

# MIAMI BEACH

OFFICE OF THE CITY MANAGER

NO. LTC #

402-2021

LETTER TO COMMISSION

TO: Honorable Mayor Dan Gelber and Members of the City Commission

FROM: Alina T. Hudak, City Manager

DATE: September 23, 2021

SUBJECT: Appointment of Director of Parking Department

I am pleased to announce, via this LTC, my selection of Monica Beltran as our new Director for the Parking Department.

Monica Beltran is a professional with 33 years of experience in parking operations and administration. She holds Bachelor of Arts degrees in Spanish and French and a Master of Public Administration degree from Florida International University. She has been recognized by the National Parking Association as a Certified Parking Professional.

Monica started her professional career at the Miami-Dade County's Aviation Department where she first provided customer service and interpreter services for arriving international passengers at the Miami International Airport (MIA). She held various progressively responsible customer service positions in the airport's Terminal Operations Department, including supervising the airport's Tours and Charters Division.

Monica joined MIA's Landside Division where she was responsible for a myriad of duties ranging from public parking, towing operations, curb and roadway management, ground transportation, employee parking and management of the airport's security identification program. Following the attacks of 9/11, the airport entered heightened security. As the supervisor in charge of the airport's security program, Monica was tasked with writing the airport's first security training program and the revalidation of the 31,000 airport employee security badges.

In 2007 Monica was promoted to Landside Division Director. Under her leadership Landside experienced high customer service ratings. She established the airport's first valet parking program, oversaw the construction of a central parking collection plaza and the installation of a state-of-the-art parking access and revenue control system (PARCS) that included a license plate recognition system that served to improve airport safety while protecting parking revenues. Monica worked with the teams that designed and constructed a new completely redesigned airport roadway system and the construction of the multimodal center. This required effective maintenance of traffic plans to promote minimal roadway delays and ensure safety during a massive construction period. In addition to her regular duties, Monica also served as MIA's Americans with

Disabilities Act (ADA) coordinator. In this role she addressed ADA issues, including building and curb accessibility, and led MIA's ADA Access Committee.

In December of 2014, Monica retired from the County and we were fortunate to have had her join the City of Miami Beach as our Parking Assistant Director. In her position Monica was responsible for daily parking operations and programs including the freight loading zone program, event parking logistics, meter operations, on-street and off-street parking and a multitude of projects such as the installation of a new parking access and revenue control system.

Since October of 2020, Monica has been serving as the Parking Department's Interim Director. Monica is tasked with returning the department to profitability following the pandemic's devastating effects on parking revenues. Current projects include the installation of license plate readers and installation of surveillance cameras at garages. Challenges include, among others, improving employee productivity, reimagining the use of on-street parking spaces to meet new curb demands, expanding technology, funding renewal and replacement projects, and restoring facilities to pre-pandemic aesthetic levels, and together with the Transportation and Mobility Department, adjusting parking inventory to meet mobility priorities without sacrificing parking revenues. Parking is a quality-of-life issue and its management brings challenges which Monica faces with a proactive and determined attitude.

Please join me in congratulating Monica on her new role. Thank you for your support.

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## **MONICA BELTRAN**

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### **PROFILE**

Certified Parking Professional with effective communication skills, able to forge strong working relationships with strategic partners and build consensus across complex organizational levels. Successful in guiding sizeable, cross-functional teams in operational and security roles. Extensive experience in project development and management, operations, logistics, municipal and airport parking operations, ground transportation management and delivering unparalleled hospitality and customer experience.

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#### **CORE COMPETENCIES:**

- FEDERAL, STATE, COUNTY, MUNICIPAL REGULATION ENFORCEMENT
  - OPERATIONS LOGISTICS
  - FISCAL MANAGEMENT
  - CONTRACT ADMINISTRATION
  - PROJECT DEVELOPMENT AND MANAGEMENT
  - SECURITY PLAN DEVELOPMENT, IMPLEMENTATION, CREDENTIALING
  - PERSONNEL MANAGEMENT, RECRUITMENT AND TRAINING
  - PROCUREMENT DOCUMENT DEVELOPMENT AND REVIEW
  - CUSTOMER SERVICE AND PUBLIC RELATIONS
  - TRAFFIC MANAGEMENT AND MAINTENANCE OF TRAFFIC (MOT)
  - GROUND TRANSPORTATION MANAGEMENT SYSTEMS
  - PARKING OPERATIONS AND REVENUE CONTROL SYSTEMS
  - MULTILINGUAL: ENGLISH, SPANISH, AND FRENCH
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**EDUCATION:** Florida International University:

Master of Public Administration, Bachelor of Arts in Spanish and French

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### **PROFESSIONAL EXPERIENCE**

#### **City of Miami Beach Interim Parking Director, October 2020 to Present**

- Responsible for the operation of the Parking Department, overseeing all administrative and operational functions of the Department, meeting operational and customer service goals while aiming to bring the Department to pre-Pandemic profitability.

#### **City of Miami Beach Assistant Parking Director, December 2014 to Present**

- Managed team of 100 parking enforcement, facility maintenance and meter operation employees
- Management of over 16,000 municipal parking spaces and citywide residential parking
- Improved customer satisfaction scores for facility appearance and customer service
- Fiscal, operations logistics, and contract management responsibilities
- Managed construction parking, freight and loading zone programs
- Coordinated special event operations including peak events such as, Art Basel and Super Bowl LIV
- Developed comprehensive standard operating procedures
- Responsible for the City's electric car charging program

- Developed and implemented the City's first employee shared-ride service program
- Development and review of solicitation documents
- Coordinated installation of the City's new parking revenue control equipment
- Participated in construction project management for design and construction phases of two (2) new municipal parking garages
- Participated in project development of the City's Intelligent Transportation System (ITS)
- Inter-Departmental collaboration and support: Transportation, Tourism and Culture, Procurement, Code Enforcement, Public Works, Environmental and Sustainability, Planning, Capital Improvement, and Communications Departments

### **Miami-Dade County Aviation Department (Miami international Airport) 1979 to 2014**

#### **2006- 2014: Director of Landside Operations**

- Director of a team of 127 supervisory and front line employees
- Developed policies, managed \$11 million dollar annual budget
- Managed fast-paced 24/7 airport operation, including public and employee parking, traffic control, car rental center operations, taxicab dispatching, ground transportation management
- Improved customer service satisfaction scores
- Contract management
- Operated an in-house airport towing program
- Managed an operations control center with closed-circuit security cameras, dispatching functions
- Enforcement of Miami Dade County Code Chapters 25, 30 and 31
- Assisted in the development of operations and security technology solutions
- Collaborated with County elected officials and federal agencies
- Enforced federal security requirements
- Served as MIA's Americans with Disabilities Act (ADA) Coordinator for facilities and services
- Developed security training programs for airlines and airport employees, ensured compliance with Federal Air Carrier Access Act (ACA)

#### **1988-2006: Landside Operations Supervisor**

- Supervisor of parking, transportation and employee security credentialing at the Miami International Airport (MIA)
- Developed MIA's post-911 security training program
- Ensured compliance with FAA security regulations, implementing security measures and auditing companies for Federal Aviation Administration mandate compliance
- Coordinated development of specifications and solicitation documents for parking revenue control and ground transportation management systems

#### **1979-1987: Terminal Operations**

- Managed MIA's international tours and charters program
- Customer service, scheduling, recruitment, payroll, employee discipline
- Budget, projections, operations and facility maintenance reports
- Public service assistance, information counters and terminal control room (1979-1982)

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### **PROFESSIONAL ASSOCIATIONS**

National Parking Association

International Parking and Mobility Institute