



MIAMI BEACH

OFFICE OF THE CITY MANAGER

NO. LTC # **127-2011**

LETTER TO COMMISSION

TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: Jorge M. Gonzalez, City Manager

DATE: May 24, 2011

SUBJECT: Appointment – Code Compliance Division Director

This Letter to Commission is provided to inform you of the recent appointment of Robert Santos-Alborna as the director of the Code Compliance Division of our Building Department.

As you may know, Robert joined the City last September to provide administrative support to our Building Department. He brought with him many years of both public- and private-sector experience. Most notably, his public-sector experience included five years as a regional coordinator for Miami-Dade County's Team Metro – the County's equivalent to our Code Compliance Division. Attached, please find Robert's resume.

Last Fall, I asked Robert to step in as acting division director following Greg Tindle's resignation. Since his tenure began, Robert has been focusing his efforts on a top to bottom review of the division, including existing policies and procedures, to identify areas for improvement. In his short time in this capacity, he has initiated an aggressive training schedule, has filled the part-time Quality of Life Code Compliance Officer positions, and has emphasized customer service, efficiency and accountability. Robert understands the importance of Quality of Life issues to our residents and businesses, and the need for our City to be responsive to issues and complaints.

Robert will continue to report to the Building Department's Assistant Director, but will work closely with my executive staff on issues that remain a priority for the City, and provide support in the review of the City's code compliance processes when that is initiated.

As always, please feel free to call me should you have any questions or require additional information.

JMG/hmf

Attachment

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CITY CLERK'S OFFICE

ROBERT SANTOS-ALBORNA

CAREER PROFILE

Dynamic, achievement-focused, bi-lingual professional with an established performance record. Versatile and experienced in public sector management: regulatory processes, personnel, budget, finance, zoning, information technology, emergency management and customer service; to improve efficiency, productivity, and performance.

AREAS OF EXPERTISE

Regulatory Enforcement & Compliance	Human Resources & Personnel Management
Budget & Finance	Customer Service & Facility Management
Inventory Control & Procurement	Emergency Management
Information Technology	Capital Project Management

CAREER EXPERIENCE

Financial Analyst Supervisor

July 2010 – Present

Office of Financial Regulation – Miami Bureau - State of Florida

Supervise financial analysts and conduct examination of books and records of mortgage brokers, mortgage lenders, consumer finance companies, and retail installment sales finance companies (motor vehicle, home improvement and retail sellers) to ensure compliance with the appropriate administrative rules and Florida Statutes (494, 516, and 520). Ancillary responsibilities include the investigation and processing of complaints regarding debt collection, and providing consumer protection from predatory lenders, illegal or improper financial activities.

Accomplishments - OFR

- Moved to execute and enforce a record breaking 15 Examinations within 2 month period
- Collected in excess of \$250K on behalf of complainants/financial victims within 2 month period
- Established numerous standard operating procedures to improve performance
- Doubled field examinations within 2 month period
- Tripled number of cases referred to in-house legal counsel for judicial action

Project Manager – Senior Business Consultant

January 2010 - July 2010

Comprehensive Business Consultants

Conducted industry benchmarking and financial metrics, integrated budgeting, operating cost reductions/cost avoidance/cost reconciliation, financial reporting, variable and inferential analysis to improve overall company performance. Other related business process areas include the identification of "green" goals, and maximizing revenues and output while reducing energy and operational/maintenance costs. Ancillary responsibilities included business plan and process review, and performance review of private vendors and sub-contracts.

Accomplishments - CBC

- Completed ROI and SWOT Analysis of National Health Choice Network, Inc.
- Completed Business Plan for both the National Health Choice Network and its Florida Chapter
- Initiated all steps, procedures to obtain 501(c)3 entity federal designation

Director – Business Development & Finance

February 2009 - January 2010

Precise International Inc.

Responsible for the administration, business development, research, analysis and implementation of technologies for the supply chain security process (maritime cargo). Ancillary responsibilities include market analysis and business development. Process required interaction with US Governmental agencies (Customs, Port Authorities), financial sector, private vendors, and foreign governments. Administrative responsibilities included budgeting, accounting, inventory control, accounts payable/receivables, contractual, legal, and field operations.

Accomplishments - Precise

- Negotiated contracts with private vendors as well as governmental agencies
- Directly involved in the selection and recruitment process of security sub-contractors
- Completed financial reports and forecasts for each of the regions/countries
- Developed protocols, policies and procedures in conjunction with other principals

Assistant Director*August 2005 – December 2008*Miami-Dade County, Animal Services Department, Miami, FL

Responsible for planning, directing, implementing, and establishing a new county department. Reassessed business process and protocols; coordinated operations (included but not limited to budget, finance, accounting, inventory controls, AP/AR, code enforcement and compliance, emergency management, performance measures, and information technology, with a \$12.2M annualized budget and 124 employees. Ancillary responsibilities included capital project management, procurement, RFP/RFQ and bid specification process, public relations, working with Labor Unions, and field operations. Completed reports, correspondence and departmental responses to all public and media inquiries.

Accomplishments - ASD

- Initiated and executed the re-write of County code and Florida Statutes to streamline process and remove redundancies and contradictory language
- Wrote Departmental Business Plan and refocused departmental goals and service delivery
- Established Emergency Management process and operated first emergency pet shelter in the State of Florida
- Increased departmental revenue by 23% within first year, decreasing dependency on GF revenue
- Established and maintained Webpage thereby increasing public access, marketability and information
- Established a number of programs and initiatives, including but not limited to:
 - * Establishment of Departmental Pre-Lien Unit
 - * MOU with Finance Department
 - * MOU with Answer Center / 311
 - * Initiated internal audit and SOPs
- Reduced public response time by more than 20% within first year of operation

Regional Coordinator*February 1995 – August 2005*Miami-Dade County, Team-Metro, Miami, FL

Regional Director of a county department, servicing an area of approximately 36 square miles and 380,000 residents. Provided residential and commercial code enforcement, neighborhood services, community outreach, and direct sales. Directly responsible for regional budget (\$5.6M), personnel (44 employees), code enforcement, and compliance to increase public safety. Collaborated with elected officials, homeowner groups and industry to address issues of concern impacting quality of life. Conducted financial and programmatic research, purchasing, accounting and special projects as requested. Served as Executive Secretary to Community Councils – Zoning Appeals Board.

Accomplishments – RC, Team Metro

- Reduced the average length of code enforcement cases by more than 20% by improving business process response time and service delivery
- Chaired Miami-Dade County Code Enforcement Task Force in a collaborative effort with industry i.e. Industrial Association of Dade County, Latin Builders, Chamber of Commerce, and civic activists, and developed amendments to foster economic opportunities within commercial regulations.
- Initiated and implemented marketing and public awareness process to educate constituents, i.e. Citizen's Academy, regularly participating in radio and TV shows.
- Developed information technology (IT) solutions to effectively address code enforcement data management, receiving a national recognition award.

Program Analysis Division – Division Head

March 1986 -February 1995

Department of Justice Assistance / Criminal Justice Council, Miami-Dade County, FL

Defined, conceptualized, and implemented optimal business practices for the judicial system. Conducted financial analyses and forecasting using various methodologies, to include impact, statistical, inferential, forecast, and budget analyses. Compiled and provided criminal justice data, i.e. CARE Report. Liaison to the Chief Judge of the 11th Judicial Circuit, Dade-County and State criminal justice agencies, including the State Attorney's Office, Office of the Public Defender, FDLE, and Clerk of the Court.

Accomplishments – DJA / DMCJC

- Developed and implemented a multi-jurisdictional and award-winning model of the criminal justice system – DADEJIM using model developed at Carnegie-Mellon University.
- Completed the Criminal Assessment Report (CARE) for Criminal Justice Council
- Received awards from NACo and American Bar Association, for the successful application of computer modeling in the criminal justice arena
- Evaluated and assisted in establishing the implementation of the Early Representation Unit (ERU) at the Office of the Public Defender, 11th Judicial Circuit.
- Received 5 promotions within 7-year tenure, which began as Vocational Specialist, Community Planner I and II, Planning Supervisor, and ended as Program Analysis Division Director.

Office Manager

January 1983 –March 1986

Central Health Care Corporation, Miami, FL

Responsible for client/patient service operations, utilization management, provider contracts, AP, AR, government compliance, IT, facility management, general accounting and financial management. Responsible for budgeting and financial management. Examined all aspects of provider contracts and assessed competitive pricing. Responsible for the monitoring of inventories, reconciliation, and state and county certifications.

Accomplishments – Office Manager – Central Health Care Corporation

- During tenure, revenues increased in excess of two hundred percent (200%) to \$1.5 million, and staff tripled.
- Implemented innovative cost-effective procedures that improved workflow and improved performance standards.
- Coordinated information technology and telecommunications processes that reduced costs by over \$150,000, while enhancing system functionality.
- Coordinated due diligence and financial data as part of a Initial Public Offering (IPO) process.

EDUCATION

Florida International University – School of Business - **Masters in Economics**. December 1989.

Florida International University – School of Science – Bachelors in Economics, International Relations, 1984

Harvard University - John F. Kennedy School of Government – Executive Training, November 2006.

Certificate in Latin American and Caribbean Studies. June 1984

LANGUAGES

Spanish – Completely Fluent, both oral and written.

French – Functional knowledge, reading.

COMPUTER APTITUDE

Microsoft Office Products, NT, XT - 95 and 2000, McIntosh, UNIX (C and SunOS), and Oracle.

Software: Word, Excel, Lotus, FoxPro and Oracle platform databases, Quickbooks, SAP, REAL

ADDITIONAL TRAINING

Executive Development Training - School of Government (FIU), 1998, 1994.
Leadership Miami - Greater Miami Chamber of Commerce – 1992-93.
Citizens Police Academy - Metro-Dade Police Department - 1994.

PROFESSIONAL AFFILIATIONS

Member - National Association of Business Economists
Member - American Society for Public Administration (ASPA)
Past Vice-Chair - Spanish American League Against Discrimination (SALAD)
Past President - National Association of Hispanic Public Administrators (NAHPA)
Past Member - National Association of Criminal Justice Planners

AWARDS

Miami Dade County Leadership Excellence Award (2006)
Outstanding Public Official of the Year – 2001, Industrial Association of Dade County (IADC)
Mayoral Commendation - Outstanding Community Service, 1998
Board of County Commissioners - Commendations for Meritorious Service, 1999, 1997
Recipient of three (3) National Association of Counties (NACo) Awards, 1996, 1992, and 1991
West Kendall Community Council - Continuous Leadership and Service Award, 1998.

PUBLICATIONS

Judicial Staffing Formula - Tallahassee, 1995.
Prison Admissions and Judicial Staffing Levels - Key Components. 1995.
Local Challenges in the Global Economy - Building South Florida's Image - FIU Press, 1995
Homelessness and Criminality, School of Public Affairs, FIU Press, 1984

REFERENCES

Attached