

## **BUILDING CITIES | STRENGTHENING COMMUNITIES | LEADING CHANGE**

A global leader with a local focus. Over 25 years of senior leadership managing diverse organizations that tackle the most pressing challenges facing governments. Passionate about transforming cities into inspiring destinations and thriving communities. Adept at identifying what is unique about a place and reinforcing it with a forward-looking strategy, a strong identify, resilient infrastructure, innovative mobility solutions and economic opportunities. Broad experience forming winning teams, leading over 6,000 people in complex, culturally diverse, world-wide environments to design and manage programs in excess of \$6.5 billion. Extensive expertise driving change and developing integrated strategies and implementation plans to provide tailored solutions to the most complex problems. Navigates the intricate connections and conflicts between regulation, innovation and society. Proven success in solving executive level challenges, building strong partnerships, managing networks and developing talented leaders. Respected spokesman and thought-leader on resilient infrastructure and place-making. Confident in negotiating agreements, making independent and sustainable decisions, and leading programs to deliver time and resource sensitive results.

Strategic Planning ♦ Leading & Managing Change ♦ Organizational Design ♦ Team Building

Resilient Infrastructure ♦ Master Planning ♦ Capital Program Management ♦ Mobility Solutions

Community & Government Relations ♦ Public-Private Partnerships ♦ Client Relations

## **PROFESSIONAL EXPERIENCE**

### **Director of Capital Improvement, City of Miami**

**2018 – present**

Plans and implements the City of Miami's capital improvement program to improve citizens' quality of life. Combining multiple sources of capital, bond and grant funding, leads a team of 65 architects, engineers and project/construction managers delivering 250 active projects valued at \$650 million to enhance the city's roadways; transportation network; parks; facilities; environmental conditions; and flood protection, coastal resilience and smart city infrastructure for the citizens of Miami.

- Directs City's Capital Improvement Plan:
  - Developed and now implements city's first comprehensive five-year capital improvements program, forecasting \$3.1 billion in requirements based on thorough asset management assessment, master planning and infrastructure studies
  - Formed a program management office to monitor, control and report projects to ensure fiscal and schedule requirements, focus efforts on priorities, and enhance program visibility
  - Created program policies and procedures that guide project selection, initiation, prioritization, resourcing and assignment to apply consistent standards and practices, reduce costs, and streamline project life-cycle
  - Implementing *e-Builder* as the enterprise system to integrate construction management across all city functions
  - Aligns capital program with budget cycle to support city priorities, optimize investment, and communicate requirements
  - Captured over \$50 million in external appropriated, programmatic and grant matching funds to leverage city investments
  - Pursuing public-private partnerships to supplement capital financing in stormwater, flood mitigation and coastal resilience infrastructure
- Delivers Quality Projects:
  - Over a two-year period, delivered 211 active projects valued at \$341 million on scope, at cost and on schedule
  - Provides essential infrastructure to bolster the city's record economic growth benefitting Miami's citizens and businesses
  - Manages 12 professional services consulting pools to facilitate quality studies and project planning and design
  - Selects, manages and oversees construction contractors to ensure quality, timely and cost-efficient results
- Tells the Story:
  - Develops and implements capital improvement communications and engagement plan to raise awareness, enhance credibility, and encourage citizen and stakeholder engagement
  - Operates in a complex and diverse environment - including politicians, residents, private sector, industry associations, civic groups, non-profits and academia – to increase program visibility and enhance city's image

- Creates and strategically releases messaging to reinforce city's value proposition and inform multiple target audiences
- Effectively employs all forms of media to promote capital improvements activities and positively position the city
- Spearheads strategic capital initiatives transforming the city into a thriving community and inspiring destination:
  - Driving the City's Stormwater Master Plan to improve water management practices, map and enhance flood control systems, and guide the construction of resilient infrastructure to address stormwater, storm surge, water quality and sea-level rise
  - Forging ahead with the \$400 million Miami Forever Bond to build a stronger, more resilient future for Miami. Over 24% complete on the 33 project, \$58.7 million first tranche. Developing strategy to launch second bond tranche following the vision of making an immediate impact, gaining momentum, and delivering long-term resilient solutions
  - Finalizing design to revitalize the iconic downtown Flagler Street to enrich the on-street experience, offer festival spaces, upgrade utilities, enable smart-city technology, and stimulate economic growth and development
  - Recently completed the I-395 Underdeck concept plan for a 33-acre signature open-space that reconnects the city's urban core. The plan consists of a landscape, mobility and urban development plan and a business framework with supporting programming, operating strategy and governance structure to strengthen the local community and drive economic vitality
  - Steering the 16 project Virginia Key implementation plan. Devising a business plan and integrated design to transform, and conserve, the largest undeveloped piece of land in Miami into an eco-friendly destination park. Prominent projects include Miami Marine Stadium, Historic Virginia Key Beach Park civil rights museum, and a 118-acre recreation and athletic park
  - Overseeing construction of \$150 million city administration building. Ensuring building meets the growing city's requirements and high-performance building standards, such as cost-effectiveness, safety, security, sustainability, and functionality. Designing an Emergency Incident Center into building to support city's disaster management operations
- Builds a Winning Team:
  - Leads from the front, setting the example and acting as spokesperson for all city capital programs
  - Attracts, recognizes and incentivizes talent by creating a new mindset for public sector human resources management
  - Fully trains and equips staff to excel in a period of advancing technology, increased urban requirements and climate change
  - Integrates with leadership, politicians, fellow directors and inter-governmental agencies to coordinate plans and actions
  - Creates and maintains influential relationships with key municipal, industry, civic, academic and private business leaders

### **Managing Principal & Owner, BEST Solutions Consulting Group, Miami, Florida**

**2014 – 2018**

Delivered strategic planning; business growth, market analysis and leadership consulting; and associated research and training to small, expanding and transforming businesses, civic groups, academia, and government entities. Customized solutions to lead organizations through start-ups, turn-arounds and realignments to optimize results in changing markets.

- Directed multiple clients' international and government business development, highlighting companies' unique capabilities. Designed plans to grow market position and generate long-term value. Cultivated new and existing markets, shaping strong partnerships, and fostering strategic relationships. Captured over \$150 million in new and sustained business.
- For start-up and expanding businesses, devised strategy and marketing plans, established strong presence, built recognized brands, and fostered client engagement leading to new market penetration and revenue growth of \$15 million.
- Key partner of a consulting group charting direction for the Bossier City/National Cyber Research Park. Due to its proximity to the Air Force Global Strike Command at Barksdale Air Force Base, the team analyzed opportunities by studying similar defense communities. Developed comprehensive plan for a governance structure, capturing opportunities, land-use and infrastructure requirements, local alliances, funding sources, strategy and branding formulation, and attracting talent and business partners.
- Provided security related instruction to advance US Southern Command's partner nation capacity building objectives. Training addressed complex issues and threats in the Western Hemisphere and offered innovative strategic, policy, programmatic and technological solutions assisting partner nations address security, stability and economic challenges.
- Provided disaster management, environmental and energy solutions to US Southern Command to enhance military operations, better nation-to-nation partner engagements, and improve capabilities while reducing costs and operational vulnerabilities.

**Engineer Program Director, US Southern Command, Miami, Florida****2012 – 2014**

As a US Army colonel, led a team of 500+ staff, contractors and interagency members operating in 25 nations. Managed over \$475 million annually in engineer services to support multiple strategic programs advancing U.S strategic objectives, peace and prosperity in the Western Hemisphere. Revitalized and sustained 36 overseas bases. Developed relationships with partner-nation ministerial and senior security forces leaders to implement mission reinforcing energy, environmental, facility, and infrastructure solutions.

- Synchronized US military engineer operations in Caribbean, Central/South America supporting counter-narcotic programs, detainee operations, humanitarian assistance/disaster relief efforts, peacekeeping operations, and partner nation exercises.
- Directed multiple construction programs, valued at over \$650 million, coordinating with diverse organizations throughout the Caribbean, Central and South America. Worked within complex political, economic and security constraints yet still delivered on time, at cost, within scope, and exceeding quality standards to support partner nation and US mission requirements.
- Developed and presented \$223 million facility capital reinvestment program for Guantanamo Bay detainee operations to Secretary of Defense, White House National Security Staff, and Senate/House Armed Services Committees. Gained approval for 8 projects phased over 5 years. Two projects approved in the 2015 National Defense Authorization Act.
- Developed master plans for 36 overseas bases, identifying, prioritizing and managing long-term facility and utility construction to advance US military operations in the Southern Western Hemisphere. Grew base capacity by 12% over two-year period.

**Deputy Director of Engineering, US Forces-Iraq, Baghdad, Iraq****2009 – 2011**

Directed a staff of 1,200 military, civilians and contractors. Managed over \$1.2 billion, rebuilding Iraq infrastructure; constructing facilities for Iraqi military; sustaining and constructing US Forces installations; providing real estate and environmental solutions; and enabling safe and secure movement along highways and critical routes.

- Awarded Bronze Star for developing and leading the base transition effort for post-conflict Iraq. Coordinated multiple military staffs, interagency and Iraqi staffs, to transfer bases to Iraqi government and post-conflict US government agencies.
- Led a team that advised, trained and equipped key leaders in the Iraqi Joint Headquarters, resulting in improved relations and the senior leaders' enhanced ability to direct and resource Iraqi Army engineer operations.
- Provided resource oversight for \$600 million in US Forces Iraq environmental, energy, fire/safety, and real estate contracts. Saved over 15% by implementing internal controls and ensured funds were targeted to achieve positive sustainable results.
- Planned, led and launched significant organizational change while engaged in ongoing operations during the downsizing of US Forces in Iraq. Resulted in more focused effort, enhanced results, improved relationships, and significantly reduced costs.

**Brigade Executive Officer, 36<sup>th</sup> Engineer Brigade, Bagram Airfield, Afghanistan****2007 – 2008**

Chief of Staff of 2,100 soldier engineer brigade, overseeing construction, route and area clearance, and other mission critical engineer services. Directly managed over \$150 million to coordinate construction, supply and services, transportation, resource management and contract support for brigade ongoing and planned combat operations.

- Awarded Bronze Star for creating and leading a specialized engineer contingent in Afghanistan that delivered technical engineer and construction support to special mission units.
- Reformed the \$400 million Afghanistan-wide construction program, streamlining management practices and improved materials inventory control and contracting techniques, leading to 25% cost savings.
- Directed "winterization" of 38 remote bases by acquiring, transporting and installing over \$12 million of building and support materials, enabling US and allied forces to remain in place and hold strategic ground during the winter months.
- Fostered collaborative relations and directed allied Korean, Polish, Australian and French engineer contingents in support of surge operations in Afghanistan. Collaboration led to greatly increased amount and quality of basecamp and airfield construction.
- Enhanced effectiveness of US Forces-Afghanistan route clearance capabilities. Grew program by 300% by methodically refining requirements, creating new operating techniques, implementing innovative maintenance/supply support procedures, constructing new support facilities, and acquiring advanced technology and equipment.

## **US Army Commissioned Officer, Multiple Domestic & International Locations**

**1986 – 2006**

Twenty years serving as the primary leader in organizations from 32 to over 1,200 members. Excelled in positions of increasing responsibility and complexity in peacetime, disaster management operations and five combat tours. Adept in leading change quickly and effectively while serving in 23 different positions over a 28-year career. Proven leader and manager of funds, talent, equipment with the savvy and expertise to deliver tailored results while facing multiple simultaneous priorities. Demonstrated expertise in cultural understanding, partner development, key leader engagement and capacity development.

## **RELATED COMMUNITY EXPERIENCE**

### **Founder and President of the Board, South Florida Defense Alliance**

**2016 – present**

Leads an expert team uniting, championing and growing the defense community in South Florida. Governs alliance through multi-year state grants of over \$500,000 from Enterprise Florida, Florida Defense Support Task Force and Department of Economic Opportunity.

- Partners with Greater Miami Chamber of Commerce and Miami-Dade Beacon Council to promote, preserve and enhance local military installations; attract, retain, expand defense-related industry; and enhance quality of life for service-members and families.
- Key successes:
  - Developed the influence and network to create a singular unified and consistent voice
  - Aligned the Homestead community with the Homestead Air Reserve Base to coordinate development that minimizes encroachment to the US Air Force's mission, setting the conditions for the potential basing of a new F-35 squadron.
  - Introduced the local aviation and healthcare industry to related defense agencies' requirements and contracting methods
  - Forming a defense technology relationship with eMerge Americas
  - Assisting US Southern Command in developing its local base housing plan
  - Advocated legislation to reduce tolls, minimize domicile rent burden, and expand family member education opportunities
  - Creating the foundation for a State Military Base Resilience and Climate Adaptation Center of Excellence

### **Member of Board of Directors and Chair of Military Affairs Committee, Greater Miami Chamber of Commerce**

**2014 – 2018**

Served for four years on board of directors and as Chair of the Military Affairs Committee. During that period and since, served as a member on the Housing Task Force, Resilience Committee, Transportation Committee, and participated in Senior Executive Orientation. Continues to coordinate with the government affairs staff to advocate for and reinforce local legislative initiatives.

### **United Way of Miami-Dade's Mission United**

**2015 – present**

Co-founded and co-chaired Advisory Committee. Purpose is to provide veterans employment, education, legal, housing, financial and medical support or access to services to ease their transition back into the community. A member of the Tocqueville Society, served on Community Investment Committee, and now provides guidance for state and federal legislative and public policy support.

### **Board Member for Global Ties-Miami**

**2018 – present**

Mission is to facilitate professional, educational and cultural exchanges for emerging and established global leaders in business, government and civil society with the aim of forming communications channels, developing relationships, and opening Miami for business and partnerships.

## **EDUCATION**

Executive Master of Business Administration, Kellogg School of Management, Northwestern University, Evanston, IL

Master of Strategic Studies, US Army War College, Carlisle Barracks, PA

Master Certificate in International Affairs, Bush School of Government & Public Service, Texas A&M University, College Station, TX

Master of Procurement and Acquisition Management, Webster University, St Louis, MO

Bachelor of Science in Commerce, University of Virginia, Charlottesville, VA

## **PROGRAMS & CERTIFICATIONS**

Veterans Entrepreneurship Program, Warrington College of Business, University of Florida, Gainesville, FL  
Advanced Spanish, US Southern Command, Miami, FL  
Joint Warfighter Advanced Studies Program, US Army War College, Carlisle Barracks, PA  
Defense Strategy Course, US Army War College, Carlisle Barracks, PA  
Contracting Officer Representative, US Army Logistics Management Center, Fort Lee, VA  
Director of Public Works Management, US Army Center for Public Works, Springfield, VA  
Professional Military Comptroller Course, Air University, Maxwell Air Force Base, AL  
Planning, Programming, Budgeting & Execution System Course, US Army Finance Center, Fort Harrison, IN  
US Army Air Assault Operations School, Fort McCoy, WI  
US Army Airborne School, Fort Benning, GA

## **COMMUNITY SERVICE & PROFESSIONAL AFFILIATIONS** **(Current and Past)**

South Florida Defense Alliance – Founder and President of the Board of Directors  
Greater Miami Chamber of Commerce - Board of Directors and Chairman of Military Affairs Committee  
Mission United, United Way of Miami-Dade - Co-Founder and Advisory Council Member  
Global Ties-Miami – Board Member  
Miami-Dade County Military Affairs Board - Member  
Miami Affordable Housing Task Force – Member  
Batten School of Leadership & Public Policy, University of Virginia - Advisor to the Dean  
United Way of Miami-Dade Tocqueville Society – Member  
International and Florida Economic Development Councils – Member  
Project Management Institute – Member  
American Society of Civil Engineers – Member  
University of Virginia Club of South Florida - President  
Society of American Military Engineers, South Florida Post - Vice President  
Teach for America – Mentor

Major Military Awards: Legion of Merit, 2 Bronze Star Medals; Army Engineer Association Silver & Bronze Order de Fleury Medals