

# ANTONIO NICHOLS

85003 Furtherview Ct. Yulee, FL 32097 · (904) 312-3756

Email · [Antonio79@bellsouth.net](mailto:Antonio79@bellsouth.net)

Dedicated professional with over 20 years of public health, fiscal and leadership experience. Has served at the Executive and Senior Executive levels of an organization.

## EXPERIENCE

### APRIL 2022- PRESENT

#### **INTERIM HEALTH OFFICER & ADMINISTRATOR (PUBLIC HEALTH UNIT MEDICAL DIRECTOR),** FLORIDA DEPARTMENT OF HEALTH JAX, FL

Establish and maintain an excellent relationship with their Board of County Commissioners, clients, and the community partners. Mobilize community partnerships to identify and solve health problems. Assure that all populations have access to appropriate and cost-effective care, including health promotion and disease prevention services, and evaluation of the effectiveness of that care. Inform, educate, and empower people about health issues; enforce laws and regulations that protect health and ensure safety. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.

Monitor and analyze data related to community health, program performance, financial and business processes. Based on data and information, formulate, and update local policies with community partners for the health of the community, populations and visitors at risk and continually improve the county health department's success in preventing epidemics and spread of diseases; protecting against environmental hazards; responding to disasters and assisting in recovery and providing a safety net for the most vulnerable among us.

Ensure a competent public health workforce ensuring employees are equipped with the right skills, technology and are energized to do the right things at the right time. Conduct all supervisory duties timely including, but not limited to, hiring and selection, developing performance plans, conducting performance appraisals, planning, and directing work, approving leave, and taking disciplinary action, as appropriate. Ensure consistent application of the Service Level Agreement for Human Resources Services.

Coordinate community resources to ensure the provision of effective, accessible, and culturally competent services in the community. Establish and maintain cooperative relationships which allow for volunteer services and Board of County Commission support. Monitor and analyze organization's use of federal, state, and local funding; ensure timely collection from third party payors and maintain a cash balance range within Department standards. Ensure effective and efficient services are provided by monitoring and analyzing unit costs, expenditures, and the organization's overall return on investment. Ensure accurate and timely reporting of all financial information including information to support the Core Contract, vendor contracts, spending plans. Ensures internal controls are adequate for any cash collected

OCTOBER 2016 – APRIL 2022

**ASSISTANT DIRECTOR OF ADMINISTRATION & OPERATIONS, FLORIDA**

DEPARTMENT OF HEALTH JAX, FL

Provides leadership, direct supervision, and routine management of Administrative and Operational Services, which include the following departments: Information Technology, Finance and Accounting, General Services, Emergency Preparedness, Clinical Operations, Financial Eligibility, Vital Statistics, Human Resources, the Office of Performance Improvement, Procurement and Contract Administration. Serves as Health Officer during Director's absence. Serves as liaison to local City of Jacksonville governmental officials and serves on the Mayor's Director team meeting to ensure public health is implemented within City planning and to keep local partners abreast of public health needs, issues, and emergencies. Represents the Department during City Council meetings and various other governmental and community boards.

Initiates and maintains analysis of the efficiency and effectiveness of assigned area operations. Leads and follows through on adjustments in a timely manner. Assists in developing a variety of strategic plans; and ensures they are in alignment with the Department of Health-Duval strategic plan and business plan respectively.

Provides consultative and/or tactical expertise to assist in the identification and control of incidents, situations, and/or occurrences which may endanger the agency's operations. Assists with developing, implementing, revising, and monitoring of Department of Health -Duval policies and procedures. Educates and orients staff to agency policy, programs, and procedures. Collaborates with direct reports to analyze methods and processes for collecting data applicable to their department's operations. Ensures direct reports integrate the findings from data analysis into programmatic operations to improve impact, effectiveness, and efficiency.

Ensures adherence to laws, regulations, policies, and procedures related to assigned departments. Identifies and executes opportunities for improvement. Leads and/or arranges work groups and committees that serve to enhance the work environment of the staff as it relates to the vision, mission, and values of the agency. This includes but is not limited to the Safety Committee, Executive Quality Council, and others as needed or directed.

Drives and models a culture of achievement and fosters a quality focus across the agency. Establishes department work plan standards, strategies, and goals that exceed performance measures. Monitors and evaluates program and team member progress toward performance measures.

Confidently, clearly, tactfully, and concisely presents messages in writing, orally, in person, and through electronic means. Adapts communication style and message to audience. Anticipates reactions and prepares responses to address audience concerns. Checks for understanding and does not allow misunderstandings to linger. Seeks and initiates input from other federal, state, or local organizations and partners to increase efficiency and impact of the department. Ensures and coordinates a variety of communication channels to disseminate relevant information. Holds self and team members accountable uses a variety of appropriate strategies for interacting with internal team members and external partners from diverse backgrounds.

Serves as a liaison with other health departments across the State, related organizations, academia, and community partners. Establishes and maintains positive mutually beneficial

relationships with key stakeholders. Negotiates, approves, and monitors the use of community assets and resources through formal and informal agreements. Leads adjustments as appropriate. Monitors and communicates the financial health of the agency. Drives measures and strategies to ensure Department of Health -Duval benefits from all sources of revenue. Regularly monitors and communicates agency revenue, expenditures, and financial challenges to the Director and department managers. Assists in assuring program strategies, standards, revenues, and expenditures are linked to the Department of Health -Duval spending plan. Ensure that the utilization of federal, state, and local funds is timely and in full compliance with the funding source requirements. Appropriately plans to meet facility and major equipment needs. Assists in the hiring, orientation, and onboarding of new team members. Properly supports team members in their daily duties, growth and development, motivation, rewards and recognition, and performance evaluations. Attends team meetings regularly. Implements an accountability system to address team member and client concerns and resolutions. Positively resolves internal and external conflicts.

Applies knowledge and uses emerging trends and long-term opportunities to align operations with strategic priorities. Incorporates ethical standards of practice as the basis of all interactions with team members and partners. Promotes mentoring, peer advising, coaching or other personal development opportunities for self and team. Demonstrates self-awareness and a commitment to personal development.

#### **NOVEMBER 2015 – OCTOBER 2016**

#### **FINANCE DIRECTOR, FLORIDA DEPARTMENT OF HEALTH JAX, FL**

Primary responsibility was to provide management and coordination of all operational aspects of the Finance Division for the Florida Department of Health in Duval. Served as liaison for financial matters between Finance and Accounting and all operational programs. Oversaw the Budget, Accounts Payable, Account Receivable, Contract and Purchasing sections. Responsible for such functions as tracking grants and associated expenditures, preparing revenue and expense reports, distributing reports, budget monitoring, payroll reallocation, OCA balancing, schedule c allocation management, core contract development, spending plan development/management and SEFA reporting.

Performs all accounting responsibilities as required for preparing, tracking, and monitoring the operational budget for the agency. This includes but is not limited to financial statement analysis (i.e., budgetary reports, audit statements, and/or any applicable accounting data). Established and maintained an effective working relationship with both internal and external customers. Worked with management and program managers to analyze, plan, and prepare budgets to meet specific programmatic needs. Responsible for researching, preparing, and maintaining all accounting and budgetary systems for all present and future divisional grants and contracts. These duties include, but are not limited to data collection, the timely preparation and submittal of required financial statements and/or reports, the preparation and maintenance of a variety of accounting records/systems, the ability to analyze, interpret and report financial data to management and the responsibility of researching, understanding and effectively applying all applicable rules, regulations, policies, and procedures relating to programs.

Responsible for the supervision of staff including appraisals, planning, and directing their work, approving leave, and having the authority for hiring and taking disciplinary action or effectively recommending such actions. Responsible for performing quality assurance functions through the monitoring of compliance with grant funding. Collecting data and monitoring compliance for all financial functions. Responsible for the management and oversight of the Contracts Unit that

includes direct supervision of the contract administrator. Manage and supervise accounts payable and account receivable staff, which includes but not limited to setting daily work schedule, working with CHD programs and Central Office to resolving A/P and A/R issues. Oversee purchasing liaison for agency, ensures all purchases follow applicable rules and guidelines.

Responsible for the oversight and coordination of all activities which overarch the entire Finance Division. Responsible for ensuring deadlines are met related to these activities. Monitors and communicates the financial health of the department. Regularly monitors and communicates departmental revenue, expenditures, and financial challenges to the Assistant Director of Administration. Assists in assuring program strategies, standards, revenues, and expenditures are linked to the spending plan. Works collaboratively with interdisciplinary teams to coordinate strategic planning and the CHA/CHIP processes. Uses data to inform decision making and monitor progress towards goals

As requested by the Assistant CHD Director for Administration, represents division as professional liaison in discussion of all financial matters. This may include program analysis, management consulting, preparing, and disseminating reports.

#### **AUGUST 2014 – NOVEMBER 2015**

##### **REVENUE PROGRAM ADMINISTRATOR, FLORIDA DEPARTMENT OF HEALTH JAX, FL**

Highly responsible managerial position for planning and directing the Budget Office functions in a large county health department. Assured fiscal coordination and efficiency among administrative, program and operational aspects of service delivery. Responsible for the supervision of staff including appraisals, planning, and directing their work, approving leave, and having the authority for hiring and taking disciplinary action or effectively recommending such actions.

Manage activities of the Accountant I supervising the Accounts Payable staff as well as the Budget Analysts assigned to the Budget Office. Provide financial and budgeting information with analysis as appropriate. Maintain and analyze various workload and other statistical reports such as but not limited to: UDS, CBR, spending plans, core contracts and amendments, variance reports and other reports as required. Write, maintain, and update as required the operating procedure for the budget department.

Research, compiles, and analyzes programmatic data for preparation of reports, graphs, spreadsheets, and other documents necessary for the routine performance of this job. Assist the Assistant Director for Administration in managing and monitoring all fiscal operations, assuring conformance with federal, state, and local laws, regulations, and the proper utilization of accounting system procedures. Ensure compliance with Florida Statutes 215.422  
Develop and maintain Florida Department of Health - Duval budgets (L3 & L4 levels) which exceeds 44 million. Performs travel in relation to the above duties for professional development.

#### **MAY 2007 – AUGUST 2014**

##### **ADMINISTRATIVE SERVICES MANAGER, FLORIDA DEPARTMENT OF HEALTH JAX, FL**

Responsible for managing the Environmental Health and Safety Division's administrative functions. Directly oversees the Financial, Budgeting, IT and Administrative Services sections of the division. Oversees all accounting responsibilities for division which include, preparing, tracking, and maintaining the operational budget for all divisional programs and developing/coordinating a

budget in excess of 3.5 million dollars. Ensures training; HR functions and grant/contracts are prepared in accordance with local and state policy. This includes but is not limited to financial statement analysis (i.e., budgetary variance reports, audit statements, and/or any applicable accounting data).

Develops informative and educational presentations to educate the public, academia, internal and external customers, and outside agencies on a broad range of topics.

Responsible for tracking and projecting divisional productivity (i.e., revenue growth, cost trends/analysis) as well as monitoring divisional quality indicators. Assist in developing performance standards and ensure administrative procedures are followed related to but not limited to DARS, EARS, HMS and People First. Assess and plans program funding and development to include goals, objectives, priorities, and divisional measures in strategic plan. Proactively researches, implements, and monitors all financial aspects of applicable contracts and grants for Division.

Serves as the Sub-Custodian for the Environmental Health and Safety Division and performs daily audits on all cash drawers and courier transfers. Manages the administrative operations of the cashiering office for the Environmental Health and Safety division and ensures all fiscal accounting rules and principles are followed. Responsible for reviewing all divisional purchasing and recommends approval. Reviews all divisional travel requests and ensures all divisional invoicing is accurate and coordinates with the fiscal department and any outside companies to dispute any inaccuracies found.

Functions as the Environmental Health and Safety Division Facility Liaison, which is responsible for all security issues related to the division. Position also serves as the Environmental Health and Safety Division Customer Service Representative, tasked with ensuring that all divisional employees are trained properly and in accordance with DOH policies as it relates to customer service.

#### **AUGUST 2005 – MAY 2007**

#### **OPERATIONS & MGMT. CONSULTANT I FLORIDA DEPARTMENT OF HEALTH JAX, FL**

Responsible for researching and gathering data as well as preparing written reports and/or assorted applicable spreadsheets. Responsible for providing a wide variety of daily administrative support services such as, but not limited to, preparation and processing a variety of divisional reports, routine correspondence, memos, and other office documents under the direction of Administration. Preparing and processing vouchers and administrative travel requests and coordinating admin. calendars.

Sorts and screens Administrator's incoming calls and mail, prioritizing and routing to appropriate personnel while communicating effectively with administration, staff, and the public. Appointed Facility Liaison for the division, responsible for all maintenance and security issues related to the Division. Maintained effective lines of communication with Department's Maintenance control and building's leasing company.

Responsible for assisting administration in developing, preparing, maintaining, and updating operational policies and procedures. Reviews all divisional travel request and recommends approval to Administration. Reviews all divisional purchasing and recommends approval to Administration. Ensures all divisional invoicing is accurate and coordinates with the Fiscal

department and any outside companies to dispute any inaccuracies found. Developed a broad range of educational materials to be used by the division in marketing its services to the public.

Responsible for assisting management in researching and compiling data for administrative decisions. Prepares reports for tracking and projecting divisional productivity as well as monitoring divisional quality indicators. Provides staff with copies of information regarding operational procedures, regulations, and reports and ensures that appropriate related information is directed to Administration.

Performed a variety of special assigned duties of varying complexity, at the Administrator's request, including attending meetings/conferences, teleconferences, conducting presentations and other related duties and responsibilities including but not limited to training and Emergency Disaster Preparedness

## **EDUCATION**

**2002-2006**

FLORIDA METROPOLITAN UNIVERSITY

Degrees Received:

A.A. Business Administration

B.S.B.A. Business Administration

**2007-2009**

EVEREST UNIVERSITY

Degree Received:

M.B.A. Masters of Business Administration

## **SKILLS**

Extremely proficient in Microsoft Office, FLAIR, FIS, and Billing Solutions. Budgetary experience, Time Management skills, Excellent Leadership/Management skills, Great Communication skills both Written and Oral, Knowledge of all Fiscal principles, laws, and practices. Policy Development and strategic planning. Six Sigma Green Belt Certified, Florida Certified Contract Manager.

## **ACTIVITIES**

Wrote and produced an educational video aimed at reducing children's exposure to hazardous chemicals that lived near or around a hazardous waste sites. Help to create the Citizens Health Advisory Council, Inc. a 501c-3 non-profit organization and served for four (4) years as a professional consultant for the organization before it was disbanded.

## **PROFESSIONAL SOCIETIES AND ORGANIZATIONS**

Business Manager Association of Florida

## **AWARDS RECEIVED**

- Named Employee of the Month (June 2003)
- Member of the Team of the Quarter (July 2003)

- Nominated/Received Employee of the Year for Duval County Health Department 2003
- Member of the Divisional Team of the Quarter (July 2009)
- Recipient of an Outstanding Performance Award (July 2009)
- Directors Award, Florida Department of Health in Duval (July 2016)
- Special Achievement in Leadership, Florida Department of Health in Duval (July 2019)

## **ACCOMPLISHMENTS**

Developed several budget tracking tools which allowed the division to effectively and efficiently monitor its budget. Tool was then presented to the Sr. Management team for the Organization to be used in all departments.

Selected to serve on a project team which developed and got approved a new City Ordinance and new departmental fees by the Jacksonville City Council in 2004. This undertaking allowed the Organization (Environmental Health) specifically to receive an additional \$565,465 in revenue dollars per year. Led team who received multiple NACCHO Promising Practice Awards. Led team who received multiple Davis Productivity Awards