



KEMARR L. BROWN

CHARISMATIC, INNOVATIVE, RESULT DRIVEN PUBLIC ADMINISTRATOR WITH TECHNICAL EXPERTISE IN DEVELOPMENT SERVICES, ECONOMIC DEVELOPMENT, STRATEGIC ENTERPRISE LEVEL PROGRAM MANAGEMENT, COMMUNICATION & PROCESS REENGINEERING FOR STATE & LOCAL GOVERNMENT

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CORE STRENGTHS + ATTRIBUTES

15+ years in State/City management experience including responsibilities in all phases of government operations and services. Extensive experience in implementing citywide strategic initiatives that requires consensus building and technology to deliver constituent services and improve city operations, budget development, community and economic development, land use and development services, sanitation, infrastructure and public utilities, organizational development, and social services. Demonstrated excellence in change management at all levels, purpose driven performance, team-building, and public relations. Assistant City Manager of 550+ employees and an annual operating and capital improvement budget of \$164+ million. Excellent presentation skills; speaker at local, and corporate partners national conferences.

Highlights of Organization Competencies: Strategic Business Planning and Execution, Portfolio & Program Management, Organizational Process Transformation, Capital and Operating Budget Planning, Labor Union Negotiations- AFSCME & IUPA, Public Utilities & Sanitation Integration, Transition, & Management, Contract Compliance, Business Process Modeling and Notation, Process Re-Engineering, CORE Methodology + Governance, Change Management, Development of Organization Road Map, Decision Making, Business and Data Analysis, Talent Training and Development, Vendor Management, Risk Management, Performance Metrics, State & County Legislative Policy, & Grants Management

WORK EXPERIENCE

**CITY OF NORTH MIAMI
BEACH**
FEBRUARY 2022 -
MAY 2023

Assistant City Manager

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

- o Direct management responsibilities for providing leadership and strategic direction to the departments of Building, Public Works, Community Development, Procurement, Information Technology, Communications, and Community Redevelopment Agency.
- o Coordinated the preparation and execution of the City's annual operating, capital and grant program budgets which totaled approximately \$164 million. Negotiated land development contracts, land acquisition for parks, public facilities, housing and economic development projects for the City and Community Redevelopment Agency.
- o Rebalanced and restructured the Sanitation Fund to eliminate \$6M deficit in five years.
- o Manage the second-largest Water Utility in Miami-Dade County, servicing over 180,000 customers. Managed the procurement of the Norwood Water Treatment Plant \$34M dollar capital project, which entailed rehab of major components in the lime softening process, additional storage capacity, and needed electrical and instrumentation system improvements.
- o Influenced an innovative problem solving culture through the use of technology. Resulted in the removal of manual punch cards for time and attendance tracking and implementation of Executime, a solution the City has tried to implement for 5+ years. To reduce the time for review and contract execution, DocuSign was implemented to streamline this process. Implemented enterprise citizen's services platform through the use of Energov, a project that was on hold for over eight years. To reduce the time customers needed to wait, we implemented Tyler Cashiering, a platform to facilitate online payment for city related services.
- o Managed and orchestrated one successful building evacuations (Bayview 60) due to unsafe structural and electrical concerns. Partnered with Owner's Representative and the Miami-Dade County Homeless Trust to ensure residents had housing options if needed.
- o Oversaw \$21+ million of ARPA projects
- o Supervised the citywide emergency response for 2022 Hurricane season. Standardized citywide emergency response through the development and implementation of a COOP.
- o Assisted in negotiation of the bargaining agreements between the City of North Miami Beach and the American Federation of State County and Municipal Employees, Local 3293, Bargaining Unit ("AFSCME"), and International Union of Police Associations ("IUPA").
- o Worked with elected officials to adopt public policy (living wage, public utility water bill relief, property rights element, affordable housing legislation, active design standards, administrative site plan review process, fee structure updates, Right of

Way abandonments and maintenance, community/public benefits, Multi-modal Transportation Solutions)

- Refunded a General Obligation Note, Series 2022, in the amount of \$9,190,000. The refinancing of this bond resulted in savings of \$1,379,164, or 15.32%, over the remaining life of the loan to the residents.
- Improved the CRS classification from an eight to a seven, which resulted in residents receiving a 15% discount on their FEMA insurance premiums.
- Revamped a dormant CRA, which the Florida Redevelopment Association awarded the 2022 Cultural Enhancement Award.
- Facilitated land and building acquisition to increase the City's portfolio with a vision of eliminating slum and blight from the community and constructing new Parks & Recreation facilities.
- Created and implemented the City Managers Monthly Report to provide transparent communication outlet on city operations.
- Led the City's employee evaluation process to allow employees to receive meaningful feedback regarding their performance while providing an opportunity for a formal process to receive step increases in pay.
- Oversaw a taskforce to address homelessness throughout the City through partnership with the Administration, Police Department, Public Works and sanitation vendors.
- Spearheaded The Children Trust (TCT) grant application and award process. Awarded \$2.5 million dollars for children programming in City ran facilities.

CITY OF MIAMI

JULY 2019 -
FEBRUARY 2022

Assistant Director, Planning/Enterprise Program Manager

- Directly supervised department employees to ensure the accomplishment of established department goals and objectives.
- Managed annual department operating (\$5.9 million), capital (\$1.9 million), and special revenue (\$26 million) budget.
- Directed, planned and administered day to day operations and oversee the work of professional planners across general planning, land development, comprehensive planning, neighborhood planning, urban design, historic and environmental preservation, environmental resources as well as hearing boards.
- Mentored and provide guidance to planning staff on day to day activities of land regulations, policies and procedures.
- Developed and planned department goals and programs to ensure the most cost effective means of service delivery that enhance the quality of life and aligned with the City's strategic plan.
- Prepared, review, and socialize Miami 21 text amendments and City resolutions with Commissioners, City Administrators, special interest groups, and constituents.
- Designed and developed in coordination with the Department of Innovation & Technology (DoIT) a GIS Application to track permit activities across all phases of the development process.
- Designed and developed the department's first end to end online application to administer special permits and entitlements administered by the Planning and Zoning Departments.
- Managed day to day activities, business process and procedures of Miami 21, the city's award winning form-based zoning ordinance.
- Provided guidance to investors, brokers, developers, land use attorneys, architects, small business owners on applicable regulations for proposed development.
- Led a joint interdepartmental committee to resolve cross-departmental inefficiencies.
- Prepared annual efficiency and compliance report.
- Established community engagement program to inform and engage with residents and constituents on proposed city and private developments.

CITY OF MIAMI

JUNE 2017 - JULY 2019

Chief of Staff/Strategic Enterprise Program Manager

- City of Miami lead for all citywide transformation process changes and technology implementations.
- Enterprise Program Management Function Lead the development of strategy and execution plan for citywide business and technology changes.
- Managed city portfolios and provide recommendations to senior leadership of programs and projects that are ripe to initiate consider public interest, funding, resources and strategic alignment with organization priorities.
- Developed and implement a change management framework that improves stakeholder adoption. Manage projects using agile, waterfall or a hybrid methodology depending on the initiative.
- Established a governance process for department assets (templates, change requests etc.)
- Electronic Plans Review and Capital Construction Program Management (eBuilder) Lead program-change manager for City of Miami \$10 million enterprise implementation of Electronic Plans Review program.
- Re-engineered processes to streamline the City of Miami's development (building, planning and zoning, public works, fire) and public utilities.
- Presented and reported department and program activities to community leaders, industry practitioners, Mayor, and City Commissioners.
- Lead more than 100+ community meetings to ensure there was clear understanding of external/community stakeholders needs.
- Managed 7,140 lines of communication with more than 120 stakeholders.
- Lead Project Manager for a \$2 million remodeling capital construction project for the ePlan implementation.
- Lead technical project manager for the upgrade of the City's technology infrastructure (enterprise firewall, network, internet) to ensure the City's departments had the necessary throughput to manage expected volume and traffic.
- Conducted gap analysis in current processes to identify areas for process improvements.
- Authored 80 system enhancements for city applications that included iBuild, iPublic Works, ArcGIS, DocuSign, Point of Sale (POS), LaserFiche etc.)

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

FIRST SERVICE REALTY
MARCH 2017 - PRESENT

Real Estate Advisor

Licensed Florida real estate sales associate and property management professional empowering home ownership and investments.

CITY OF MIAMI
SEPTEMBER 2015 -
JUNE 2017

Business Analyst Manager

- Analyzed developed, and improved managerial policies, processes, practices, methods, and procedures; conducting organizational studies; identify business services that could benefit from digitization; recommend innovative solutions to address business and community needs; and forecasting the financial impact of future Information Technology system investments.
- Develop and enforce governance over critical business processes, standards and policies and procedures documentation referenced for the implementation of department/citywide software solution.
- Plan, organize, direct, and control programs and projects with Citywide implications; provide expert professional assistance to City management staff;
- Review and incorporate city code, administrative policies, procedures, and operations in processes and solutions; ensure that internal and externally imposed program requirements are met.
- Championed change management efforts for technology solution implementations.
- Reviewed and develop RFP, RFQs, Sole Source scope, evaluation criteria matrix
- Developed preliminary cost estimates for budget allocations.
- Managed teams in the identification of business requirements, functional design, process design (scenario design, flow mapping), prototyping, testing, training and defining support procedures.
- Performed business evaluations on innovative technologies for possible investment.
- Prepared, presented and communicated progressive project status reports related to programs and activities.
- Spearhead the assessment, procurement and implementation of an enterprise-wide initiative to improve the City's permitting process.
- Oversaw and ensured that integration efforts were performed to delivery improved services to constituents and businesses within the City.
- Developed online homeless service application for Miami Police Department in conjunction with IT Department to capture encounters and document services rendered.

THE FRESH LINEN CLUB
MAY 2019 - PRESENT

Founder & CEO

The Fresh Linen Club is a residential, commercial cleaning and professional organization company that delivers convenience to busy professionals, families, and companies alike. Our goal is to connect customers with reliable and experienced cleaning professionals to deliver the best clean after every visit.

**POINTTECH BUSINESS
SOLUTIONS, INC DBA
ONPOINTE
GOVERNMENT
SOLUTIONS
NOVEMBER 2010 -
PRESENT**

Founder & Principal Consultant

Digital transformation and change management consulting firm that provides professional managed services to local and state government organizations and service business industries. Professional Managed services includes:

- Software Development & Integration Services
- User Interface (UI)/User Experience (UX)
- IT Managed Services (Implementation, Business Process Re-engineering & Documentation), Business Analysis, Data Analysis, Performance Management Services, Customer Journey Mapping, Program & Project Management, Training Services)

**ALDRIDGE CONNORS,
LLC
2013 - 2014**

Customer Relations & Mediation Manager

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

**STATE OF FLORIDA
2011 - 2012**

Florida Gubernatorial Fellow- Agency Redesign Consultant

- Supported senior staff with general project planning and professional development for agency wide re-structuring from 14 areas to 7 regions.
- Served as the direct liaison for State of Florida Agency for Persons with Disabilities to the State of Delaware, New Mexico, California, State of Ohio, Tennessee, and New York in conducting due diligence research for CRM technology.
- Supported the development and implementation of department goals and programs ensuring the most cost effective means of service delivery that enhance the quality of life and self-sufficiency of the most underserved- persons with disabilities (critical care).
- Developed uniformed policies and procedures for 7 regional offices including documentation product.
- Coordinated and spearheaded process mapping sessions with agency experts.
- Oversaw administrative functions and offered primary assistance to the Director of Performance and Business Accountability.
- Developed training curriculum (Identifying Victims of Human Trafficking) for service providers, waiver support coordinators within the Agency for Persons with Disabilities.
- Conducted strategic planning with state agencies central office for Human Trafficking Awareness Month.
- Identified gaps and worked with internal staffs to train the gaps to improve agency Quality Assurance for group home and nursing home facilities that houses minor children.
- Identified communication tools to assist in ensuring early detection of minors in threat of being trafficked institutionally.
- Assist in the development of measurable performance based outcomes.
- Analyzed quarterly data retrieved from Human Trafficking Department of Children & Families reporting hotline to determine claims.
- Coordinated outreach (in-person, radio, and TV) and message development to communicate the effect the issue of Human Trafficking has on Floridians to legislators.

**EDUCATION AND
CERTIFICATIONS**

Masters of International Administration, University of Miami, 2013

Masters of Law in Intercultural Human Rights Law, St. Thomas University School of Law, 2010

Bachelor of Arts – Government & Political Science, St. Thomas University, 2008

Executive Project Management – Florida Atlantic University

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

Certified Business Analysis Professional (CBAP) – Watermark Learning, an International Institute Business Analysis accredited institution, 2017

**PROFESSIONAL
AFFILIATION &
ACTIVITIES**

International City/County Management Association (ICMA) Member
National Forum for Black Public Administrators
Florida League of Cities Member
National League of Cities Member
Project Management Institute (PMI)
National Association of Realtors

TECHNICAL SKILLS

Program Management
Project Management (Agile & Waterfall Methodology)
Planning + Forecasting
Communication & Collaboration
UI/UX Design
Customer Experience centered design approach
Group/One-on-One Facilitator
Strategy Development
Team Management
IT Business Process Analysis (Requirements Gathering & Business Process Documentation)

SOFT SKILLS

Leadership
Avid Reader
Business Relationship Development
Adaptability
Teamwork
Collaboration
Self Motivation
Decision Making
Time Management
Creativity
Conflict Resolution
Communication

SOFTWARE

Project & Team Management: Slack, Asana, Trello, Office 365, (Word, Excel, PowerPoint, Publisher, Teams, One Drive, Skye Microsoft Projects etc.) DropBox, Google Docs.
Business Process Mapping & Documentation: SharePoint, Microsoft Visio, JIRA, Confluence, iRise, PowerPoint, Microsoft Visual Studio Team Foundation Server (TFS), Photoshop, Indesign, Illustrator, Jotforms
Graphics and Prototyping: iRise, Adobe Creative Cloud (Photoshop, Illustrator, InDesign, XD)
Reporting & Data Analysis: Excel, Tableau, Google Analytics, Survey Monkey, Typeform, Power BI, Power Pivot
Marketing & Meeting Tools: Zoom, MS Teams, Skype for Business, Youtube, Vimeo, Gotomeeting, Eventbrite, Mailchimp, Constant Contact, Adobe Spark

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