



CITY OF DORAL

Office of the City Manager

Letter to Council

LTC No. 003-2023

To: The Honorable Mayor and Members of the City Council

From: Barbara Hernandez, City Manager

Date: February 21, 2023

Subject: Selection of Deputy City Manager

This Letter to Council (LTC) serves to inform the Mayor and Members of the City Council of the selection and hiring process of the City's new Deputy City Manager, Francisco J. Rios.

Selection Process:

The Deputy City Manager position became vacant as of December 30, 2022. When notice was provided by the previous incumbent, I met with the Human Resources Department to discuss recruitment efforts, and to ensure we focused on finding the best possible candidate for this role. The role of Deputy City Manager is crucial to our organization as this position not only supports the City Manager, but also assists all departments with the day-to-day operations and decisions. As such, great effort was taken to identify the most suitable candidate.

The position of Deputy City Manager was advertised for a period of three (3) weeks, from December 23, 2022 – January 13, 2023. During that time, the position yielded a total of forty-four (44) applications, of which thirty-six (36) candidates met the minimum qualifications. The selection process consisted of reviewing the thirty-six (36) applications that met the minimum requirements of the position, as well as reviewing all of the attachments provided by the candidates. After reviewing all applications, it was deemed that seven (7) of those candidates were truly qualified and strong contenders for the position.

Once top candidates were determined, I hand selected an interview panel that was comprised of Manager's from other municipalities. I knew that the selected panel members would be able to appropriately make recommendations to me of the best suited candidate(s) for this position, as they have a breadth of knowledge and experience within local government.

The selected interview panel was as follows:

- Ms. Yocelyn Galiano, Village Manager, Village of Pinecrest
- Mr. Esmond Scott, Village Manager, Village of Miami Shores
- Mr. Rafael Casals, Town Manager, Town of Cutler Bay

In order to maintain integrity and transparency of the interview process, we structured the interviews for this position the same as all interviews are conducted within the City. The City currently has a Band Rating Method in place for all interviews, which ensures that all applicants have the same uniformed experience. A set number of interview questions were selected and approved by the Human Resources Department. Panel members were not provided the questions until the day of the interview. During the interview, panel members asked the candidates the selected questions, and rated each question based off the candidate's response.

Once interviews were completed, The Human Resources Department tallied up all the scores for each candidate, and based off the scores it was determined which candidates banded. Of the seven (7) candidates, only two (2) banded in band one. I requested to have second interviews scheduled with the candidates who banded, so that I would have an opportunity to meet them and determine who would be the best fit for the Deputy City Manager position.

Both candidates have excellent credentials, however one of the candidates stood out, and I believe that this individual will not only assist me by supporting the day-to-day operations of the Office of the City Manager, but also by helping me execute the vision of our Councilmembers for the City of Doral.

At this time, I am excited to announce that Mr. Francisco J. Rios will re-join our team at the City of Doral on February 27th, 2023, as our new Deputy City Manager. Mr. Rios was previously the Human Resources Director at the City of Doral, and offers extensive institutional knowledge, which makes him an invaluable asset to the City. During the time that I worked alongside Mr. Rios in serving the City in the capacity of a Director, I witnessed him build a rapport with employees, department directors, as well as members of council. He led a successful team, assisted in building morale within the City, and in implementing an amazing work culture for our employees.

Mr. Rios possess a Master's Degree in Business Administration from Nova University and has over sixteen (16) years of experience within local government. He has held positions at Town of Davie, City of Doral, and City of North Miami Beach. During his tenure at these institutions, he has held Director level positions within Human Resources and Risk Management. He has had

extensive experience in handling departmental budgets and unions. Attached you will find a copy of Mr. Rios' resume.

I am fully confident that Mr. Rios is the best suited candidate for the position of Deputy City Manager, and that he will be an asset to the Office of the City Manager and the City of Doral. Please join me in welcoming Mr. Francisco Rios back to the City of Doral.

CC: Human Resources

Francisco J. Rios

██████████ | ██████████ | Rios.Frankj@gmail.com

Profile Summary

Highly driven and progress focused city leader with sixteen years of comprehensive public administration experience. Demonstrated experience with analyzing complex issues and providing solutions in fast-paced political environments, as well as a strong ability to prioritize and manage projects proficiently. Expertise in planning and managing employee and labor relations, developing positive work environments, and optimizing operations. Strong understanding of municipal operations and compliance standards established by local, state, and federal legislation.

Work Experience & Achievements

HUMAN RESOURCES & RISK MANAGEMENT DIRECTOR | CITY OF NORTH MIAMI BEACH | 2020-04 TO CURRENT

- Directed operations for centralized Human Resources and Risk Management programs and services, assisting all municipal departments and 580+ employees and two labor unions providing public services such as Police, Library, Regional Water Utilities, and Parks
- Supported top-level decision-making and strategy planning, forging productive relationships with city leaders and serving as key advocate for various personnel issues
- Worked alongside department heads to evaluate projects and determine feasibility of implementation; Researched issues, wrote reports and presented findings to City Manager or City Commission
- Planned, organized, and managed insourcing efforts for second largest water utility in Miami Dade County. Project required establishment of organization structure and minimum staffing levels, developing pay structure and job classifications for 70 new positions, and recruiting and onboarding 110 professional and technical positions within 6-month period. Insourcing was delivered one year earlier than projected, and resulted in approximate year one savings of \$7M dollars
- Directed implementation of online application and applicant tracking system that replaced City's outdated manual paper application process, improving recruitment and selection process, and decreasing time to hire qualified job seekers by 5 weeks
- Investigated operational structure of city departments and divisions to identify problems or conflicts and recommended solutions that maximized use of available human capital
- Successfully negotiated two separate collective bargaining agreements maintaining employee relations, while simultaneously holding the line on employee costs
- Provided leadership, strategic direction, and maintained oversight to citywide COVID19 response, while keeping in alignment with CDC, state and county safety guidelines; counseled department heads, union leaders, and employees regarding compliance, risks and standards; established compliance with policies and procedures, including FFCRA, FMLA leave expansion & emergency paid sick leave policy, and preventive measures and guidelines policy and procedures for supervisors and employees; coordinated several onsite testing and vaccination opportunities for employees and members of the public
- Managed comprehensive group employee benefit plans with annual premiums exceeding \$9 million dollars

- Consulted with city representatives on employee and labor relations matters to ensure actions taken to recruit and manage talent were in compliance with city policies, state requirements, civil service, and collective bargaining agreements
- Maximized team knowledge and productivity by mentoring, monitoring and directing HR team members in application of best practices and regulatory protocols

HUMAN RESOURCES DIRECTOR | CITY OF DORAL | 2014-12 TO 2019-11

- Directed operations of Human Resources team of six professionals that served to provide full range of services that assisted in achieving organizational objectives as they relate to employees, culture, and productivity. Employee relations, labor relations, health and wellness, employee benefits administration, workers compensation and safety, classification and compensation management, records management, organizational development and learning, legal compliance, and litigation avoidance were among the services provided
- Spearheaded several projects, including establishment of the City's first pay and classification plan, development and implementation of award-winning worksite wellness program, updated employee policies and procedures manual, and created several new policies
- Responsible for administration of citywide benefit programs, including medical, dental, vision, life, disability, and voluntary benefit offerings. Ensured that all medical plans were compliant with Affordable Care Act (ACA). Structured benefit offerings according to market conditions and budget demands
- Teamed with department heads and subject matter experts to conceptualize and coordinate employee trainings, including, harassment, customer service, communication, general supervisory principles, and various other topics
- Fulfilled both tactical and strategical roles in development and administration of labor relations for over 150 sworn law enforcement employees. Cultivated constructive relationships with internal and external union partners that resulted in mutually beneficial outcomes and collective bargaining agreements
- Supervised City's Workers' Compensation program to ensure that all eligible employees who experienced work-related injury or illness received appropriate medical care and equitable benefits. Provided guidance to Department Heads to minimize number of workplace injuries
- Served as key advisor to Finance/Payroll Department regarding all matters of wage and hour and time and attendance
- Served as City representative in various civic and community functions to further enhance department and agency image and develop public trust
- Cultivated and strengthened lasting interdepartmental relationships using strong issue resolution and dynamic communication skills

HUMAN RESOURCES PROFESSIONAL | TOWN OF DAVIE | 2006-11 TO 2014-12

November 2008 – December 2014: Human Resources Manager

June 2011 – November 2011: Acting Human Resources Director

May 2007 – November 2008: Human Resources Technician

November 2006 – May 2007: Human Resources Assistant

- Worked in coordination with Human Resources Director in examining and ensuring conformance with applicable Congressional Acts, Executive Orders, Federal Guidelines, State Statutes, County Ordinances,

organizational policies and procedures, bargaining unit agreements, and generally accepted Human Resource Management policies and best practices

- Reviewed existing policies and procedures to make recommendations for enhancing work productivity, recruitment, hiring processes and talent management
- Streamlined HR operations, coordinated new hire orientations and provided onboarding and training for all new employees
- Analyzed existing compensation and benefit packages offered by Town as well as prevailing practices among similar organizations in order to establish competitive compensation and benefits program
- Oversaw development and maintenance of Human Resources Information Management System and created various electronic/automated documents including performance evaluation forms, reports, correspondence, job applications, employee action forms, manuals, and reference materials
- Maintained employee personnel records, maintaining tangible documents and/or entering data into computer files and updating as warranted by changes in personal information, personnel actions, employment status, salaries, insurance and benefit program enrollment, etc.; verified employees' status in response to inquiries from financial institutions
- Served as key member of Emergency Management and Disaster Coordination Team, and Safety Committee
- Liaised between management and employees to deliver conflict resolution, alleviate problems and interpret compensation and benefits policies

Education

MASTER OF BUSINESS ADMINISTRATION | 2012-02 | NOVA SOUTHEASTERN UNIVERSITY

- Business Administration & Management

BACHELOR OF ARTS | 2005-08 | FLORIDA INTERNATIONAL UNIVERSITY

- Dual Major: Business Management & Human Resources

Certifications

- SHRM Senior Certified Professional (SHRM-SCP)
- Senior Professional in Human Resources (SPHR) from HR Certification Institute (HRCI)
- Public Human Resources Professional (PHRP) from Florida Public Human Resources Association (FPHRA)
- National Incident and Management System (NIMS) - ICS 100, ICS 200, ICS 700, ICS 800

Memberships & Organizations

- International Public Management Association for Human Resources (IPMA-HR)
- Florida Public Employer Labor Relations Association (FPELRA)
- Florida Public Human Resources Association (FPHRA)
- Society for Human Resources Management (SHRM)

Skills & Abilities

- Talent Management
- Training & Development
- Classification & Compensation
- Benefits Administration
- Labor & Employee Relations
- Project Management
- Risk Management and Safety
- Customer Service
- Department Oversight
- Investigative Oversight
- Resolving Complex Issues
- Employment & Recruitment Strategies
- File & Records Management
- Conflict Resolution