  |

|  |   |   |
|--|---|---|
| <b>DUTIES:</b><br>Served as the second in charge for the city and reported directly to the City Manager. Primary responsibilities included supervising almost 200 full-time employees on a 24/7 basis. Uncovered over \$1 million in fraudulent write-offs within the water utility program and was laid off after recommending a forensic audit.  |   |   |
| <b>REASON FOR LEAVING:</b><br>City Manager was fired.  |   |   |
| <b>DATES:</b><br>From: 1/2010 To: 1/2011   | <b>EMPLOYER:</b><br>City of Homestead Community Redevelopment Agency  | <b>POSITION TITLE:</b><br>Executive Director  |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b><br>212 NW 1st Avenue, Homestead, Florida, 33030  |   | <b>COMPANY URL:</b><br>www.cityofhomestead.org  |
| <b>PHONE NUMBER:</b><br>(305) 224-4480   | <b>SUPERVISOR:</b><br>George Gretsas - City Manager   | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>60   | <b>SALARY:</b><br>\$7,500.00/month  | <b># OF EMPLOYEES SUPERVISED:</b><br>11   |
| <b>DUTIES:</b><br>Currently working for the City's Community Redevelopment Agency (CRA) as their Executive Director. Oversee a \$7.5 million budget and multiple staff, reporting to the Board of Director's of the CRA, which is also the City Council, through the City Manager and is also overseen by the Miami-Dade County Board of County Commissioners. The CRA is charged with removing slum and blight while improving the overall quality of life in the zone through affordable housing, economic development initiatives, infrastructure improvements and an increased presence of law enforcement and code compliance. Currently working on the first amendment to the CRA Plan since inception, creating a procedure for disposing of CRA owned properties and increasing development within the zone.   |   |   |
| <b>REASON FOR LEAVING:</b><br>Commute is too long.   |   |   |
| <b>DATES:</b><br>From: 1/2008 To: 1/2010   | <b>EMPLOYER:</b><br>City of Opa-locka   | <b>POSITION TITLE:</b><br>Assistant to the City Manager   |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b><br>780 Fisherman Street, Opa-locka, Florida, 33054   |   | <b>COMPANY URL:</b><br>www.opalockafl.gov   |
| <b>PHONE NUMBER:</b><br>(305) 953-2821   | <b>SUPERVISOR:</b><br>Bryan Finnie - City Manager   | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>60   | <b>SALARY:</b><br>\$6,500.00/month  | <b># OF EMPLOYEES SUPERVISED:</b><br>200  |
| <b>DUTIES:</b><br>Served as the second in charge for the City and reported directly to the Interim City Manager. Primary responsibilities include many of the day-to-day activities and most special projects. Major activities assigned include implementing the red-light camera system, Code-red emergency warning system, changing the rate structure for the water and wastewater utility system (Decreased an average homeowners bill by almost 50% without reducing overall revenue.), supervising a comprehensive \$10.7 million infrastructure improvement program, balancing the 2009-2010 FY Budget (Started with a \$1.7 million deficit, the budget was properly budgeted and included no layoffs or salary cuts and increased the hiring of sworn law enforcement officers by 25% .), supervised procurement, took an active participation in all grant applications (The City received a record amount of grants, both by number and amounts awarded.) and spearheaded a successful challenge to the U.S. Census count and Florida BEBR number for the City, drafted many important documents including a multi-year solid waste contract, negotiated on behalf of the City on numerous occasions and assisted in supervising almost 200 full-time employees on a 24/7 basis. |   |   |
| <b>REASON FOR LEAVING:</b><br>Laid-off due to Budget Constraints.  |   |   |
| <b>DATES:</b><br>From: 7/2005 To: 12/2007  | <b>EMPLOYER:</b><br>Village of El Portal  | <b>POSITION TITLE:</b><br>Village Clerk   |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b><br>500 NE 87th Street, El Portal, Florida, 33138   |   | <b>COMPANY URL:</b><br>www.villageofelportal.org  |
| <b>PHONE NUMBER:</b><br>(305) 795-7880   | <b>SUPERVISOR:</b><br>Councilperson Harold Mathis, Jr. - Councilperson                                      | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>50   | <b>SALARY:</b><br>\$4,583.00/month  | <b># OF EMPLOYEES SUPERVISED:</b><br>2  |
| <b>DUTIES:</b><br>Responsibilities include opening & processing all incoming Village mail, issuing occupational licenses & alarm permits, making bank deposits, maintaining public records & processing public records requests, setting the agendas, creating minutes and attending an average of seven monthly meetings. The Clerk is also responsible for the bi-weekly payroll, monthly retirement and human resources for all Village employees. Other duties partially performed by the Clerk include answering the phone, processing requests for building inspections, processing fines & fees from the public and other duties as needed.   |   |   |
| <b>REASON FOR LEAVING:</b><br>To pursue other opportunities.   |   |   |
| <b>DATES:</b><br>From: 1/2002 To: 7/2005   | <b>EMPLOYER:</b><br>Miami-Dade County Task Force on Urban Economic Revitalization                           | <b>POSITION TITLE:</b><br>Policy Analyst  |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b><br>155 South Miami Avenue, PH-1A, Miami, Florida, 33130  |   | <b>COMPANY URL:</b><br>www.miamidade.gov  |
| <b>SUPERVISOR:</b><br>Karen Moore - Executive Director   | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |   |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$4,000.00/month  | <b># OF EMPLOYEES SUPERVISED:</b><br>0  |

|  |   |   |
|--|---|---|
| <b>DUTIES:</b><br>Responsible for monitoring and analyzing legislation at the federal, state, and county levels. Prepares & supervises the creation of all reports that pertain to the Targeted Urban Areas (TUA's). Examples include a Community Profile Report using 2000 Census Data and a Procurement Report of Black owned Businesses within the County. Responsibilities also include updating the department's Strategic Plan, involvement with the County's Economic Element of the Comprehensive Development Master Plan (CDPM) and serving as a County representative to the Social & Economic Development Council (SEDC).   |   |   |
| <b>REASON FOR LEAVING:</b><br>To accept an appointment as Village Clerk of El Portal.  |   |   |
| <b>DATES:</b><br>From: 11/2000 To: 6/2001  | <b>EMPLOYER:</b><br>Florida House of Representatives      | <b>POSITION TITLE:</b><br>Legislative Assistant   |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>The Capitol, Tallahassee, Florida, 32399  |   | <b>COMPANY URL:</b><br>www.myfloridahouse.gov   |
| <b>PHONE NUMBER:</b><br>(850) 488-1157   | <b>SUPERVISOR:</b><br>Rep. Wishner - State Representative | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>50   | <b>SALARY:</b><br>\$2,916.00/month                        | <b># OF EMPLOYEES SUPERVISED:</b><br>1  |
| <b>DUTIES:</b><br>Managed both district and capitol offices. Bill drafting, research and tracking which included my members' bills plus other bills of interest. Liaison between the State Representative and other government departments, constituents, lobbyists, and the media. Wrote most correspondence including press releases, analysis sheets on bills and issues used for speeches. Completed constituent casework that cut red tape and solved problems between the people and government. Attended local community and municipal meetings and events as well as distant functions. In many cases, represented the State Representative and attended an average of three events a week not during session and an average of 4 to 6 events daily during the 60-day regular session. Traveled to and from Tallahassee on official state business for regular and special sessions. Managed several office expense accounts, coordinated and supervised several interns and made travel arrangements. Answered phones, faxes, messages, emails, and regular mail that averaged hundreds a day during session. Was also responsible for the State Representative's scheduling. |   |   |
| <b>REASON FOR LEAVING:</b><br>To pursue other opportunities.   |   |   |

**CERTIFICATES AND LICENSES**

Nothing Entered For This Section

**Skills**

|   |
|---|
| <b>OFFICE SKILLS:</b><br>Typing:<br>Data Entry:   |
| <b>OTHER SKILLS:</b>  |
| <b>LANGUAGE(S):</b><br>English - <input checked="" type="checkbox"/> Speak <input checked="" type="checkbox"/> Read <input checked="" type="checkbox"/> Write |

**ADDITIONAL INFORMATION**

|  |
|--|
| <p><b>Honors &amp; Awards</b><br/>Certificate of Appreciation (2002)<br/>Miami-Dade County Mayor &amp; County Commission</p> <p><b>Honors &amp; Awards</b><br/>Champion of Equality Hall of Champions (2017)<br/>SAVE</p> <p><b>Honors &amp; Awards</b><br/>President's Distinguished Board Member Award (2018)<br/>Miami-Dade County League of Cities</p> <p><b>Honors &amp; Awards</b><br/>Russ Marchner Outstanding Municipal Official (2019)<br/>Miami-Dade County League of Cities</p> <p><b>Honors &amp; Awards</b><br/>Home Rule HERO Award (2017, 2018, 2019, 2020, 2021 &amp; 2022)<br/>Florida League of Cities</p> <p><b>Volunteer Experience</b><br/>City of Miami Beach<br/>Vice-Chair &amp; Member, Committee for Quality Education in Miami Beach City Board</p> <p><b>Volunteer Experience</b><br/>Miami-Dade County<br/>Member, Miami-Dade County Board of Rules &amp; Appeals (BORA)</p> <p><b>Volunteer Experience</b><br/>Miami-Dade League of Cities<br/>President &amp; Executive Board Member (2010-2020)<br/>Former Chair &amp; Member, County Budget &amp; Legislative Committees, Co-Chair, Utilities Committee</p> <p><b>Volunteer Experience</b><br/>Florida League Of Cities<br/>Board of Directors<br/>Committee Member, Municipal Administration Policy Committee</p> <p><b>Volunteer Experience</b><br/>South Florida Regional Planning Council (SFRPC)<br/>Policy Board Member (2021-2022)<br/>Council Member (2019-2022)</p> |
|--|

Volunteer Experience  
Town of Bay Harbor Islands  
Mayor (2015-2018)  
Vice Mayor (2012-2015)  
Council Member (2008-2011, 2018-2022)  
Chairman (2005-2011), Charter & Ordinance Review Committee  
Vice Chairman (2008-2022), Litigation Committee

## REFERENCES

|  |                       |  |
|--|-----------------------|--|
| REFERENCE TYPE:<br>Professional                          | NAME:<br>Bryan Finnie | POSITION:<br>Former City Manager, City of Opa-locka  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code) |                       |  |
| EMAIL ADDRESS:   |                       | PHONE NUMBER:<br>305-798-8370  |
| REFERENCE TYPE:<br>Professional                          | NAME:<br>Ron Wasson   | POSITION:<br>Former Town Manger of Bay Harbor Islands<br>& Former City Manager of Aventura |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code) |                       |  |
| EMAIL ADDRESS:   |                       | PHONE NUMBER:<br>516-764-1120  |

Agency-Wide Questions

1. Are you a current City of North Miami Beach employee?  
No
2. Have you ever been employed by the City of North Miami Beach?  
No
3. If yes, state position, department and dates:
4. Are any members of your family or a relative (either by blood or marriage) employed by the City of North Miami Beach?  
No
5. If yes, give name, position, and relationship:
6. Are you claiming Veteran's Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and chapter 295, Florida Statutes)? \* \*YOU MUST SUBMIT CURRENT DOCUMENTATION OF YOUR VETERAN'S PREFERENCE STATUS WITH THIS APPLICATION.  
No  
1. A disabled veteran who has served on active duty in any branch of the U.S. Armed Forces, has received an honorable discharge, and has established the present existence of a service-connected disability that is compensable under public laws administered by the U.S. Department of Veterans Affairs; or who is receiving compensation, disability retirement benefits, or pension by reason of public laws administered by the U.S. Department of Veterans Affairs and U.S. Department of Defense. 2. The spouse of a person who has a total disability, permanent in nature, resulting from a service-connected disability and who, because of this disability, cannot qualify for employment, and the spouse of a person missing in action, captured in line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power. 3. A wartime veteran as defined in s. 1.01(14), who has served at least one day during a wartime period. Active duty for training may not be allowed for eligibility under this paragraph. 4. The widow or widower (who has not remarried) of a veteran who died of a service-connected disability. 5. The mother, father, legal guardian, widow or widower (who has not remarried) of a member of the U.S. Armed Forces who died in the line of duty under combat-related conditions, as verified by the U.S. Department of Defense. 6. A veteran as defined in s. 1.01(14), F.S. Active duty for training may not be allowed for eligibility under this paragraph. 7. A CURRENT member of any reserve component of the U.S. Armed Forces or the Florida National Guard.  
Not Applicable  
Pursuant to City Resolution 2014-29B, the City has established preference for bona fide City of North Miami Beach residents for hiring, examinations and promotion. To qualify for residence preference points, an applicant, examinee, and/or employee must be a bona fide resident of the City for at least one (1) year immediately preceding the date of the vacancy. Do you wish to claim Residency Status? By selecting yes, I understand that I must provide proof of residency as outlined in Civil Service rules PRIOR to an examination or interview. Residency Preference shall not be given to any applicant who does not provide the required documentation as stated. I understand that I must provide proof of residency prior to an examination or interview for a Civil Service position.
7. Have you been charged and penalized for any traffic violations in the last 10 (ten) years?  
Yes
8. If you answered yes to the previous question, indicate the location, type of offense, final disposition, and dates:  
All civil violations were dismissed or withheld adjudication.
9. Have you ever been fired or asked to resign by an employer?  
No
10. If you answered yes, please provide details:
11. Please indicate how you learned about this position?  
Other
12. If your name has changed, indicate the name under which the City may verify information supplied on this application.
13. Employment with the City of North Miami Beach may require working weekends, shifts and holidays. Are you able to work:  
Full Time, Evenings, Weekends, Holidays
14. Specify any days or hours you are NOT able to work:
15. What is the earliest date you are available to start?  
Immediately
16. I acknowledge that my application must show the education and experience necessary to substantiate the answers in the sections regarding my education and work experience, or my application can be considered ineligible for consideration. I also understand that I must provide all required documents if applicable, at time of interview, - i.e. certifications and/or licenses required for the position.  
Acknowledge

19. APPLICATION CERTIFICATION – READ CAREFULLY BEFORE ACKNOWLEDGING: By signing this document, I certify that all of the information on this entire application, including any attachments, is true and complete to the best of my knowledge. I understand that all information is subject to investigation and that omission, falsification, or misrepresentation is sufficient cause for rejection of this application, removal of my name from any employment list, or termination of employment. I understand that the City of North Miami Beach is a Drug-Free Workplace and that employees are subject to drug testing in accordance with federal, state, and local statutes. I understand that this application is the property of the City of North Miami Beach and information contained herein is public record. I authorize and direct any persons or organizations to release and furnish records and information relevant to determine my fitness and suitability for employment in the aforesaid position. I release the custodian of such records, including the City of North Miami Beach and its employees, from any liability for damages by me, my heirs, family, or associates resulting from any attempts at lawful compliance with this authorization.

Acknowledge

The following terms were accepted by the applicant upon submitting the online application:

By clicking the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the City of North Miami Beach and will not be returned. I understand the City of North Miami Beach may contact prior employers and other references. I understand that I must notify the Human Resources Division of any changes in my name, address, or phone number.

This application was submitted by Jordan W Leonard on 8/21/25 12: 15 PM

Signature\_\_\_\_\_

Date\_\_\_\_\_

## EMPLOYMENT APPLICATION



CITY OF NORTH MIAMI BEACH  
17011 NE 19th Avenue  
North Miami Beach, Florida 33162  
305-948-2918

<http://www.governmentjobs.com/careers/citynmb>

Mendez, Ricardo J  
00687 CITY MANAGER

Received: 8/8/25 12:43 PM  
For Official Use Only:  
QUAL: \_\_\_\_\_  
DNO: \_\_\_\_\_  
 Experience  
 Training  
 Other: \_\_\_\_\_

## PERSONAL INFORMATION

|  |  |  |
|--|--|--|
| POSITION TITLE:<br>CITY MANAGER  |  | EXAM ID# :<br>00687  |
| NAME: (Last, First, Middle)<br>Mendez, Ricardo J   |  | SOCIAL SECURITY NUMBER:<br>N/A   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>905 Brickell Bay Drive , Suite 323, Miami, Florida 33131 |  | EMAIL ADDRESS:<br>ricardo00mendez@yahoo.com  |
| HOME PHONE:<br>(305) 924-2534  | ALTERNATE PHONE:<br>3059242534         | NOTIFICATION PREFERENCE:<br>Email  |
| DRIVER'S LICENSE:<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No                             | DRIVER'S LICENSE:<br>State: [REDACTED] | LEGAL RIGHT TO WORK IN THE UNITED STATES?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| What is your highest level of education?<br>Master's Degree  |  |  |

## PREFERENCES

|   |  |
|---|--|
| MINIMUM COMPENSATION:<br>\$300,000.00 per year  | ARE YOU WILLING TO RELOCATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe |
| WHAT TYPE OF JOB ARE YOU LOOKING FOR?<br>Regular  |  |
| TYPES OF WORK YOU WILL ACCEPT:<br>Full Time   |  |
| SHIFTS YOU WILL ACCEPT:<br>Day, Evening, Weekends   |  |
| OBJECTIVE:<br>To accomplish a professional management operation across departments, develop and maintain high-performance management teams, deliver projects and programs effectively and efficiently, address all chronic audit findings, and fully comply with all federal, state, and local regulatory agencies. |  |

## EDUCATION

|  |  |                                |
|--|--|--------------------------------|
| DATES:<br>From: 1/1995 To: 12/1996                         | SCHOOL NAME:<br>University of Miami  |                                |
| LOCATION: (City, State/Province)<br>Coral Gables , Florida | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Master's   |
| MAJOR:<br>MBA, Management/Finance                          | UNITS COMPLETED:<br>51 - Semester  |                                |
| DATES:<br>From: 5/1984 To: 12/1987                         | SCHOOL NAME:<br>Florida International University   |                                |
| LOCATION: (City, State/Province)<br>Miami , Florida        | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Bachelor's |
| MAJOR:<br>Civil Engineering                                | UNITS COMPLETED:<br>140 - Semester   |                                |

## WORK EXPERIENCE

|   |  |  |
|---|--|--|
| DATES:<br>From: 5/2020 To: 3/2021   | EMPLOYER:<br>City of West Palm Beach             | POSITION TITLE:<br>Assistant City Administrator  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>401 Clematis St, West Palm Beach, Florida, 33131  |  |  |
| PHONE NUMBER:<br>5618221200   | SUPERVISOR:<br>Faye Johnson - City Administrator | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40   | SALARY:<br>\$18,000.00/month                     | # OF EMPLOYEES SUPERVISED:<br>1700   |
| DUTIES:<br>Brought on board to oversee the City's daily management operations with direct oversight responsibility for multiple departments, including all infrastructure and development, planning, building, zoning, development services, code enforcement, environmental, sustainability, information technology, utilities, engineering, parking administration, and the support services departments among others. Serve as the City's Assistant Chief Administrative Officer providing leadership and executive management supervision to over 1,700 municipal employees, including department heads. Advise the Mayor and City Commission on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process, and compliance with local, state, and Federal regulatory agencies. Responsible for preparing and administering budgets, coordination with City Commission-appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction-program management, and projects coordination with local, state, and federal government agencies. Supervise all department directors, including senior local government managers and |  |  |

administrators, professional engineers, registered architects, and accountants. Responsible for implementing sound management practices, strategic plans, establishing performance measures, maintaining excellent Commission/City-staff relationships, and accomplishing a professional municipal management operation. Lead over 1,700 employees, including department directors, division managers, section heads, division manager, senior administrators, accountants, financial managers, professional engineers, architects, licensed contractors, inspectors, and technical support staff involved in the daily city management operations as well as projects and programs planning and execution phases. Additional duties include hiring, training, and mentoring department directors and other professionals to develop and maintain a multidisciplinary, high-performance management team. Moreover, oversee resource planning, conducting programs and project control meetings, assessing operational needs and management performance while ensuring the necessary adjustments to accomplish operational goals and objectives in the City's strategic plan. Direct oversight responsibility for the strategic and operational execution of all the City's Bond and Civil Engineering projects, including the City's multimillion-dollar Capital Improvement Program with multiple municipal facilities, environmental, and infrastructure projects. Also, responsible for the work of outside firms engaged in all phases of planning, engineering, and construction from project definition through construction. Lead the planning and implementation of the City's multimillion-dollar capital improvement plan. Additionally, direct oversight responsibility for management operations, maintenance, rehabilitation, modernization, and federal environmental compliance of the City's water & wastewater treatment plants providing utility (water & sewer) services to Palm Beach County and multiple municipalities. Other responsibilities include planning, design, construction, rehabilitation, and modernization of all the City's public infrastructure and facilities, e.g., land development, transportation-roadways, water, sewer, drainage, stormwater, water & wastewater treatment plants, utilities, environmental, parks, and municipal buildings. Provide oversight of the procurement process and manage vendor relationships, ensuring quality control, assurance, and municipal law, code, and ordinance compliance. Also lead the project and program coordination efforts with multiple public/private sector stakeholders, review, and approve engineering reports, and engaged in multimillion-dollar contract negotiations with all vendors, including contractors, utility companies, A&E firms, and other federal, state, and local government agencies. Among achievements as Assistant City Administrator City of West Palm Beach:

- Improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures, and establishing a professional management system in every department.
- Addressed underlying chronic issues that had been challenging the City for years while curing audit findings.
- Significant accomplishments made in the City's financial management and reporting compliance, budgeting and revenue, cost containment, and reduction while balancing the City's budget amid significant environmental and internal challenges.
- Improved service levels while providing all vital and necessary services to City and County residents, notwithstanding all significant budgetary challenges.

**REASON FOR LEAVING:**

Multimillion-dollar budget cuts due to significant pandemic financial challenges and increasing contractual and union obligations. Awarded outstanding performance evaluation and received professional reference letter of recommendation from both the Mayor and City Administrator.

|  |   |   |
|--|---|---|
| <b>DATES:</b><br>From: 4/2014 To: 9/2016   | <b>EMPLOYER:</b><br>City of Sweetwater      | <b>POSITION TITLE:</b><br>Finance Director  |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>500 SW 109 AVE , Sweetwater, Florida, 33174 |   |   |
| <b>PHONE NUMBER:</b><br>3052212411   | <b>SUPERVISOR:</b><br>Orlando Lopez - Mayor | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>55   | <b>SALARY:</b><br>\$10,000.00/month         | <b># OF EMPLOYEES SUPERVISED:</b><br>100  |

**DUTIES:**

After implementing the City of Harrisburg Financial Recovery Plan that enable the City to emerge from State Receivership and avoid bankruptcy, I was selected by newly appointed Mayor with the approval of federal, state, and local law enforcement officials including the State Attorney's Office, FBI, Florida Department of Law Enforcement, and Miami-Dade County Ethics Commission to help the City avoid a State Oversight Board; avoid multiple stiff default/non-compliance penalties from creditors and agencies including IRS; renegotiate collective bargaining agreements; ensure compliance with federal, state, and local laws and regulations; serve in the capacity of assistant administrative officer and Finance Director; organize the entire Finance Department; reopen the Finance Department, and prepare the City's budget within weeks of Charter's deadline. To accomplish these goals and objectives, I had to perform the following duties on time working days, nights, weekends, and holidays:

Plan, direct, monitor, and control the financial and administrative functions while ensuring federal, state, and local laws, regulations, policies, and procedures. Provide timely and accurate financial management, policy support, analytical services, and financial information to the City Mayor, Commissioners, Department Directors, and agencies. Monitor spending and ensure the most efficient and effective use of the city's financial resources to assure vital and necessary services. Provide management oversight of key financial services involving budget preparation, accounts receivables, account payables, payroll, general accounting, and ensure all grants expenses and revenues are balanced.

Completed all pending audits providing information and assists the auditors during the review of the City's financial records. Make journal entries, reviewing and balancing accounts and grants and analyzing revenue and expenditure reports. Supervise and participate in all accounting activities for the city including general accounting, payroll, accounts payable, accounts receivable, and grants. Direct the maintenance of a central accounting system for the city and its departments in a manner consisting of established and accepted governmental accounting principles and practices. Analyze and present financial reports in an accurate and timely manner, and clearly explain monthly and annual financial statements. Lead the annual audit process and liaise with external auditors. Lead the annual budgeting and planning process, monitor progress and changes, and keep the Mayor and City Commission abreast of the organization's financial status at all times.

Prepare multiple Budget Revisions and conduct periodically Budget Analysis. Reconcile over 600 GL accounts monthly. Coordinate, analyze and report the financial performance to department heads, Mayor, Commissioners, and the Governor's Office by creating monthly financial, budget, and cash flow reports. Make sure everyone understands priorities and adheres to the budget to ensure that expenditures do not exceed appropriations. Manage, organization, prioritize the City's cash flow and perform forecasting daily. Implement a financial management reporting system, ensure that the contract billing and collection schedule is adhered to and that financial data and cash flow are steady to support operational requirements. Update and implement all necessary business policies and accounting practices and improve the finance department's overall policy and procedure manual. Effectively communicate and present the critical financial matters to the Mayor, Commission, Auditors, and the Governor's Office. Fix grant management activities and ensure all eligibility requirements are met with federal, state, and local agencies. Select and oversee financial software installations and manage relationships with software vendors while ensuring accounting and reporting requirements.

Implement City employee training of a new financial. Monitor employee commitment to financial training programs to maximize individual and organizational goals across the City including GAAP compliance and best practices. Lead communication and relationship building activities with all departments, divisions, and sections, Commission, and Mayor's Office. Prioritize, negotiate, and work with a variety of internal and external stakeholders including the police union (PBA) and municipal employee union (IUPAT). Research and lead all of the City's investment activities including money market accounts, simple interest-bearing accounts, and others. Request Loans for new property, plant, and equipment including new vehicles. Lead, manage, and mentor new employees and stress the ICMA, GFOA, and AGA Code of Ethics.

Direct the staff's activity and balance the overwhelming workload. Assist the human resources department every step of the way from budget development to finance-staffing issues.

Forecast city revenue daily, weekly, monthly, quarterly, yearly, based on previous revenue for the same period, industry trends, and new services. Determine priorities, goals, and objectives to prepare the city budget and plan expenses and enable financial decisions. Meet with City staff daily to ensure the work is being done effectively and efficiently fostering communications, priorities, professional management, compliance, and no surprises. Constantly assess the performance of all City's financial operations and financial systems while maintaining accurate and current bylaw records. Ensure multiple audits compliance and completion. Prepare reports for annual insurance and workers comp audits. Develop, implement, and maintain accounting and administrative policies and procedures up-to-date. Routinely monitor facilities, identified growth where needed, developed City inventory as required by GAAP while accomplish consolidation/sharing of assets and services to further enhance financial resources.

Research all ongoing and manage banking relationships and sought maximum efficiency. Address all pending public records request. Develop cash flow forecasting and maintain a long-term cash forecast. Led the annual insurance renewal process and ensure appropriate coverage is maintained at all times. Ensure appropriate legal review of contracts and solicit legal advice as required. Manage the financial system, ensuring maximum productivity and that it meets the current and future needs. Supervise the cash management function, including daily cash deposits safeguarding all city assets. Keep up to date with new financial products and trends i.e., banking, equipment, software, and new purchases. Ensure all required filings with outside organizations are completed on time i.e., Office of Auditor General. Create and submit the FHWA-536 / Local Highway Finance Report. Complete and submit FDLE grants reports. Attend vendor meetings, i.e., insurance companies.

Ensure all departments follow the City's financial and purchasing policy and procedures. Create new accounts for all funds including Grants. Monitor City departments spending closely and recommend corrective actions as necessary. Build and manage reserves. Establish and maintain internal controls to ensure compliance with financial and human resources legislation, policies and procedures. Implement performance evaluations and provide training and development opportunities for City staff. Prepare RFPs for banking institutions to negotiate loan rates and mitigate financial risk. Ensure that sufficient funds are available to meet ongoing operational and capital investment requirements. Worked with department heads and all City teams. Respond to hundreds of phone calls and was able to reopen 38 City vendor accounts. Research and process Police Department pay rates. Process retroactive payments, and correct errors on pay scale tables. Served as custodian of inventory for the computer system. Provide quality control, demonstrate accuracy, thoroughness, and apply feedback to improve performance.

#### REASON FOR LEAVING:

Accepted promotional opportunity after reopening the finance department and leading the City out of financial distress earning praises from the State Auditor General and Governor's Office.

|  |   |                                   |  |
|--|---|-----------------------------------|--|
| DATES:<br>From: 4/2012 To: 5/2013  |   | EMPLOYER:<br>City of Harrisburg   | POSITION TITLE:<br>Chief Operating Officer   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>10 North Second Street, Suite 302, Harrisburg, Pennsylvania, 17101 |   |                                   |  |
| PHONE NUMBER:<br>7172315556  | SUPERVISOR:<br>Linda Thompson - William B. Lynch - Mayor<br>- City Receiver |                                   | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>60  | SALARY:<br>\$10,000.00/month  | # OF EMPLOYEES SUPERVISED:<br>500 |  |

#### DUTIES:

Chief Operating Officer

Population: 250,000 Budget: \$170M Employees: 500

Brought on board to implement the City's Financial Recovery Plan, improve management operations and avoid bankruptcy. I served as the City's Chief Administrative Officer and Chief Financial Officer providing leadership and management supervision to 20 departments and bureaus including public safety. I improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures and establishing professional management systems in every department that addressed underlying chronic issues which had been challenging the City for years. Consequently, under my leadership, significant accomplishments were made in the City's financial management & reporting compliance, budgeting & revenue, cost containment & reduction, tax administration, building & housing, economic development, infrastructure sustainability, storm water management, public works, capital improvements, facilities & fleet management, public safety, sanitation, IT, and work force & collective bargaining. Advised Mayor and Council on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process and compliance with State and Federal regulatory agencies. I also served as the Business Administrator and Chief Negotiator for the City's 3 labor union contracts, chaired labor-management committee meetings and heard final step grievances. I had direct oversight responsibility for management operations, maintenance, rehabilitation and environmental compliance of the City's water & wastewater treatment plants providing utility services to 6 municipalities within a region of 550,000.

Achievements as Chief Operating Officer & Chief Financial Officer:

- Successfully led City's recovery and operations during times of great turmoil and uncertainty. Arrived after a new City Administration was in the throes of working out a Recovery Plan, a Receiver had been appointed and many City employees left creating a dearth of knowledge. Notwithstanding, I was able to make a difference and work with the City Receiver, Elected Officials, staff, private sector, State and Federal government officials to turn the situation around and implement a comprehensive Financial Recovery Plan, improve management operations in every department, stabilize the City's financial management and avoid one of the largest municipal bankruptcies in the US
- Placed the City in full compliance with the Securities & Exchange Commission avoiding significant penalties
- Completed 4 years of past due Comprehensive Annual Financial Reports within 13 months after taking over, allowing the City to complete its 2009, 2010, 2011 and 2012 audits and fast-track the financial recovery process
- Developed the City's in-house capacity and processes to assure completion and delivery of future audits on time
- Identified and addressed priorities in every department enhancing the City's overall administration
- Led the City's recovery and improvement process providing a clear path to a fiscally solvent future
- Demonstrated the efficacy of bankruptcy versus implementing a strategic recovery plan
- Allowed public officials to foresee challenges and put a timeline on the City's progress and fiscal recovery
- Avoided bankruptcy's devastating effects on public safety, pensions and cost to taxpayers
- Made significant early progress in the Financial Recovery Plan implementation helping eliminate the City's debt over time, clarify the

stranded debt remaining after City asset transactions were in place and provided clear options following those transactions in the coming months, not years

- Placed the City on track to eliminate the structural deficit over time allowing a financially stable and efficient future
- Established priorities, identified responsible parties, phases and set milestones and deadlines to complete 130 initiatives across departments, past due audits and all City projects and programs eliminating chronic delays
- Implemented over 50% of the Financial Recovery Plan in 13 months accelerating the City's recovery process
- Improved chart of accounts enabling the City to effectively monitor grants and meet auditing requirements
- Successfully completed every assignment from the City's Receiver including 4 past due Comprehensive Annual Financial Reports, corresponding audits and development of strategic plans for every department and bureau
- Worked cooperatively and collaboratively with City and State officials towards achieving recovery goals
- Set strategic course of action utilizing planning tract under new State legislation accomplishing a clear path to fiscal solvency and reduction of a structural deficit that had challenged the City for more than 20 years
- Reduced personnel and operating costs while maintaining levels of service combining and sharing City resources
- Identified new revenue sources and restructured City operations helping reduce structural deficit and balance budget
- Streamlined City operations consolidating department functions and implementing outsourcing strategies
- Eliminated chronic delays and delivered City budgets on time enhancing trust and confidence in the administration and winning the GFOA Budget Excellence Award in 2012
- Led the City out of distressed status and emerge out of State Receivership in record time
- Improved City communications and established a transparent administration
- Accomplished the greatest management progress, transparency and openness in the City's recent history
- Earned public recognition and praises for achieving significant early progress and completion of the City's recovery plan from the Financial Recovery Committee, Receiver, Elected Officials, Chamber of Commerce and State Officials
- Negotiated with Federal & State regulatory agencies such as EPA, DOJ and State EPA avoiding significant penalties and accomplishing suitable plans for environmental compliance of the City's water & wastewater treatment plants
- Negotiated City overcharges in the water & sewer rates with 6 municipalities avoiding costly litigation
- Negotiated with 3 Unions, FOP, IAFF and AFSCME eliminating long standing backlog of grievances
- Brokered important agreements with union leaders eliminating costly unfair labor practice claims
- Expanded the fire contingency adding 9 firefighters and reducing the Fire Bureau's overtime
- Worked closely with the business community, State Department of Community & Economic Development and Business Advisory Council in the implementation of an integrated long term economic development plan
- Streamlined the City's residential and commercial construction permitting process helping redevelopment plans
- Accelerated demolition of blighted buildings in targeted areas around the City helping economic development
- Enhanced City ordinance allowing faster condemnation of disruptive properties and recovering demolition expenses
- Engaged real estate developers with planning, building & zoning plans attracting multimillion dollar investments
- Worked hand in hand with private sector developers and community partners to break ground on several projects helping job creation while increasing minority participation
- Oversaw investment of Federal CDBG funds in home construction and community projects enhancing quality of life, reducing the City's unemployment and revitalizing neighborhoods
- Boosted parking revenue implementing handheld IT devices and addressing scheduling, supervision and training
- Enhanced education, accessibility and enforcement efforts improving the City's recycling
- Increased revenue by developing and monitoring an enforcement process of the City's loan portfolio
- Empowered law enforcement to improve criminal investigations and decrease homicide rate accomplishing a 90% clearance rate and overall crime decrease with 47% decline in homicides since 2010 and 13% decline in robbery
- Facilitated implementation of the City's illegal gun reward program netting over 100 handguns
- Increased public access to law enforcement holding weekly public safety briefings and increasing walking patrols
- Improved communications between police and citizens by walking and biking targeted neighborhoods with officers
- Worked with safety council engaging citizens in programs to assist law enforcement and promote crime prevention
- Enabled utilization of modern technology like computerized crime mapping allowing police to aggressively and proactively address areas of concern improving quality of life
- Forged key relationships aiding law enforcement coordination with County District Attorney's Office, Federal Prosecutors, ATF, County Response Team and Capitol Police
- Able to leverage State Police personnel, equipment and financial resources for the City's special events
- Facilitated integration of the City's prisoner booking center into the County's booking center saving significant resources and enabling additional police officers for street patrol duties
- Oversaw establishment of 4 police sub-stations and deployment of mobile police sub-station vehicles
- Oversaw reinstatement of the Police Athletic League program providing safe mentoring to City youth
- Coordinated installation of new surveillance cameras around the City to help reduce crime and illegal dumping
- Made significant improvements to the health and safety of City residents by improving illegal dumping operations and developing an effective pickup schedule resulting in 536 tons of bulk waste
- Oversaw storm inlet and potholes repairs saving the City significant financial resources
- Developed and implemented the City's Capital Improvement Program including all infrastructure & facilities
- Reorganized the City's Engineering operations and implementation of the City's water & sewer and transportation projects including street widening, ADA compliance, decorative crosswalks, street lights and sign installations
- Upgraded the City's handling of building & zoning permits, inspections, complaint citations and condemnations by implementing a strategic plan enhancing site inspections and establishing project control measures
- Managed planning, design, construction, operations, maintenance and rehabilitations of City facilities improving interior structure, security, ADA compliance, overall maintenance and installing energy efficient HVAC systems
- Made the highest and best use of City land by partnering with public and private sector to implement Right-the-Blight initiative and constructing a state of the art City Health Center helping economic development and paving the way for the City to build a newly designed Industrial Manufacturing Park
- Promoted Green Economic Development Plan including implementing the use of alternative fuel in City vehicles (natural gas & electric), green infrastructure, and improving efficient lighting in buildings and streets
- Pioneered enhancement of storm water quality and purchasing energy in bulk (electricity, natural gas and fuel) generating significant cost savings, helping balancing the budget and eliminating structural deficit over time
- Worked with community partners and identified highest and best use of City owned vacant lots to create green parcels that absorb storm run-offs and allow portable out door fresh markets
- Administered Right-the-Blight initiative calling for the removal of blight through an aggressive demolition plan, enhancing sanitation routing systems, code enforcement and conducting quarterly bulk cleanups
- Identified and recovered lost revenue by improving discovery, enhancement and audit services generating 100 additional business licenses per year and significant increase in City revenue

|  |   |   |
|--|---|---|
| <b>REASON FOR LEAVING:</b><br>Voluntarily resigned after implementing 50% of Municipal Financial Recovery Plan. City emerged from Receivership and new administration took office  |   |   |
| <b>DATES:</b><br>From: 1/2009 To: 10/2009  | <b>EMPLOYER:</b><br>Seminole Tribe of Florida                   | <b>POSITION TITLE:</b><br>Chief Community Planning & Development Officer                                    |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b><br>6300 Stirling Road, Hollywood, Florida, 33024   |   |   |
| <b>PHONE NUMBER:</b><br>(954) 966-6300   | <b>SUPERVISOR:</b><br>Tribal Council-Sandy Melvin - HR Director | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$20,000.00/month                             | <b># OF EMPLOYEES SUPERVISED:</b><br>300  |
| <b>DUTIES:</b><br>Chief Administrative Officer<br>Population: 5 reservations Budget: \$100M Employees: 7,000<br>Brought on board to lead and improve management operations in several departments including, planning, building, zoning, public works, environmental resources and construction management and oversee completion of \$300M investment in 8 water & wastewater treatment plants. Ensured Council adopted policies, resolutions and ordinances were enforced and implemented. Direct oversight responsibility for utilities management, preparation and administration of budgets, personnel, community planning, litigation coordination, risk management, grants, economic development and growth management. Led multimillion dollar negotiations with private and public entities and coordinated lobbying efforts with Federal government.<br>Achievements:<br><ul style="list-style-type: none"> <li>• Built high performance professional management team eliminating costly errors and omissions in public infrastructure planning, development, operations, maintenance and rehabilitation</li> <li>• Conducted water &amp; sewer plant operations assessments holding vendors accountable and saving financial resources</li> <li>• Implemented improvement plans allowing savings in water &amp; wastewater treatment plant projects</li> <li>• Restored financial integrity in the handling of utilities construction, operations and maintenance</li> <li>• Pioneered integration of technology streamlining financial &amp; budget development operations</li> <li>• Developed Quality Management Program increasing productivity, morale and customer satisfaction</li> </ul>  |   |   |
| <b>REASON FOR LEAVING:</b><br>Voluntary resignation to avoid conflict of interest  |   |   |
| <b>DATES:</b><br>From: 8/2006 To: 8/2007   | <b>EMPLOYER:</b><br>Palm Beach County School District           | <b>POSITION TITLE:</b><br>Director, Program Management Department   |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b><br>3300 Forest Hills Blvd., West Palm Beach, Florida, 33406  |   |   |
| <b>PHONE NUMBER:</b><br>(561) 434-8461   | <b>SUPERVISOR:</b><br>Joseph Sanchez - Chief Of Facilities      | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>55   | <b>SALARY:</b><br>\$10,000.00/month                             | <b># OF EMPLOYEES SUPERVISED:</b><br>200  |
| <b>DUTIES:</b><br>Director, Program Management Department<br>Schools: 200 Budget: \$2B CIP Employees: 200<br>Brought on board to reorganize department, implement policies & procedures, improve management operations, and lead implementation of a \$2B Capital Improvement Program including planning, design, construction, rehabilitation and modernization of Countywide public infrastructure & facilities. I oversaw completion of over 100 projects including land development, transportation, environmental, water & sewer, utilities, storm drainage, parks and school buildings. Direct oversight responsibility for preparation and administration of budgets, coordination of Board appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction management and coordination with local and state regulatory agencies.<br>Achievements:<br><ul style="list-style-type: none"> <li>• Delivered all projects on time and received praises from Oversight Committee and The Palm Beach Post</li> <li>• Saved millions of dollars by enhancing project control operations and improving contract negotiations</li> <li>• Reorganized department operations, developed and empowered staff improving morale and productivity</li> <li>• Delivered CIP on time which had not been accomplished by the previous two administrators</li> <li>• Avoided liquidated damages by achieving sound financial resolutions during mediation and arbitration</li> <li>• Developed records management system enhancing ability to defend against multi-million dollar claims</li> <li>• Implemented professional training and developed policy &amp; procedures safe guarding District's assets</li> <li>• Established new payment approval system handling \$1M/day and ensured vendor's performance</li> <li>• Eliminated budget disparities and streamlined budget development process</li> <li>• Crossed-trained support staff; therefore, department no longer relied on one individual</li> <li>• Opened lines of communication among staff and stakeholders achieving internal integration</li> <li>• Successfully met all permitting challenges with state and federal agencies avoiding significant penalties</li> <li>• Achieved consistent operational guidelines, established internal controls and accomplished a professional management operation enhancing trust and confidence in the Department</li> </ul> |   |   |
| <b>REASON FOR LEAVING:</b><br>Department Relocated to city of Riviera Beach  |   |   |
| <b>DATES:</b><br>From: 7/1999 To: 9/2002   | <b>EMPLOYER:</b><br>City of Miami Beach                         | <b>POSITION TITLE:</b><br>Acting Public Works Director  |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b><br>1700 Convention Center Drive, Miami Beach, Florida, 33139   |   |   |
| <b>PHONE NUMBER:</b><br>(305) 673-7000   | <b>SUPERVISOR:</b><br>Larry Levy - City Manager                 | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>50   | <b>SALARY:</b><br>\$7,000.00/month                              | <b># OF EMPLOYEES SUPERVISED:</b><br>250  |

**DUTIES:**  
 Public Works Director  
 Population: 100,000 Budget: \$34M Employees: 250  
 Brought on board to reorganize department, improve management operations and oversee implementation of \$250M CIP and \$92M General Obligation Bond program. Direct oversight responsibility for municipal utility services, preparation and administration of budgets, coordination with oversight committees, community planning, litigation coordination, risk management, purchasing, grants, personnel, and construction management.

**Achievements:**

- Saved millions of dollars implementing Quality Management Program increasing productivity and morale
- Led implementation of \$250M CIP leading to issuance of a \$92M GO Bond to address public needs
- Restructured department operations and developed high performance teams
- Developed and implemented financial system and guidelines improving handling of capital expenditures
- Pioneered integration of IT systems enhancing department management operations
- Led City operations through difficult challenges during change and enhancement of community assets
- Reduced city liabilities and ensured vendors' performance by amending contracts
- Appointed as emergency manager and coordinated efforts with local, state and federal government
- Implemented fee schedule saving the City significant financial resources in contract negotiations
- Performed job audits addressing inequities and granting over 20 promotions for the first time in years

**REASON FOR LEAVING:**  
 Accepted partnership opportunity in private sector

|   |   |   |
|---|---|---|
| <b>DATES:</b><br>From: 12/1993 To: 6/1999   | <b>EMPLOYER:</b><br>Miami-Dade County                       | <b>POSITION TITLE:</b><br>Special Administrator   |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>111 NW 1st Street, Miami, Florida, 33128 |   |   |
| <b>PHONE NUMBER:</b><br>(305) 375-2116  | <b>SUPERVISOR:</b><br>Pete Hernandez - Asst. County Manager | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>50  | <b>SALARY:</b><br>\$5,000.00/month                          | <b># OF EMPLOYEES SUPERVISED:</b><br>0  |

**DUTIES:**  
 Special Administrator  
 Population: 2.5M Budget: 100M Employees: 1000  
 Started as County Civil Engineer, earned promotion to Special Administrator and appointments to several committees. Played a lead role in review and approval of the largest residential, commercial and industrial land development projects in Miami-Dade County such as The Airport Expansion and The Beacon Trade Port. Developed expertise in administration of multiple public infrastructure related services & facilities including planning, design, construction, maintenance, and rehabilitation of traffic & transportation, water & sewer, environmental, and stormwater management projects. Responsible for budget preparation and implementation. Led team of senior County professionals. Conducted negotiations with local, state and federal agencies. Accomplished the County's Supervisor Certification Program learning multiple departments operations.

**Achievements:**

- Ensured developers financial contribution to public infrastructure at significant savings to the County
- Led senior team of professionals during fastest growth and development completing all projects on time
- Helped private sector accomplish development plans without shortchanging county infrastructure
- Eliminated four-year backlog in records management by implementing new IT system
- Accomplished important agreements with local, State and Federal agencies: School Board, FAA and DOT

**REASON FOR LEAVING:**  
 Selected as top candidate for Assistant Public Works Director with city of Miami Beach

#### CERTIFICATES AND LICENSES

|   |   |
|---|---|
| <b>TYPE:</b><br>Municipal Financial Reporting & Compliance                |   |
| <b>LICENSE NUMBER:</b>  | <b>ISSUING AGENCY:</b><br>Securities & Exchange Commission              |
| <b>TYPE:</b><br>Miami-Dade County Management Intern-Certification Program |   |
| <b>LICENSE NUMBER:</b>  | <b>ISSUING AGENCY:</b><br>Miami-Dade County                             |
| <b>TYPE:</b><br>Certified Government Financial Manager                    |   |
| <b>LICENSE NUMBER:</b>  | <b>ISSUING AGENCY:</b><br>Government Finance Officer Association        |
| <b>TYPE:</b><br>Certified Quality Control Manager                         |   |
| <b>LICENSE NUMBER:</b>  | <b>ISSUING AGENCY:</b><br>Department of Transportation                  |
| <b>TYPE:</b><br>Registered Professional Civil Engineer                    |   |
| <b>LICENSE NUMBER:</b><br>6201052614                                      | <b>ISSUING AGENCY:</b><br>State of Florida                              |
| <b>TYPE:</b><br>ICMA-Credentialed Local Government Manager                |   |
| <b>LICENSE NUMBER:</b>  | <b>ISSUING AGENCY:</b><br>International City/County Manager Association |

Skills

|   |
|---|
| OFFICE SKILLS:<br>Typing:<br>Data Entry:  |
| OTHER SKILLS:   |
| LANGUAGE(S):<br>Spanish - <input type="checkbox"/> Speak <input type="checkbox"/> Read <input type="checkbox"/> Write |

#### ADDITIONAL INFORMATION

|  |
|--|
| Professional Associations<br>International City/County Managers Association<br>Government Finance Officer Association<br>American Government Accountants |
|--|

#### REFERENCES

|  |                            |                                 |
|--|----------------------------|---------------------------------|
| REFERENCE TYPE:<br>Professional                          | NAME:<br>Agustin Hernandez | POSITION:                       |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code) |                            |                                 |
| EMAIL ADDRESS:<br>agustflorida1@gmail.com                |                            | PHONE NUMBER:<br>5617135208     |
| REFERENCE TYPE:<br>Professional                          | NAME:<br>Maria Baez        | POSITION:                       |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code) |                            |                                 |
| EMAIL ADDRESS:<br>maria.baez@palmbeachschools.org        |                            | PHONE NUMBER:<br>(561) 951-6311 |
| REFERENCE TYPE:<br>Professional                          | NAME:<br>Bert Santana      | POSITION:                       |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code) |                            |                                 |
| EMAIL ADDRESS:<br>ssmg_inc@bellsouth.net                 |                            | PHONE NUMBER:<br>6784109560     |
| REFERENCE TYPE:<br>Professional                          | NAME:<br>Fred Barrios      | POSITION:<br>President          |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code) |                            |                                 |
| EMAIL ADDRESS:<br>agenesis316@gmail.com                  |                            | PHONE NUMBER:<br>7868147643     |

Agency-Wide Questions

1. Are you a current City of North Miami Beach employee?  
No
2. Have you ever been employed by the City of North Miami Beach?  
No
3. If yes, state position, department and dates:  
na
4. Are any members of your family or a relative (either by blood or marriage) employed by the City of North Miami Beach?  
No
5. If yes, give name, position, and relationship:  
na
6. Are you claiming Veteran's Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and chapter 295, Florida Statutes)? \* \*YOU MUST SUBMIT CURRENT DOCUMENTATION OF YOUR VETERAN'S PREFERENCE STATUS WITH THIS APPLICATION.  
No  
1. A disabled veteran who has served on active duty in any branch of the U.S. Armed Forces, has received an honorable discharge, and has established the present existence of a service-connected disability that is compensable under public laws administered by the U.S. Department of Veterans Affairs; or who is receiving compensation, disability retirement benefits, or pension by reason of public laws administered by the U.S. Department of Veterans Affairs and U.S. Department of Defense. 2. The spouse of a person who has a total disability, permanent in nature, resulting from a service-connected disability and who, because of this disability, cannot qualify for employment, and the spouse of a person missing in action, captured in line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power. 3. A wartime veteran as defined in s. 1.01(14), who has served at least one day during a wartime period. Active duty for training may not be allowed for eligibility under this paragraph. 4. The widow or widower (who has not remarried) of a veteran who died of a service-connected disability. 5. The mother, father, legal guardian, widow or widower (who has not remarried) of a member of the U.S. Armed Forces who died in the line of duty under combat-related conditions, as verified by the U.S. Department of Defense. 6. A veteran as defined in s. 1.01(14), F.S. Active duty for training may not be allowed for eligibility under this paragraph. 7. A CURRENT member of any reserve component of the U.S. Armed Forces or the Florida National Guard.  
Not Applicable  
Pursuant to City Resolution 2014-29B, the City has established preference for bona fide City of North Miami Beach residents for hiring, examinations and promotion. To qualify for residence preference points, an applicant, examinee, and/or employee must be a bona fide resident of the City for at least one (1) year immediately preceding the date of the vacancy. Do you wish to claim Residency Status? By selecting yes, I understand that I must provide proof of residency as outlined in Civil Service rules PRIOR to an examination or interview. Residency Preference shall not be given to any applicant who does not provide the required documentation as stated. I understand that I must provide proof of residency prior to an examination or interview for a Civil Service position.  
No
9. Have you been charged and penalized for any traffic violations in the last 10 (ten) years?  
Yes
10. If you answered yes to the previous question, indicate the location, type of offense, final disposition, and dates:  
Minor street right turn violation. Unable to see street sign due to overgrown vegetation blocking sight (street sign) during COVID. Dismissed.
11. Have you ever been fired or asked to resign by an employer?  
No
12. If you answered yes, please provide details:  
NA
13. Please indicate how you learned about this position?  
GovernmentJobs.com
14. If your name has changed, indicate the name under which the City may verify information supplied on this application.
15. Employment with the City of North Miami Beach may require working weekends, shifts and holidays. Are you able to work:  
Full Time
16. Specify any days or hours you are NOT able to work:
17. What is the earliest date you are available to start?  
within 3 weeks of offer acceptance
18. I acknowledge that my application must show the education and experience necessary to substantiate the answers in the sections regarding my education and work experience, or my application can be considered ineligible for consideration. I also understand that I must provide all required documents if applicable, at time of interview, - i.e. certifications and/or licenses required for the position.  
Acknowledge

19. APPLICATION CERTIFICATION – READ CAREFULLY BEFORE ACKNOWLEDGING: By signing this document, I certify that all of the information on this entire application, including any attachments, is true and complete to the best of my knowledge. I understand that all information is subject to investigation and that omission, falsification, or misrepresentation is sufficient cause for rejection of this application, removal of my name from any employment list, or termination of employment. I understand that the City of North Miami Beach is a Drug-Free Workplace and that employees are subject to drug testing in accordance with federal, state, and local statutes. I understand that this application is the property of the City of North Miami Beach and information contained herein is public record. I authorize and direct any persons or organizations to release and furnish records and information relevant to determine my fitness and suitability for employment in the aforesaid position. I release the custodian of such records, including the City of North Miami Beach and its employees, from any liability for damages by me, my heirs, family, or associates resulting from any attempts at lawful compliance with this authorization.

Acknowledge

The following terms were accepted by the applicant upon submitting the online application:

By clicking the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the City of North Miami Beach and will not be returned. I understand the City of North Miami Beach may contact prior employers and other references. I understand that I must notify the Human Resources Division of any changes in my name, address, or phone number.

This application was submitted by Ricardo J Mendez on 8/8/25 12:43 PM

Signature\_\_\_\_\_

Date\_\_\_\_\_

# **RICARDO MENDEZ-SALDIVIA, MBA, PE, CGFM, ICMA-CM**

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905 Brickell Bay Dr # 323 Miami Florida 33131 | (305) 924-2534 | [rjmcivilpe@gmail.com](mailto:rjmcivilpe@gmail.com)

## **Professional References**

1. Major General (US Air Force) William B. Lynch, City Receiver, City of Harrisburg, PA
2. Fred A. Reddig, Head of Pennsylvania Governor's Office for Local Government Affairs
3. Faye W. Johnson, ICMA-CM, City Administrator, City of West Palm Beach
4. Alex Penelas, Mayor, Miami-Dade County
5. Arthur C. Johnson, Ph.D., Superintendent, Palm Beach County School District
6. John J. Ritsema, P.E., Division Chief, Miami-Dade County
7. Aristides Rivera, P.E., Assistant County Manager, Miami-Dade County
8. Matthew D. Schwartz, Assistant City Manager, City of Miami Beach
9. David Shen, Ph.D., P.E., Dean, School of Engineering, FIU
10. Luis A. Prieto-Portar, Ph.D., P.E, Chairman, School of Civil & Environmental Engineering, FIU

May 7, 2013

Recommendation: Ricardo Mendez-Saldivia

To whom it may concern:

Mr. Ricardo Mendez-Saldivia asked that I provide a letter of recommendation for him. I am most pleased to do so.

Mr. Mendez-Saldivia has served as the Chief Operating Officer and Chief of Staff for the City of Harrisburg, Pennsylvania for the last year. As the Receiver for the City of Harrisburg, I worked closely with him. Harrisburg is a city of 50,000 and is designated as a financially distressed municipality under Pennsylvania Act 47.

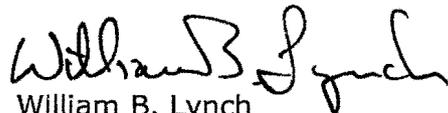
Mr. Mendez-Saldivia arrived during a time of great turmoil and uncertainty. A new City Administration was in the throes of working out a Recovery Plan. A Receiver had been appointed, and many city employees left, creating a dearth of knowledge. Mr. Mendez-Saldivia arrived and made a difference. He brought professionalism, knowledge and courtesy. He also brought organizational ability and detailed oriented planning that assigned responsibility and set milestones and deadlines.

He was particularly effective on the financial management side; a critical area of the City's operation. In large part because of his drive, the City completed overdue audits for 2009, 2010 and 2011. More importantly, in-house capacity was developed and processes instituted to assure an on time 2012 audit completion as well.

While, improvement in financial management was perhaps the most dramatic result of his engagement, he was also particularly effective with the City's unions. He instituted regular meetings and engagements, driving grievance numbers down to historic lows. Part of the Recovery Plan involves a complicated matrix of tasks and initiatives to be undertaken by City government. He set up a program management system to track progress on each initiative. Thanks largely to his systematic approach; we have completed nearly 50% of those initiatives.

Mr. Mendez-Saldivia arrived at a time when the City of Harrisburg needed him. His time here has been marked by success and beneficial change. He quickly realized that we needed more than a technocrat. We needed someone who could contribute to the change in culture that would be required if we were to really change persistent patterns of thought and old habits. He brought a professional manager's competence tempered with a human touch.

Best Regards,



William B. Lynch  
Receiver for the City of Harrisburg

May 23, 2013

To whom it may concern:

I would like to provide this letter of recommendation for Ricardo Mendez-Saldivia. I have had the opportunity to work with Mr. Mendez-Saldivia during his tenure as Chief Operating Officer for the City of Harrisburg from May 2012 to May 2013.

Ricardo's performance in this position was excellent. He was an asset to the City during a very critical time in its history. Under the direction of the Mayor he was responsible for implementing a Court confirmed recovery plan for the City and managing its various departments to insure the continuation of critical City services. One of his key accomplishments was addressing a backlog of City audits. Under his direction over the last year, the 2009, 2010 and 2011 audits were completed and work was started on preparation for the 2012 audit.

In his position, Mr. Mendez-Saldivia exhibited excellent communication skills, was extremely organized, and able to effectively multi-task to ensure that all projects under his purview were completed in a timely manner.

Ricardo was always willing to offer assistance and had an excellent rapport with the many individuals he worked with. I have been consistently impressed with his positive attitude and productivity during the time he worked for Harrisburg. I am confident that he will devote himself in a similar manner to other similar positions in the future.

He would be an asset to any employer in a senior level management position in local government. I would recommend him for any endeavor he chooses to pursue in that field.

Sincerely,



Fred A. Reddig  
Special Assistant for Act 47 and  
Local Government Affairs



City Administration

City Administrator's Office  
401 Clematis Street  
West Palm Beach, FL 33401  
Telephone: 561-822-1400

March 10, 2021

To Whom It May Concern:

This letter serves as a reference for Ricardo Mendez-Saldivia. Mr. Mendez-Saldivia served the City of West Palm Beach as an Assistant City Administrator. His portfolio of responsibilities included providing executive oversight and direction to Public Utilities, Public Works, Engineering, Information Technology, Support Services and other functional areas of the City. During his tenure, Ricardo served the City in an ethical and professional manner and was a contributing member of our Executive team.

Mr. Mendez-Saldivia possesses the skill sets and demonstrated talents to perform well and be a dedicated asset to any organization which he may be a part of in the future.

Sincerely,

Faye W. Johnson, MPA  
City Administrator, ICMA-CM



OFFICE OF THE MAYOR  
MIAMI-DADE COUNTY, FLORIDA

ALEX PENELAS  
MAYOR

July 23, 2002

To Whom It May Concern:

It is with great pleasure that I write this letter of recommendation on behalf of Mr. Ricardo Mendez, who has applied for a position with your city.

I have known Ricardo for several years; he is intelligent, and is someone of great overall character and integrity. During his tenure at Miami-Dade County, Ricardo performed his obligations well and was a committed public servant. He proved to be efficient and effective within several departments he worked with, and gained experience in budgetary preparations and forecasts. I am certain he will bring these same principles and professionalism to your jurisdiction.

I have also known Ricardo to be a compassionate individual who takes a great interest in his community and the overall welfare of the people surrounding him. He works diligently at ensuring a positive working environment and people that have worked with him, speak very highly of him. I am confident that Ricardo will benefit the city, and carry out his responsibilities with the utmost care and distinction.

If you have any questions or need and further information, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Alex Penelas", is written over a horizontal line.

Alex Penelas  
Mayor



THE SCHOOL DISTRICT OF  
PALM BEACH COUNTY, FLORIDA

SUPERINTENDENT'S OFFICE  
3340 FOREST HILL BOULEVARD, C-316  
WEST PALM BEACH, FL 33406-5869

PH: 561-434-8200 FX: 561-434-8571

ARTHUR C. JOHNSON, Ph.D.  
SUPERINTENDENT

ANN KILLETS  
CHIEF ACADEMIC OFFICER

JOSEPH M. MOORE  
CHIEF OPERATING OFFICER

WILLIAM S. GRAHAM  
CHAIR

MONROE BENAÏM, M.D.  
VICE-CHAIR

PAULETTE BURDICK  
MARK HANSEN  
ROBERT J. KANJIAN  
DR. SANDRA S. RICHMOND  
DEBRA I. ROBINSON, M.D.

April 25, 2007

Ricardo Mendez  
905 Brickell Bay Dr, Apt 32  
Miami, FL 33131

Dear Ricardo:

On our inaugural **District-wide Employee Appreciation Week**, we want to express our appreciation for your contributions as: Director Program Management  
Program Management

In addition, we thank you for being a valued employee with the School District of Palm Beach County.

As an important member of the District staff, you contribute to our overall success in making a difference in the lives of over 170,580 children that we serve. Your talents, time and commitment to excellence helps us to attain the District's goals!

Sincerely,

Arthur C. Johnson, Ph.D.  
Superintendent

Ann Killets  
Chief Academic Officer.

Joseph Moore  
Chief Operating Officer.



**PUBLIC WORKS DEPARTMENT**  
SUITE 1610  
111 N.W. 1st STREET  
MIAMI, FLORIDA 33128-1970  
(305) 375-2960

July 10, 2002

To Whom It May Concern:

Mr. Ricardo Mendez has demonstrated excellent ability to perform and engage in responsible level engineering and management work during his tenure in Miami-Dade County. I worked with Mr. Mendez during a five-year period ending in 1999. He is a well-qualified professional and has shown excellent management and leadership skills. Mr. Mendez has conducted himself with professionalism, effectiveness, and respect for his subordinates, peers, and supervisors. In addition, Mr. Mendez has an excellent educational background and interpersonal skills. He has always acted within the department's guidelines and procedures. He has an exceptional ability to see the big picture in complex situations and to proceed accordingly.

I am confident that he will succeed in future tasks which he undertakes with any organization within the public or private sector.

Very truly yours,

A handwritten signature in blue ink that reads 'John J. Ritsema'.

John J. Ritsema, P.E.  
Chief, Construction Division

JJR:nc



March 29, 1999

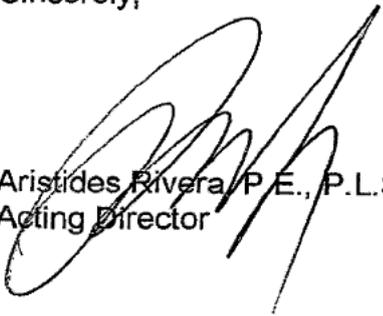
Mr. Ricardo J. Mendez  
Construction Division

Dear Mr. Mendez,

It is a pleasure to present you with a 5 year Service Award in recognition of your continuous service with Miami-Dade County Government. It is the unselfish and conscientious effort of each employee that makes possible the successful operation of this department.

We hope you will remain with Dade County many more years and that they will be increasingly rewarding ones for you.

Sincerely,



Aristides Rivera, P.E., P.L.S.  
Acting Director

AR/gc

# CITY OF MIAMI BEACH

CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH FLORIDA 33139



OFFICE OF THE CITY MANAGER

TELEPHONE: (305) 673-7010  
FAX: (305) 673-7782

TO WHOM IT MAY CONCERN:

During his tenure with the City of Miami Beach, Ricardo Mendez has demonstrated excellent technical, management, and interpersonal skills. Mr. Mendez hard work, dedication, knowledge, and experience added great value to the city's operations. He always complied with city rules, regulations, and handled himself with honesty and integrity. In addition, Mr. Mendez has shown progressive leadership. Definitely a team player, Ricardo is an excellent professional whose ability and skills will be a great asset for any organization within the public and private sectors.

Sincerely,

A handwritten signature in blue ink, which appears to read "Matthew D. Schwartz". The signature is fluid and cursive, with a long horizontal stroke at the end.

Matthew D. Schwartz  
Assistant City Manager



# FIU FLORIDA INTERNATIONAL UNIVERSITY

*Hope, Knowledge, and Opportunity*

July 9, 2002

To Whom It May Concern:

The purpose of this letter is to strongly recommend that Mr. Ricardo Mendez., an excellent civil engineering administrator, be given the most favorable consideration in his job application.

Mr. Mendez received his BSCE degree from Florida International University (FIU), the Public University at Miami in 1987. He was one of the brightest students that have ever graduated from our program. In addition, he also received a MBA degree from University of Miami in 1996.

As Mr. Mendez's instructor in his Transportation and Traffic Engineering class, I can assure you that he has excellent educational training and great interpersonal skills. It is a great pleasure for me to recommend such an outstanding engineer for this prestigious administrative position. Mr. Mendez is the type of student that we wish all of our students could be.

Should you have any questions, please do not hesitate to call me at (305) 348-3055. My FAX number is (305) 348-2802. My e-mail address is [shen@eng.fiu.edu](mailto:shen@eng.fiu.edu).

Sincerely yours,

A handwritten signature in blue ink, appearing to read "L. David Shen", with a long horizontal flourish extending to the right.

L. David Shen, Ph.D., P.E., T.E.  
Professor & Chairman  
Director, Lehman Center for Transportation Research



# FIU FLORIDA INTERNATIONAL UNIVERSITY

*Hope, Knowledge, and Opportunity*

23 July, 2002

Subject: **Letter of Recommendation for Mr. Ricardo J. Méndez.**

Gentlemen:

I am writing to enthusiastically support Mr. Ricardo J. Méndez's application to your City Managers position.

I have known Mr. Méndez for about seventeen years. First as a student in our Civil and Environmental Engineering Program, from which he graduated in 1987. Subsequent to his graduation, I have followed his professional career with Gopman-Pepper, Miami-Dade County and the City of Miami Beach. These last few years I have been able to closely observe Mr. Méndez, because I frequented his Department of Public Works in relation to several large projects, wherein I participated as designer or consultant.

In all these positions, Mr. Méndez impressed all his colleagues and the general public by his charming and mature personality, always bright, and full of energy. He has a plethora of leadership skills and will immeasurably benefit your community with his enthusiastic management skills.

Given all these attributes, I have no hesitation in assuming that it will place him among the top candidates for any city manager position. I strongly recommend him to you, and am very happy to further amplify his qualifications to you. Please feel free to call me at the University at 305-348-2825.

Sincerely,

Prof. Luis A. Prieto-Portar, Ph.D., P.E.  
Department of Civil and Environmental Engineering  
Florida International University  
Phone: 305-348-2825 ; Fax: 305-348-2802 ; E-mail: prieto@eng.fiu.edu

# RICARDO MENDEZ-SALDIVIA, MBA, PE, CGFM, ICMA–CM

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905 Brickell Bay Dr. Suite 323 Miami, Florida 33131 | (305) 924-2534 | rjmcivilpe@gmail.com

August 7, 2025

City of North Miami Beach  
Human Resources.

**Subject: City Manager**

Dear Personnel Officer:

I have attached my resume and references in support of my application for the subject-referenced position. I have over 30 years of professional experience in public and private sectors reorganizing departments, implementing strategic management plans, delivering complex infrastructure programs, implementing financial recovery plans, and helping distressed municipalities while saving local governments significant financial resources. I became a professional City Manager by accomplishing a complete career track in the county and municipal government serving in the capacity of Section Head, Division Manager, Assistant Director, Director of four Departments (Finance, Administration, Program Management and Public Works), Assistant City Administrator, Chief Operating Officer, and Chief Administrative Officer. Therefore, completing the entire protocol to become an ICMA–CM.

I have developed expertise in municipal planning, programming, budget development and control, operations management, accounting, reporting, and auditing. Thus, becoming a Certified Government Financial Manager experienced in every aspect of municipal financial management and proficient with GASB principles, practices, and compliance. As a professional City Administrator, I bring hands-on expertise in community affairs, planning, economic development, operational analysis, labor-management relations, collective bargaining, intergovernmental relations, IT, procurement, risk & bond management, real estate, building, emergency management, public works, and public safety. As a registered professional civil engineer, I would bring expert knowledge in program management, planning, and implementation of capital programs up to \$2 Billion, including facilities and public infrastructure, e.g., transportation, water & sewer systems–treatment plants, and environmental compliance.

As Chief Operating Officer for the City of Harrisburg, PA, I led the City's Financial Recovery Plan with 130 management improvement, cost containment, and revenue-enhancing initiatives across 20 Departments and Bureaus, including public safety. Under my leadership, the City completed the past due 2009, 2010, 2011, and 2012 Comprehensive Annual Financial Reports and three audits within 16 months. After eliminating chronic delays, errors, and omissions, I developed the City's in-house capacity and processes in several departments to assure completion and delivery of future audits, budgets, projects, and programs on time; therefore, winning the GFOA Budget Award for excellence in financial reporting in 2013.

Additionally, following the City Receivers' direction, I developed and implemented strategic management plans for all City Departments and Bureaus. These achievements stabilized the City's financial operations and reorganized several departments, allowing significant improvements in morale and the overall City administration. Not only were we able to place the City on an economic recovery fast-track and avoid one of the largest municipal bankruptcies in the country, but help the City emerge out of State Receivership within three years as opposed to other cities in PA which have been under Receivership for 20 years. Our successful municipal recovery plan and management improvement model now serve as an example to help other financially distressed municipalities organize and rebuild management operations. Through these efforts, I was able to earn an outstanding performance evaluation from both the Mayor and the City Receiver, a retired US Airforce General, after my first year of service as City Administrator.

During my professional manager career, I ensured adopted policies, directives, resolutions, and ordinances implementation and provided recommendations on agenda issues, management operations, and policy implementation to elected officials. I have had direct oversight responsibility for hiring, firing, development, and performance of Department Directors, Bureau Chiefs, over 1,500 municipal employees, and served as Chief Negotiator with five unions: FOP, IAFF, AFSCME, PBA, and IUPAT. I also led the administration and implementation of numerous government programs and prepared multiple budgets for several Departments and Cities. Moreover, I have served as Chief Financial Officer in charge of assessing Cities' financial conditions, recommending policy alternatives, and implement cost-effective measures to enhance and deliver local government vital and necessary services.

Thanks for your kind consideration, and I look forward to hearing from you soon.

Sincerely,

Ricardo Mendez-Saldivia, MBA, PE, CGFM, ICMA–CM

# RICARDO JOSE MENDEZ, MBA, PE, CGFM, ICMA-CM

905 Brickell Bay Drive # 323 Miami, FL 33131 | (305) 924-2534 | rjmcivilpe@gmail.com

## SUMMARY

Provide innovative leadership helping county and municipal governments improve management operations, achieve financial stability, compliance with regulatory agencies, and increase trust and confidence in the administration. Ability to manage resources under budgetary constraints allowing effective and efficient delivery of vital and necessary services, including public safety, utilities, and infrastructure projects. Possess skills in analyzing highly complex issues and providing solutions in fast-paced political environments. Delivered a \$2B Capital Improvement Program on time for the first time in years leading to voters' approval of additional bonds.

I led the implementation of one of the most successful Municipal Financial Recovery Plans in the country with over 130 revenue-enhancing and management improvement initiatives in all City Departments and Bureaus; therefore, helping the City avoid further default of financial and contractual obligations and bankruptcy. These accomplishments not only placed the City on a fiscal recovery track but led the City out of State Receivership in less than three years. I have 25 years of professional experience and developed expertise in the following areas:

- Strategic Management
- Collective Bargaining & Labor Relations
- Operations Management & Improvement Process
- Organizational Analysis & Development
- Project & Program Management
- Building, Zoning, Permitting & Code Enforcement
- Community Planning & Redevelopment
- Financial Analysis & Budget Development
- Capital Improvements & Bond Programs
- Sustainability & Environmental Management
- Public Safety & Emergency Management
- Conflict Resolution & Team Building
- Stormwater & Utilities Management
- Water/Sewer Plants Operations & Compliance

## RELEVANT LOCAL GOVERNMENT EXPERIENCE

### **CITY OF WEST PALM BEACH, FL, 2020-2021**

*Assistant City Administrator*

Population served: 125,000    Budget: \$800M    Employees: 1,700

Brought on board to oversee the City's daily management operations with direct oversight responsibility for multiple departments and bureaus, including infrastructure and development. Serve as Assistant Chief Administrative Officer, providing leadership and management supervision to over 1000 municipal employees, including development services, planning, building, zoning, code enforcement, information technology, utilities, engineering, parking administration, public works, and the support services department. Also, I led the planning and implementation of the City's multimillion-dollar capital improvement plan. Additionally, I had direct oversight responsibility for management operations, maintenance, rehabilitation, and environmental compliance of the City's water & wastewater treatment plants providing water & sewer services to Palm Beach County and multiple municipalities. Advised the Mayor and City Commission on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process, and compliance with State and Federal regulatory agencies.

Other responsibilities include planning, design, construction, rehabilitation, and modernization of Citywide public infrastructure and facilities, e.g., land development, transportation-roadways, water, sewer, drainage, stormwater, water & wastewater treatment plants, utilities, environmental, parks, and municipal buildings. Also, responsible for preparing and

administering budgets, coordination of Board-appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction-program management, and projects coordination with local, state, and federal regulatory agencies. Directly supervised department directors, including senior local government managers, career administrators, accountants, professional engineers, registered architects, and professionals handling City Agenda tasks and operations.

The City faced multiple challenges during my tenure, crippling cultural institutions, service industry, tourism, and hospitality. By August, the County had lost more than \$48 million among 33 cultural organizations, impacting almost 600 jobs hurting the City as the County's cultural capital. Additionally, tourists' visitation to the palm beaches was down 30% and tourism spending down 20%, hurting the City with more tourism-dependent households than any City in the County with 4,300. The City also lost significant business from big stores at major shops and destinations to mom-and-pop stores. Therefore, significant financial impacts were felt at City hall, where choices were narrow, and sacrifices were made across the board. Notwithstanding, thanks to a great deal of teamwork where I had the honor and privilege to lead and provide executive management oversight, we made the following **remarkable achievements**:

- Improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures, and establishing a professional management system in every department.
- Addressed underlying chronic issues challenging the City for years while curing audit findings, e.g., IT department.
- Significant accomplishments made in financial management, reporting compliance, budgeting, revenue, cost containment and reduction while balancing the City's budget amid meaningful environmental and internal challenges.
- Improved service levels while providing all vital and necessary services to City and County residents, notwithstanding all significant budgetary challenges.
- Amid unprecedented declining state revenues, increasing operating expenses, and facing a \$10M budget shortfall, by working together and being creative, we passed a Balanced \$194M General Fund Budget keeping the millage rate the same without layoffs to full-time employees.
- Elevated our game, avoiding the fiscal storm now plaguing major Cities across the country. Became more frugal and vigilant to future impacts to the budget from current initiatives as part of the plan to address future budget challenges.
- Despite pandemic challenges, we put neighborhoods first by completing 42 infrastructure improvements projects totaling \$45M in FY2020, including filling potholes, adding streetscapes, and hardening the City's utilities.
- Fiercely and successfully protected the City's source of its drinking water supply, Grassy Waters, and opposed to the lowering of Lake Okeechobee, which can adversely impact the source of the City's water supply.
- Helped the City achieve economic success during pandemic providing the executive oversight to planning, building, zoning and code enforcement operations obtaining the highest collection of business tax revenue in its history or \$3.3M.
- Provided all municipal development services required by the private sector to maintain \$700 M in ongoing construction projects on schedule amid the pandemic.
- Helped the City remain fiscally responsible, notwithstanding reaching an impasse with police and fire unions.
- Helped transform downtown by prioritizing and accelerating over \$20M in stormwater and drainage projects and made significant progress completing streetscapes, e.g., Banian St., also completed \$20M in improvements to Clematis St. and renovations to centennial fountains, a City Landmark, including lights, water, and music shows.
- Revamped City's customer services infrastructure, i.e., personnel/software, as part of the Neighborhood First initiative.
- Rapidly advanced plans for the new golf park working in partnership with PGA of America and for multiple infrastructures, land development and facilities projects becoming a reality in 2021, e.g., the new South Olive Park Tennis Center.
- Injected new vitality into City areas and neighborhoods historically overlooked and ignored, e.g., the north end, Heart and Soul Park, The Sunset Lounge, and the Styx Promenade.
- Helped attract economic development and improved quality of life by investing-enhancing public safety and public infrastructure while accomplishing a 9% decrease in overall crime rate and a 30% decline in the homicide rate.

**Achievements City of West Palm Beach Cont.**

- Recommitted help and energy in making target areas vibrant, economic, cultural assets, and a central focal point of outreach and opportunity, e.g., Latin Quarter helping the City rank among the top 20 cities in the nation for inclusivity and among the top Cities in the world for climate leadership.
- Achieved 92% of the City's goal to complete 300 affordable workforce housing units within three years by completing 277 units in 2020 ahead of schedule. Therefore, increasing the goal to 500 units in three years impacting the City's future.
- Brought new life into communities by facilitating badly needed workforce housing projects, e.g., the Grand, a \$71M land development project, and the most significant private investment in the City's northwest history.
- Helped provide a lifeline to the business community through expanding sitting for dinners, marketing support, and facilitating 47 small business microloans (\$443,000) with the help of the DDA; some were one payment from going out.
- Exceeded the City's goal by awarding ~\$13M in contracts through the office of economic opportunity and procurement to small businesses amid the pandemic.
- Assisted in fostering a business-friendly City climate, accelerating a trend of people and businesses escaping the high tax northeast in favor of the City's business-friendly environment, sunshine, and low taxes.
- Relentless efforts contributed to attracting over 230 financial services firms to the City, including hedge funds, small boutique firms, private equity funds, and family offices, e.g., Paul Singers Elliot Management, a \$41B company, is relocating its headquarters to the City. A letter of intent signed with another firm expected to bring 600 jobs to the City.
- Our executive team remained committed to taking care of All the City's residents, including the homeless, by helping through the challenges they face, e.g., addiction, mental illness, financial setbacks, and other hardships. Our homeless coordinators and street engagement team made significant progress in providing access to mental health services and offering placement in emergency housing – All while respecting the rights of all residents to enjoy public spaces and good quality of life.
- Thanks to our executive team leadership and our PD sensible approach, we were able to facilitate the peaceful demonstrations of more than 4,000 people without a single injury, avoiding the kind of violence that put too many other Cities in the headlines.
- Contributed to the logistics and implementation of the Mayor's Tasks Force for Racial and Ethnic Equality, the first of its kind in the City's history, taking a data-driven, systematic, and thorough approach to make policy recommendations to the Mayor and the Commission.
- Did my best as a professional city manager and leader to leaving the City as a civic beacon of openness and standing as an example of what it's possible when everybody comes and works together to overcome adversity that no one saw coming.
- Embraced challenges and responsibilities, making the City stronger more vital than before in many ways – safer, more economically resilient, more equitable, more perseverant facing challenges, kinder, and closer as a community.

**CITY OF HARRISBURG, PA, 2012-2013**

*Chief Operating Officer and Chief Financial Officer*

Population served: 250,000 Budget: \$170M Employees: 500

Brought on board to implement the City's Financial Recovery Plan, improve management operations, and avoid bankruptcy. I served as the City's Chief Administrative Officer and Chief Financial Officer, providing leadership and management supervision to 20 departments and bureaus, including public safety. I improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures, and establishing professional management systems in every department that addressed underlying chronic issues challenging the City for years. Consequently, under my leadership, significant accomplishments were made in the City's financial management and reporting compliance, budgeting and revenue, cost containment and reduction, tax administration, building and housing, economic development, infrastructure sustainability, stormwater management, public works, capital improvements, facilities and fleet management, public safety, sanitation, IT, and workforce and collective bargaining. Advised Mayor and Council on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process,

and compliance with State and Federal regulatory agencies. I also served as the Business Administrator and Chief Negotiator for the City's three labor union contracts, chaired labor-management committee meetings, and heard final step grievances. I had direct oversight responsibility for management operations, maintenance, rehabilitation, and environmental compliance of the City's water & wastewater treatment plants providing utility services to six municipalities within a region of 550,000.

### **Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg, PA**

- Successfully led the City's recovery and operations during times of great turmoil and uncertainty. Arrived after a new City Administration was in the throes of working out a Recovery Plan, a Receiver had been appointed by the Governor, and many City employees had left, creating a dearth of knowledge. Notwithstanding, I was able to make a difference and work with the City Receiver, Elected Officials, staff, private sector, State and Federal government officials to turn the situation around and implement a comprehensive Financial Recovery Plan, improve management operations in every department, stabilize the City's financial management and avoid one of the largest municipal bankruptcies in the nation
- Placed the City in full compliance with the Securities & Exchange Commission avoiding significant penalties
- Completed four years of past-due Comprehensive Annual Financial Reports within 13 months after taking over, allowing the City to complete its 2009, 2010, 2011, and 2012 audits and fast-track the financial recovery process
- Developed the City's in-house capacity and processes to assure the completion and delivery of future audits on time
- Identified and addressed priorities in every department, enhancing the City's overall administration
- Led the City's recovery and improvement process providing a clear path to a fiscally solvent future
- Demonstrated the efficacy of bankruptcy versus implementing a strategic recovery plan
- Allowed public officials to foresee challenges and put a timeline on the City's progress and fiscal recovery
- Avoided bankruptcy's devastating effects on public safety, pensions, and cost to taxpayers
- Made significant early progress in the Financial Recovery Plan implementation, helping eliminate the City's debt over time, clarify the stranded debt remaining after City asset transactions were in place, and provide clear options following those transactions in the coming months, not years
- Placed the City on track to eliminate the structural deficit over time, allowing a financially stable and efficient future
- Established priorities, identified responsible parties, phases, and set milestones and deadlines to complete 130 initiatives across departments, past due audits, and all City projects and programs, eliminating all chronic delays
- Implemented over 50% of the Financial Recovery Plan in 13 months, accelerating the City's recovery process
- Improved chart of accounts enabling the City to monitor grants and meet auditing requirements effectively and timely
- Completed every assignment from the City's Receiver, including four past due Comprehensive Annual Financial Reports, corresponding audits, and development of strategic plans for every Department and Bureau
- Worked cooperatively and collaboratively with City and State officials towards achieving all recovery goals
- Set strategic course of action utilizing planning tract under new State legislation accomplishing a clear path to fiscal solvency and reduction of a structural deficit that had challenged the City for more than 20 years
- Reduced personnel and operating costs while maintaining levels of service combining-consolidating-sharing City resources
- Identified new revenue sources and restructured City operations reducing the structural deficit and balancing the budget
- Streamlined City operations consolidating department functions, and implementing outsourcing strategies—sanitation
- Eliminated chronic delays and delivered City budgets on time, enhancing trust and confidence in the administration and winning the GFOA Budget Excellence Award in 2013
- Led the City out of distressed status and emerge out of State Receivership in record time
- Improved City communications and established a transparent administration
- Accomplished the most significant management progress, transparency, and openness in the City's recent history
- Earned public recognition and praises for achieving significant early progress and completion of the City's recovery plan from the Financial Recovery Committee, Receiver, Elected Officials, Chamber of Commerce, and State Officials
- Negotiated with Federal & State regulatory agencies such as EPA, DOJ, and State EPA, avoiding significant penalties and accomplishing suitable plans for environmental compliance of the City's water & wastewater system-treatment plants
- Negotiated City overcharges in the water & sewer rates with six municipalities avoiding costly litigation

**Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg, PA, Cont.**

- Negotiated CBA with three Unions, FOP, IAFF, AFSCME, and eliminated the long-standing backlog of grievances
- Brokered important agreements with union leaders eliminating costly unfair labor practice claims
- Expanded the fire contingency adding nine firefighters and reducing the Fire Bureau's overtime
- Worked closely with the business community, State Department of Community & Economic Development, and Business Advisory Council in the implementation of an integrated long-term economic development plan
- Streamlined the City's residential and commercial construction permitting process, helping redevelopment plans
- Accelerated demolition of blighted buildings in targeted areas around the City, helping economic development
- Enhanced City ordinances allowing faster condemnation of disruptive properties and recovering demolition expenses
- Engaged real estate developers with planning, building & zoning plans attracting multimillion-dollar investments
- Worked hand in hand with private sector developers and community partners to break ground on several projects helping job creation while increasing minority participation
- Oversaw investment of Federal CDBG funds in home construction and community projects, enhancing the quality of life, reducing the City's unemployment, and revitalizing neighborhoods
- Boosted parking revenue by implementing handheld IT devices and addressing scheduling, supervision, and training
- Enhanced education, accessibility, and enforcement efforts improving the City's recycling
- Increased revenue by developing and monitoring an enforcement process of the City's loan portfolio
- Empowered law enforcement to improve criminal investigations and decrease homicide rate accomplishing a 90% clearance rate and overall crime decrease with a 47% decline in homicides since 2010 and a 13% decline in robbery
- Facilitated implementation of the City's illegal gun reward program netting over 100 handguns
- Increased public access to law enforcement holding weekly public safety briefings and increasing walking patrols
- Improved communications between police and citizens by walking and biking targeted neighborhoods with officers
- Worked with safety council engaging citizens in programs to assist law enforcement and promote crime prevention
- Enabled utilization of modern technology like computerized crime mapping allowing police to aggressively and proactively address areas of concern, improving safety and quality of life
- Forged key relationships aiding law enforcement coordination with County District Attorney's Office, Federal Prosecutors, ATF, County Response Team, and Capitol Police
- Able to leverage State Police personnel, equipment, and financial resources for the City's special events
- Facilitated integration of the City's prisoner booking center into the County's booking center, saving significant resources while enabling additional police officers for street patrol duties
- Oversaw establishment of four police sub-stations and deployment of mobile police sub-station vehicles
- Oversaw reinstatement of the Police Athletic League program providing safe mentoring to City youth
- Coordinated installation of new surveillance cameras around the City to help reduce crime and illegal dumping
- Made significant improvements to the health and safety of City residents by improving illegal dumping operations and developing an effective pickup schedule resulting in 536 tons of bulk waste
- Oversaw storm inlet and potholes repairs saving the City significant financial resources
- Developed and implemented the City's Capital Improvement Program, including all infrastructure and facilities
- Reorganized the City's Engineering operations and implementation of the City's water & sewer and transportation projects, including street widening, ADA compliance, decorative crosswalks, streetlights, and sign installations
- Upgraded the City's handling of building & zoning permits, inspections, complaint citations, and condemnations by implementing a strategic plan enhancing site inspection and establishing project control measures
- Managed planning, design, construction, operations, maintenance, and rehabilitation of City facilities improving interior structure, security, ADA compliance, overall maintenance, and installing energy-efficient HVAC systems
- Made the highest and best use of City land by partnering with the public and private sector to implement the Right-the-Blight initiative and constructing a state-of-the-art City Health Center helping economic development and paving the way for the City to build a newly designed Industrial Manufacturing Park

**Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg, PA, Cont.**

- Promoted Green Economic Development Plans including implementing the use of alternative fuel in City vehicles (natural gas & electric), green infrastructure, and improving efficient lighting in buildings and streets
- Pioneered enhancement of stormwater quality and purchasing energy in bulk (electricity, natural gas, and fuel), generating significant cost savings, helping to balance the budget, and eliminating the structural deficit over time
- Worked with community partners and identified the highest and best use of City-owned vacant lots to create green parcels that absorb storm run-offs and allow portable outdoor fresh markets
- Administered Right-the-Blight initiative calling for the removal of blight through an aggressive demolition plan, enhancing sanitation routing systems, code enforcement, and conducting quarterly bulk cleanups
- Identified and recovered lost revenue by improving discovery, enhancement, and audit services generating over 100 additional business licenses per year and a significant increase in City revenue

**City of Sweetwater, Director, Finance Department, Sweetwater, FL, 2014-2016**

After implementing the City of Harrisburg Financial Recovery Plan that enabled the City to emerge from State Receivership and avoid filing for bankruptcy, I was selected by a newly appointed Mayor with the approval of federal, state, and local law enforcement agencies, including the State Attorney's Office, FBI, Florida Department of Law Enforcement, and Miami-Dade County Ethics Commission. They asked me to help the City in distress avoid financial default; a Governor State Oversight Board; and stiff penalties from creditors and agencies, including the IRS. Furthermore, renegotiate collective bargaining agreements; ensure compliance with federal, state, local laws and regulations; serve in the capacity of deputy administrative officer and finance director; organize the City finances; reopen the Finance Department; and prepare the City's budget within weeks of Charter's deadline, among other critical tasks, needs, and priorities.

**Achievements as Finance Department Director, City of Sweetwater, FL**

- Reorganized and reopened the finance department earning praises from elected, county, and state officials
- Implemented a successful vendor-repayment plan reopening most of the City accounts which had been closed
- Prepared and delivered the City budget to the Commission after only a few weeks since appointment meeting Charter's deadline
- Negotiated collective bargaining agreements with police (PBA) and employee (IUPAT) unions avoiding costly labor litigation
- Saved the City significant financial resources in contract negotiations with health care providers and vendors
- Developed/implemented a financial recovery plan tailored to City-specific needs avoiding default and a State Oversight Board
- Obtained approval and earned praises from Governor's financial team and State Auditor General after conducting financial recovery plan oral presentations to Tallahassee Officials
- Completed all pending City audits, including federal, state, and local grantor agencies
- Pioneered implementation of new IT systems enhancing productivity, accounting, and reporting enabling checks and balance
- Realized significant savings negotiating a settlement agreement with the Internal Revenue Service and an achieved compliance
- Saved the City significant financial resources while addressing all grant eligibility compliance issues with State and local officials
- Led section heads, division managers, department directors, and elected officials in budget development and control techniques
- Developed a high-performance financial team capable of safeguarding City assets and completing City budgets/projects on time
- Implemented planning and programming to develop the City's financial goals, objectives, and budget based on critical priorities
- Accomplished continuity of vital and necessary services during the worst cash flow-financial challenge in the City's history
- Developed in-house capacity to complete audits on time, earning praises from external auditors, federal, state, local officials
- Eliminated significant bank statement reconciliation backlog developed over the years curing chronic audit findings and delays
- Pioneered implementation of a central accounting system enhancing operations, accounting, and reporting
- Achieved reliability, consistency, and compliance with Generally Accepted Accounting Principles and best practices
- Gathered, analyzed, prepared, and presented critical financial information timely, enabling prompt/critical decision making
- Eliminated chronic delays and led annual audit process preparing/providing all required information to external auditors timely
- Successfully led the City budget development and approval process producing multiple budget documents on time
- Prepared multiple budget revisions while conducting periodical budget analysis and fulfilling all City Commission requests
- Established a General Ledger monthly account reconciliation process completing over 1000 GL accounts
- Fostered a priority-based spending culture by addressing operations performance, budget control, and cash flow management
- Addressed encumbrances and vacancies, making sure everyone understands spending priorities and adheres to the budget
- Prioritized and managed the City's cash flow, effectively avoiding financial default and disruption of vital and necessary services

**Achievements as Finance Department Director, City of Sweetwater, FL Cont.**

- Implemented financial reporting system adhering to contract billing and collection schedules helping steady cash flow to support critical operational requirements
- Updated all necessary business policies and accounting practices strengthening the City's policies and procedures
- Effectively worked with Mayor, Commission, Auditors, Auditor General, and Governor Office helping consensus building
- Enhanced grant management activities and ensured eligibility requirements compliance with federal, state, and local agencies
- Implemented new financial system training for City employees maximizing individual and organizational goals
- Fostered communication and achieved internal integration among departments, divisions, and sections
- Researched and organized all City investment activities, including money market and simple interest-bearing accounts
- Negotiated new capital leases for property, plant, and equipment, including new vehicles
- Mentored City employees reinforcing professional development and standards from ICMA, GFOA, and AGA Code of Ethics
- Balanced overwhelming workload while assisting human resources every step, including all finance-staffing issues
- Forecasted City revenue accurately, helping balance the budget and eliminate multiple budget revisions
- Effectively refined City goals and objectives to prepare the City budget according to the most critical needs and priorities
- Accomplished a professional operation, effective and efficient management of resources, and overall compliance
- Prepared and delivered all-important annual financial reports timely, including insurance and workers compensation
- Maintained accounting, reporting, auditing, and administrative policies and procedures up to date
- Conducted facility assessment and capital assets inventory curing chronic audit findings and achieving GAAP compliance
- Accomplished consolidation and sharing of City services and assets, further enhancing financial resources
- Sought maximum efficiencies in the City's banking relationships and opened several accounts to bring the City in compliance
- Eliminated all chronic delays addressing public records requests
- Negotiated all city insurance policies realizing savings in new premiums and avoided lapses of coverage at any time
- Established a management system that allowed maximum productivity, safeguards assets, and addresses future needs
- Enhanced integrity of all cash management functions, including daily cash deposits, transportation, and logistics
- Eliminated chronic delays in completing filings with government agencies timely, including the State Auditor General
- Eliminated chronic delays submitting reports timely, e.g., FHWA-536/Local Highway Finance Report and FDLE grants reports
- Pioneered new culture embracing financial and purchasing policy and procedures, deadlines, and agency compliance
- Successfully led the City's financial recovery thru extenuating circumstances avoiding significant tangible/intangible losses
- Despite financial distress, the City never stopped providing vital and necessary services and started to build reserves
- Established internal controls to ensure future compliance with GASB, human resources legislation, and the law
- Implemented performance evaluations following ICMA, GFOA, and AGA guidelines
- Led the RFP process, negotiating with vendors, and outsourced payroll operations
- Negotiated existing loans and capital leases with financial institutions achieving fair and balanced rates, terms, and agreements
- Saved the City significant financial resources correcting errors on pay scale tables required to process employee retro payments
- Achieved quality control, accuracy, transparency, and improved overall City management, earning praises from the Governor's Office, State Auditor General, City Auditors, Miami-Dade County Ethics Commission, federal officials, and elected officials

**SEMINOLE TRIBE OF FLORIDA, HOLLYWOOD, FL 2009-2009**

*Chief Administrative Officer*

Population: 5 reservations    Budget: \$100M    Employees: 6,000

Brought on Board to lead and improve management operations in several departments, including planning, building, zoning, public works, environmental resources, and construction management, and oversee completion of \$300M investment in 8 water & wastewater treatment plants. Ensured Council adopted policies, resolutions, and ordinances were enforced and implemented. Direct oversight responsibility for utility management, preparation and administration of budgets, personnel, community planning, litigation coordination, risk management, grants, economic development, and growth management. Led multimillion-dollar negotiations with private and public entities and coordinated lobbying efforts with the Federal government.

**Achievements Seminole Tribe of Florida**

- Built high-performance professional management team eliminating costly errors and omissions in public infrastructure planning, development, operations, maintenance, and rehabilitation
- Conducted water & sewer plant operations assessments holding vendors accountable and saving financial resources
- Implemented improvement plans allowing savings in water & wastewater treatment plant projects
- Restored financial integrity in the handling of utility construction, operations, and maintenance
- Pioneered integration of technology streamlining financial and budget development operations
- Developed a Quality Management Program increasing productivity, morale, and customer satisfaction

**PALM BEACH COUNTY SCHOOL DISTRICT, 2006-2007**

*Director, Program Management Department*

Population: 1.4M Budget: \$2B Employees: 27,000

Brought on board to reorganize the department, implement policies and procedures, improve operations, and lead the implementation of a \$2Billion Capital Improvement Program including planning, design, construction, rehabilitation, and modernization of Countywide public infrastructure and facilities. Oversaw the completion of over 100 projects, including land development, transportation, environmental, water & sewer, utilities, stormwater management, parks, and school buildings. Direct oversight responsibility for preparing and administering budgets, coordinating board-appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction management, and coordination with local and state regulatory agencies.

**Achievements:**

- Delivered all projects on time and received praises from Oversight Committee and The Palm Beach Post
- Saved millions of dollars by enhancing project control operations and improving contract negotiations
- Reorganized department operations, developed and empowered staff improving morale and productivity
- Delivered CIP on time which the previous two administrators had not accomplished
- Developed a records management system enhancing the ability to defend against multi-million-dollar claims
- Avoided substantial monetary damages by achieving sound financial resolutions during mediation and arbitration
- Implemented professional training and developed policy and procedures safeguarding District's assets
- Established new payment approval system handling \$1M/day and ensured vendor's performance
- Eliminated budget disparities and streamlined budget development process
- Crossed-trained support staff; therefore, the department no longer relied on one individual
- Opened lines of communication among staff and stakeholders, achieving internal integration
- Successfully met all permitting challenges with state and federal agencies avoiding significant penalties and delays
- Achieved consistent operational guidelines, established internal controls, and accomplished a professional management operation enhancing trust and confidence in the Administration

**CITY OF MIAMI BEACH, FL, 1999-2001**

*Assistant Director, Public Works Department*

Population: 100,000 Budget: \$34M Employees: 250

Served in the capacity of acting director. Brought on board to reorganize department operations and oversee a \$250M Capital Improvement Program (CIP) and a \$92M General Obligation Bond program. Direct oversight responsibility for municipal utility services, budget preparation, administration (projects, program, and department budget), coordination with oversight committees, community planning, litigation coordination, risk management, purchasing, grants, personnel, and construction management.

**Achievements:**

- Saved millions of dollars implementing a Quality Management Program increasing productivity and morale
- Led implementation of \$250M CIP leading to the issuance of a \$92M GO Bond to address public needs
- Restructured department operations and developed high-performance management teams
- Developed and implemented a financial system and guidelines improving the handling of capital expenditures
- Pioneered integration of IT systems enhancing department financial and management operations
- Led City operations through complex challenges during change and enhancement of community assets

- Reduced city liabilities and ensured vendors' performance by amending contracts
- Appointed as an emergency manager and coordinated efforts with local, state, and federal government
- Implemented fee schedule saving the City significant financial resources in contract negotiations
- Performed job audits, reclassifications addressing inequities and granting over 20 promotions for the first time in years

**MIAMI-DADE COUNTY, FL, 1993-1999***Special Administrator*

Population: 2.5M Budget: 100M Employees: 1000

Started as County Civil Engineer, earned promotions to Special Administrator and appointments to several County essential Committees. I played a lead role in reviewing and approving the most prominent residential, commercial, and industrial land development projects in Miami-Dade County, such as The Airport Expansion and The Beacon Trade Port. Developed expertise in administration of multiple public infrastructure-related services and facilities, including planning, design, construction, maintenance, and rehabilitation of traffic & transportation, water & sewer, environmental, and stormwater management projects. Responsible for budget preparation and implementation. Also led a team of senior County professionals. Conducted negotiations with local, state, and federal agencies. I accomplished the County's Supervisor Certification Program, learning multiple departments' operations and from senior professional County Administrators with up to 40 years of tenure with Miami-Dade County.

**Achievements:**

- Accomplished significant savings in County's financial resources while negotiating essential agreements with the federal, estate, and local officials, including FAA, DOT, EPA, South Florida Regional Planning Council, and the School Board
- Appointed as County emergency manager and able to coordinate with local, state, and federal agencies successfully
- Ensured developers fair share contributions to public infrastructure, saving substantial County financial resources
- Completed County projects timely while leading a senior team of professionals during the fastest growth and development
- Pioneered implementation of County information technology systems eliminating a 5-yr backlog in the data processing

**OTHER PROFESSIONAL EXPERIENCE****Sr. Civil Engineer/President – RA Consulting Engineers/Civil Infrastructure Corporation, Miami, FL, 2008-Present**

- Served as chief operations officer and work directly with city and county officials
- Oversaw implementation of Capital Improvements, General Obligation, and Storm Water Bond Programs
- Negotiated, executed, and managed multimillion-dollar contracts and prepared/administered budgets
- County/municipal management consulting - planning/implementation of state, county, and municipal projects and programs

**Project Executive, Roger Development / Keyes Company, Coral Gables, FL, 2002-2005**

- Served as director of operations
- Oversaw construction, land development, and project management operations
- Accomplished all project requirements with local and state government agencies regulations
- Coordinated project development with utility companies, government agencies, consultants, and banking officials

**EDUCATION****Master of Business Administration – magna cum laude – Finance & Management**

University of Miami, Coral Gables, FL

**Bachelor of Science Civil Engineering**

Florida International University, Miami, FL

**LICENSURE / REGISTRATION / CERTIFICATES**

- ICMA–Credentialed Local Government Manager
- Certified Government Financial Manager
- Registered Professional Civil Engineer
- Certified Quality Control Manager
- Municipal Financial Reporting & Compliance, Securities & Exchange Commission

**PROFESSIONAL AFFILIATION**

- International City/County Manager Association
- Government Finance Officer Association
- Association of Government Accountants

## EMPLOYMENT APPLICATION



CITY OF NORTH MIAMI BEACH  
17011 NE 19th Avenue  
North Miami Beach, Florida 33162  
305-948-2918

<http://www.governmentjobs.com/careers/citynmb>

Monestime, Marline  
00687 CITY MANAGER

Received: 11/20/25 4:55 PM

For Official Use Only:

QUAL: \_\_\_\_\_

DNO: \_\_\_\_\_

Experience

Training

Other: \_\_\_\_\_

## PERSONAL INFORMATION

|   |                                   |  |
|---|-----------------------------------|--|
| POSITION TITLE:<br>CITY MANAGER   |                                   | EXAM ID# :<br>00687  |
| NAME: (Last, First, Middle)<br>Monestime, Marline   |                                   | SOCIAL SECURITY NUMBER:<br>N/A   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>13805 NW 3rd Avenue, North Miami, Florida 33168 |                                   | EMAIL ADDRESS:<br>marlinemonestime@gmail.com   |
| HOME PHONE:<br>(305) 766-1861   |                                   | NOTIFICATION PREFERENCE:<br>Email  |
| DRIVER'S LICENSE:<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No                    | DRIVER'S LICENSE:<br>State: _____ | LEGAL RIGHT TO WORK IN THE UNITED STATES?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| What is your highest level of education?<br>Master's Degree   |                                   |  |

## PREFERENCES

|   |
|---|
| ARE YOU WILLING TO RELOCATE?<br><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe   |
| WHAT TYPE OF JOB ARE YOU LOOKING FOR?<br>Regular  |
| TYPES OF WORK YOU WILL ACCEPT:<br>Full Time   |
| SHIFTS YOU WILL ACCEPT:<br>Day, Evening, Night, Rotating, Weekends, On Call (as needed)   |
| OBJECTIVE:<br>I am an accomplished municipal leader with progressive experience in executive administration, economic development, and intergovernmental affairs seeking to serve as City Manager for the City of North Miami Beach. Committed to strengthening operational efficiency, advancing community-focused initiatives, and fostering collaborative partnerships that enhance quality of life, I bring a proven record of delivering measurable results through effective and trustworthy organizational leadership. |

## EDUCATION

|   |  |                                 |
|---|--|---------------------------------|
| DATES:<br>From: 8/2020 To: 8/2021                         | SCHOOL NAME:<br>Florida International University   |                                 |
| LOCATION: (City, State/Province)<br>Miami, Florida        | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Master's    |
| MAJOR:<br>Disaster Management                             |  |                                 |
| DATES:<br>From: 5/2011 To: 12/2019                        | SCHOOL NAME:<br>Barry University   |                                 |
| LOCATION: (City, State/Province)<br>Miami Shores, Florida | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Bachelor's  |
| MAJOR:<br>Administration                                  |  |                                 |
| DATES:<br>From: 5/2007 To: 5/2009                         | SCHOOL NAME:<br>University of Florida  |                                 |
| LOCATION: (City, State/Province)<br>Gainesville, Florida  | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Associate's |

## WORK EXPERIENCE

|  |  |  |
|--|--|--|
| DATES:<br>From: 8/2023 To: Present   | EMPLOYER:<br>City of North Miami Beach               | POSITION TITLE:<br>Chief of Staff/ Interim ACM   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>17011 NE 19th Ave, North Miami Beach, Florida, 33162 |  |  |
| PHONE NUMBER:<br>305-948-2900  | SUPERVISOR:<br>Andrew Plotkin - Interim City Manager | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$9,583.00/month                          | # OF EMPLOYEES SUPERVISED:<br>6  |

**DUTIES:**

Interim Assistant City Manager, City of North Miami Beach, June 2025- Present  
 Oversee the administration of service from the Economic Development Division, Communications Division, Building Department, Community Development Department, and Information Technology Department  
 Support the Mayor, Commissioners, and City Manager with analyzing and resolving unique constituent concerns and establishing processes to increase internal efficiency and effectiveness in daily operations  
 Proposed several forward-thinking legislations to promote partnership, economic development initiatives, and overall quality of life enhancement services for businesses, residents, and city employees  
 Secured private funding up to \$25,000 to establish the NMB Jazz Academy to promote youth programs  
 Participated in the FY 26 budget process, proposing over \$1.5M in savings to promote fiscal responsibility and efficiency across departments  
 Chief of Staff, City of North Miami Beach, August 2023- Present  
 Management and coordination of City events with emphasis on broadening community access to municipal services  
 Develop work schedules, prepares meeting agendas, develops, and coordinates topics for consideration by staff committees, advisory boards, and the City Commission  
 Review and facilitate the Agenda Review process; prepares the City Manager for Commission meetings.  
 Serve as liaison to Florida International University Metropolitan Center to deliver the city's first Economic Development Strategic Plan  
 Act as the intergovernmental affairs coordinator, coordinating and managing relationships with all governmental entities interfacing with the City including Miami Dade County, neighboring municipalities, state and federal government, Miami Dade County School Board, and other agencies outside of North Miami Beach government.  
 Sources alternative funding through research of funds availability from governmental agencies and private foundations to determine feasibility and alignment with City initiatives.

**REASON FOR LEAVING:**

Current while also serving as Interim Assistant City Manager as of June 2025

|  |  |   |
|--|--|---|
| <b>DATES:</b><br>From: 10/2022 To: Present   | <b>EMPLOYER:</b><br>City of North Miami Beach      | <b>POSITION TITLE:</b><br>Economic Development Specialist   |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>17011 NE 19 Avenue, North Miami Beach, Florida, 33162 |  | <b>COMPANY URL:</b><br>www.citynmb.com  |
| <b>PHONE NUMBER:</b><br>3053544120   | <b>SUPERVISOR:</b><br>Mario A. Diaz - City Manager | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$0.00/month                     | <b># OF EMPLOYEES SUPERVISED:</b><br>2  |

**DUTIES:**

- Responsible for the planning and implementation of the City's Housing Rehabilitation Program
- Plan and implement economic development programs such as the Business Assistance Grant Program, Emergency Mortgage & Rent Assistance Programs, and the NMB Small Business Summit & Expo, administering an approximate budget of \$1.4 million dollars
- Assist the City Manager's Office with tracking and management of projects funded under allocations from the American Rescue Plan
- Establish and implement processes and guidelines for grant programs
- Collaborate with the North Miami Beach Community Redevelopment Agency (CRA) to promote incentive programs to support business retention and expansion
- Partner with Miami Dade County, Miami-Dade Beacon Council, local chambers of commerce, and other community partners to provide NMB small businesses, entrepreneurs, and startups with resources, incentives, and financing program opportunities
- Propose and manage small business development programs and initiatives in coordination with community partners
- Review development applications and participate in Planning & Zoning board meetings to assess economic impact and ensure compliance with applicable contract, federal, and state law, as well as local codes and zoning ordinances
- Administer the City's vision, policies, and regulations in relation to economic development
- Conduct internal audits of existing programs and work with appropriate departments to ensure compliance with various federal, state, and local agency funding requirements
- Support activities for FEMA's Floodplain Management Community Rating System (CRS) Program resulting in recertification approval for the year 2023 to provide policyholders in the city with flood insurance premium discounts
- Prepare resolutions, staff reports, and presentations for Commission meetings, as needed

**REASON FOR LEAVING:**

Current position

|  |  |   |
|--|--|---|
| <b>DATES:</b><br>From: 6/2022 To: 9/2022   | <b>EMPLOYER:</b><br>City of North Miami Beach (Community Redevelopment Agency) | <b>POSITION TITLE:</b><br>CRA Specialist  |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>17050 NE 19 Avenue, North Miami Beach, Florida, 33162 |  |   |
| <b>PHONE NUMBER:</b><br>305-354-4120   | <b>SUPERVISOR:</b><br>Joann Milord - CRA Director                              | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$0.00/month   | <b># OF EMPLOYEES SUPERVISED:</b><br>0  |

**DUTIES:**

- Implemented the CRA's Strategic Plan and administered incentive programs to support business attraction, retention, and job creation
- Prepared reports, documents, and communications for advisory board and regular board meetings
- Managed partnership with the Florida Small Business Development Center at Florida International University's Small Business Certificate Series leading to over 60 businesses receiving assistance to encourage business development and retention
- Provided resources and technical assistance to businesses, entrepreneurs, and startups regarding CRA incentives and financing programs
- Performed research for development inquiries using economic data sources such as CoStar and LoopNet
- Responded to inquiries regarding technical program or administrative regulations, policies, and procedures

**REASON FOR LEAVING:**

Reclassification

|   |  |  |
|---|--|--|
| <b>DATES:</b><br>From: 10/2020 To: 5/2022   | <b>EMPLOYER:</b><br>Community Planning & Development Department, City of North Miami | <b>POSITION TITLE:</b><br>Senior Planning Technician |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>12400 NE 8 Avenue, North Miami, Florida, 33161 |  | <b>COMPANY URL:</b><br>www.northmiamifl.gov          |

|  |   |  |
|--|---|--|
| PHONE NUMBER:<br>305-893-6511  | SUPERVISOR:<br>Derrick Cook - Zoning Manager                                  | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$0.00/month   | # OF EMPLOYEES SUPERVISED:<br>0  |
| DUTIES:<br><ul style="list-style-type: none"> <li>Reviewed plans for design review and building permit approval, verifying compliance with planning and zoning ordinances</li> <li>Prepared zoning letters, recommendations, and Board of Adjustment staff reports for board review and consideration</li> <li>Supported Economic Development Division with the management of workforce certification programs such as the Medical Terminology, General Healthcare Administration, and Contact Tracing programs, providing over 200 residents with opportunities to seek higher paying jobs and gain access to competitive employment opportunities</li> <li>Conducted field inspections and research to prepare reports on various phases of planning, zoning, and economic development projects</li> <li>Reviewed and executed administrative variance and special exception development applications</li> <li>Partnered with Miami-Dade County's Film and Entertainment Office and the North Miami CRA to promote and market the city for filming opportunities on an international scale</li> <li>Managed Green Commercial Rehabilitation Grant Program to assist small businesses with weatherproofing their operations resulting in over \$100,000 in grant disbursement</li> <li>Conducted economic impact research using CoStar, LoopNet, and IMPLAN to identify opportunities to attract new businesses to the city's Neighborhood Redevelopment Overlay District</li> <li>Attended international trade exhibitions to market city development opportunities and CRA incentives</li> <li>Served as Board of Adjustment Secretary and Development Review Committee Coordinator</li> </ul>  |   |  |
| REASON FOR LEAVING:<br>Other opportunity   |   |  |
| DATES:<br>From: 12/2016 To: 9/2020   | EMPLOYER:<br>Community Planning & Development Department, City of North Miami | POSITION TITLE:<br>Assistant to the Director/ Planning Technician                                    |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>12400 NE 8 Avenue, North Miami, Florida, 33161   |   | COMPANY URL:<br>www.northmiamifl.gov   |
| PHONE NUMBER:<br>3058936511  | SUPERVISOR:<br>Tanya Wilson - Planning, Zoning, & Development Director        | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40  | SALARY:<br>\$0.00/month   | # OF EMPLOYEES SUPERVISED:<br>0  |
| DUTIES:<br><ul style="list-style-type: none"> <li>Managed day-to-day office operations of department of 17 employees under the direction of the Director of Community Planning &amp; Development</li> <li>Supported Director with preparation and implementation of the annual budget of approximately \$5.5 million dollars via OpenGov and Tyler Software for five department divisions: Planning &amp; Zoning, Economic Development, Housing &amp; Social Services, Administration, and Sustainability</li> <li>Liaison between Department and North Miami CRA to coordinate implementation of housing rehabilitation, business assistance, and workforce programs resulting in the support of over 500 residents and businesses, with over \$3.5 million dollars disbursed</li> <li>Collaborated with North Miami CRA to plan and coordinate Mayor's Quarterly Business Luncheons with topics focusing on addressing business community needs and providing resources for economic growth</li> <li>Coordinated successful annexation application to Miami-Dade County by collecting internal and external data and conducting public outreach resulting in the inclusion of commercial properties into the city</li> <li>Prepared data for various planning projects including annexation, rezoning, plats, right of way abandonments, and amendments to the City's Comprehensive Plan and Land Development Regulations</li> <li>Implemented and managed several workforce development programs such as a six-week Workforce Development Series for individuals to obtain training on resumes, interviews, and interpersonal skills</li> <li>Prepared and coordinated submittal of Comprehensive Plan and Land Development Regulations changes to the Florida Department of Economic Opportunity and other State agencies for review and adoption</li> <li>Conducted internal audit of each department division, addressing opportunities for administrative and programmatic improvement, further establishing and overseeing the implementation of Standard Operating Procedures for each division</li> <li>Served as Secretary to the Planning Commission, Floodplain Management Committee, and Downtown Action Plan Advisory Committee</li> <li>Served as department liaison for emergency operation activations for the communications team, scheduling staff and establishing prompts to answer calls and provide information to the community</li> <li>Supervised interns and front desk operations to ensure excellent customer service</li> </ul> |   |  |
| REASON FOR LEAVING:<br>I remained employed with the same organization. The change in the position was due to City-wide department and assignment restructuring.  |   |  |
| DATES:<br>From: 7/2015 To: 11/2016   | EMPLOYER:<br>Greater North Miami Chamber of Commerce                          | POSITION TITLE:<br>Executive Assistant   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>13100 West Dixie Highway, North Miami, Florida, 33161  |   |  |
| PHONE NUMBER:<br>(407) 272-7227  | SUPERVISOR:<br>Germain Bebe - President/CEO                                   | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>36  | SALARY:<br>\$0.00/month   | # OF EMPLOYEES SUPERVISED:<br>0  |
| DUTIES:<br><ul style="list-style-type: none"> <li>Managed Chamber membership database</li> <li>Executed employee payroll and Chamber income/expense reporting</li> <li>Coordinated campaigns for new memberships, and event sponsorship packages</li> <li>Management of fundraising events including workshops and monthly luncheons</li> <li>Established short and long-term organizational goals and objectives as well as policies and procedures</li> <li>Coordinated ribbon cutting and grand opening events for new businesses</li> <li>Assisted the President/CEO with special projects, as needed</li> </ul>   |   |  |

## REASON FOR LEAVING:

Other opportunity

## CERTIFICATES AND LICENSES

## TYPE:

Notary Public

## LICENSE NUMBER:

329135

## ISSUING AGENCY:

State of Florida

## Skills

## OFFICE SKILLS:

Typing:  
Data Entry:

## OTHER SKILLS:

## LANGUAGE(S):

English -  Speak  Read  Write  
Haitian Creole -  Speak  Read  Write

## ADDITIONAL INFORMATION

## Professional Memberships

- Board Member, Housing Finance Authority, Miami-Dade County
- Board Member, Board of Adjustment, City of North Miami
- Board Member, Personnel Board, City of North Miami
- Member, Florida City and County Management Association
- Member, Florida Floodplain Managers Association
- Member, Associate of State Floodplain Managers

## Additional Information

- Certified Floodplain Manager
- Lean Six Sigma Yellow Belt Certification
- Hospitality and Tourism Management Certificate, Florida Atlantic University
- Leadership and Organizational Management Certificate, Barry University

## REFERENCES

## REFERENCE TYPE:

Professional

## NAME:

Sam Blatt, CEcD

## POSITION:

Manager, Economic Development Policy-  
Amazon

ADDRESS: (Street, City, State/Province, Zip/Postal Code)

## EMAIL ADDRESS:

sbblatt@amazon.com

## PHONE NUMBER:

765-437-4401

## REFERENCE TYPE:

Professional

## NAME:

Tanya Wilson, AICP

## POSITION:

Planning Environmental & Development  
Director- Orange County

ADDRESS: (Street, City, State/Province, Zip/Postal Code)

## EMAIL ADDRESS:

## PHONE NUMBER:

954-815-3268

Agency-Wide Questions

1. Are you a current City of North Miami Beach employee?  
Yes
2. Have you ever been employed by the City of North Miami Beach?  
Yes
3. If yes, state position, department and dates:  
CRA Specialist, CRA- June 2022 - Sept 2022  
Economic Development Specialist, Community Development /City Manager's Office- October 2022 - August 2023  
Chief of Staff, CMO, August 2023-Present
4. Are any members of your family or a relative (either by blood or marriage) employed by the City of North Miami Beach?  
No
5. If yes, give name, position, and relationship:  
Are you claiming Veteran's Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and chapter 295, Florida Statutes)? \* \*YOU MUST SUBMIT CURRENT DOCUMENTATION OF YOUR VETERAN'S PREFERENCE STATUS WITH THIS APPLICATION.  
No  
1. A disabled veteran who has served on active duty in any branch of the U.S. Armed Forces, has received an honorable discharge, and has established the present existence of a service-connected disability that is compensable under public laws administered by the U.S. Department of Veterans Affairs; or who is receiving compensation, disability retirement benefits, or pension by reason of public laws administered by the U.S. Department of Veterans Affairs and U.S. Department of Defense. 2. The spouse of a person who has a total disability, permanent in nature, resulting from a service-connected disability and who, because of this disability, cannot qualify for employment, and the spouse of a person missing in action, captured in line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power. 3. A wartime veteran as defined in s. 1.01(14), who has served at least one day during a wartime period. Active duty for training may not be allowed for eligibility under this paragraph. 4. The widow or widower (who has not remarried) of a veteran who died of a service-connected disability. 5. The mother, father, legal guardian, widow or widower (who has not remarried) of a member of the U.S. Armed Forces who died in the line of duty under combat-related conditions, as verified by the U.S. Department of Defense. 6. A veteran as defined in s. 1.01(14), F.S. Active duty for training may not be allowed for eligibility under this paragraph. 7. A CURRENT member of any reserve component of the U.S. Armed Forces or the Florida National Guard.  
Not Applicable
6. Pursuant to City Resolution 2014-29B, the City has established preference for bona fide City of North Miami Beach residents for hiring, examinations and promotion. To qualify for residence preference points, an applicant, examinee, and/or employee must be a bona fide resident of the City for at least one (1) year immediately preceding the date of the vacancy. Do you wish to claim Residency Status? By selecting yes, I understand that I must provide proof of residency as outlined in Civil Service rules PRIOR to an examination or interview. Residency Preference shall not be given to any applicant who does not provide the required documentation as stated. I understand that I must provide proof of residency prior to an examination or interview for a Civil Service position.  
No
7. Have you been charged and penalized for any traffic violations in the last 10 (ten) years?  
No
8. If you answered yes to the previous question, indicate the location, type of offense, final disposition, and dates:
9. Have you ever been fired or asked to resign by an employer?  
No
10. If you answered yes, please provide details:
11. Please indicate how you learned about this position?  
City of NMB Website
12. If your name has changed, indicate the name under which the City may verify information supplied on this application.
13. Employment with the City of North Miami Beach may require working weekends, shifts and holidays. Are you able to work:  
Full Time, Evenings, Weekends, Holidays
14. Specify any days or hours you are NOT able to work:
15. What is the earliest date you are available to start?  
Immediately
16. I acknowledge that my application must show the education and experience necessary to substantiate the answers in the sections regarding my education and work experience, or my application can be considered ineligible for consideration. I also understand that I must provide all required documents if applicable, at time of interview, - i.e. certifications and/or licenses required for the position.  
Acknowledge

19. APPLICATION CERTIFICATION – READ CAREFULLY BEFORE ACKNOWLEDGING: By signing this document, I certify that all of the information on this entire application, including any attachments, is true and complete to the best of my knowledge. I understand that all information is subject to investigation and that omission, falsification, or misrepresentation is sufficient cause for rejection of this application, removal of my name from any employment list, or termination of employment. I understand that the City of North Miami Beach is a Drug-Free Workplace and that employees are subject to drug testing in accordance with federal, state, and local statutes. I understand that this application is the property of the City of North Miami Beach and information contained herein is public record. I authorize and direct any persons or organizations to release and furnish records and information relevant to determine my fitness and suitability for employment in the aforesaid position. I release the custodian of such records, including the City of North Miami Beach and its employees, from any liability for damages by me, my heirs, family, or associates resulting from any attempts at lawful compliance with this authorization.

Acknowledge

The following terms were accepted by the applicant upon submitting the online application:

By clicking the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the City of North Miami Beach and will not be returned. I understand the City of North Miami Beach may contact prior employers and other references. I understand that I must notify the Human Resources Division of any changes in my name, address, or phone number.

This application was submitted by Marline Monestime on 11/20/25 4: 55 PM

Signature\_\_\_\_\_

Date\_\_\_\_\_



# Marline Monestime, CFM

✉ MarlineMonestime@gmail.com ☎ (305) 766 1861 📍 Miami, FL

## PROFESSIONAL EXPERIENCE

### Interim Assistant City Manager, City of North Miami Beach, June 2025- Present

- Oversee the administration of service from the Economic Development Division, Communications Division, Building Department, Community Development Department, and Information Technology Department
- Support the Mayor, Commissioners, and City Manager with analyzing and resolving unique constituent concerns and establishing processes to increase internal efficiency and effectiveness in daily operations
- Proposed several forward-thinking legislations to promote partnership, economic development initiatives, and overall quality of life enhancement services for businesses, residents, and city employees
- Secured private funding up to \$25,000 to establish the NMB Jazz Academy to promote youth programs
- Participated in the FY 26 budget process, proposing over \$1.5M in savings to promote fiscal responsibility and efficiency across departments

### Chief of Staff, City of North Miami Beach, August 2023- Present

- Management and coordination of City events with emphasis on broadening community access to municipal services
- Develop work schedules, prepares meeting agendas, develops, and coordinates topics for consideration by staff committees, advisory boards, and the City Commission
- Review and facilitate the Agenda Review process; prepares the City Manager for Commission meetings.
- Serve as liaison to Florida International University Metropolitan Center to deliver the city's first Economic Development Strategic Plan
- Act as the intergovernmental affairs coordinator, coordinating and managing relationships with all governmental entities interfacing with the City including Miami Dade County, neighboring municipalities, state and federal government, Miami Dade County School Board, and other agencies outside of North Miami Beach government.
- Sources alternative funding through research of funds availability from governmental agencies and private foundations to determine feasibility and alignment with City initiatives.

### Economic Development Specialist, City of North Miami Beach, October 2022- August 2023

- Responsible for the planning and implementation of the City's Housing Rehabilitation Program
- Implemented economic development programs such as the Business Assistance Grant Program, Emergency Mortgage & Rent Assistance Programs, and the NMB Small Business Summit & Expo, administering an approximate budget of \$1.4 million dollars
- Assisted the City Manager's Office with tracking and management of projects funded under allocations from the American Rescue Plan

- Conducted internal audits of existing programs and work with appropriate departments to ensure compliance with various federal, state, and local agency funding requirements
- Supported activities for FEMA's Floodplain Management Community Rating System (CRS) Program resulting in recertification approval for the year 2023 to provide policyholders in the city with flood insurance premium discounts
- Prepared resolutions, staff reports, and presentations for Commission meetings

#### **CRA Specialist, City of North Miami Beach, June 2022- September 2022**

- Implemented the CRA's Strategic Plan and administered incentive programs to support business attraction, retention, and job creation
- Prepared reports, documents, and communications for advisory board and regular board meetings
- Managed partnership with the Florida Small Business Development Center at Florida International University's for Small Business Certificate Series leading to over 60 businesses receiving assistance to encourage business development and retention
- Provided resources and technical assistance to businesses, entrepreneurs, and startups regarding CRA incentives and financing programs
- Performed research for development inquiries using economic data sources such as CoStar and LoopNet

#### **Senior Planning Technician, City of North Miami, October 2020- May 2022**

- Reviewed plans for design review and building permit approval, and prepared staff reports and zoning letters while verifying compliance with the City's Code of Ordinances
- Conducted field inspections and research to prepare reports on various phases of planning, zoning, and economic development projects
- Reviewed and executed administrative variance and special exception development applications
- Managed Green Commercial Rehabilitation Grant Program to assist small businesses with weatherproofing their operations resulting in over \$100,000 in grant disbursement
- Conducted economic impact research using CoStar, LoopNet, and IMPLAN to identify opportunities to attract new businesses to the city's Neighborhood Redevelopment Overlay District
- Attended international trade exhibitions to market city development opportunities and CRA incentives

#### **Assistant to the Director, City of North Miami, December 2016 – September 2020**

- Managed day-to-day administrative operations of department of 17 employees
- Supported Director with preparation and implementation of the annual budget of approximately \$5.5 million dollars via OpenGov and Tyler Software for five department divisions: Planning & Zoning, Economic Development, Housing & Social Services, Administration, and Sustainability
- Liaison between Department and North Miami CRA to coordinate implementation of housing rehabilitation, business assistance, and workforce programs resulting in the support of over 500 residents and businesses, with over \$3.5 million dollars disbursed
- Coordinated successful annexation application to Miami-Dade County by collecting internal and external data and conducting public outreach resulting in the inclusion of commercial properties into the city
- Prepared data for various planning projects including annexation, rezoning, plats, right of way abandonments, and amendments to the City's Comprehensive Plan and Land Development Regulations
- Implemented and managed several workforce development programs for individuals to obtain training on resume building, interview tips, and interpersonal skills
- Conducted internal audit of each division, addressing opportunities for administrative and programmatic improvement, further establishing and overseeing the implementation of Standard Operating Procedures
- Served as department liaison for emergency operation activations for the communications team, scheduling staff and establishing prompts to answer calls and provide information to the community

#### **Executive Assistant, Greater North Miami Chamber of Commerce, July 2015 – November 2016**

- Managed Chamber membership database
- Executed employee payroll and Chamber income/expense reporting
- Established short and long-term organizational goals and objectives as well as policies and procedures
- Coordinated campaigns for new memberships, and event sponsorship packages
- Management of fundraising events including workshops and monthly luncheons
- Coordinated ribbon cutting and grand opening events for new businesses

#### **EDUCATION & CERTIFICATIONS**

- Master of Arts in Disaster Management, Florida International University
- Bachelor of Arts in Administration, Barry University
- Certified Floodplain Manager
- Certified Lean Six Sigma Yellow Belt
- Leadership and Organizational Management Certificate, Barry University
- Hospitality & Tourism Management Certificate, Florida Atlantic University

#### **AFFILIATIONS**

- Board Member, Housing Finance Authority of Miami-Dade County
- Board Member, Board of Adjustment, City of North Miami
- Board Member, Personnel Board, City of North Miami
- Member, Florida City and County Management Association
- Member, Association of State Floodplain Managers
- Member, Florida Floodplain Managers Association

## EMPLOYMENT APPLICATION



CITY OF NORTH MIAMI BEACH  
17011 NE 19th Avenue  
North Miami Beach, Florida 33162  
305-948-2918

<http://www.governmentjobs.com/careers/citynmb>

Nikvan, Hamid R  
00687 CITY MANAGER

Received: 11/14/25 4:16 PM

For Official Use Only:

QUAL: \_\_\_\_\_

DNO: \_\_\_\_\_

Experience

Training

Other: \_\_\_\_\_

## PERSONAL INFORMATION

|  |                                   |  |
|--|-----------------------------------|--|
| POSITION TITLE:<br>CITY MANAGER  |                                   | EXAM ID# :<br>00687  |
| NAME: (Last, First, Middle)<br>Nikvan, Hamid R   |                                   | SOCIAL SECURITY NUMBER:<br>N/A   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>9486 Boca River Cir, Boca raton, Florida 33434 |                                   | EMAIL ADDRESS:<br>h.r.nikvan@gmail.com   |
| HOME PHONE:<br>954-298-2148 ext. Na  |                                   | NOTIFICATION PREFERENCE:<br>Email  |
| DRIVER'S LICENSE:<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No                   | DRIVER'S LICENSE:<br>State: _____ | LEGAL RIGHT TO WORK IN THE UNITED STATES?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| What is your highest level of education?<br>Master's Degree  |                                   |  |

## PREFERENCES

|  |  |
|--|--|
| MINIMUM COMPENSATION:<br>\$265,000.00 per year   | ARE YOU WILLING TO RELOCATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe |
| WHAT TYPE OF JOB ARE YOU LOOKING FOR?<br>Regular   |  |
| TYPES OF WORK YOU WILL ACCEPT:<br>Full Time  |  |
| SHIFTS YOU WILL ACCEPT:<br>Day, Evening, Night, Rotating, Weekends, On Call (as needed)  |  |
| OBJECTIVE:<br>To leverage over 18 years of executive leadership in municipal utilities and public works by integrating fiscal stewardship, effective procurement, and enterprise wide reporting with resilience planning and stakeholder engagement. Proven success in aligning financial management, compliance, and crisis response to deliver transparent, cost effective services. Seeking to serve as City Manager, balancing fiscal responsibility with community resilience and long term growth. |  |

## EDUCATION

|   |  |                                |
|---|--|--------------------------------|
| DATES:<br>From: 2/2007 To: 2/2009                           | SCHOOL NAME:<br>Sadjad University  |                                |
| LOCATION: (City, State/Province)<br>Mashhad , International | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Master's   |
| MAJOR:<br>Electrical Engineering                            | UNITS COMPLETED:<br>120 - Semester   |                                |
| DATES:<br>From: 2/2005 To: 3/2007                           | SCHOOL NAME:<br>Sadjad University  |                                |
| LOCATION: (City, State/Province)<br>mashhad , International | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | DEGREE RECEIVED:<br>Bachelor's |
| MAJOR:<br>Electrical/ Electronics                           | UNITS COMPLETED:<br>120 - Semester   |                                |

## WORK EXPERIENCE

|   |  |  |
|---|--|--|
| DATES:<br>From: 12/2024 To: Present   | EMPLOYER:<br>City of North Miami Beach Utilities   | POSITION TITLE:<br>Utilities Director  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>17011 NE 19th ave, City of North Miami Beach , Florida, 33162 |  | COMPANY URL:<br>Citynmb.com  |
| PHONE NUMBER:<br>9542982148   | SUPERVISOR:<br>Tarik Rahmani - Deputy City Manager | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>40   | SALARY:<br>\$14,600.00/month                       | # OF EMPLOYEES SUPERVISED:<br>122  |

DUTIES:  
As Director of Public Utilities at NMB Water, I lead the strategic planning, management, and operations of the City's Public Utilities Department, overseeing an annual budget exceeding \$100 million. In this role, I ensure the delivery of reliable, high-quality water and wastewater services while advancing sustainable growth, operational efficiency, and long-term resilience for the City of North Miami Beach. Key Leadership Responsibilities:  
\* Executive Operations Management: Direct Engineering and Inspections, Capital Improvement Projects, Water Production, Water Quality, Water Distribution, Utility Maintenance, and Sanitary Sewer System operations to safeguard public health and infrastructure reliability.  
\* Fiscal Stewardship: Oversee departmental budgets, monitor expenditures, and authorize procurement to ensure financial accountability and alignment with citywide priorities.  
\* Policy & Governance: Develop and implement policies and programs that optimize efficiency, strengthen compliance, and support strategic city objectives.

- \* Organizational Leadership: Supervise personnel, address staffing needs, and foster professional growth to build a high-performing, mission-driven workforce.
- \* Capital Investment & Grants: Lead the Capital Improvement Program and secure federal, state, and local funding to expand infrastructure capacity and resilience.
- \* Community Engagement: Address citizen concerns, enhance transparency, and deliver equitable services that build public trust.
- \* Regulatory Compliance: Ensure adherence to all applicable laws, codes, and environmental standards, mitigating risk and protecting the City's interests.
- \* Infrastructure Strategy: Conduct field inspections, prioritize resource allocation, and oversee critical projects that strengthen long-term sustainability.

I am committed to advancing innovative, sustainable solutions that enhance transparency, strengthen community trust, and position the City of North Miami Beach as a model of resilient, future-ready governance.

**REASON FOR LEAVING:**

I am eager to serve as City Manager for the City of North Miami Beach, bringing over 18 years of executive leadership in municipal utilities, public works, and strategic planning to advance the city's vision for sustainable growth, operational excellence, and fiscal responsibility. I am driven by the opportunity to champion innovative initiatives, enhance transparency, and foster collaborative partnerships with staff, elected officials, stakeholders, and the community. My commitment is to deliver first-class municipal services while strengthening public trust and positioning the city as a model of resilient, future-ready governance.

|  |  |   |
|--|--|---|
| <b>DATES:</b><br>From: 12/2022 To: 12/2024   | <b>EMPLOYER:</b><br>City of Cooper City    | <b>POSITION TITLE:</b><br>Utilities Assistant Director  |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>11791 SW 49th Street, Cooper City, Florida, 33330 |  | <b>COMPANY URL:</b><br>Coopercity.gov   |
| <b>PHONE NUMBER:</b><br>9544345519   | <b>SUPERVISOR:</b><br>Raj Verma - Director | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$12,000.00/month        | <b># OF EMPLOYEES SUPERVISED:</b><br>25   |

**DUTIES:**

Performs highly responsible managerial, administrative, and professional engineering work in planning, organizing, and coordinating the functions of the City's Engineering and Public Utilities Departments, including oversight of major capital projects. Exercises considerable independent judgment in directing operations, interpreting regulations, and making recommendations to ensure compliance with applicable standards, codes, and policies. Provides strategic leadership in developing and implementing programs that enhance efficiency, sustainability, and service delivery. Reviews and evaluates the work of subordinates and consultants for accuracy, completeness, and alignment with project objectives. Plays a key role in preparing and managing operating and capital budgets, ensuring fiscal accountability and effective resource allocation to support the City's long-term infrastructure and growth goals.

**REASON FOR LEAVING:**

Move to larger utilities and better opportunity.

|  |   |   |
|--|---|---|
| <b>DATES:</b><br>From: 1/2024 To: 7/2024   | <b>EMPLOYER:</b><br>Cooper City                     | <b>POSITION TITLE:</b><br>Acting Utilities Director   |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>9090 SW 50th Place, Cooper City, Florida, 33330 |   | <b>COMPANY URL:</b><br>Coopercity.gov   |
| <b>PHONE NUMBER:</b><br>(954) 434-5519   | <b>SUPERVISOR:</b><br>Ryan Eggleston - City Manager | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$13,500.00/month                 | <b># OF EMPLOYEES SUPERVISED:</b><br>45   |

**DUTIES:**

Performed highly responsible administrative and professional engineering work directing the operations of the City's Engineering and Public Utilities functions. Accountable for ensuring that all municipal construction and utility operations conformed to established regulatory standards and industry best practices. Work was carried out under the administrative direction of the City Manager, with significant independent authority in planning, directing, and implementing citywide initiatives.

**Key Achievements & Responsibilities:**

- \* Strategic Planning & Sustainability: Formulated and executed comprehensive initiatives to ensure efficient management and long-term sustainability of water and wastewater utilities, fully aligned with the City's overarching goals.
- \* Operational Excellence: Directed day-to-day operations, ensuring seamless maintenance and optimal functionality of water and wastewater systems, while implementing protocols that enhanced efficiency and reliability.
- \* Regulatory Compliance: Enforced strict adherence to federal, state, and local regulations governing water quality, wastewater treatment, and environmental conservation, safeguarding public health and environmental integrity.
- \* Leadership & Workforce Development: Provided dynamic leadership to a diverse team, cultivating a collaborative, results-oriented culture that promoted professional growth and accountability.
- \* Stakeholder Engagement: Built and nurtured strong partnerships with environmental agencies, community organizations, and stakeholders to foster cooperation and secure support for municipal utility initiatives.
- \* Fiscal Stewardship: Oversaw operating and capital budgets, judiciously allocating resources to meet operational needs and strategic objectives while upholding fiscal responsibility and transparency.

**REASON FOR LEAVING:**

It was acting position

|  |  |   |
|--|--|---|
| <b>DATES:</b><br>From: 10/2020 To: 12/2022   | <b>EMPLOYER:</b><br>City of Deerfield Beach Florida    | <b>POSITION TITLE:</b><br>Assistant Director of Environmental Services                                      |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>290 Goolsby Blvd, Deerfield Beach, Florida, 33442 |  | <b>COMPANY URL:</b><br><a href="https://www.deerfield-beach.com/">https://www.deerfield-beach.com/</a>      |
| <b>PHONE NUMBER:</b><br>9542982148   | <b>SUPERVISOR:</b><br>Tom Good - Assistant City Manger | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$10,000.00/month                    | <b># OF EMPLOYEES SUPERVISED:</b><br>70   |

**DUTIES:**

Under the general direction of the Director of Environmental Services. Responsible for planning, organizing, directing and evaluating the assets, operations, budgets and activities of the City's Water/Wastewater and Facilities Divisions to provide services to the public.

- Plans, assigns and directs through supervisors the operations and maintenance of water production and treatment, water distribution, wastewater collection, facilities maintenance and other related public infrastructure.
- Manages the work of staff including coaching staff for improvement and development, training, assigning, reviewing and evaluating work performance; coordinating activities, maintaining standards, allocating personnel, selecting new employees, acting on employee problems and recommending and implementing employee discipline.
- Assists in the development, implementation and evaluation of department plans, policies and procedures to achieve annual goals and objectives.
- Assists in the development and oversees implementation of divisional operating/capital budgets and establishes budgetary controls. Oversees and approves expenditures. Prepares financial forms and reports.
- Identifies and recommends long-range maintenance capital improvements and assists in the preparation of the five-year Capital Improvement Program budget. Facilitates and expedites project progress to ensure adherence to established schedules; keeps Director apprised of project status.
- Responsible for overseeing the delivery of Utilities Capital Improvement Projects such as, but not limited to, treatment plant upgrades, water lines, sewer lines and contract administration. Serves as a project manager on utility projects of a complex nature.
- Preparation of scope of work for bids, provides recommendations for bid evaluation and award, negotiates and administers contract awards.
- Responsible for overseeing work necessary to maintain mechanical, electrical/electronic, plumbing, HVAC, and special systems including repair of interior fixtures, furnishings, SCADA, equipment, grounds and exterior building maintenance to include lawn care, sprinkler system, parking lot, and exterior fixtures/finishes throughout the City.
- Provides interpretations of designs, plans, specifications, estimates, reports and recommendations relating to City water and wastewater infrastructure.
- Coordinate Utility and Facilities Divisions' participation in the City's internal Development Review Board process.
- Acts as the department liaison with internal and external teams, committees, outside agencies (including local and State officials), the community and other interested groups.
- Receives, reviews, prepares and/or submits various records and reports including budget documents, purchase requisitions, purchase orders, bid documents, performance evaluations, invoices, flow charts, agenda items, work orders, personnel forms, memos, etc.
- Has full responsibility to follow, ensure compliance with, enforce and interpret Federal, State and local laws, rules and regulations as well as City policies and procedures. Implements and maintains Federal, State and local mandates. Stays abreast of current developments in industry which may affect City and/or department.
- Provides excellent customer service to both internal and external customers. Oversees public education and outreach programs, represents department, attends and/or facilitates public meetings and assists other departments as required.
- Responsible for grant submittals, administration and coordination.
- Attends and conducts meetings as required; write reports and transmittal documents.
- Monitors the department's customer service request process to ensure effective and efficient service delivery.
- Receives and responds to public inquiries and requests for information and assistance and takes appropriate action to resolve problems.
- Initiates and carries out various projects as assigned by the Director of Environmental Services.
- Considered essential personnel in the event of a natural disaster.

**REASON FOR LEAVING:**

I'd like to continue building my management and leadership skills. I reviewed the job description and it seemed like a great fit. I'm confident that I could get up to speed very quickly and start contributing results for City in this role.

|   |   |   |
|---|---|---|
| <b>DATES:</b><br>From: 6/2019 To: 9/2020  | <b>EMPLOYER:</b><br>City of Deerfield Beach, FL         | <b>POSITION TITLE:</b><br>Facilities & Automation Operations Administrator                                  |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>200 Goolsby Boulevard, Deerfield Beach, Florida, 33442 |   | <b>COMPANY URL:</b><br>Deerfield-beach.com  |
| <b>PHONE NUMBER:</b><br>9542982148  | <b>SUPERVISOR:</b><br>Tom Good - Assistant City Manager | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40  | <b>SALARY:</b><br>\$8,583.00/month                      | <b># OF EMPLOYEES SUPERVISED:</b><br>25   |

**DUTIES:**

Direct and manage all maintenance and projects of more than 160 facilities over 400K sq. ft Citywide, and over 5M Operation and Capital Improvement budget. Responsible for all aspects of Facility Management Operations, Water Treatment plants and Wastewater Collection Electrical and SCADA system assuring all equipment and systems are operating optimally at all locations Citywide.

- Prioritizing, engineering, design, management and reporting of all projects for implementation
- Completion and approval of quarterly performance measurement review of direct reports.
- Accountability for all reports and track progress of activities for management and staff review.
- Manage and implement all preventative and corrective maintenance is being performed on all assets includes Facilities, Lift Stations, Wells, and Water treatment Plant.
- Provide safety and health support to all personnel while establishing standards for safety in the workplace.
- Uses work order management system to facilitate and manage internal work assignment and flow.
- Provide coaching and supervision to assigned staff.
- Oversee the implementation and development of Computer Maintenance Management System (CMMS) application.
- Assists in providing technical support to various departments regarding requested repairs and improvements
- Manages, coordinates and ensures resolution to all documented Facility Incident reports
- Oversee the company's Health, Safety & Environment strategy including workers compensation and OSHA.
- Development of financial models that support management decision-making on capital investments and improvements.
- Prepared department budget and oversee the operating and capital expenditure budget.
- Drive continuous improvements in service levels, operating costs, energy & sustainability, quality and safety.
- Prepared departmental Policies and Procedures.
- Display strong interpersonal skills to communicate effectively with colleagues, customers, and clients.
- Support the short- and long-term planning for the department including headcount, budgeting, training, and systems requirements.
- Lead project manager of Energy, Water and Wastewater Performance Savings Contract to reduce energy usage and improve operational efficiency Citywide and implementation of building automation system.
- Coordinated all contracted services such as Electrical, HVAC, Plumbing, Generator, Automation, and all building services.
- Receives, reviews, prepares and/or submits various records and reports

- Responsible to follow, ensure compliance with, enforce and interpret Federal, State and local laws, rules and regulations as well as City policies and procedures.
- Reviews and evaluates infrastructure and asset development processes
- Responsible for grant submittals, administration and coordination.

**REASON FOR LEAVING:**

Reclassification to Assistant Director of Environmental Services position.

|   |  |   |
|---|--|---|
| <b>DATES:</b><br>From: 10/2018 To: 6/2019   | <b>EMPLOYER:</b><br>City of Deerfield Beach - Environmental Services - Water Plant | <b>POSITION TITLE:</b><br>Electrical/Electronics Superintendent   |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>290 Goolsby Boulevard, Deerfield Beach, Florida, 33442 |  | <b>COMPANY URL:</b><br>Deerfield-beach.com  |
| <b>PHONE NUMBER:</b><br>9542982148  | <b>SUPERVISOR:</b><br>Allen Fathi - Assistant Director of Utilities                | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40  | <b>SALARY:</b><br>\$7,700.00/month   | <b># OF EMPLOYEES SUPERVISED:</b><br>10   |

**DUTIES:**

- Under the direction of the Utility Manager, I am responsible for the management and supervision of maintenance and repair of electrical, electronic and Supervisory control and data acquisition (SCADA) equipment associated with water treatment plant, lift stations, lighting, facilities etc. I have a full range of supervisory responsibilities for a variety of skilled and non-skilled employees engaged in preventive and reactive maintenance activities electrical, electronic and SCADA system.
- Manages and assists the maintenance and repair of electrical, electronic, SCADA systems, lift stations, lighting, facilities etc.
  - Plans, schedules, and directs preventative and corrective maintenance of a wide variety of electrical, electronic and SCADA system
  - Assigns, coordinates and supervises personnel and materials required in the maintenance and repair of the treatment plant.
  - Identify and resolve all regular and extraordinary maintenance and repairs required to ensure continuous and dependable water production and pumping for both regular and peak demand.
  - Oversee the work of contractors with plant maintenance activities and operational considerations.
  - Recommends major purchases and expenditures.
  - Attends meetings to plan programs, identify issues, and improve services/programs.
  - Estimates cost and time for all aspects of maintenance, repair and construction work
  - Analyzes equipment failures to determine cause and to prevent recurrences.
  - Installs, programs, maintains, troubleshoots, documents and repairs a wide variety of industrial instrumentation which include computer systems, electronic monitoring, metering, controlling, signaling devices, PLC control systems, VFD control systems, SCADA system controls, fiber optic and Ethernet systems used in production, treatment and distribution of water.
  - Review, design, construction, inspection, and bids of all utilities projects , improvement, maintenance and repair.
  - Keeps records of all maintenance work done on equipment in a Computer Maintenance Management System (CMMS), and prepares routine and special reports
  - Consults with the Utility Manager in planning workload and assignments
  - Provides training to less experienced employees

**REASON FOR LEAVING:**

Reclassification to Facilities Operations Administrator position

|  |   |   |
|--|---|---|
| <b>DATES:</b><br>From: 1/2017 To: 10/2018  | <b>EMPLOYER:</b><br>GBI Intralogistics Solutions        | <b>POSITION TITLE:</b><br>Control Systems Manager (Industrial Machinery Manufacturing)                      |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>Newport center Dr., Deerfield Beach, Florida, 33442 |   | <b>COMPANY URL:</b><br><a href="http://www.gbisorsters.com/">http://www.gbisorsters.com/</a>                |
| <b>PHONE NUMBER:</b><br>9546432415   | <b>SUPERVISOR:</b><br>Moshe Raab - Director and manager | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$7,800.00/month                      | <b># OF EMPLOYEES SUPERVISED:</b><br>10   |

**DUTIES:**

- Responsible for working with mechanical automation systems and providing Electrical & Control Engineering work, including setting up PLC's and complex automation for a sorting system.
- Design, develop and deploy machine control systems, PLC & HMI Programming of Allen Bradley Control systems for industrial machinery.
  - Implement and development System Control and wire diagrams (I/O distribution, System Logic)
  - Work on major camera scanners and sensors align, set, calibrate and debug
  - Update current system designs and drawings to "as built"
  - Update and modify Maintenance and Operators Manuals
  - Customer support calls, debugging, remote repairs
  - Implement and development Power Panel Design and wire diagrams
  - Work with Allen Bradley controller software for troubleshooting and maintenance.
  - Management and Supervision
  - Project Leadership and Management
  - Control Panel Design
  - Control System Integration
  - Process Engineering, Instrumentation and Control
  - Testing
  - Training
  - Control System Architecture and Design
  - System Consulting and Review
  - Commissioning and Start-up
  - Validation
  - Field Service
  - Design Review
  - Troubleshooting existing machines
  - On-Site Control Modifications
  - On-Site Support

|  |  |   |
|--|--|---|
| <ul style="list-style-type: none"> <li>• Consulting Services</li> <li>• Contract Support</li> </ul>  |  |   |
| <b>REASON FOR LEAVING:</b><br>There isn't room for growth with my current employer, and I'm ready to move on to a new challenge.   |  |   |
| <b>DATES:</b><br>From: 6/2015 To: 8/2016   | <b>EMPLOYER:</b><br>CDI Electronics              | <b>POSITION TITLE:</b><br>Electrical Design Engineer (Manufacturing Industry)                               |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>Airport Drive, Huntsville , Alabama, 35806  |  | <b>COMPANY URL:</b><br><a href="http://www.cdielectronics.com/">http://www.cdielectronics.com/</a>          |
| <b>PHONE NUMBER:</b><br>2567149257   | <b>SUPERVISOR:</b><br>David - manager            | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$5,500.00/month               | <b># OF EMPLOYEES SUPERVISED:</b><br>5  |
| <b>DUTIES:</b> <ul style="list-style-type: none"> <li>• Lead in project development from definition to/through first production and field support.</li> <li>• Manage and coordinate multiple projects and Staff Supervision.</li> <li>• Assist in obtaining Six-Sigma processes and ISO certification.</li> <li>• Driving projects to completion including Developing PCB board design (using Altium), Schematics, Product specifications, Cost to design analysis, Bill of material (BOM), Tooling requirements, Testing specifications, Definition of manufacturing process, Work and test instructions, Packing requirements.</li> <li>• Utilizing various quality tools to assist with identifying and resolving quality and process problems, 8-D, 5 Why, Pareto analysis, SPC, capability studies, FMEAs, etc.</li> <li>• Gather and complete analyses of data obtained from various areas to be used in project development and assist with quality issues.</li> <li>• Troubleshooting issues affecting the quality of electrical hardware and process problems when they arise.</li> <li>• Analyzing data with using equipment/gauges/instruments (Meters, scopes, calipers, etc.)</li> <li>• Assist purchasing and suppliers on resolving/improving product specification issues. • Design Engine Controller, MCU, ECU and Ignition Pack Embedded Systems</li> <li>• Using PIC, Micro Controllers, Sensors and MEMS Embedded Systems and Technology</li> <li>• Research for using Radio Frequency Identification (RFID) in our Manufacturing Lane</li> </ul>  |  |   |
| <b>REASON FOR LEAVING:</b><br>Looking for a position better matched to my skills and long-term career goals  |  |   |
| <b>DATES:</b><br>From: 12/2013 To: 5/2015  | <b>EMPLOYER:</b><br>SKP, Sanate Khat va Palayesh | <b>POSITION TITLE:</b><br>Electrical & Control Engineering Project Manager (Governmental Projects)          |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>yousefabad, Tehran, International, 35841  |  | <b>COMPANY URL:</b><br><a href="https://skpalayesh.ir/">https://skpalayesh.ir/</a>                          |
| <b>PHONE NUMBER:</b><br>2567149257   | <b>SUPERVISOR:</b><br>Maddah - CEO               | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$4,000.00/month               | <b># OF EMPLOYEES SUPERVISED:</b><br>100  |
| <b>DUTIES:</b> <p>Responsible for working with mechanical automation systems and providing Electrical &amp; Control Engineering work, including setting up PLC's and complex automation for Government Projects includes Oil and Gas and Utilities.</p> <ul style="list-style-type: none"> <li>• Manage and coordinate several oils and gas projects and building construction.</li> <li>• Provides field service engineering, technical assistance and technical solutions to Clients and Contractors modification of electrical and control equipment.</li> <li>• Coordinate scheduling between Customer deadlines, purchasing, project management, and engineering.</li> <li>• Participate in design, generation, and support of all electrical control and instrument documents.</li> <li>• Develop semantics for capital projects to issue for construction and update for as Built.</li> <li>• Specify and procure all electrical, mechanical, and control equipment for new project installations.</li> <li>• Supervise maintenance staff and contractors during equipment installation.</li> <li>• Provide recommendations for maintenance warehouse stock.</li> <li>• Develop I/O list and architecture for control systems.</li> <li>• Modify PLC logic for enhanced reliability and process improvement, PLC program revision control.</li> <li>• HMI development to improve operator interface to equipment.</li> <li>• Design Computer Networking in DCS, SCADA and Monitoring for Gas Export Metering Stations.</li> <li>• PLC Networking and Configuration for Gas Export Metering Station</li> <li>• Design and draw single line and three-line of panel with the consideration of process equipment, switchgear, electrical switchgear layout, earth system, design and selection of the capacitor bank and diesel generator power calculations.</li> <li>• Design and draw Earth and Lightning systems, Lighting Fixture &amp; Small Power Material.</li> <li>• Preparation of control philosophy and analysis P&amp;ID.</li> <li>• Train staff and mentor new hires.</li> </ul> |  |   |
| <b>REASON FOR LEAVING:</b><br>Move to USA.   |  |   |
| <b>DATES:</b><br>From: 6/2011 To: 11/2013  | <b>EMPLOYER:</b><br>Cyber Sanat CO.              | <b>POSITION TITLE:</b><br>Electrical and Instrumental Engineering Manager (Governmental Water & Wastewater) |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>central, Tehran, International, 334343  |  | <b>COMPANY URL:</b><br><a href="https://cyberind.com/">https://cyberind.com/</a>                            |
| <b>PHONE NUMBER:</b><br>2567149257   | <b>SUPERVISOR:</b><br>Ghafoori - CEO             | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$3,000.00/month               | <b># OF EMPLOYEES SUPERVISED:</b><br>50   |

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| <b>DUTIES:</b><br>Responsible for working with mechanical automation systems and providing Electrical & Control Engineering work, including setting up PLC's and complex automation for Government Public Utilities Projects includes Water Treatments, Wastewater Treatments and Collection Systems, and Water Distribution systems.  |  |  |
| <ul style="list-style-type: none"> <li>• Telemetry system design, installation and commissioning of the equipment required.</li> <li>• Telemetry Project Workshop Supervisor, implement Cost Management Doctrines</li> <li>• Review project drawings and specification for field design.</li> <li>• Assessment of subcontractor work orders.</li> <li>• Troubleshoot and diagnose electric and control systems.</li> <li>• Support PLC program revision control.</li> <li>• Design, draft and generate all electrical, control and instrument document analysis in all Engineering tasks.</li> <li>• Design Mudbus, Profibus, Profinet, HART, Hot Wired, Fiber Optics and Optical Networks</li> <li>• Design Computer Networking in DCS, SCADA and Monitoring Servers for water &amp; wastewater projects.</li> <li>• Provides field service engineering, technical assistance and technical solutions to Clients and Contractors modification of electrical and control equipment.</li> <li>• Supervision as well as monitoring administrative tasks such as building construction, concrete, excavation, reinforcement, cable trenching, installing equipment, panels, layout, pipeline, construction signs, and the green.</li> <li>• Calculating and drawing panel, cables, junction box, instrumentation equipment supply and installation.</li> <li>• Design PLC, DCS, SCADA and Monitoring Configuration &amp; Architecture.</li> <li>• Preparation of control philosophy and analysis P&amp;ID.</li> <li>• Calculating and drawing panel, cables, junction box, instrumentation equipment supply and installation.</li> <li>• Analysis of mechanical and electrical drawings industrial water and wastewater utilities.</li> <li>• Procurement specification, compliances, and Bid documentation preparation</li> <li>• Work closely with Governmental Agencies to ensure projects compliances.</li> <li>• Provide report to management and clients.</li> <li>• Monitor and manage cost and budget.</li> </ul> |  |  |

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| <b>REASON FOR LEAVING:</b><br>Looking for a position within a company where I can contribute and grow. |   |   |
| <b>DATES:</b><br>From: 1/2007 To: 5/2011   | <b>EMPLOYER:</b><br>ABP, Ab Pardazane Bahar Co. | <b>POSITION TITLE:</b><br>Electrical and Control Engineer and Project Manager (Governmental Water & Wastewater) |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>jordan, Iran, International, 55565  |   | <b>COMPANY URL:</b><br>Abpardazan.ir  |
| <b>PHONE NUMBER:</b><br>2567149257   | <b>SUPERVISOR:</b><br>Ghafoori - CEO            | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No     |
| <b>HOURS PER WEEK:</b><br>40   | <b>SALARY:</b><br>\$1,800.00/month              | <b># OF EMPLOYEES SUPERVISED:</b><br>35   |

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| <b>DUTIES:</b><br>Responsible for working with mechanical automation systems and providing Electrical & Control Engineering work, including setting up PLC's and complex automation for Government Public Utilities Projects includes Water Treatments, Wastewater Treatments and Collection Systems, and Water Distribution systems.  |  |  |
| <ul style="list-style-type: none"> <li>• Assist in the solicitation of proposals and selection of specialty contractors</li> <li>• Acting workshop Project Manager and working in conjunction with the General Projects</li> <li>• Modify PLC logic and HMI for enhanced reliability and process improvement.</li> <li>• HMI development to improve operator interface to equipment.</li> <li>• Design power distribution panels, lighting, and ground systems for all projects</li> <li>• Design, draft and generate all electrical, control and instrument document analysis</li> <li>• Design Mudbus, Profibus, Profinet, HART, Hot Wired, Fiber Optics and Optical Networks</li> <li>• Design Computer Networking in DCS, SCADA and Monitoring Servers for water &amp; wastewater treatment projects.</li> <li>• PLC Networking and Configuration in my wastewater treatment projects</li> <li>• Design and draw single line and three-line of panel with the consideration of process equipment, switchgear, electrical switchgear layout, earth system, design and selection of the capacitor bank and diesel generator power calculations.</li> <li>• Design and draw Earth and Lightning systems, Lighting Fixture &amp; Small Power Material</li> <li>• Provides field service engineering, technical assistance and technical solutions</li> <li>• Supervision as well as monitoring administrative tasks</li> <li>• Calculating and drawing panel, cables, junction box, instrumentation equipment supply</li> <li>• Design PLC, DCS, SCADA and Monitoring Configuration &amp; Architecture.</li> <li>• Preparation of control philosophy and analysis P&amp;ID.</li> <li>• Conduct Factory Acceptance Testing.</li> <li>• Procurement specification, compliances, and Bid documentation preparation</li> </ul> |  |  |

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| <b>REASON FOR LEAVING:</b><br>Interested in pursuing other possibilities within my chosen career field. |
|---|

| CERTIFICATES AND LICENSES  |   |
|--|---|
| <b>TYPE:</b><br>Introduction to Incident Command System, ICS-100                 |   |
| <b>LICENSE NUMBER:</b>   | <b>ISSUING AGENCY:</b><br>Federal Emergency Management Institute (FEMA) |
| <b>TYPE:</b><br>IS-700An Introduction to the National Incident Management System |   |
| <b>LICENSE NUMBER:</b>   | <b>ISSUING AGENCY:</b><br>Federal Emergency Management Institute (FEMA) |
| <b>TYPE:</b><br>PPE: Personal Protective Equipment                               |   |

|   |   |
|---|---|
| LICENSE NUMBER:   | ISSUING AGENCY:<br>ThinkHR  |
| TYPE:<br>Respiratory Protection                                 |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>ThinkHR  |
| TYPE:<br>Lockout/Tagout   |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>ThinkHR  |
| TYPE:<br>ARC Flash Safety                                       |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>KRIST INC. OSHA, NFPA 70E                        |
| TYPE:<br>PPE Requirements NFPA 70E                              |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>GRACE TECHNOLOGIES                               |
| TYPE:<br>SARS CoV-2 in Wastewater Monitoring                    |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>U.S. EPA Water Research                          |
| TYPE:<br>Innovation Roadmap for Utilities                       |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>AMERICAN WATER WORKS ASSOCIATION                 |
| TYPE:<br>Cellular AMI   |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>FLORIDA SECTION AMERICAN WATER WORKS ASSOCIATION |
| TYPE:<br>AWIA and Creating Resilient Water Utilities            |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>U.S. EPA Water Research                          |
| TYPE:<br>Property Values and Water Quality                      |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>U.S. EPA Water Research                          |
| TYPE:<br>Unifying a Power Management System                     |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>ROCKWELL AUTOMATION                              |
| TYPE:<br>Disaster Management                                    |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>FEMA - TEEEX                                     |
| TYPE:<br>Certificate of Recognition from City                   |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>City of Deerfield beach                          |
| TYPE:<br>Nonprofit Executive Director                           |   |
| LICENSE NUMBER:<br>89945945                                     | ISSUING AGENCY:<br>CareerLearning                                   |
| TYPE:<br>IS-200 (Basic Incident Command Center)                 |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>FEMA   |
| TYPE:<br>Water Security   |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>U.S Environmental Protection Agency (EPA)        |
| TYPE:<br>Resilience of Ecosystems in a Changing Climate         |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>U.S Environmental Protection Agency (EPA)        |
| TYPE:<br>Disaster Management for Water and Wastewater Utilities |   |
| LICENSE NUMBER:   | ISSUING AGENCY:<br>fema   |

|   |   |
|---|---|
| TYPE:<br>Professional Development Hours         |   |
| LICENSE NUMBER:<br>142                          | ISSUING AGENCY:<br>Florida Section American Water Works Association |
| TYPE:<br>Harassment Prevention for US Employees |   |
| LICENSE NUMBER:                                 | ISSUING AGENCY:<br>ThinkHR  |
| TYPE:<br>Internet Of Things                     |   |
| LICENSE NUMBER:                                 | ISSUING AGENCY:<br>COGNIXIA   |
| TYPE:<br>VTScada Operation & Configuration      |   |
| LICENSE NUMBER:                                 | ISSUING AGENCY:<br>Trihedral (VTSCADA)                              |
| TYPE:<br>The Connected drinking water Ecosystem |   |
| LICENSE NUMBER:                                 | ISSUING AGENCY:<br>American Water Works Association (AWWA)          |
| TYPE:<br>REDUCE UTILITIES RISK                  |   |
| LICENSE NUMBER:                                 | ISSUING AGENCY:<br>American Water Works Association (AWWA)          |

### Skills

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|---|
| OFFICE SKILLS:<br>Typing:<br>Data Entry:  |
| OTHER SKILLS:<br>Electrical and Control System Design - Expert - 10 years and 6 months<br>Project Management - Expert - 8 years and 6 months<br>Capital Improvement Planning and execution - Expert - 8 years and 2 months<br>Resource Management and Organizational Improvement - Expert - 8 years and 0 months<br>Oversee Renewal & Replacement Projects - Expert - 11 years and 1 months<br>Project development - Expert - 5 years and 3 months<br>Implement and development System Control - Expert - 7 years and 1 months<br>Financial, Budget, Revenue, and Compliance - Expert - 10 years and 2 months<br>Risk and Liability Mitigation - Intermediate - 5 years and 5 months<br>Innovative Leadership, Strategic Planning, Budget - Expert - 4 years and 1 months<br>Building Automation - Intermediate - 3 years and 1 months<br>OSHA Compliance and Safety Management - Intermediate - 5 years and 1 months<br>Civil, installation and Construction - Intermediate - 8 years and 3 months<br>Public workshops and engagement - Expert - 10 years and 5 months |
| LANGUAGE(S):<br>Iranian - <input checked="" type="checkbox"/> Speak <input checked="" type="checkbox"/> Read <input checked="" type="checkbox"/> Write<br>English - <input checked="" type="checkbox"/> Speak <input checked="" type="checkbox"/> Read <input checked="" type="checkbox"/> Write  |

### ADDITIONAL INFORMATION

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| <p><b>Additional Information</b></p> <p>I have extensive years of executive experience leading municipal utilities and public works, with a strong focus on organizational leadership, process optimization, and strategic planning. I excel at streamlining operations, managing resources efficiently, and implementing long term master plans that enhance service delivery and infrastructure reliability. My approach emphasizes data driven decision making, team development, and continuous improvement to achieve measurable results. In addition to my municipal leadership, I hold recognition as a Nonprofit Executive Director (non certified), bringing valuable experience in nonprofit governance, stakeholder engagement, and resource development. This dual perspective strengthens my ability to align public sector operations with community priorities, enhance transparency, and deliver sustainable, compliant, and cost effective municipal services across the organization.</p> <p><b>Technical</b></p> <p>I have led citywide initiatives that integrate financial planning, procurement reform, and operational streamlining to deliver measurable outcomes across municipal services. By implementing ERP financial workflow systems and strengthening procurement compliance, I have reduced redundancies, accelerated vendor approvals, and ensured transparency in multimillion dollar contracts. My leadership has consistently produced cost savings through process optimization, while simultaneously improving revenue streams by securing federal and state grants, expanding utility revenues, and aligning capital improvement programs with community growth. Beyond fiscal management, I have advanced enterprise wide reporting procedures that enhance accountability and provide decision makers with real time performance data.</p> <p><b>Professional Associations</b></p> <p><b>Honors &amp; Professional Affiliations</b></p> <ul style="list-style-type: none"> <li>* Municipal Representative, American Water Works Association (AWWA) Automation Committee – Contributed municipal perspectives on automation, SCADA, and smart utility integration to advance national standards and best practices.</li> <li>* Advisory Board Member, Disaster USA Expo – Provided executive insights on municipal resilience, emergency preparedness, and infrastructure risk mitigation.</li> <li>* Advisory Board Member, Resilient City USA Expo – Shared expertise on AI, IoT, and future-ready infrastructure, positioning municipalities as leaders in resilience and innovation.</li> <li>* Committee Member, Florida Water Environment Association (FWEA) – Actively engaged in advancing water environment policies, professional development, and technical excellence across Florida’s municipal sector.</li> </ul> <p><b>Interests &amp; Activities</b></p> <p>Professional Summary &amp; Key Projects</p> |
|--|

Municipal operations leader experienced in capital improvements, utilities, public works, budgeting, and multi-department project delivery. Skilled in regulatory compliance, contract management, and cross-department coordination.

#### Expertise

Capital improvements • Water/Wastewater operations • Budgeting & procurement • Project management • Asset management/GIS • Public works & facilities • Grants

#### Key Projects

Water/Wastewater: Membrane, chemical, pump/electrical, wells, SCADA, lift stations, force mains, WWTP.

Stormwater: Renewals, culverts, drainage, pump stations, resiliency.

Distribution: AMI/meters, service lines, hydrants/valves.

Facilities: Fire station, City Hall/facility upgrades, roof/HVAC/security.

Technology/Fleet: Asset management system, GIS, dashboards, fleet upgrades.

#### Additional Information

Possess a deep understanding of the political environment in South Florida, particularly within Miami Dade and Broward Counties, where intergovernmental collaboration, regulatory compliance, and stakeholder engagement are critical to success. My experience navigating complex governance structures, coordinating with elected officials, and aligning municipal operations with state and regional mandates has prepared me to manage citywide priorities with transparency and accountability. This knowledge, combined with my technical expertise and fiscal management skills, uniquely positions me to serve as a transformational City Manager who can balance political realities with operational excellence.

My experience includes successfully securing multimillion dollar infrastructure grants, overseeing the American Rescue Plan Act (ARPA) funding projects with full compliance and reporting, and managing citywide business continuity planning during a period of unprecedented crisis such as COVID 19.

#### REFERENCES

|  |                         |  |
|--|-------------------------|--|
| REFERENCE TYPE:<br>Professional  | NAME:<br>Tom Good       | POSITION:<br>City of Pembroke Pines, Commissioner<br>Thomas Good, Jr. District 1 |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>Pembroke Pines, Florida            |                         |  |
| EMAIL ADDRESS:   |                         | PHONE NUMBER:<br>9548026876  |
| REFERENCE TYPE:<br>Professional  | NAME:<br>Ryan Shrouder  | POSITION:<br>City of Cooper City Commissioner                                    |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>Cooper City, Florida               |                         |  |
| EMAIL ADDRESS:<br>RShrouder@CooperCity.gov   |                         | PHONE NUMBER:<br>754-234-8440  |
| REFERENCE TYPE:<br>Professional  | NAME:<br>Andrew Plotkin | POSITION:<br>Interim City Manager  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>City of North Miami Beach, Florida |                         |  |
| EMAIL ADDRESS:<br>andrew.plotkin@citynmb.com   |                         | PHONE NUMBER:<br>7867484326  |
| REFERENCE TYPE:<br>Professional  | NAME:<br>Alex Ray       | POSITION:<br>Cooper City City Manager  |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)                                       |                         |  |
| EMAIL ADDRESS:<br>Arey@Coopercity.gov  |                         | PHONE NUMBER:<br>3052818346  |
| REFERENCE TYPE:<br>Professional  | NAME:<br>Ryan Eggleston | POSITION:<br>Assistant township Manager - Cranberry<br>Township, Pennsylvania    |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)                                       |                         |  |
| EMAIL ADDRESS:   |                         | PHONE NUMBER:<br>9542950613  |

Agency-Wide Questions

1. Are you a current City of North Miami Beach employee?  
Yes
2. Have you ever been employed by the City of North Miami Beach?  
Yes
3. If yes, state position, department and dates:  
Currently, I am the Public utilities Director for NMB Water.
4. Are any members of your family or a relative (either by blood or marriage) employed by the City of North Miami Beach?  
No
5. If yes, give name, position, and relationship:  
Are you claiming Veteran's Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and chapter 295, Florida Statutes)? \* \*YOU MUST SUBMIT CURRENT DOCUMENTATION OF YOUR VETERAN'S PREFERENCE STATUS WITH THIS APPLICATION.  
No  
1. A disabled veteran who has served on active duty in any branch of the U.S. Armed Forces, has received an honorable discharge, and has established the present existence of a service-connected disability that is compensable under public laws administered by the U.S. Department of Veterans Affairs; or who is receiving compensation, disability retirement benefits, or pension by reason of public laws administered by the U.S. Department of Veterans Affairs and U.S. Department of Defense. 2. The spouse of a person who has a total disability, permanent in nature, resulting from a service-connected disability and who, because of this disability, cannot qualify for employment, and the spouse of a person missing in action, captured in line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power. 3. A wartime veteran as defined in s. 1.01(14), who has served at least one day during a wartime period. Active duty for training may not be allowed for eligibility under this paragraph. 4. The widow or widower (who has not remarried) of a veteran who died of a service-connected disability. 5. The mother, father, legal guardian, widow or widower (who has not remarried) of a member of the U.S. Armed Forces who died in the line of duty under combat-related conditions, as verified by the U.S. Department of Defense. 6. A veteran as defined in s. 1.01(14), F.S. Active duty for training may not be allowed for eligibility under this paragraph. 7. A CURRENT member of any reserve component of the U.S. Armed Forces or the Florida National Guard.  
Not Applicable
8. Pursuant to City Resolution 2014-29B, the City has established preference for bona fide City of North Miami Beach residents for hiring, examinations and promotion. To qualify for residence preference points, an applicant, examinee, and/or employee must be a bona fide resident of the City for at least one (1) year immediately preceding the date of the vacancy. Do you wish to claim Residency Status? By selecting yes, I understand that I must provide proof of residency as outlined in Civil Service rules PRIOR to an examination or interview. Residency Preference shall not be given to any applicant who does not provide the required documentation as stated. I understand that I must provide proof of residency prior to an examination or interview for a Civil Service position.  
No
9. Have you been charged and penalized for any traffic violations in the last 10 (ten) years?  
No
10. If you answered yes to the previous question, indicate the location, type of offense, final disposition, and dates:
11. Have you ever been fired or asked to resign by an employer?  
No
12. If you answered yes, please provide details:
13. Please indicate how you learned about this position?  
City of NMB Website
14. If your name has changed, indicate the name under which the City may verify information supplied on this application.
15. Employment with the City of North Miami Beach may require working weekends, shifts and holidays. Are you able to work:  
Full Time, Shifts, Evenings, Weekends, Holidays
16. Specify any days or hours you are NOT able to work:
17. What is the earliest date you are available to start?  
Immediately after offer acceptance.
18. I acknowledge that my application must show the education and experience necessary to substantiate the answers in the sections regarding my education and work experience, or my application can be considered ineligible for consideration. I also understand that I must provide all required documents if applicable, at time of interview, - i.e. certifications and/or licenses required for the position.  
Acknowledge

APPLICATION CERTIFICATION – READ CAREFULLY BEFORE ACKNOWLEDGING: By signing this document, I certify that all of the information on this entire application, including any attachments, is true and complete to the best of my knowledge. I understand that all information is subject to investigation and that omission, falsification, or misrepresentation is sufficient cause for rejection of this application, removal of my name from any employment list, or termination of employment. I understand that the City of North Miami Beach is a Drug-Free Workplace and that employees are subject to drug testing in accordance with federal, state, and local statutes. I understand that this application is the property of the City of North Miami Beach and information contained herein is public record. I authorize and direct any persons or organizations to release and furnish records and information relevant to determine my fitness and suitability for employment in the aforesaid position. I release the custodian of such records, including the City of North Miami Beach and its employees, from any liability for damages by me, my heirs, family, or associates resulting from any attempts at lawful compliance with this authorization.

19.

Acknowledge

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The following terms were accepted by the applicant upon submitting the online application:

By clicking the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the City of North Miami Beach and will not be returned. I understand the City of North Miami Beach may contact prior employers and other references. I understand that I must notify the Human Resources Division of any changes in my name, address, or phone number.

This application was submitted by Hamid R Nikvan on 11/14/25 4:16 PM

Signature\_\_\_\_\_

Date\_\_\_\_\_

# PROFESSIONAL CERTIFICATION

THIS CERTIFICATE IS PRESENTED TO

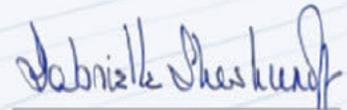
Hamid Nikvan

Nonprofit Executive Director Certification

December 15, 2025

VALID UNTIL

Career Learning  
9901 Brodie Lane Ste 160 #285  
Austin, Texas 78748  
800.944.7668



GABRIELLE SHESHUNOFF  
President & CEO

# Emergency Management Institute



## FEMA

This Certificate of Achievement is to acknowledge that

**HAMID REZA NIKVAN**

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

**IS-00700.b**

**An Introduction to the National Incident  
Management System**

*Issued this 30th Day of August, 2019*



A handwritten signature in black ink, appearing to read "Michael J. Sharon".

Michael J. Sharon  
Deputy Superintendent  
Emergency Management Institute  
Federal Emergency Management Agency

# Emergency Management Institute



## FEMA

This Certificate of Achievement is to acknowledge that

**HAMID REZA NIKVAN**

has reaffirmed a dedication to serve in times of crisis through continued professional development and completion of the independent study course:

**IS-00100.c**

**Introduction to Incident Command System, ICS-100**

*Issued this 29th Day of August, 2019*



A handwritten signature in black ink, appearing to read "Michael J. Sharon".

Michael J. Sharon  
Deputy Superintendent  
Emergency Management Institute  
Federal Emergency Management Agency



THE CITY OF DEERFIELD BEACH AWARDS THIS

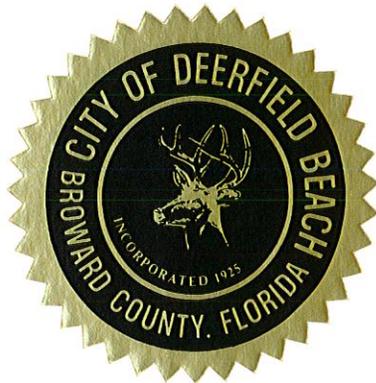
# Certificate of Recognition

TO

## Hamid Nikvan

For exemplary service to the City and residents during the water main break. The City applauds you for a job well done and appreciates all your hard work and dedication.

NOW, THEREFORE, on behalf of all residents, the Mayor and the City Commissioners of the City of Deerfield Beach, Florida, we hereby recognize your extraordinary accomplishments and extend well wishes and great success in your future.



IN WITNESS WHEREOF, I, hereunto set my hand and caused the seal of the City of Deerfield Beach to be affixed at Deerfield Beach, Florida, this 6th day of April 2021.

  
\_\_\_\_\_  
BILL GANZ, MAYOR

ATTEST:  
  
\_\_\_\_\_  
SAMANTHA L. CILLYARD, CMC, CITY CLERK



# TEXAS A&M ENGINEERING EXTENSION SERVICE

National Emergency Response and Recovery Training Center

in cooperation with the

Department of Homeland Security  
Federal Emergency Management Agency



# FEMA

*Hamid R. Nikvan*

*has successfully completed*

**Disaster Management for Water and Wastewater Utilities**

Fort Lauderdale, Florida, United States

16 Hours

October 5 - 6, 2021

Continuing Education Units Earned 1.50

  
David Coatney, Director  
Texas A&M Engineering Extension Service

  
H. Lawson, Jr., Director  
National Emergency Response and Recovery Training Center  
Texas A&M Engineering Extension Service



# 15 Professional Development Hours

**Florida Section American Water Works Association**

FDEP Provider Number 05 | FBPE Provider Number 0004290, License Number 142

Approved by: Ray Diaz, Certification and Training Board

Hamid Nikvan  
City of Deerfield Beach  
290 Goolsby Blvd  
Deerfield Beach, FL 33442

**Class:**  
05100549  
2021 FSAWWA Fall  
Conference  
November 29 -  
December 1, 2021

Casey Cumiskey  
Training Coordinator  
1320 Tennessee Avenue  
St. Cloud, FL 34769



**Think** <sup>HR</sup>

# **CERTIFICATE OF ACHIEVEMENT**

This is to certify that

**HAMID NIKVAN**

has completed the course:

**Harassment Prevention for US Employees**

January 29, 2021



**American Water Works  
Association**

*Dedicated to the World's Most Important Resource®*

# Certificate of Completion

**American Water Works Association  
hereby certifies that**

**Hamid Reza Nikvan**

**has attended**

**Innovation Roadmap for Utilities  
2020 AWWA Webinar**

**Completion Date: 10-15-2020**  **0.1**

*Credit value conversion to PDHs: 1.0 CEUs = 10.0 PDHs*

*Sarah Abeyta*

**AWWA**



# CERTIFICATE OF PARTICIPATION

Is presented to



**Hamid Reza Nikvan**

for participating in the

**Internet Of Things Webinar**

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17<sup>th</sup> May 2019

A handwritten signature in black ink, appearing to read 'Sunny Shah'.

**Sunny Shah**

Associate Vice President



## 0.1 Continuing Education Units

**Florida Section American Water Works Association**  
FDEP Provider Number 05

Approved by: Ray Diaz, Certification and Training Board

Hamid Nikvan  
City of Deerfield Beach

**Class:**  
05100525  
Cellular AMI  
October 28, 2020

Casey Cumiskey  
Training Coordinator  
1320 Tennessee Avenue  
St. Cloud, FL 34769

# Certificate of Attendance

## 1.0 Hour

U.S. EPA Air, Climate, & Energy Research Webinar Series  
Resilience of Ecosystems in a Changing Climate

November 16, 2021

*Hamid Nikvan*

This certificate represents participation in the webinar named above. This webinar was a training effort of U.S. EPA's Air, Climate, & Energy Research Quarterly Webinar Series. The participant named above attended the webinar and met the participation requirements to receive this certificate for one hour of attendance.



*Annelise K Hill*

**Annelise K. Hill**  
Air, Climate, & Energy Research  
Webinar Series Coordinator  
Immediate Office of the Assistant Administrator  
U.S. EPA Office of Research and Development

# Certificate of Attendance

## 1.0 Hour

U.S. EPA Water Research Webinar Series

### Property Values and Water Quality: Supporting Decisions with the Hedonic Model

November 18, 2020

*Hamid Nikvan*

This certificate represents participation in the webinar named above. This webinar was a joint training effort between U.S. EPA's Water Research Bimonthly Webinar Series and Monthly Tools and Resources Webinar Series. The participant named above attended the webinar and met the participation requirements to receive this certificate for one hour of attendance.



**Michelle L. Latham**  
Water Research Webinar Series Coordinator  
Immediate Office of the Assistant Administrator  
U.S. EPA Office of Research and Development

# Certificate of Attendance for One Contact Hour

U. S. EPA's Small Water Systems Monthly Webinar Series

## *A WIA and Creating Resilient Water Utilities*

November 17, 2020

*Hamid Nikvan*

This certificate represents participation in the webinar mentioned above as part of U.S. EPA's Monthly Small Systems Webinar Series: Challenges and Treatment Solutions for Small Water Systems. The webinar series is a collaboration between U.S. EPA's Office of Research and Development and Office of Water. The participant named above met the attendance requirements for one contact hour.



*Thomas F. Speth*

Thomas F. Speth, PhD  
Webinar Series Coordinator  
U.S. EPA Office of Research and Development

*Michelle L. Latham*

Michelle L. Latham  
Webinar Series Coordinator  
U.S. EPA Office of Research and Development



American Water Works  
Association

*Dedicated to the World's Most Important Resource™*

# Certificate of Completion

**American Water Works Association  
hereby certifies that**

# Hamid Reza Nikvan

**has attended**

The Connected Drinking Water Ecosystem: Helping You Turn Data into Operational Insights

2019 AWWA Webinar

**Completion Date: 06-06-2019**  **0.1**

*Credit value conversion to PDHs: 1.0 CEUs = 10.0 PDHs*

*Lisa Star*

AWWA

\_\_\_\_\_  
Supervisor Signature

Supervisor Signature is required for validation of this certificate



American Water Works  
Association

*Dedicated to the World's Most Important Resource™*

# Certificate of Completion

**American Water Works Association  
hereby certifies that**

# Hamid Reza Nikvan

**has attended**

Best Practices from Source to Tap: Helping Utilities Reduce Risk and Manage What You Got

2019 AWWA Webinar

**Completion Date: 05-16-2019**  **0.1**

*Credit value conversion to PDHs: 1.0 CEUs = 10.0 PDHs*

*Lisa Star*

AWWA

\_\_\_\_\_  
Supervisor Signature

Supervisor Signature is required for validation of this certificate

## HAMID R. NIKVAN

Boca Raton, Florida, 33434 | (954) 298-2148

[H.R.Nikvan@gmail.com](mailto:H.R.Nikvan@gmail.com) | <https://www.linkedin.com/in/hamid-reza-nikvan-56832077/>

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### SUMMARY

Dynamic and accomplished utilities executive with over 18 years of leadership in public and private sectors, specializing in smart utilities, business development, and organizational management. Spearheaded transformative initiatives, including the Utilities Modernization Initiative and advanced metering infrastructure (AMI) integration, leveraging AI, IoT, and SCADA technologies to optimize water and wastewater operations for over 175,000 customers.

Certified Nonprofit Executive Director with proven expertise in governance, stakeholder engagement, and resource development. Adept at managing multimillion-dollar budgets, leading cross-functional teams, and fostering strategic partnerships to achieve sustainable infrastructure and community development goals. Recognized for delivering measurable cost savings, operational efficiencies, and resilient infrastructure through advanced asset management and data-driven decision-making.

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### PROFILE

- **Visionary Leader:** Drives innovation to enhance operational efficiency and sustainability.
- **Strategic Communicator:** Builds enduring relationships with stakeholders, environmental agencies, and community organizations to align initiatives with city goals.
- **Results-Oriented:** Combines technical expertise with organizational leadership to deliver complex capital improvement programs and performance-driven outcomes.
- **Innovative Problem Solver:** Implements cutting-edge technologies to address infrastructure challenges and optimize resource allocation.

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### SKILLS & QUALIFICATIONS

- **Smart Utilities & Technology:** Expertise in AMI, SCADA, PLC, GIS, IoT, CMMS, ERP, Billing System, and Infrastructure for water and wastewater systems.
- **Capital Improvement Planning (CIP):** Manages multimillion-dollar projects, budgets, and schedules for infrastructure modernization.
- **Operational Excellence:** Enhances efficiency using Asset Management and performance-based contracting.
- **Regulatory Compliance:** Ensures adherence to federal, state, and local regulations, including EPA and AWWA standards.
- **Leadership & Mentorship:** Guides diverse teams, fostering collaboration and professional development.
- **Project Management:** Oversees procurement, contract negotiations, and project execution, including RFP development and vendor management.
- **Technical Expertise:** Designs and manages electrical, automation, treatment process, facilities management, HVAC, plumbing, and cybersecurity systems.
- **Safety & Risk Management:** Implements OSHA-compliant safety protocols and risk mitigation strategies.
- **Stakeholder Engagement:** Coordinates with consultants, contractors, and community groups to advance utility initiatives.
- **Certifications:** Holds Nonprofit Executive Director, FEMA ICS-100, NIMS IS-700, EPA Water Security, AWWA Innovation Roadmap, and other credentials.

## EXPERIENCE

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### **City of North Miami Beach, FL** (Dec. 2024 - Present)

#### **Public Utilities Director (NMB Water)**

Lead strategic planning, management, and operations of NMB Water's Public Utilities Department, overseeing a \$100M+ annual budget to ensure reliable, high-quality water and wastewater services for over 175,000 customers.

- Direct operations across Engineering and Inspections, Capital Improvement Projects, Water Production, Water Quality, Water Distribution, Utility Maintenance, Utility Billing, Customer Service, Utility Finance, Utility Communication, and Sanitary Sewer Systems, achieving 98% operational uptime.
- Manage departmental budgets, monitor expenditures, and approve purchasing requests, optimizing resource allocation to reduce costs by 10%.
- Develop and implement policies to enhance operational efficiency and ensure compliance with federal, state, and local regulations, including EPA standards.
- Supervise 120+ personnel, fostering professional growth through targeted training and mentorship, improving team performance by 15%.
- Direct \$50M+ Capital Improvement Program, securing \$5M in federal and state grants for infrastructure upgrades.
- Engage with community stakeholders to resolve citizen concerns, enhancing service delivery satisfaction by 20%.
- Conduct field inspections to prioritize resource allocation, completing 90% of critical projects ahead of schedule.
- Proposed AI-driven analytics and IoT solutions to improve water quality monitoring and reduce non-revenue water loss by 12%.

### **City of Cooper City, FL** (Jan. 2024 – Dec. 2024)

#### **Acting Utilities Director**

Responsible administrative and professional engineering work directing the operations of the City's engineering, Stormwater division, Water Distribution, Wastewater Collection and Transmission, Water Treatment Plant, Wastewater Treatment Plant, Utility Administration, and public utilities functions. I am responsible for ensuring construction and operations of the City's municipal engineering and utilities operations conform to and comply with all established regulatory standards governing the fields. Work is performed under administrative direction of the City Manager.

- Formulating and executing comprehensive strategic initiatives to guarantee the efficient management and long-term sustainability of water and wastewater utilities, aligning seamlessly with the city's overarching goals.
- Directing day-to-day operations, ensuring the seamless maintenance and optimal functionality of water and wastewater systems. Implemented protocols designed to enhance operational efficiency.
- Enforcing stringent adherence to regulatory standards, overseeing compliance with federal, state, and local regulations governing water quality, wastewater treatment, and environmental conservation.
- Providing dynamic leadership to a diverse team, cultivating a collaborative and results-oriented work environment.
- Nurturing robust partnerships with environmental agencies, community organizations, and various stakeholders to foster cooperation and garner support for the city's water and wastewater initiatives.
- Orchestrating budgetary facets, judiciously allocating resources to meet operational needs and strategic objectives, all while upholding fiscal responsibility.
- Evaluating work activities through review of work plans, reports, conferences, and inspections; provides recommendations for adjusting project schedules, work orders and priorities accordingly.
- Meets with consultants, contractors, and developers for purposes of capital projects, plans reviews and conformance.
- Directing and participating in studies, projects, and analyses related to technical and administrative aspects of the Department, pursuing grant funding where possible.
- Planning, administrating, and controlling the Department operating and capital improvement Budgets.

**City of Cooper City, FL (Dec. 2022 – Jan. 2024)**

***Utilities Assistant Director***

Performs highly responsible managerial, administrative, and professional engineering working planning, organizing and coordinating various functions of the City's engineering and public utilities departments, including capital projects. Responsible for works with considerable independent judgment in planning, directing, interpreting rules, and making recommendations for compliance with various standards and codes. Reviews work of subordinates and consultants for completeness and accuracy and assists in the preparation of operating and capital budgets.

- Developing, implementing, and ensuring compliance with departmental policies, state-mandated utilities regulatory standards and engineering requirements regarding municipal utilities operations and construction, including permitting.
- Development and implementation of work plans and projects for both water and wastewater systems.
- Providing managerial and technical assistance in the construction of on-going various types of engineering projects throughout the City.
- Performing engineering inspections to ensure conformance to approved specifications and applicable regulatory requirements.
- Developing project scope and specifications; prepares costs estimates and engineering feasibility studies for various types of projects.
- Performing an effective coordination of department projects and work activities with other City programs and projects.
- Evaluating work activities through review of work plans, reports, conferences and inspections; provides recommendations for adjusting project schedules, work orders and priorities accordingly.
- Meets with consultants, contractors, and developers for purposes of capital projects, plans reviews and conformance.
- Directing and participating in studies, projects, and analyses related to technical and administrative aspects of the Department, pursuing grant funding where possible.
- Planning, administrating, and controlling the Department operating and capital improvement Budgets.

**City of Deerfield Beach, FL (Oct. 2020 - Dec. 2022)**

***Assistant Director of Environmental Services & Utilities***

Under the general direction of the Director of Environmental Services. Responsible for planning, organizing, directing, and evaluating the assets, operations, budgets, and activities of the City's Water/Wastewater and Facilities Divisions to provide services to the public.

- Plans, assigns, and directs through supervisors the operations and maintenance of water production and treatment, water distribution, wastewater collection, facilities maintenance, and other related public infrastructure.
- Manages the work of staff including coaching staff for improvement and development, training, assigning, reviewing, and evaluating work performance, coordinating activities, maintaining standards, allocating personnel, selecting new employees, acting on employee problems, and recommending and implementing employee discipline.
- Assists in the development, implementation, and evaluation of department plans, policies, and procedures to achieve annual goals and objectives.
- Assists in the development and oversees the implementation of divisional operating/capital budgets and establishes budgetary controls. Oversees and approves expenditures. Prepares financial forms and reports.
- Identifies and recommends long-range maintenance capital improvements and assists in the preparation of the five-year Capital Improvement Program budget. Facilitates and expedites project progress to ensure adherence to established schedules; keeps Director apprised of project status.
- Responsible for overseeing the delivery of Utilities Capital Improvement Projects such as, but not limited to, treatment plant upgrades, water lines, sewer lines, and contract administration. Serves as a project manager on utility projects of a complex nature.

- Preparation of scope of work for bids, provides recommendations for bid evaluation and award, negotiates, and administers contract awards.
- Responsible for overseeing work necessary to maintain mechanical, electrical/electronic, plumbing, HVAC, and special systems including repair of interior fixtures, furnishings, SCADA, equipment, grounds, and exterior building maintenance including lawn care, sprinkler system, parking lot, and exterior fixtures/finishes throughout the City.
- Provides interpretations of designs, plans, specifications, estimates, reports, and recommendations relating to City water and wastewater infrastructure.
- Coordinate Utility and Facilities Divisions' participation in the City's internal Development Review Board process.
- Acts as the department liaison with internal and external teams, committees, outside agencies (including local and state officials), the community, and other interested groups.
- Receives, reviews, prepares, and/or submits various records and reports including budget documents, purchase requisitions, purchase orders, bid documents, performance evaluations, invoices, flow charts, agenda items, work orders, personnel forms, memos, etc.
- Has full responsibility to follow, ensure compliance with, enforce, and interpret Federal, State, and local laws, rules, and regulations as well as City policies and procedures. Implements and maintains Federal, State, and local mandates. Stays abreast of current developments in the industry which may affect City and/or department.
- Provides excellent customer service to both internal and external customers. Oversees public education and outreach programs, represents department, attends and/or facilitates public meetings, and assists other departments as required.
- Responsible for grant submittals, administration, and coordination.
- Attends and conducts meetings as required; writes reports and transmittal documents.
- Monitors the department's customer service request process to ensure effective and efficient service delivery.
- Receives and responds to public inquiries and requests for information and assistance and takes appropriate action to resolve problems.
- Initiates and carries out various projects as assigned by the Director of Environmental Services.
- Performs related duties as required.
- Considered essential personnel in the event of a natural disaster.

**City of Deerfield Beach, FL (Jun. 2019 - Sep. 2020)**

***Electrical, Automation & Facilities Operations Administrator***

Direct and manage all maintenance and projects of more than 160 facilities over 400K sq. ft Citywide, and over 5M Operation and Capital Improvement budget. Responsible for all aspects of Facility Management Operations, Water Treatment plants, and Wastewater Collection Electrical and SCADA system assuring all equipment and systems are operating optimally at all locations Citywide.

- Prioritizing, engineering, designing, managing, and reporting all projects for implementation
- Completion and approval of quarterly performance measurement review of direct reports.
- Accountability for all reports and tracking the progress of activities for management and staff review.
- Manage and implement all preventative and corrective maintenance being performed on all assets including Facilities, Lift Stations, Wells, and Water Treatment Plants.
- Provide safety and health support to all personnel while establishing standards for safety in the workplace.
- Uses a work order management system to facilitate and manage internal work assignments and flow.
- Provide coaching and supervision to assigned staff.
- Oversee the implementation and development of the Computer Maintenance Management System (CMMS) application.
- Assists in providing technical support to various departments regarding requested repairs and improvements
- Manages, coordinates, and ensures resolution to all documented Facility Incident reports
- Oversee the company's Health, Safety & Environment strategy including workers' compensation and OSHA.
- Development of financial models that support management decision-making on capital investments and improvements.

- Prepared department budget and oversee the operating and capital expenditure budget.
- Drive continuous improvements in service levels, operating costs, energy & sustainability, quality, and safety.
- Prepared departmental Policies and Procedures.
- Display strong interpersonal skills to communicate effectively with colleagues, customers, and clients.
- Support the short- and long-term planning for the department including headcount, budgeting, training, and systems requirements.
- Lead project manager of Energy, Water, and Wastewater Performance Savings Contract to reduce energy usage and improve operational efficiency Citywide and implement of the building automation system.
- Coordinated all contracted services such as Electrical, HVAC, Plumbing, Generator, Automation, and all building services.

**City of Deerfield Beach, FL (Oct. 2018 - Jun. 2019)**

***Electrical and Electronics Superintendent***

Responsible for the management and supervision of maintenance and repair of electrical, electronic, and Supervisory control and data acquisition (SCADA) equipment associated with water treatment plant, lift stations, lighting, facilities, etc. Full range of supervisory responsibilities for a variety of skilled and non-skilled employees engaged in preventive and reactive maintenance activities of electrical, electronic, and SCADA system.

- Manages and assists in the maintenance and repair of electrical, electronic, SCADA systems, lift stations, lighting, facilities, etc.
- Plans, schedules, and directs preventative and corrective maintenance of a wide variety of electrical, electronic, and SCADA system
- Assigns, coordinates, and supervises personnel and materials required in the maintenance and repair of the treatment plant.
- Prepared Policies, Standard Operating Procedures (SOP), Memorandums, Requests for Proposals (RFP), and procurement documents.
- Attend contractor selection committees.
- Identify and resolve all regular and extraordinary maintenance and repairs required to ensure continuous and dependable water production and pumping for both regular and peak demand.
- Oversee the work of contractors with plant maintenance activities and operational considerations.
- Estimates cost and time for all aspects of maintenance, repair, and construction work.
- Analyzes equipment failures to determine the cause and to prevent recurrences.
- Installs, programs, maintains, troubleshoots, documents, and repairs a wide variety of industrial instrumentation which include computer systems, electronic monitoring, metering, controlling, signaling devices, PLC control systems, VFD control systems, SCADA system controls, fiber optic and Ethernet systems used in production, treatment, and distribution of water.
- Design and implementation of work order management system and provide support on the integration of geographic information system (GIS) into CMMS system.
- Consults with the Utility Manager in planning workload and assignments.
- Manage capital projects and budgets.
- Provides training to less experienced employees.

**GBI Intralogistics Solutions (Jan. 2017 - Oct. 2018)**

***Electrical Control Systems Manager (Manufacturing Machinery Industry)***

Responsible for Project Leadership and Management of working with mechanical automation systems and providing Electrical & Control Engineering projects, including PLCs and complex automation for sorting systems.

- Design, manage, develop, and deploy machine control systems, PLC & HMI of Allen Bradley Control systems for sorter machines and industrial machinery.
- Project management, meeting client expectations, managing field installation, managing project commissioning onsite, and project milestones.
- Implementation and development of Control systems, PLC programming, SCADA system, wire diagrams, I/O distribution, and Control Logic.

- Work on major camera scanners and sensors aligning, setting, calibrating, and debugging.
- Customer support calls, debugging, and remote repairs.
- Implement and develop Power Panel Design and wire diagrams.
- Control Panel Design & Control System Integration.
- Perform Testing & Client Operation Training.
- Control System Architecture and Design.
- Commissioning and Start-up.
- Control System Architecture and Design.
- System Design and Implementation Consulting and Review.

**CDI Electronics (Jun. 2015 - Jan. 2017)**

***Electrical Design Engineer (Manufacturing Industry)***

- Lead in project development from definition to/through first production and field support.
- Manage and coordinate multiple projects and Staff Supervision.
- Assist in obtaining Six Sigma processes and ISO certification.
- Driving projects to completion including Developing PCB board design (using Altium), Schematics, Product specifications, Cost to design analysis, Bill of material (BOM), Tooling requirements, testing specifications, Definition of the manufacturing process, Work, and test instructions, Packing requirements.
- Utilizing various quality tools to assist with identifying and resolving quality and process problems, 8-D, 5 Why, Pareto analysis, SPC, capability studies, FMEAs, etc.
- Gather and complete analyses of data obtained from various areas to be used in project development and assist with quality issues.
- Troubleshooting issues affecting the quality of electrical hardware and process problems when they arise.
- Analyzing data using equipment/gauges/instruments (Meters, scopes, calipers, etc.)
- Assist purchasing and suppliers in resolving/improving product specification issues.
- Design Engine Controller, MCU, ECU, and Ignition Pack Embedded Systems
- Using PIC, Micro Controllers, Sensors, and MEMS Embedded Systems and Technology
- Research for using Radio Frequency Identification (RFID) in our Manufacturing Lane

**SKP, Sanate Khat va Palayesh (Dec. 2013 - May. 2015)**

***Electrical & Control Engineering Project Manager (Governmental Projects)***

- Manage and coordinate several Oil and Gas projects and building construction.
- Provides field service engineering, technical assistance, and technical solutions to Clients and Contractors modification of electrical and control equipment.
- Coordinate scheduling between Customer deadlines, purchasing, project management, and engineering.
- Participate in the design, generation, and support of all electrical control and instrument documents.
- Develop semantics for capital projects to issue for construction and update for as Built.
- Specify and procure all electrical, mechanical, and control equipment for new project installations.
- Supervise maintenance staff and contractors during equipment installation.
- Provide controls and electrical troubleshooting expertise.
- Provide recommendations for maintaining warehouse stock.
- Develop an I/O list and architecture for control systems.
- Modify PLC logic for enhanced reliability and process improvement, PLC program revision control.
- HMI development to improve operator interface to equipment.
- Specify and integrate new sensing equipment to correct constant maintenance issues.
- Design Modbus, Profibus, Profinet, HART, Fiber Optics, and Optical Networks
- Design Computer Networking in DCS, SCADA, and Monitoring Servers for Naft Shahr Gas Export Metering Station.
- PLC Networking and Configuration for Gas Export Metering Station.

- Design and draw single-line and three-line panels with the consideration of process equipment, switchgear, electrical switchgear layout, earth system, design and selection of the capacitor bank, and diesel generator power calculations.
- Design and draw Earth and Lightning systems, Lighting fixtures & Small Power materials.
- Preparation and installation of instrumentation such as level gauges, flow meters, pressure gauges, and sensor types.
- Supervision as well as monitored administrative tasks such as building construction, concrete, excavation, reinforcement, cable trenching, installing equipment, panels, layout, pipeline, construction signs, and the green.
- Prepare design-build and RFP for electrical panel builder and automation contractor.
- Develop control logic and PLC loop description.
- Train staff and mentor new hires.

**Cyber Sanat Co.** (Jun. 2011 - Nov. 2013)

***Electrical and Instrumental Engineering Manager (Governmental Water & Wastewater)***

- Manage and coordinate multiple projects and Staff Supervision.
- Telemetry system design, installation, and commissioning of the equipment required.
- Telemetry Project Manager and implement Cost Management Doctrines.
- Review project drawings and specifications for field design.
- Manage and coordinate subcontractor work activities.
- Troubleshoot and diagnose electric and control systems.
- Oversee PLC subcontractor implementation.
- Implementation of all electrical, control, and instrument document.
- Design and implement industrial Networks.
- Provides field service engineering, technical assistance, and technical solutions to Clients and Contractors modification of electrical and control equipment.
- Provide drawings for electrical and control panels, cables, junction box, instrumentation equipment supply, and installation.
- Implementation of Control Monitoring Configuration & Architecture.
- Develop control philosophy and analysis P&ID.
- Design and develop electrical panel layouts and wiring diagrams.
- Analysis of mechanical and electrical drawings for industrial water and wastewater utilities.

**ABP, Ab Pardazane Bahar Co.** (Jan. 2007 - May. 2011)

***Electrical and Control Engineer and Project Manager (Governmental Water & Wastewater)***

- Manage multiple projects and Staff Supervision.
- Assist in the solicitation of proposals and selection of specialty contractors
- Acting Project Manager and working in conjunction with the General Project Superintendent to supervise the activities of the Project Superintendents.
- Provide recommendations to modify PLC logic and HMI for enhanced reliability and process improvement.
- HMI development to improve operator interface to equipment.
- Design power distribution panels, lighting, and ground systems for all projects
- Design, draft, and generate all electrical, control, and instrument document analysis in all Engineering tasks.
- Design Computer Networking in DCS, SCADA, and Monitoring Servers for wastewater treatment projects.
- Develop SCADA Networking for wastewater treatment projects.
- Design electrical single-line and three-line panels with the consideration of process equipment,
- Design and draw Earth and Lightning systems, Lighting fixtures & Small Power Material
- Provides field service engineering, technical assistance, and technical solutions to Clients and Contractors modification of electrical and control equipment.
- Develop Piping and Instrumentation (P&ID) diagrams.
- Conduct Factory Acceptance Testing.

## EDUCATION

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- **Master's** in Electrical Engineering, (2007 – 2009), Sadjad University of Technology, Mashhad, Iran.
- **Bachelor's** in Electrical Engineering, (2005 – 2007), Sadjad University of Technology, Mashhad, Iran.

## CERTIFICATES

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- Certified Nonprofit Executive Director
- Certificate of Recognition from the Mayor and the City Commissioners
- LinkedIn Cybersecurity Badge
- LinkedIn Microsoft Project Badge
- LinkedIn Microsoft Outlook Badge
- Incident Command System ICS-100 from Federal Emergency Management System (FEMA)
- National Incident Management System IS-700 from Federal Emergency Management System (FEMA)
- EPA Resilience of Ecosystems in a Changing Climate
- EPA Water security
- EPA Disaster Management for Water and Wastewater Utilities
- EPA AWIA and Creating Resilient Water Utilities
- EPA Property Values and Water Quality
- Lead & Copper Rule Revisions
- AWWA Professional Development
- AWWA Innovation Roadmap
- Kevin Mitnick Cyber Security Awareness
- Security Awareness Fundamentals
- Harassment Prevention for US Employees
- Industrial Ergonomics
- Social Engineering
- Arc Flash Safety, OSHA 1910 Subpart S, NFPA 70E, IEEE 1584
- Trihedral VTScada Operation & Configuration
- Internet of Things (IoT)
- Reduce Risk on Utilities from American Water Works Association (AWWA)
- Connected Drinking Water Ecosystem and turn Data into Operational from AWWA.
- Personal Protective Equipment (PPE)
- Lockout/Tagout (LOTO), Lockout/Tagout for Authorized Persons
- PowerFlex Drives from Rockwell Automation.
- Smart Device, Design, Operate, and Maintain the Connected Enterprise from Rockwell Automation.
- Instrumentation and Ethernet/IP from Rockwell Automation.
- Distributed HMI with FactoryTalk View Site Edition, Introductory Lab from Rockwell Automation.
- Social Engineering Inside Man Trailer.
- Benefits of Unifying a Power Management System from Rockwell Automation.
- Basic Emergency Bleeding Control
- Hazardous Materials in the Workplace, Respiratory Protection
- Heat Stress Recognition and Prevention
- Industrial Ergonomics

**Dear Hiring Committee,**

I am honored to apply for the City Manager position with the City of North Miami Beach. With over 18 years of executive leadership in private sector and public municipal utilities, infrastructure planning, implementation of best management practices, and public administration, I bring a proven record of strategic vision, fiscal stewardship, and collaborative governance—qualities that align perfectly with the City’s progressive goals and upcoming centennial celebration.



**Executive Summary**

My leadership philosophy is grounded in transparency, accountability, and innovation. I empower teams, foster collaboration across departments, and leverage data-driven solutions to deliver measurable results. At NMB Water, I directed operations serving more than 175,000 residents, achieving high operational uptime, reducing departmental costs, and improving customer satisfaction. I have also worked closely with the Commission and City Manager’s Office to ensure compliance with procurement thresholds, enforce accountability, and recommend Commission approval where required—demonstrating my ability to navigate governance structures and uphold policy compliance.

As Utilities Director for the City of North Miami Beach, I lead NMB Water, the second-largest water treatment plant in Miami-Dade County, serving customers across multiple jurisdictions. Previously, as Acting Utilities Director of Cooper City and Assistant Director of Environmental Services for the City of Deerfield Beach, I oversaw multimillion-dollar capital programs, infrastructure improvements, and diverse workforces, ensuring reliable services and long-term asset sustainability. In each role, I have applied resource optimization, process improvement, and data-driven decision-making to strengthen operations and enhance public trust.

My career is anchored in master planning and strategic execution. At NMB Water, I have advanced transformative initiatives including Advanced Metering Infrastructure, modernization, Renewal and Replacement Programs, and the Smart Utilities Initiative—integrating AI, IoT, and predictive analytics to improve efficiency, resilience, and compliance. I have also championed transparent governance and clear financial reporting, aligning infrastructure investments with community growth, environmental stewardship, and regulatory mandates.

Financial stewardship has been a hallmark of my leadership. I have implemented rigorous cost-control measures, secured significant state and federal funding, and delivered balanced budgets while maintaining high service levels. My ability to design and execute fiscally sound strategies has strengthened both operational performance and public confidence.

I am confident that my proven record of leadership, strategic planning, and results-oriented management would allow me to make an immediate and meaningful impact on the City of North Miami Beach. I welcome the opportunity to further discuss how my experience and vision align with your goals.

Thank you for your consideration, and I look forward to the possibility of contributing to your continued success.

A handwritten signature in black ink that reads 'H. Reza Nikvan'. The signature is written in a cursive style and is positioned above a horizontal line that extends to the right.

**Sincerely,**  
Hamid Reza Nikvan

# PROJECT LIST

## My responsibilities on the below Capital projects included:

*Capital Improvement Planning and development, Project planning, Scope preparation, design review, construction management, bidding documents and specification development, contract solicitation, contract evaluation and selection, project workshops, consultant selection, procurement, contract award and negotiation, contract management, project kickoff, project management, budget preparation, budget expenditure control, stakeholder management, construction management, submittal reviews and approval, schedule of value review and approval, training, operation, resource management, leadership, staff training, and maintenance.*

### **Utilities – Advanced Metering Infrastructure (AMI)**

This technology will allow remote access to collect consumption information and troubleshoot meters. This technology will save the city the expense of periodic trips to each physical location to read a meter. In addition, billing can be based on near-real-time consumption rather than on an estimate based on past or predicted consumption. The additional Lead and Copper Lateral inventory services (Estimated at \$200,000) were added to the scope of the contract during the project construction phase.

**Cost:** \$5,000,000

**Status:** In progress

### **Utilities – Water Plant Ammonia Conversion**

Removing the Anhydrous Ammonia from our treatment process will eliminate the risk of an accidental release which places the public at risk. The Chlorine and Ammonia conversions will also eliminate the risk management plan which is time-consuming and requires help from outside vendors to stay in compliance. The city would still be required to register the liquid chemical with the emergency management, office of hazardous chemicals which is a simple form that is filled out year to year for all chemicals.

**Cost:** \$1,000,000

**Status:** In progress

### **Utilities – Chemical Line and Bulk Tank Replacement**

The replacement of three chemical bulk tanks that were approaching the end of their expected service life. The Water treatment plant is currently working on phase I of the chemical line and bulk tank replacement project. Phase I includes engineering and design drawing, as well as bid preparation and construction contractor selection. Phase II will include the portion of the project not funded in phase I.

**Cost:** \$1,650,000

**Status:** In progress

### **Utilities – 1 Million Gallon Storage Tank Rehabilitation**

Rehabilitation of existing 1-MG tank which includes painting of exterior and interior of the tank and replacement of rusted anchoring bolts.

**Cost:** \$886,147  
**Status:** Completed

## **Utilities – Integrated Utilities Master Plan**

Development of the Master Plans for Utilities.

**Cost:** \$900,000  
**Status:** Completed

## **Utilities – Raw water Well Rehab & Upgrade (WELL #19)**

Rehabilitation of wellhead, replacement of good pump and vertical turbine motor, MCC and control panel upgrade, generator replacement.

**Cost:** \$563,2100  
**Status:** Completed

## **Utilities – Hydrant Replacement Plan**

Under this project, we will be replacing old and outdated fire hydrants that are undersized, and/or parts to repair them are no longer available. This work will be performed by the City staff as they are testing the hydrants.

**Cost:** \$25,000  
**Status:** Ongoing CIP program

## **Utilities – Rehabilitation of Manholes**

Under this project, we will be rehabilitating manholes that have deteriorated over years.

**Cost:** \$40,000  
**Status:** Ongoing CIP program

## **Utilities – Lift Station Equipment Replacement**

Under this project, we will be replacing old and outdated Lift Station Components that are undersized, and/or parts to repair them are no longer available.

**Cost:** \$50,000  
**Status:** Ongoing CIP program

## **Utilities – Wastewater Station 25 Replacement**

The Deerfield Station development on the corner of Hillsboro Blvd and SW 12th St will increase wastewater flow to the existing Lift Station 25. The existing station cannot meet the future wastewater demand. Therefore, a larger lift station is needed.

**Cost:** \$500,000  
**Status:** Completed

## **Utilities – Water Treatment Plant Nano- VFD Replacement**

The Nano process train contains 5 booster pumps and 3 transfer pumps driven via Rockwell 1336 VFDs. These VFDs are almost 20 years old and have reached the end of their useful

life. In addition, these units are obsolete and no longer supported by the manufacturer. For this reason, neither spare parts nor support is easily obtainable. A VFD failure could result in a decreased capacity to make drinking water. Additionally, can create mechanical problems for the pumps. The work to be done will involve, the removal of the drive internals, while keeping the cabinet and all external wiring. Mounting a new Power Flex drive into the existing cabinet as a "Bucket" replacement. The city is planning to replace at least 2 VFDs based on the size of this CIP budget and continue the replacement program for the following years.

**Cost:** \$400,000

**Status:** Completed

### **Utilities – Fluoridation System Rehabilitation**

The City of Deerfield Beach West water treatment plant has recently been approved by the state of Florida for a Fluoridation system rehabilitation grant in the amount of \$184,000. The grant funds will be used to purchase employee personal protective equipment, new chemical pumps, chemical day tank, exhaust fans, doors, scale, sump pumps, chemical injectors, level transducers, transfer pumps, and a leak detection system. The purpose of the grant funds is to cover all of the equipment and 15% of the engineering cost associated with the project. It is the city's responsibility to pay for the remaining engineering work and the construction of a chemical injection vault as well as the installation of the new equipment. The installation includes all electrical and control requirements.

**Cost:** \$80,000

**Status:** Completed

### **Utilities – East Water Repump Facility Phase II**

Demolition of East water Treatment plant facilities and replacement of high service pump eight, two air compressors, chain link fence and gates around facility and adjacent ground storage tank.

**Cost:** \$963,638

**Status:** Completed

### **Utilities – West Water Treatment Plant Chlorine Conversion**

Replacement of the existing chlorine gas facilities with a new sodium hypochlorite storage and feed facility. The new facility will be located within the existing chlorine building. Upgrades to instrumentation and controls will be provided to monitor and control the facility remotely from the WTP SCADA system. The project will convert the plant's gaseous chlorine disinfection to liquid chlorine.

**Cost:** \$2,734,719

**Status:** In progress

### **Utilities – Well 21 & 22 Rehabilitation Project**

The City currently operates six surficial wells that supply raw water to the water treatment plant and are located to the West of Interstate 95. The West wellfield rehabilitation project will allow the water plant to contract well drillers to come onsite and redevelop each well. This redevelopment includes brushing the casing, over-pumping, and air development. The rehabilitation efforts lead to less stress on plant equipment and a more efficient operation which saves money and resources.

**Cost:** \$300,000  
**Status:** Completed

### **Utilities – West Water Plant Site Security Project**

As part of the updated Emergency Response Plan, the water plant will install a new security system and electromagnetic locks throughout the water plant.

**Cost:** \$622,177  
**Status:** Completed

### **Utilities – West Water Plant Facility Improvements**

The installation and replacement of hurricane shutters for the West Water Treatment Plant. Most of the hurricane structures at the plant were in poor condition and beyond repair. Environmental Services personnel are required to remain at the water plant during all severe weather events which could become a security issue without this protection.

**Cost:** \$70,000  
**Status:** Completed

### **Utilities - West Water Treatment Plant SCADA upgrade**

Upgrade the water plant Supervisory Control and Data Acquisition (SCADA) control software upgrade includes conversion to the new SCADA system, software supports, new screen implementation, implementation of a new data historian, servers and workstation hardware, network upgrades, training, and alarm management.

**Cost:** \$150,000  
**Status:** Completed

### **Utilities – Hydrogeological Study**

The CITY has hired a consultant to provide professional services to support the development of a hydraulic model of the western wellfield conveyance piping system, which will be used to evaluate the pumping conditions of the six wells and provide recommendations to improve operational flexibility, energy efficiency, and protection of the system from high pressures.

**Cost:** \$75,986  
**Status:** In progress

### **Utilities – Water Plant HSP 12 & 13 Valve**

Renew and replace both valves on High Service Pump 12 & 13.

**Cost:** \$165,858  
**Status:** In progress

### **Utilities – Water Plant Filter Level & Valve Controls**

This project will improve sand filter controls. The current filter level and valve controls are operating using an antiquated pneumatic system that is well beyond its normal service life and is unreliable at best. The stops on most of the valve controls are no longer functional, work in reverse, or are operated using valve positions marked with a sharpie. The level control bubbler system is completely out of service resulting in operations staff manually opening and

closing filter effluent valves in the lower level pipe gallery to maintain proper levels in the filters.

**Cost:** \$60,000

**Status:** Completed

## **Utilities – Water Plant Lime Slacker replacement**

Renew and replace one of the existing slackers.

**Cost:** \$175,650

**Status:** In progress

## **Utilities – Water Plant Fiber Optic Upgrades**

Currently, plant control systems are connected with an almost 20-year-old fiber network showing failures that are difficult to maintain and troubleshoot. This fiber optic network was originally run with spare fibers, which have been used to repair several communication failures over time and no longer exist in the event of new failures. Such a failure could result in system downtime and failure to make drinking water. Additionally, no topology drawings exist for the physical cable runs and termination labeling is either poor or non-existent. The work to be done will involve a contractor removing all old fibers and replacing them with new fibers and spares, junction boxes, and newly labeled terminations.

**Cost:** \$102,149

**Status:** In progress

## **Utilities – Water Plant Automatic Transfer Switch**

Currently, plant control systems are connected with an almost 20-year-old fiber network showing failures that are difficult to maintain and troubleshoot. This fiber optic network was originally run with spare fibers, which have been used to repair several communication failures over time and no longer exist in the event of new failures. Such a failure could result in system downtime and failure to make drinking water. Additionally, no topology drawings exist for the physical cable runs and termination labeling is either poor or non-existent. The work to be done will involve a contractor removing all old fibers and replacing them with new fibers and spares, junction boxes, and newly labeled terminations.

**Cost:** \$415,122

**Status:** In progress

## **Utilities – Water Plant General Bldg. Facility Improvements**

In 2022 City plan to upgrade the lab room at the water plant. The operational laboratory needed renovations. The lab cabinets and countertops were the original ones from when the water plant was first constructed in 1985.

**Cost:** \$96,125

**Status:** Completed

## **Utilities – Water Plant PLC upgrade**

The water treatment plant's existing PLC system has reached the end of its useful life and the manufacturer will stop providing repair parts for the model used at the plant after 2024. Most of the existing PLC systems were installed in 2004. This project replaces the existing PLC system with new equipment.

**Cost:** \$800,000  
**Status:** In progress

### **Utilities – Water Plant Floridan Aquifer Well Rehabilitation**

Dewatering for pumping and redevelopment of Floridan Aquifer wells to reduce the sand content concentrations from the well.

**Cost:** \$1,000,000  
**Status:** In progress

### **Utilities – Water Plant Operator Console Upgrade**

Currently, all field wires and cables connected to the PLC panel have been routed inside the old operator console, this console cabinet has been used as a junction box. The console has lots of unused control equipment that needs to be eliminated and also requires an upgrade for used control devices.

Most of the control systems on the console are obsolete and not functioning. It is very difficult to trace and troubleshoot the wiring system in case of failure or add new wires in the future. The work to be done will involve a contractor removing all old wires and the entire console and replacing them with new wires and a standard junction box.

**Cost:** \$500,000  
**Status:** In progress

### **Utilities – Water Main Pipe Repair & Replacement**

The project will allow us to employ a contractor for the repair or replacement of the water piping system that can't be performed by City Staff. A significant section of our water system date from the 1960s to the 1970s. About 40% of our water system was built before 1980. Therefore, many water mains are now over 50 years old and are approaching the end of their useful life. To keep ahead of the problem a water main replacement program and reinvestment in required. The budget for the program needs to increase in the future.

**Cost:** \$220,000  
**Status:** Ongoing CIP program

### **Utilities – Gravity main Sewer Lining & Repair**

This program consists of the rehabilitation of aging and deteriorating gravity sewer lines. The City will perform an investigation to identify deteriorated sewers and employ a Contractor to line sewer lines. We still have a budget under the current PO with a Contractor for 2021.

**Cost:** \$200,000  
**Status:** Ongoing CIP program

### **Utilities – Gravity Sewer Lateral Lining Program**

The project will rehabilitate service laterals. The City will investigate the condition of the laterals and employ a contractor to line the service laterals to the property line and install a cleanout.

**Cost:** \$75,000  
**Status:** Ongoing CIP program

## Utilities – East Water Plant Roof and Asphalt replacement

The top portion of the remaining portions of the east water treatment plant roof will be replaced and the asphalt on the entire site will be resurfaced.

**Cost:** \$110,000

**Status:** Proposed CIP for FY24

## Utilities – Reverse Osmosis Sand Strainer Installation

The reverse osmosis portion of the current west water treatment plant does not have sand strainers installed to protect the RO Membranes. This project will consist of the engineering and construction phase of installing two self-cleaning sand strainers that work in parallel with each other.

**Cost:** \$264,000

**Status:** Proposed CIP for FY24

## Utilities – New Reclaimed Water Main

The City planning to install a 12" reclaimed water main line in conjunction with proposed improvements to SW 10th Street by the Florida Department of Transportation ("FDOT"). The City does not currently own or operate any treatment facilities for reclaimed water production or distribution. The reconstruction of this corridor affords a unique opportunity to install this new infrastructure with the proposed SW 10th Street Connector Project. FDOT will design, construct, and permit these improvements.

**Cost:** \$12,000,000

**Status:** Budget adopted

## Utilities – New Ion Exchange System

New Ion Exchange System. The treatment Plant long term recommended improvements that meet the water quality goals include the phasing out of the lime softening system and the incorporation of an Ion Exchange (IXA) treatment system. The IXA system will meet not only the WQ goals but also all of the infrastructure and O&M goals.

**Cost:** \$19,800,000

**Status:** Budget adopted

## Utilities – Network and communication upgrade

The City West Water Treatment Plant (WWTP) and Wastewater lift stations remote site requires network and communication upgrade. Currently, all wells communicate over serial interfaces, but upgrades are planned to convert these to Ethernet. The polling time of this network is currently between 2 and 3 minutes. This is on the edge of being an adequate polling time to capture alarms and events and is not suitable to provide any type of real-time control. One master radio with no redundancy, the master radio is at the end of its useful life. Only 1 radio is working as the master, and the entire backup master radio (with 2 units) is completely failed. Well, the radio doesn't have any backup.

**Cost:** \$660,000

**Status:** Budget adopted

## **Utilities – FAU Research Blvd. Water & Sewer Upgrade**

This project will improve the water and wastewater to support the redevelopment of FAU Research Blvd. The roadway portion of this project was designed in FY 22 with construction planned for FY 23. Concurrent improvements to the water and wastewater system are needed while the road is under construction.

**Cost:** \$600,000

**Status:** Budget adopted

## **Utilities – West Water Plant Infrastructure Assessment**

Conduct a 40-year assessment of all west water plant assets, including all structures, mechanical, electrical, and plumbing equipment. Additionally, provide recommendations for site security improvements along with new security technology. This project is necessary to provide preventive actions instead of reactive measures. This project will also assist in determining future CIPs necessary and the estimated costs associated with them.

**Cost:** \$500,000

**Status:** Proposed CIP for FY25

## **Utilities – Lime Softening Facility Demolition**

The project includes the Lime Softening Facility Demolition after the new Ion Exchange system is operational.

**Cost:** \$532,800

**Status:** Proposed CIP for FY26

## **Utilities – Maintenance Management System (CMMS)**

Manage and champion the design and implementation of Asset Management software, Work Order Management, Inventory Management, and implementation, staff training, software license renewal, and GIS integration.

**Cost:** \$100,000

**Status:** Proposed CIP for FY26

## **Construction and Facilities – City’s energy performance contract**

The City of Deerfield Beach, in an ongoing effort to reduce energy costs and upgrade existing facilities, has selected Siemens Smart Infrastructure, Building Technologies Division as a qualified energy performance contractor. As the City’s energy performance contractor and partner, Siemens has performed a detailed energy analysis. The areas included in the analysis are the heating air-conditioning and ventilation (HVAC) systems, the lighting systems, and the domestic water system; among other specialty processes and operations. Siemens representatives conducted thorough on-site inspections for the purpose of identifying and evaluating opportunities to implement facility improvements that would provide energy, maintenance, or other cost savings. These potential Facility Improvement Measures (FIMs), herein referred to as FIMs, include:

- Lighting system upgrades
- HVAC and building control upgrades
- Water conservation projects
- Building Envelope Improvements

- Geothermal Pool Heating / Cooling System
- Compressed Natural Gas (CNG) fueling station
- Solar photovoltaic projects

In this project, Siemens developed and implemented a comprehensive energy performance savings program for the City. My responsibility was to manage the design, submittal review, and approval, and manage the construction, training, operation, and maintenance of newly installed systems and equipment.

**Cost:** \$17,000,000

**Status:** Completed

## **Construction and Facilities – Aquatic's Center Roof Replacement & House Renovation**

Aquatic Center metal roofing system at pool area replacements are required, this roof shows signs of extensive corrosion within the gutter/ downspout and roofing panel systems and must be replaced. Metal roofing system replacements are also required at football concessions, baseball concessions, and pool entry areas. All of these roofs show signs of extensive corrosion within the gutter/ downspout and roofing panel systems and must be replaced. Due to the hard quote proposal, we are planning to replace the Aquatic Center roof and gutters based on conditions and replace the other roofs in FY22. Total 9000 sf for 4 buildings.

**Cost:** \$495,000

**Status:** Completed

## **Construction and Facilities – Fire Station #111 Trailer replacement**

The existing trailer has exceeded its life expectancy and has deteriorated to the point of needing replacement. The project includes the removal and replacement of the existing Fire Station #111 trailer with a customized modular building, site improvements as needed, relocation of an existing emergency vehicle canopy, reconnection of water, sewer, and electrical services, and construction of ADA-compliant access.

**Cost:** \$270,000

**Status:** Completed

## **Construction and Facilities – Pier Café Fresh Air System Replacement**

This product will replace a system that has not worked in 2-3 years. This is necessary to provide a comfortable space within the Café.

**Cost:** \$49,500

**Status:** Completed

## **Construction and Facilities – Tiki Huts Repair at Beach**

Performed a repair job on 3 Tiki Huts at the beach.

**Cost:** \$25,000

**Status:** Completed

## **Construction and Facilities – New Fire Station 51 building**

About the Development Agreement between the City and Lennar Homes LLC. I was responsible to oversee and manage the design, project and construction management, and maintenance of new construction buildings.

**Cost:** \$190,275

**Status:** Completed

## **Construction and Facilities – Fire Station 66 Fuel tank replacement**

Design and installation of the UL 2085 Fire-rated fuel tank system at Fire Station #66.

**Cost:** \$36,800

**Status:** Completed

## **Construction and Facilities – Beach restrooms renovations**

Renovated the beach restrooms.

**Cost:** \$50,000

**Status:** Completed

## **Construction and Facilities – Engineering building assessment and repair at Fire Station 75**

Performed the building structural assessment and developed the detailed scope of work from the CCNA consultant for a contractor to perform the repair bases on assessment finding on the building.

**Cost:** \$150,000

**Status:** Completed

## **Construction and Facilities – Pier Gazebo Roof Replacement**

Replaced severely deteriorated metal roof on Gazebo at the end of the Pier and rooftop on Beach Walkway entrance structures. The existing roof shows severe rust deterioration over a great portion of the surface. The panels are all rusting. The roof allows for water to penetrate in driving rain.

**Cost:** \$95,000

**Status:** Completed

## **Construction and Facilities – Fire Station #75 Generator**

Installation of new level 1 generator to replace one that was removed. There is no generator currently existing onsite. Construction will consist of all materials, labor, and necessary equipment for the successful installation of the generator. Within the last year, Fire Station #75 lost power more than twice during weather events and had to utilize a borrowed portable generator from another critical facility in the City Wastewater Division.

**Cost:** \$120,000

**Status:** In progress

## **Construction and Facilities – Unified Key Management System**

Currently, the City does not have a comprehensive key management system. There are 489 interior and exterior openings surveyed throughout city-owned facilities (excluding BSO and Fire Stations). A Medeco Master key system will be implemented throughout the city over two years. In year one, FY 23, all city buildings and facilities, excluding BSO and Fire Stations, will be rekeyed. It is proposed to rekey BSO and Fire Stations in year two, FY 24. The interior doors of BSO & Fire will be on a separate system due to different security measures and the key system will be proposed in outer years.

**Cost:** \$170,000

**Status:** Budget adopted

## **Construction and Facilities – Lifeguard Towers replacement**

This project consists of the replacement of nine (9) lifeguard towers along the City of Deerfield Beach coastline and the construction of one (1) additional tower on North Beach. The tower's original construction dates range from 1955 through 2000. The aggressive saltwater environment has deteriorated the wooden structures and associated hardware which necessitates their replacement. The existing towers are skid mounted. Enhancements will be made relating to security and visibility for our lifeguards.

**Cost:** \$2,257,240

**Status:** In progress

## **Construction and Facilities – Ocean Way Bollard Replacement**

Installation of new pedestrian bollards along Ocean Way to the City limit. The City portion of the project is broken down into two alternates. The rest is funded and will be replaced by CRA.

**Cost:** \$1,012,650

**Status:** Budget adopted

## EMPLOYMENT APPLICATION



CITY OF NORTH MIAMI BEACH  
17011 NE 19th Avenue  
North Miami Beach, Florida 33162  
305-948-2918  
<http://www.governmentjobs.com/careers/citynmb>

Tavera, Perla  
00687 CITY MANAGER

Received: 11/1/25 5:33 PM  
For Official Use Only:  
QUAL: \_\_\_\_\_  
DNO: \_\_\_\_\_  
 Experience  
 Training  
 Other: \_\_\_\_\_

## PERSONAL INFORMATION

|  |  |  |
|--|--|--|
| POSITION TITLE:<br>CITY MANAGER  |  | EXAM ID# :<br>00687  |
| NAME: (Last, First, Middle)<br>Tavera, Perla   |  | SOCIAL SECURITY NUMBER:<br>N/A   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>6213 Montgomery Drive, Frisco, Texas 75035 |  | EMAIL ADDRESS:<br>perlat9@gmail.com  |
| HOME PHONE:<br>702-807-4080  |  | NOTIFICATION PREFERENCE:<br>Email  |
| DRIVER'S LICENSE:<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No               | DRIVER'S LICENSE:<br>State: [REDACTED] | LEGAL RIGHT TO WORK IN THE UNITED STATES?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| What is your highest level of education?<br>Master's Degree  |  |  |

## PREFERENCES

|   |  |
|---|--|
| MINIMUM COMPENSATION:<br>\$200,000.00 per year  | ARE YOU WILLING TO RELOCATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe |
| WHAT TYPE OF JOB ARE YOU LOOKING FOR?<br>Regular  |  |
| TYPES OF WORK YOU WILL ACCEPT:<br>Full Time   |  |
| SHIFTS YOU WILL ACCEPT:<br>Day, Evening, Night, Rotating, Weekends, On Call (as needed)   |  |
| OBJECTIVE:<br>To work for a vibrant and culture diverse city to enhance fiscal responsibility and improve businesses and resident living. |  |

## EDUCATION

|  |  |                                    |
|--|--|------------------------------------|
| DATES:<br>From: 11/2016 To: 8/2017                       | SCHOOL NAME:<br>Western Governor's University  | DEGREE RECEIVED:<br>Master's       |
| LOCATION: (City, State/Province)<br>Salt Lake City, Utah | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | UNITS COMPLETED:<br>32 - Quarter   |
| MAJOR:<br>Accounting                                     |  |                                    |
| DATES:<br>From: 7/2006 To: 12/2009                       | SCHOOL NAME:<br>University of Nevada, Las Vegas  | DEGREE RECEIVED:<br>Bachelor's     |
| LOCATION: (City, State/Province)<br>Las Vegas, Nevada    | DID YOU GRADUATE?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No | UNITS COMPLETED:<br>142 - Semester |
| MAJOR:<br>Accounting                                     |  |                                    |

## WORK EXPERIENCE

|   |  |  |
|---|--|--|
| DATES:<br>From: 4/2025 To: Present  | EMPLOYER:<br>Centurion American  | POSITION TITLE:<br>Interim Chief Financial Officer   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>Dallas, Texas   |  |  |
| SUPERVISOR:<br>Na - Na  | MAY WE CONTACT THIS EMPLOYER?<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |  |
| HOURS PER WEEK:<br>60   | SALARY:<br>\$17,000.00/month   | # OF EMPLOYEES SUPERVISED:<br>10   |
| DUTIES:<br>Restructuring including but not limited to auditing for better efficiency and effectiveness that includes land development, commercial and custom home building. |  |  |
| REASON FOR LEAVING:<br>NA   |  |  |
| DATES:<br>From: 5/2024 To: 5/2025   | EMPLOYER:<br>City of Farmers Branch  | POSITION TITLE:<br>Director of Economic Development, Tourism and Planning                            |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>Farmers Branch, Texas   |  |  |
| PHONE NUMBER:<br>9729192507   | SUPERVISOR:<br>Benjamin Williamson - City Manager  | MAY WE CONTACT THIS EMPLOYER?<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |

|   |  |  |
|---|--|--|
| HOURS PER WEEK:<br>50   | SALARY:<br>\$180,000.00/month                                  | # OF EMPLOYEES SUPERVISED:<br>18   |
| <b>DUTIES:</b><br>Develop and manage strategies to recruit and retain businesses that may include property tax, sales tax or other incentives. Manage current agreements including but not limited to the Dallas Stars Athletic Center and other Multi-Family development projects.<br>Generate hotel room revenue through coordination and management of staff professional to increase city tourism including but not limited to marketing.<br>Assisted and reviewed all zoning variances and ordinances submitted.   |  |  |
| <b>REASON FOR LEAVING:</b><br>Moved to the private sector   |  |  |
| DATES:<br>From: 3/2023 To: 5/2024   | EMPLOYER:<br>City of Farmers Branch                            | POSITION TITLE:<br>Deputy Director of Finance, Fleet and Facilities                                  |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b><br>13000 William Dodson Parkway, Farmers Branch, Texas, 75234   |  |  |
| PHONE NUMBER:<br>9729192518   | SUPERVISOR:<br>Tammy Zimmerman - Director of Finance           | MAY WE CONTACT THIS EMPLOYER?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| HOURS PER WEEK:<br>50   | SALARY:<br>\$150,000.00/month                                  | # OF EMPLOYEES SUPERVISED:<br>8  |
| <b>DUTIES:</b><br>administers, manages, plans and directs the activities of the Accounting Office and assigned staff; evaluates work performance of assigned staff; addresses and resolves personnel issues; responds to staff inquiries.<br>Reviews internal controls and customer/staff satisfaction; meets with staff to ensure compliance with City policies, federal laws and mandated standards.<br>Plans and researches new accounting issued by the Governmental Accounting Standards Board and legal requirements; develops a process for implementing new standards into the workflow and financial statements.<br>Directs the maintenance of the City's accounting records and accounting systems; oversees all general ledger entries and approves all general ledger reconciliations. May prepare journal entries; and is responsible for setting up new accounts and funds for the City in the accounting system.<br>Coordinates selection of the independent auditors and provides for accounting assistance to conduct the audit; prepares the Comprehensive Annual Financial Report; oversees the Citizen Financial Report preparation, Debt Summary Report preparation and oversees the updating of the Transparency Pages on the City website.<br>Coordinates with Auditors to issue annual reports and implement auditor recommendations.<br>Assists in the preparation of the Official Statement to issue debt; provides calculations to include in the Official Statement; reviews various reports for accuracy.<br>Completes analytical reviews of balance sheet accounts to confirm accuracy; researches items as needed and prepares corrections to general ledger. Also responsible for coaching and mentoring staff on proper reconciliation techniques and expectation standards.<br>Monitors budgetary expenditures for the City in compliance with all applicable Federal, State and City rules, regulations and ordinances.<br>Assists in developing long-term goals, objectives and priorities for the Finance Department.<br>Responsible for developing and administering the Accounting Office budget and the Section 380 Grant budget.<br>Reviews and manages the compliance requirements with the Appraisal Districts and Companies or entities participating in Development Agreements, Performance Agreements, and TIRZ funding. Approves payment requests for these agreements and approves the monthly reconciliations and tracking spreadsheets.<br>Responsible for debt management accounting, including maintaining the debt service schedule subsidiary ledgers and processing the semi-annual debt payments. |  |  |
| <b>REASON FOR LEAVING:</b><br>Promoted to a better position to align me with my goals of becoming City Manager.   |  |  |
| DATES:<br>From: 5/2022 To: 3/2023   | EMPLOYER:<br>City of Frisco                                    | POSITION TITLE:<br>Controller  |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b><br>6101 Frisco Sq Blvd, Frisco, Texas, 75035  |  |  |
| PHONE NUMBER:<br>7028074080   | SUPERVISOR:<br>Derrick Cotten - Director of Financial Services | MAY WE CONTACT THIS EMPLOYER?<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| HOURS PER WEEK:<br>50   | SALARY:<br>\$140,000.00/month                                  | # OF EMPLOYEES SUPERVISED:<br>4  |
| <b>DUTIES:</b><br>-Prepared, reviewed and met with TCEQ regarding a grant submission for a property held by the component unit of the City<br>-Assisted with the preparation of the ACFR<br>-Supervised all CIP including escrow and developer agreements<br>-Prepared and presented all board materials for EDC and CDC within the City of Frisco<br>-Updated inventory procedures and reconciliations for better efficiency and effectiveness<br>-Project Manager for the Financial System annual upgrade   |  |  |
| <b>REASON FOR LEAVING:</b><br>Wanting more stability and calmer environment   |  |  |
| DATES:<br>From: 4/2021 To: 5/2022   | EMPLOYER:<br>City of Denton                                    | POSITION TITLE:<br>Controller  |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b><br>215 E McKinney, Denton, Texas, 76201   |  |  |
| PHONE NUMBER:<br>9493497552   | SUPERVISOR:<br>Cassandra Ogden - Finance Director              | MAY WE CONTACT THIS EMPLOYER?<br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| HOURS PER WEEK:<br>50   | SALARY:<br>\$10,500.00/month                                   | # OF EMPLOYEES SUPERVISED:<br>11   |

|   |  |   |
|---|--|---|
| <b>DUTIES:</b><br>Prepare, review and ensure the Annual Financial Comprehensive Report (AFCR) is completed on a timely basis.<br>Direct staff in Financial Reporting, Fixed Assets, and Bank Reconciliation functions to ensure timely, efficient and accurate processing and reporting of transactions.<br>Assist in the preparation and review of Official Statements for bond Offerings and in the budget preparation and monitoring as necessary<br>Acts as Accounting liaison with other City departments, especially the Utilities Department   |  |   |
| <b>REASON FOR LEAVING:</b><br>Wanting more time with my daughter as well as a shorter commute   |  |   |
| <b>DATES:</b><br>From: 4/2019 To: 4/2021  | <b>EMPLOYER:</b><br>City of Reno                             | <b>POSITION TITLE:</b><br>Senior Management Analyst   |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>1 E 1st Street, Reno, Nevada, 89501  |  | <b>COMPANY URL:</b><br>www.reno.gov   |
| <b>PHONE NUMBER:</b><br>7757855881  | <b>SUPERVISOR:</b><br>Deborah Lauchner - Finance Director    | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>45  | <b>SALARY:</b><br>\$9,580.00/month                           | <b># OF EMPLOYEES SUPERVISED:</b><br>5  |
| <b>DUTIES:</b><br>Supervise and manage staff that handle over 70,000 residential and commercial sewer accounts which include County interlocal agreements, Municipal Code interpretation and customer complaints. This is a relatively new position and have implemented better customer correspondence protocols along with correcting several accounts being overcharged. Analyzed to find errors with billing which in the first year totaled to \$3 million as well as reduced filing fee with the Recorder's Office after implementing online filing.  |  |   |
| <b>REASON FOR LEAVING:</b><br>Relocated to Texas for a Controller position.   |  |   |
| <b>DATES:</b><br>From: 6/2017 To: 4/2019  | <b>EMPLOYER:</b><br>City of Sparks                           | <b>POSITION TITLE:</b><br>Senior Accountant   |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>431 Prater Way, Sparks, Nevada, 89436  |  |   |
| <b>PHONE NUMBER:</b><br>7753535555  | <b>SUPERVISOR:</b><br>Deborah Kinder - Accounting Manager    | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>45  | <b>SALARY:</b><br>\$9,000.00/month                           | <b># OF EMPLOYEES SUPERVISED:</b><br>2  |
| <b>DUTIES:</b><br>Maintained all revenues and expenses in relation to an interlocal agreement regarding a Joint Treatment Waste Facility. Prepared quarterly reports to present to the Joint Committee, consisting of current to date operations obligations and outstanding CIP. Processed billing from the joint, City of Reno and created invoices for an addendum interlocal agreement with Sun Valley.   |  |   |
| <b>REASON FOR LEAVING:</b><br>Was offered a better promotion position with the City of Reno.  |  |   |
| <b>DATES:</b><br>From: 7/2011 To: 6/2017  | <b>EMPLOYER:</b><br>City of Sparks                           | <b>POSITION TITLE:</b><br>Accountant II   |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>431 Prater Way, Sparks, Nevada, 89431  |  | <b>COMPANY URL:</b><br>cityofsparks.us  |
| <b>PHONE NUMBER:</b><br>7753535555  | <b>SUPERVISOR:</b><br>Wayne Webber - Senior Accountant       | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>45  | <b>SALARY:</b><br>\$7,000.00/month                           | <b># OF EMPLOYEES SUPERVISED:</b><br>0  |
| <b>DUTIES:</b><br>Maintained all systems and billing for residential, commercial and effluent sewer billing (over 28,000 customers).<br>Saved \$5,000 by integrating a current sewer system (Springbrook) to our standards.<br>Saved an average of \$150 a month on reproducing bank statements reports for our current financial system (Agresso)<br>Created and simplified procedures for liens and TaxBill to Washoe County<br>Was promoted to Debt/Treasury Accountant after one year of employment.<br>Complete all revenue projections for the General Fund along with recording all incoming revenue.<br>Handle over 15 Debt payments and file maintenance.<br>Handle City investments reconciliation and weekly federated investments of over \$45 million.<br>Complete biweekly reports regarding expenses for Council approval. |  |   |
| <b>REASON FOR LEAVING:</b><br>Promoted to a new title still with the City of Sparks   |  |   |
| <b>DATES:</b><br>From: 2/2011 To: 6/2011  | <b>EMPLOYER:</b><br>Siena Hotel Spa and Casino               | <b>POSITION TITLE:</b><br>Gaming Manager  |
| <b>ADDRESS:</b> (Street, City, State/Province, Zip/Postal Code)<br>1 E Lake Street, Reno, Nevada, 89501   |  | <b>COMPANY URL:</b><br>www.sienareno.com  |
| <b>PHONE NUMBER:</b><br>775-327-4362  | <b>SUPERVISOR:</b><br>Bruce Merati - Chief Financial Officer | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40  | <b>SALARY:</b><br>\$8,000.00/month                           | <b># OF EMPLOYEES SUPERVISED:</b><br>9  |
| <b>DUTIES:</b><br>Prepared financial reports and analyses of operations for management's guidance.<br>Maintains the system of internal control in updated condition, and prepares revisions for approval from CFO and General Manager<br>Verified that the system of internal controls compliance with Regulation 6.090, and all other Gaming Control Board regulations.<br>Enforces internal controls, which have been approved.<br>Performs quarterly and monthly audits/procedures necessary for Gaming Control Board (i.e. Cage Count, Minimum Bankroll, Key Employee Report)<br>Prepares the quarterly Gaming Compliance Reports.  |  |   |

Possesses overall supervisory authority and control over the game count team.  
 Devises forms to be used by departments.  
 Reviews and evaluates the financial results.  
 Directly responsible for supervision of soft count personnel  
 Handles Title 31 training programs for all property personnel.

**REASON FOR LEAVING:**

Was offered a great position within the government along with the Casino closing several years after.

|   |  |   |
|---|--|---|
| <b>DATES:</b><br>From: 10/2009 To: 2/2011   | <b>EMPLOYER:</b><br>Boyd Gaming Inc                    | <b>POSITION TITLE:</b><br>Internal Auditor  |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b><br>6465 S Rainbow Blvd., Las Vegas, Nevada, 89118 |  | <b>COMPANY URL:</b><br>boydgaming.com   |
| <b>PHONE NUMBER:</b><br>7027927200  | <b>SUPERVISOR:</b><br>Michael Bond - VP Internal Audit | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40  | <b>SALARY:</b><br>\$7,500.00/month                     | <b># OF EMPLOYEES SUPERVISED:</b><br>0  |

**DUTIES:**

Performed Regulatory audits in conformance with Nevada Gaming Board and internal policies.  
 Performed audits for two Category A Casinos which included: Table Games, Slots, Cage and Credit, Title 31, Gross Revenue Reconciliations, Race and Sports, Pari-mutual and Miscellaneous Gaming Regulations.  
 Dealt with all levels of employees for compliance.  
 Awarded Internal Audit Award of Excellence in August 2010. Only three awards have been given to employees of our department in the last two years.

**REASON FOR LEAVING:**

Was offered a position to open a casino.

|   |   |   |
|---|---|---|
| <b>DATES:</b><br>From: 9/2006 To: 10/2009   | <b>EMPLOYER:</b><br>Nevada Legal Services, Inc                | <b>POSITION TITLE:</b><br>Fiscal Administrative Assistant   |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b><br>530 S 6th Street, Las Vegas, Nevada, 89101 |   | <b>COMPANY URL:</b><br>nlslaw.net   |
| <b>PHONE NUMBER:</b><br>7023860404  | <b>SUPERVISOR:</b><br>Anna Marie Johnson - Executive Director | <b>MAY WE CONTACT THIS EMPLOYER?</b><br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| <b>HOURS PER WEEK:</b><br>40  | <b>SALARY:</b><br>\$3,000.00/month                            | <b># OF EMPLOYEES SUPERVISED:</b><br>0  |

**DUTIES:**

Handled all accounts payable and accounts receivable, to ensure proper disbursement by grant code.  
 Assisted the Executive Director in handling all new grant submissions and fundraising.  
 Assisted the Fiscal Administrative with account reports for both the auditors and grantors.  
 Promoted to Fiscal Administrative Assistant from Office Manager. As Office Manager supported the Directing Attorney with preparation of legal documents.  
 Facilitated the "Project Homeless Connect" to encourage judges to participate and help out homeless Southern Nevadans with their legal needs.

**REASON FOR LEAVING:**

Wanted to receive experience towards my CPA.

**CERTIFICATES AND LICENSES**

Nothing Entered For This Section

**Skills****OFFICE SKILLS:**

Typing:  
Data Entry:

**OTHER SKILLS:****LANGUAGE(S):**

Spanish -  Speak  Read  Write

**ADDITIONAL INFORMATION**

Nothing Entered For This Section

**REFERENCES**

|   |                                 |   |
|---|---------------------------------|---|
| <b>REFERENCE TYPE:</b><br>Professional                          | <b>NAME:</b><br>Tammy Zimmerman | <b>POSITION:</b><br>Director of Finance |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b> |                                 |   |
| <b>EMAIL ADDRESS:</b><br>Zimmerman.mo@att.net                   |                                 | <b>PHONE NUMBER:</b><br>3146097464      |
| <b>REFERENCE TYPE:</b><br>Professional                          | <b>NAME:</b><br>Louis Carnate   | <b>POSITION:</b><br>Senior Auditor      |
| <b>ADDRESS: (Street, City, State/Province, Zip/Postal Code)</b> |                                 |   |
| <b>EMAIL ADDRESS:</b><br>lcarnate57@gmail.com                   |                                 | <b>PHONE NUMBER:</b><br>7027384551      |
| <b>REFERENCE TYPE:</b><br>Professional                          | <b>NAME:</b><br>Kevin McCoy     | <b>POSITION:</b><br>Police Chief        |

|  |                      |                                 |
|--|----------------------|---------------------------------|
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>Sparks, Nevada 89431 |                      |                                 |
| EMAIL ADDRESS:<br>Kevin.mccoy@farmersbranchtx.gov                                |                      | PHONE NUMBER:<br>[REDACTED]     |
| REFERENCE TYPE:<br>Professional  | NAME:<br>Louis Celli | POSITION:<br>CEO                |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)                         |                      |                                 |
| EMAIL ADDRESS:<br>Lou.Celli@envisionus.com                                       |                      | PHONE NUMBER:<br>(202) 341-3777 |

Agency-Wide Questions

1. Are you a current City of North Miami Beach employee?  
No
2. Have you ever been employed by the City of North Miami Beach?  
No
3. If yes, state position, department and dates:
4. Are any members of your family or a relative (either by blood or marriage) employed by the City of North Miami Beach?  
No
5. If yes, give name, position, and relationship:
6. Are you claiming Veteran's Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and chapter 295, Florida Statutes)? \* \*YOU MUST SUBMIT CURRENT DOCUMENTATION OF YOUR VETERAN'S PREFERENCE STATUS WITH THIS APPLICATION.  
No  
1. A disabled veteran who has served on active duty in any branch of the U.S. Armed Forces, has received an honorable discharge, and has established the present existence of a service-connected disability that is compensable under public laws administered by the U.S. Department of Veterans Affairs; or who is receiving compensation, disability retirement benefits, or pension by reason of public laws administered by the U.S. Department of Veterans Affairs and U.S. Department of Defense. 2. The spouse of a person who has a total disability, permanent in nature, resulting from a service-connected disability and who, because of this disability, cannot qualify for employment, and the spouse of a person missing in action, captured in line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power. 3. A wartime veteran as defined in s. 1.01(14), who has served at least one day during a wartime period. Active duty for training may not be allowed for eligibility under this paragraph. 4. The widow or widower (who has not remarried) of a veteran who died of a service-connected disability. 5. The mother, father, legal guardian, widow or widower (who has not remarried) of a member of the U.S. Armed Forces who died in the line of duty under combat-related conditions, as verified by the U.S. Department of Defense. 6. A veteran as defined in s. 1.01(14), F.S. Active duty for training may not be allowed for eligibility under this paragraph. 7. A CURRENT member of any reserve component of the U.S. Armed Forces or the Florida National Guard.  
Not Applicable  
Pursuant to City Resolution 2014-29B, the City has established preference for bona fide City of North Miami Beach residents for hiring, examinations and promotion. To qualify for residence preference points, an applicant, examinee, and/or employee must be a bona fide resident of the City for at least one (1) year immediately preceding the date of the vacancy. Do you wish to claim Residency Status? By selecting yes, I understand that I must provide proof of residency as outlined in Civil Service rules PRIOR to an examination or interview. Residency Preference shall not be given to any applicant who does not provide the required documentation as stated. I understand that I must provide proof of residency prior to an examination or interview for a Civil Service position.  
No
7. Have you been charged and penalized for any traffic violations in the last 10 (ten) years?  
No
8. If you answered yes to the previous question, indicate the location, type of offense, final disposition, and dates:
9. Have you ever been fired or asked to resign by an employer?  
No
10. If you answered yes, please provide details:
11. Please indicate how you learned about this position?  
GovernmentJobs.com
12. If your name has changed, indicate the name under which the City may verify information supplied on this application.
13. Employment with the City of North Miami Beach may require working weekends, shifts and holidays. Are you able to work:  
Full Time
14. Specify any days or hours you are NOT able to work:
15. What is the earliest date you are available to start?  
January 2026
16. I acknowledge that my application must show the education and experience necessary to substantiate the answers in the sections regarding my education and work experience, or my application can be considered ineligible for consideration. I also understand that I must provide all required documents if applicable, at time of interview, - i.e. certifications and/or licenses required for the position.  
Acknowledge

19. APPLICATION CERTIFICATION – READ CAREFULLY BEFORE ACKNOWLEDGING: By signing this document, I certify that all of the information on this entire application, including any attachments, is true and complete to the best of my knowledge. I understand that all information is subject to investigation and that omission, falsification, or misrepresentation is sufficient cause for rejection of this application, removal of my name from any employment list, or termination of employment. I understand that the City of North Miami Beach is a Drug-Free Workplace and that employees are subject to drug testing in accordance with federal, state, and local statutes. I understand that this application is the property of the City of North Miami Beach and information contained herein is public record. I authorize and direct any persons or organizations to release and furnish records and information relevant to determine my fitness and suitability for employment in the aforesaid position. I release the custodian of such records, including the City of North Miami Beach and its employees, from any liability for damages by me, my heirs, family, or associates resulting from any attempts at lawful compliance with this authorization.

Acknowledge

The following terms were accepted by the applicant upon submitting the online application:

By clicking the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the City of North Miami Beach and will not be returned. I understand the City of North Miami Beach may contact prior employers and other references. I understand that I must notify the Human Resources Division of any changes in my name, address, or phone number.

This application was submitted by Perla Tavera on 11/1/25 5:33 PM

Signature\_\_\_\_\_

Date\_\_\_\_\_

## EMPLOYMENT APPLICATION



CITY OF NORTH MIAMI BEACH  
17011 NE 19th Avenue  
North Miami Beach, Florida 33162  
305-948-2918

<http://www.governmentjobs.com/careers/citynmb>

Williams, Darvin  
00687 CITY MANAGER

Received: 8/21/25 12:06 PM

For Official Use Only:

QUAL: \_\_\_\_\_

DNO: \_\_\_\_\_

Experience

Training

Other: \_\_\_\_\_

## PERSONAL INFORMATION

|   |  |  |
|---|--|--|
| POSITION TITLE:<br>CITY MANAGER   |  | EXAM ID# :<br>00687  |
| NAME: (Last, First, Middle)<br>Williams, Darvin   |  | SOCIAL SECURITY NUMBER:<br>N/A   |
| ADDRESS: (Street, City, State/Province, Zip/Postal Code)<br>16900 NW 14th Avenue , Miami Gardens, Florida 33169 |  | EMAIL ADDRESS:<br>darwin1@icloud.com   |
| HOME PHONE:<br>786-683-0582   |  | NOTIFICATION PREFERENCE:<br>Email  |
| DRIVER'S LICENSE:<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No                        | DRIVER'S LICENSE:<br>State: [REDACTED] | LEGAL RIGHT TO WORK IN THE UNITED STATES?<br><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| What is your highest level of education?<br>Doctorate   |  |  |

## PREFERENCES

|  |   |
|--|---|
| MINIMUM COMPENSATION:<br>\$250,000.00 per year           | ARE YOU WILLING TO RELOCATE?<br><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe |
| WHAT TYPE OF JOB ARE YOU LOOKING FOR?<br>Regular         |   |
| TYPES OF WORK YOU WILL ACCEPT:<br>Full Time              |   |
| SHIFTS YOU WILL ACCEPT:<br>Day, Evening, Night, Weekends |   |

## EDUCATION

Nothing Entered For This Section

## WORK EXPERIENCE

Nothing Entered For This Section

## CERTIFICATES AND LICENSES

Nothing Entered For This Section

## Skills

Nothing Entered For This Section

## ADDITIONAL INFORMATION

Nothing Entered For This Section

## REFERENCES

Nothing Entered For This Section

Agency-Wide Questions

1. Are you a current City of North Miami Beach employee?  
No
2. Have you ever been employed by the City of North Miami Beach?  
No
3. If yes, state position, department and dates:
4. Are any members of your family or a relative (either by blood or marriage) employed by the City of North Miami Beach?  
No
5. If yes, give name, position, and relationship:
6. Are you claiming Veteran's Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and chapter 295, Florida Statutes)? \* \*YOU MUST SUBMIT CURRENT DOCUMENTATION OF YOUR VETERAN'S PREFERENCE STATUS WITH THIS APPLICATION.  
Yes  
1. A disabled veteran who has served on active duty in any branch of the U.S. Armed Forces, has received an honorable discharge, and has established the present existence of a service-connected disability that is compensable under public laws administered by the U.S. Department of Veterans Affairs; or who is receiving compensation, disability retirement benefits, or pension by reason of public laws administered by the U.S. Department of Veterans Affairs and U.S. Department of Defense. 2. The spouse of a person who has a total disability, permanent in nature, resulting from a service-connected disability and who, because of this disability, cannot qualify for employment, and the spouse of a person missing in action, captured in line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power. 3. A wartime veteran as defined in s. 1.01(14), who has served at least one day during a wartime period. Active duty for training may not be allowed for eligibility under this paragraph. 4. The widow or widower (who has not remarried) of a veteran who died of a service-connected disability. 5. The mother, father, legal guardian, widow or widower (who has not remarried) of a member of the U.S. Armed Forces who died in the line of duty under combat-related conditions, as verified by the U.S. Department of Defense. 6. A veteran as defined in s. 1.01(14), F.S. Active duty for training may not be allowed for eligibility under this paragraph. 7. A CURRENT member of any reserve component of the U.S. Armed Forces or the Florida National Guard.  
Veteran as Described in # 3 Above  
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No
7. Have you been charged and penalized for any traffic violations in the last 10 (ten) years?  
Yes
8. If you answered yes to the previous question, indicate the location, type of offense, final disposition, and dates:
9. Have you ever been fired or asked to resign by an employer?  
Yes
10. If you answered yes, please provide details:  
My employment with the City of Opa-Locka was terminated.
11. Please indicate how you learned about this position?  
City Employee
12. If your name has changed, indicate the name under which the City may verify information supplied on this application.
13. Employment with the City of North Miami Beach may require working weekends, shifts and holidays. Are you able to work:  
Full Time, Evenings, Weekends, Holidays
14. Specify any days or hours you are NOT able to work:
15. What is the earliest date you are available to start?  
First available
16. I acknowledge that my application must show the education and experience necessary to substantiate the answers in the sections regarding my education and work experience, or my application can be considered ineligible for consideration. I also understand that I must provide all required documents if applicable, at time of interview, - i.e. certifications and/or licenses required for the position.  
Acknowledge

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Acknowledge

The following terms were accepted by the applicant upon submitting the online application:

By clicking the 'Accept & Submit' button, I hereby certify that every statement I have made in this application is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the U.S. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the City of North Miami Beach and will not be returned. I understand the City of North Miami Beach may contact prior employers and other references. I understand that I must notify the Human Resources Division of any changes in my name, address, or phone number.

This application was submitted by Darvin Williams on 8/21/25 12:06 PM

Signature\_\_\_\_\_

Date\_\_\_\_\_

Darvin Williams  
16900 NW 14th Avenue  
Miami Gardens, FL 33169  
786-683-0582  
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July 31, 2025

City of North Miami Beach  
Human Resources Department  
17011 NE 19th Avenue, 4th Floor  
North Miami Beach, FL 33162

Dear Mayor and Members of the City Commission:

I am writing to express my interest in the City Manager position for the City of North Miami Beach. With more than a decade of senior leadership experience in government, I offer a proven track record of disciplined financial management, capital project delivery, union contract negotiations, and community-centered governance. I bring the leadership needed to guide North Miami Beach into its centennial era with transparency, efficiency, and long-term vision.

As a former City Manager who led a financially distressed municipality to the largest surplus in its history, I understand the value of operational discipline and strategic investment. I successfully negotiated multiple labor agreements that had been stalled for over a decade and implemented the city's first minimum wage policy, raising the standard of living for its workforce. My oversight of multi-million-dollar capital improvement projects—particularly in water, stormwater, and infrastructure—has consistently delivered results on time and within budget. I work diligently to present the elected officials that I work for fully informed options, respecting their policymaking role. My leadership style is rooted in accountability, honest communication, and a hands-on presence in the community.

I hold a Juris Doctor from The George Washington University Law School, a Master of Business Administration from the University of Miami, and a Master of Public Health from The George Washington University School of Medicine. This interdisciplinary education has equipped me with the legal insight, financial acumen, and policy expertise essential for navigating the complex landscape of municipal governance. It also reflects my commitment to professional rigor, ethical leadership, and public service at the highest level.

North Miami Beach is at a critical inflection point. The next City Manager must be a steady hand and a forward thinker. I welcome the opportunity to bring my experience, energy, and results-oriented mindset to your city and would be honored to further discuss how I can support your vision for North Miami Beach.

Sincerely,



Darvin Williams

**AN ADMINISTRATION OF FIRSTS**

**CITY MANAGER ACCOMPLISHMENTS**

**DARVIN E. WILLIAMS, JD, MBA, MPH**

**CITY OF OPA-LOCKA**

**2022-2024**

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  - E. Moises Ariza, CPA - Managing Partner, Marcum LLP
  - F. Daniel Whitebook - Owner, Opa-locka Indoor Flea Market

## **I. Introduction: An Administration of Firsts**

During his tenure as City Manager of the City of Opa-locka, Darvin Williams led an administration marked by groundbreaking achievements, institutional reform, and a relentless drive to restore integrity and results-driven governance. At a time when the city was suffering from fiscal instability, operational paralysis, and decades of public distrust, Williams delivered measurable change and ushered in a wave of firsts that redefined what was possible for Opa-locka. His administration produced the largest surplus in city history—\$17 million, and completed three overdue annual financial reports in just 18 months, returning the city to financial compliance and credibility. For the first time in more than a decade, the city also achieved a millage rate reduction, easing the burden on taxpayers while balancing the budget.

Public safety reforms under Williams were equally historic. His administration delivered the lowest crime statistics in over ten years, a result of both strategic investments and leadership. He successfully negotiated the first police union contract in a decade, implemented a \$10,000 increase to the police starting salary—the largest one-time raise in Florida at the time—and oversaw construction of a \$2.1 million state-of-the-art police headquarters. He deployed modern public safety tools such as the ShotSpotter system and elevated professionalism by initiating the city's first police accreditation process. To boost morale and foster community engagement, he launched Opa-locka's first-ever Police Appreciation Week and Public Works Appreciation Week, recognizing the hard work of frontline staff that had gone overlooked for years.

Williams also transformed the city's approach to housing and community development. He launched Opa-locka's first Affordable Housing Initiative, securing over \$700 million in proposed development projects and hosting the city's first Affordable Housing Expo. He established the first Housing Compliance Task Force, a multi-department enforcement team that tackled dangerous slum conditions, leading to state and federal action against negligent landlords—including HUD's suspension of subsidies to one of the city's worst offenders. These efforts materially improved the lives of thousands of residents, stabilizing housing and restoring basic dignity where it had long been absent.

Understanding the importance of a thriving business sector to Opa-locka's recovery, Williams founded the Greater Opa-locka Chamber of Commerce—the city's first—providing a long-overdue voice to a business community that had operated in the shadows due to decades of corruption and instability. He championed public-private partnerships, including a highly successful effort to save the historic Opa-locka Flea Market, relocating over 100 family-owned businesses at risk of displacement. His first-ever citywide job fair reduced the municipal vacancy rate from 30% to 10% in just four months, while his implementation of the city's first universal employee evaluation system ensured that all city staff were evaluated for the first time in 20 years.

Williams brought to Opa-locka not only vision, but the executive experience to turn vision into results. He holds a Jursi Doctorate (J.D.) degree from the George Washington University School of Law; a Master's in Public Health (M.P.H.) from the George Washington University School of Medicine, a Master's in Business Administration (M.B.A.) from the University of Miami, and dual undergraduate degrees in Psychology and Education from Campbell University. A U.S. Army veteran, Williams served in the 82nd Airborne Division as a Military Intelligence Linguist

and Airborne Paratrooper. Having trained at the Defense Language Institute, he is fluent in Spanish. His career includes senior executive roles in municipal government, healthcare, and nonprofit leadership. Whether restoring fiscal integrity, reforming law enforcement, or confronting housing injustice, Williams led an administration that didn't just repair what was broken—it built a blueprint for what comes next.

## **II. Organizational Structure**

### **A. Restructured Organizational Chart**

When I assumed the role of City Manager, I inherited an unmanageable organizational structure where every department reported directly to me. This setup was inefficient and unsustainable. It also ran counter to best practices, which advise that senior executives should not have more than twelve direct reports and perform optimally with seven. The lack of delegation created bottlenecks in decision-making and made meaningful performance evaluation nearly impossible.

Compounding the issue, nearly all department head positions were vacant at the time of my appointment. The absence of executive leadership in key departments led to breakdowns in communication, inconsistent policy implementation, and a general lack of accountability across the organization. Critical functions such as Finance, Human Resources, Code Enforcement, and Community Development were operating without strategic direction or leadership stability.

To address these issues, I completely restructured the city's organizational chart to establish a clear, functional chain of command. I then led the effort to recruit and appoint qualified leaders for each department, including Budget & Risk, Building & Licensing, Beautification & Building Maintenance, Capital Improvement Projects, Code Enforcement, Community Development, Finance, Human Resources, Information Technology, Parks & Recreation, and the Police Department. This overhaul restored structure, improved internal operations, and positioned the organization to deliver better services to the community.

### **B. Filled Department Head Vacancies**

Upon my appointment as City Manager, one of my top priorities was to rebuild the city's executive leadership team, as nearly all department head positions were vacant. I launched a rigorous, transparent hiring process to attract high-caliber candidates who could demonstrate professional excellence and reflect the diversity of the Opa-locka community. Each appointment was made with a focus on expertise, leadership capacity, and the ability to modernize departmental operations. Nowhere was this more critical than in public safety. To ensure a thorough and credible selection of the City's new Police Chief, I empaneled a distinguished panel of law enforcement leaders—including Chiefs of Police from Broward County, Miami-Dade County, and the City of Key Biscayne. Their guidance helped ensure a process rooted in merit, integrity, and community trust. The result was the successful hiring of a dynamic new Chief who elevated department professionalism and accountability.

At the time of my appointment, the City's entire Finance Department had been outsourced, and there had not been a permanent Finance Director in place for over five years. Recognizing the urgent need for internal financial leadership, I conducted a nationwide search to identify a

candidate capable of restoring fiscal credibility and navigating the complex legacy of financial mismanagement in Opa-locka. Recruitment for this position was particularly difficult due to the city's long-standing reputation for financial corruption and the ongoing State Financial Oversight. Despite these challenges, I was able to recruit an exceptionally qualified Finance Director who relocated from South Carolina to take on this critical role. Upon arrival, she immediately began the process of bringing the city's annual financial reporting up to date—catching us up on a decade's worth of overdue reports—and led the effort to transition financial operations back in-house. Her leadership was instrumental in rebuilding trust with external stakeholders and laying the groundwork for a stable financial future for the City.

As part of my broader commitment to equity and inclusion, I made landmark appointments in departments traditionally lacking in diversity. I hired the City's first Haitian and first female Department Head for the Building & Licensing Department—an industry historically dominated by men and overwhelmingly lacking in vendors and professionals of color. Her appointment not only broke long-standing barriers but also brought a new standard of diligence, accessibility, and cultural competency to a department crucial to development and compliance. In an industry where representation is minimal, especially in senior leadership roles, her presence signaled to both residents and contractors that Opa-locka values both expertise and equity.

I also appointed the City's first Dominican and first female head of Capital Improvement Projects, a critical leadership role tasked with overseeing the city's expansive infrastructure agenda. Her leadership brought an unprecedented level of project management discipline, transparency, and community engagement to the role. In a space traditionally reserved for large firms and male leadership, her appointment challenged the status quo and redefined what capable infrastructure leadership looks like in municipal government. She delivered on the Commission agenda of modernizing Opa-locka's facilities, roads, and public spaces by launching over \$700 million in capital improvement projects, a new height and first for the City of Opa-locka. These hires were more than symbolic—they were strategic moves that aligned talent with mission and set a new tone for inclusive excellence across city operations.

### **III. Financial Management**

When I assumed leadership, Opa-locka was under intense financial scrutiny and oversight from the State due to a history of mismanagement and corruption. One of my first priorities was to bring financial stability and credibility back to the city. I led a successful bond refinancing effort, implemented a millage rate reduction to ease the tax burden on residents, and brought the city's Finance Department back in-house after years of outsourcing. To do this, we conducted a nationwide search and hired our first permanent Finance Director in over five years. Despite the city's reputation, we were able to recruit a highly qualified candidate from South Carolina who immediately got to work catching up on ten years' worth of delinquent financial reports and rebuilding the internal finance team.

With the permission of the Commission, we also hired a full audit team to ensure our reporting and internal controls met the highest standards of accountability. To further professionalize operations, I brought in a Procurement Officer and fully staffed the Finance Department with competent professionals. I restructured our county-owned debt to improve liquidity and

completed the city's annual financial reports in record time—a major milestone given our starting point. Through aggressive fiscal management and strategic planning, I was able to generate a \$17 million surplus, putting the city on solid financial footing for the first time in years.

#### **A. Hired Finance Director**

Hiring a Finance Director was the single most critical first step in my strategy to stabilize and recover the city's finances. Without a qualified professional to lead the Finance Department, there could be no credible budgeting, no reliable financial reporting, and no real pathway to restore trust with regulators, lenders, or the public. The absence of internal financial leadership had contributed to years of missed deadlines, audit findings, and lost confidence in Opa-locka's ability to manage its own affairs. Bringing in a seasoned Finance Director was essential to reestablish fiscal discipline, create internal controls, and lead the effort to catch up on ten years of overdue financial reports. It also signaled to stakeholders that we were serious about change and committed to building a transparent, accountable financial operation from the ground up.

#### **B. Hired Finance Department Personnel**

Bringing the Finance Department services back in-house required a bold and multifaceted recruitment strategy. Given Opa-locka's troubled financial past and ongoing State Oversight, attracting experienced professionals to fill key finance roles was extremely difficult. To make the city more competitive in the talent market, I implemented signing bonuses for new hires—a first in our city's history—and raised the pay scale for all Finance Department positions to reflect the expertise required and the intensity of the workload. Recognizing the need for specialized support, I also partnered with high-level recruitment firms that had strong track records in placing top-tier municipal finance talent. These steps were essential to building a qualified internal team capable of managing complex financial operations and reestablishing fiscal credibility.

Despite these aggressive efforts, recruitment remained slow and costly. The city's reputation for financial instability continued to be a deterrent for many qualified candidates, and the demand for experienced government finance professionals far exceeded supply. Each hire required extensive outreach, negotiations, and onboarding support. However, I remained committed to the process because I understood that without a fully staffed, competent Finance Department, our recovery efforts would stall. While the process was resource-intensive, it laid the foundation for a financially stable and professionally managed operation that no longer relied on outsourcing or stopgap solutions.

#### **C. Hired Procurement Officer**

When I arrived, I was stunned to learn that the City had gone eight years without a Procurement Officer. In that time, purchases were routinely made without any formal process to verify pricing, assess vendor qualifications, or ensure competitive bidding. Without oversight or structure, there was no way to confirm whether the city was receiving fair market value for goods and services. This breakdown in procurement practices had a direct and negative impact on the city's finances

—resulting in excessive spending, inconsistent contract terms, and an environment vulnerable to inefficiency and potential misuse of public funds.

Recognizing the urgency, I made the hiring of a Procurement Officer a top priority. Once in place, we immediately reestablished formal procurement protocols, including Requests for Proposals (RFPs), competitive bidding, vendor evaluations, and contract compliance reviews. The impact was both immediate and significant: the city began saving money through better-negotiated contracts, achieving cost reductions across departments, and increasing accountability in purchasing decisions. Reinstating these best practices not only strengthened internal controls but also sent a strong message that financial stewardship and transparency were once again guiding principles in city operations.

#### **D. Hired Audit Team**

When I took office, the entire Finance Department had been outsourced to the same firm that was also serving as the city's independent auditor. This arrangement posed a serious conflict of interest, as it allowed one company to both manage and audit the city's financial records—effectively having them review their own work. While deeply problematic, this situation was the result of years of instability, the departure of experienced financial staff, and a lack of viable alternatives. The city's damaged reputation and continued State Financial Oversight made it nearly impossible to attract reputable audit firms or qualified financial professionals. We were stuck in a cycle where oversight was compromised by necessity, and risk exposure was dangerously high.

To correct this, I led a comprehensive financial restructuring effort focused on rebuilding internal capacity and restoring ethical governance. I implemented new policies that established clear checks and balances, separated financial functions, and introduced oversight protocols to ensure accountability and transparency. These structural reforms, along with demonstrated fiscal discipline, allowed us to rebuild institutional credibility. As a result, we were finally able to present a compelling case to a top-tier audit firm, which agreed to enter into a multi-year agreement with the city. This milestone marked a significant turning point—replacing an unsustainable model with a professional, independent audit partnership and reestablishing public trust in our financial management.

#### **E. Completed Annual Financial Reports in Historic Times**

Under Florida law, cities are legally required to submit annual financial reports to the Florida Department of Financial Services, in accordance with Florida Statute 218.32. For municipalities such as Opa-locka which are subject to audit, the law mandates that both the audit report and the annual financial report be filed within 45 days of audit completion, and no later than nine months after the close of the fiscal year. These requirements are designed to ensure transparency, accountability, and fiscal health in local government operations.

Before I took office, the City of Opa-locka had failed to meet these legal obligations for more than a decade. The city's track record was so poor that, prior to the imposition of State Financial Oversight, it had gone three straight years without submitting a single financial report. This

consistent failure not only violated state law but also severely damaged the city's reputation with regulatory agencies, lenders, and investors, making access to credit and partnerships virtually impossible.

Under my leadership, we launched a focused and disciplined effort to reverse this pattern. Within just 18 months, we submitted three overdue annual financial reports—a feat unmatched by any other municipality in the state. This achievement put us on track to submit our first timely annual financial report by June 2025, marking the first time in over a decade that Opa-locka would be in full compliance with the law. More importantly, this accomplishment sent a powerful signal to banks, investors, and vendors that the city was not only recovering but doing so with unprecedented speed and integrity.

#### **F. Secured Bond Refinancing**

Securing bond refinancing for the City of Opa-locka was one of the most complex and high-stakes financial challenges I faced. The city had two multi-million-dollar infrastructure bonds issued in 2016 and 2018. Although we had never missed a payment, our financial history and the lingering cloud of prior corruption made lenders extremely hesitant. Compounding the urgency was the fact that one of the bonds carried a balloon payment due in April 2025—an unsustainable obligation without intervention. Despite our solid repayment record, I approached twelve different financial institutions, all of which initially declined to bid due to the city's financial reputation and the active State Financial Oversight. It took persistent negotiation, transparency about our fiscal recovery plan, and a clear demonstration of the structural reforms we had implemented for one institution to finally step up. We were able to secure a timely refinancing deal, avoiding the balloon payment crisis and stabilizing the city's long-term financial outlook. This deal was not just a fiscal win—it was a pivotal turning point in rebuilding institutional confidence in Opa-locka's financial future.

#### **G. Restructured County-Owned Debt**

In 2016, the City of Opa-locka entered a period of effective insolvency, unable to meet even its most basic financial obligations. The city fell behind on critical payments, including payroll due to employees and water and sewer charges owed to Miami-Dade County. By the time I assumed leadership in April 2022, the County had already violated its own internal policies by informally extending the City additional time to settle these debts—essentially allowing the delinquency to persist without a formal repayment structure. This created both legal and operational risk for the County and left Opa-locka exposed to potential enforcement actions or service disruptions.

To bring the City back into compliance and resolve this long-standing liability, I led negotiations with Miami-Dade County to formalize a repayment plan. We secured a deal that included an accelerated, but manageable, payment schedule that the City could realistically meet. In exchange for our good-faith commitment and adherence to the new terms, the County agreed to forgive interest payments on the outstanding debt. This agreement not only brought us into regulatory compliance but also saved the City over \$300,000—delivering both fiscal relief and a restored working relationship with a critical regional partner.

## **H. Increased Tax Revenue by Nearly 28%**

During my tenure, we achieved a nearly 28% increase in tax revenue—an unprecedented gain that was the direct result of strategic investments in public infrastructure. By focusing on long-neglected assets, including roads, parks, and municipal buildings, we were able to significantly enhance the city's livability and economic appeal. These improvements led to a marked rise in property values across residential and commercial sectors, which in turn expanded the city's tax base. This growth provided much-needed revenue to reinvest in core services and long-term capital improvement projects, creating a positive financial feedback loop.

A critical component of this success was our targeted work on the city's outdated water and sewer system. For years, the failing infrastructure had forced the city to impose moratoriums on new development in key commercial zones. By modernizing these systems, we were able to lift those restrictions, unlocking new opportunities for business expansion and investment. The influx of new businesses not only revitalized the city's commercial corridors but also generated new jobs and sustained economic growth. These reforms laid the groundwork for a healthier, more resilient local economy and demonstrated how infrastructure investment directly translates into fiscal recovery and community development.

## **I. Realized \$17 Million Surplus**

As a direct result of the financial reforms, disciplined cost-saving measures, and strategic investments implemented during my tenure, the City of Opa-locka achieved a \$17 million surplus—the largest in its 99-year history. This historic milestone was made possible by restoring internal financial controls, renegotiating debt obligations, eliminating inefficiencies, and maximizing revenue through targeted infrastructure improvements. The surplus not only reflects a dramatic turnaround from years of fiscal mismanagement but also provides the city with a financial cushion to weather future uncertainties, invest in capital improvements, and strengthen public services. It stands as a clear indicator that Opa-locka is no longer in crisis, but firmly on the path to financial resilience and long-term stability.

## **J. Implemented Millage Rate Reduction**

The rapid rise in property values during my tenure was a double-edged sword. On one hand, it significantly increased homeowner equity and improved the city's overall fiscal health. Higher property values translated into a broader and more valuable tax base, which helped to stabilize municipal finances and contributed to our historic \$17 million surplus. For many, it signaled that Opa-locka was becoming a more desirable place to live and invest—reflecting the impact of our infrastructure investments and public safety reforms.

However, this surge in value also had unintended consequences for residents. As property assessments climbed, so did property tax bills—putting pressure on homeowners, many of whom were already financially strained. Opa-locka had been operating for years at the maximum millage rate allowed under the Florida Constitution, which is capped at 10 mills for

municipalities. This ceiling had been reached during a period of fiscal desperation when the city was insolvent and trying to patch its budget through tax increases rather than structural reforms. As property taxes rose alongside values, many residents voiced concerns and frustrations over the growing financial burden.

In response, and with the approval and direction of the City Commission, I led the first successful effort in over a decade to reduce the millage rate. We made the strategic decision to lower the rate each year, carefully calibrating the reductions to offset the increases in assessed property values. This allowed us to keep residential property tax obligations flat, delivering real relief to homeowners without compromising the city's financial stability. It was a rare and meaningful accomplishment: providing tax relief while simultaneously increasing citywide value—a testament to the strength of our financial strategy and commitment to equitable governance.

#### **IV. Public Safety**

Improving public safety was one of the top priorities of my Commission and therefore was one of mine. I began by re-negotiating the union contract with the Police Benevolent Association, resulting in a \$10,000 increase to the base salary for police officers—an essential step to improve recruitment, retention, and morale. Recognizing the need for strong leadership, I empaneled a selection committee made up of three sitting Chiefs of Police from Broward County, Miami-Dade County, and the City of Key Biscayne to guide the process of hiring our new Police Chief. This approach brought objectivity, credibility, and law enforcement expertise to a critical decision, ultimately resulting in the selection of a Chief who has helped strengthen accountability and performance across the department.

I also made significant investments in equipment and infrastructure to support our officers and enhance public safety citywide. I oversaw the purchase of a new fleet of police vehicles, secured \$1 million in grant funding, and led the construction of a new \$2.1 million police station—providing our officers with the facilities and tools they need to operate effectively. To modernize crime prevention efforts, I implemented a citywide ShotSpotter gunshot detection system, dramatically improving our response times to gun violence. Additionally, I hired the City's first-ever police accreditation specialist to professionalize our department and begin the formal process of securing law enforcement accreditation. As a result of these collective efforts, the City of Opa-locka is now reporting its lowest crime statistics in over a decade, as verified by the Florida Department of Law Enforcement (FDLE). These achievements reflect my comprehensive strategy to make Opa-locka a safer, more secure community through leadership, investment, and innovation.

##### **A. Hired Police Chief**

Hiring a Police Chief was a critical first step in restoring stability, trust, and direction within the Opa-locka Police Department. The department had lacked consistent leadership, which had eroded officer morale and weakened ties with the community. By conducting a transparent, high-integrity selection process and appointing a Chief with strong credentials and a community-focused approach, we sent a clear message that accountability and professionalism were returning to public safety. The new leadership reinvigorated the department, improved officer

morale, and significantly strengthened community engagement—laying the foundation for long-term public trust and safer neighborhoods.

#### **B. Re-negotiated Police Officer Collective Bargaining Agreement**

At the time of my appointment, the City had not renegotiated its contract with the Police Benevolent Association—the police officers’ union—since 2013. That was also the last time officers had received an overall raise. For nearly a decade, attempts to revisit the contract had stalled, creating frustration within the department and contributing to low morale and high turnover. What had dragged on unresolved for years, my administration was able to finalize in less than 90 days. Through focused negotiations and a commitment to fair compensation, we reached an agreement that included a \$10,000 base salary increase for officers—delivering long-overdue recognition and restoring momentum to a department that had been neglected for far too long.

#### **C. Increased Police Officer Base Salary by \$10,000**

When I was hired in 2023, the starting salary for police officers in the City of Opa-locka was just \$38,000—making it the lowest starting salary among all cities in Florida with more than 15,000 residents. To put that into perspective, \$38,000 was also the starting pay for the shift supervisor at the Burger King on NW 27th Avenue. Meanwhile, Opa-locka had historically suffered from one of the highest crime rates in South Florida. It was nearly impossible to demand more from our officers—or ask them to risk their lives daily—while they were being paid less than fast food managers. Recognizing both the urgency and the injustice, my administration negotiated a \$10,000 base salary increase, delivering the largest one-time raise for police officers anywhere in the State of Florida at that time. This raise was not just about pay—it was about restoring dignity to the role, boosting morale, and beginning to professionalize a department that had long been undervalued. It marked another historic first for our administration and a turning point for public safety in Opa-locka.

#### **D. Purchased New Fleet of Vehicles**

When I took office, the condition of the Opa-locka Police Department’s vehicle fleet was unacceptable and unsafe. Many patrol cars had not been replaced in well over a decade—far beyond the industry standard, where most cities retire vehicles after ten years. Several vehicles lacked working air conditioning, and some had floorboards so worn that officers could see the road beneath their feet while driving. This wasn’t just a matter of comfort—it was a serious issue of safety, professionalism, and basic respect for the officers serving our community. Understanding the direct link between equipment and performance, my administration made it a priority to systematically replace the entire police fleet within twelve months. By the end of that year, every outdated vehicle had been retired and replaced with modern, fully equipped patrol cars. This investment had an immediate and visible impact on officer morale and performance—boosting pride in the department, improving reliability during calls for service, and reinforcing our commitment to supporting those who put their lives on the line for Opa-locka every day.

### **E. Constructed New \$2.1 Million Police Station**

At the time of my appointment, the City's police station operated out of a rented section within City Hall—an arrangement that was both unprofessional and unsafe. Officers regularly escorted suspects through public hallways, often in full view of children attending a neighboring school for autistic students. This setup created unacceptable risks and sent the wrong message about how seriously the city prioritized public safety. Although the State of Florida had set aside \$1 million to help the city explore the development of a stand-alone police station, the lowest construction estimate exceeded \$10 million—a figure far beyond what the city could afford given our financial constraints and lack of credit capacity. Recognizing the urgency of the situation, I brought on a lobbyist to help us navigate state channels and secure permission to use the allocated funds to build a state-of-the-art police facility within City Hall itself.

This innovative solution allowed us to construct a fully modernized, high-tech police station inside the city's existing footprint while maximizing the \$1 million in state funding through strategic matching. The total cost of the project came to \$2.1 million—an extraordinary value given the scale and functionality of the facility. The new station is fully integrated with citywide surveillance systems and features secure communications relays directly connected to the County and neighboring municipalities—greatly enhancing interoperability and emergency response capabilities. It also served to harden City Hall, improving the safety of both our officers and elected officials. The impact was immediate and profound: officers now have a professional and secure environment to operate from, community members experience increased confidence in their local police force, and our commission chambers are better protected during public meetings. This was a transformational improvement achieved through creative problem-solving and strategic partnerships.

### **F. Implemented ShotSpotter Program**

With the support of Congresswoman Frederica Wilson, the City of Opa-locka was able to secure a critical grant that covered the first-year costs of implementing the ShotSpotter program—a gunshot detection system designed to improve the speed and accuracy of law enforcement response to gun violence. ShotSpotter uses a network of acoustic sensors strategically placed throughout the city to detect and triangulate the location of gunfire in real time, automatically alerting police within seconds. This technology eliminates reliance on 911 calls, which are often delayed, incomplete, or entirely absent in gunfire incidents.

The implementation of ShotSpotter marked a major step forward in our public safety strategy. It allowed officers to respond more quickly and precisely to gunfire incidents, increased the likelihood of recovering evidence and making arrests, and provided valuable data to guide patrol deployment and crime prevention efforts. Since the program's launch, we've seen improved response times, stronger community trust in the police, and a demonstrable deterrent effect in historically high-crime areas. Thanks to Congresswoman Wilson's advocacy, we were able to leverage this cutting-edge tool without burdening the city's limited budget—delivering immediate and measurable safety benefits to our residents.

### **G. Hired City's First Accreditation Specialist**

Police accreditation through the Commission for Florida Law Enforcement Accreditation (CFA) is a rigorous process that ensures a law enforcement agency meets the highest standards of professionalism, accountability, and operational effectiveness. Accreditation signals to the public and partner agencies that a department adheres to best practices in areas such as use of force, training, evidence handling, and community relations. The Opa-locka Police Department had not been accredited for several years—a reflection of past instability and lack of strategic leadership. Recognizing the importance of restoring credibility and raising operational standards, I made accreditation a long-term goal for the department. As a first and foundational step, I hired the City's first-ever police accreditation specialist to guide the department through the multi-year process. This role is critical to aligning our policies and procedures with CFA benchmarks and ultimately positioning Opa-locka PD as a model of modern, accountable policing.

### **H. Improved Officer Retention**

In 2022, police officer retention in Opa-locka had reached a crisis point, threatening the stability and effectiveness of our entire department. Well-resourced sister cities and the Miami-Dade County Police Department were actively recruiting our most talented officers by offering higher salaries, superior facilities, and modern equipment—opportunities Opa-locka simply wasn't matching at the time. As the newly appointed City Manager, I knew we couldn't afford to continue losing our best officers, so I took a direct, personal approach. I met with officers both collectively and one-on-one. In every conversation, I asked for the same commitment: delay any decision to leave the department for just twelve months. In return, I promised that the city would deliver better compensation, stronger leadership, improved training, and upgraded equipment.

These weren't hollow words—they were a strategic commitment to rebuilding the department from the ground up. I understood that for many officers, their ties to the community ran deep. Their colleagues and the residents they served were like family. Most wanted to stay but simply couldn't afford to continue making personal sacrifices on wages that left them unable to support their own families. Many of those officers trusted me and took that leap of faith. Over the next year, we fulfilled that promise—delivering historic raises, investing in new vehicles and facilities, and establishing a clear path toward accreditation and professionalism. Today, many of those same officers are still proudly serving in Opa-locka, a testament to what leadership, commitment, and follow-through can accomplish in even the most challenging environments.

### **I. Achieved Lower Crime Statistics**

Our comprehensive efforts to transform public safety in Opa-locka began with the hiring of a new Police Chief through a rigorous, impartial process guided by veteran law enforcement leaders from across South Florida. This leadership change set the tone for a department-wide shift toward professionalism, accountability, and community engagement. We followed that with a strategic investment in infrastructure, building a \$2.1 million state-of-the-art police station within City Hall. This facility not only improved working conditions for officers but also integrated advanced technology and communications systems, greatly enhancing our ability to respond to incidents and coordinate with county and regional partners.

Coupled with these structural improvements, we addressed one of the department's most long-standing challenges: compensation. By delivering the largest one-time police officer raise in the state and committing to better equipment, training, and leadership, we sent a clear message that public safety was no longer being shortchanged. These combined efforts revitalized officer morale, improved retention, and restored public trust in the police force. The outcome speaks for itself—Opa-locka is now reporting the lowest crime statistics in over a decade, according to data verified by the Florida Department of Law Enforcement. Our investment in leadership, infrastructure, and personnel has delivered measurable, lasting results for the community.

## **V. Public Infrastructure**

We secured over \$10 million in infrastructure grants to tackle long-overdue capital improvements throughout the city. With these funds, we led the renovation of key public facilities, including Historic City Hall, City Hall, several parks, and community centers—revitalizing essential spaces for residents and restoring pride in our public assets. We also oversaw the construction of a new Commission Chamber and a dedicated facility for the Building & Licensing Department, strengthening our civic infrastructure and improving the delivery of services across the board.

Given the city's constrained financial position, grant funding became a critical pillar of our strategic plan for recovery and growth. We pursued external funding aggressively, often engaging multiple grant writers simultaneously to maximize our reach and competitiveness. This proactive approach yielded significant results, with the city securing approximately \$3 million in grant funds annually. These funds enabled us to advance key infrastructure projects that would have otherwise been financially out of reach. Notable initiatives included the citywide sidewalk installation program, a multi-million dollar renovation of Historic City Hall, the installation of lighting at Ingram Park, and perimeter fencing improvements at Sherbondy Park. Through strategic grant acquisition, we were able to stretch limited resources and deliver impactful capital improvements that enhanced safety, accessibility, and quality of life for our residents.

### **A. Completed Renovation of Historic City Hall**

The restoration of Opa-locka's Historic City Hall—also known as the Opa-locka Company Administration Building—was a signature achievement of our administration and a major milestone in the city's revitalization. When I took office, the building had been in a state of disrepair for decades, despite its iconic status and architectural significance as a Moorish Revival landmark. Previous efforts to restore it had repeatedly stalled due to lack of funding, planning, and leadership. Under my direction, we revived the long-neglected project by assembling the necessary financial resources, including a \$500,000 city contribution, a \$600,000 community block grant, and a \$500,000 cultural grant, to launch a \$1.6 million restoration. My administration oversaw the project from funding approval through construction, ensuring that both historic preservation and functional modernization goals were met. This effort not only saved a critical piece of the city's architectural legacy but also set the tone for broader community investment and cultural renewal.

## **B. Completed Renovation of Opa-locka Government Center**

Opa-locka holds a rare distinction—it possesses the largest collection of Moorish Revival architecture in the United States. This architectural heritage, inspired by North African and Islamic design, is one of the city's most unique assets, yet it had long been underutilized as a tool for identity, branding, and economic development. Recognizing the untapped potential, and with guidance from our City Commission, my administration made it a strategic priority to lean into this rich history and elevate it as a defining feature of Opa-locka's visual and cultural identity.

As a first step, our Community Development Department created a detailed architectural style book that captured the city's historic design language. This guide was distributed to developers and contractors interested in building in Opa-locka, outlining expectations and encouraging the integration of Moorish elements in new construction and renovations. We didn't stop at guidelines—we offered hands-on assistance and incentives to those willing to embrace the city's aesthetic, ensuring that future development aligned with our goal of creating a visually unified and culturally distinctive community. This initiative has not only preserved our architectural legacy but also sparked new interest from investors and creatives alike.

To deepen the authenticity and broaden our vision, members of my team and I traveled to Morocco to study the origins of Moorish design firsthand. We explored traditional patterns, color palettes, and structural details, drawing direct inspiration from architectural masterpieces such as the Hassan II Mosque in Casablanca. We brought these ideas back to Opa-locka and immediately began incorporating them into city projects—most notably in the renovation of the Opa-locka Government Center. The result is a building that doesn't just reflect our past, but confidently speaks to our future—a bold architectural statement that signals where Opa-locka is headed: rooted in history, driven by vision, and committed to excellence.

## **C. Reopened Ingram Park**

In 2017, Hurricane Irma devastated much of South Florida, leaving behind a trail of destruction that included severe flooding, prolonged power outages, and significant damage to public infrastructure. One of the casualties in Opa-locka was Ingram Park—a once-vibrant waterfront recreational space named in honor of Dr. Robert B. Ingram. Dr. Ingram was a trailblazer and community icon: the first Black police officer to retire from the Miami Police Department, one of the first Black Police Chiefs in Opa-locka, and the first Black City Manager of South Miami. The park, named in his honor, symbolized pride, progress, and community unity. Yet, in the years following the storm, it lay in complete disrepair, overtaken by overgrowth and neglect, with no real plan in place for its restoration.

When I took office in 2023, I made it a priority to restore Ingram Park not just to its former glory, but to reimagine it as a premier public space that reflected the greatness of the man it was named after. We developed an ambitious, multi-phase, multi-million dollar renovation plan that included a family-friendly water park, rental venues for weddings and gatherings, a state-of-the-art soccer field, and newly constructed pickleball courts. This project was not only about rebuilding a park—it was about restoring a sense of pride and ownership within the community and creating a

destination for residents of all ages. To make it financially feasible, we pursued creative funding strategies and public-private partnerships to move the vision forward.

One of the most impactful breakthroughs came through negotiations with a local soccer field vendor. We structured a public-private partnership in which the vendor contributed over \$1 million in funding, while the City provided the land and long-term shared access to the facilities. This deal marked a first-of-its-kind partnership for Opa-locka and exemplified how strategic collaboration can drive community reinvestment. We packaged the deal for Commission approval and began the work to prepare the park for its new life. In 2024, Ingram Park officially reopened—restored, reimagined, ready to serve, and ready to begin a new journey of transformation to a beacon of community pride for generations to come.

#### **D. Completed Renovation of Helen Miller and Segal Park**

For nearly a decade, Opa-locka's senior citizens had been without a dedicated space of their own. Years ago, the City had designated a building at Ingram Park for senior use, but it had since been shuttered and neglected, leaving one of our most cherished populations without a place to gather, socialize, or access community resources. Recognizing this long-overdue need—and with clear guidance from our Commission—we took decisive action to restore and repurpose that commitment by establishing the Helen Miller Center at Segal Park as a permanent home for our seniors. From the start, we ensured the project was inclusive and community-driven. At the direction of the Commission, we opened the planning process to public input and engaged directly with residents to understand their needs and preferences.

The result was a thoughtful, multi-faceted renovation that now includes a walking trail with outdoor exercise equipment, a computer room to help close the digital divide, and an expanded parking lot to improve accessibility. We utilized ARPA (American Rescue Plan Act) funds to further enhance the facility, including installing new flooring throughout and applying a fresh paint design inspired by the city's historic Moorish Revival architectural heritage. The Helen Miller Center now stands as a vibrant, welcoming space where seniors can reconnect, stay active, and participate in lifelong learning. This project not only restored dignity to a long-overlooked part of our community but also reaffirmed our administration's commitment to inclusive, responsive governance.

#### **E. Constructed New Commission Chambers**

At the time of my appointment, the City of Opa-locka had been holding its bi-monthly commission meetings at Sherbondy Park in a makeshift auditorium—an inadequate space that lacked the professionalism and functionality expected of a municipal government. Ironically, millions of dollars in bond funding had already been spent to construct the City's Government Center, yet none of that money had been allocated to build Commission Chambers within the facility itself. This disconnect undermined the purpose of centralizing government operations and left both the public and elected officials without a proper venue for civic engagement and legislative decision-making.

Recognizing the importance of correcting this oversight, our administration made it a priority to design and construct a modern, fully equipped Commission Chamber within the Government

Center. The result was a state-of-the-art facility featuring new flooring, upgraded lighting and sound systems, and strategically placed televisions on multiple walls to ensure clear visibility of proceedings from any seat in the room. At the grand opening, we proudly welcomed the public and our Commission into a space that finally reflected the dignity and transparency of local governance. This project was not just a long-overdue infrastructure improvement—it was a statement about our commitment to accessibility, civic pride, and restoring public trust in the institutions that serve them.

#### **F. Constructed New Facilities for the Building, Licensing, & Permitting Department**

Our commitment to accessibility didn't stop with the completion of the new Commission Chambers—we extended that same focus to improving how residents and businesses interact with the most frequently used services within the Government Center. One of the most essential departments for both residents and developers is the Building, Licensing, & Permitting Department. This department serves as the city's front line for regulating construction, ensuring code compliance, issuing permits, and providing business licenses. Whether someone is building a new development, renovating a home, or starting a small business, they must engage with this department to remain in compliance with city regulations and move their projects forward legally and efficiently.

At the start of my tenure as City Manager, the Building & Licensing Department was buried on the fourth floor of the Government Center—a location that was inconvenient and unwelcoming. Visitors had to sign in at the front desk and call the department just to gain permission to ride the elevator upstairs. This process was frustrating, inefficient, and a barrier to service delivery. Recognizing this, we prioritized the relocation of the department to the first floor, where it is now directly accessible from the street. This move not only streamlined public access but also sent a message that we are serious about being responsive, customer-focused, and business-friendly. By removing unnecessary obstacles, we improved the user experience for developers, entrepreneurs, and everyday residents alike.

### **VI. Public Works**

In the late 1970s, clay pipes were installed throughout Opa-locka to support water transportation as a temporary solution. Unfortunately, those pipes were never replaced and remain in the ground nearly 50 years later. Over time, their deterioration has caused severe loss of potable water through underground leaks and, more alarmingly, the leakage of raw sewage in various areas across the city. These failing systems have contributed to escalating maintenance costs, public health concerns, and environmental hazards. Many of the city's broader infrastructure challenges—ranging from road damage to flooding and utility failures—can be traced back to this long-ignored foundational issue. Addressing this problem became central to our strategy for modernizing city infrastructure and protecting the health and safety of our residents.

#### **A. Implemented Pump Station Renovation and Replacement Plan**

Pump stations are a critical component of a city's wastewater and stormwater management system. Their primary function is to move sewage and excess water from lower elevations to

higher ground or toward treatment facilities, especially in low-lying areas like Opa-locka. When pump stations fail or operate below capacity, wastewater can back up into streets, homes, and waterways—posing serious environmental and public health risks. These failures can also overwhelm the city's infrastructure and lead regulatory agencies to impose moratoriums, which restrict or entirely halt new development in affected areas.

A moratorium is a legal restriction that prevents new construction or development from moving forward due to inadequate infrastructure capacity—most commonly related to failing water or sewer systems. In Opa-locka, outdated and poorly maintained pump stations contributed to such restrictions, limiting economic growth, deterring investment, and preventing the expansion of desperately needed housing and commercial projects. To reverse this trend, we developed and—with the full support of the Commission—began executing a comprehensive plan to renovate and replace all 19 pump stations across the city. Utilizing federal ARPA funds, this multi-phase initiative represents one of the most significant infrastructure upgrades in Opa-locka's history and is essential to lifting development restrictions, protecting public health, and laying the foundation for sustained economic growth.

#### **B. Initiated Clay Pipe Replacement**

Replacing the clay pipes buried beneath Opa-locka was both critical and urgent. Originally installed in the late 1970s as a temporary solution, these fragile, porous pipes remained in the ground for nearly five decades, creating a host of infrastructure problems. Citywide replacement was estimated to cost nearly \$100 million—a staggering figure that made progress slow and funding difficult to secure. Nevertheless, wherever we could carve out \$600,000 or more in capital, we made it a priority to dedicate those funds to pipe replacement. This wasn't just about modernizing infrastructure—it was a necessity. In areas where the clay pipes remained, we faced chronic water loss, frequent raw sewage leaks, and an inability to perform other critical infrastructure improvements like road repair and sidewalk installation. The pipes were so brittle that any heavy equipment used above them risked shattering the entire system.

Beyond preventing breakages and environmental hazards, replacing the clay pipes brought immediate and measurable benefits. The porous nature of the old pipes led to significant water loss—in some parts of the city, only 60 out of every 100 gallons of potable water actually reached their intended destination. This not only strained city resources but also led to inflated operational costs. By replacing the clay pipes, we stopped the hemorrhaging of potable water, improved system efficiency, and generated substantial cost savings for the city. The work was expensive and painstaking, but each section of pipe replaced marked progress toward a safer, more resilient, and financially sustainable infrastructure system for Opa-locka.

#### **C. Initiated City-wide Side Walk Installation and Replacement**

Making Opa-locka a more walkable city had long been a priority of the Commission, and rightfully so—walkability contributes directly to public health, economic vitality, and overall quality of life. However, despite broad support from both elected officials and residents, the initiative had stalled for years due to funding challenges, the presence of fragile underground clay pipes, and frequent turnover in city leadership. Understanding the importance of this project

and its direct impact on livability, we made the strategic decision to take it on with urgency and purpose.

We approached the sidewalk project much like we did the clay pipe replacement effort: by identifying and allocating funds wherever possible, even in small increments, and combining those resources with targeted grants and ARPA funding. To maximize efficiency and reduce long-term costs, we synchronized sidewalk installation with water infrastructure upgrades—replacing clay pipes first, then immediately installing or repairing sidewalks above them. This dual-phase strategy eliminated the risk of damaging newly built sidewalks during future pipe replacement work. As a result, within just two years, we successfully installed or repaired sidewalks across nearly 40% of the city—an achievement that reflects not only resourcefulness but a strong commitment to delivering on the promises made to our residents.

#### **D. Collected Delinquent Commercial Water Bills**

Since 2019, the City of Opa-locka had been entangled in a series of lawsuits alleging mismanagement of its water service and over-billing practices. While the majority of these cases were eventually settled, the fallout continued to impact the city's finances. Several commercial customers, in what amounted to a de facto protest, simply stopped paying their water bills altogether. By the time I began my tenure as City Manager, these unpaid accounts had ballooned to over \$8 million in outstanding debt—a staggering figure that compounded an already dire situation. The city's Water & Sewer Fund was insolvent, operating at a loss year after year, with expenses far exceeding revenues. Most concerning of all, the city's largest single water customer owed nearly \$1 million in unpaid charges.

Understanding that financial recovery was impossible without addressing this issue head-on, we moved swiftly. Within my first 90 days, we developed and executed a targeted strategy to recover the delinquent commercial water debt. This included outreach, structured payment plans, and, where necessary, firm enforcement measures. Our efforts yielded significant results. In just the first six months, we collected nearly \$3 million in past-due payments—injecting much-needed revenue back into the Water & Sewer Fund and helping to stabilize one of the city's most financially distressed operations. This aggressive approach sent a clear message: Opa-locka was no longer in the business of tolerating non-payment, and financial accountability would be the new standard.

#### **E. Prepared Water Rate Study**

Having an insolvent Water & Sewer Fund was a major barrier to Opa-locka's financial recovery. While the accumulation of unpaid water bills played a significant role, the root of the problem ran deeper. The city had not been charging fair market value for its water and sewer services for years. Florida law mandates that municipalities conduct water rate studies every seven years to ensure rates remain just, equitable, and aligned with the actual cost of service delivery. Unfortunately, Opa-locka had gone nearly a decade without completing such a study. During that time, operational costs rose significantly while rates remained stagnant, leaving the city to absorb the growing financial burden with no adjustment to recover expenses.

Rate studies are politically sensitive and often avoided because they tend to result in fee increases—something no politician seeking re-election wants to touch. In Opa-locka, the issue was so toxic that past city managers and commissions simply avoided it altogether, knowing the political fallout it could bring. The result was years of deferred action, legal non-compliance, and a utility fund that hemorrhaged money with no path to sustainability. Yet despite the political risk, we recognized that delaying action any further would only deepen the city's fiscal crisis.

By the time I brought the rate study forward, our administration had already taken major steps to restore credibility and financial order—settling lawsuits related to water billing, renegotiating liabilities with the County, and collecting millions in delinquent accounts. With these foundational issues addressed, initiating the water rate study became a necessary final step. It wasn't politically popular, but it was legally required and financially responsible. As one of my last acts as City Manager, I advanced the study as a measure of compliance, fiscal discipline, and long-term recovery—prioritizing the city's stability over political convenience.

## **VII. Human Resources**

We prioritized rebuilding the City's internal culture by investing in our most valuable asset—our employees. One of our first major initiatives was organizing Opa-locka's first-ever citywide job fair, aimed at attracting new talent and expanding local employment opportunities. Recognizing the importance of staff morale and engagement, we launched several employee-focused initiatives that celebrated and supported our workforce.

We introduced the city's first Public Works Week and Police Appreciation Week, taking time to recognize the critical contributions of our frontline teams. In addition, we implemented quarterly Employee Appreciation Events, creating regular opportunities to boost morale, strengthen internal relationships, and show our gratitude to staff at every level. These efforts were about more than celebration—they were part of a broader strategy to cultivate a supportive, motivated, and high-performing workforce capable of delivering quality services to the residents of Opa-locka.

### **A. Improved Employee Compensation**

Filling vacancies was a constant and pressing challenge during our administration in Opa-locka. In my first year as City Manager, we struggled to maintain even 120 filled positions out of 165 full-time roles—meaning that, on average, every municipal department was operating with a one-third staffing shortage. This severely impacted service delivery and placed immense pressure on our existing workforce. One of the core issues was compensation. Across nearly every department, from entry-level roles to department head positions, our pay structure was not competitive. For example, while the average starting salary for police officers in Miami-Dade County was around \$50,000, Opa-locka was offering just \$38,000.

To begin correcting these disparities, we renegotiated two key collective bargaining agreements, which provided long-overdue wage increases to many union employees. However, our non-union workforce—those in administrative, professional, and support roles—remained without a clear, updated compensation framework. To address this, we developed and submitted a comprehensive pay plan to the Commission. A pay plan is a structured framework that outlines compensation

ranges for all city positions, ensuring equity, market competitiveness, and internal consistency. Best practice recommends that municipalities review and update their pay plans every 3 to 5 years to stay aligned with market conditions and cost-of-living changes. In Opa-locka, it had been more than a decade since the last pay plan was implemented.

By completing and submitting this long-overdue pay plan, we laid the foundation for a more competitive, fair, and strategic approach to employee compensation. Addressing pay inequities across the organization allowed us to begin attracting and retaining qualified talent—an essential step toward stabilizing the workforce and ensuring that the City of Opa-locka could deliver the quality of services our residents expect and deserve.

## **B. Initiated Employee Evaluations**

Within my first few months as City Manager, I initiated random one-on-one meetings with employees across every department. My goal was to have honest, unscripted conversations about the strengths, weaknesses, needs, and opportunities in each area of the organization. These meetings quickly revealed a troubling trend—employee compensation was a recurring concern, but just as concerning was the absence of any structured system for employee evaluations. Many staff members had never received a formal evaluation of their performance. I was particularly struck by one employee in the Public Works Department who told me that in his 14 years with the city, he had never been evaluated. When I asked why, he explained that, in his experience, evaluations only happened when someone was getting promoted—or getting fired.

Employee evaluations are a cornerstone of professional development and organizational accountability. For employees, they provide clear feedback on performance, reinforce expectations, identify areas for improvement, and open up pathways for advancement and skill-building. For the employer, evaluations are essential for aligning individual performance with department goals, recognizing high performers, documenting personnel issues, and informing critical decisions such as promotions, disciplinary actions, or salary adjustments. Importantly, a well-structured evaluation system is fundamental to any fair and transparent compensation structure. Without regular evaluations, it is nearly impossible to justify or calibrate pay in a way that is both equitable and performance-based.

Recognizing how central this issue was to both morale and operational effectiveness, we made it a priority to implement a citywide performance evaluation system. We developed a standardized evaluation form tailored to municipal roles and provided hands-on training to department heads and supervisors to ensure consistency and integrity in the process. As a result of our efforts, in December 2022, every City of Opa-locka employee received a formal performance evaluation—many for the first time in their careers, and certainly the first citywide implementation in at least two decades. This initiative restored accountability, laid the groundwork for merit-based compensation, and reinforced a culture where performance and professionalism are both measured and rewarded.

## **C. Organized the City's First Job Fair**

After addressing our outdated compensation structure—the single greatest barrier to attracting qualified talent—we faced the next major challenge: how to let the marketplace know that Opa-

locka was now a competitive employer. To meet that challenge, we organized the city's first-ever job fair, a bold step considering our long-standing struggles with hiring and retention. Initially, our Mayor and Commission were understandably skeptical. Decades of staffing instability had left a lasting impression, and a public event of this nature carried reputational risk. However, once we presented a clear plan and vision, they got behind the effort fully.

We worked closely with the Commission to make the job fair a true citywide initiative. Commissioners participated in radio spots on local stations, and we used their images in print and online media to promote the event. Their visible support signaled to the community that this was not just another hiring effort—it was part of a broader transformation of how the city recruits and values its workforce. The result exceeded expectations. Within just four months of the job fair, we hired over thirty new employees, bringing our total staff count to 151 and reducing our vacancy rate from 30% to just 10%. It was a powerful demonstration of what's possible when internal reform is paired with external outreach—and when leadership stands united in delivering results.

#### **D. Executed the City's First Public Works Week**

Public Works Week, established in 1960 by the American Public Works Association, is a nationally recognized initiative that highlights the essential services public works professionals provide and honors their vital contributions to community health, safety, and infrastructure. In Opa-locka, our Public Works Department is the largest in the city by head count and plays a foundational role in delivering critical services. However, when I took office, the department was in a state of deep neglect—having gone 14 years without a union contract or pay raises. Morale was low, staffing was inadequate, and basic repairs such as water main breaks regularly took twice as long as they should have. Some employees were even assigned dual titles to cover multiple roles in a single day.

Understanding the need to rebuild morale and recognize the dedication of this overworked team, I partnered with the Assistant City Managers and the Human Resources Department to formally recognize Public Works Week for the first time in the city's history. We organized a day of bowling and a night of karaoke, both funded by the city, to celebrate the department's efforts and build camaraderie. These gestures, combined with the signing of a new union contract, long-overdue compensation increases, and the onboarding of new staff, helped spark a critical turnaround. Public Works Week became more than just a celebration—it symbolized the beginning of a new era of respect, investment, and operational effectiveness for the department and for Opa-locka as a whole.

#### **E. Executed the City's First Police Appreciation Week**

At the time of my appointment, the Opa-locka Police Department—our largest department by budget and second largest by headcount—was in a state of deep dysfunction. With the lowest starting salary of any department serving a population over 15,000 in the state of Florida, our officers had not received a raise or a union contract in over a decade. Compounding the issue, the department was housed in a facility adjacent to a school for autistic children, creating serious concerns as officers had to escort detainees through shared space. Hiring was slow, retention was difficult, and morale was understandably low. But we confronted these challenges head-on—

renegotiating a long-overdue union contract, raising the starting salary by \$10,000, and constructing a new multi-million dollar police headquarters to give our officers the professional, secure workspace they deserved.

To recognize this turning point and demonstrate our renewed commitment to those who serve, we hosted the City of Opa-locka's first-ever Police Appreciation Week. Nationally, Police Appreciation Week is held to honor the service and sacrifice of law enforcement officers and to strengthen community support for public safety. We partnered with the Police Benevolent Association (PBA) to organize a major community cookout at Sherbondy Park, welcoming all officers and their families to take part in the celebration. Additionally, the city hosted and funded a night of bowling as a gesture of appreciation. These events were more than symbolic—they represented a new chapter for the department, one where officers felt valued, supported, and proud to serve the community.

### **VIII. City Manager's Initiatives**

We launched and led a series of City Manager's Initiatives aimed at addressing longstanding challenges and advancing a results-driven, community-first agenda. Some of these efforts, like the Illegal Dumping Task Force and the creation of the Beautification and Building Maintenance Division, were developed under the direct guidance of our Commission, reflecting their clear priorities to improve neighborhood cleanliness and enhance public spaces. Others, such as the Affordable Housing Initiative and the Grant Funding Initiative, were strategic responses from our administration to meet urgent operational needs and financial constraints.

We also spearheaded efforts to support economic development and business engagement through pro-business campaigns like "Opa-locka Open for Business" and the formation of the Greater Opa-locka Chamber of Commerce—efforts designed to stimulate local investment and entrepreneurship. Across all initiatives, we prioritized public-private partnerships and leveraged external resources to maximize our impact without overburdening the city's limited financial base. These efforts reflect our commitment to proactive, solution-oriented governance, rooted in both Commission leadership and administrative action.

#### **A. Affordable Housing Initiative**

Although no new housing developments had been completed in Opa-locka in over a decade, the city still held a critical asset: land. As one of the last municipalities in Miami-Dade County with available land for development, Opa-locka had unique potential for growth. However, years of financial mismanagement and legal settlements had left city coffers depleted, with much of the city's land previously given away to settle claims. This limited our ability to self-finance or directly develop projects. Recognizing this, we focused on attracting development teams willing to enter into public-private partnerships, where the city could contribute land and regulatory support in exchange for private investment in affordable housing and mixed-use projects.

At the outset, we launched a targeted outreach effort through our Community Development Department, but initial responses were discouraging. Developers were hesitant to engage due to the city's well-known history of administrative turnover, project delays, and inconsistent support at the commission level. To overcome this stigma and generate momentum, we created and

hosted Opa-locka's first-ever Affordable Housing Expo. The event was designed to demonstrate the city's development potential and show that a new era of leadership and stability had arrived. I, along with members of our Community Development team, personally invited developers and walked them through the city's vision, available sites, and the resources we were prepared to offer.

The results exceeded expectations. The Expo generated significant interest, and in the weeks that followed, we held multiple follow-up meetings with developers. Ultimately, seven development teams committed to working with us on various sites throughout the city. These were true partnerships—our administration assisted with permitting, coordinated impact fee waivers, and even participated in bank presentations to help developers secure financing. As a result of this coordinated effort, we were able to present over \$700 million in proposed affordable housing and mixed-use developments to the Commission. This marked a transformative moment for Opa-locka—one driven by strategic engagement, collaboration, and a renewed commitment to addressing the city's longstanding housing needs.

### **B. Historic Preservation Initiative**

Historic preservation plays a critical role in maintaining the cultural identity, architectural character, and civic pride of a community. It helps tell the story of a city's origins, growth, and unique contributions to history, while also encouraging tourism, investment, and neighborhood revitalization. In communities like Opa-locka, where history and architecture intersect in a powerful way, preservation is more than aesthetic—it's economic and deeply personal. Opa-locka holds the distinction of having the largest collection of Moorish Revival architecture in the United States. In one of the most competitive tourism markets in the country, we recognized this rare architectural identity as our greatest untapped asset—and we bet on it.

To back that vision, we made a historic commitment of our own: for the first time in city history, we allocated \$100,000 annually from the general fund to help homeowners revitalize and preserve historic properties. This initiative, approved each year by our Commission, was a game changer—not just for Opa-locka, but for historic homes across South Florida. Prior to this, preservation efforts were almost entirely reliant on grants or out-of-pocket financing, which was unattainable for most residents in a city where the median household income is just \$31,260. In historic homes, routine repairs—like replacing a window or front door—can cost triple the norm due to preservation standards. For the first time, we gave our residents the means to honor their heritage without sacrificing their financial stability, preserving the city's architectural treasure while uplifting the very people who live within it.

### **C. Illegal Dumping Task Force**

Opa-locka faced a serious challenge with illegal dumping, particularly in its large industrial zones and on unpaved roads with little to no street lighting. The issue was made worse when Miami-Dade County shut down the city's only transfer station—previously the designated location where residents could legally dispose of large waste items such as furniture, renovation debris, and used tires. With that option gone, both residents and outside parties began dumping their unwanted materials throughout the city, turning remote and poorly lit areas into dumping grounds. In the year prior to my appointment as City Manager, the city had spent over \$700,000

just to clean up illegally dumped materials, especially tires and construction debris—an unsustainable burden on our already strained budget.

In response, the Commission passed legislation to empower residents to be part of the solution by creating a reward-based illegal dumping tip line. To support and operationalize this policy, my administration established Opa-locka's first-ever Illegal Dumping Task Force—a multi-departmental effort that included the Police Department, IT Department, Code Enforcement Division, and the Beautification Division. This team met weekly to identify and respond to active dumping sites. Code Enforcement identified hot spots; IT installed surveillance cameras; police officers coordinated targeted patrols; and Beautification crews handled clean-up operations. This was the first time the city had taken a coordinated, cross-functional approach to tackling illegal dumping, and the impact was immediate.

As a result of the task force's efforts, several arrests were made, and illegal dumping activity sharply declined. In the first year alone, the city's cleanup costs dropped from over \$700,000 to under \$300,000. By the second year, those costs fell even further—down to under \$100,000. These outcomes demonstrated the effectiveness of a proactive, collaborative strategy rooted in community engagement, technology, and enforcement. The Illegal Dumping Task Force not only saved the city hundreds of thousands of dollars, but also restored pride in our neighborhoods and signaled that Opa-locka was no longer turning a blind eye to this long-standing issue.

#### **D. Housing Compliance Task Force**

We created the Housing Compliance Task Force in direct response to the demands of Opa-locka residents, who for years had been forced to live in substandard conditions. The presence of slumlords had become a growing and urgent concern. Our staff across multiple departments were inundated with complaints involving illegal evictions, widespread mold, rodent and vermin infestations, and rental units without working air conditioning. While these are often considered private legal matters, the City is obligated to enforce "minimum housing standards." In many cases, the conditions violated those standards, compelling municipal intervention. Given the scale and complexity of the crisis, it became clear that no single department could manage it alone. We assembled a multi-department task force that included personnel from the Building, Licensing & Permitting Department, Code Enforcement Division, Public Works, and the Police Department. Their work involved detailed, coordinated reviews of noncompliant properties, ultimately providing the City Manager's Office with the information necessary to act decisively.

Our first enforcement case demonstrated exactly how the task force was designed to operate. After extensive documentation of violations, we presented a corporate housing owner with the reality: hundreds of thousands of dollars in fines and the withholding of permits if they failed to bring their property into compliance. Rather than fight, they cooperated. The City agreed to expedite permits and facilitate negotiations with the County, while citations would be withheld as long as they adhered to the agreed-upon timeline. Within 90 days, a formal agreement was reached. Within 180 days, residents who had once lived in hazardous, degrading conditions were moving into newly renovated, code-compliant, and beautifully updated apartments. It was a clear success and a blueprint for future interventions—an example of how serious enforcement, combined with collaboration, could lead to real, immediate improvements in residents' quality of life.

Unfortunately, not all cases mirrored that success. The next major engagement—Glorieta Gardens—was the opposite. It's important to name the complex because it drew local and national attention for the horrific living conditions. Our investigation revealed residents living with black mold, raw sewage backups, rat infestations, severe flooding, and even snakes inside units. Despite overwhelming evidence, the corporate owner refused to acknowledge violations. They accrued over \$600,000 in citations and, in retaliation, stopped paying their water bill—adding another \$600,000 in unpaid debt. We escalated the issue with a public press conference alongside members of the Commission, showcasing graphic photos of the conditions. This drew the attention of Miami-Dade County Mayor Daniella Levine Cava, who dispatched county inspectors. Within weeks, the County documented extensive and repeated sewage leaks, triggering a lawsuit and consent decree against the owner. Congresswoman Frederica Wilson, long a vocal advocate for the tenants, joined the effort once the City provided comprehensive documentation and access. She held her own press conference and brought in the Secretary of HUD for a firsthand tour. The result: HUD suspended the owner's subsidized housing contract, cutting off nearly 100% of their income. The owner was forced to sell, and a new ownership group committed to a full renovation of the complex. Displaced residents were provided housing vouchers and relocated to safe, subsidized housing.

Once the City took the lead, support from the County and federal government followed—and the lives of thousands of residents were materially improved. The Housing Compliance Task Force did more than just write citations; it became a vehicle for transformative change. It forced long-ignored slumlords to take responsibility, brought intergovernmental resources to bear, and restored dignity to families that had suffered in silence for far too long. The impact of the task force was not only meaningful—it was deeply substantive and long overdue.

#### **E. Public-Private Partnerships**

Public-private partnerships (P3s) are collaborative agreements between government entities and private sector companies to deliver projects or services that benefit the public. In a P3 arrangement, the public sector typically contributes resources such as land, regulatory support, or incentives, while the private sector provides capital investment, technical expertise, or operational management. These partnerships are especially valuable for municipalities like Opa-locka, where financial constraints often make it difficult to pursue large-scale projects independently. By sharing responsibilities, risks, and rewards, P3s allow cities to move forward with critical initiatives that would otherwise remain stalled due to lack of funding or capacity.

In Opa-locka, we effectively used a public-private partnership to save the historic Opa-locka Flea Market, a cultural and economic fixture that had served the community for 43 years. This market housed over 100 family-owned businesses—many passed down through generations. When the land was sold, these vendors were given less than 90 days to vacate, putting their livelihoods and the city's economic stability at risk. Acting quickly, I met with the owner of a nearby warehouse who agreed to host the businesses on one of his properties, just blocks away from the original site. We then worked with the Commission to pass legislation that eased the transition, including the suspension of all municipal fees for the first year of operations to support both the displaced vendors and the warehouse owner.

This collaborative effort proved the power of public-private partnerships in practice. We preserved nearly 100 small businesses that contribute significantly to the city's economic and cultural fabric. The warehouse owner gained a new revenue stream and long-term tenant base, while the city retained a vital portion of its tax base and prevented the loss of hundreds of jobs. The Opa-locka Flea Market relocation was more than a logistical win—it was a testament to what can be accomplished when government and private stakeholders come together with a shared vision and a sense of urgency. P3s gave us a practical, flexible tool to respond to crisis with solutions that benefit everyone involved.

#### **F. Greater Opa-locka Chamber of Commerce**

The business community represents the majority of Opa-locka's tax base, making it a critical driver of the city's financial health and long-term sustainability. To generate the revenue necessary to repair aging infrastructure and deliver essential services to residents, it is vital that we not only stabilize but also grow our local business ecosystem. However, after decades marked by corruption, instability, and pay-to-play politics, many business owners had grown wary of engaging with City Hall. Most operated quietly, choosing to fly under the radar rather than advocate for their needs or seek support. While we could identify general concerns like public safety and the need for reliable water and sewer systems, it was often difficult to gain clear, actionable insight into the specific challenges our business owners were facing.

Municipal chambers of commerce exist to bridge that gap. They provide business communities with a unified voice, serve as a platform for collaboration and advocacy, and create opportunities for networking, education, and economic development. Chambers are also a critical partner to city government, helping shape business-friendly policies and facilitating communication between public and private sectors. Recognizing the need for such a voice in Opa-locka, my office—working closely with the Commission—took the initiative to help launch the Greater Opa-locka Chamber of Commerce. We provided the initial seed funding and hired a consultant to guide the formation of the chamber, ensuring it would be structured for long-term independence and sustainability. This effort not only gave business owners a formal seat at the table but also marked a turning point in rebuilding trust between the city and its business community, laying the groundwork for stronger economic growth and shared prosperity.

#### **G. Opa-locka Community Redevelopment Agency (OCRA)**

A Community Redevelopment Agency (CRA) is a special taxing district created under Florida law to revitalize areas suffering from blight, economic decline, or disinvestment. Its primary purpose is to stimulate economic development, eliminate physical deterioration, and improve the quality of life for residents in the designated redevelopment area. CRAs are funded through a mechanism called Tax Increment Financing (TIF), which captures the increase in property tax revenues generated within the redevelopment area as property values rise. These funds must be reinvested back into the district to support eligible projects such as infrastructure upgrades, affordable housing, economic development, and public space improvements.

Although the Opa-locka Community Redevelopment Agency (OCRA) was established in 2010, it had failed to complete a single project in the twelve years since its creation. By the time I was appointed in 2022, the OCRA fund had accumulated millions of unspent dollars—despite state

expectations that CRA funds be fully spent or committed each year. Instead, the bulk of expenditures had gone toward administrative costs and special events, and a small-scale paint program that was launched but never completed. Historically, the City Manager also served as the Executive Director of the CRA—a structure that makes sense given the overlap in goals and shared revenue. However, I accepted the dual role with skepticism, as previous administrations had little to show for it. Still, I remained in the position for one year with the intent to jumpstart meaningful, resident-focused projects.

During my time leading both the City and the CRA, I was able to initiate and push forward two critical programs that brought real relief to our residents. The first was a rental assistance program that had been in development prior to my arrival, which we finalized and implemented. The second was a mortgage assistance program that I designed from the ground up. Both programs were adopted by the CRA Board during a time of widespread economic hardship, and they made a tangible difference—helping hundreds of Opa-locka families remain in their homes during times of uncertainty. These initiatives demonstrated the true purpose of a CRA: not just to hold funds, but to deploy them meaningfully to uplift communities and stabilize neighborhoods. After these accomplishments, I stepped away from the CRA role, confident that we had finally set the agency on a path of relevance and impact.



## Office of the City Commission

Commissioner Dr. Sherelean Bass  
City of Opa-locka, FL  
780 Fisherman Street 4th Floor  
Opa-locka, FL 33054  
[sbass@opalockafl.gov](mailto:sbass@opalockafl.gov)

May 19, 2025

To Whom It May Concern:

It is with the utmost confidence and respect that I write this letter of reference on behalf of Mr. Darvin Williams, the former City Manager of Opa-locka. In my opinion, Mr. Williams is the most effective, transformative City Manager this city has ever had.

Mr. Williams assumed leadership during one of the most challenging periods in our city's history — a time marked by deep institutional dysfunction, public distrust, and long-term State financial oversight. What he accomplished during his tenure not only stabilized the city but reset the bar for what competent, ethical municipal leadership looks like.

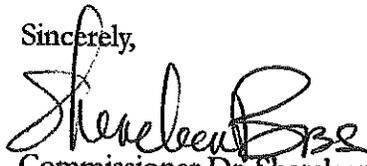
- **Historic Labor Agreement Resolutions:** Within his first 90 days, Mr. Williams successfully negotiated and finalized two long-stalled union contracts — one with AFSCME, unresolved for 14 years, and another with the PBA, which had been in dispute for over a decade. These agreements restored trust with our workforce and improved morale citywide.
- **Major Revenue Recovery:** Our largest commercial water customer had been locked in a dispute over unpaid fees totaling \$1 million for years. Mr. Williams cut through the impasse, brought them to the table, and secured the full repayment of the arrears — a financial and operational milestone.
- **Citywide Flooding Mitigation:** Flooding was a chronic and demoralizing problem for Opa-locka residents. Even the lightest rain would leave neighborhoods submerged for days. Mr. Williams proposed and executed a stormwater drainage plan that the Commission could both afford and approve. Since its implementation, flooding has been dramatically reduced, marking a major quality-of-life improvement for residents.
- **Unprecedented Fiscal Turnaround:** Perhaps most notably, during his tenure, Mr. Williams realized a **\$17 million surplus** — the highest in the 99-year history of the City of Opa-locka. This achievement is all the more extraordinary considering the city's long track record of deficits and fiscal mismanagement. It was a true financial turnaround.
- **Restoration of Institutional Credibility:** His tenure also marked the return of basic government functionality:
  - Banks once again became willing to extend credit to the city;

- o Developers once again became willing to build in our city; and
- o We were able to recruit and retain high-quality talent. Key positions long left vacant were finally filled — including the Finance Director role which had been vacant for five years.

Through it all, Mr. Williams demonstrated fairness, professionalism, transparency, and a no-nonsense commitment to good governance. He gave Opa-locka something it hadn't had in a long time: hope backed by measurable progress.

In closing, any organization fortunate enough to hire Mr. Darvin Williams can expect results. He doesn't manage — he leads. He doesn't talk about solutions — he implements them. And he doesn't seek credit — he delivers outcomes. I recommend him without reservation.

Sincerely,



Commissioner Dr. Sherelean Bass  
City of Opa-locka, FL



**City of Miramar**  
An Equal Opportunity Employer

Mayor

**Wayne M. Messam**

City Commission

**Maxwell B. Chambers**

**Avril K. Cherasard**

**Yvette Colbourne**

**Carson Edwards**

City Manager

**Dr. Roy L. Virgin**

"We're at the Center of  
Everything"

Office of The City  
Manager  
2300 Civic Center Place  
Miramar, FL 33025

Phone (954) 602-3060

June 3, 2025

To Whom It May Concern,

With great respect and confidence, I write this letter of reference for Mr. Darwin Williams, former City Manager of Opa-Locka, Florida. As the longest-serving City Manager for the City in the past two decades and currently serving as Deputy City Manager for the City of Miramar, I have a unique perspective on the demands and challenges of managing a municipality like Opa-Locka.

During my tenure and through my continued connection to the city, I have had the opportunity to observe and evaluate numerous city managers, and Mr. Williams stands out. He is the longest-serving City Manager for Opa-Locka in the past decade, a distinction that speaks volumes in a city as politically and operationally turbulent as Opa-Locka.

Opa-Locka is a small municipality with a disproportionately high level of complexity and challenges, ranging from infrastructure decay and financial instability to governance scrutiny and public trust deficits. The upside, however, is that city administrators who are successful in this environment gain a depth and breadth of experience rarely found in larger, more stable jurisdictions. They become true generalists - adept at budgeting, crisis management, public safety, infrastructure planning, community relations, labor negotiations, compliance, and more.

Mr. Williams was successful in this environment. He demonstrated the ability to lead under pressure, implement reforms, stabilize operations, and work constructively with elected officials and staff. His tenure brought measurable progress to a city that historically struggled with continuity in leadership. He earned the respect of colleagues and community stakeholders alike, and he did it while navigating the intense scrutiny and complex dynamics that come with the job.

In summary, Mr. Williams has proven capable and battle-tested. His experience is not theoretical or padded by support systems unavailable in smaller cities—it is hard-earned, practical, and results-driven. Because of my aforementioned statements, I hereby highly recommend Mr. Darwin Williams without any reservations for an executive leadership role that warrants his knowledge and expertise.

Sincerely,

  
Kelvin L. Baker, Sr.  
Deputy City Manager  
City of Miramar  
305-335-9174  
klbaker@miramarfl.gov



THE VOICE OF LAW ENFORCEMENT  
**SOUTH FLORIDA POLICE BENEVOLENT ASSOCIATION**

May 15, 2025

To Whom It May Concern:

I am writing to offer my recommendation for Darvin Williams as your next City Manager. When Mr. Williams assumed his role at the City of Opa-locka, he walked into a labor relations deadlock. The City's collective bargaining agreement with its sworn officers had been stalled for nearly a decade. While others saw gridlock, Mr. Williams saw an opportunity for progress.

In his first 90 days, Mr. Williams prioritized the rights and working conditions of the City's law enforcement officers. He understood the urgency and legitimacy of finalizing a formal agreement. Thanks to his leadership, we were able to present and adopt a new contract that was supported by the City Commission, the sworn officers, and the PBA. That kind of unified outcome does not happen by chance. It is the result of competence, credibility, and clarity of purpose.

Mr. Williams approached negotiations with a stern, fair, and fast methodology. He cut through bureaucratic clutter, brought a common-sense approach to the table, and made meaningful progress where none had occurred in years.

In our experience with him, and not simply through collective bargaining but the multitude of other issues that arise within a police department, he had the unique ability to balance political realities with principled positions and a common sense approach that is all-too rare among the administrators we deal with on a day to day basis, and makes him well suited for high level municipal leadership. He listens. He acts. And most importantly, he delivers.

I strongly recommend Darvin Williams for the position of City Manager. He is exactly the kind of leader cities need.

Sincerely,

**Steadman Stahl**  
President



John Renaud, President  
AFSCME Local 2068  
City of Opa-locka  
johnrey1973@yahoo.com  
(786) 380-1435

July 28, 2025

To Whom It May Concern:

It is with pride and enthusiasm that I write this letter of recommendation on behalf of Darvin E. Williams, former City Manager for the City of Opa-locka. As President of AFSCME Local 2068, I had the opportunity to work directly with Mr. Williams during one of the most transformative moments for labor relations in our city's recent history.

Under Mr. Williams' leadership, the City of Opa-locka passed its **first AFSCME union contract in over 14 years**. For over a decade, our members worked without a contract, without raises, and without a voice in the workplace. That changed with Mr. Williams at the helm. He approached negotiations with fairness, transparency, and a deep understanding of the vital role municipal employees play in delivering public services. The contract that was ultimately adopted not only restored dignity and structure to labor relations, but it also brought real economic progress to our members.

Most notably, Mr. Williams championed the creation of the City's **first-ever minimum wage**, establishing a \$15 per hour base pay for City employees. This was a groundbreaking move for Opa-locka, where many frontline workers had been earning between \$10.25 and \$14.00 per hour for more than a decade. His actions directly lifted wages for dozens of public servants and set a new standard for equity and respect in our workforce.

Mr. Williams understands that government works best when its employees are valued. He brought that belief to the negotiating table and to his broader leadership as City Manager. I am proud to endorse him without reservation for any executive leadership role. He brings integrity, results, and a deep respect for the public workforce—qualities that any organization would be fortunate to have.

In Solidarity,

John Renaud  
President, AFSCME Local 2068  
City of Opa-locka Employees

**MARCUM**  
ACCOUNTANTS & ADVISORS

October 1, 2024

To whom it may concern,

I am writing to provide a professional reference for Mr. Darvin Williams, with whom I have had the opportunity to work during his tenure as the City Manager for the City of Opa Locka, Florida. In my capacity as the independent external auditor for the City, I have interacted with Mr. Williams on several occasions and have consistently found him to be a knowledgeable and dedicated professional.

Throughout the audit process, Mr. Williams demonstrated a high level of cooperation and responsiveness. He made himself available for our inquiries and was accessible at all times, which greatly facilitated the performance of our audit procedures.

Please feel free to contact me at [Moises.Ariza@marcumllp.com](mailto:Moises.Ariza@marcumllp.com) if you require any further information.

Sincerely,



Moises D. Ariza, CPA, CGMA  
Office Managing Partner  
Government Services Practice Leader  
One SE Third Avenue, Suite 1100  
Miami, FL 33131  
P: (305) 995-9612

## Darvin E. Williams

16400 NW 2nd Avenue Suite 102 Miami, FL 33169

786-683-0582 [darwin1@me.com](mailto:darwin1@me.com)

LinkedIn: Darvin Williams

### PROFILE

A seasoned public administrator and legal professional with a multidisciplinary academic background. He earned his Juris Doctor from the George Washington University Law School, an MBA from the University of Miami, and a Master's in Public Health from George Washington University Medical School. A U.S. Army veteran, Williams served as a military intelligence linguist and paratrooper with the 82nd Airborne Division. He is the former City Manager of Opa-locka, where he became the longest-serving manager in over a decade, leading efforts in fiscal recovery, governance reform, and community revitalization.

### EDUCATION

**George Washington University School of Law; Washington, DC — J.D. concentration in Health Law. 2006.**

**George Washington University School of Medicine; Washington, DC — M.P.H. concentration in Health Policy. 2006.**

**University of Miami School of Business; Coral Gables, FL — M.B.A. concentration in Healthcare Administration and International Business. 2009.**

**Campbell University, Buies Creek, NC; — B.S. in Psychology. 1999.**

**Campbell University, Buies Creek, NC; — A.A. in Education. 1997.**

**Defense Language Institute, Monterrey, CA; — Diploma in Spanish Linguistics. 1993.**

### EXPERIENCE

**City Manager, City of Opa-locka; Opa-locka, FL - 4/6/22 - 10/16/24**

Serves at the Chief Administrative Officer (CAO) for the municipality. Oversees all departments including Police, Human Resources, Community Development, and Public Works. Responsible for the appointing, hiring, promoting, supervising, and removing of all city employees. Prepare and submit proposed annual budgets and capital programs. Prepare and submit annual reports covering the finances and administrative activities of the City.

**President, Wellspring Community Resources, Inc; Miami, FL - 4/1/18 - 4/5/22**

Provide leadership and strategic vision in the expansion of nonprofit healthcare services and education in underserved communities. Developed a self-sustaining community complex model to include health and wellness services, food bank, housing for seniors, a senior center, a healthy food eatery, and childcare services center. Developing medical education programs. Developing nutrition support programs. Awarded \$2.8 Million grant from Miami-Dade County to develop health and wellness complex.

**CEO, Med Optimization, LLC; Miami, FL - 1/1/15 - 4/5/22**

Consult health service providers with revenue cycle management, patient engagement, population health management, and clinical access. Develop cost-saving strategies by identifying high-spend patients and developing individual coordinated care plans. Conduct analyses of proposed and existing Medicare and Medicaid legislation to determine impact on client program operations. Coordinate development of operational policies to improve private and government reimbursements. Evaluate provider delivery systems to improve models of care for private and federal program beneficiaries. Successfully develop and implement strategies to improve physician network. Train and assist key personnel with influencing political, government, and other stakeholders in the healthcare marketplace.

**Assistant City Manager, City of Opa-Locka; Opa-Locka, FL - 2/20/17 - 3/30/18**

Served as the COO for the City of Opa-Locka. Provides operational oversight of the various departments of the City, including Finance, Human Resources, Information Technology, Building & Licenses, Parks & Recreation, Community Development, Police, and Public Works. Directly reports to the City Manager, who serves as the City's Chief Administrative Officer. Oversaw specific oversight of the City's financial audits, five year financial recovery plan, and community development projects.

**Assistant Chief of Staff, Miami Veterans' Affairs; Miami, FL 6/2014 - 6/2015**

Provided support to the Chief of Staff. Developed a reorganization plan for the entire Medical Services Department. Developed and submitted productivity standards for medical staff in each medical services department. Provide review and recommendations to improve access to hematology and oncology services and cancer treatments for veterans.

**CEO, Worldwide Medical Partners, LLC; Miami, FL — 10/01/07- 12/31/13**

Developed and submitted proposals to clients to facilitate improvements in the effectiveness of care to beneficiaries of private plans and federal programs. Monitored narrow network designs of private payers and made recommendations to effectuate change to improve access to private plan and federal program beneficiaries. Negotiated and drafted fee-for-service contracts. Developed and implemented ancillary services contracts including patient concierge services, pharmacy benefit, and patient after-care. Developed and led implementation of new service lines. Recruited, trained, evaluated, and retained medical and administrative staff, including medical director and comptroller. Directed capital investments. Implemented patient-centered care by delivering strategic business plan incorporating near-sourcing. Developed and managed contracted clinical research sites. Contracted with large drug makers to develop network of clinical research sites for all phases of drug trials. Developed and implemented direct-to-patient marketing strategy. Supervised accounting and financial reporting of organization.

**Board Chairman, Phoenix Healthcare Foundation, Inc; Miami, FL — 01/01/08-10/31/11**

Establish mission to aid medically underserved populations in Latin America and the Caribbean. Successfully prepared application for and achieved 501(c)(3) status from IRS. Plan and execute

medical mission to Ganthier, Haiti post earthquake. Successfully collaborated with United States Southern Command, the Clinton Foundation, and the Greater Miami Jewish Foundation to execute Operation Unified Response. Plan and execute medical mission for Pajarito Azul, a private orphanage in Managua, Nicaragua for disabled children abandoned by families unable to care for their special needs. Successfully executed first annual event fundraiser.

**COO, Worldwide Managed Care Partners, LLC; Miami, FL — 01/01/07-10/31/11** Perform third party administrator duties for international indemnity plans such as AIG, MAPRE, and AXA. Design, implement, and evaluate payer procedures for elective care to realize cost-saving measures by identify high-spend patients utilizing population health data. Increased average in network claim discount experience to 20% of charges. Negotiate, draft, and execute managed care agreements with network administrators, provider groups, and hospital organizations. Negotiated out of network agreements with providers to realize an average claim discount of 45% of charges. Develop and lead implementation of new service lines. Market product lines of preferred providers to payers and patients. Negotiate, draft and execute contract with pharmacy benefit provider. Coordinate the development of operational policies and procedures for conversion to electronic health records for company staff and payer clients. Recruit, train, evaluate, and retain medical and administrative staff, including patient care director, director of claims management, and comptroller. Supervise accounting and financial reporting of organization. Manage company financials. Increased annual revenues from \$600K to \$15M within 18 months. Direct capital expenditures based on risk and liquidity.

**Senior Claims Analyst, UnitedHealth Group; Miami, FL — 01/01/06-12/31/06**

Review medical claims of international patients for correct billing and upcoding. Negotiate one-time payments/reimbursement contracts with domestic providers. Develop procedures to facilitate improvements in the effectiveness of analysis of hospital and physician claims utilizing Medicare DRG codes and TIN reimbursement data.

**Healthcare Administration Intern, George Washington University Medical Center; Washington, DC — Summer 2005** Support Office of General Counsel by providing technical analysis of antitrust law, Stark violations, certificate of need, and other issues inherent in sale of a nonprofit medical facility to a for-profit entity. Conduct analyses of proposed or existing Medicare and Medicaid legislation to determine impact on client program operations. Work with Risk Management in assessment of malpractice claims. Develop and present briefing materials, legislative summaries, and background papers.

**Health Law Clerk, Hogan Lovells, Health Law Practice; Washington, DC — Summer 2004** Conduct analyses of proposed and existing Medicare and Medicaid legislation to determine impact on client program operations. Preparing memorandum in support of higher Medicare reimbursement from CMS for skilled nursing facilities. Prepare guidance brief for selection of certain brand and generic drugs for future drug formularies under Medicare Part D. Utilize public

health evaluation tools and legal analysis to publish review of governmental response to HIV/AIDS epidemic in Washington, DC.

**Health Law Clerk, Epstein, Becker & Green; Washington, DC — Summer 2003**  
Conduct analyses of proposed and existing Medicare and Medicaid legislation to determine impact on client program operations. Assist with \$430M Pfizer settlement for off-label drug promotion. Analyze, and evaluate hospital purchases of physician practice groups. Assess anti-kickback risk and denial of medical claims by CMS. Analyze and review the role of nurse practitioners in hospice settings. Prepare commentary to CMS regarding reimbursement of skilled nursing facilities. Develop and present briefing materials, legislative summaries, and background papers.

**Healthcare Administration Intern, Center for Medicare & Medicaid Services, Department of Health & Human Services; Baltimore, MD — Summer 2002** Conduct analyses of proposed and existing legislation to determine impact on Medicare or Medicaid program operations. Coordinate the development of operational policies or procedures to solicit Medicare or Medicaid models of care. Assist with development and coordinate implementation of training to lower medical malpractice risk for participating providers and increase quality of care. Conduct physician feedback forums.

**Substance Abuse Counselor, Cumberland County MHC, Fayetteville, NC — 05/15/00-07/31/01** Perform individual and family counseling, screening, intake, assessment and referral services. Develop and implement treatment plans. Conduct community outreach. Effectively implement SAMSHA/Ryan White comprehensive treatment program for substance abusing patients with comorbid HIV/AIDS. Assist psychiatrists in research and publication of findings in the study of somatizing patients and patients with hypochondrial concerns.

**Mental Health Coordinator, Southern Regional AHEC, Fayetteville, NC — 01/01/99-05/01/00** Develop and implement CME and clinical training programs for regional psychiatrists and mental health professionals in association with the University of North Carolina - Chapel Hill and Duke University.

**Behavior Specialist, Community Innovations; Fayetteville, NC — 01/01/95-12/31/97**  
Provide counseling, support, and behavioral therapies to SPMI patient population. Update medical records with treatment and progress notes. Conduct intake for mental health patients eligible for group home treatment.

**Military Intelligence Linguist, United States Army; Ft. Bragg, NC — 07/01/92-12/01/98**  
Train company linguists. Manage combat-ready field team. Provide transcriptions and translations of foreign Spanish communications. Conduct airborne paratrooper combat missions. Effectively analyze and evaluate training programs in support of mission and operational plans. Maintain Top Secret Security Clearance (TS/SCI).

## **PUBLICATIONS**

Metro, Joseph W., Darvin E. Williams, et al. "Beyond Gainsharing: Physician Ownership of Medical Product Distribution Channel Entities." *Health Law Monitor* 9.3 (2005). 1-9. Print.

Valdivieso, V., Darvin Williams, et al. "HIV/AIDS in the Nation's Capital: Improving the District of Columbia's Response to a Public Health Crisis." *DC Appleseed HIV/AIDS* (2005). Print.

Markenson, Ari J and Darvin E. Williams. "CMS Clarifies the Role of Nurse Practitioners in Hospice Settings." *National Health Law Practice Special Alert* (2003).

Holder-Perkins, Vincenzo, Thomas Wise, and Darvin E. Williams. "The Somatizing Patient." *Current Psychiatry Reports* 2.3 (2000): 234-40. Print.

Holder-Perkins, Vincenzo, Thomas Wise, and Darvin E. Williams. "Hypochondriacal Concerns." *The Primary Care Companion to The Journal of Clinical Psychiatry* 02.04 (2000): 117-21. Print.

## **LANGUAGES**

Fluent in written and conversational Spanish



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To Whom It May Concern:

It is with great pride and unwavering support that I write this letter of recommendation for Mr. Darwin E. Williams, the former City Manager for the City of Opa-locka. I had the privilege of working closely with Mr. Williams during one of the most critical chapters in the city's recent history—and I can say without hesitation that his leadership was transformative.

When the original Opa-locka Hialeah Flea Market was abruptly shut down after a change in property ownership, hundreds of small, multigenerational, mostly minority-owned businesses were displaced with little warning. In the face of this economic and emotional devastation, Mr. Williams stepped up. He didn't just offer sympathy—he offered solutions. As City Manager, he spearheaded emergency coordination efforts and worked directly with me to convert one of my nearby warehouses into what is now the Opa-locka Indoor Flea Market. His ability to cut through bureaucracy, mobilize resources, and support our local entrepreneurs was the only reason so many vendors were able to get back on their feet.

Mr. Williams didn't stop at economic revitalization. Under his administration, Opa-locka saw its lowest crime rate in over a decade—a feat made even more impressive considering the chronic underfunding and instability the city had faced for years prior. He forged working partnerships with law enforcement, negotiated long-stalled union contracts, and prioritized public safety in a way that delivered real, measurable results.

And perhaps most notably, Mr. Williams left the City of Opa-locka with the largest budget surplus in its 98-year history. That's not rhetoric—it's fiscal discipline. It's the kind of outcome that speaks to his rare combination of vision, grit, and financial acumen. In a city long plagued by deficits and mismanagement, he brought credibility, stability, and hope.

Darvin Williams is not a typical public administrator. He's the kind of leader who understands both the people and the process—and how to fight for the former without being defeated by the latter. I wholeheartedly recommend him for any position of leadership.

Sincerely,

Daniel S. Whitebook Founder and Owner  
Opa-locka Indoor Flea Market