

# **HARRY E. BLACK**

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## **STRENGTHENING ORGANIZATIONS THROUGH INNOVATION AND AN OUTCOMES FOCUSED LEADERSHIP APPROACH**

Senior executive with an exemplary record of leading public and private organizations. Recognized as an innovator in championing change and organization turnarounds with an emphasis on productivity improvement and cost savings. Strong background in achieving best practices through outcome-based strategies development and execution. Ability to motivate, coach, and inspire, coupled with an excellent history as an outcomes' driver.

## **HELPING PUBLIC SECTOR ORGANIZATIONS WORK SMARTER BY LEVERAGING PERFORMANCE MANAGEMENT, DATA ANALYTICS, LEAN TECHNIQUES AND LASER FOCUSED STRATEGY**

- Led design, development and implementation of performance management programs for the Cities of Richmond, Virginia-Cincinnati, Ohio-Stockton, California. The goal is to ensure that City government is transparent, accessible and accountable, thereby improving overall service delivery. The programs emphasize the integration of department head performance management agreements, establishment of an innovation lab, Citystat program and open data.
- Led the issuance of more than \$5 billion of municipal bond transactions from general obligation bonds, revenue anticipation notes, revenue bonds, short-term bank notes, and operating leases. Successfully represented multiple municipalities to rating agencies. In three cases efforts led to bond rating upgrades (Richmond, Virginia-Baltimore, Maryland-Cincinnati, Ohio).
- Authored "Achieving Economic Development Success: Tools That Work", a nuts-and-bolts economic development primer for local governments, published by the International City/County Management Association, Washington, D.C.
- As Rector (Chair) of the Virginia State University Board of Visitors (Trustees), together as a united University team, we were able to initiate and complete 27 projects representing \$377,830,074 of investment, covering 978,971 SF of facilities. This included new construction, renovations, maintenance, property acquisition, above ground and below ground infrastructure, code compliance, gateway beautification, parking, and security improvements.
- Program Manager of \$500 million U.S. department of Labor design and construction program, building academic, food service, dormitory, medical, athletic/recreational, and vocational training facilities. Program supported 20 million gross square feet of facilities through new construction and renovation projects across the United States, including Alaska, Hawaii and Puerto Rico.
- Led successful effort to attract MeadWestvaco, a Fortune 500 global packaging company to relocate their corporate headquarters to Richmond, Virginia. In support of this \$100M, and 300,000 sq ft office tower, the City contributed a tax abatement, expedited development support in terms of permits and approvals, as well as leveraged state funding. Overall effort produced 400 new jobs, and new real estate tax revenue.

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## **SPECIALIZED LEADERSHIP SKILLS**

Intergovernmental/Legislative Affairs ♦ Policy Formulation and Execution ♦ Economic/Community Development ♦ Capital Improvement Budget Development and Implementation ♦ Transportation & Infrastructure ♦ Performance Management ♦ Labor Relations ♦ Public Financial Management ♦ Police and Fire policy and operations ♦ Information Systems Planning and Implementation ♦ Procurement/Strategic Sourcing

## **POSSESSING A COLLABORATIVE, COACHING, AND OUTCOMES BASED LEADERSHIP APPROACH**

*CITY OF STOCKTON, CALIFORNIA, A Full-Service \$900 million municipal government supporting a community of 322,000 residents and a municipal workforce of 1,769.*

### **City Manager, February 2020 - Present**

As the Chief Administrative Officer and CEO of the City, provide day-to-day leadership and oversight of the City's various departments and offices, including Police, Fire, water, waste water and storm water. The City of Stockton operates under a council-manager form of government. Stockton is viewed as the most racially diverse city in America. The Mayor and Council are responsible for making policy decisions for the community. The City Manager is responsible for carrying out those decisions, as well as providing vision and leadership to the organization and for overseeing the daily operations of City government.

### **Selected Accomplishments:**

- Leading the City's Covid19 pandemic management and mitigation efforts including standing up the city's first emergency operations center (EOC) in ten years. In addition, led the construction of a brick and mortar EOC. Managing the planning, programming and distribution of more than \$143 million of dedicated Covid19 spending through the establishment of innovative programs such as, rental/mortgage relief, small business relief, essential services relief (household expenditure support), city-wide PPE distribution, and supporting our housing, homelessness and food provider partners.
- Pre-pandemic, through the City's electronic long-range financial plan model, we incorporated a recession factor into the model for 2020-2021, which has and continues to support us in successfully managing fiscal impacts of the pandemic. Our reserves are strong and our tax base sufficiently diverse. Our long-range financial plan allows us to be knowing and flexible as to our fiscal condition at all times.
- Ranked by Truth in Accounting (Financial State of the Cities 2021) as the 4<sup>th</sup> best financially managed big city in America. This is up from Stockton's 2020 ranking of 6<sup>th</sup>.
- led the successful negotiations of collective bargaining agreements covering 8 bargaining units, including Fire and Police.
- With full support of mayor and council and in partnership with chief of police, established the City Manager's Review Board (CMRB). The CMRB is a voluntary, data driven and collaborative police/community relations self-monitoring health check vehicle for the continuous review of police policy and practices. Members come from city government, law enforcement, and external human services, behavioral health, clergy, conflict resolution, LGBTQ, judicial, trauma and public health sectors.
- Leveraged Federal and State funding sources to produce 1000 new units of affordable housing
- Introduced a one-page strategic planning model (objective, goals, strategies and plans) that led to a comprehensive operational strategic plan that fully integrates the priorities of Mayor and Council.

- Established the City's first Office of Performance and Data Analytics and hired its first Director. The program has four components; an innovation lab utilizing lean government techniques and tools, performance management (StocktonStat), strategy and data analytics (open data).

***MAXIMUS MANAGEMENT GROUP, LLC, CINCINNATI, OHIO***

**Founder & General Manager, April 2018 – February 2020**

MMG is a public sector focused management consulting firm providing facilitation and advisory support services in the areas of:

- Strategic planning, utilizing the proprietary One Page Strategic Plan® Model (also known as the OGSP®)
- Performance Management, lean techniques and Data Analytics in optimizing government operations and service delivery.
- Providing public financial management strategies and innovations in addressing long-term liabilities (pension/healthcare), budget shortfalls, and capital improvement program planning and financing challenges.
- Data governance and master data management (framework/policies/procedures).
- Leveraging performance management and data analytics in optimizing problem solving, place-based strategies and community engagement in crime prevention/crime fighting.

***CITY OF CINCINNATI, OHIO, A Full-Service \$1.6 billion municipal government supporting a community of more than 310,000 residents and a municipal workforce of 6,400.***

**City Manager, September 2014 – April 2018**

As the Chief Administrative Officer of the City, provided day-to-day leadership and oversight of the City's 25 departments, including Police and Fire. The City of Cincinnati operates under a council-manager form of government. The Mayor and Council are responsible for making policy decisions for the community. The City Manager is responsible for carrying out those decisions, as well as providing vision and leadership to the organization and for overseeing the daily operations of City government.

**Selected Accomplishments:**

- Established the City's first Performance Management Program and hired its first Chief Performance Officer. The program has four components; performance management agreements tied to each department head, an innovation lab utilizing lean government techniques and tools, CincyStat, an accountability tool that drives results and outcomes. Impacts to date include a 100% backlog reduction in Department of Transportation service requests/100% reduction in open Department of Public Services service requests/90% reduction in trash collection misses/reduction in the time to approve a building permit to less than ten days.
- Provided community and economic development executive leadership that led to the retention of 1,800 jobs; 1,500 new jobs; 2,100 housing units approved for development; leveraged \$122 million of City funds and generated \$522 million of private investment. Was able to apply various combinations of New Market Tax Credits, historic tax credits, job creation tax credits, real property tax abatements and tax increment financing.

- Co-led successful negotiations involving the City's retirees and labor unions to reform the City's pension system, thereby ensuring a clear path to a 100% funded status.
- Led the design, development and implementation of the City of Cincinnati Capital Acceleration Plan, an annual supplemental \$101 million accelerated capital improvement plan to raise the City's pavement condition index rating to 73 by 2024, fleet modernization and rightsizing, information technology infrastructure refreshment, and reinvestment in public buildings. This supplements the City's existing 6-year CIP from \$373 million to \$463.8 million. This has been accomplished within the framework of existing debt policies, and existing revenues, while also preserving the City's bond rating.
- Overhauled the City's all-purpose customer service app, FixitCincy that makes it easier for residents to file and track service requests.
- Restructured the City's community and economic development functions leading to the retention of 1,236 jobs/3,167 jobs created and private investment v. City investment of 8:1.
- Launched the new Parking app, CincyEZPark, which allows citizens to use their mobile phone to pay meters and pre-pay in advance, in addition to an overhaul of City parking meters with over 3,000 new "smart meters" and dozens of multi-space meters.
- To keep pace with and properly support increased housing and commercial development, restructured how the city supports development as it relates to its permits and inspections processes. Established a new Department of Buildings and Inspections. Re-engineering permits and inspections processes, further fortifying the City's one stop shop, and investing in the workforce and technology supporting these functions to include online technologies. These efforts have reduced the average time it takes to get a permit for development projects to less than 10 days.
- Provided day-to-day oversight of one of the nation's premiere police departments utilizing data driven strategies and tactics that have led to a reduction in overall crime. Coupled with this is a robust integrated police/community relations model that focuses on citizen feedback and participation, self-monitoring, problem solving techniques, and behavioral accountability.
- Achieved an upgraded bond rating and outlook (negative outlook to stable) from Moody's for the City's General Obligations Bonds and a S&P bond rating upgrade from AA- (negative outlook) to AA (stable outlook).

*CITY OF BALTIMORE, MARYLAND, A Full-Service \$3.5 billion municipal government supporting a community of more than 620,000 residents and a municipal workforce of 14,000.*

**Director of Finance (CFO), January 2012 – August 2014**

Was responsible for safeguarding the fiscal integrity of the city and its all-funds budget of \$3.5 billion. The Department consists of the Bureaus of Purchases, Budget and Management Research, Accounting and Payroll, Billing and Collections, Treasury Operations, and the Office of Risk Management. Led 5 direct reports and 295 indirect reports.

**Selected Accomplishments:**

- Led effort working with City's outside auditor to successfully restate the City's 2010 and 2011 financial statements which averted the City receiving qualified/modified audit opinions for those years.
- Reduced the City's general obligation and water and waste water bond debt portfolio exposure to LIBOR related swaps/derivatives by more than 75%.
- Executed nearly \$1 billion in General Obligation and Revenue bond deals.
- Led the closing of more than \$500 million in post-recession budget shortfalls. Today, the city's fund balance is higher and property taxes lower than before the Great Recession, unfunded liabilities are shrinking and reserves are stronger.
- Led Department's effort to implement the City's ten-year financial plan that put it on a path to achieve structural budget balance, tax competitiveness, infrastructure investment and addresses long-term liabilities. These efforts led to S&P upgrading the City's Bond rating. Plan related initiatives implemented expected to save the city nearly 400 million over an eight-year period. Initiatives already implemented are:
  - Negotiated a new Fire Department shift scheduling model that saved the city \$72.3 million.
  - Negotiated Civilian Pension changes that saved the city \$80.5 million.
  - Initiated the City's first ever dependent audit dropping 2,005 non-qualified dependents from City health insurance coverage saving the City \$29.
  - Assisted with the establishment of a storm water enterprise fund which relieved the City's General Fund from having to fund more than \$104 million in storm water related investments.
  - Migrated the City from a pay/go fleet financing model (general fund dependent) to a master lease financing model, which allows the City to right size and modernize its fleet of 4,500 vehicles, while saving a projected \$128 million over a ten-year period.
  - Partnered with the City's Department of Human resources to implement a wellness and disease management program to promote employee health and control costs. Program is expected to save about \$7 million.
  - Negotiated Health Benefit reforms that will save the city \$20 million, annually.

*GLOBAL COMMERCE SOLUTIONS, INC., Washington, D.C.: A government services firm providing program and project management support services to both the public and private sectors, as well as staff augmentation support services.*

**Executive Vice President & COO, November 2008 – January 2012**

Managed and coordinated all internal finance and administration functions. Served as company lead on business development, capture management, proposal and pricing prep, and project delivery oversight. Direct staff on contract administration and management for \$8M in ongoing government contracts. Led five direct and 89 indirect reports.

**Selected Accomplishments:**

- Led company's growth from \$1.3M in annual revenues and 14 employees to annual revenues of nearly \$8M and an employee base of 94 billable staff.
- Opened two additional corporate locations, one in Chicago, Illinois and the other in Atlanta, Georgia.

*CITY OF RICHMOND, VIRGINIA: A full-service \$1.2B municipal government supporting a community of more than 200,000 residents.*

**Deputy Chief Administrative Officer (CFO), 2005 – 2008**

Provided day-to-day direction to and coordination of the financial operations portfolio (Departments of Finance, Procurement Services, Minority Business Development, General Services, Budget & Strategic Planning and Risk management). Led formulation and execution of an all-funds budget of \$1.2B and a capital budget of \$161M. Guided City through balanced budgets and end of year surpluses and clean/unqualified audit opinions. Managed five direct and 185 indirect reports.

**Selected Accomplishments:**

- Led design, development, and implementation of the City's performance management program (RichmondWorks). The goal was to ensure that City government was transparent, accessible, accountable, thereby improving overall service delivery. The program utilized balanced score card methodologies, overlaid with geographic information systems, business objects, web, and share point technologies.
- At the request of the mayor, served as the City's Interim Chief Administrative Officer from March to November of 2007, overseeing 17 agency heads and a city workforce of 4,600.
- Spearheaded the City's development team effort to ensure that the Williams Mullen Law firm (third largest in the State) did not relocate to another City. Coordinated execution of a development/cooperative agreement supporting the Armada Hoffer Tower (I) development (200,000 square feet of class (A) office space with a retail component) to retain the firm. As a result, the law firm remained in our city and the development effort retained 350 jobs and real estate tax revenue.
- Led successful \$85M effort to fully renovate an old theatre, which is now the City's state-of-the art performing arts center. This was done as a public private partnership. Financing for the project entailed a \$25M City contribution, donation of property, and assistance with securing both new market and historic tax credits.
- Served as the lead with respect to coordinating and facilitating the new/redeveloped City Jail initiative involving the Departments of Finance, Justice Services, Sheriff's Office, Public Works, outside consultants, the City's outside Financial Advisor, and various State Government agencies. My primary role was to incubate the working group, establish a comprehensive project plan and schedule, and coordinate preparation of the Community Corrections Plan/Planning Study for submission to the State Department of Corrections.
- led the issuance of numerous municipal bond transactions from general obligation bonds, revenue anticipation notes, short-term bank notes, and operating leases. Successfully represented City to rating agencies (Fitch, Moody's, and Standard & Poor's). Efforts led to a bond rating increase.

- led the development and execution of a \$300 million City of the Future Plan, an omnibus community revitalization program focusing on school construction, cultural arts, transportation, libraries, Parks and gateway beautification. As a means of managing very limited available debt capacity, I successfully introduced one of the first public sector commercial paper programs to the City, with the establishment of a \$150 million revolving commercial paper bond anticipation notes financing facility. This vehicle allowed the city to bridge a 4-5-year debt ceiling challenge.

*MCKISSACK & MCKISSACK, Washington, D.C.: Professional services firm specializing in architecture & interiors, program & construction management, planning & facilities management, environmental engineering and transportation.*

**Vice President and Program Manager, 2000 – 2005**

Launched company's marquis project for the U.S. Department of Labor Job Corps Program, a \$500M five-year national capital construction program. Led eight direct and 22 indirect reports. Provided design and construction program management leadership supporting more than 118 campuses across the United States, spending about \$100M annually on design and construction services. Provided full-service construction claims litigation support, and day-to-day real property acquisition and lease administration support associated with more than 20 million gross sq. feet of facilities. Developed, implemented and administered a comprehensive performance-based design and construction procurement forecasting/planning/implementation tool, which drove \$100 million of annual acquisition activity.

*THE DISTRICT OF COLUMBIA GOVERNMENT, Washington, DC, 1995 – 1999; A full service \$7 plus Billion municipal government with more than 500,000 residents.*

**Office of Contracting and Procurement, Deputy Chief Procurement Officer,  
Child and Family Services Agency, Chief Financial Officer and Director of Administration  
Council of the District of Columbia, Director of Budget and Finance**

Led various procurement reforms, organizational turn around, and change management initiatives. Developed, implemented, and administered facilities maintenance and fleet management infrastructure for the District of Columbia's Child Welfare Agency.

**Selected Accomplishments:**

- Successfully directed implementation of electronic procurement technology, and led consolidation of four procurement/financial related forms to one multi-purpose form. Overall effort reduced processing cycle times and generated productivity savings for a \$1.5B purchasing organization.
- Spearheaded strategic sourcing initiative for a \$120M urban child welfare agency that led to \$10M in annual savings on human care services contracts, and a financial management turnaround resulting in annual multi-million-dollar surpluses.
- From scratch, developed, implemented, and administered facilities maintenance and fleet management infrastructure for District's Child Welfare Agency.
- Led successful strategic sourcing initiative, consolidating more than \$200M of annual repetitive commodity purchases, which generated \$9M in annual savings.

### **ADDITIONAL PRIOR EMPLOYMENT**

- **Assistant Director of Fiscal Management and Investments, New York State Insurance Fund, New York, NY;** stabilized financial operations of this \$6.7B Workers' Compensation insurance fund at the time (Treasury operations, finance, credit and collections and internal audit). Had direct oversight of a fixed income investment portfolio of \$6.7 billion.
- **Manager of Research and Legislation, New York City Transit Authority, Brooklyn, NY.** (Tracked and advised senior management on Federal, State and local legislative matters)
- **Port Authority of New York and New Jersey, Management Trainee** (rotational assignments in the Ports, Tunnels/Bridges/Terminals, and Aviation Departments, and served as a government affairs assistant in the office of the Executive Director).

### **EDUCATION**

University of Virginia, M.A. Public Administration  
Virginia State University, B.S. Public Administration

### **PUBLICATIONS**

**Optimizing Local Government Management through Performance Mgmt. and Data Analytics**  
Government Finance Review/Government Finance Officers Association

**City of Baltimore at an Inflection Point - Bending the Mix of Total Remuneration**  
Journal of Compensation and Benefits

**Achieving Economic Development Success: Tools That Work**  
International City/County Management Association

**Master Data Management: A Framework for the Public Sector**  
Government Finance Review/Government Finance Officers Association

### **BOARD OF DIRECTORS**

Chairman  
Management and Finance Committee  
San Joaquin Council of Governments  
July 2020-June 2021 (currently a board member)

Member  
Cal Cities Hsng, Cmty and Econ Dev  
Policy Cmte. (2022)

Member  
City of Cincinnati Planning Commission  
September 2014 – April 2018

Member  
Virginia State University Board of Visitors  
July 2010-June 2018 (Chair 2013-2018)

Chairman  
Baltimore City Hotel Corporation Board of Directors  
July 2012 – August 2014

Member  
Baltimore City Development Corporation Board  
January 2012 – August 2014

Member  
Cincinnati Convention and Visitors Bureau Board of Directors  
September 2014 – April 2018

Member  
Baltimore Fire and Police Retirement System Board  
January 2012-August 2014



# Hyacinth G. Hinojosa

**Profile Summary:** Highly effective, forward-looking strategic leader with over two decades of experience at the County and Federal government directing and managing administrative, fiscal, and managerial operations. Adept at working collaboratively with elected officials, government agencies, and multiple stakeholders in a range of political contexts. Demonstrated strategic leadership to implement performance management systems. Mission-driven leader dedicated to providing superior customer service, building an innovative organization, and increasing employee engagement. Possess a strong record of accomplishment, strategic planning, integrity, and professionalism, and a significant background in budgeting, supervision, community engagement, and work with elected officials.

## *Professional Experience*

### **Marin County Administrators Office**

*Deputy County Administrator*

San Rafael, CA

*September 2020 to present*

✓ Oversee and coordinate the County's emergency response efforts to COVID 19, as well wildfires and power shutdowns. Coordinated the efforts of multiple County departments to provide essential services to residents. To address the pandemic, mobilized nearly **1,300** county staff and coordinated more than **\$100 million** in county, state, and federal funds to address a myriad of needs, including testing, rent relief, food distribution, emergency housing, and vaccinations.

✓ Collaborated with Marin County's community nonprofit agencies, including the Canal Alliance, West Marin Community Services, Marin City Health and Wellness Center, Community Action Marin, Marin Community Clinics, and Legal Aid of Marin. Leveraged relationships with local agencies that serve as trusted messengers to members of the community most affected by the pandemic and helped to communicate information about the virus and available support services. Organized partnerships with the county and healthcare providers (MarinHealth and Kaiser) to deliver testing and then support vaccine programs for community members in their service areas.

✓ Managed the Marin County Emergency Rental Assistance program to help eligible households cover rental and utilities arrears to prevent evictions and housing instability during the COVID-19 pandemic. Developed local program policies, negotiated contracts with local Community Based Organizations (CBOs). Designed and implemented a new software portal to distribute **\$33 million** to over **1,500** unique households.

**Los Angeles County Department of Public Social Services**

Industry, CA

*Assistant Director, Bureau of Workforce Services-South**January 2020 to September 2020**Staff: 4600 FTE*

✓ Provide executive leadership for the County of Los Angeles, Department of Public Social Services. Assists in the overall management of the department with responsibility for directing, through division-level managers, a major departmental program bureau comprised of nineteen offices. Lead and manage the development of managers and staff. Coordinate with fiscal and human resources partners to maximize staffing resources to provide front line social services.

✓ Determine appropriate resource requirements to meet strategic goals and performance measures, and direct department-wide administrative and fiscal functions; work with divisions to establish specific plans, deliverables, and measurable objectives, and engage partners to learn and influence strategies. Develop and implement department-wide strategies to improve performance management.

**Marin County Department of Health and Human Services**

San Rafael, CA

*Interim Director/Chief Assistant Director**April 2018 to December 2019**Staff: 722 FTE*

✓ Provide overall executive leadership for the County of Marin, Department of Health, and Human Services (HHS). Manage the largest department in the County with over 700 employees and contractors and an overall annual budget of \$198 million (FY 18/19). Responsible for planning, organization, administration, financial management and effective operation of approximately 40 programs.

✓ Implement strategic initiatives and departmental operations in an integrated Department of Health and Human Services. Supervise three Assistant Directors for Behavioral Health and Recovery Services, Public Health, and Social Services that deliver, coordinate, and administer a range of federal, state, and local programs addressing the health and welfare needs of county residents. Direct the Chief Strategic Officer's efforts to implement the Department Strategic Plan, as well as creating tracking and measuring associated outcomes.

✓ Determine appropriate resource requirements to meet strategic goals and performance measures, and direct department-wide administrative and fiscal functions; work with divisions to establish specific plans, deliverables, and measurable objectives, and engage community partners to learn and influence strategies. Develop and implement department-wide strategies to improve health and wellness and advance equity.

✓ Direct administrative and fiscal functions including finance, human resources, information technology, Board of Supervisor submissions, compliance, emergency response and facilities management; acts as liaison with a variety of partners and stakeholders including the H&HS executive team, department staff, the County Administrator's Office, Department of Finance, Human Resources, Information Services & Technology, County Counsel, unions, community partners and other agencies to resolve complex issues and manage quality, customer service, financial performance, employee relations and legal compliance.

- ✓ Partner with local officials, foundations, and nonprofit organizations to address growing homelessness across the county.
- ✓ Collaborate with the county, nonprofit organizations, and other funders to improve food security by proactively addressing pending changes in CalFresh and maximizing partnership opportunities to increase enrollment in CalFresh.
- ✓ Guide the implementation of the Whole Person Care to build a sustainable, evidence-based, outcomes-focused coordinated system of care across health and social sectors to more efficiently and effectively serve Marin County's most vulnerable Medi-Cal beneficiaries. Direct staff in the development of strategies to seek opportunities to advance existing resources and build new partnerships in support of service excellence to constituents.
- ✓ Represent the Department through leadership on priority issues, serving on panels and boards, and providing thought leadership with partners on matters of significance for the community.
- ✓ Effectively work with the Board to develop new focused impact strategy and learning culture oriented to results. Re-designed decision-making processes to align with strategic impact goals. Manage daily operations, including staff management, team development, human resources, communications and finance.

**Social Security Administration**  
*Assistant Regional Commissioner*  
*Management and Operations Support*  
*Staff: 6200 FTE*

San Francisco, CA  
*May 2013 to June 2018*

- ✓ Senior Executive for Region IX providing economic security throughout the region of 50 million people, comprised of California, Arizona, Nevada, Hawaii, tribal nations and the U.S.-affiliated Pacific jurisdictions.
  - ✓ Established highly effective working relationships with state and local government officials, tribal leaders and key stakeholders in states and jurisdictions across the region, as well as within SSA and the White House, in order to advance SSA priorities and inform the work and policies of the White House and Agency based on the needs of the region.
  - ✓ Provided leadership for multiple SSA initiatives to improve the economic security of the region. Worked collaboratively with senior management team comprised of regional leaders for seven Areas to develop cross agency coordinated efforts
  - ✓ Took on central leadership role in the region to develop a coordinated, cross-federal agency approach in working with state governments to integrate efforts to address disability determinations and efforts to support individuals efforts to return to work
  - ✓ Participated in high-level Agency meetings and made recommendations to the Commissioner on performance management metrics and on the impact of proposed national policies or actions within the region on a wide range of policy and program issues.
  - ✓ Served as the face of SSA throughout the region in a wide variety of settings including community-based meetings, media events, site visits, meetings and events with federal, state and local elected officials, statewide policy and trade association organizations and was a respected, sought out presenter and convener.
- Responsible and accountable for the overall program management, direction, planning, objectives, policy-making and coordination of the regional office functions in the San Francisco

Region. Serve as the region's executive for program policy, systems, finance, human resources and management support and lead executive for national and regional SSA initiatives.

***Accomplishments:***

Formulated a long-term vision that substantially transformed the organizational structure of the San Francisco Region. Developed and implemented a two-year sustainability plan for the regional office by merging four distinct components into the Center for Security and Automation (CAS) and the Center for Disability and Program Support (CDPS). Realigned our field operations from eight areas to seven areas. Redistributed 23 field offices to four contiguous areas to address staff attrition, workload imbalances, and improve the quality of service. Achieved a 10-year savings of \$1.75M by reducing office-leased space. *Strategic Planning*

Reduced the region's physical footprint by consolidating three field offices. Communicated with community stakeholders including congressional staff and labor unions prior to proposed service delivery changes. Installed a Video Service Delivery (VSD) unit in the Barstow community center to improved quality of life for employees by reducing commute times, improved front line service to the public, and achieved a cost savings of \$13.5M over 10-years. Co-located the San Diego Teleservice Center and saved the agency \$1.3M over 5 years in reduced rental costs. *Facilities Management*

Procured funding to meet the immediate and long-term facilities needs of the Frank Hagel Federal Building. Secured \$2M from GSA and \$36.3M from SSA to improve seismic safety. Obtained funding for major building projects including \$17.2M for seismic design and retro fit, \$7.0M for plaza replacement, \$2.3M for water plaza intrusion repairs, and \$2.5M for basement renovation. *Facilities Management*

Activated a regional contingency plan following a major electrical failure and power outage resulting in a four-day building closure at the SF regional office. Developed a comprehensive plan to redeploy over 1000 staff to locations throughout the SF Bay area. Provided steady leadership through the crisis and communicated regularly with employees, labor unions, headquarters, and other affected regions. Ensured service to the public continued with minimal disruption and all critical workloads were covered. Redeployed Human Resources staff in order to complete targeted end of year hiring targets. *Security and Emergency Preparedness. Operations*

**Social Security Administration**

*Assistant Regional Commissioner*

*Processing Center Operations*

*Staff: 1000 FTE*

Richmond, CA

*August 2009 to April 2013*

- ✓ Provided executive leadership for the effective operation of the Western Processing Service Center serving the states of Arizona, California, Hawaii, Nevada, and the Pacific Area.
- ✓ Directed over 1000 employees at a large facility. Ensured outstanding constituent service and the timely handling of Social Security benefit payments, Medicare entitlement and premium collections. Provided support to SSA's national 800 number network.
- ✓ Implemented a succession management plan to promote diversity and inclusion within the organization through expanding recruitment, retention and knowledge management initiatives.

- ✓ Led innovative transformation of the Western Program Service Center through a major organizational realignment to increase operational efficiency and flexibility.
- ✓ Served as the lead representative, spokesperson and negotiator for the organization with state and federal legislative and administrative officials, key coalitions and industry partners, media and key stakeholders.
- ✓ Established highly effective working relationships while operating in diverse local community and political contexts. Oversaw internal operations of the organization including organizational finances, human resources, recruitment and establishment of high performing teams, organizational and staff development and day-to-day operations.

### ***Accomplishments:***

Co-led a national workgroup to combine four main positions descriptions (PDs) in SSA to create greater promotional opportunities for employees, address changing technology, and meet future workload demands. Actively facilitated meetings with executives, developed a project timeline, communications plan, and resolved labor relations concerns needed to implement personnel changes. *Strategic Planning, Operations*

Engaged labor organizations to promote transparency, thoughtful and open communication by participating in AFGE Relationship Training to improve labor and management relationships at the regional component, and local level. Fostered a collaborative relationship with emphasis on mutual trust and respect between labor and management. Established a process to ensure all regional office components send advance notification to AFGE prior to conducting formal meetings and share information regarding changes to work conditions. Conducted an informational briefing and overview of Hagel Building projects during a joint management /labor meeting. Provided facilities and labor relations support to develop a plan to consolidate the WNPSC workload support unit staff. Hosted the Office of the Chief Strategic Officer's Vision 2025 Working Sessions for employees in the SF Region. Collaborated with Labor and other components to include a diverse group of participants representing BU and NBU employees. *Labor Relations/Conflict Management*

### **Social Security Administration**

Baltimore, MD

*Director, Office of Enumeration and Medicare Policy March 2009 to July 2009*

*Staff: 25 FTE*

- ✓ Developed national policy and advised senior agency officials on the effects of proposed legislation and changes in proposed rules. Collaborated with federal agencies including DHS, CMS, and IRS on legislative issues.
- ✓ Directed the organization's federal legislative programs, including setting policy priorities and political strategy, developing and implementing policy recommendations and initiatives, writing policy briefs and fostering effective working relationships with legislative staff at the federal level.

### ***Accomplishments:***

Initiated discussions with senior executives from the Department of Homeland Security to expand the electronic verification program, E-Verify, to Federal contractors. Coordinated joint meetings with external stakeholders such as the American Immigration Lawyers Association (AILA) and the United States Citizenship and Immigration Services (USCIS) to review the impact of proposed changes to policy. Reviewed Notices of Proposed Rulemaking prior to publication in the Federal Register. Facilitated stakeholder discussions and encouraged the parties to share their perspectives on the impact of proposed rules and the real world implications. Identified improvements to the verification procedures resulting in 56% lower error rate. From FY 2008 to FY2009, the drop in tentative non-confirmation cases from 96,075 to 59,695 resulted in faster and more accurate verification of Social Security numbers for employers and reduced the burden on agency front line employees. *Building Coalitions*

Spearheaded an interagency oversight group to expand a cooperative initiative between SSA and the Department of State to automate the issuance of Social Security cards. Enabled over 470,000 applicants for an immigrant visa to apply for their Social Security number prior to entering the United States. Established short term and long range goals, objectives, and schedules for the expansion of the program. Formulated national policy in connection with proposed systems changes. Successfully implemented a joint policy initiative to reduce the workload in SSA's understaffed field offices, reduce the cost to issue Social Security cards via automation, and enhanced the security and integrity of the Social Security enumeration process. Entered into a cooperative agreement with the Department of State to certify identity and age before applicants enter the United States. This initiative reduced agency workloads while ensuring the applicants' bona fide alien status via a successful partnership with the Department of State and has a projected cost savings of \$11.2 million.

### **Social Security Administration**

*Senior Advisor*

Baltimore, MD

*September 2008 to February 2009*

- ✓Formulated budget options for SSA during a continuing resolution and Presidential transition.
- ✓Leveraged relationships with Senate Finance Committee and House Ways and Means congressional staff to secure appropriations of \$500M in the American Recovery and Reinvestment Act of 2009 to fund replacement of the National Computer Center (NCC).

### **United States Senate Committee on Finance**

*Legislative Fellow*

*August 2008*

Washington D.C.

*December 2007 to*

- ✓Provided analyses and research in the areas of social security and health care policy and appropriations. Met with interest groups and attended congressional hearings and briefings on budget, social security, health care, and tax policy.
- ✓Assisted legislators on a bi-partisan basis in developing policy and legislation as staff of a legislative committee. Represented the Senator in constituent meetings with employee unions, management associations, and community advocates.

- ✓Drafted key portions of the Economic Stimulus Act of 2008 to provide recovery tax rebates to individuals and secured an increase of \$31M in appropriations for the Agency to carry out rebates.
- ✓Coordinated bipartisan policy workshops for the 2008 Health Reform Summit that preceded the introduction of the Affordable Care Act in the 111th Congress. Developed budget recommendations for SSA operations during a continuing resolution and Presidential transition. Directed the work of budget staff to project resources needed to reduce the pending number of disability hearings. Provided technical assistance to formulate the Commissioners FY2010 budget and briefed the Office of Management and Budget during the budget passback. Demonstrated an expert knowledge of the budget appropriations process and the relationship between OMB, SSA, and Congressional oversight committees.

#### **Accomplishments:**

Drafted key provisions of the Economic Stimulus Act of 2008 to provide recovery rebates to individuals, provided technical guidance on identification using the SSN, and helped secure an increase of \$31M in appropriations for SSA to carry out tax rebates. *Budget, Legislation*

Leveraged relationships with congressional staff to secure appropriations of \$500M in the American Recovery and Reinvestment Act of 2009 to fund replacement of the National Computer Center (NCC). Served as a key point-of-contact for the Senate Finance Committee and House Ways and Means staff during onsite briefings. *Budget, Legislation*

#### **Social Security Administration**

*District Manager  
Staff: 38 FTE*

Whittier, CA  
*April 2005 to December 2007*

- ✓Managed the Whittier and Norwalk District offices serving a metropolitan population in Los Angeles County of over 500,000 people.
- ✓Chaired the Executive Board for the San Francisco Hispanic Affairs Advisory Council and increased the participation in the Advisory Council to over 600 career federal employees.
- ✓Advocated for bilingual services to the non-English speaking public.
- ✓Created an employee-mentoring program to provide career counseling and enhance development opportunities. Facilitated mentor and protégé' training to improve networking skills, enhanced peer relationships, and increased employee engagement.

#### ***Education/Training***

Government Alliance on Race and Equity (GARE)

April 2019

University of California Berkeley, Haas School of Business  
Certificate of Business Excellence

December 2017

California State University, Long Beach  
Master of Public Administration

December 1997

San Diego State University  
Bachelor of Science, Economics

December 1992

# Jestin D. Johnson

## Professional Experience

### **IBM**

*Corporate Social Responsibility Manager- 1/2022-Present  
Atlanta, GA*

Responsible for supporting the enhancement, short and long-term strategic design, and execution of programs and initiatives that enhance IBM's reputation among various stakeholders, including employees and public and private sector agencies. In this capacity, I am responsible for managing relationships with national nonprofit organizations as they maximize the implementation and development of IBM's SkillsBuild initiative and leading efforts to design a future cohort for participants in IBM's Sustainability Accelerator Program.

- Served as the IBM liaison to the Augusta National Golf Foundation, supporting the Augusta Community Hub initiative.
- Responsible for leading Corporate Social Responsibility initiatives within my territory involving IBM SkillsBuild for Job Seekers in the nonprofit, community college, and government arenas.
- Serve on lobbying/governmental affairs team that provided strategic counsel and lobbied the State of Georgia's legislative delegation at the federal government level for the successful passage of the CHIPS Act, as well as provided corporate insight on the Indo-Pacific Economic Framework. In addition, I serve as the Georgia Governmental Affairs lead for workforce development advocacy initiatives.
- Recruited three national non-profit and one community-based organization that will join IBM to support our SkillsBuild Initiative for skilling or reskilling 50,000 people in cyber security, project management, and data analysis from largely underserved or neurodiverse communities across the southeast and Midwest territory.
- Plan and organize community-based employee volunteer initiatives to enhance the profile and eminence of IBM within the metro Atlanta community and ensure the accurate reporting and tracking of volunteer hours.

### **City of Atlanta**

*Mayor's Office*

*Deputy Chief Operating Officer- 6/2019-1/2022*

As Deputy Chief Operating Officer, I was responsible for providing support to the Public Safety portfolio, which includes the Atlanta Fire Rescue Department, Atlanta Police Department, Department of Corrections, Department of Enterprise and Asset Management (Facilities & Real Estate), Mayor's Office of Emergency Preparedness, and the Mayor's Office of Workplace Safety. In addition, I worked directly with elected officials as we sought the passage of various legislative priority items. Before leading and supporting Atlanta's public safety departments, from June 2019 to December 2020, I was responsible for leading the public infrastructure portfolio of departments, which included the Departments of Parks and Recreation, Transportation, Public Works, and the Department of Watershed Management.



- Chaired the City of Atlanta's Public Safety Training Center Task Force, which required cross-organizational coordination between the City of Atlanta and the Atlanta Police Foundation for the site selection and approval of legislation to initiate a ground lease for a new regional training center for the Atlanta Police Department, E911, Atlanta Fire Rescue, and the Department of Corrections.
- Collaborated with the Department of Enterprise and Asset Management team on several critical capital project/infrastructure initiatives deemed legacy projects for police and fire facilities and capital projects associated with the most significant economic development initiative involving the Centennial Yards Redevelopment project.
- Served as the executive lead for the City of Atlanta's Resumption of Operations COVID Response plan, which required significant cross-departmental collaboration.
- Served on the Use of Force Advisory Council, representing the Mayor's Office to offer changes to Atlanta's Use of Force policies and procedures. The committee focused on several areas, including a review of the Atlanta Police Departments Standard Operating Procedures, Governance, Community Partnerships, and additional ways to enhance reporting and transparency.
- As the Mayor's designee, served as the lead on several justice reform efforts, including creating a Diversion and Services center within the Atlanta City Detention Center in collaboration with Bloomberg Philanthropies, Fulton County Superior Court, Grady Memorial Hospital, and Emory Univ.
- Developed and lead the Westside Park Equitable Development Framework, which required significant community engagement efforts between City neighborhood associations, the Atlanta Beltline, Invest Atlanta, Arthur Blank Foundation, and key City departments impacted by the development of the largest park in the City of Atlanta.

### ***Unified Government of Athens Clarke County, GA***

***Assistant (County) Manager- 7/2016-6/2019***

As Assistant Manager for the Unified Government of Athens-Clarke County (ACC), I was responsible for the oversight of 10 County Departments, which included Finance, HR, Solid Waste, Fire, Central Services, Building Inspections, Planning, Public Information Office, Geospatial Information Services, and Organization Development.

- Instrumental in the successful acceptance into the Bloomberg Foundation "What Works Cities Initiative," which requires a collaborative approach to performance measurement and is based on the premise of using data and evidence to inform local government decisions.
- In partnership with Department leaders, I created the first Athens-Clarke County Citizens Government Academy, allowing citizens to understand better how their local government works. This included an introduction to the successful approach, philosophy, and successful impact of community-oriented policing and use of force, the value of environmental stewardship, how the budget process works, and the ACC approach to economic development.
- Helped guide the Office of Organizational Development through its implementation of several innovative initiatives for Athens-Clarke County employees, including creating the Innovation Ambassador Program, Peak Academy, implementation of Emergenetics, and organizational succession planning.

### ***City of Bisbee, AZ***

*City Manager- 5/2014-6/2016*

- Responsible for managing a budget of over \$26 Million and a staff of more than 102 workers.
- Initiated a quarterly training program to improve the organizational culture and enhance customer service principles.
- Led team in creating several community engagement activities, including Movies in the Park and the City of Bisbee 101: Citizen Academy.
- Engaged with OpenGov Inc. to improve city finances' budget presentation and transparency.
- Negotiated an automatic-aid fire services agreement and Interlocal Cooperative Agreement with the neighboring fire district.
- Negotiated a new multi-year facility use agreement with Freeport McMoRan Inc. to sustain the nearly \$1M/year Queen Mine Tour, Bisbee's primary tourist attraction.
- Successfully prepared and submitted a grant application to the Urban Land Institute's Technical Assistance Panel grant application to redevelop 80+ acres of city property.
- Successfully worked with the leadership of Naco, Sonora-Mexico, and the Naco Wellness Initiative in establishing a Sister Cities Program to improve binational relations.
- Worked closely with various stakeholder groups for a successful citywide rebranding and digital marketing initiative.
- Served as the key media relations point of contact during significant emergency events.

### ***City of McDonough, GA***

*Deputy City Administrator- 4/2013-5/2014*

*Assistant to the City Administrator- 12/2009-4/2013*

- Assist the City Administrator with managing and preparing an annual operating budget of \$22 million.
- Responsible for project management and delivery of a \$6+ million-dollar public safety complex, including receiving requisite Requests for Proposals and selecting a design team and Construction Manager-At-Risk project delivery method.
- Served as Project Manager for the planning and implementation the City's Recyclebank Program, which increased recyclable material tonnage by more than 60%.
- Administer a \$1.4 million sanitation services RFP process, emphasizing incentive-based recycling for residential and commercial customers.
- Developed the City of McDonough's first Purchasing Policy, which follows the National Institute of Government Purchasing guidelines.
- Oversaw the design for the expansion of a 70+ acre passive recreation park
- Identified approximately 60% reduction in cost in monthly cost for all high-capacity printers for all internal support departments, Public Works, and Community Development Department while also increasing organizational efficiency.
- Primary city resource for all property acquisitions and abandoned property demolitions.
- Negotiated a \$240k property acquisition from Charter Communications and an additional \$200k acquisition from a private landowner for park development and expansion.
- Initiated the Request for Proposal process and served as a project manager in redesigning the City of McDonough's website.

**CH2M Hill OMI (Sandy Springs, GA)**  
*Operations Coordinator - 02/2008-10/2009*

**City of Varnell, GA**  
*Interim-City Administrator/Human Resource Director- 9/07-02/2008*

**City of Tucson, AZ**  
*Management Assist. to the City Manager- 3/2007-8/2007*  
*ICMA Management Fellow- 6/2006-3/2007*

### **Education**

- **Valdosta State University**, Valdosta, GA  
***Master of Public Administration***  
***Concentration: City Management***  
Graduated: 5/2006
- **Georgia State University**, Atlanta, GA  
***Bachelor of Arts, Communication***  
Graduated: 8/2003

# RESUME

## DR. JASON W. MITCHELL

### EDUCATION

Ed.D. School of Education Department, Organization and Leadership, **University of San Francisco** 2019  
**Dissertation Title:** *Transformational and Transactional Leadership Outcomes on the City of Oakland by Demographics*  
M.B.A. School of Management, **University of San Francisco** 2012  
B.S. Bachelor's Business Administration, Finance, **California State University at Hayward** 2002

### EXECUTIVE OVERVIEW

Possess 20+ years' progressive experience in operations management, design and construction management, strategic planning, budgeting, financial forecasting, asset and resource management, leadership training and succession planning, supervising managers in wide-ranging divisions (HR, IT, Engineering, Design, Construction, Operations, Administration, etc.). Continual learner, organizational development, and leadership visionary. Adept at consensus-building, presenting, and getting others excited about implementing new ideas yielding explosive ideation, innovative thinking, and change management.

### HIGHLIGHTS & ACCOMPLISHMENTS

- **Fiscal Acumen:** Co-authored City of Oakland's first 5-Year Financial Forecast; served on steering committee balancing \$100M deficit budget with minimal layoffs; authored \$190M Capital Improvement Budget and Master Fee Schedule; managed \$850M of General Obligation and Revenue Bonds debt service for major infrastructure improvements. I assisted with the passage of a \$600M infrastructure bond and the passage of Measure Q (\$21M) Parks, Storm, and Homeless parcel tax on the ballot. Assisted with overseeing the City of Oakland's \$1.6 billion operating budget.
- **HR Expertise:** Approved and hired 650 part-time, 150 permanent part-time, and 450 full-time staff; participated in LaborManagement Meetings; completed 200+ labor grievances, arbitrations, MOU Negotiations, and Skelly Hearings.
- **Baltimore Water4All Affordability Program:** Water4All is a new water billing discount program designed to create more equitable access to water assistance for more Baltimore City residents. The Water Accountability and Equity Act is a comprehensive law that provides for a Public Works Office of Water-Customer Advocacy and Appeals, a Committee for Office Oversight, a right to administrative and judicial appeals, a Water4All discount program, and a fair process for customers before water services are cut off or liens imposed.
- **Public Works Strategic Action Plan (SAP):** Led the effort to create the SAP that engaged over 200+ Public Works (OPW) employees. The SAP's objectives were driven by staff's involvement and the desire to promote and embrace its values and vision. The Plan represents a clear vision of the OPW's identity, priorities, and work plan for three years.
- **Community Inclusion:** Steering Committee member for dissolution of Oakland Redevelopment Agency assets; and executed leases for 21 public facilities: golf courses, Oakland Zoo, Oakland Museum, and redevelopment properties. I implemented the first Capital Improvement Plan in the Country that includes equity as the main factor for capital allocations, and the process included over 1,600 Oakland voices.

### WORK EXPERIENCE

**City of Baltimore, Director, Public Works Department; May 2021 – Present**

Manages the City of Baltimore's Solid Waste, Water, Wastewater, and Storm infrastructure. Manage seven (7) direct reports, with overarching responsibility for 2,758 staff overseeing Bureaus of Water and Wastewater, Solid Waste, and Administration. Maintain budgetary control of an annual \$700M operating and \$450M capital improvement totaling an annual budget of \$1.15B annually.

- **Implement Water4All** Water4All ensures no disruptions in service delivery of water and wastewater service and provides this essential service at a discount for affordability and assess to all customers to include local voices, including those of women and gender minorities, youth, persons with disabilities, ethnic and religious minorities, and other marginalized populations.
- **Implemented a Citywide Recycling Program** for 190,000 customers to tackle climate change and cut carbon dioxide and other greenhouse gas emissions that lead to climate change. A robust recycling program moves the Baltimore Region closer to its Zero Waste goals and a more sustainable future.

- Received \$725M from the Water Infrastructure Finance Innovation Act (WIFIA) through 4 rounds of loan funding. The most recent loan (~\$395M), which closed this past December, is projected to save the City about \$100M.
- Improved billing and customer service process delivery resulting in a year-to-year increase of \$65M in revenue resulting in a 67% decrease in Utility Rates from the fiscal year 2023-25.
- Development of the B'More WISE Workforce Development Initiative with Baltimore City Public Schools, ROCA of Baltimore, and Park Heights Renaissance to ensure communities of concern and individuals reentering the workforce has access to exclusive utility employment. Entered into partnership with Morgan State University and Coppin State University to introduce students to careers in water and wastewater.
- Completed the construction of the Headworks pumping facility, enabling arriving flow to the Back River Wastewater Treatment Plant to be safely and effectively managed. Since the Headworks implementation, there has been an immediate reduction in sewer overflow volume. The Headworks project reduced sewer overflow volume by 64 percent. Averting 250M gallons of raw sewage from the Bay ensures vastly improved environmental outcomes for the Chesapeake Bay

## **CITY OF OAKLAND**

**Oakland, CA      2008 – 2021**

### ***Assistant City Administrator, City Administrator's Office; May 2020 – May 2021***

Manage eight (8) Department Heads, including Finance, Human Resources, Public Works, Transportation, Planning and Building, Human Services, Parks and Recreation, Library, Contracts & Compliance, and Oak311. Maintain budgetary control of \$1.6B annual operating and \$190M capital improvement budget (\$700M Capital Improvement portfolio).

- City lead for Reimagining Public Safety (***Defund the Police***) Taskforce.
- City lead for ***One-Stop Permitting*** Team. Started the committee to integrate all permitting functions virtually and physically into one seamless solution for better customer satisfaction and faster timelines.
- Co-sponsor and lead the initiative to improve the diversity of contracts for commodities, professional services, and construction solicitations. Co-author a 12-point initiative to create race-neutral policies to target diverse outcomes.
- Developed a committee to transition all contracts to an online dashboard that facilitates submitting RFP/Qs. Improve systems to improve engagement, outreach, and small business support to drive more equitable outcomes.
- One of the City's leads for COVID-19 response to city residents and internal city departments.

### ***Director, Public Works Department; Jul. 2017 – May 2020***

Manage four (4) Assistant Directors, with overarching responsibility for 758 staff overseeing Bureaus of Engineering & Construction, Infrastructure & Operations, Facilities & Environment, and Administration. Maintain budgetary control of \$364M operating and \$190M capital improvement budget (\$700M Capital Improvement portfolio). Established Oakland as a regional leader, the 35<sup>th</sup> city accredited by the American Public Works Association (APWA).

- Created a strategic plan fostering a high level of community involvement producing better decisions, and is a critical component of the decision-making process utilized in Oakland Public Works.
- Fostered collaborative relationships with policy-makers, labor, community, and external partners.
- I have developed a Sewer and Storm Fee to ensure compliance with Consent Decree. Rehab over 80+ miles of sewer and storm mains (over five years). Supported the steering committee in securing Measure KK, a \$600M infrastructure bond, and the lead for Measure Q parks, storm, and homeless initiative. Annual projected revenues of \$21M.
- Oversaw procurement, legislative, contracting, and capital projects delivery services to all city departments.
- Refined metrics and analytical tools to help address deferred maintenance and decision-making regarding service and project delivery.
- Increased department efficiency by 19.6% on average for all operational units, doing more with the same resources.
- Develop the Nation's first Capital Improvement Plan and Climate Action Plan with equity as the main factor for deploying resources.

### ***Assistant Director, Bureau of Infrastructure & Operations, Public Works; Aug. 2013 – Jul. 2017***

Managed four (4) Managers, with overarching responsibility for 257 full-time staff, and maintained budgetary control of \$65.6M. Controlled annual budgets and operational planning; optimized capital and cost plans. Guided infrastructure and operations; drove long-term success. Planned for necessary equipment and services for enforcement of electrical projects.

- Managed sewer and storm, streets and sidewalks, traffic and electrical (parking meters, lights, and signals) maintenance, and the City's fleet of nearly 2,000 vehicles.
- Enhanced capacity building, supported various business models, dove alternative revenue streams, and met department needs by executing internal fiscal controls, forecasting, and adjustments for future expenses.
- Generated financial data and reports, recorded departmental activities and operations, and trained & developed staff.
- I have upgraded the City's Parking Meter system via IPS and the City's 31,000 streetlights to LED lights at no additional cost.
- I have executed the City's Asset Management Implementation Plan and Sanitary Sewer Management Plan for a wastewater collection system of 930 miles of sewer lines and ten (10) pump stations, and 15 miles of force mains.

**Acting Budget Director, City Administration (Intermittently); Apr. 2013 – June 2013**

Managed 10-person staff and rollout of the annual City budget, including \$1.2B Operating Capital and \$600M General Fund, employing 3.5K+ FTEs. Served as SME, planning critical operations & organization, including fiscal analytics.

- Conducted expert financial planning, expense control, systems development, and KPIs creation.

**Agency Administrative Director, Department of Fiscal & Administration, Public Works; Jan. 2012 – Aug. 2013**

Managed 41-person staff and a \$242.3M operational and capital budget, covering ~750 full-time staff. Managed all agency fiscal, budget, and HR goals, tracked employee relations, IT, 311 Call Center, Public Information Officer, and safety program.

- I have directed budget preparation. I have ensured seamless operations by rigorously reviewing division budget components.
- Ensured continual capacity building and growth of diverse business models, enhanced and created new revenue streams.
- I have developed and instituted budgeting, forecasting, and cash flow strategies.
- Directed and coordinated customer service and administrative service functions, including creating the City's 311 Call Center and participating in implementing the public records request platform.
- I have implemented new technical software to drive business processes and procedures and moved to an enhanced document management system.

**Fiscal & Administration Director, Department of Administration, Parks & Recreation; Oct. 2008 – Jan. 2012**

Oversaw and managed fiscal administration goals, including 14-person staff and a \$20.6M annual operating budget, including ~240 full-time staff. Established and sustained effective policies and guidelines across the Office of Parks and Recreation.

- Managed fiscal operations: payroll, A/P & A/R, purchase orders (POs), loan servicing & accounts, and grant funds.
- Reviewed and developed fiscal policies/procedures, handled funds, and analyzed budget & revenue estimates and variances.
- Created and enforced revenue enhancements and budget initiatives; and conducted preparation of funds; managed HR function: recruited, hired, trained, empowered, and evaluated new hires.
- Conducted strategic short- / long-term planning. Prepared Council agenda, reports, and presentations.
- Ensured seamless operations by devising departmentwide policies and procedures.
- Guaranteed compliance with personnel rules. Resolved disparate issues; presented and executed solutions with HR and staff regarding civil service rules, MOU provisions, workers' compensation, unemployment benefits, and arbitration rulings.

**CFO, San Francisco Head Start; San Francisco, CA**

Sept. 2007 – Dec. 2008

Managed all financial operations at a nonprofit, providing nurturing early learning environments reflecting the values, languages, and cultures of children served. A Federal Grant of \$20M was passed through San Francisco State University (Grantor).

### **VOLUNTEER WORK**

**Board Member**, WaterReuse Association (assigned designee)

**Co-Chair**, Baltimore City Regional Healthy Harbor Streeting Committee

**Board Member**, Northeast Maryland Waste Disposal Authority

**Board Member**, Waterfront Partnership, Baltimore

**Board Member**, Baltimore City Board of Estimates (spending Board of an estimated 3.6B annually)

**Board Member**, Public Works Experience Museum

**Past Board Member**, Transportation Bay Area Partnership Board

**Past Board Member**, Oakland Parks, and Recreation Foundation

**Past Advisor Board Member**, Northern California Public Works Association Directors Roundtables

### **CERTIFICATIONS**

Real Estate Certification (Ross Minority Program), Development & Investment of Urban Communities, USC

Licensed Real Estate Broker, and Mortgage Loan Originator, State of California

Grade 4 Certificate, CA Water Environment Association, Storm and Waste Water Collection System Management

California Basic Educational Skills Test (CBEST) Certification

### **AFFILIATIONS**

American Public Works Association / Water Reuse / American Water Works Association / National Association of Realtors

California Water Environment Association / National Forum for Black Public Administrators