

Letter of intent for the County Administrator opportunity - Palm Beach County

Dear hiring team,

Please see below which should help provide additional context as to why this specific opportunity as County Administrator holds significant value to me and why my past experience and education holds significant value to Palm Beach County.

Interest in role: I have a deep interest in this role because of a few reasons; I fully recognize that Verdenia Baker has sat in this role for 38 years, and because of that, there are some big shoes to fill. Her impact reached far and wide and it's clear that she's been a key component to the success of Palm Beach County. I see an opportunity for the next generation of this County Administrator to come in and look at this role with a modern lens. I'm at the perfect age where I could potentially be the one who sits in this role for the next 38 years and have the great privilege of contributing to the success of Palm Beach County, much like Verdenia. I hold significant purpose and passion in my career and would consider it an incredible honor to be part of the future of Palm Beach County. I embody a true Floridian - I carry the Florida spirit with me and hold great pride in the state's successes. I can see no greater honor than to directly contribute to one of the greatest counties in all of Florida. My career comes first and I remain resilient in order to ensure success with every initiative that I'm a part of. I'm also available immediately. I'm looking to relocate back to South Florida and would be open to flying in for an interview or discussion, at my expense, if it makes sense.

Relevant skills or experience: I have 10+ years of experience leading stakeholders without direct authority - this is a skill that's carefully crafted and where I'd say that consistency is key and actions speak louder than words. I've had the pleasure of being involved with two critical leadership pieces - project management and operations. Through these two functions, I've managed portfolios in excess of \$170M spanning a direct team of 85+ with around 11,000 employees total in the federal, healthcare, biotech, life sciences, IT, Non-Profit, and HigherEd space. I've been formally trained by the world renowned Private College Stetson University out of Deland, FL where I received my MBA with a concentration in Data Analytics and gained valuable knowledge in Accounting, Financial Management, Financial Analysis, Leadership, Business Management, Data Analysis, Communication, Marketing, Technology for Business Transformation, Strategic Management, and Managerial Decision Making. From the University of Central Florida, I received my Bachelors Degree in Business Administration with a minor in Sociology which taught me the foundation of business administration and how to work with and understand others. I have a wealth of experience working with the Federal Government from the; NIH, CDC, HHS, OMH, HRSA, NIDA, NIAID, ARPA-H, NCATS, DOD, DARPA, BARDA, DOE, NCI, etc. I understand the bureaucracy and processes with working with these agencies and can professionally respect and honor them. I recognize and resonate with the rules, processes, and procedures required when working in a federal capacity. I'm also currently wrapping up taking courses on getting my Certified Six Sigma Black Belt which teaches leaders how to be experts in improving processes, making data-driven decisions, and implementing quality management for an organization in order to lead impactful business transformations. I fully intend to apply this knowledge with Palm Beach County, if given the opportunity.

Goal / Commitment: My goal while in this role will first and most importantly be to remain ethical. From my past experience I've learned what makes an impactful and respectful leader - someone who can be held accountable for their actions, keeps their word, remains ethical (especially when no one is looking), and is collaborative (thinking outside of the box and being open to hearing views other than your own, as this is often where innovation takes place). I've described myself as a "Purpose-Driven Leader". To me, my purpose is simple - to do what's

right, remain honest and transparent in order to gain respect, and to hold tight to integrity, ethics, and my morals as a firm foundation. From this foundation, all decisions I make, words that I speak, and actions that I take stem from it.

Below are direct correlations as to my past experience with this specific opportunity. My answers are in red -

OUR ADMINISTRATOR'S RESPONSIBILITIES

The responsibilities of the County Administrator include, but are not limited to, the following:

- Directing and coordinating the operations of the County under the authority of the Board of County Commissioners.- I have 10+ years experience in Operations as both a Senior Operations Manager as well as in my prior Project Management roles. I have also worked closely with the Board of Directors in my prior roles, along with preparing the actual materials that are shared, used, and discussed at Board meetings in order to assess company progress.
- Performing executive management duties, strategic and operational planning, and assisting and supporting County government. - I've led the entire company in defining the company level objectives. From there, I hosted regular touchpoints to assess progress on those objectives, gathered the appropriate stakeholders for discussion, and worked to update the objectives in order to remain efficient and effective as an organization and achieve our goals.
- Overseeing preparation of the County budget, including reviewing and analyzing department budget requests, and providing financial advice and decisions based on the directives of the Board and per the adopted budget. - I've overseen a budget of \$170M+ consisting of federal funds, commercial funds, and grants - each of which had to be handled differently. I have direct experience ensuring alignment with departmental goals, company goals, and communicating misalignment to appropriate parties in order to realign, as needed.
- Implementing and monitoring the adopted budget.- I have deployed various tools (excel budgets, Smartsheet, etc.) in order to keep a constant eye on the budget that's been implemented in order to mitigate overrun.
- Meeting with rating agencies to discuss the financial conditions of the County. - This area is my specialty - a majority of individuals don't have experience conducting financial analysis which is where I thrive. Being able to look high level and then dial in to where attention is needed and then report that back out in a clear and concise manner, is a critical skill needed.

I have experience conducting this financial monitoring, analysis, and report out in order to communicate key findings to relevant stakeholders.

- Overseeing the development and administration of policies, procedures, goals, and objectives. - As a Senior Leader in Operations, I've also been part of a startup organization in the Biotech / Life Sciences / Biomedical space where I was accountable and responsible for creating all of the organizational policies, procedures, and processes. That meant, starting from the ground up to implement processes which were sustainable, scalable, efficient, and effective, defining policies and procedures which were compliant with local and federal laws, ethically sound, documented, and easy to follow.

- Overseeing the development and management of the County's emergency management program, including planning, preparedness, response, and recovery. - With 10+ years of Project Management experience, formal Project Management education via a Project Management Professional credential and Certified Scrum Master credential, I am well equipped to lead and/or be part of a planning process regarding this program. I'm able to provide; templates, tips and tricks, best practices, a clear process to follow when launching a program, fill in where needed, or help to assess the overall program and help bring the program back on track.

- Directing Department Directors and assigned staff to ensure alignment with Board priorities. - It's key to ensure that individual department activities remain in lockstep with the organizational level priorities. Through providing leadership, consistent monitoring of activities, clear (and documented) communication, and rapport built with various stakeholders, I have had much success in ensuring alignment in past endeavors.

- Working in collaboration with Department Directors, the County Attorney, and elected officials. Many years ago I read a book which taught me how to communicate with various stakeholders, based on their role and interests. I lead with professionalism and always ensure that I'm representing the company in a positive and professional light.

- Assisting the Board in decision-making processes, information gathering, policy development and review. - My formal Data Analytics education and professional experience means that I lead with "Data" at the forefront of every decision I make. That translates to, ensuring myself and the entire organization is equipped with the correct data in order to make data-informed decisions. This has included various projects across my tenure as

a Senior leader - with one specific project worth mentioning here. I recently led a project where I researched, selected, and then designed a system at the organizational level where data was captured, compiled, and then reported out for the Board and other Senior leaders to have insight into the company objectives and day to day operations. This project was a huge success because it enabled all levels of the organization to be informed when making decisions, and knowing what the implications of those decisions led to. My past experience can be directly leveraged to improve decision making within Palm Beach County.

- Serving as the final resource and authority for specific assignments, policy implementation, guidelines and procedures. - What you'll find is that I'm able to remain nimble and fill in where needed - you'll hire me not because I know everything, but because my past has proved that I'll figure it out.
- Providing long-range planning and policy direction. - This would draw from my decade of experience in Project Management, where planning is a key component of my day to day. As a leader, I'm also able to take a step back and look at the overall picture and direction of the company in order to provide strategic support that best aligns with the vision of the company.
- Facilitating the communication and decision-making process between departments and the Board. - Another one of my strengths include communication. I have led numerous efforts at various organizations to improve communication. Generally, this starts with basic Project Management - identify stakeholders, conduct stakeholder analysis, identify communication methods and preferences, etc. Most recently, I joined a team that partnered with the Federal Government where communication siloes took place often. I was able to successfully come in and build a rapport with each of the individual stakeholders, identify gaps of communication, and then roll out a plan which successfully improved morale and communication all in one. This ultimately led to fewer meetings, emails, and instant messages because the team was better informed on "who did what" so that they knew the correct party to go to for a specific topic and reduced duplication of efforts which then streamlined communications.
- Conducting special studies and assignments at the request of the Board. Preparing and presenting written reports with recommendations for action as required. - In my last role as Senior Operations Manager, we worked with the federal government. In this role, one of our core products was to assess processes, products, services, and visuals to identify areas of

improvement or gaps. From there, we would put together a document which stated our professional recommendations in order to improve these items. We also had a contractual requirement to write quarterly reports which were to be delivered to the federal government. I spearheaded this initiative by; creating the report outline, defining the relevant appendix information, defining the appendix, pulling in the correct parties to speak to certain items, ensuring the report accurately relayed our efforts during that time period, checking for typos and formatting issues, and then compiling and delivering all relevant items via email to our federal partners on time and per the contractual agreement.

- Ensuring that information provided to the Board is professional and presented in a manner that facilitates executive decisions. -

Professionalism is a strength of mine and of utmost importance. I also have experience synthesizing information according to the specific stakeholder that needs that information, to ensure it's in a format that's clear and concise and allows for actionable insights.

- Facilitating and maintaining intergovernmental communication and coordination. - As I've previously mentioned, communication is a strength of mine and also a passion project. I am constantly taking courses and reading books on how to further improve on communication in order to remain as a communication champion.

- Preparing for the future development of the County. - I could think of no greater honor than to be part of such a wonderful county such as Palm Beach!

- Industry Experience: Healthcare, Higher Education, IT, Clinical Research, Pharmaceuticals, Life Sciences, Biotechnology, Public Health, and Non-Profit Space.
- Previous Roles: Senior Operations Manager, Senior Project Manager, and Senior Portfolio Manager.
- Degrees & Credentials: Master in Business (Concentration: Data Analytics), Bachelor in Business (Minor: Sociology), Project Management Professional (PMP), Certified Scrum Master (CSM), and Certified Six Sigma Black Belt (CSSBB) – Pending Completion 2025.

Areas of Excellence

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| • Leadership through Influence (Without Direct Authority) | • Organizational Change Management | • Project Management |
| • Improving Team Communication (Internal & External) | • Team Development | • Process Improvement |
| | • Data-Informed Decision Making | • Transparency to Gain Respect |
| | • Data Analysis | • Financial Management & Analysis |
| | | • Challenging Status Quo |

Professional Experience

Digitalis Commons, Remote
Senior Operations & Portfolio Manager

Oct 2023 – Present

Perform as primary point of contact for all client-facing engagements and communications. Ensure consistent project execution by defining the project management process, standards, deliverables, and operational cadence, while leading a team of Project Managers within the PMO. Provide strategic insights by conducting forecasting for the Finance Department and Leadership. Facilitate smooth project tracking and management through administration of Project Management tools. Maintain focus on key goals by ensuring strategic alignment between the organization and portfolio. Strengthen team rapport and increase results by generating team-building activities. Deliver comprehensive updates and insights by creating reporting for board meetings. Planning all Organization team events. Defining the organizational level yearly objectives and leading team to completion.

Key Accomplishments:

- Supported >80 Programs at the Federal Agency by managing a team of Project Managers and Commercialization Leads.
- Managed a budget of ~\$15M with \$0 in overruns.
- Researched and selected a system for Contract storage which allowed for line of sight into current contracts, committed costs, and forecasting for CFO, other leadership, and the Financial Dept.
- Reduced hiring costs by 50% through efficient process optimization.
- Successfully defined and completed yearly organizational objectives for 2023-2025 by setting goals and leading the team to a 90% success rate.
- Ensured efficient delivery and client satisfaction by overseeing and coordinating all products and services.

- Enhanced future project execution by standardizing processes and sharing lessons learned monthly with the Organization.
- Successfully led a Data Project which generated program insights & data visualization dashboards for internal and external stakeholders.
- Effectively conducted Stakeholder identification and analysis which led to improved communication amongst cross functional teams.
- Successfully led reporting for all active contracts which yielded a 100% on time delivery and contract renewal rate.
- Created processes which were adopted by our partnering federal agency and deployed to all of their vendors.
- Defined policies, processes, and procedures for; employee training, travel, expense and invoice submission & approval, file storage, data collection & retention, software/tool selection & utilization, contract template creation & approval, and internal & external communication.

Robert Half- Collaborative for Higher Education Shared Services (CHESS), Remote
Project Manager; Contract

March 2023 – Oct 2023

Executed Workday ERP across two New Mexico Colleges by leading and overseeing multiple facets, including reporting, prism analytics, customer production preparedness, security, data conversion, integrations, payroll, benefits, HCM/onboarding, recruiting, talent, and compensation. Enhanced team performance and morale by building rapport at an individual level and leading team trainings on various topics. Fostered strong vendor relations by managing interactions with Workday and the Data Conversion vendor.

Key Accomplishments:

- Increased & improved communication amongst stakeholders by assessing the current meeting load and individual attendees to those meetings. Was able to reduce meetings across stakeholders while still improving engagement, involvement, and team morale. This led to less time in meetings and more time to complete work, with success.
- Implemented an ERP system by leading a team through the Workday implementation.
- Ensured project alignment by maintaining all Project Management documentation for HCM and Technical workstreams, hosting meetings for HCM, technical, and cross-functional teams, and meeting weekly with the Workday Engagement Manager and CHESS PMO.
- Upheld project accountability by managing the RAIDQ log, providing weekly status reports to CHESS leadership, and leading daily stand-ups for the cross-functional project team. This effort led to increased transparency amongst teams and a reduced risks by 25% on the project.

Robert Half- American Heart Association, Remote
Project Manager; Contract

Aug 2022 – March 2023

Increased stakeholder engagement leading to operational excellence by leading stakeholder interviews and presenting a swim lane diagram process map to Senior Leadership, providing insights into the project landscape, challenges, and victories. Enhanced team knowledge and presentation capabilities by researching various topics and compiling presentation materials for Senior Leadership, covering areas, such as Project Management, value of Project Managers and how their tasks differ from a Project Coordinator, and Email Etiquette.

Key Accomplishments:

- Improved project clarity and role understanding by deploying a RACI matrix for team leadership, documenting all components, and ensuring successful delivery of >85 cross-functional Stakeholders.
- Initiated and planned the data repository system deployment by equipping the team with necessary knowledge, managing resources, and ensuring timely milestones and deliverables.
- Successfully relaunched a critical homegrown tool leading to increased engagement for necessary data collection that was used by Senior Leadership at AHA to inform program progress amongst the targeted population. Boosted user adoption and system value by investing in a homegrown Technical Assistance System, meeting with third-party vendors to convey needs, and collecting data requirements from team members.
- Supported data-informed decision-making by meeting with internal stakeholders to understand data needs, ensuring adequate data collection for federal partners and internal teams.
- Ensured user adoption and ongoing training by planning and resourcing regular meetings with internal stakeholders to convey system enhancements, collect requirements, and provide training.

- Improved efficiency and transparency in program processes by mapping current state processes across all departments of the NHCI team. Mapped future state processes which allowed for a gap analysis to inform Senior Leadership.

Lovelace Biomedical Research Institute, Hybrid Project Manager II

Nov 2020 – Aug 2022

Served as the sole client-facing project manager, representing the organization and ensuring client satisfaction. Generated and presented reporting for key stakeholders, facilitating informed decision-making. Completed data validation across company tools and documentation, ensuring accuracy and reliability of data. Managed animal per diems, ensuring accurate financial management of related expenses. Created sustainable processes for the Project Management Office, optimizing efficiency and effectiveness. Interviewed, onboarded, and trained all new hires, contributing to a skilled and cohesive team.

Key Accomplishments:

- Managed a \$170M+ portfolio that consisted of grants, commercial and federal contracts.
- Increased animal per diem revenues by >\$1.5M yearly for Lovelace Biomedical.
- Closely managed scope creep and communicated with Sales in order to invoice for >\$275K on average/mo.
- Oversaw 300 projects concurrently, demonstrating strong multitasking and project management capabilities.
- Generated material for board meetings, providing critical insights and updates to organizational leadership. Was able to also highlight where ineffective communication amongst teams was leading to incorrect reporting and then led the team on the improvement of reporting.
- Captured meeting minutes and agendas for calls, ensuring clear documentation and communication of decisions.
- Led a team of Project Managers, fostering collaboration and achieving project objectives.
- Handled all interviewing, onboarding, and training of PMO new hires.

Additional Experience

Business Development, Databank, February 2019 – October 2020

Project Manager, Stiller Commercial Cleaning, March 2016 – May 2019

Project Team Lead, UCF & Halifax Humane Society, Jan 2015 – June 2015

Education & Professional Development

Master in Business Administration, Concentration: Data Analytics, Aug 2022 | Stetson University

Bachelor Of Business Administration, Minor: Sociology, Aug 2016 | University of Central Florida

- Dean's List, Pre-Med Club, Biology Club, Honors Graduate

Resilient Leadership, Aug 2023 | Harvard Business School Online

CSSBB, In Progress | American Society for Quality

CSM, Aug 2023 | Scrum Alliance

PMP, Sep 2020 | Project Management Institute

Languages

Bilingual (English-fluent/native, Spanish-intermediate)

Software

SAP S/4HANA – SAS Enterprise Miner - IBM Cognos - MS Project - Monday.com - MS Excel - Smartsheet - Salesforce - Asana - Workday - SQL - MongoDB - Workfront - Wrike - Trello - Bottomline Technologies - Nintex - Outreach - Kronos – InsideSales - Digitech - Hyland Product Suite - Showpad - Definitive Healthcare - Tableau