

# FRED HARRIS

City Manager

📞 850-528-6402 @ fbharris@gmail.com

## COVER LETTER

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Dear Hiring Manager,

My name is Freddie Harris, and I'm writing to express strong interest in the City Manager position with the City of Fort Pierce. I've combined more than two decades of progressive leadership in municipal government. I'm passionate about public service and committed to enhancing community services and operational efficiencies. Furthermore, I am excited about the opportunity to contribute to the continued success of Fort Pierce.

In my position as CIO at the City of Boynton Beach, I was able to thrive in ambiguity while building an inclusive workforce. I successfully completed several initiatives including resident self-service, process automation, digital transformation and citizen-centric applications. I have successfully implemented programs that improved operational efficiency, enhanced public services, and resulted in significant cost savings for the city. A notable achievement was improving service delivery efficiency by 20%. My experience in strategic planning, budget management, and stakeholder engagement has equipped me with the skills necessary to lead as the City Manager.

My leadership approach is both collaborative and data-driven, ensuring decisions are informed by vigorous analysis while including insight from community, staff and other stakeholders. I maintain a proven track record of leading cross-functional teams to enhance service delivery, streamline operations, and drive cost-effective solutions. Adept at collaborating with diverse stakeholders, from business customers to government agencies, to ensure alignment with city goals and community needs.

I would welcome the opportunity to discuss how my experience, leadership, and passion for public service align with the needs of the City of Fort Pierce, and I look forward to learning more about the position. Feel free to contact me by email or telephone if you would like to continue discussing my experience.

# FREDDIE HARRIS

City Manager

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## EXPERIENCE

### CIO/Director Innovations and Technology

City of Boynton Beach, FL 2022   01/2022   Location

- Increased departmental initiative alignment with city goals by developing a comprehensive IT strategy affecting 15 departments
- Enhanced service delivery by 25% by implementing a framework on essential KPIs.
- Implemented new citizen engagement application to improve request resolution time increased service delivery efficiency 20%
- Reduced IT procurement delivery time by authoring a citywide IT Procurement Policy streamlining the purchasing process
- Collaborated with department leadership to identify new opportunities and technical solutions to support departmental initiatives.
- Improved decision-making and transparency by implementing a department performance management program
- Reduced data breach risk by championing advanced cybersecurity measures, ensuring regulatory compliance

### Director - Asset Management

Public Works   01/2019 - 01/2022   FI

- Increased infrastructure maintenance 20% through strategic Asset Management plan for City's Public Works and Utility systems.
- Reduced environmental risks by through collaboration with community business leaders.
- Worked closely with operational leadership to identify key needs and areas of deficiency, operational staff were very involved in the development of the system's framework.
- Developed and maintained 16M Budget for Asset Management Program using risk analysis, sustainability score and quality of life impact to determine project priority.
- Secured approvals by delivering reports to City Manager, Commission, and Citizen's Task Force.
- Reduced federal penalties by eliminating data silos and addressing infrastructure issues.
- Optimized capital outcomes using a decision support tool for infrastructure planning.

### Manager, Information Technology

Utilities City of Tallahassee   01/2016 - 01/2019   FI

- Improved IT strategy impact by 35% through enhanced application architecture and data management.
- Enhanced service delivery by partnering with operational staff and community leaders.
- Increased system efficiency by updating obsolete systems and improving business unit partnerships.
- Developed and managed \$4M IT budget, optimizing resource allocation to meet department needs.
- Managed PMO, QA, and App Security for major enterprise projects.

## SUMMARY

Fred is an accomplished, forward-thinking leader with a proven track record in business transformation and municipal operations across multiple sectors, including Business Customer Service, Water, Sewer, Stormwater Utilities, Public Works, and Technology and Innovation. With an Executive MBA and extensive experience in municipal government, Fred has demonstrated success in developing and implementing strategies that align with city goals, driving impactful improvements in public services. A strategic partner and seasoned public servant, Fred brings expertise in process improvement, project management, technology roadmapping, and asset management to every initiative. He is known for his ability to navigate complex challenges, foster collaborative relationships, and lead transformational change within municipal organizations. Fred is a recognized communicator, listener, and relationship-builder, with a strong commitment to creating a responsive, community-oriented service culture. His dedication to operational excellence and urgency in resolving municipal issues has been pivotal in his success, and he is now seeking a City Manager role. Fred is open to relocation for the right opportunity.

## SKILLS

- Budgeting**
- Operational Metrics**
- Policy Development**
- Contract Negotiations**
- Staff Development**
- Strategic Planning**
- Program Management**
- Community Engagement**
- Quality Assurance**
- Project Management**
- Team leadership**

## EXPERIENCE

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### Project Manager

Business Customer Service

City of Tallahassee, FL

📅 01/2009 - 01/2016 📍 Location

- Managed IT projects with budgets exceeding 1M across multiple departments.
- Established timelines with stakeholders for projects involving over 10 departments.
- Improved internal communications through faculty and staff intranet SharePoint deployment.
- Maintained project documentation for over 25 projects covering plans and risk assessments.

## EDUCATION

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MBA, Executive

Florida International University

BS, Information Systems

Florida State University



## Candidate Questionnaire

Candidate Name: Freddie Harris

Position: City Manager

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1. Please list your previous jobs/positions going back at least 10 years, plus any previous jobs/positions beyond 10 years that is related to the position of City Manager. Please include the following:
  - a. Position start and end dates.
  - b. Position title and organization.
  - c. To whom you directly reported.
  - d. Ending salary.
  - e. Population of community served.
  - f. Total number of employees in the organization.
  - g. Number of employees supervised (directly and indirectly).
  - h. Total budget of the organization.
  - a. August 2022 - Current
  - b. Director of Innovation and Technology Solutions - City of Boynton Beach
  - c. Deputy City Manager
  - d. \$189,000
  - e. 90,000
  - f. 1000 approximately
  - g. 17
  - h. 300M  
  - a. July 2019 - August 2022
  - b. Program Director - Asset Management - City of Fort Lauderdale
  - c. Deputy Director Public Works
  - d. \$125,000
  - e. 190,000
  - f. 1700 approximately



g. 17

h. 1.2B

a. 2016-2019

b. Manager- Information Technology Utilities - City of Tallahassee

c. General Manager Utilities

d. \$90,000

e. 90,000

f. 4000 approximately

g. 10

h. 1.2B

a. 2009 - 2016

b. Project Manager - Business Customer - City of Tallahassee

c. Chief Customer Operations Officer

d. \$189,000

e. 70,000

f. 4000 approximately

g. 2

h. 1.2B

2. Why are you interested in pursuing this position? I recognize the potential that exists in Fort Pierce. Having a supportive and transparent commission that understands Fort Pierce does not have to continue to do what has historically been done. Innovative opportunities are limitless such as smart city initiatives and digital transformation for providing improved services and fiscal savings. My experience in multiple full-service municipalities has afforded me the opportunity to gather integral enterprise experience.

3. How would you describe your management style? I describe my management style as collaborative, results focused and flexible. I maintain oversight cultivate a team environment sharing accountability. I understand I am leading a team of leaders, so I

4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. I believe handling most of these



you need to be fair and consistent. As for ethical violations investigate them accurately, thoroughly and confidentially and make decisions based on finding

5. How would you deal with city budget constraints and identify new revenue sources? I would evaluate the current budgetary position (Audit expenses, identify any inefficiencies to remove or optimize) Look into Grant opportunities and be open to P3 collaborations. Provide clear and transparent communication with citizens
6. How will you prioritize competing demands for resources within the city? It starts with alignment with the city's strategic plan and commission priorities. I would data and metrics to assists with the prioritization and evaluate urgency and impact. Yet remaining flexible for unexpected circumstances. This goal is to balance short term needs with long term solutions
7. Describe a successful initiative you have led as a City Manager. An initiative that I have led successfully has been the automation of the procurement requisition\ P. O process. To find cost savings we identified late fees were common expenses. This was a result of a manual labor-intensive process. We now have minimized req to P.O. time by 10 days removing more than 50% of the previous process
8. Describe a time when you had to manage a crisis in a city setting. During the CrowdStrike Microsoft all city pcs\laptops were nonfunctional. Communication is crucial during a crisis we put notifications on all non-affected mediums. Created a plan to rectify the issue using all resources available. Mitigated the issue had an after-action review and updated our crisis plan.
9. What steps do you take to ensure transparency and accountability in city operations. Public meetings to provide clear and transparent information. Departmental performance reviews with established KPIs, active listening, citizen advisory committees
10. Please describe your experience working with unions. I have had minimal experience working with unions. I do however understand the importance of relationships with union representatives and members. I strive to promote clear communication and mutual



11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I see my role as strategic oversight/mentor/supporter ensuring the priorities are aligned with city's strategic vision. Establishing measurable goals and ensure adherence to city policy. While developing a relationship as the police chief is an integral member of the emergency management team.
12. How will you ensure that the city's services meet the needs of all its citizens? Establish town halls for open dialogue with residents, invest in inclusive outreach. Continuous improvement programs to constantly develop our staff.
13. What strategies will you use to build relationships with stakeholders in the community? Listening first is necessary and being visible in the community is a priority, and accessible to the community to ensure their voices are heard. Establish a city manager's email and quarterly report available to the public for regular communication
14. What strategies would you implement to promote economic growth and job creation? In my experience best performing cities capture the tech impact investing in modernized infrastructure. Creating an innovation\ smart district with MU zoning startup incubators for small business. Tax incentives targeting growing industries with performance-based agreements to establish ROI.
15. Have any adverse or critical statements been made about you in print or online media reports, on social media, or any other related form? If an online search of you were completed, what would be found that you yourself would want to know about you if you were looking to hire yourself as a City Manager? I've managed to keep my name out of the negative media. Knowing the security risks of having a large social media presence I maintain minimal professional information to avoid scams.