

Greetings to the National Geographic team,

I'm applying for the Director, Web Applications Development role. I've been supporting mission-driven organizations since 2001 and currently serve as Director of Digital Products at Green America. My main focus over the last fourteen years has been solving increasingly complex challenges around technology, access to information, and building products and services that *make a positive difference*. I've delivered the following large-scale redesign and refactoring website projects for national and international organizations and government agencies: [changemakers.com](http://changemakers.com) redesign (product team lead for Ashoka: Innovators for the Public), [gistnetwork.com](http://gistnetwork.com) redesign (lead software engineer for Global Entrepreneurship Network, funded by the U.S. Department of State), [greenamerica.org](http://greenamerica.org) and [greenbusinessnetwork.org](http://greenbusinessnetwork.org) redevelopment (for Green America). Additional past roles include:

- **strategic integrator** - understands and aligns needs of client, partners, internal team, technology resource people and products, and policy/content managers in order to support a successful outcome
- **engineering manager** - manages workflow for groups of 5-10
- **data architect** - responsible for database requirements (in conjunction with client), user pathways, database design, optimization, and modeling, and "big-picture" thinking about client requests to tickets
- **project lead** - communicative, patient, timeline-oriented, manages teams
- **product manager** - functional specifications, wireframes, user pathways, analytics and reports
- **full stack developer** - PHP/mysql since 2001, Drupal since 2008, Agile/scrum since 2012

My overall career plan has been a continuous improvement on processes to build and align teams, gain clarity, and be measurably effective in reducing inefficiencies. My particular focus is on supporting national and global teams that do a combination of: offering connections and resources, building community and targeting donors/members through running campaigns, evaluating submissions to competitions, and overall marketplaces to connect different groups, i.e. founders with investors, campaign managers to action-takers.

Some career highlights:

- June 2016 - present: Digital director for [GreenAmerica.org](http://GreenAmerica.org) redesign (\$215k Drupal 8, 16% increase in direct visits, 80% increase in referral visits, 39% increase in email signups, 1 million annual users)
- October 2017 - present: Course faculty, Nonprofit Technology Network (NTEN) for Nonprofit Technical Professional Certificate - "Develop Good Data Practices" and "Building a Culture of Diversity and Inclusion"
- January 2016 - May 2018: Database architect / lead engineer for [GistNetwork.org](http://GistNetwork.org) redesign, US Department of State-funded international entrepreneurship challenge for Global Entrepreneurship Network (\$560k Drupal 7)
- May 2014 - December 2016: Team lead for platform redesign of [Changemakers.com](http://Changemakers.com) offering competitions and resources in global social enterprise (\$180k Drupal 7, 85k monthly users)
- 2004-2014: Principal producer over 10+ years of working with public agencies, membership groups, and businesses (240+ websites in Drupal 6 and 7, PHP/LAMP stack)
- 2001: Core team, Odyssey Internet Treks, team leader to Mexico pilot, visiting 35 countries in 18 months, creating educational K-12 curriculum content online
- Written three trade ebooks on building community through website engagement strategies, and I also blog, post articles, and speak on panels, videos, and podcasts



Please email me at [monicasflores1@gmail.com](mailto:monicasflores1@gmail.com) to set an appointment, or call my direct cell 858-249-8773 if you'd like additional information.

Sincerely, Monica S. Flores

- + **Mission:** to build community, foster connectedness, & use my tech skills to create a better world
- + **Unique skill:** translating business process needs into effective solutions, building measurable features to solve pressing problems, communicating across and within teams to drive long-term initiatives
- + **Turns ideas into reality:** clarifies needs, develops plans, tests assumptions, implements production
- + **Drives progress:** understands goals, leads efforts, tracks schedules, explains documents
- + **Manages teams:** builds cohesion around a shared goal, breaks down process, drives delivery
- + **Builder:** developer / lead for 240+ websites built for local, state, national, and global organizations

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## DIGITAL EXPERIENCE

### **Director of Digital Products, Green America (Washington, DC) June 2016 - present**

*Consolidates all existing websites and builds out a new platform to manage the organization's digital properties, including quarterly magazine, print publications, a national network of green businesses, and several content-focused sites on Wordpress, Joomla, ColdFusion, and more (\$215k Drupal 8, 16% increase direct visits, 80% increase referral visits, 39% increase email signups, 110k monthly users)*

- Leads in-house ongoing web needs, with access to and oversight of external contractors
- Evaluates new product requests, runs agile process to implement new features
- Develops all database architecture, functional specifications, timeline, deliverables list
- Works with staff to maximize search engine optimization
- Synthesizes needs & requirements from internal/external stakeholders into cohesive product roadmap
- Ensures that internal stakeholders have support to successfully learn and use digital technologies
- Responsible for budgeting for technology needs as well as tracking expenses to budget
- Manages external resources and timelines to balance requirements against ROI
- Pulls together input from users, executive leadership, staff with content expertise, and online communications team, and turns these into a thoughtful and coherent vision and strategy for digital

*Drupal 8, Agile, Salsa, Raiser's Edge, Charity Engine, Wordpress, ActOn, Joomla, Google Suite, Pantheon, Git, Trello*

### **Lead Software Engineer (Consultant), GIST Network (Washington, DC) January 2016 - May 2018**

*Identified and specified all architecture and technical features for a redesigned platform to support international entrepreneurship, funded by the U.S. Department of State (\$560k Drupal 7, 8000+ users)*

- Worked with former providers to identify and specify unified fields from a legacy platform to Drupal 7
- Specified architecture and implementation for competition, competition entries, bootcamp participants, events, pages, resources, organizations, and informational posts
- Documented and assigned user roles and permissions
- Set scrum goals, led development, liaised with multiple stakeholders
- Provided feedback and guidance to 6-person engineering team during buildout
- Worked with end client and development team to deploy a working redesigned site in tight timeframe

*Drupal 7, Agile, ActiveCollab, Balsamiq, Pantheon, Acquia, Git, SFTP, Sublime*

### **Product Team Lead, Ashoka Changemakers (Arlington, VA) February 2014 - December 2016**

*Led team for redesign and refactoring of a Drupal 7 site, implemented scrum for 3-person team, supported 40+ coordinators, managers, operations, & exec. leaders (\$180k Drupal 7, 85k monthly users)*

- Identified functional specifications, evaluated potential solutions, installed/wireframed/themed site
- Views, content types, reports, documentation, and training for multiple levels of users

*Firebug, Analytics, Slack, Jira/Fisheye, Confluence, SequelPro, drush, Sublime, Git, TeamworkPM, Skype, Hangouts, PHP/mysql, Google Drive, UXPin, LucidChart, Salesforce, Pantheon, Trello, Assembla, localization/translation*

## **Managing Director & Principal Web Developer, 10K Webdesign (HI and CA) July 2004 - January 2014**

*Lead developer, producer, coder, liaison on 240+ websites for clients like SOCCOM Princeton (research group, \$23m 5-year budget), Castro Valley Sanitary District (government, \$11m annual budget), West Contra Costa Integrated Waste Management Authority (public agency \$4.5m annual budget)*

- Client-facing manager: Identified process, developed standard operating procedures, created workflow
- Full stack Drupal developer: produced all database architecture, code, installation, build out, themeing
- Managed project milestones, kept contractors and overall team on track, ran scrums
- Worked with clients to determine business process and needs, scoped projects, deliverables, specs
- Organized DrupalCamp Hawaii 2011, speaker at PodCamp HI 2008

*LAMP stack, Cloudflare, ApacheSolr, Acquia, Views, Panels, Entity, EntityReference, Bootstrap, CKEditor, Media, Calendar, GMap, Location, Feeds, Chaos Tools, Token, Pathauto, Webform, jQuery Update, Google Analytics, Rules, Features, Context, Integrations: Firebug, Analytics, Slack, Jira/Fisheye, Confluence, SequelPro, drush, Sublime, Git, TeamworkPM, Skype, Hangouts, PHP/mysql, Google Drive, UXPin, LucidChart, Salesforce Integrations, Pantheon, Trello, Assembla, localization, Open Graph (FB Login, OneAllSocial), Twitter API, MailChimp, Salesforce, Wild Apricot, Google Maps API, Analytics, PCI, Authorize.net, PayPal, SSL, AJAX, JQuery, PEAR, AddThis, CK Editor, TinyMCE, Vimeo, YouTube, vCard, Sitemaps, RSS, Google, Amazon Catalog Search, Wordpress, Joomla, ActOn, Charity Engine, Raiser's Edge, Salsa, HTML/CSS, agile/scrum method*

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## OTHER EXPERIENCE

### **Advisor, MAAN Softwares (January 2017)**

Early collaborator and advisor to 30-person offshore web design and development team

### **Founder, A Successful Woman (San Diego, September 2006, sold February 2012)**

Created and wrote for revenue-generating blog 10,000 users/month

### **Policy Analyst, JMPT Consulting Inc. (San Francisco, August 2001 - July 2004)**

Managed 18-month outcomes-based evaluation, strategic planning, and technology project for San Francisco County Department of Children, Youth, & Their Families, supported 100+ community-based organizations, 35 subcontractors, 3 partners

### **Program Coordinator, World Trek for Service and Education (September 1999 - June 2001)**

Travelled to 35+ countries developing K-12 educational curriculum for e-learning blog

### **Multimedia Software Developer, Opus Technologies (San Diego, January 1996 - August 1998)**

Designed, developed, edited, did QA, and wrote documentation for SBIR Phase I and II Braille projects  
Created musical examples using MIDI files and created WinHelp clickable digital books:

New International Manual of Braille Music Notation, How to Read Braille Music, Primer of Braille Music

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## COMMUNITY INVOLVEMENT

**Female Founders Network**, networking group (2015-present), 765+ participants, 6100+ Facebook

**Girl Scouts Troop Leader** (2013-present), background-checked volunteer, led 5 troops, Grades K-5

**STEM Daisies**, Increasing STEM women's visibility through videos (2014-present)

**Governing Board & Interim Executive Director**, Asian Pacific Americans for Progress (2004-2005)

**B.S. Dept. of Agricultural & Biological Engineering**, Cornell University (1994)

Adventurous, compassionate, kind, focused on results.

*My mission is to make a measurable positive difference through technology.*