

Calvin L. Anderson

FEB 14<sup>th</sup>, 2020

Re: City Manager Position, North Miami FL. on Florida League of city  
Executive Search.

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Dear Honorable Mayor and Commissioners,

Your city is seeking an achievement-oriented professional Manager to lead the City operations and workforce. A manager who will be an outstanding leader and problem solver and who will partner with the City elected Governing board as a supporter and a trusted advisor to help them develop and achieve vision and missions to take the City to the next level. A manager who will be able to foresee the consequences of potential actions and advise the elected officials, so that they can optimize their plans. A leader who will be caring and concerned about improving the quality of life for all the City's residents at the same time. I am a detail oriented, intelligent, upbeat, outgoing, and high energy driven to serve patiently and organize positive plans. An individual with a "can do" attitude and the ability to anticipate and resolve issues before they become problems. A Leader with good judgment and common sense who can envision a new future and the reason to move toward a new horizon.

I am especially interested in this position because my experience with Municipal organizations such as your City has prepared me to understand the financial needs and problems of the City organization from the perspectives of both Strong governance and quality services. I wish to use my knowledge, Skills and experience with a Developed community conscious organization such as North Miami City.

. With my background, knowledge, experience and skills as well as my Master's Degree in Public Administration from Long Island University's Graduate

School of Management, New York City, Specializing in Local government management policies, Finance and Budgets, Economic Development. Human Resource management. I am certain I will be a valuable and contributing member to the City elected officials and management team. working on challenges that is facing the City. such as

- Ability to be a be strong and comfortable in diplomatically talking with elected officials and the public with what they need to hear, not what they want to hear.
- Ability to treat individual all individual Seven commission members equally, providing the same information to all, and insure there are no surprises.to anyone.
- Knowledge and ability to be Passionate about public service and will instill within the organization a spirit of continuous improvement, accountability, and uncompromising integrity.
- Ability to participate in all four commission districts. Working collaboratively and building consensus will be necessary.
- Able to be a consensus builder and creative problem solver, who will maintain active involvement in a wide variety of community and professional groups where he/she will identify and share up-to-date best practices and lessons learned.
- Reputation for maintaining a constructive relationship between elected officials, Communities partners,residence,workforce and management.

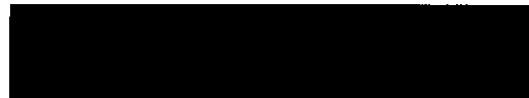
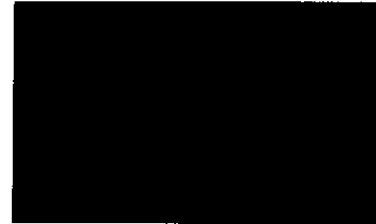
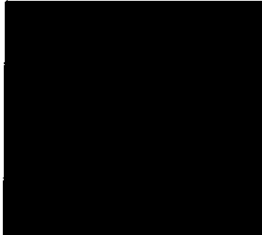
I look forward to meeting with the Mayor and Commissioners.

Sincerely Yours:

Calvin L. Anderson (PS)

**CALVIN**

**ANDERSON**



**PROFILE SUMMARY:**

Results oriented City Manager with over twenty years progressively responsible experience in public administration managing responsibilities in local City, county and state government. Demonstrated proficiency in coordinating programs and interfacing with professionals of all levels; coupled with strong ability to assess services and support, including human service programs public utilities and general information dissemination. Profound knowledge of government policies pertaining to budgeting and accounting coupled with outstanding knowledge of municipal election laws and procedures. Highly skilled in city planning, economic development, and personnel management as well as possess strong concepts of all State and Federal laws and regulations. Good working experience on MS Office (Word, Excel, PowerPoint and Outlook).

## **Education and**

### **Experience:**

- ◆ Master's in Public Administration: Majored in Management Policies in Local Government Accounting, Budget, Finance and Risk management: From Long Island University Graduate School of Management : Brooklyn New York City, NY.
- ◆ 15 to 20 plus years of progressively responsible experience in municipal government as a City Deputy Manager, Chief Financial officer, Director of Internal Audit and Local Government, Compliance manager.
- ◆ Bachelor of Science; Business Administration: Majored in Advance Accounting / Auditing: From Long Island University, Brooklyn, New City, New York.
- ◆ Master's Thesis in Human Resource Administration Long Island University
- ◆ Driver's License is Available.

### **Skills :**

**Leadership:** Managerial and interpersonal skills to lead a dynamic, financially fit organization in a community with high customer-service expectations, community activism and demand for government transparency.

**Communication skills:** Ability to work with a very engaged Mayor and City Commission being supportive of their efforts and initiatives while at the same time able to help to delineate and preserve the roles of the elected officials and the appointed City Manager

**Financial management Skills:** Abilities, lead and monitor financial forecasting, revenue enhancement, capital improvement programming, and budget development and control.

**Interpersonal Skills:** Ability to be approachable and welcoming at the same time being articulate and able to think in working with the media in a diverse community is essential.

**Problem-solving Skills:** leading a high-performing workforce in a positive, cooperative, and team-oriented approach to addressing issues.

**Organizational skills:** Ability to review the structure of the City organization, departments, services, projects and other issues make recommendations to commission for change.

**Economic Planning/ Development Skills:** Directs economic, planning and community development efforts including attracting new business and retaining and strengthening existing businesses.

**Strategic Planning Skills:** Engage team, commissioners, citizens, and business, through discussion.

**Community Engagement Skills:** Engage community into the City operations and keep them informed,

## **WORK EXPERIENCE:**

### **Compliance /Performance Manager:**

Internal/ External Audit Business Consulting Services Coconut Creek FL, 03/ 02/17 –Present

The City Manager serves as the Chief Administrative Officer for the City and is responsible to the Mayor and City Council for the administrative function and daily operations of the City as authorized by the charter. The manager is responsible for directing and supervising all departments and agencies of the city with Specific duties and

responsibilities for the day to day administration, operations and management policies of the government and finances:

- Planned, organized and evaluated the work of City Manager, all City departments to ensure that operations and services comply with the policy and direction set by the Mayor and City Council.
- Directed the development of the capital improvement plan budget for approval by the Council as well as monitored the implementation of adopted budgets.
- Facilitated internal and external communication throughout all levels of the organization and conducted meetings with department heads and key management staff.
- Performed financial and managerial analyses for the Mayor and City Council pertaining to City operations and programs under consideration.
- Represented the Mayor, City Council, and the City at various meetings, functions, and events: served as a liaison to various civic and governmental organizations and committees, taskforces, boards, and commissions.

### **Township Manager,**

Saint Antonio Charter Town Texas, 01/15/14 To 03/02/17

The Town Manager /Administrator of a local government, the manager organizes and directs a team of department heads, supervisors, technicians, and support staff to implement programs and deliver public services. The local government manager's primary responsibility is to implement the policies of the elected officials for whom they work. In a council-manager government,

the manager prepares the annual budget, hires and fires personnel, and directs day-to-day operations.

- Plans, organizes, and manages the preparation and administration of the annual operating and capital budget/program in conjunction with Department Heads and Finance staff; presents the budget to the Mayor and City Council; reviews financial and programmatic aspects of the budget as needed; and presents budget reports to the Mayor and City Council.
- Works with Mayor and Council, Department Heads and staff in development, approval and implementation of annual goals
- Assures that assigned areas of responsibility are performed with established budget; performs cost control activities; monitors revenues and expenditures in assigned area to assure sound fiscal policy control; prepares annual budget requests, assures effective and efficient use of budgeted funds, personnel, materials, facilities, and time.
- Prepare and submits to the City Council a balance budget of municipal services in adherence with policy, goals, and objectives established by the City Council while employing such managerial techniques as needed to assure efficient and effective utilization of the City' resources.
- Advising the City Council regarding economic development opportunities and working in partnership with public and private entities to ensure that future development is sustainable and in the best long-term interests of the City.
- Review the current and long-term financial status of the City and recommend financial strategies that maximize fiscal resources and protect the City from fluctuations in the local, state and national economy. Diverse and reliable funding streams are a key priority for the City.
- Coordinate and supervise the activities of all department and division heads to ensure the efficient operation of the City government as directed by the Council

- the financial conditions and Establishes transparency throughout the City by overseeing the accounting and auditing procedures. Demonstrating that legal provisions have been complied with and reflecting operations of the City, by instituting software improvements to increase efficiency, accuracy and transparency across departments

## **Achievement:**

- Successfully negotiated three separate collective bargaining agreements maintaining employee relations, while simultaneously holding the line on employee costs.
- Implement effective Legislative Policies, Management Practices and systems of internal control that include standing financial instructions managing Cash flow, debt control. Indirect cost, overhead cost, challenging and supporting decision making especially value for money
- Built a high-Performance management team by restructuring and developing existing staff. Eliminated a layer of bureaucracy to become more responsive to residents' needs
- Ensured all decisions taken by Mayor and council related to the City structure, policies, procedures authorities in which the key directions are overseen. For example, independence and oversight, ethics, community social responsibility, delegation of authority, shareholder relations, stakeholder's activism and corporate policy.
- Implementation of proper planning, expenditure tracking and audit of financial resources, including extra- budgetary income in accordance with municipal rules and regulations.

## **Director/Chief Internal Auditor:**

Chanzi District Council, Botswana Southern Africa  
January 11, 2010 To Jan 10, 2013



Responsibilities for reviewing of documents and transactions for accuracy and compliance; outputs, dependent upon the skills of specific individuals holding the position on professional practices established capabilities other than those provided by professional associations funding approved by management as needed, with the absence of infrastructure and part of large organizational unit with no established Capabilities therefore, no specific key process areas.

- Examination and evaluation of the adequacy and effectiveness of systems of internal control, risk management, governance, and the status of ethical behavior.
- Ascertaining conformity with the goals and objectives of City organization.
- Assessment of the economic and efficient use of resources.
- The examination of compliance with policies, procedures, plans and legislations.
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- The examination of compliance with policies, procedures, plans and legislations.
- Assessment of the reliability and integrity of information.

## **Achievement:**

- **Improve the City risk management:** By providing reassurance on the effectiveness and efficiency of operations, reliability of financial reporting and compliance with applicable laws and regulations.
- **Government transparency:** Provide government's obligation to open, accountable and honest with citizens on how it is conducting business and spending tax dollars. This is done by proactive communication, soliciting citizens feedback, providing easy access to

public meeting documents, and effortless self-service of information through digital channels.

- **Leadership:** Provide management with in-depth and unbiased understanding of the risks that the City may be facing allowing for pre-emptive planning and problem solving.
- **Governance :** Gave the City governing board and management team forewarning of ethical and legal issues that the City may be facing.

### **Chief Financial Officer:**

Genesis Business Corp, Lauderhill FL 33313, Feb 2002 to Dec 2009.

The Chief Financial Officer plans, organizes, and manages the City's financial affairs, including functions of accounting and reporting, financial administration, purchasing, treasury, debt management, and budget.

- Responsible for overseeing Utility Customer Service and the administration of other functions as assigned.
- Develop and implementation 325 million operating budget and Capital budget;
- Provide highly responsible and complex administrative and executive support to the City.
- Responsible for bond compliance, including compliance with bond ordinances and resolutions and preparation of State and federal reports, Secondary Market Disclosure, and arbitrage calculations.
- Establishes and maintains good relationships with banks and other financial institutions, investment firms, and bond counsel.

### **Achievements:**

- Dramatically improved labor-management relations eliminating a two-year grievance backlog.
- Applying strong internal controls in all areas of financial management, risk management and asset control.
- Developed and implemented a long-range plan to manage user fees leading to a projected six million dollars in new revenues in the first year.

## **Deputy City Manager:**

City of Pompano Beach, Broward County FL 33736, June 1993 to Jan 2002

The duties of an assistant manager vary widely. The size of the jurisdiction, the needs of the community, the strengths of the manager, and the skills that an assistant brings to the job all play a role in determining specific responsibilities. Some assistants work as the managers second in charge or deputy, with all department heads reporting to them; others manage specific projects or departments. Most assistant managers handle a few specific functions of the local government such as personnel, risk management, or public relations

- Guide and directs the development of systems, projects, policies and procedures to streamline operations, reduce expenditures, and improve service
- Represents City interests to a variety of groups and organizations; performs additional duties as directed by the City manager
- Ensured adequate municipal government finance, water and sewer systems, and complex capital projects is highly funded. and planning controls are in place.
- Project Management: Responsible for planning and defining scope; Activity planning and Sequencing; Resource planning; Developing Schedules; Time Estimating; Cost estimating; Developing Project Budget.

## **Achievements:**

- Establishes transparency throughout the City by overseeing the accounting and auditing procedures. Demonstrating that legal provisions have been complied with and reflecting the financial conditions and operations of the City, by instituting software improvements to increase efficiency, accuracy and transparency across departments
- Restored financial integrity to the water and sewer utility fund by retiring a \$4 million accumulated deficit. Additionally, eliminated the odor problem at the Village's wastewater treatment plant.
- EEO: Promote diversity, fairness and consistency in all recruitment, selection and hiring, directs and evaluates key department/division heads and ensures that recruitment, promotion and training are fair.

## **Leadership and Management Competencies : \**

### **KNOWLEDGE, SKILLS, & ABILITIES**

- Knowledge of city laws, regulations, policies and practices.
- Knowledge of budget development principles and methods.
- Working knowledge of municipal finance, human resources, public works, public safety, and community development in relation to municipal administration.
- Knowledge of methods used to develop surveys and preparing reports.
- Knowledge of governmental budget procedures departmental and city rules and regulations, policies and procedures.
- Knowledge of all lines of employee benefit plans insurance.
- Knowledge of reserve analysis, cost allocation, forecasting, claims monitoring, risk financing, and employee benefits.
- Ability to prepare, administer and implement municipal budgets and programs.
- Ability to analyze and resolve a broad range of administrative and citizens' issues, or direct such to appropriate entities.

- Ability to maintain positive public relations through tact and courtesy.
- Ability to possess strong interpersonal skills and communicate effectively with poise and confidence.
- Ability to maintain positive public relations through tact and courtesy.
- Ability to analyze and resolve a broad range of administrative and citizens' issues, or direct such to appropriate entities
- Ability to actively solicit ideas from all levels of the organization and will foster innovative solutions through sound administrative practices and strategic planning skills.
- A strong leader who will bring significant fiscal management, economic development, interpersonal, and communication skills, as well as the ability to work closely and effectively with the Mayor and Council, city staff, and the community.
- Ability to be a transparent, disciplined, steadfastly strategic, collaborative, and self-confident municipal manager of high integrity who inspires and motivates others by example.
- Skills and ability to be a highly developed problem solving, decision making, project management, presentation, and media skills.
- Ability to be decisive and capable of analyzing complex issues, developing sound options, and advancing preferred recommendations.
- Ability to communicate with Councilors directly and frankly, but always positively and respectfully
- Ability to provide strong and expert financial skills, with an in-depth understanding of how current high-growth decisions will impact future revenue and expenses once the community is built out.
- Ability to be politically savvy without being political

February 26, 2020

Mayor Philippe Bien-Aime  
Vice-Mayor Alix Desulme, Ed.D.  
Councilman Scott Galvin  
Councilwoman Carol Keys, Esq.  
Councilwoman Mary Estimé-Irvin

Honorable Mayor and Councilmembers:

In accordance with the City Manager recruitment instructions, in the Attachments please find my Cover Letter, Resumé, and Professional References that I submit for consideration in the appointment of the City of North Miami Florida, City Manager. I have also included the Recommendations of Elected Officials from across my public service career that link the attributes these officials experienced in me to the desired qualifications and experience the Commission is seeking in their next City Manager.

The Résumé provides the detail and the References confirm a career defined by the highest levels of integrity, leadership and achievement in local government.

I possess a Masters Degree in Business Administration, (MBA) and have over twenty-five years of public and private administrative experience. I am an ICMA Credentialed Manager having been recognized by ICMA for 20 Years of “dedicated service to local government”. My local government experience is a verifiable, successful work history leading Florida and Georgia’s most urban and most rural, municipal and county governments through the operational, financial and developmental challenges that North Miami will have to manage over the next twenty years.

My Contract Administration experience is a solid history of delivering quality results and completing projects on time and within budget. I have authored State and Federal appropriation exceeding \$25 million dollars and managed / implemented over \$100 million dollars in local government infrastructure. Projects include regional water, wastewater and storm water systems, roadway / bridges / walkways, court facilities, jails, extensive police, fire and EMS facilities, emergency operations centers, landfill operations, airport improvements, coastal and inland erosion management and a broad range of recreation facilities.

Specific to the City Manager’s qualifications, I have a well-documented history of leading organizations to operational and financial sustainability. My local government experience includes final responsibility for managing Budget, Finance, Procurement Departments, Public Safety Services, Utilities, Public Works, Capital Improvement Projects, Development Services, Parks and Recreation, Facilities Management, Code Enforcement, Human Resources, Collective Bargaining, Information Technology and Special Taxing Districts / Economic Development programs. I serve as lead negotiator for General Labor Relations and Collective Bargaining Units and the local government liaison to state and federal legislators and regulatory agencies. I also serve as the Contract Administrator for consulting Services Agreements, providing, Engineering, Solid Waste, Architectural, Legal, Public Safety, Actuarial, Auditing, Lobbyist, Grants and Building Administration services.

Additionally, I am experienced managing the special challenges Florida municipalities face everyday and have extensive Florida Coastal Emergency Management experience leading the preparations, response, mitigation and recovery from five Federal Declarations of Emergency.

During 2011 and 2012, I served the City North Miami Beach as the City Manager during the City's most difficult transition period. The City was in crisis. We had loss the public's trust when a million dollar employee embezzlement scheme was discovered. Further, due employee turn over in key administrative positions we failed to file financial statements and reports on time. At my first meeting before City Council, I had to report the County's Funding for Community Development Corporation (CRA) funding had been suspended and Miami/Dade County would be seeking reimbursement for previous years funding cycles. During my first Budget Meeting before Council, I reported a \$7.5 million dollar General Fund budget shortfall and a negative (\$3.8) million-dollar balance in the Enterprise Construction Fund. This resulted in a downgrading of the City's Bond Credit Rating and confirmed the need to restructure the City's operational and financial policies. The City Comprehensive Annual Financial Reports (CAFRs) 2013, 2014 and 2015 objectively measures the turn around and documents the positive outcomes the City implemented during my tenure in North Miami Beach.

The management decisions I made in North Miami Beach and over my public service career have withstood "the tests of time". These successes were only possible by a collaborative "team effort" between citizens, elected officials and local government staff. Official documentation from each jurisdiction I have served confirm, steadily improving conditions and the operational solutions our "teams" implemented produced the intended results.

Citizens, elected officials and professional staff I have served, consistently report that I excel in keeping ALL stakeholders, equally and well informed and that I have an outstanding record of developing and maintaining diverse, high performing organizations.

In preparing this submittal, I have carefully reviewed the City's 2016, 2017 and 2018 Comprehensive Annual Financial Reports (CAFRs) and reconciled these document to the 2018, 2019 and 2020 Operational Budgets. I also researched the City's Code of Ordinances, Capital Plans, development codes, financial updates and local media regarding the North Miami community.

Given the time of the year this appointment will occur and the management needs of the City, it is essential that the individual selected have the financial expertise, in-coming operational competencies and experience working with Miami Dade, State and Federal legislators to effectively transition into the City's leadership role(s) quickly and efficiently. I have this ability and will contributor on day one.

I have identified housing solutions in North Miami and will be available for full time service in North Miami April 6, 2020. My salary requirements are negotiable within the range listed for the position and dependent upon the remaining terms and conditions of an Employment Agreement.

Commissioners, I have one clear goal for the City of North Miami and that is to position the City to be the acknowledged best governed and highest performing municipality in the United States!

My Family and I see North Miami as an excellent opportunity in a very desirable location and look forward to meeting with you in the very near future.

Sincerely,



Lyndon L. Bonner, ICMA-CM



**1. Administrative Overview:**

A private and public service career that includes over twenty-five years of successful, experience managing the full range of operations and services that the City of North Miami provides. I have verifiable expertise in the areas of sustainable budgeting, finance, law enforcement, emergency services, procurement, utilities management, community planning, jail operations, contract administration, capital planning, large-scale project management, organizational development, succession planning, performance measures, human resources, collective bargaining, economic development, public transportation, information technology, parks and recreation, marina and airport management, grant acquisition, inter-governmental coordination and modern construction methods.

Local government administrative experiences range from managing municipal jurisdictions with less than 50 employees to final administrative responsibilities in county jurisdiction with over 1,600 employees and combined annual Operational and Capital Budgets exceeding \$320 million dollars.

I believe the most significant contribution I bring to local government centers on increasing individual and organizational competencies. The ongoing achievements of elected officials and staff I have had the privilege to serve, are professionally motivating and personally gratifying.

**2. Education:**

College of Central Florida, Ocala, Florida.	Associates Arts & Associate of Science	AA/AS
University of Florida, Gainesville, Florida.	Bachelor of Science in Business Administration	BSBA
Webster University, St. Louis, Missouri.	Master of Business Administration	MBA

**3. Professional Affiliations / Certifications:**

Florida Notary Public	Commission Number	EE 205235
Florida League of Cities	Past Finance Committee	
Florida County Court Mediator	Mediation (Inactive)	Certification
Advanced Public Information Official (FEPA)	Emergency Management	Certification
Emergency Coordinators "Train the Trainer" (FEMA)	Emergency Management	Certification
Florida Governmental Finance Officers Association	Member Affiliate	
Georgia Governmental Finance Officers Association	Member Affiliate (Inactive)	
International City and County Managers Association	Credentialed Manager	Certification

**4. Management and Administrative Summary:**

1973-1983	Heavy Road and Bridge Construction - Journeyman / Supervision / Governmental Liaison
1983-1993	Commercial Marine and Automotive Distribution Industry - Training / Management
1993-2013	Local Government, Municipal and County - Management / Administration
2001-2020	Private and Volunteer Not-For-Profit - Consulting / Management Services
2015-2020	Local Government, Municipal and County - Management / Administration



## 5. Local Government Employment:

Employer: Jackson County, Florida – County Commission  
Title: County Administrator  
Dates: March 5, 2018 – March 26 2018  
Employees: 424 Population: 49,746  
Budget: \$63 Million FY 2017-2018  
Contact: Mrs. Lennetta Loman-Greene, Human Resources Director Phone: 850-482-9865

### Responsibilities:

Serve as Florida County Administrator in accordance Florida Statutes 125 and the Jackson County Code of Ordinances. Responsible for Administration, Finance / Budget, Procurement, Fire / EMS Services, 911, Emergency Management, Collective Bargaining, County Jail, Senior Services, Human Resources, Risk Management, Transit, Fleet, Capital Improvements, Information Technology, Code Enforcement, Planning / Permitting / Building Services, and Recreation. (Commissioner's recommendations included.)

The Jackson County Florida County Commission terminated our employment agreement after three weeks serving as County Administrator. The termination was initiated by a single Commissioner and based upon complaints from one individual that alleged a verbal, hostile work environment. The date of the hostile work environment allegations coincide with the date I reported to the Chairman and Commissioners ill-regularities between the County's 2015 Bond Refinancing Covenants and the County's Utility Service Agreement as modified at the direction of a individual Commissioner.

Prior to the termination, the County's Consulting Labor Attorney's hired specifically to investigate the complaint determined that none of the allegations were "gender based, severe or pervasive". The investigation concluded that the complaints "did not rise to the level of a hostile work environment."

### Major Accomplishments:

- ♦ Revived and scheduled an Inmate Contribution Rates at the County Jail.
- ♦ Developed Capital schedule demonstrating the multi-million dollar impact of deferred CIP costs.
- ♦ Engaged staff and citizens in addressing Jackson County's financial and operational challenges.
- ♦ Reported the (undisputed) ill-regularities between the County Utility Customer Contracts, Rate Schedules and the 2015 Bond Refinancing Covenants.

Employer: City of Brooksville, Florida – City Council  
Title: Interim City Manager  
Dates: May 2017 – November 2017  
Employees: 120 Population: 8,074  
Budget: \$ 46 Million FY 2017-2018  
Contact: Mrs. Lynn Sosa, Human Resources Director Phone: 352-540-3810

### Responsibilities:

The City of Brooksville City Manager is the Chief Executive Officer for a full-service, municipal government providing Administration, Police, Fire and Emergency Medical Services, Utilities, Parks and Recreations, Public Works, Community Redevelopment and Main Street programs. On May 15, 2017, I was appointed to a six-month term as Interim City Manager.

The City was suffering a financial crisis, the loss of key personnel, increasing operational costs with meager increases in revenue and depleted reserves. Although the Council solicited my accepting the position, I declined pursuing the City Manager position upon my appointment, knowing that the best way

**5. Local Government Employment:** City of Brooksville, Florida (Continued)

I could serve this City Council and the residents of Brooksville was to develop a comprehensive plan to manage the City's financial position and recruit talented contributors for the City's open leadership roles. (Mayor's Letter of Recommendation and City Council Proclamation included)

Major Accomplishments:

- ♦ Develop Five Year Operational and Capital Improvement Plan.
- ♦ Managed the recruitment and selection of a Deputy City Clerk, City Clerk, Interim Fire Chief, two Fire Captains, Executive Assistant, City Attorney and a permanent City Manager.
- ♦ Served as the City's Lead Negotiator for Collective Bargaining.
- ♦ City's Emergency Manager during preparation, response and recovery from Hurricane Irma.

Employer: Henry County, Georgia – County Commission  
Title: County Manager  
Dates: October 2015 – January 2017  
Employees: 1,674 Population: 240,000  
Budget: \$218M General Fund / Operational FY 2016-2017  
Contact: Human Resources Phone: 770-288-6000

Responsibilities:

The Henry County Manager is Chief Executive Officer, responsible for General Administration, Finance / Budget, Public Safety (Police, Fire/EMS, 911 and Emergency Management), Human Resources, Risk Management, Transit, Fleet, Capital Improvements, Information Technology, Code Enforcement, Planning / Permitting / Building Services, Airport, Golf Course, Senior Services and Parks and Recreation. (Chairman and Commissioner's recommendations included.)

Major Accomplishments:

- ♦ Increased the General Fund's Unrestricted Fund Balance by \$5.8 million. (2016 CAFR)
- ♦ Secured \$7.8 million in Grant Funds from Georgia Department of Transportation.
- ♦ Developed the Henry County's first 5 Year-Operational and Capital Budget. (Adopted May 2016)
- ♦ Acquired aviation hangars from private receivership valued at \$1.5 million at no cost to County.
- ♦ Mobilized a stalled \$2.0 million gravity collection system to serve the Henry County Airport.
- ♦ Led \$5.0 million ERP / Public Safety / CADD hardware and software migration / renovation project.
- ♦ Implemented cost containment program that saved General Fund Budget \$11,113,424 during 2016.

Employer: City of North Miami Beach, Florida – City Commission  
Title: City Manager  
Dates: March 29, 2011 – September 30, 2012  
Employees: 422 Population: 41,523  
Budget: \$111 Million FY 2012-2013, (\$121 Million FY 2010-2011)  
Contact: Mrs. Audrey Williams, Human Resources, Phone: 305-948-2900

Responsibilities:

The City North Miami Beach is a full service municipal government delivering services via five divisions, General Administration, Public Services, Police, Leisure Services and Finance / Budget. The City Manager also serves as a Pension Board Trustee, the Executive Director of the Community Redevelopment Agency (CRA), Chief Purchasing Agent and the City's Lead Negotiator for Collective Bargaining negotiations. (Mayor's and Councils recommendations included.)

**5. Local Government Employment:**

City of North Miami Beach

(Continued)

Major Accomplishments:

- ♦ Increased the General Fund's Unrestricted Reserve Fund Balance by \$2.9 million. (2012 CAFR)
- ♦ Restored the Enterprise Construction Reserves from negative (\$4) million to a positive \$7 million.
- ♦ Adjusted General Fund operations and expenditures to overcome the Revenue short fall of \$7.5 million dollars in 2011-2012 Budget. (2012 CAFR)
- ♦ Developed and implemented organization's first financial and operational performance measures.
- ♦ Updated legacy IT infrastructure. \$3.2M for construction, hardware, ERP analysis and data migration.
- ♦ Developed analysis and implementation methods for the City's sustainable Pension Reform Plans.
- ♦ Updated legacy IT infrastructure. \$3.2 M for renovations, hardware, ERP analysis and data migration.

Employer: Okeechobee County, Florida - Board of County Commissioners  
Title: County Administrator  
Dates: April 2008 – February 2011  
Employees: 418 Population: 39,996  
Budget: \$121 Million FY 2007-2008, \$89.7 Million FY 2010-2011.  
Contact: Human Resources Department  
304 NW 2<sup>nd</sup> Street, Okeechobee, Florida 34972 Phone 863-763-6441

Responsibilities:

I directly supervised Budget Preparation, Capital Improvements, the Road and Bridge Department, Airport, Industrial Park, Solid Waste Services, Fleet Management, Emergency Management, Planning, Building and Code Compliance, Airport, Civic Centers, Parks, Campground and Marinas. I was also responsible for supervising the work of external consulting engineers, legal counsel and grant consultants. I served as the Lead Negotiator to Collective Bargaining Units that included the International Association Fire Fighters and International Brotherhood Operating Engineers. (Chairman and Commissioners Recommendations included.)

Major Accomplishments:

- ♦ Secured funding and completed over \$7.5 million for Building - Capital Building Projects including the complete restoration of the Historic Okeechobee County Court House and construction of a new 911 Emergency Operations Center, BOTH on time and within budget.
- ♦ Increased service levels while experiencing a 25% decrease in revenues.
- ♦ Administered Specialty Grants for Capital Improvement Projects, including a \$4.4 million airport / runway rehabilitation project, \$2 million dollars in storm water management projects and affordable housing units, \$1.3 million emergency bridge rehabilitation and \$2.7 million dollar Florida Department of Transportation - Local Agency Projects (LAP) funding.
- ♦ Administered the response / restoration operations of two State Declarations of Local Emergency and negotiated Final Closed-Out of FEMA Claims resulting from the 2004 Hurricane Season.

Employer: Sumter County, Florida - Board of County Commissioners  
Title: Interim Assistant County Administrator  
Dates: February 2007 - December 2007  
Employees: 437 Population: 93,420  
Budget: \$ 134 Million  
Contact: Human Resource Department Phone 352-793-0200

**5. Local Government Employment:**

Sumter County, Florida

(Continued)

Responsibilities:

Coordinated the activities and communications among assigned departments, including problem identification / resolution and completion of major Capital Improvement Projects.

Provide administrative assistance to the Board, County Administrators and Staff. The position's responsibilities included that of the Assistant Budget Officer, responsible for coordinating the budget process, analyzing budgetary actions and supervising the preparation of the county budgets. My major contributions to the 2007-2008 Sumter County budgets were related to implementation Capital Improvement and completing several Special Projects that has been delayed by personnel changes. My assignment in Sumter County was a ten-month Contract for Interim Services. This arrangement came about as a result of the County Administrator being called to active military duty and my being recruited to serve as Assistant County Administrator until his return. (Supervisor's recommendations included.)

Major Accomplishments:

- ♦ Direct and final administrative oversight responsibilities for the work of consulting engineers, contractors, compliance officials, site inspections and payment disbursements for Sumter County's portion of the Lake Panasoffkee restoration project. At the time this was the largest fresh water lake restoration effort in the United States.
- ♦ Supervised the re-permitting, completion and compliance certifications of the Sumter County Fair Grounds Exposition Center.
- ♦ Coordinated and expedited the Emergency Permitting Review / Fee Waiver Authorizations for emergency repairs and restorations during the 2004 Federal Disaster Declaration. (An F3 tornado that killed 8 and severely injured 25 people, destroying 301 and damaging another 1100 homes.)
- ♦ Responsible for the work plan that resolved emergency weather notification failures. I negotiated the equipment purchase, Tower Leases, the geo-technical and transmitting analysis and obtained the Permitting from State and Federal regulatory agencies. This work was completed on schedule and under budget. The National Weather Service reported that this installation was operational in the shortest time in the agency's history.

Employer: City of Bunnell, Florida - City Commission  
Title: City Manager  
Dates: May 2002 - May 2006  
Contact: Mayor Catherine Robinson

Phone: 863-437-7500

Responsibilities:

By Charter, the City Manager is the Chief Executive Officer of the City, responsible for all the administrative and operational functions of the City. (Mayor and Commissioners Recommendations included.)

Employer: City of Dunnellon, Florida - City Commission  
Title: Director of Public Services  
Dates: December 1998 - July 2001  
Contact: City Clerk's Office

Phone: 352-465-8500

Responsibilities: The position of Director of Public Services was a highly responsible position that supervised all the administrative and operational functions of the City's Water & Wastewater Utilities, Road & Streets Department, City Garage, Community Development Department, Building Inspections, Grant Development, Comprehensive Planning, Code Enforcement, Planning and Zoning,

**5. Local Government Employment:** City of Dunnellon, Florida (Continued)

Facility Management, Parks and Recreation Department, Animal Control, Emergency Management and the Solid Waste Collection / Recycling Programs. (Mayor and Council's recommendations available.)

Employer: City of Wildwood, Florida - City Commission  
Title: Project Planner, Senior Planner, And Emergency Management Coordinator  
Dates: November 1993 – November 1998  
Contact: Human Resources Phone: 352-330-1330

Responsibilities: The training and development of the Community Development Department Staff including Director, Building Official, Planners, Code Enforcement Officer and Permitting Technicians. Supervised all the work related to Comprehensive Planning and Land Use legislation, site plan reviews, plats, concurrency determinations, environmental and developmental permitting. The Project Planner responsible for coordinating the work necessary for the expansion of municipal water and sewer utility.

This was an expansion and capacity building project of a small municipal system to become a regional provider of water, wastewater and reuse utility services. Emergency Management Coordinator responsible to the development of the City emergency management plans and coordinating the response during catastrophic events. (Mayor and Council's recommendations available.)

**6. Personal:**

My leadership style is best characterized as facilitative and participatory. I am not afraid to acknowledge someone else has a better solution. Administratively, I listen and appreciate the fact that differing perspectives often improves decision-making. I make informed decisions and accept responsibility for my actions. I believe and work under the premise that leadership is a blend of elements not assured by a command of facts or position of authority. I value reciprocal accountability and expect managers to manage, be accountable and recognized for their work, accepting nothing less of myself.

I aspire to be personable and business-professional at all times and have a natural tendency to see and utilize humor in everyday situations. I will be a contributor on day one and I am confident that my local government experiences, management style and personal demeanor are an excellent fit for residents, the business community, City Commission and Staff of North Miami.

I am married to Pamela Lynne Bonner. Pam is a recently retired career law enforcement professional and we are blessed with a 16-year-old Son, John Christopher. We are community volunteers and I serve as Committee Member with Troop 72, North Florida Council, Boy Scouts of America. I enjoy excellent health and am an avid outdoorsman. My hobby interests include paddle sports, sailing, power boating, hiking / camping, photography, drone piloting and GM performance engine building.



# Michael Brillhart

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February 28 2020

Babette Friedman, Employment and Benefits Manager  
The City of North Miami  
776 NE 125<sup>th</sup> Street  
North Miami, FL 33161

Re: City Manager Recruitment

Dear Ms. Friedman:

Please allow me to enthusiastically submit this letter of interest for the City Manager recruitment for the City of North Miami. My experience in local government administration will enable me to successfully focus personnel and organizational resources in the implementation of daily operations, services, and directives in support of the Mayor and City Council.

Understanding the community's high quality of life and requisite for solid team-building and service leadership, I possess a versatile executive level background in public administration. My personal and professional skills include:

- Advising elected Councils on operational needs
- Evaluating service delivery and recommending appropriate improvements
- Preparing and implementing annual budgets and capital improvement programs
- Interpersonal communication and customer service
- Maintaining an awareness of key issues and the ability to coordinate accompanying actions

With local government management experience in Florida, I have a great understanding and appreciation for serving as the North Miami City Manager. Throughout my career I have taken on diverse challenges and proven my ability to deliver positive results.

Accordingly, I have enclosed my resume for your review. Thank you for your consideration of my qualifications. I would appreciate interviewing with the Mayor and City Council at their convenience

Sincerely,

*Michael L. Brillhart*

Michael L. Brillhart, MPA

Enclosure: Resume

# Michael Brillhart

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## PROFILE

Local government executive with comprehensive full-service management experience. Foster extensive networks utilizing team-building relationships that achieve organizational goals. Geared with a multitude of versatile skills in operations, human resources, finance & budgeting, and strategic planning.

## EXPERIENCE

### **MLB CONSULTING, Royal Palm Beach, FL**

*Executive Consultant, 2017 – present*

- Perform executive consulting services for private, not-for-profit, and public sector clients with an emphasis in organizational planning & community development.
- Consulting functions include: organizational evaluation, financial analysis, land development site planning, strategic planning, grants writing, and planning for capital infrastructure projects.
- Serving as a Municipal Administrator on a management transition basis with responsibilities in administering operations, services, planning and economic development, personnel, communications, & intergovernmental relations
- Plan and design organizational management spreadsheets and records

### **CAMDEN COUNTY, Camden, NC**

*County/City Manager, 2016 – 2017*

- Coordinated planning for new Public Services Building and wastewater treatment plant facilities
- Managed day-to-day operations for the Board of County Commissioners and the unified Camden County/City government serving a constituency of 10,250 with oversight of 100 personnel.
- Served as the Budget Manager with coordination of the annual budget; oversight of legislative affairs, and functioned as liaison on regional emergency management efforts
- Directed planning and design for a new Public Services Building and U.S. EDA funded wastewater treatment plant

### **BARNSTABLE COUNTY, Barnstable, MA (Cape Cod)**

*Interim County Administrator, 2013 – 2016*

- Directed day-to-day operations for the Board of County Commissioners with service delivery to a regional population of 215,000. Managed 14 departments, 330 personnel, and general fund appropriations in excess of \$80 million.
- Coordinated intergovernmental relations, legislative affairs, regional IT service enhancements, emergency management planning, and annual budgeting
- Directed human resources including recruitment, compensation, and collective bargaining
- Prepared Commissioner's meeting agendas and intergovernmental memorandums
- Implemented a personnel based Succession Plan; hired & promoted Director level positions

# Michael Brillhart

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## **ST. LUCIE COUNTY, Fort Pierce, FL**

*Strategic & Economic Development Director, 2004 - 2013*

- Directed economic development business incentives, impact fees, and grants.
- Prepared development agreements, policy ordinances & resolutions
- Served as the legislative liaison in meeting and corresponding with state and federal legislators regarding legislative requests
- Acquired \$9 million in FHWA monies to assist in the construction of the new Crosstown Parkway project
- Coordinated the national award winning *Towns, Villages and the Countryside (TVC)* - Joint Area Planning

## **PROFESSIONAL PLANNING SERVICES GROUP, Clearwater/Orlando, FL**

*Senior Executive Consultant, 1995 - 2004*

- Developed community master plans and land use plan updates
- Served as the interim Executive Director for the Peoria, IL - Tri-County Regional Planning Commission
- Prepared grant applications to the following federal agencies: FHWA, EPA, HUD, DOE, FTA, and FEMA
- Analyzed the creation of and implemented Community Redevelopment Areas (CRA) and Tax Increment Finance (TIF) districts in Ohio, Illinois and Florida
- Designed and drafted site plans for new Planned Unit Developments
- Provided planning consulting services for Hillsborough County, Florida
- Served as interim City and County Administrator in Illinois for 2.5 years

## **PINELLAS COUNTY, Clearwater, FL**

*Concurrency Infrastructure Manager, 1990 - 1995*

- Managed a land development concurrency infrastructure system serving a population of 900,000
- Oversight of new land development and Developments of Regional Impact reviews
- Administered capital planning grants in excess of \$12 million
- Prepared and managed a \$2.5 million FHWA congestion mitigation recreational trail grant
- Drafted and implemented the county's five-year Capital Program in excess of \$500 million

## **CORE COMPETENCIES**

- |                        |                       |                              |
|------------------------|-----------------------|------------------------------|
| ○ Staff Supervision    | ○ Strategic Planning  | ○ Public & Media Relations   |
| ○ Economic Development | ○ Legislative Affairs | ○ Organizational Performance |

## **EDUCATION**

**University of South Florida, Tampa, FL**  
*Master of Public Administration (MPA)*

**University of Cincinnati, Cincinnati, OH**  
*Bachelor of Science – Urban Administration/Studies*



# Michael Brillhart

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## PROFESSIONAL AFFILIATIONS

**International City/County Management Association**  
**Florida City/County Management Association**  
**North Carolina Association of County Commissioners**  
**Massachusetts County Commissioners Association**  
**American Institute of Certified Planners**  
**American Planning Association**  
**Ohio Municipal League**  
**Ohio DOT Certified Local Project Administrator**

## PROFESSIONAL REFERENCES

Stephanie Jackson	Human Resources	Camden County, NC
Justyna Marczak	HR Manager	Barnstable County, MA
Mary Pat Flynn	County Commissioner	Barnstable County, MA
Don West, P.E.	Public Works Director	St. Lucie County, FL
Gina Harvey	Traffic Engineering Manager	Pinellas County, FL



[REDACTED]  
February 14, 2020

B. Friedman  
City of North Miami, FL  
North Miami, Florida

RE: City Manager

Dear B. Friedman,

I would like to express my enthusiastic interest in the position of City Manager for the City of North Miami Beach.

I served for nearly two decades as the Town Manager for the Town of Bloomfield CT. I think that offers a unique prospective on working and doing business in New England. I am familiar with some of the challenges and opportunities that South Florida communities such as North Miami have.

I have the requisite skills you seek to have in your next City Manager. I have managed a similarly sized organization both personnel wise and budgetary. I will expand on a few of those skills in this cover letter.

While in Bloomfield, CT, I had the opportunity to submit to my elected officials many balanced budgets. Those balanced budgets often yielded budget surpluses because of prudent fiscal restraint on the part of my departments and maximizing the revenues that we brought in to the Town.

My approach in North Miami would be to collaborate with the City Commission to develop effective strategies to reduce and eventually eliminate budget deficits building to the point where we could eventually look to create budget surpluses as I have done in the past.

During my brief employment as City Manager of Delray Beach, I was able to achieve a bond rating upgrade from its long-standing AA rate to the highly desirable AAA rating.

I served as the chief negotiator for labor contracts while in Bloomfield. The Town of Bloomfield was one of the first communities in the State to move from defined benefits to defined contributions under my leadership. While we can debate the merits of one approach over the other, from a taxpayer prospective, the defined contribution approach is far more fiscally pragmatic. I also shorted or lengthened the term of collective bargaining agreements I presented to the Town Council to the advantage of the Town. Overall, I think that the Town enjoyed a measure of stability

North Miami City Manager

Page 2

and peace between organized labor and management throughout our relationship. It is part of the reality that as a long-standing manager that I would bring to the position of City Manager that someone who is not a seasoned professional might have to learn. I can hit the ground running to restore some of the lost confidence that may have arisen on the part of the Elected officials and citizenry of the City of North Miami as a result of the failings of its chief appointed official.

I also know how to put together and keep together an effective team that manages the business of the City. It is important to have motivated and accountable staff. I think that it is important to have people who know that they are there to provide each and every citizen with the highest quality service that it is our pleasure to serve them with. It is important to have empowered staff people and to mentor them to achieve their highest professional aspirations.

Finally I offer to the elected officials that I would serve in North Miami, the integrity as an appointed official. In this era of Google searching my name, it is easy to see that there were allegations of me being less than candid with elected officials in Delray Beach. Nothing could be further from the truth. Let me say to you that I know whom the City Manager works for first and foremost and is fully accountable to. When the covenant of trust is broken, then it is time for the Manager and Commission to go their separate ways.

I look at the City of North Miami as an opportunity for me to provide service to a community that has a progressive approach to how it approaches the serious business of governance. In conjunction with the City Commissioners and a lot of citizen involvement, I think that we can form a formidable team for even greater future successes in the City of North Miami Beach.

I look forward to discussing this position further with you.

Very Truly Yours,

Louie Chapman, Jr.

## **LOUIE CHAPMAN, JR.**



### **PROFESSIONAL OVERVIEW**

- Over 35 years of diverse experience as a top public administrator at various levels of local government administration.
- Top leader and administrative manager for three different communities as City Manager, Town Manager and Assistant City Manager with populations from 20,000 to 63,000.
- Extensive experience in budget development capital improvements planning and implementation and financial management in excess of \$200 million
- Involved in developing economic development strategies and activities.
- Successfully worked with lean and entrepreneurial governmental operations.
- Comfortable in unionized and non-unionized employee environment. Served as chief negotiator in developing union contracts.
- Proven organizational leadership.

### **PROFESSIONAL EXPERIENCE SUMMARY**

#### **Private Consulting Services**

**Delray Beach, FL**

**July 2014 to present**

Performed a variety of private consulting services for municipal and private clients involving local government related matters.

#### **City Manager**

**Delray Beach, FL**

**April 2013 to July 2014**

The City Manager serves as the Chief Executive Officer to the vibrant beach community of Delray Beach, FL.

Delray Beach is a full-service community that offers its citizens a variety of services. As City Manager, I was responsible for creative and innovative thinking in support of the policies and agenda of the City Commission. This includes short term and long range strategic agenda items. The development and implementation of the annual operating budget, strategic plan, long term financial planning and debt management was also within the purview of the CEO.

The City Manager is responsible for developing a culture that leads to the hiring of the best people in the marketplace to conduct the business of the City, and retaining key personnel. I was responsible for an organization that values its customers, both internal and external. The City Manager was also responsible for building and maintaining intergovernmental relationships with other local, state and federal officials.

The duties of this position were:

- Supervise the departments of Police, Fire and Rescue, Parks and Recreation, Planning and Zoning, Community Improvement, Environmental Services, Economic Development, the City Clerk, Chief Financial Officer, and Human Resources.
- Oversee all aspects of the administrative operation of city government. Developed and managed the annual operating and capital budgets as approved by the City Commission.
- Successful redevelopment and economic development efforts in the community. Active partnership with the Community Redevelopment Authority (CRA).
- Direct day-to-day operations of a community of 63,000 people under the policy direction of a five-member City Commission.

#### **Town Manager**

#### **Bloomfield, CT**

**June 1993 to April 2013**

The Town Manager serves as Chief Executive Officer (CEO) for Bloomfield, CT reporting to a nine-member Town Council that was elected on a partisan basis for a population of 21,000 people. Provided oversight and direction of the Departments of Police, Planning and Engineering, Public Works, Leisure Services, Social and Youth Services, Human Resources, and Financial Services. Interfaces with a variety of different citizens and citizen groups, local, State and Federal agencies. The highlights of my tenure as Bloomfield Town Manager are:

- Instituted service level budgeting with attendant costs in presenting the annual operating budget to elected officials and our citizens.
- Developed an overall multi-year financial plan that included two-year pro-forma, five year capital improvements planning, and budget requirements.
- Established regional cooperative relationships and partnerships for the delivery of cost-effective social, human and protective services.
- Created a risk management program.
- Oversaw the development and creation of an 18-hole championship caliber golf course that has been ranked in the top ten of municipal owner courses by Golf Week Magazine.

- Recruited Pepperidge Farms Northeast Regional Bakery to Bloomfield and Home Goods distribution warehouse with a capacity of 880,000 square feet of warehouse space.
- Other successful economic development includes the redevelopment of the 660 acre CIGNA campus. The campus was re-designated as the corporate headquarters moving from Philadelphia, PA to Bloomfield, CT.
- Maintained the Town's municipal bond ratings with Standard and Poors, Moody's and Fitch rating services.

• **Assistant City Manager**  
**July 1986 – May 1993**

**City of Charlottesville, VA**

- Worked in close consultation with the City Manager in order to make the critical financial, personnel and day-to-day decisions regarding the operations of the city,
- Direct oversight of the day-to-day operations of the departments of Police, Fire, Public Works, Social Services, Parks and Recreation, Human Resources, Planning and Community Development, General Registrar, and the Job Training Partnership Program (JTPP).
- Implement training programs within the organization. Created improved procedures to expand applicant pools to include minority group members and women.

## EDUCATION

**Master of Science in Planning**  
 Charlottesville, VA

*University of Virginia*

**Bachelor of Arts in Social Science**  
 Norfolk, VA

*Norfolk State University*

**Senior Executive Institute (SEI)**  
 Charlottesville, VA

*University of Virginia Institute for Government*

**Menninger Foundation**  
 Topeka, Kansas



**COMMITMENT | LEADERSHIP | INTEGRITY**

Accomplished Executive with demonstrated ability to deliver mission-critical results. I have a unique and effective combination of public service, public safety and private industry experience in a variety of fields. Skilled at working with international, regional, state, and local officials as well as key business decision makers. A team player with strong management and communication skills: verbal, written, interpersonal, presentation, and rapport building. In-depth understanding of large and small businesses and municipal needs and concerns.

**AREAS OF EXPERTISE**

- Asset & Liability Management
- P&L Management
- Change Management
- Operational Management
- Relationship Building
- Turnarounds
- Employee Relations
- Organizational Restructuring
- Lean Six Sigma
- Strategic Alliances
- Training and Leadership
- Project Management
- Small business development
- Multi-Site Operations
- Adjunct Education Instruction
- Cost reduction and containment
- Public policy background

**HIGHLIGHTS AND ACCOMPLISHMENTS**

- Developed and implemented an innovative internal communications strategy to improve employee engagement through strategic messaging.
- Proven success in public sector management and administration, including extensive budget preparation, forecasting and oversight experience; progressive, collaborative and resulted oriented management practices and extensive experience in strategic planning and organizational accountability.
- Commitment to long range community planning, public safety, emergency management, environmental protection, growth management, affordable housing and commercial revitalization and economic development.
- Strong practical experience in community/press relations and intergovernmental relations at the local, county, state and federal levels.

**EMPLOYMENT HISTORY**

**CITY OF DELTONA - DELTONA, FL**

**January 2020 - Present**

INTERIM CITY MANAGER

Serving in the capacity of Chief Executive Officer for fast growing city located in Central Florida. Full service City government, including: public works, fire, water utility, stormwater utility, parks & recreation, finance, fleet maintenance, human resources, public works, planning, buildings, animal control, code enforcement and contracted law enforcement and solid waste. 352 FTE in house and 85 contracted positions with a \$171 million annual budget.

**CITY OF DELTONA - DELTONA, FL**

**October 2019 - January 2020**

DEPUTY CITY MANAGER

Served as the Chief Operating Officer of a full service city government, which included public works, fire, water utility, stormwater utility, parks & recreation, finance, fleet maintenance, human resources, public works, planning, buildings, animal control, code enforcement and contracted law enforcement and solid waste. 352 FTE in house and 85 contracted positions with a \$171 million annual budget.

- Serves as a primary advisor to the City Manager;
- Collaborate with the City Manager in overseeing city operations;
- Leads the City's efforts in evaluating and improving processes to attain operational excellence;
- Monitors progress on each of the City's five strategic pillars, always asking how we can collectively improve upon the past in our service delivery and resource management;
- Prepares material for City Council agendas and attends Council Meetings;
- Prepares clear and concise research reports and follows-up as required, always keeping in mind the best way to communicate with various audiences;
- Complies with the tenets of the International City/County Management Association; Code of Ethics;
- Balances risk and reward in decision making;
- Acts as the City Manager in her absence.

**CITY OF DELTONA - DELTONA, FL**

**August 2018 - October 2019**

ASSISTANT CITY MANAGER/INTERIM DIRECTOR OF WATER & PUBLIC WORKS

Recruited by City Manager to oversee and administer city's \$171 Million Dollar Annual Budget, provide oversight and guidance of assignments and activities to the Department of Information Technology, Public Affairs, Buildings and Permits, Code Enforcement, Parks and Recreation, Public Works, which includes Deltona Water; and special projects to ensure they are in concert with the policies and goals of the City Manager and the City Commission.

- Providing administrative guidance, to departments to ensure the City's goals and objectives are achieved in a timely and professional manner;
- Providing the City Manager and City Commission with accurate and timely information to support decision-making and policy direction; serving as an agent of the City Manager in conflict and dispute resolution;
- Assist in the overall daily administration, decision-making and policy direction, guidance with the City Commission and staff; recommending organizational enhancements and restructuring as necessary.
- Responsible for providing effective, professional leadership, positioning the City to meet the community's current and future needs through appropriate technologies and services.
- Perform the duties of the City Manager, as assigned, during City Manager's absence. Perform all work duties and activities in accordance with City policies and procedures.
- Serves as the city's point person in the community and Council outreach efforts, while closely supporting the management team with coordinated communications throughout the organization and the community.
- Assisting in the formulation and execution of complex policies and programs to fulfil the goals and objectives of the City Manager, carry out the City Commission policy direction, and ensure service delivery goals.
- Representing the City Manager in a variety of intergovernmental and community activities and meetings, including coordinating the work of one or more standing Committees to provide the City Commission with information and recommendations for matters under consideration.

**CITY OF DETROIT - DETROIT, MI**

**November 2015 - July 2018**

**DETROIT WATER AND SEWER DEPARTMENT - RETAIL**

CHIEF CUSTOMER SERVICE OFFICER/DEPUTY CHIEF OPERATING OFFICER

Recruited by Director/CEO to help develop department-wide initiative to deliver greater value to customers; Partner with other C-Level Executives to drive performance and accountability through cross-organizational/cross-functional metrics and quantitative data; Establish the strategic and operational direction for the division; Deliver executive oversight and administration of eight (8) multi-site operating units, consisting of over 170 employees and approximately \$24.5M Annual Budget.

- Directed and coordinated DWSD retail and suburban wholesale customer billing and collection activities, collection related to delinquent accounts, processing landlord/tenant agreements, bankruptcy claims and other tasks, including meter reads, special payment arrangements, coordinating services



with other City agencies, scheduling customer billing disputes and hearings, along with other related activities

- Executing operational strategies to deliver services and product and provide leadership and guidance throughout DWSD as it relates to areas of responsibility;
- Oversight for long-range special projects and plans such as DWSD Revenue and Collection, PMO, Customer Service efforts; serves as liaison to the CAO of these projects;
- Coordinating the preparation and submission of the annual portfolio operating and capital expenditure budgets, including a comprehensive report of financial, programmatic, and administrative activities. Contributes as a member of the team that develops DWSD's annual operating budget and key policies;
- Appraising the CEO of current projected financial conditions and future fiscal needs;
- Staffing committees and initiatives as assigned by the CEO;
- Meets and corresponds with various citizens, professional, business, labor union and other groups to answer questions and secure their help in carrying out various programs;
- Developing and implementing goals, objectives, policies, procedures and performance standards for assigned departments;
- Negotiating, reviewing and approving departmental agreements and vendor contracts;
- Interface with the Mayor, DWSD CEO, CFO, COO, City Council, and other department heads to implement, integrate and coordinate programs and policies;
- Working to build and maintain strong relationships with various City departments, including public utilities to ensure capital improvement projects are delivered in a comprehensive manner

**CITY OF ATLANTA –ATLANTA, GA**  
DEPARTMENT OF WATERSHED MANAGEMENT

**December 2013 – November 2015**

**DIRECTOR OF OPERATIONS, OFFICE OF CUSTOMER AND BUSINESS SERVICES**

Recruited by DWM Watershed Commissioner to oversee all day-to-day operations of the Office of Customer and Business Services. Organized, developed and executed on the departments strategic and operations goals, overseeing eight (8) multi-site operating units, consisting of 200 employees and approximately \$15.5M Annual Budget.

- Assumed full management responsibility for all aspects including utility billing and revenue recovery, field operations group (inspections and meter reading), meter applications, customer care, dispute resolution, 24 Hour/365 emergency dispatch/call center, and the water sewer appeals board;
- Managed Project Managers, Business Analyst and Quality Assurance Programs;
- Successfully aligned business planning and financial processes with performance improvement and business risk-management activities;
- Maintained responsibility for the department's overall strategic initiatives for billing and revenue collection of \$589 Million annually;
- Deployed Six Sigma DMAIC method while leading high-level, cross-functional teams of Senior & Middle Managers, supervisors and field staff in two mission-critical process-redesign projects.

**STATE OF GEORGIA –ATLANTA, GA**  
DEPARTMENT OF COMMUNITY HEALTH – STATE HEALTH BENEFITS PLAN

**December 2012 – November 2013**

**DIRECTOR OF OPERATIONS**

Recruited by Division Chief to oversee the day-to-day operations of a \$3B Dollar, 680,000 members, self-funded health plan; hired, trained, and supervised staff (60+ FTE's); planned and implemented programs/services; ensured compliance; re-engineered processes that helped to maximize service delivery by improving operational efficiency and effectiveness.

- Implemented business process improvements within Financial Management, Employer Services, Customer Service, PMO, Quality, Communications and daily operations;
- In the absences of Division Chief, served as interim with signatory authority;
- Managed cash resources to ensure that adequate liquidity was available for claims and benefit payments;

- Deployed Lean Six Sigma methodology to develop processes around HIT, HIPAA and data analytics to help determine health outcomes of members;
  - Spoke on behalf of SHBP with the DCH Board of Directors, Executive leadership, and legislators.
  - Oversaw several multisite operations and served as the subject matter expert to review, design, and document all current state processes for health plan administrations;
  - Managed the identification process and potential impacts of organizational risk (HIPAA, IT Security) and proactively identifying opportunities to enhance SHBP program effectiveness and increase administration efficiency;
  - Orchestrated and lead multi-functional teams implementing rates with actuarial planning, benefit designs, changes and innovative ways of delivering services for our membership;
  - Solved problems through logic and ingenuity, working through internal resources and systems.
- 

## EDUCATION

DOCTORATE OF BUSINESS ADMINISTRATION  
ARGOSY UNIVERSITY - ATLANTA, GA

CERTIFICATION OF EXECUTIVE LEADERSHIP  
Cornell University - Ithaca, NY

MASTERS OF PUBLIC ADMINISTRATION  
MASTERS OF BUSINESS ADMINISTRATION  
Keller Graduate School of Management - Decatur, GA

BACHELOR OF BUSINESS ADMINISTRATION  
Davenport University - Dearborn, MI

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## PROFESSIONAL DEVELOPMENT

02/1999 - Analytical Investigation Methods - Anacapa Sciences - Detroit Police Department  
04/1999 - Financial Investigation Techniques - US Department of Treasury - Detroit Police Department  
05/2008 & 11/2009 - Certified - Call Center of Excellence Manager, Purdue University  
10/2009 - Certified Incident Command System Level 300 and 400  
10/2009 - Certified - Six Sigma Black Belt, Six Sigma. US  
12/2009 - Certified - Change Manager (Change Management) ProSci Corporation  
03/2010 - Graduate - City of Atlanta's Rising Stars Executive Leadership Program  
10/2017 - Certified - Six Sigma Master Black Belt, Six Sigma. US

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## PROFESSIONAL BOARD OF DIRECTORS / ORGANIZATIONS / AFFILIATIONS

Member, Florida City and County Management Association (FCCMA)  
Member, International City/County Management Association (ICMA)  
Member, Association for Change Management Professionals (ACCMF)  
Member, American Water Works Association (AWWA)



**JUAN G. GUERRA, CPA**

January 29, 2020

To Whom It May Concern:

Please accept this cover letter as my official application for the position of City Manager for the City of North Miami, FL.

As a well-educated and diversely experienced executive in small, medium, and large organizations, I have developed skills and capabilities that reach nearly every aspect of municipal government. My work history is full of successful instances of proactive and innovative productivity. I offer expertise in strategic planning, efficiency improvements, international trade, intergovernmental relations, economic and industrial development, fiscal administration, progressive management, regional collaboration, and organizational redevelopment. Even with my array of professional experience, I strongly believe that success in any organization can only be accomplished through teamwork.

With four young children, I appreciate the city of North Miami, its culture, and the quality of life it provides. I would love the opportunity to work and raise my family in this beautiful city with such a rich culture. I humbly ask that you consider my complete application for this important position. I can be reached through email at [REDACTED] or through my cell number at [REDACTED].

Respectfully submitted,

Juan G. Guerra, CPA

# JUAN G. GUERRA, CPA

## RELEVANT PROFESSIONAL EXPERIENCE

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### ➤ CITY MANAGER - CITY OF EDINBURG, TX; 2018 – PRESENT (\$250,000)

#### RELEVANT RESPONSIBILITIES

- ♦ Manage the City's operations, budget, & personnel while responsibly implementing the policies of the elected officials in a city of est. 100k residents, 1,200 employees (depending on summer hiring), and an annual City-wide budget of \$180 million (depending on CIP, \$73 mil Gen Fund)

#### PROACTIVE ACHIEVEMENTS

- ♦ Changed the culture in the City by creating and implementing the increased expectations and accountability of employees through the Edinburg PRISM Strategic Plan (Leadership Principles and Traits)
- ♦ Modernizing fiscal management, updating fiscal policies and identifying and improved inefficient fiscal practices and staff, which allowed for over \$5 million in additional disposable funds
- ♦ Re-energized and changed the Police Department leadership, policies, and tools, which led to a crime rate reduction of 20% in the first 10 months of the changes
- ♦ Led the decision to renegotiate and fix the landfill permit issues, providing for 60 years of future services equaling millions in revenues and at a savings of \$2.5 million plus ownership of land
- ♦ Worked to organize the \$44 million sports Arena TIRZ agreement capping the City's unlimited liability while also identifying and fixing the unmet obligations of another major development TIRZ
- ♦ Began efforts to implement the Baldrige Excellence Framework emphasizing leadership through organizational development, performance-based management, and long-term strategic planning
- ♦ Implemented Edinburg Academy and a Teambuilding Program, to cross-train and develop leadership within the City's employee base
- ♦ Managed the fastest growing city in the region in relation to development, population, and sales tax by ensuring Capital Project's development and movement while updating the City's planning documents
- ♦ Increased community outreach efforts and neighborhood clean-up operations
- ♦ Created a package and led a team which was selected as a Finalist for the 2019 All-America City award

### ➤ CITY MANAGER - CITY OF PHARR, TX; 2015 – 2018 (\$225,000)

#### RELEVANT RESPONSIBILITIES

- ♦ Manage the City's operations, budget, & personnel while responsibly implementing the policies of the elected officials in a city of est. 81k residents, 635-880 employees (depending on summer hiring), and an annual City-wide budget of \$150-\$190 million (depending on CIP, \$50 mil Gen Fund)

#### PROACTIVE ACHIEVEMENTS

- ♦ Changed the culture in the City by creating and implementing the increased expectations and accountability of employees through the Pharr PRIDE Strategic Plan (Leadership Principles and Traits)
- ♦ Great fiscal management allowing the best bond rating in Pharr's history, AA- by S&P in 2018
- ♦ Turned around bad economic development projects into successful results for international trade, industrial development, and including a regional attraction utilizing performance based incentives
- ♦ Identified market weakness and created an incentive program to successfully diversify housing options, resulting in an estimated 500 new residential homes and potentially \$100,000,000 in new investment
- ♦ Teamed with local school district to double the size of park acreage and amenities in the city, maintain Aquatic Park, and cattle & farming program to improve quality of life options

- ♦ Developed partnerships with higher education institutions to bring opportunities for higher education for the first time in Pharr's history: University of Texas – Rio Grande Valley (School of Medicine), South Texas College, and Rio Grande Valley College
- ♦ Reduced property taxes by the biggest margin in the last 25 years
- ♦ Returned excess utility funds back to the ratepayers for the first time in the region
- ♦ Began efforts to implement the Baldrige Excellence Framework emphasizing leadership through organizational development, performance based management, and long-term strategic planning
- ♦ Implemented City Manager Academy, Pharr University, City Manager Problem Solving Task Force, City Manager Workplace Experience Program, Teambuilding Program, and Employee & Family Appreciation programs to cross-train and develop leadership within the City's employee base
- ♦ Championed transparency in government operations through State awards, anonymous suggestion boxes & fraud reporting boxes in every department, Internal Auditor, City-Hall on Call operations, employee surveys, citizen surveys, and social media programs aimed at Q&A with the City Manager
- ♦ Improved employee pay to a professional rate within the region while implementing a living minimum wage of \$11/hour for full-time employees and developing a plan to implement an organization-wide compensation plan
- ♦ Successfully negotiated 3 years collective bargaining contracts with both the Police and Fire Unions, bringing their pay to a regional level while implementing fitness for duty standards
- ♦ Developed and implemented a 5 and 10-year Capital Improvement Project Plan and updated every master plan for strategic planning purposes, significantly improving the City's infrastructure
- ♦ Created the City's first Human Resource Department ensuring proper professional organizational development, fair treatment of employees, and the development of a comprehensive wellness program
- ♦ Created the City's first Purchasing Department ensuring purchasing operations are orderly, fair, legal, and transparent to the community
- ♦ Evaluated, identified, and fixed the lack of executive management oversight between departments and the City Manager's office increasing operational synergy
- ♦ Developed neighborhood clean-up programs as well as expanding active clean-up and recycling efforts
- ♦ Expanded quality of life activities through efficient community events throughout all regions of Pharr
- ♦ Member of the Board of Directors for the Quality Texas Foundation
- ♦ Chairman for Hidalgo County Metropolitan Planning Organization's Technical Advisory Committee
- ♦ Vice-Chairman for the regional Texas City Manager's Association
- ♦ Advisory Board Member for South Texas College – Public Administration Advisory Board and
- ♦ Member of the Pharr-San Juan-Alamo ISD Education Foundation
- ♦ Great fiscal management of the organization & economy: \$6 billion in additional trade value in Pharr, 5% increase in commercial bridge crossings, decrease in unemployment rate, new taxable sales up \$95 million or 17%, Gen Fund Cash reserves up 75%, Gen Fund unrestricted fund balance up 2,787%

➤ **CHIEF FINANCIAL OFFICER - CITY OF PHARR, TX; 2012 – 2015 (\$106,000)**

**RELEVANT RESPONSIBILITIES**

- ♦ Handled duties of Director for the Pharr International Bridge (Feb 2013 – Aug 2014) at the same time as those of CFO
- ♦ Provide economic analysis and recommendations concerning international trade and economic development projects
- ♦ Develop, implement, review, and update employee policy, financial policies, cash handling policy, investment policy, and purchasing manual
- ♦ Present fiscal analysis to the City Commission, Pharr International Bridge Board, Pharr Economic Development Corporation (PEDC), Pharr Public Facilities Corporation #1, and the Pharr Tax Increment Reinvestment Zone (Pharr TIRZ)
- ♦ Member of the collective bargaining team and assisted with negotiations, and Pharr Police Athletic League board treasurer

### PROACTIVE ACHIEVEMENTS

- ♦ Identified an opportunity and strategy to potentially double the City's bridge revenues that had been overlooked for over 19 years
- ♦ Successfully lead the planning and development of international infrastructure development and funding which had been attempted in the last 10 years with minimal success
- ♦ Lead the strategic planning and multi-governmental agency coordination of a logistical port of entry
- ♦ Act as liaison for the City and lobby to local, state, and federal agencies of the USA and Mexico
- ♦ Improved the City's international trade presence and perception at the local, state, federal, professional international trade/logistical organizations via regional and state trade missions to Mexico and USA
- ♦ Developed plans for the consolidation of the area's logistical professions to improve the standing the Pharr Bridge and the City of Pharr
- ♦ Developed a plan along with the receipt of EDA grant funding to greatly increase Pharr's international trade presence via a Trade Center Building that would include USA & Mexico representatives along with trade associations and South TX College
- ♦ I professionalized the duties of Bridge Director to the point where once I left the Bridge, new duties were realized: professionally experienced and salaried Bridge Director, Assistant Bridge Director, Assistant Director of Operations, Government Affairs Liaison, and Industrial Development Manager
- ♦ Was committee member for the i69 Texas Alliance, North American Strategy for Competitiveness (NASCO), Pharr Revolving Loan, Pharr Veteran's Day Parade, Pharr Christmas Tree Lighting Parade, Pharr HUB Phestival

### REASON FOR LEAVING

- ♦ Career Advancement

### ➤ FINANCE DIRECTOR - CITY OF PHARR, TX; 2007 – 2012 (\$99,000)

#### RELEVANT RESPONSIBILITIES

- ♦ Responsibilities included management over all financial operations and utility billing functions

### PROACTIVE ACHIEVEMENTS

- ♦ Came into a very unreliable finance department, reorganized the finance staff and operations from the ground up to create stable reliable operations
- ♦ Identified major financial weaknesses and developed a long-term viability plan to correct numerous fiscal weaknesses as well as ensuring they don't occur in the future
- ♦ Greatly improved the City's fiscal position by developing and implementing fiscal policies and fixing the General Fund fund balance from a negative \$6 million to positive \$8 million in 2 years
- ♦ Professionally communicated with confrontational politically unstable Commission
- ♦ Completed the annual audit and financial report on time for the first time in 19 years
- ♦ Created the City's 1<sup>st</sup> budget manual and training session
- ♦ Created a teamwork atmosphere in the Finance Department and began the internal training of accounting personnel
- ♦ Upgraded the expectations of the Utility Billing division and fired/hired capable staff to meet them
- ♦ Prepared the City's 1<sup>st</sup> ever CAFR and submitted it to GFOA for the Certificate of Achievement, awarded this certificate 8 straight years
- ♦ Completely modified the budget document to a more updated and professional standard and was awarded the City's 1<sup>st</sup> ever GFOA award for the Distinguished Budget Presentation, awarded this certificate 8 straight years
- ♦ Developed an investment report that meets professional investment requirements and was awarded the Governmental Treasury Organization of Texas' Certificate of Distinction
- ♦ Modified the City's website to become the first regional city to win the Gold Leadership Circle to the City of Pharr for its online fiscal transparency
- ♦ Successfully managed the City's finances through the regional economic downturn while developing a plan and fully met the goals of funding the contingency balances for the major funds
- ♦ Played major role in development of component units, TIRZ, as well as their developmental funding

- ♦ Played major role with the start-up of the Pharr Events Center operations
- ♦ Provided fiscal guidance and oversight to City, Economic Dev Corp, and component units on major economic and industrial development packages

REASON FOR LEAVING

- ♦ Career Advancement

➤ ACCOUNTING MANAGER - CITY OF FORT WORTH, TX; 2006 – 2007 (\$87,500)

RELEVANT RESPONSIBILITIES

- ♦ Responsibilities included management over accounting division employees & budget, financial reporting, single audits, general ledger, capital assets & CIP, grants, accounts payable, and payroll

PROACTIVE ACHIEVEMENTS

- ♦ Analyzed, identified, recommended & implementing improvements for reorganization of Accounting Division - train, reorganize duties, increase expectations
- ♦ Lead a strike team to analyze risks associated with current city-wide payroll activities
- ♦ Initiated the development of an audit preparation procedural manual, the organization of debt schedules, and managed the proper ledger tracking of investments
- ♦ Researched, analyzed, and identified effects of legislation for the CFO
- ♦ Started the development of a trust for retiree benefit funding per GASB 45
- ♦ Assisted with technical assistance on the new Barnett Shale gas well revenues of \$376 mil

REASON FOR LEAVING

- ♦ Family issues.

➤ DIRECTOR OF FINANCE - CITY OF SHERMAN, TX; 2005 – 2006 (\$75,000)

RELEVANT RESPONSIBILITIES

- ♦ Prepared budgets, forecasts, audits, and financial external & internal reports
- ♦ Purchased investments and assisted with the issuance and retirement of debt instruments
- ♦ Consistently worked in teams from all government fields to update service fees/consumption rates, analyze costs, integrate software, improve utility operations, and determine project feasibility
- ♦ Assisted with TIF expansion feasibility, airport growth requirements, city-wide ERP IT system upgrade selection, solid waste software conversion, early debt redemption feasibility, utility rate increases, utility billing date consolidation, FEMA reimbursements, and risk management
- ♦ Member of the Grant Writing Team, City-Wide Wi-Fi Team, and IT Software Upgrade Team
- ♦ Responsible for IT, Treasury, Finance/Accounting, purchasing, and Utility Billing/Collection

PROACTIVE ACHIEVEMENTS

- ♦ Organized the debt and investment activities, identifying errors and cost saving measures >\$300k
- ♦ Oversaw and managed the overhaul of all degreed employees in the Finance Department,
- ♦ Improved internal control in Finance and functionality of Utility Payment department
- ♦ Implemented a city-wide fraud reporting program
- ♦ Updated the City's investment policy earning their first ever Investment Policy Certificate of Distinction

REASON FOR LEAVING

- ♦ Career advancement.

➤ **DIRECTOR OF FINANCE - CITY OF LA FERIA, TX; 2002- 2005 (\$44,000)**

RELEVANT RESPONSIBILITIES

- ◆Oversaw the coordination and payments for capital projects
- ◆Managed the City's financial records, investments, and accounts,
- ◆Prepared annual budgets, forecasts, audits, and financial external & internal reports
- ◆Presented financial reports to media and elected officials
- ◆Performed supplementary duties as the Human Resource Manager, MIS Manager, Activity/Utility Cost Analyzer, Office Manager, Purchase Manager, Deputy Tax Collector, and Court Administrator

PROACTIVE ACHIEVEMENTS

- ◆Implemented the conversion of the police department's computer system and network
- ◆Produced and received the City's first ever national financial report award: Certificate of Achievement for Excellence in Financial Reporting
- ◆Produced and received the City's first ever national budgeting award: Distinguished Budget Presentation Award
- ◆Early implemented GASB-34

REASON FOR LEAVING

- ◆Career advancement.

➤ **FINANCE ACCOUNTANT FOR CITY OF LA FERIA, TX; 2000-2002**

RELEVANT RESPONSIBILITIES

- ◆Assisted in the preparation of annual budgets, amendments, audits, and the training of personnel
- ◆Maintained, assigned value of, and tracked the fixed assets, inventories, and major projects
- ◆Performed cost accounting and provided assistance in balancing and correcting the general ledger
- ◆Trouble-shot, reconciled, updated, and verified bank statements, investments, loans, cash collection, purchase orders, performance measures, accounts payable, and accounts receivable

➤ **\*LOGISTICAL OPERATIONS AUDITOR SUPERVISOR - UNITED STATES MARINE CORPS; 1998-2000**

RELEVANT RESPONSIBILITIES

- ◆Coordinated, monitored, and reconciled fourteen logistical programs for thirteen work centers
- ◆Audited and analyzed operational and financial information ensuring capability and effectiveness
- ◆Conducted semi-annual operational audits and initiated the improvement of twelve work centers
- ◆Implemented, managed, and conducted training for over one hundred fifty personnel
- ◆Lead, managed, motivated, disciplined, and evaluated employees

PROACTIVE ACHIEVEMENTS

- ◆Spearheaded an overhaul of the Maintenance Management Office (Center of Operations)
- ◆Recognized for outstanding performance with two accelerated promotions and eight awards

REASON FOR LEAVING

- ◆End of enlistment.

➤ **\*LOGISTICAL OPERATIONAL DATA ANALYST - UNITED STATES MARINE CORPS; 1996-1998**

RELEVANT RESPONSIBILITIES

- ◆Assisted the department manager in ensuring thirteen work centers were operating in accordance with all business policies



## RELEVANT EDUCATION AND SPECIALIZED TRAINING

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- Harvard training: Government Performance; 9/2018
- Lean Six-Sigma - Yellow Belt; 8/2018
- Licensed Customhouse Broker (CHB); 3/2015; # 30697
- Chartered Global Management Accountant (CGMA); 12/2013, # 110042638
- Certified Public Manager (CPM); 12/2006
- Certified Government Finance Officer (CGFO); 4/2005, #198
- Certified Public Accountant (CPA) in the state of Texas; 10/2004, #85217
- Masters of Business Administration (MBA), University of Texas-Pan American; 2001, GPA: 3.455
- Bachelors of Business Administration, Campbell University; 2000, with honors: Magna Cum Laude
- \*Operational/Logistics Management Supervisor Course; 1999
- \*Military Leadership Training; 1998

## SKILLS AND STRENGTHS

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- Great Leadership
- Proactive & Progressive • Team-Player • Well Organized
- Great Verbal and Written Communication Skills • Results Oriented • Self Motivated
- Work Well Under Pressure and Stress • Bilingual - Fluent in English & Spanish
- Politically Astute

## HONORABLE MENTION

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Volunteered for active duty in the U.S. Marine Corps after the terrorist attack on September 11, 2001; honorably served in 2002 as Military Police

January 29, 2020

Honorable Mayor and Council Members  
City of North Miami  
776 NE 125 Street, 2nd Floor  
North Miami, FL 33161

Dear Mayor, Council Members and/or Evaluation Team:

Please accept my resume as application for City Manager of North Miami. I am Stanley Doyle Hawthorne, an experienced administrator with a diverse public management background. In addition to the following highlights of my experience, I would welcome discussing in-depth my qualifications for this position with the Evaluation Team designated by the City Council.

My combination of experiences from diverse local government communities has prepared me for the challenges of North Miami. My career has spanned from Charlottesville, Virginia, a university town; to Saginaw, Michigan, a midwestern community largely dependent on the automotive industry; to years of city management experience and leadership in Florida communities including Hollywood, Tamarac, Lauderdale Lakes, the Sun 'n Lake of Sebring Improvement District, Lakeland, and most recently, Fort Lauderdale.

The City of Fort Lauderdale is located in the east-central portion of Broward County encompassing nearly 36 square miles with an estimated population of 182,827. Fort Lauderdale is the largest of Broward County's 31 municipalities and one of the ten largest cities in Florida famous for its beaches, arts, culture, and events. The City employs a workforce of approximately 2,600 full-time employees with five bargaining units. As Assistant City Manager and original member of the last senior executive team, we were committed to strategic planning of improving productivity, streamlining expenses, and developing a stronger, more effective organization supporting the City's embracement of a vision based on fiscal responsibility, accountability, high ethical standards, and quality delivery of services. It is a vision that rewards excellence, not mediocrity, and above all, places the people of Fort Lauderdale first.

Lakeland, with a population of approximately 92,000 residents in an area of 72 square miles, lies between the two major urban areas of Tampa Bay and Orlando and is experiencing the tremendous growth of the central Florida region. Services provided by the Lakeland government range from traditional police, fire, public works, and an extensive parks and recreation system to electric power production and transmission, water supply, wastewater treatment, solid waste collection, as well as services offered through its municipal parking facilities,

regional airport, 27-hole golf course, and arena, performing arts and convention center. Responsibilities included assisting the City Manager in the full breadth of municipal services and direct oversight administering the City's Strategic Plan and Goals for Lakeland to be a vibrant, culturally inclusive, world-class community; human resources network and services for more than 2200 full-time employees; purchasing store of fuel, commodities and services valuing at more than \$300 million annually; and information technology, risk management, and internal audit functions.

Sun 'n Lake is a 22 square mile independent district consisting of both matured urban area and vast area for new development and providing a full range of municipal services, as well as operation of a 36 hole golf course and country club. The district recruited nationally for its chief executive officer opening. I tossed my hat into the ring and was unanimously selected by the Board of Supervisors as General Manager of the Improvement District. In a short time, we determined the community's vision and made tremendous strides in advancing strategic goals to address the district's finances, community factions, and development opportunities. My employment contract expired on September 30, 2004.

From 1998 to 2002, I served as the first City Manager of Lauderdale Lakes. My appointment followed a referendum in which voters overwhelmingly approved a change in its charter from legislative committee oversight of day-to-day administration to a professionally managed structure. Coming from a neighboring city, I recognized the uphill challenges that would be faced by any administrator of this backwardly reputed local government. I was most enthusiastic at the opportunity. During my tenure, the city experienced rapid progress in pursuit of its goals. A first class team was assembled and motivated to take the city to a higher level of organizational performance and quality of life for the community. Lauderdale Lakes became a city "on the move."

In January 2001, I was honored when my professional peers asked me to lead our association of managers in the Fort Lauderdale metropolitan area, the Broward City/County Management Association (BCCMA). I believe that this was directly attributable to the obvious strides of success made in Lauderdale Lakes and my leadership reputation gained in other South Florida communities. During my tenure, the BCCMA too experienced a rebirth through redefining our mission, innovative new programming and venue changes. This collegial association of local government managers is sharing more than ever on issues and practices that benefit our respective communities. I was equally pleased to have been reelected for a second term.

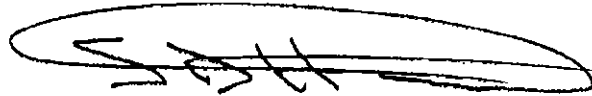
Philosophically, I believe that the success of any organization is a function of a unified, strategic and participatory team whose members cooperate for the

attainment of a common purpose, in this instance, the best for the residents, businesses, and visitors of North Miami. As a public servant, my most important job is to represent each constituent to the best of my ability with empathy and selflessly. Professionalism, ethics, competence and commitment are important to me personally and will guide my every action. I will use my substantive experience, high standards and motivational ability to achieve the goals of the City Council through the administration.

The governing body and residents of North Miami deserve good government institutionalized into the administrative structure; a well run, responsive, accountable, and professional administration capable of providing effective and efficient services. Such will be the defining qualities of my service to the community. I pledge transparent, forthright and accurate information in fulfilling my public responsibilities. I'm confident that my strong background in sustainability planning, parks and recreation, social services, municipal finance, performance budgeting, cyber space and information technology, human resource management, labor relations, capital projects, infrastructure maintenance, utility operations, tourism, redevelopment and economic development will assist the town's future direction.

I hope you will favorably consider my application as I look forward to sharing more of my qualifications with the Mayor and Council and/or Evaluation Team.

Very truly yours,

A handwritten signature in black ink, enclosed within a hand-drawn oval. The signature is stylized and appears to read 'S. Hawthorne'.

Stanley D. Hawthorne

Enclosure

## **Stanley D. Hawthorne**

### ***Education and Employment***

Master of Arts in Public Administration University of Virginia Charlottesville, Virginia	1985
Bachelor of Science Troy State University Troy, Alabama	1982
Assistant City Manager City of Fort Lauderdale Fort Lauderdale, FL	2011-2019
Assistant City Manager City of Lakeland Lakeland, FL	2005-2011
General Manager Sun 'n Lake of Sebring Improvement District Highlands County, Florida	2002-2004
City Manager City of Lauderdale Lakes Lauderdale Lakes, Florida	1998-2002
Assistant City Manager/Director of Finance City of Tamarac Tamarac, Florida	1994-1998
Director of Management and Budget City of Hollywood Hollywood, Florida	1992-1994
Assistant to the City Manager City of Saginaw Saginaw, Michigan	1985-1992

### ***Professional and Civic Affiliations***

Past President, Camp Fire USA Sunshine Council  
Past President, Broward City/County Management Association  
Member, International and Florida City/County Management Association  
Member, National Forum for Black Public Administrators  
Member, Government Finance Officers Association

## **Stanley D. Hawthorne**

### ***Employment Experience***

2011-2019      City of Fort Lauderdale      Assistant City Manager

The City of Fort Lauderdale is located in the east-central portion of Broward County encompassing nearly 36 square miles with an estimated population of 182,827. Fort Lauderdale is the largest of Broward County's 31 municipalities and one of the ten largest cities in Florida famous for its beaches, arts, culture, and events. The City employs a workforce of approximately 2,600 full-time employees with five bargaining units. As Assistant City Manager and original member of the last senior executive team, we were committed to strategic planning of improving productivity, streamlining expenses, and developing a stronger, more effective organization supporting the City's embracement of a vision based on fiscal responsibility, accountability, high ethical standards, and quality delivery of services. It is a vision that rewards excellence, not mediocrity, and above all, places the people of Fort Lauderdale first.

2005-2011      City of Lakeland      Assistant City Manager

Lakeland, with a population of approximately 92,000 residents in an area of 72 square miles, lies between the two major urban areas of Tampa Bay and Orlando and is experiencing the tremendous growth of the central Florida region. Services provided by the Lakeland government range from traditional police, fire, public works, and an extensive parks and recreation system to electric power production and transmission, water supply, wastewater treatment, solid waste collection, as well as services offered through its municipal parking facilities, regional airport, 27-hole golf course, and arena, performing arts and convention center. Responsibilities included assisting the City Manager in the full breadth of municipal services and direct oversight administering the City's Strategic Plan and Goals for Lakeland to be a vibrant, culturally inclusive, world-class community; human resources network and services for more than 2200 full-time employees; purchasing store of fuel, commodities and services valuing at more than \$300 million annually; and information technology, risk management, and internal audit functions.

2002-2004      Sun 'n Lake Improvement District      General Manager

As General Manager for the Sun 'n Lake of Sebring Improvement District, I had a rare opportunity to return home and share the benefit of my career education and experience in the fastest growth area of the County. Sun 'n Lake originally comprised of a 25 square mile area for development has grown from an unpopulated wilderness to approaching 7500 residents today and evolved from a retirement community into a diverse melting pot of age, racial and ethnic components. In its unique charter created by the State and County, the District is wholly independent of the County and a full municipal service provider. The General Manager reports to a 5-member elected Board of Supervisors and is responsible for hiring and supervision of district employees and day-to-day operations. During my tenure, we adopted and applied energetic and innovative approaches to steer the Improvement District through the new century for reaching its growth potential.

## Stanley D. Hawthorne

### Employment Experience (cont.)

1998-2002 ..... City of Lauderdale Lakes ..... City Manager

I served as the first City Manager of Lauderdale Lakes, a culturally diverse and economically challenged community of 32,000 residents. During strategic planning gatherings of the community and governing body, we determined a vision "to be the best city of its size through its commitment to safety, quality of life, government and efficient use of resources." At a staff level, we took the vision statement and applied it as a team to our daily working activities. We significantly expanded service delivery but maintained low property tax rates supplemented by grant opportunities and expanded user fees. A sampling of accomplishments included a new community center, new programs for youth and seniors, expedited building services for residents and developers, new street construction, a partnered new park and educational facility with the school board, significant technological advances including a web site ([www.lauderdalelakes.org](http://www.lauderdalelakes.org)), beautiful entryway signage, a new passive park artfully landscaped by city staff, a wide variety of neighborhood improvements, improved bus transportation, crime reduction, and a community redevelopment area (CRA) designation promising significant redevelopment throughout the city.

1994-1998 ..... City of Tamarac ..... Assistant City Manager/Finance Director.

As Assistant City Manager/Director of Finance for the City of Tamarac, a community then of 56,000 residents with significant development opportunity abutting the Florida Everglades, I assisted the City Manager in the administration of daily city operations and special projects and in his absence, acted on his behalf managing the activities of the government. I represented the city in intergovernmental relations with federal, state and other local governments, and non-profit and private enterprises, as well as other groups and organizations. I also administered the city's \$55 million program/performance-based budget, management analysis, finance and accounting services, purchasing and contracts management and utilities' customer services.

1992-1994 ..... City of Hollywood ..... Director of Management and Budget

The City of Hollywood with a residential population of 140,000 is located between Miami and Fort Lauderdale and is one of Florida's largest cities. During my tenure there, I served as Director of Management and Budget as well as Interim Director of the Departments of Finance and Information Services. The challenges of this mature, ocean coastal community with its golden sand beaches included strategic planning efforts for improvement to the city's aging residential sections and commercial centers, rebuilding the utilities infrastructure, and meeting the challenge of business opportunity at Port Everglades, one of the major ports on the eastern seaboard.

1985-1992 ..... City of Saginaw ..... Assistant to the City Manager

Saginaw is a central city in the Lower Peninsula of Michigan. It is an industrial town dominated by the General Motors automotive industry; a mature city with an economically challenged urban core and diverse population mixture. Its population dwindled from a high of near 100,000 in the 1970's to 69,000 in the 1990's. As an administrator there for seven years, the management team and I grappled with the management of limited public resources while managing growing urban problems and diversifying a one industry economic base. We met the challenges head on even with a severely restricted property tax base.

## **Stanley D. Hawthorne**

### ***Awards, Publications, Certifications***

Senior Executive Institute Alumnus

-University of Virginia

Certified Government Financial Manager

Leadership Hollywood Alumnus

Leadership Lakeland Alumnus

Executive Leadership Institute

-Harvard University, Syracuse University,

University of Texas, Wharton School

Fifty Leaders of the Future

-Ebony Magazine

Municipal Annexation,

-thesis written during my enrollment

at the University of Virginia

References available upon request



Odis Jones



January 20, 2020

Dear Madame or Sir:

I have examined the position of City Manager and have enclosed my resume as the first step in exploring the possibility of employment.

I have several years of City Manager and Economic development experience as well as an excellent public finance and leadership acumen.

Additionally, I have a Master's Degree in Public Administration and I'm a collaborative manager and a seasoned consensus builder with outstanding interpersonal and communication skills with an excellent track record.

Finally, I am excited about this opportunity to serve such a fantastic organization and I look forward to hearing from you with respect to this excellent opportunity.

Should you have any questions, please feel free to contact me.

Sincerely,

Odis Jones

## ODISJONES

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### EDUCATION:

MASTER of PUBLIC ADMINISTRATION DEGREE  
Western Michigan University 1997

BACHELOR OF SCIENCE DEGREE  
Central Michigan University 1994

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### PROFILE SUMMARY:

A Collaborative and results oriented executive with over 20 years of experience as a City Manager and Economic Development professional within suburban and urban complex local and state government organizations. Highly skilled in economic development, public utilities, budgeting, public finance and personnel management as well as an open style communication.

### WORK EXPERIENCE:

City Manager (CEO) 2016- 2020  
City of Hutto, TX  
Population: 36,000

- Responsible for managing the day to day operations and affairs of this full service City (located Austin, TX metroplex) of which includes providing direction and oversight of all departments and ensuring that the policies of the City Council are implemented
- Established positive organizational relationships and open for business brand between local and regional stakeholders
- Successfully managed and implemented a community participatory process that led to the adoption of a new Comprehensive Strategic Plan that will guide the communities growth and focus
- Successfully negotiated and purchased a water system for the City that will produce enough water to guide the City's health & growth needs for the next 95 yrs.
- Recruited and expanded over 25 companies to the City generating more than \$2 billion dollars of private capital investment and 3,500 jobs
- Led the redevelopment of the Co-Op district into a mixed used lifestyle center of 500k sq. ft. of shops, restaurants and apartments
- Recruited Perfect Game/Major League Baseball recruiting network's National Headquarters to the City a development that will generate a \$200mm annual economic impact to the community along with generating a 150k hotel bid stays to the Austin, TX region
- Led the transformation of our Police Department to adopt the 21 Century Policing modality
- Successfully built and transitioned local government into a new City Hall & Police Headquarters

Chief Executive Officer (CEO) 2013-2016  
Public Lighting Authority of Detroit  
Population: 700,000

- Responsible for the day to day operations and the implementation of the policies of the Board of Directors including the preparation and management of a \$250mm budget
- Planned, organized and evaluated the work of all departments to ensure that operations and services comply with the policies and direction of the Board of Directors.
- Directed the development of the capital improvement plan budget for approval by the Board as well as monitored the implementation of adopted budgets.
- Facilitated internal and external communication throughout community as well as local, state and federal level of government.
- Performed financial and managerial analyses for the Board of Directors, Mayor, City Council and State Legislatures pertaining to progress and operations of Authority.



- Led the development of Affordable Housing projects within the Center City Areas of the City as well as the tax incentive and small business loan portfolio of the City targeting the Center City Area.
- Worked with neighborhood associations and the planning/zoning Board to adopt a Center City redevelopment plan.

Interim City Manager  
**City of Centralia, IL**  
**Population: 17,000**

1/2004-7/2004

- Directed the day to day operations of this full service City and all departments reported to the Mayor and City Council managed a budget of \$38mm and staff of 178.
- Restructured City staff and organization to eliminate City structured deficit including the outsourcing of waste collection and legal services
- Prepared and successfully proposed for adoption of City Council a new City budget
- Negotiated new bargaining contracts with three unions and hired a new Police Chief and Finance Director for the City with community and City Council input.
- Worked with City Council to prepare and adopt a new annexation policy and economic development strategy.

City Manager  
**City of Obetz, OH**  
**Daytime Population: 16,000**

2000-2004

- Provided oversight of all day to day operations of this full service City and departments reported directly to the Mayor and City Council while supervising a budget of \$15mm and a total staff of 112.
- Formulated a financial package which was used to plan and construct a New City Hall and Police Headquarters.
- Prepared and successfully proposed to City Council a new water/sewer rate structure that allowed for the implementation of a new service territory expansion and capital improvement plan.
- Worked with City Council to adopt a new comprehensive plan and economic development strategy that lead to the development a new CSX rail intermodal facility and 4 industrial parks.
- Directed the implementation of a new Information Technology system that improved Citywide auditing controls, reporting and customer service to the residence, Mayor and City Council

Special Projects Manager for City Manager  
**City of Battle Creek, MI**  
**Population: 55,000**

1995-2000

- Provided overall direction and management of projects assigned by the City Manager
- Implemented a model workforce development program called Breaking Through the Barriers
- Performed presentations, analysis and reports to City Council and Neighborhood Associations as to progress of summer activity budgets and plans
- Managed budget adoption community participatory program activity

**Reference Available Upon Request:**

# RICARDO MENDEZ-SALDIVIA, MBA, PE, CGFM, ICMA-CM

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January 29, 2020

City of North Miami, Florida  
Human Resources

**Subject: City Manager**

Dear Personnel Officer:

I have attached my resume and references in support of my application for the subject referenced position. I have over 25 years of professional experience in the public and private sectors reorganizing departments, implementing strategic management plans, delivering complex infrastructure programs, implementing financial recovery plans, and helping distressed municipalities while saving local governments significant financial resources. I became a professional City Manager by accomplishing a complete career track in county and municipal government serving in the capacity of Section Head, Division Manager, Assistant Director, Director of four Departments (Finance, Administration, Program Management and Public Works), Chief Operating Officer, and Chief Administrative Officer. Therefore, completing the entire protocol to become an ICMA-CM.

I have developed expertise in municipal planning, programming, budget development and control, operations management, accounting, reporting, and auditing. Thus, becoming a Certified Government Financial Manager experienced in every aspect of municipal financial management and proficient with GASB principles, practices, and compliance. As a professional City Administrator, I bring hands-on expertise in community affairs, planning, economic development, operational analysis, labor-management relations, collective bargaining, intergovernmental relations, IT, procurement, risk & bond management, real estate, building, emergency management, public works, and public safety. As a registered professional civil engineer, I would bring expert knowledge in program management, planning and implementation of capital programs up to \$2-Billion including facilities and public infrastructure, e.g., transportation, water/sewer systems-treatment plants, and environmental compliance.

As Chief Operating Officer for the City of Harrisburg PA, I led the City's Financial Recovery Plan with 130 management improvement, cost containment, and revenue-enhancing initiatives across 20 Departments and Bureaus including public safety. Under my leadership, the City completed the past due 2009, 2010, 2011 and 2012 Comprehensive Annual Financial Reports and three audits within 18 months after taking over. After eliminating chronic delays, errors, and omissions, I developed the City's in-house capacity and processes in several departments to assure completion and delivery of future audits, budgets, projects, and programs on time; therefore, winning the GFOA Budget Award for excellence in financial reporting in 2013. Additionally, following the City Receivers' direction, I developed and implemented strategic management plans for all City Departments and Bureaus. These achievements led to the stabilization of the City's financial operations and reorganization of several departments allowing significant improvements in morale and the overall City administration. Not only were we able to place the City on a financial recovery fast-track and avoid one of the largest municipal bankruptcies in the Country but help the City emerge out of State Receivership within three years as opposed to other Cities in PA which have been under Receivership for 20 years. Our successful municipal recovery plan and management improvement model now serve as an example to help other financially distressed municipalities organize and rebuild management operations. Through these efforts, I was able to earn an outstanding performance evaluation from both the Mayor and the City Receiver after my first year of service.

During my professional manager career, I ensured adopted policies, directives, resolutions, and ordinances were implemented and provided recommendations on agenda issues, management operations, and policy implementation to elected officials. I have had direct oversight responsibility for hiring, firing, development, and performance of Department Directors, Bureau Chiefs, 500 municipal employees, and served as Chief Negotiator with five unions: FOP, IAFF, AFSCME, PBA, and IUPAT. Also led the administration and implementation of numerous government programs and preparation of multiple budgets for several Departments and Cities. Moreover, served as Chief Financial Officer in charge of assessing financial conditions, recommending policy alternatives, and implement cost-effective measures to enhance and deliver local government services.

Thanks for your kind consideration, and I look forward to hearing from you soon.

Sincerely,

Ricardo Mendez-Saldivia, MBA, PE, CGFM, ICMA-CM

# RICARDO JOSE MENDEZ, MBA, PE, CGFM, ICMA-CM

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## SUMMARY

Provide innovative leadership helping county and municipal governments improve management operations, achieve financial stability, compliance with regulatory agencies, and increase trust and confidence in the administration. Ability to manage resources under budgetary constraints allowing effective and efficient delivery of vital and necessary services including public safety, utilities, and infrastructure projects. Possess skills in analyzing highly complex issues and providing solutions in fast-paced political environments. Delivered a \$2B Capital Improvement Program on time for the first time in years leading to voters' approval of additional bonds.

I led the implementation of one of the most successful Municipal Financial Recovery Plans in the country with over 130 revenue enhancing and management improvement initiatives in all City Departments and Bureaus; therefore, helping the City avoid further default of financial and contractual obligations and bankruptcy. These accomplishments not only placed the City on a fiscal recovery track but led the City out of State Receivership in less than 3 years. I have 25 years of professional experience and developed expertise in the following areas:

- Strategic Management
- Collective Bargaining & Labor Relations
- Operations Management & Improvement Process
- Organizational Analysis & Development
- Project & Program Management
- Building, Zoning, Permitting & Code Enforcement
- Community Planning & Redevelopment
- Financial Analysis & Budget Development
- Capital Improvements & Bond Programs
- Sustainability & Environmental Management
- Public Safety & Emergency Management
- Conflict Resolution & Team Building
- Stormwater & Utilities Management
- Water/Sewer Plants Operations & Compliance

## RELEVANT LOCAL GOVERNMENT EXPERIENCE

### **CITY OF HARRISBURG, PA, 2012-2013**

*Chief Operating Officer and Chief Financial Officer*

Population served: 250,000 Budget: \$170M Employees: 500

Brought on board to implement the City's Financial Recovery Plan, improve management operations, and avoid bankruptcy. I served as the City's Chief Administrative Officer and Chief Financial Officer providing leadership and management supervision to 20 departments and bureaus including public safety. I improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures and establishing professional management systems in every department that addressed underlying chronic issues which had been challenging the City for years. Consequently, under my leadership, significant accomplishments were made in the City's financial management and reporting compliance, budgeting and revenue, cost containment and reduction, tax administration, building and housing, economic development, infrastructure sustainability, stormwater management, public works, capital improvements, facilities and fleet management, public safety, sanitation, IT, and workforce and collective bargaining. Advised Mayor and Council on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process, and compliance with State and Federal regulatory agencies. I also served as the Business Administrator and Chief Negotiator for the City's three labor union contracts, chaired labor-management committee meetings, and heard final step grievances. I had direct oversight responsibility for management operations, maintenance, rehabilitation, and environmental compliance of the City's water & wastewater treatment plants providing utility services to six municipalities within a region of 550,000.

**Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA**

- Successfully led City's recovery and operations during times of great turmoil and uncertainty. Arrived after a new City Administration was in the throes of working out a Recovery Plan, a Receiver had been appointed and many City employees left creating a dearth of knowledge. Notwithstanding, I was able to make a difference and work with the City Receiver, Elected Officials, staff, private sector, State and Federal government officials to turn the situation around and implement a comprehensive Financial Recovery Plan, improve management operations in every department, stabilize the City's financial management and avoid one of the largest municipal bankruptcies in the nation
- Placed the City in full compliance with the Securities & Exchange Commission avoiding significant penalties
- Completed four years of past due Comprehensive Annual Financial Reports within 13 months after taking over, allowing the City to complete its 2009, 2010, 2011 and 2012 audits and fast-track the financial recovery process
- Developed the City's in-house capacity and processes to assure the completion and delivery of future audits on time
- Identified and addressed priorities in every department enhancing the City's overall administration
- Led the City's recovery and improvement process providing a clear path to a fiscally solvent future
- Demonstrated the efficacy of bankruptcy versus implementing a strategic recovery plan
- Allowed public officials to foresee challenges and put a timeline on the City's progress and fiscal recovery
- Avoided bankruptcy's devastating effects on public safety, pensions, and cost to taxpayers
- Made significant early progress in the Financial Recovery Plan implementation helping eliminate the City's debt over time, clarify the stranded debt remaining after City asset transactions were in place, and provided clear options following those transactions in the coming months, not years
- Placed the City on track to eliminate the structural deficit over time allowing a financially stable and efficient future
- Established priorities, identified responsible parties, phases, and set milestones and deadlines to complete 130 initiatives across departments, past due audits, and all City projects and programs eliminating all chronic delays
- Implemented over 50% of the Financial Recovery Plan in 13 months accelerating the City's recovery process
- Improved chart of accounts enabling the City to effectively monitor grants and meet auditing requirements
- Successfully completed every assignment from the City's Receiver including 4 past due Comprehensive Annual Financial Reports, corresponding audits, and development of strategic plans for every Department and Bureau
- Worked cooperatively and collaboratively with City and State officials towards achieving all recovery goals
- Set strategic course of action utilizing planning tract under new State legislation accomplishing a clear path to fiscal solvency and reduction of a structural deficit that had challenged the City for more than 20 years
- Reduced personnel and operating costs while maintaining levels of service combining and sharing City resources
- Identified new revenue sources and restructured City operations reducing structural deficit and balancing the budget
- Streamlined City operations consolidating department functions and implementing outsourcing strategies—sanitation
- Eliminated chronic delays and delivered City budgets on time enhancing trust and confidence in the administration and winning the GFOA Budget Excellence Award in 2013
- Led the City out of distressed status and emerge out of State Receivership in record time
- Improved City communications and established a transparent administration
- Accomplished the greatest management progress, transparency, and openness in the City's recent history
- Earned public recognition and praises for achieving significant early progress and completion of the City's recovery plan from the Financial Recovery Committee, Receiver, Elected Officials, Chamber of Commerce and State Officials
- Negotiated with Federal & State regulatory agencies such as EPA, DOJ and State EPA avoiding significant penalties and accomplishing suitable plans for environmental compliance of the City's water & wastewater treatment plants
- Negotiated City overcharges in the water & sewer rates with six municipalities avoiding costly litigation
- Negotiated CBA with three Unions, FOP, IAFF, and AFSCME and eliminated the long-standing backlog of grievances
- Brokered important agreements with union leaders eliminating costly unfair labor practice claims
- Expanded the fire contingency adding 9 firefighters and reducing the Fire Bureau's overtime

**Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA. Cont.**

- Worked closely with the business community, State Department of Community & Economic Development, and Business Advisory Council in the implementation of an integrated long-term economic development plan
- Streamlined the City's residential and commercial construction permitting process helping redevelopment plans
- Accelerated demolition of blighted buildings in targeted areas around the City helping economic development
- Enhanced City ordinances allowing faster condemnation of disruptive properties and recovering demolition expenses
- Engaged real estate developers with planning, building & zoning plans attracting multimillion-dollar investments
- Worked hand in hand with private sector developers and community partners to break ground on several projects helping job creation while increasing minority participation
- Oversaw investment of Federal CDBG funds in home construction and community projects enhancing the quality of life, reducing the City's unemployment, and revitalizing neighborhoods
- Boosted parking revenue implementing handheld IT devices and addressing scheduling, supervision, and training
- Enhanced education, accessibility, and enforcement efforts improving the City's recycling
- Increased revenue by developing and monitoring an enforcement process of the City's loan portfolio
- Empowered law enforcement to improve criminal investigations and decrease homicide rate accomplishing a 90% clearance rate and overall crime decrease with a 47% decline in homicides since 2010 and 13% decline in robbery
- Facilitated implementation of the City's illegal gun reward program netting over 100 handguns
- Increased public access to law enforcement holding weekly public safety briefings and increasing walking patrols
- Improved communications between police and citizens by walking and biking targeted neighborhoods with officers
- Worked with safety council engaging citizens in programs to assist law enforcement and promote crime prevention
- Enabled utilization of modern technology like computerized crime mapping allowing police to aggressively and proactively address areas of concern improving safety and quality of life
- Forged key relationships aiding law enforcement coordination with County District Attorney's Office, Federal Prosecutors, ATF, County Response Team, and Capitol Police
- Able to leverage State Police personnel, equipment, and financial resources for the City's special events
- Facilitated integration of the City's prisoner booking center into the County's booking center saving significant resources while enabling additional police officers for street patrol duties
- Oversaw establishment of four police sub-stations and deployment of mobile police sub-station vehicles
- Oversaw reinstatement of the Police Athletic League program providing safe mentoring to City youth
- Coordinated installation of new surveillance cameras around the City to help reduce crime and illegal dumping
- Made significant improvements to the health and safety of City residents by improving illegal dumping operations and developing an effective pickup schedule resulting in 536 tons of bulk waste
- Oversaw storm inlet and potholes repairs saving the City significant financial resources
- Developed and implemented the City's Capital Improvement Program including all infrastructure and facilities
- Reorganized the City's Engineering operations and implementation of the City's water & sewer and transportation projects including street widening, ADA compliance, decorative crosswalks, street lights, and sign installations
- Upgraded the City's handling of building & zoning permits, inspections, complaint citations, and condemnations by implementing a strategic plan enhancing site inspection and establishing project control measures
- Managed planning, design, construction, operations, maintenance, and rehabilitation of City facilities improving interior structure, security, ADA compliance, overall maintenance, and installing energy efficient HVAC systems
- Made the highest and best use of City land by partnering with the public and private sector to implement Right-the-Blight initiative and constructing a state-of-the-art City Health Center helping economic development and paving the way for the City to build a newly designed Industrial Manufacturing Park
- Promoted Green Economic Development Plans including implementing the use of alternative fuel in City vehicles (natural gas & electric), green infrastructure, and improving efficient lighting in buildings and streets



Ricardo Jose Mendez, PE, MBA, CGFM, ICMA-CM**Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA. Cont.**

- Pioneered enhancement of stormwater quality and purchasing energy in bulk (electricity, natural gas, and fuel) generating significant cost savings, helping to balance the budget and eliminating the structural deficit over time
- Worked with community partners and identified the highest and best use of City-owned vacant lots to create green parcels that absorb storm run-offs and allow portable outdoor fresh markets
- Administered Right-the-Blight initiative calling for the removal of blight through an aggressive demolition plan, enhancing sanitation routing systems, code enforcement, and conducting quarterly bulk cleanups
- Identified and recovered lost revenue by improving discovery, enhancement, and audit services generating over 100 additional business licenses per year and a significant increase in City revenue

**City of Sweetwater, Director, Finance Department, Sweetwater, Florida, 2014-2016**

After implementing the City of Harrisburg Financial Recovery Plan that enabled the City to emerge from State Receivership and avoid filing for bankruptcy, I was select by a newly appointed Mayor with the approval of federal, state, and local law enforcement agencies including State Attorney's Office, FBI, Florida Department of Law Enforcement, and Miami-Dade County Ethics Commission to help the City in distress avoid financial default; State Oversight Board; stiff penalties from creditors and agencies including IRS; renegotiate collective bargaining agreements; ensure compliance with federal, state, local laws, and regulations; serve in the capacity of deputy administrative officer and finance director; organize the City finances; reopen the Finance Department; and prepare the City's budget within weeks of Charter's deadline, among other critical needs and priorities. **Achievements include:**

- Reorganized and reopened the finance department earning praises from elected, county, and state officials
- Implemented a successful vendor-repayment plan reopening most of the City accounts which had been closed
- Prepared and delivered the City budget to the Commission after only a few weeks since appointment meeting Charter's deadline
- Negotiated collective bargaining agreements with police (PBA) and employee (IUPAT) unions avoiding costly labor litigation
- Saved the City significant financial resources in contract negotiations with health care providers and vendors
- Developed and implemented a successful financial recovery plan tailored to City needs avoiding default and State Oversight Board
- Obtained approval and earned praises from Governor's financial team and State Auditor General after conducting financial recovery plan oral presentations to Tallahassee Officials
- Completed all pending City audits including federal, state, and local grantor agencies
- Pioneered implementation of new IT systems enhancing productivity, accounting, and reporting while enabling checks and balance
- Realized significant savings negotiating a settlement agreement with the Internal Revenue Service and an achieved compliance
- Saved the City significant financial resources while addressing all grant eligibility compliance issues with State and local officials
- Led section heads, division managers, department directors, and elected officials in budget development and control techniques
- Developed a high-performance financial team capable of safeguarding City assets and completing City budgets/projects on time
- Implemented planning and programming to develop the City's financial goals, objectives, and budget based on critical priorities
- Accomplished continuity of vital and necessary services during the worst cash flow-financial challenge in City's history
- Developed in-house capacity to complete future audits on time earning praises from external auditors, federal, state, local officials
- Eliminated significant bank statement reconciliation backlog developed over the years curing chronic audit findings and delays
- Pioneered implementation of a central accounting system enhancing operations, accounting, and reporting
- Achieved reliability, consistency, and compliance with Generally Accepted Accounting Principles and best practices
- Gathered, analyzed, prepared, and presented critical financial information timely enabling prompt/key decision making
- Eliminated chronic delays and led annual audit process preparing/providing all required information to external auditors timely
- Successfully led the City budget development and approval process producing multiple budget documents on time
- Prepared multiple budget revisions while conducting periodical budget analysis and fulfilling all City Commission requests
- Established a General Ledger monthly account reconciliation process completing over 1000 GL accounts
- Fostered a priority-based spending culture by addressing operations performance, budget control, and cash flow management
- Addressed encumbrances and vacancies making sure everyone understands spending priorities and adheres to the budget
- Prioritized and managed the City's cash flow effectively avoiding financial default and disruption of vital and necessary services
- Implemented financial reporting system adhering to contract billing and collection schedules helping steady cash flow to support critical operational requirements
- Updated all necessary business policies and accounting practices strengthening the City's policies and procedures

**Ricardo Jose Mendez, PE, MBA, CGFM, ICMA-CM**

- Effectively worked with Mayor, Commission, Auditors, Auditor General, and Governor Office helping consensus building
- Enhanced grant management activities and ensured eligibility requirements compliance with federal, state, and local agencies
- Implemented new financial system training for City employees maximizing individual and organizational goals
- Fostered communication and achieved internal integration among departments, divisions, and sections
- Researched and organized all City investment activities including money market and simple interest-bearing accounts
- Negotiated new capital leases for property, plant, and equipment including new vehicles
- Mentored City employees reinforcing professional development and standards from ICMA, GFOA, and AGA Code of Ethics
- Balanced overwhelming workload while assisting human resources every step including all finance-staffing issues
- Forecasted City revenue accurately helping balance the budget and eliminate multiple budget revisions
- Effectively refined City goals and objectives to prepare City the budget in accordance with the most critical priorities
- Accomplished a professional operation, effective and efficient management of resources, and overall compliance
- Prepared and delivered all-important annual financial reports timely including insurance and workers compensation
- Maintained accounting, reporting, auditing, and administrative policies and procedures up-to-date
- Conducted facility assessment and capital assets inventory curing chronic audit findings and achieving GAAP compliance
- Accomplished consolidation and sharing of City services and assets further enhancing financial resources
- Sought maximum efficiencies in the City's banking relationships and opened several accounts to bringing the City in compliance
- Eliminated all chronic delays addressing public records requests
- Negotiated all city insurance policies realizing savings in new premiums and avoided lapses of coverage at any time
- Established a management system that allows maximum productivity, safeguards assets, and addresses future needs
- Enhanced integrity of all cash management functions including daily cash deposits, transportation, and logistics
- Eliminated chronic delays in completing filings with government agencies timely including Office of the Auditor General
- Eliminated chronic delays submitting reports timely e.g., FHWA-536/Local Highway Finance Report and FDLE grants reports
- Pioneered new culture embracing financial and purchasing policy and procedures, deadlines, and agency compliance
- Successfully led the City's financial recovery thru extenuating circumstances avoiding significant tangible/intangible losses
- Despite financial distress, the City never stopped providing vital and necessary services and started to build reserves
- Established internal controls to ensure future compliance with GASB, human resources legislation, and the law
- Implemented performance evaluations in accordance with ICMA, GFOA, and AGA guidance
- Led the RFP process, negotiated with vendors, and outsourced payroll operations
- Negotiated existing loans and capital leases with financial institutions achieving fair and balanced rates, terms, and agreements
- Saved the City significant financial resources by correcting errors on pay scale tables required to process employee retro payments
- Achieved quality control, accuracy, transparency, and improved overall City management earning praises from the Governor's Office, State Auditor General, City Auditors, Miami-Dade County Ethics Commission, federal officials, and elected officials

**SEMINOLE TRIBE OF FLORIDA, HOLLYWOOD, FL 2009-2009***Chief Administrative Officer*

Population: 5 reservations Budget: \$100M Employees: 6,000

Brought on board to lead and improve management operations in several departments including, planning, building, zoning, public works, environmental resources, and construction management and oversee completion of \$300M investment in 8 water & wastewater treatment plants. Ensured Council adopted policies, resolutions, and ordinances were enforced and implemented. Direct oversight responsibility for utilities management, preparation and administration of budgets, personnel, community planning, litigation coordination, risk management, grants, economic development, and growth management. Led multimillion-dollar negotiations with private and public entities and coordinated lobbying efforts with Federal government.

**Achievements:**

- Built high-performance professional management team eliminating costly errors and omissions in public infrastructure planning, development, operations, maintenance, and rehabilitation
- Conducted water & sewer plant operations assessments holding vendors accountable and saving financial resources
- Implemented improvement plans allowing savings in water & wastewater treatment plant projects
- Restored financial integrity in the handling of utility construction, operations, and maintenance

**Ricardo Jose Mendez, PE, MBA, CGFM, ICMA-CM**

- Pioneered integration of technology streamlining financial and budget development operations
- Developed a Quality Management Program increasing productivity, morale, and customer satisfaction

**PALM BEACH COUNTY SCHOOL DISTRICT, 2006-2007**

Director, Program Management Department

Population: 1.4M Budget: \$2.5B Employees: 27,000

Brought on board to reorganize the department, implement policies and procedures, improve operations, and lead the implementation of a \$2Billion Capital Improvement Program including planning, design, construction, rehabilitation, and modernization of Countywide public infrastructure and facilities. Oversaw completion of over 100 projects including land development, transportation, environmental, water & sewer, utilities, stormwater management, parks, and school buildings. Direct oversight responsibility for preparation and administration of budgets, coordination of Board-appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction management, and coordination with local and state regulatory agencies.

**Achievements:**

- Delivered all projects on time and received praises from Oversight Committee and *The Palm Beach Post*
- Saved millions of dollars by enhancing project control operations and improving contract negotiations
- Reorganized department operations, developed and empowered staff improving morale and productivity
- Delivered CIP on time which had not been accomplished by the previous two administrators
- Developed a records management system enhancing the ability to defend against multi-million-dollar claims
- Avoided substantial monetary damages by achieving sound financial resolutions during mediation and arbitration
- Implemented professional training and developed policy and procedures safeguarding District's assets
- Established new payment approval system handling \$1M/day and ensured vendor's performance
- Eliminated budget disparities and streamlined budget development process
- Crossed-trained support staff; therefore, the department no longer relied on one individual
- Opened lines of communication among staff and stakeholders achieving internal integration
- Successfully met all permitting challenges with state and federal agencies avoiding significant penalties and delays
- Achieved consistent operational guidelines, established internal controls, and accomplished a professional management operation enhancing trust and confidence in the Administration

**CITY OF MIAMI BEACH, FL, 1999-2001**

Director, Public Works Department

Population: 100,000 Budget: \$34M Employees: 250

Brought on board to reorganize department operations, oversee implementation of a \$250M Capital Improvement Program (CIP), and a \$92M General Obligation Bond program. Direct oversight responsibility for municipal utility services, budget preparation and administration (projects, program, and department budget), coordination with oversight committees, community planning, litigation coordination, risk management, purchasing, grants, personnel, and construction management.

**Achievements:**

- Saved millions of dollars implementing a Quality Management Program increasing productivity and morale
- Led implementation of \$250M CIP leading to the issuance of a \$92M GO Bond to address public needs
- Restructured department operations and developed high-performance management teams
- Developed and implemented a financial system and guidelines improving handling of capital expenditures
- Pioneered integration of IT systems enhancing department financial and management operations
- Led City operations through difficult challenges during change and enhancement of community assets
- Reduced city liabilities and ensured vendors' performance by amending contracts
- Appointed as emergency manager and coordinated efforts with local, state and federal government

- Implemented fee schedule saving the City significant financial resources in contract negotiations
- Performed job audits, reclassifications addressing inequities and granting over 20 promotions for the first time in years

**MIAMI-DADE COUNTY, FL, 1993-1999**

*Special Administrator*

Population: 2.5M Budget: 100M Employees: 1000

Started as County Civil Engineer, earned promotion to Special Administrator and appointments to several County Committees. Played a lead role in review and approval of the largest residential, commercial, and industrial land development projects in Miami-Dade County such as The Airport Expansion and The Beacon Trade Port. Developed expertise in administration of multiple public infrastructure related services and facilities including planning, design, construction, maintenance, and rehabilitation of traffic & transportation, water & sewer, environmental, and stormwater management projects. Responsible for budget preparation and implementation. Led team of senior County professionals. Conducted negotiations with local, state and federal agencies. Accomplished the County's Supervisor Certification Program learning multiple departments operations.

**Achievements:**

- Accomplished significant savings in County's financial resources while negotiating important agreements with federal, estate, and local officials including FAA, DOT, EPA, South Florida Regional Planning Council, and the School Board
- Appointed as County emergency manager and able to successfully coordinate with local, state and federal agencies
- Ensured developers fair share contributions to public infrastructure saving substantial County financial resources
- Completed county projects timely while leading a senior team of professionals during fastest growth and development
- Pioneered implementation of County information technology systems eliminating a 5-yr backlog in data processing

**OTHER PROFESSIONAL EXPERIENCE**

**Vice-President/President/Forensic, RA Consulting Engineers/Civil Infrastructure Corporation/Donan, Miami, Florida, 2008-Present**

- Served as chief operations officer and work directly with city and county officials
- Oversaw implementation of Capital Improvements, General Obligation, and Storm Water Bond Programs
- Negotiated, executed and managed multimillion-dollar contracts and prepared/administered budgets
- County/municipal management consulting - planning/implementation of state, county and municipal projects and programs

**Project Executive, Roger Development / Keyes Company, Coral Gables, Florida, 2002-2005**

- Served as director of operations
- Oversaw construction, land development, and project management operations
- Successfully accomplished all project requirements with local and state government agencies regulations
- Coordinated project development with utility companies, government agencies, consultants and bankers

**EDUCATION**

**Master of Business Administration – Magna cum laude – Finance & Management, 1996**

University of Miami, Coral Gables, FL

**Bachelor of Science Civil Engineering, 1987**

Florida International University, Miami, FL

**LICENSURE / REGISTRATION / CERTIFICATES**

- ICMA–Credentialed Local Government Manager
- Certified Government Financial Manager
- Registered Professional Civil Engineer
- Certified Quality Control Manager
- Municipal Financial Reporting & Compliance, Securities & Exchange Commission

**PROFESSIONAL AFFILIATION**

- International City/County Manager Association
- Government Finance Officer Association
- Association of Government Accountants

Don Rosenthal MBA, CPM



November 12, 2019

Dear Sir or Madame,

I am submitting my resume for consideration for the North Miami City Manager position. I am currently the Assistant County Administrator in Pasco County, Florida. I am responsible for Development Services, which includes the Office of Economic Growth, Building, Inspections, Plan Review, Central Permitting Department, Current and Long-Range Planning Department, Code Enforcement Department, and the Metropolitan Planning Organization of Pasco County.

We have reconfigured the Building, Plan Review and Inspections sections of the Building Department to review plans within 10-business days with the Inspections coordinated through Central Permitting to meet the needs of our customers. We have brought several new technologies to bear and adjusted permit fees to allow the Building and Planning Departments to invest heavily in technology to the point where we are now doing some inspections remotely and electronically submitting permit applications.

Our fiscal management of this Branch and these Departments has resulted in a reserve account of over 21-million dollars in four years. We have introduced the staff at all levels to SmartBoards and Vuspex to allow for remote inspections and to utilize google earth to virtually walk the construction site with developers and contractors prior to the beginning of construction.

We are strongly supported in all our efforts to increase technology and customer service by our Pasco County Board Commissioners. My team and I have improved the business process throughout the Development Services Branch.

We have reduced the plan review time to 10-business days, reduced the Planning Review times below Florida requirements, introduced Accela for Building and Open-Counter for the Planning Department to resolve issues that had prevented them from serving their customers to the best of their abilities.

We improved the efficiency of our operations throughout the Branch while saving money through that efficiency. Our customers (Tampa Bay Builders Association, Developers and Contractors in Pasco) love us, the services that we provide and the "common sense" that we employ. I welcome a visit to the U-Tube website to find videos of Pasco County's Development Services Branch, Unlicensed Contractors being rounded up by the Pasco County Sheriff via two deputies that I hired to stop the illegal construction in the County. I hired and trained individuals that I am proud of throughout my Branch, who are working hard because they are a unified team. They do not feel like employees they know that they are *team members*. I look forward to discussing the possibilities with you.

Don Rosenthal



Don L. Rosenthal

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## SUMMARY

I am an innovative leader with proven communications, organizational, and analytical skills. I am Achievement-oriented with foresight; a dedicated team leader. Approximately thirty (30) years of management experience with particular expertise in the following areas:

Governmental Operations	Strategic Planning and Operations Analysis
Customer Relations and Support	Financial Operations and Budget
Accela System Design and Implementation	Operations and Project Management

## EDUCATION

Regis University	MBA- Finance and Accounting
Loyola University	B.S.-Psychology and Military Science

## RELEVANT PROFESSIONAL EXPERIENCE

**Assistant County Administrator/ Development Services, Pasco County, Florida      2014-Present**

I managed the Office of Economic Growth, Building, Permitting, Plan Review, Unlicensed Contractors, Minimum Standards, Planning and Development, Long Range Planning and MPO and Code Enforcement. We have initiated Accela phase II and incorporated Planning and several other departments from outside of my Branch into the Accela process. We will be introducing Open Counter to keep our Planners off the phone and on their respective projects as much as possible to improve the amount of time spent actually working on individual projects as opposed to updating people on project status. Open Counter will provide the status update automatically and answer most Planning and Zoning questions. We are also implementing Electronic Plan Review to allow our customers to submit their plans from their office or home. Finally, we have implemented Vuspex that allows our inspectors to do some inspections remotely for the convenience of the home owners or contractors. We are configuring Accela to allow all of our team members to collaborate together on line on the project together as needed. After a consolidation of Public Works and Engineering with the Infrastructure Branch, I still manage the same departments, minus the Public Works and Engineering Departments. I still manage several major Departments (Building, Planning, Public Works/Stormwater, Road & Bridge, County Engineer, Survey, Real Estate, Project Management and Traffic, Building, Permitting, Plan Review, unlicensed Contractors, Minimum Standards, Planning and Development, Long Range Planning, MPO and Code Enforcement. We did the initial installation and configuration of the Accela program in about 14-months, to manage the Building and Planning process much more efficiently. We developed key performance indicators to improve efficiency throughout the Branch.

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**Director, Office of Buildings, City of Atlanta, Georgia**

**2010 to 2014**

I led a City wide re-organizational effort to improve the permitting process in Atlanta by consolidating Permitting, Site Development, Zoning, Planning, Plan Review and Inspection functions for Public Works, Office of Buildings, Site Development and Erosion Control as well as across other departmental lines to facilitate a one stop shop approach to permitting. We have vastly increased performance and reduced the initial review time to 10-business days or less dependent on customer response time, through the use of the Accela program. Our customers were happy and supportive. This stakeholder support and our open lines of two-way communications has allowed us to request and receive the extended financial support of costly customer service improvements that included process improvements, software programs, computer upgrades, and vehicle purchases. We deal daily with land use, Zoning, building, Public Safety issues through Public Administration efforts. We implemented the Accela program to help control the Building and Planning process. We established an Enterprise fund with tremendous stakeholder support to finance continued customer service improvements. We turned initial reviews/permits around in ten (10) business days 92% of the time on a weekly basis.

**Building and Safety Manager City of Reno, Nevada**

**2007 TO 2010**

I managed the **Building Department** and a consolidated team from Site development, Planning, Zoning, plan review, and plan revision and exercised managerial responsibility for Building, Plan Review, and Permit Counter Operations and the interactions with Engineering and Planning. We implemented the Accela program to assist us in serving our customers in the Building and Planning Departments. We developed a ten (10) day expedited Plan Review Process, engaged our stakeholders (internally and externally), garnered their support and made consistent improvements to both the operations and processing of permits. We maintained a high level of stakeholder support throughout our time in Reno and instituted positive process changes.

We implemented the Accela program to manage and control the Building and Planning process, while tracking our cost and the effectiveness of both our efforts and the level of efficiency in performing the task at hand.

**Director of Community Development, Village of Downers Grove, Illinois**

**2005 to 2007**

**Director of Code Services, Village of Downers Grove, Illinois**

**2000 to 2005**

I managed **Community Development** and exercised managerial responsibility for Building, Code Enforcement, Planning, and Zoning departments. We consolidated departmental efforts utilizing tax increment financing to realize projects that would be unfeasible without that process. We also utilized knowledge of urban renewal and housing /retail mixes to stimulate growth and development. I had responsibility for planning, directing and managing all activities and operations related to Community Development activities and operations. Several large projects were developed in the targeted areas with generated taxes meeting or exceeding projections at the two-year mark. We created an in house program to help us manage the Building and Planning process.

**Building Commissioner, Bellwood, Illinois**

**1994 to 2000**

Electrical Inspector, Oak Park, Illinois

1989-1994

Code Enforcement Officer, Oak Park, Illinois

1985-1989

Purchasing Clerk, Oak Park, Illinois

1983- 1985

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United States Army

1980-1983

**PROFESSIONAL AFFILIATIONS**

United States Army  
Certified Public Manager

1<sup>st</sup> Lieutenant-Ansbach, Germany  
State of Florida



February 25, 2020

Dear Sir/Madam,

Please find attached my resume for consideration for the position of City Manager –North Miami, Florida.

You will note in my resume that for the past approximately five years as City Manager in Deltona, I worked closely with the community and City Commission to develop its first useable strategic plan. Prior to my arrival, there was no process to identify goals to be achieved and how to reach consensus. The City staff constantly drifted from project to project without completion. Inertia was prevalent because when you try to do everything you end up doing nothing. Once the strategic plan was adopted both the Commission and staff had clear direction on what projects were a priority, required staff time and funding. Deltona has an all funds budget of \$170M and approx. 400 employees, excluding 83 contracted Sheriff's Department personnel. More has been accomplished in my tenure than under previous City Managers. In 2016 and with less than a year as City Manager, I received the City Manager of the Year award for Volusia County. My reputation is a "game changer" because I achieve results. For example, under my direction Amazon will build a 1.4M square foot distribution center in Deltona. Deltona is the envy of numerous municipalities across the nation.

Prior to Deltona, I was the Deputy City Manager for Transportation and Public Works for El Paso, Texas. The City of El Paso is a border community of approximately 700,000 located adjacent to Juarez, Mexico. Major issues facing the City of El Paso, similar to other communities, are ensuring reliable revenue estimates, providing excellent services to citizens in every area despite budget constraints, finding new revenue sources to address unfunded liabilities, maintaining/improving the community's quality of life, guiding economic development, job creation, sustainability, public safety and increased health and human service needs. As the Deputy City Manager, I managed the City's bus system, \$1B capital improvement program, engineering department, facilities and land management, international bridges, streets and traffic program. My portfolio had an operating budget of approximately \$160M, a capital budget of approximately \$1B and approximately 1400 employees. I also worked closely with the arts, public safety and human services departments.

If I am selected as the City Manager for North Miami, I will continue to foster this spirit of teamwork and collaboration with the City administration. I am a "can do" leader who can facilitate and guide individuals/entities to achieve consensus and to achieve a common vision.

I have the ability to carry out government initiatives and to make strategic decisions pertaining to land development, increasing property values and creating a business friendly environment. I have experience with smart growth and understand the value to building a vibrant community where residents can live, work and play. I have the ability to set the tone and vision for staff. I can find ways to gain efficiencies in service delivery and provide a new vision for how staff provides quality services to the community. I will strive to improve the quality of life for the community while still being business minded and maintaining fiscal and economic stability. I value partnerships with other communities on regional issues and resource sharing. I am a critical decision maker, am able to process information strategically and can implement decisions into reality. I have the ability to be "big picture" oriented while maintaining an acceptable level for details. I am highly accountable, diplomatic, dynamic, ethical, innovative, professional and self-confident.

My rebuilding of the Sun Metro bus system in El Paso from the verge of a meltdown into the Outstanding Transit Agency of the Year serves as an example of my ability to carry out a vision, to be focused on customer service and to transform a low performing department to a high performing department. My prior experience with the clean-up of the Boston Harbor, the "Big Dig" and 9/11 shows that I have the knowledge to deliver and come up with improved policies and procedures and innovative solutions to ensure results and to resolve problems. My extensive Boston experience gives me an excellent background in fiscal responsibility and economic development. During that time period I also managed to maintain Airport operations in the black despite the downturn in air travel and growing safety mandates. I have strong negotiation skills that can find a way to turn disputes into consensus and to be the City's ambassador.

I have a diverse background which includes experience in community consensus building, construction, contract negotiations, economic development, environmental processes, fiscal management, project development and management, operations, public private partnerships, real estate and strategic planning and implementation. I have worked and partnered with many organizations, including federal, state and local entities. I am a high performer, customer-focused, creative and dedicated individual. I will set a positive example of accountability, competence, hard work ethics, leadership and professionalism to the organization and community. I will make your goals a reality.

My past experience and recent accomplishments in Deltona make me a strong candidate and an excellent fit to be the City Manager for North Miami, Florida. Thank you for considering my application.

Sincerely,

Jane K. Shang



**Jane K. Shang**

## SUMMARY

More than 30 years of experience in government operations with expertise in the following areas:

- municipal, state and federal law
- customer service and organizational change
- community consensus building
- fiscal and labor management
- strategic planning and implementation
- public sector administration and operations
- economic development
- private public partnerships
- project development and management

## RELEVANT GOVERNMENT EXPERIENCE

### ***City Manager, City of Deltona, Florida***

**June 2015-January 2020**

Deltona, the largest City in Volusia County (approx. 100,000), is located between Orlando and Daytona Beach. Deltona was incorporated as a City on December 31, 1995 and began as a retirement community. Being equidistance from Orlando and Daytona Beach, Deltona is now a bedroom community (85%). The current vision is to transition to a diversified tax base and recruit businesses, restaurants and employment.

Duties and Responsibilities as City Manager:

- Oversee day to day operations with approx. \$170M annual budget and approx. 400 employees, excluding 83 contracted personnel from Volusia County Sheriff's Office. Departments include City Manager's Office, City Clerk, Finance, Information Technology, Planning and Development (including CBDG and SHIP funds), Building and Enforcement Services, Human Resources, Law Enforcement, Fire/Rescue, Public Works/Deltona Water, Parks and Recreation, and The Center at Deltona (new \$8.9M events/venue facility for rent).
- Prepare and submit the annual budget, budget message and capital programs to the City Commission.
- Coordinate/direct federal, county and municipal officials, City departments and the public to optimize service and sound fiscal delivery.
- Coordinate with Volusia County Emergency Management staff during hurricane season and maintain healthy reserves (\$8.1M, increased annually for inflation) for natural disaster relief.

Achievements:

- Awards:
  - City Manager of the Year 2016: Volusia League of Cities.
  - Deltona Citizen of the Year 2017: Deltona Dream Keepers
  - Deltona City Manager Recognition: Guitars for Veterans, Deltona, Florida
  - Game Changer Award to City Manager 2020: Deltona Dream Keepers
  - \*11<sup>th</sup> City Manager in City's 24 year history.
- Economic Development:
  - Amazon fulfillment center: 1.4M square foot/\$100M facility to open in September 2020. 500 new jobs.
  - Halifax Hospital: \$160M state of the art facility opened February 2020 plus 20,000 square foot medical office building to open in March 2020. Hundreds of new jobs.

- Two new emergency care facilities (Halifax and Advent Health) valued at approximately \$25M.
- Hundred million \$ of commercial development in the queue/completed, such as Wawa, RaceTrac, Hardee's, Burger King, Dunkin Donuts, McDonalds, Honest-1, and so on.
- 1000 new homes in various stages of rezoning, design and construction.
- Manpower Group (Jan. 4, 2019) ranks Deltona as "#1 for net employment growth (37%)" compared to Tampa at 31% and Miami at 22%.
- Negotiated new solid waste contract which includes residential and commercial hauling. Contract supports new City Beautification Program.
- Built \$8.9M events facility to allow City to hold large entertaining and speaking events (ex. Ron DeSantis and Andrew Gillum, Governor's Election).
- Initiated on-line permitting and plans review for commercial and residential projects.
- Coined the phrase "Deltona...A City on the Move" for brand recognition and marketing.

Fiscal:

- Developed first five year Strategic Plan which provides clear direction on City priorities.
- Aa2 Moody's Bond rating.
- Provided resources to protect City IT system from being "hacked" by outsiders. No data breach and no payment to outsiders.
- Obtained approximately \$15M in new grant funding from state legislature, Transportation Planning Organization and Volusia County for transportation and ecological/parks projects.
- Lowered and maintained millage rate while providing new services, hiring additional staff, maintaining excellent employee health, adding employee education benefits, providing employee raises and maintaining a balanced budget.
- Brought diversity into the hiring practices as the NAACP was on the verge of filing a lawsuit.

Public Safety:

- Crime is down by double digits.
- Successfully negotiated two collective bargaining agreements with the Fire Department Union.
- Successfully negotiated medical transport agreement with Volusia County.
- Budgeted adequate reserves for hurricane disaster relief whereas some municipalities had to borrow funds to address need.
- Lowered City's ISO (Insurance Service Office) rating to bring insurance rates down.

**Deputy City Manager, El Paso, Texas**

**2008-2015**

El Paso is a border municipality located adjacent to Juarez, Mexico. El Paso's population is approximately 700,000 and the metropolitan area, including Juarez, Mexico, is approximately 2.2 million.

Duties and Responsibilities as Deputy City Manager:

- Oversight responsibility for the following functions: building maintenance, bus operations, engineering and construction, international bridges and trade development, parks management, streets and roadways, traffic management, economic development, finance, project planning and implementation, and service delivery.
- Development and oversight of \$160M operating budget and \$1B Capital Improvement Program ("CIP") to support economic development, street infrastructure and quality of life policy goals established by the Mayor/City Council. Deliver projects on time and within budget.

Achievements:

- Transformed the Sun Metro bus system from a near meltdown to the Outstanding Transit Agency of the Year. Obtained federal funding for the City's \$145M Bus Rapid Transit ("BRT") program under the New Starts Program.

- ☐ Within the \$1B CIP, approximately \$500M is devoted to Quality of Life projects related to libraries, museum and cultural affairs, parks and zoo improvements. Projects include the siting, design and construction of a children's museum, cultural center, downtown revitalization, library facilities, multi-purpose area, regional parks, Olympic size and competition swimming pool and zoo facilities. Initiated first three years of Quality of Life program.
- ☐ Initiated smart growth zoning and development at El Paso Airport, which has approximately 5000 acres available for development.
- ☐ Negotiated and implemented the P3/560 Program to reduce border wait times at the City owned ports of entry. This program is one of five programs approved nationwide by the Department of Homeland Security. Worked with Economic Development to look at the City's international bridges as an economic asset for the City rather than for only transportation purposes.
- ☐ Secured funding at the Metropolitan Planning Organization to develop a CIP for International Bridges and the City's bus system.
- ☐ Gained the respect of the ADA community by championing accessibility issues. I chaired the Accessibility and Transition Committee previously chaired by the Mayor.

**Director, Engineering and Development. HART, Tampa, FL      2004-2008**

Duties and Responsibilities as Director:

- ☐ Directed the overall development and construction functions of the authority including New Starts projects, development of regional impact projects, transit centers, roadway improvements, land use reviews, and facility planning and development related to a bus and streetcar system.
- ☐ Developed and oversaw budget planning, federal and state grant applications/reporting, environmental site assessment and NEPA compliance, site review, community outreach, alternatives analysis, travel forecasting/modeling, preliminary engineering and design, ADA compliance, cost forecasting and reporting, procurement through Requests for Proposals, value engineering studies, design and construction award, and budget/contract administration in accordance with generally accepted accounting principles.

Achievements:

- ☐ Planned, funded and implemented the Capital Improvement Program within budget and on time, including facilities to support the organization's growth.
- ☐ Worked with marketing to promote the revitalization of historic Ybor City.
- ☐ Saved the organization several millions of dollars by negotiating an agreement with FTA to grandfather work completed according to the New Starts program.

**Manager, Logan Airport, Boston, MA.      1996-2004**

Duties and Responsibilities as Manager:

- ☐ Responsible for legal, property and fiscal management of approximately 40 airline accounts at Logan International Airport consisting of approximately 700,000 rentable square feet of space and generating approximately \$110M-\$120M in annual revenues. Also responsible for the portfolio management of non-tenant air carriers and airline related entities such as Federal Aviation Administration/Transportation Security Administration (35+ leases), flight kitchens (2), aviation service operators (6) and commercial service operators (35) which generate approximately \$11M in annual revenues. Essential tasks include:
  - (a) Economic oversight of Massport's commercial real estate development function;
  - (b) Participation in processes to bring new air carrier tenants and business to Logan Airport; and
  - (c) Participation in the development of capital improvement and rehabilitation budgets for airport facilities and long term economic development.

**Achievements:**

- Kept Logan Airport in the black fiscally during a period when most airlines were not paying tenant fees due to the down turn in the aviation industry as a result of 9/11. Maintained a revenue stream of approximately \$130M.
- Dramatically improved airline relationships between large and small carriers operating at Logan Airport. Airlines worked as a team during difficult financial times.
- Successfully negotiated concession agreements to improve customer satisfaction and to improve airport revenues.
- Earned the respect of the airline community.

**Assistant Director.** MBTA, Boston, MA

**1990-1996**

Duties and Responsibilities as Assistant Director:

- The MBTA operates a multi-modal transit system, including bus, BRT, commuter boat, commuter rail, light rail and subway. I was responsible for negotiating financial agreements and obtaining all necessary property rights for transportation. Types of acquisitions include easements, partial takings within downtown Boston buildings, a sand and gravel operation, commercial/industrial land with ongoing businesses-various types of acquisitions necessary to create a new railroad right of way corridor, to build or expand station sites/layover facilities, to provide handicap accessibility, to build bridges, etc.

**Achievements:**

- Negotiated and acquired property rights vital to construction projects ranging from \$0.5M to \$600M, including for the Central Artery Interfacing – “Big Dig”.
- Developed excellent relationships with the public and public officials during all negotiations.
- Possess extensive business, construction, real estate and transportation experience as well as knowledge of public sector, administrative, contract, environmental and eminent domain law.

**Senior Real Estate and Contracts Attorney.**

**1987-1990**

Massachusetts Water Resources Authority, Charlestown Navy Yard, MA

Duties and Responsibilities as Senior Attorney:

- Chief legal counsel/coordinator for eminent domain and relocation projects for the MWRA. Responsible for negotiating/resolving property acquisitions (water/sewer projects, office space, landfill location) with private and public (federal, state and municipal) entities and compliance with federal and state regulations for the clean-up of the Boston Harbor.

**Achievements:**

- Achieved over a 75% negotiation rate earning me a reputation for being fair and understanding. This was very difficult because very expensive homes (Boston suburbs) and pristine backyards were impacted. Saved the organization several hundreds of thousands of dollars in litigation costs.
- Participated in siting the location to build a facility to turn sludge into dry fertilization pellets.
- Successfully defended the organization against lawsuits aimed to stop construction of necessary infrastructure to clean-up the Boston Harbor.
- Earned high respects for my work despite the organization being the subject of numerous lawsuits and disliked for rising sewer and water rates.

**Assistant Corporation Counsel.** City of Boston, MA

**1986-1987**

Duties and Responsibilities as Assistant Corporation Counsel:

- Responsible for defending the City of Boston in court and before administrative bodies; researching and advising the Mayor and City Council as to policy making objectives; drafting legislation for passage; and acting as in-house counsel to City departments. Knowledge of federal and state procurement laws.

**Achievements:**

- Provided sound legal advice to the City of Boston.

**EDUCATION/MEMBERSHIPS:**

Brown University, A.B. 1980. Organizational Behavior/Business.

Suffolk Law School, J.D. 1985.

Admitted to Massachusetts Bar in December 1985.

CNU-A certified, 2011-2015

ICMA member and previously on Awards Committee

**REFERENCES:** furnished upon request

February 28, 2020

City of North Miami  
776 NE 125 Street  
North Miami, FL 33161

Subject: Letter of Application

Dear Honorable Mayor and Council:

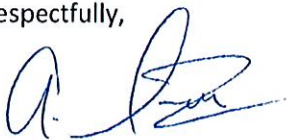
Please accept this letter as an official notification of my application submittal for the position of City Manager. It has been my esteem pleasure to work and serve the great city of North Miami. I am a lifetime resident of North Miami and my 16-year career with the City as a public servant commenced as a part-time youth employee.

My career in municipal government has advanced through the ranks of the City, having served as the Director of the Budget Office, Deputy City Manager, and currently as the Interim City Manager. In addition to the educational, practical, and institutional knowledge I offer, I understand the community's needs. I am confident my institutional knowledge and cultivated skills in community engagement, redevelopment, and financial management will enable me to contribute at a greater level.

The shared success this Council and I have had in reorganizing the CRA, attaining several GFOA Budget Awards, improving the water rate system, implementing the My Nomi App, and improving transparency with OpenGov is a testament of my hard work and commitment to the City of North Miami and its residents. In short, the prospect of contributing to my hometown as the City Manager is thrilling. I am certain my professional experience and skill-set will enable me to make an immediate impact within my community.

Please see my enclosed resume and I greatly appreciate your consideration.

Respectfully,



Arthur H. Sorey III



**ARTHUR H. SOREY, III**



**Profile Summary**

Highly accomplished public administrator with over 20 years of municipal experience. Extensive knowledge of budget development, principles, practices, techniques, and financial policies of effective public administration. Skilled in budget management, grant reporting, and implementing sound financial policies. Seasoned in utilizing innovative solutions to ensure effective municipal government operations and implementation of financial and management policies that assist in the attainment of public goals.

**Professional Experience**

- |  |                               |
|--|-------------------------------|
| <p><i>Interim City Manager, City of North Miami, North Miami, FL</i></p> <ul style="list-style-type: none"> <li>• Plan, organize, and evaluate the work of all City departments to ensure that operations and services comply with the policies and directions set by the City Council.</li> <li>• Perform financial and managerial analyses in relation to operations, programs, and projects for consideration of the Mayor and City Council.</li> </ul>   | <p><i>02/2020-Present</i></p> |
| <p><i>Deputy City Manager, City of North Miami, North Miami, FL</i></p> <ul style="list-style-type: none"> <li>• Supervised several departments, including Building, Risk Management, Public Works, and Personnel Administration.</li> <li>• Implemented and launched OpenGov, the City's cloud-based solution for transparency that encourages community engagement as it relates to the City's budget revenues and expenditures.</li> <li>• Played a major role in the Chinatown Master Plan and Design Guidelines.</li> <li>• Managed, coordinated, and negotiated the Cagni North concept design and construction project cost, unanimously approved by Resolution 2019-R-96.</li> <li>• Developed, implemented, and branded the City of North Miami's Clean Team.</li> <li>• Served as project manager for the development of North Miami's first creative community gathering space, NoMi Red Garden.</li> <li>• Coordinated special projects for the City, including planning, designing, implementing, and evaluating construction/renovation projects, procurements, management studies, and the introduction of new programs and projects.</li> </ul>  | <p><i>03/2016-01/2020</i></p> |
| <p><i>Interim City Manager &amp; CRA Executive Director, City of North Miami, North Miami, FL</i></p> <ul style="list-style-type: none"> <li>• Planned, organized, and evaluated the work of all City departments to ensure operations and services comply with the policies and directions set by the City Council.</li> <li>• Directed the development of the capital improvement plan as budgeted and approved by the Council as well as monitored the implementation of adopted budgets.</li> <li>• Facilitated internal and external communication and conducted meetings with Department Directors and Management Staff.</li> <li>• Served as the Executive Director of the North Miami Community Redevelopment Association (CRA), working closely with the Board of Directors, Advisory Board, and contracted consultants to implement the CRA's mission.</li> <li>• Integral participation in negotiation of contracts, including the Police Benevolent Association (PBA) negotiations.</li> <li>• Managed the Community Planning and Development Department through the proposal of the City's 2015 Comprehensive Plan, which was adopted for first time since 1989.</li> <li>• Performed financial and managerial analyses for the Mayor and Council in relation to operations, programs, and projects for consideration.</li> </ul> | <p><i>10/2015-3/2016</i></p>  |
| <p><i>Deputy City Manager, City of North Miami, North Miami, FL</i></p> <ul style="list-style-type: none"> <li>• Supervised the fiscal services of the City including the Finance Department, Purchasing Department, and the Budget Division.</li> <li>• Served as Coordinator of the North Miami CRA and oversaw the day-to-day operations as well as served as staff liaison to both the CRA Advisory Board and Board of Directors.</li> </ul>   | <p><i>07/2015-10/2015</i></p> |

- Established partnerships with area hospitals and served as a liaison for information and coordination of programs and services.
- Coordinated volunteers and ensured the success of the Look Good Feel Better program in Miami-Dade and Monroe Counties.
- Collaborated with community groups, who share an interest in African-American health issues, to conduct African-American Men's Prostate Forums and African-American Women Breast Cancer Forums.

*Administrative Analyst, Department of Public Works, City of Hallandale Beach, FL* 10/1998-07/2001

- Constructed and presented the \$30 million departmental budget in accordance with the City's goals and objectives to the Director for review and approval.
- Acquired a \$50,000 grant for the Emergency Management Preparedness and Assistance Competitive Grant Program (Revitalization of the Egret Drive Lift Station and Acquisition of Portable 200kW Generator).
- Served as the grant coordinator for the department, administratively managing acquired grants from conception to completion.
- Prepared Federal Emergency Management Agency (FEMA) documents for the department for three hurricane seasons. Secured \$1.3 million in relief funding for the October 3, 2000 rainfall event.
- Conducted a productivity study on the Grounds and Landscaping Division, improving efficiency by 8%.
- Designed visual aids and assisted in the development of \$3 million dollar Sanitary Sewer Rehabilitation project presentation, approved by the City Commission.
- Delegated priority tasks to respective superintendents as instructed by the Director of Public Works.

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#### Education

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<i>Harvard Kennedy School (Executive Education)</i> <i>Senior Executives in Leadership for State and Local Government</i>	7/2016
<i>Florida International University, Miami FL</i> <i>Master of Public Administration</i>	8/1998-5/2000
<i>Florida International University, Miami, FL</i> <i>Bachelor of Public Administration</i>	8/1996-5/1997
<i>Tuskegee University, Tuskegee, AL</i>	9/1992-6/1994

Leonard B. Sossamon

February 10, 2020

The Honorable Philippe Bien-Aime  
Mayor  
City of North Miami  
776 NE 125 Street  
North Miami, Florida 33161

Dear Mayor Bien-Aime:

Please accept this correspondence as my expression of interest in the position of City Manager for the City of North Miami. My resume is forwarded for your consideration.

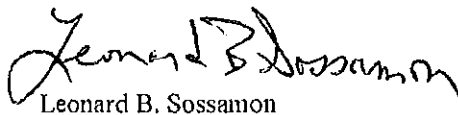
This management position for North Miami provides a unique opportunity for the right candidate with the required experience necessary to work productively with the Mayor and City Council. As an experienced professional public sector manager with proven city and county track records in Florida, North Carolina and South Carolina, I am that person.

My broad-based experience and success records include managing a rapidly growing city contiguous to Charlotte, North Carolina, and a fast-paced growth county in the Tampa-St. Petersburg MSA. I have won national and regional awards for my innovative and entrepreneurial approach and spirit in financing, management and service delivery. I am a progressive manager with over 25 years of successful management, and development and redevelopment programs.

As a city manager and as a county administrator, I have recruited dozens of new businesses and manufacturers to my cities and counties, creating thousands of new jobs. My service in Hernando County, Florida demonstrates that I can work effectively with a diverse staff and citizenry. While I am achievement oriented, I am also approachable.

I would like to bring my skills, expertise and experience to North Miami. Thank you for taking the time to review my qualifications. I can be reached at [REDACTED]

Sincerely,

  
Leonard B. Sossamon

Enc.

**LEONARD B. SOSSAMON**

**SUMMARY**

More than thirty years of local government experience with expertise in the following areas:

- Operations and Project Management
- Strategic Planning and Operations Analysis
- Organizational Change and Development
- Financial Operations and Budget
- Economic Development
- Community Development
- Media Relations
- Customer Service

An innovative leader with demonstrated organizational, analytical and communication skills. Experienced in managing change and specializing in turnarounds. Achievement oriented with foresight. A dedicated team player who is able to work independently within the organizational framework.

**RELEVANT LOCAL GOVERNMENT EXPERIENCE**

**County Administrator, Hernando County, Florida**

**2012 – 2019**

Hernando County is a county with a population of 188,500 covering 589 square miles. It is located approximately 40 miles north of Tampa on Florida's Gulf of Mexico coast. The county seat is Brooksville with a population of 7,500, so the county is responsible for serving the remaining population with all usual county and municipal services. This includes water and sewer services to over 60,000 households. It also includes providing contractual solid waste collection services to county residents and operation of the county's landfill and recycling efforts. Also, the County Administrator is responsible for operating a full service fire and rescue department of about 300 full time firefighters, first responders, and EMTs.

From 2015 through 2018, the Economic Development team managed over 500,000 square feet of new manufacturing space in Hernando County. This includes new companies recruited to come build in Hernando County, as well as expansions. These efforts produced over 500 new jobs and the retention of over 350 jobs. Major expansion projects included Barrette Outdoor Living/AlumiGuard, Flagstone Pavers, Airofog USA LLC, Surge Suppression LLC, Composite Motors, Premier Pharmacy Labs, and Monster Transmissions. New businesses recruited include e-TeleQuote Insurance, Inc., Successful Acquisitions and Baker Parts. Also, ICTC and NCIS elevators expanded creating new jobs. In 2018, we completed negotiations for a new 200,000 square foot cold storage facility for a gain of 60 new jobs. It is known as Frigitek Cold Storage and will be located at the county owned and operated Brooksville Tampa Bay Regional Airport and Technology Center. Throughout this time period, we managed 18 to 25 active projects per year. Hernando County's incentive package for new and expanding businesses totaled \$1.5 million and produced a new tax base of over \$50 million. These funds are paid to the company over 5 – 7 calendar years.

Within less than six months on the job, Hernando County was struck by several tropical storms and hurricanes. I quickly discovered the county had no bonafide Stormwater Management Plan. In a series of meetings with the County Engineer and the Public Works Director, we compiled the appropriate best available data from past events and secured BOCC approval for development of a stormwater plan based on Best Management Practices (BMPs). To date, the county has accomplished 80% of the BMP goals (7 individual projects). It continues to acquire land for designated retention areas (DRAs) and now employs a stormwater engineer.

**Duties and Responsibilities of County Administrator:**

- Chief executive officer of a county government with 800 employees in the General Fund, Fire and Rescue, Utilities and Solid Waste, Transportation and Public Works. This also includes emergency management, economic development, planning and land use, parks and recreation, health, social services, human resources, veteran affairs, and stormwater.
- Preparation and administration of the county's operating and capital improvements budget.
- Implementation of Board of Commissioners policies and directives.
- Media representation of the county on television and radio.
- Administration of day-to-day operations as well as long range planning and strategic planning.

**Achievements:**

- Personally authored/developed Hernando County's first Strategic Plan, along with measurement matrix for progress.
- Spearheaded development of county's first long range road paving and redevelopment plan. Took county from paving only two miles of limerock roads per year to over twenty miles per year.
- Responsible for development of county's first Stormwater and Flood Management Plan.
- Restructured county's economic development recruitment process and retention efforts to successfully attract new manufacturing companies and to retain existing companies.

**County Administrator, Newberry SC**

**2004 – 2006**

Newberry is a county with a population of 45,000 covering approximately 700 square miles. It is located adjacent to the Columbia, South Carolina metro area. I-26 traverses the county from Columbia on the east, to Greenville-Spartanburg on the west. This location provides the county with the transportation access to metro airports and seaports necessary to be a major manufacturing center. Also, having borders on Lake Murray and Lake Greenwood has made Newberry County a tourist destination and a desirable retirement community. Both of these sectors are continually developing.

**Duties and Responsibilities as County Administrator:**

- Chief executive officer of a county government with over 400 employees and \$30 million budget. Oversight responsibility for the following functions: roads, stormwater planning, zoning, economic development, parks and recreation, social services, law enforcement, jails and court facilities, finance, general services and personnel.
- Preparation and administration of County's operating and capital budget.
- Implementation of Council directed policy.
- Media representation of the County including appearances on television and radio, interviews with the print media and preparation of press releases.
- Administration of day-to-day operations as well as long range issues.

**Achievements:**

- Restored financial integrity to county owned nursing home and assisted living center by refinancing their bonded indebtedness. Reduced the term of 30 years and rate of 8.875% to 22 years with a 4.625% rate which saved the County \$10,000,000 over the life of the bonds.
- Received the Bond Buyer's 2005 Deal of the Year, and the 2006 J. Mitchell Graham Award from the South Carolina Association of Counties for the above efforts. Due to use of Special Purpose Revenue bonds not using tax dollars. It was recognized as innovative, creative and replicable. I replicated the deal within six months to refinance the bonds of the county owned hospital thereby saving another \$3,000,000 over the life of the bonds.
- Structured acquisition of two new industrial parks for the county comprising over 500 acres. Initially recruited two new industries creating over 200 new jobs and over \$50 million in new tax base.
- Recruited Caterpillar to open plant in one of the county owned industrial parks. The new plant was over 600,000 square feet. Initially, over 150 new jobs were created to build generators. More jobs were promised.
- Renovated County's historic courthouse. Project was over \$2 million and took about two years to complete. Included restoring historic attributes and expanding and finishing the basement for new office space and reconstructing the second floor court room.

**City Manager, City of Concord, NC**

**1985 – 1998**

**Planning and Community Development Director**

**1980 – 1985**

Concord is a city with a population of 89,891 covering approximately 60 square miles. It is located in Cabarrus County, North Carolina which is centrally located in a multi-county metropolitan area with a population of almost 2 million. The population of Concord, as well as the metropolitan area is well diversified. Concord is home to Charlotte Motor Speedway, while the metropolitan area is a national financial center. Concord is a progressive city with a hometown feel visited by millions of tourists each year.

Duties and Responsibilities as City Manager:

- Chief executive officer of a municipal government with 700 employees and \$100 million budget. Oversight responsibility for the following functions: police, roads, stormwater drainage, water, sewer and electric utility, parks, recreation, planning, zoning, finance, general services, personnel, fire and aviation.
- Implementation of Council directed policy. Administration of the city's day-to-day operations as well as Identification and resolution of long range issues. Oversight of the plans to expand the city's geographic size, population, and industrial/commercial base per the City Council's adopted goals and objectives.
- Preparation and administration of the city's operating and capital budgets.
- Negotiation with public and private sector entities on a variety of issues ranging from economic development and growth to service contracts.
- Media representation of the city including appearances on television and radio, interviews with the print media, and preparation of press releases.
- Responsible for the city's compliance with county, state, and federal regulations such as health, environmental and EEOC.

Achievements:

- Restored morale and built a high performance management team by restructuring and developing existing staff. Eliminated a semi-autonomous utility commission to become more responsive to residents' needs per City Council. Morale was improved dramatically by bringing these employees under the city's performance pay plan, and the Council and staff were able to better respond to citizens since we had direct control. Complaints dropped by over 50% within six months.
- Instituted an annual customer satisfaction survey to measure the effectiveness of city services. Integrated the survey into the budget and the performance monitoring process.
- Revamped budget and financial systems. Won the Government Finance Officers' Association's Distinguished Budget Award for twelve consecutive years.
- Restored financial integrity to the water and sewer utility fund. By eliminating the semi-autonomous utility commission, I was able to bring all such operations and budgets under the City Council and City Manager. This allowed us to expand the water and sewer systems to virtually serve the entire county and to triple the size of the electric system. Throughout these efforts, we were able to maintain level utility rates for all three systems.
- Replaced general obligation bonds with revenue bonds to expand the city's water, sewer and electric systems. This was in concert with the City Council's directives to grow the city by statutory annexation. My plans enabled me to meet the Council's expectations to grow the city without raising taxes, from 8 square miles with 16,000 people, to 50 square miles with 50,000 people in about 12 years. My long range plans are still being used by Concord.
- Oversight of planning, financing and development of Concord Regional Airport and Municipal Golf Course. Constructed the \$27 million airport in less than 3 years and the \$8 million golf course simultaneously.

- Recruitment of Concord Mills and oversight of its planning. Concord Mills is a super-regional shopping center with over 1 million square feet under roof. It is now the number one tourist attraction in North Carolina with the Charlotte Motor Speedway in the top six. When I started the planning for this development, there were no hotels located at this I-85 exit, now there are over 1,000 hotel rooms and over 2 million square feet of retail.
- Privatized solid waste collection and landfill operations. Negotiated contract with BFI that resulted in the city not having to pay tipping fees for the life of the landfill for solid waste originating in the city which hosted their private landfill. This saves Concord over \$2 million per year. Initiated city's recycling program.
- Directed efforts to rebuild city's electric system after hurricanes and ice storms. After one hurricane, 90% of city's customers were without power and I led around the clock restoration efforts via mutual aid with other electric cities.

**Planning and Community Development Director, Roanoke Rapids, NC  
Roanoke Chowan Regional Housing Authority and Redevelopment Commission**

**1977 – 1980**

**Duties and Responsibilities:**

- Oversight of planning, economic development, community development and public housing for Halifax, Northampton and Hertford Counties.
- Preparation of project budgets, grants and programs.
- Management of daily operations and long-range planning.

**Achievements:**

- Awarded second Urban Development Action Grant (UDAG) program in North Carolina. This hotel project was the first UDAG project completed in North Carolina. UDAG was a federal program for economic and community development.
- Secured over \$2 million dollars in community and economic development programs per year, as well as over \$4 million for public and senior housing per year.

**OTHER PROFESSIONAL EXPERIENCE**

**Jordan Brown Management Corporation**  
Private consulting business I owned and operated.

**2006 – 2012**

**Alliance Development Group, LLC, Charlotte, NC**  
ADG specializes in developing single tenant income producing properties. Serving as Chief Operating Officer/Executive Vice-President, I was responsible for project oversight and development. Projects include Quaker Steak and Lube restaurants, Walgreens, Goodyear Auto Centers.

**2006 – 2012**



**Hunter and Brown, Inc., Concord, NC**

**1998 – 2003**

Hunter and Brown was a firm co-founded by me. It specialized in the redevelopment of downtown properties and commercial parks. As a firm, we redeveloped over 100,000 square feet of mixed-use space for our company. We also consulted with other developers and municipal governments on development projects. We leased and managed commercial properties for ourselves and other companies.

**EDUCATION**

University of North Carolina, Charlotte MA Urban Geography  
Emphasis on city and county planning and economic development.

University of North Carolina, Charlotte Bachelor of Arts  
Majored in Political Science, minored in Sociology and Psychology. Served as justice on Student Body Court.

North Carolina Institute of Government Certificate  
Received Municipal Administration Certificate.

South Carolina Executive Institute Certificate  
Received certificate from this multi-campus/multi-discipline program which focuses on problem solving.

**PROFESSIONAL AFFILITATIONS**

ICMA member since 1985

Cabarrus Bank & Trust – Board of Directors (Retired)

Concord Downtown Development Corporation – 2008 President and 2007-10 Board of Directors

Pasco Hernando State College Foundation Board

Brooksville Ridge Kiwanis Club Board of Directors, 2018 Recipient of Kiwanian of the Year

Advisory Committee for Florida Agricultural and Mechanical University Brooksville Agricultural &

Environmental Research Station (BAERS)

**THERESA THERILUS**



February 27, 2020

Babette Friedman  
City of North Miami  
776 NE 125<sup>th</sup> Street  
North Miami, FL 33161

Dear Ms. Friedman:

**RE: CITY OF NORTH MIAMI MANAGER**

Please consider this letter as my expression of interest in the position of City Manager for the City of North Miami. I currently serve as Interim Director of Procurement for the County of Santa Clara in San Jose, CA, the Silicon Valley area. I am a graduate of Harvard Law School (JD) and the University of Miami (BBA in Economics) and am a native of South Florida. My educational background coupled with my extensive experience in government administration make me the ideal candidate to lead the City of North Miami in achieving future growth.

In my current role, I lead the County's purchasing and contracting functions and am responsible for the County's \$2 billion in annual contract spend in goods and services to support the needs of 1.9 million residents. In my previous role as an executive for Miami-Dade County Internal Services Department, I directly managed a \$160 million operating budget for the facilities, design and construction, real estate and risk management divisions in a department with a \$600 million overall budget and over 900 County employees. In addition, I separately oversaw the Countywide multi-year \$330 million capital budget.

My past experience also includes overseeing the two major Miami-Dade economic engines, Aviation and Seaport departments, as well as the Water and Sewer Department as a senior executive team member in the Mayor's office and serving as legal advisor to the Regulatory and Economic Resources department regarding development, planning and zoning, environmental resources, consumer protection, and transit mobility.

My ability to lead, and develop partnerships with a variety of internal and external stakeholders at the local, state, and federal level as well as within our vibrant South Florida community will allow me to be successful in the City Manager role. I understand economic growth and development, and am known as a consensus builder and polished administrator. I am skilled at assessing risks and opportunities, and identifying workable solutions to improve the array of services required for a diverse, fast growing community such as the City of North Miami.

Please be assured of my significant interest, commitment, and passion for the opportunity to improve the quality of life for the residents of North Miami. I am confident that my leadership will be of great benefit to the City. I look forward to the opportunity to meet with the Council and to serve as North Miami's next City Manager. Your consideration is appreciated.

Sincerely,

A handwritten signature in blue ink that reads "Theresa Therilus".

Theresa Therilus

# THERESA G. THERILUS



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## EXECUTIVE LEADER & PUBLIC ADMINISTRATOR

Results-oriented executive leader with extensive experience and progressive responsibility in public administration. Effective communicator with attention to accuracy. Demonstrated excellence in resolving complex and controversial issues with creative solutions. Collaborative approach to problem solving. Recognized as an outstanding team builder and people leader. Strong knowledge of government policies pertaining to budgeting, planning, economic development, and personnel management. Proven ability to develop capital budgets and manage capital projects.

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## EDUCATION

**Harvard Law School, Cambridge, MA**

*Juris Doctorate- Florida Bar License*

American Bar Association National Criminal Trial Advocacy National Champion

American Trial Lawyers Association Civil Trial Advocacy Championship Team

Executive Editor, Harvard Blackletter Law Journal

**University of Miami, Coral Gables, FL**

*Bachelor of Business Administration with honors*

Major: Economics and Legal Studies

## PROFESSIONAL EXPERIENCE

**County of Santa Clara, San Jose, CA**

*November 2019-Present*

### Procurement Department

#### *Interim Director of Procurement*

Plans, directs and coordinates the activities involved in the purchase of goods and services for County departments in excess of \$2 billion, centralized storage and issuance of commonly used items, and centralized redistribution and disposal of surplus equipment, materials and recyclable salvage materials; Develops departmental budget and service levels; Responsible for development and administration of policies and procedures for the procurement of supplies, materials, equipment and services; provides proactive purchasing services to client operations in reaching cost effective solutions to purchasing challenges and opportunities.

#### *Deputy Director of Procurement*

Plan, organize and manage the activities and approximate 100 member staff of the centralized purchasing functions of the County in excess of \$2 billion spend; provide executive management oversight of the procurement functions for medical, IT, facilities, institutional, and decentralized units; Develops and implements procedures for use in competitive bid and negotiated procurements; Reviews and approves contracts and/or agreements for service of significant cost and scope; Collaborate with County department heads or their representatives in the development of short-term and long-range planning in order to anticipate/satisfy organizational purchasing needs.

**Miami Dade County, Miami, FL**

*March 2013- June 2018*

### Internal Services Department (formerly GSA)

#### *Assistant Director, Capital Projects, Real Estate, Facilities and Maintenance, ADA Compliance*

Senior executive responsible for management and supervision of four operational divisions with a staff complement of 300 employees and budgetary oversight for \$160 million and a multi-year capital budget of \$330 million; Responsible for management oversight of over 60 County facilities encompassing more than six million square feet of space to support operations and infrastructure; Manage County's ADA Division which oversees Countywide compliance with ADA; Implement policies and procedures as well

as prioritize capital and budget needs; Responsible for all leasing and asset management for Miami-Dade County; Significant experience in working with elected officials, management, and governmental agencies.

**Office of the Mayor**

***Legal Advisor/Assistant to the Deputy Mayor***

Senior executive team member responsible for management and supervision of department directors within Deputy Mayor's portfolio which included Aviation Department, Seaport, Water and Sewer Department and Department of Regulatory and Economic Resources; Served as the lead negotiator with companies bringing innovative technology to the for-hire vehicle industry (Uber and Lyft); Counseled and advised Deputy Mayor as to legislative matters related to all departments within purview; Served as the Mayor's office liaison to the Board of County Commissioners; Implemented all policies and procedures related to personnel, budget, and strategic policy initiatives for these departments.

**Regulatory and Economic Resources Department**

***Legal Advisor***

Advised department on legal matters relating to Department of Regulatory and Economic Resources divisions including economic development, environmental resource management, planning and zoning, for-hire transportation, and consumer protection; Reviewed contracts and drafted ordinances and policy memos relating to department operations and general matters; Drafted and proposed legislation involving a major reform to for-hire vehicle regulation in Miami-Dade County; Presented before the Board of County Commissioners and its committees; Drafted contracts and negotiated inter-local agreements between municipalities and the County related to departmental duties; Represented the department in administrative hearings.

***Florida Attorney General's Office Ft. Lauderdale, FL***

*October 2011- March 2013*

***Assistant Attorney General, Consumer Protection and Economic Crimes Division***

Civil investigation and prosecution of businesses who engage in unfair and deceptive trade practices related to financial and business practices including violations of FTC regulations; Role of lead trial counsel on cases involving internet and consumer privacy violations, cyber fraud, mortgage fraud, as well as deceptive and unfair trade practices; Directed evidentiary hearings and argued substantive motions; Drafted and issued subpoenas under Florida's Deceptive and Unfair Trade Practices Act; Supervised litigation staff in complex litigation matters; Drafted and negotiated settlement agreements and consent decrees; Role of first chair at trials seeking injunctive relief and for federal bankruptcy matters related to state civil enforcement cases; Successfully argued before the Florida 4<sup>th</sup> District Court of Appeals.

***Therilus Law Firm, Coral Gables, FL***

*June 2006-October 2011*

***Principal Attorney, Commercial, Construction and Criminal Litigation and Sports law***

Led complex business litigation, construction litigation and contract disputes in mediation, arbitration and through trial; Secured million dollar settlements arising from condominium association catastrophic property damage claims; Representation of subcontractors and general contractors in contract negotiations; Managed evidentiary hearings and substantive motions in civil proceedings; Negotiated in excess 50 million dollars in endorsement contracts; Managed all aspects of professional athlete and artist marketing and branding including appearances for charitable and corporate events; Represented professional athletes and artists in contract negotiations: Former Certified NFLPA Agent.

***Tew Cardenas LLP, Miami, FL***

*August 2004- May 2006*

***Litigation Associate***

Instrumental in dismissal of \$10 million payment bond claim against local public school district; Successfully defended shareholder derivative lawsuit leading to dismissal against client; First chair role in landlord/tenant trials on behalf of major commercial real estate developer; Represented condo associations, developers and suppliers in construction defect, payment bond and lien litigation; Represented clients in over 30 NASD arbitration claims.

**RECOGNITIONS/AWARDS**

- 2019 Fellow, National Institute of Government Purchasing Leadership Institute
- 2018 Haitian American Chamber of Commerce Top 20 under 40 Professionals (Government/Sports)
- 2017 Brickell Magazine's Top 20 Under 40 Professional
- 2016 National Association of Counties Achievement Award (Online Auction of Surplus Real Estate, Facilities Management Program and Utilities Billing Management program)
- 2014 Legal Analyst, CNBC "Power Money"

**PROFESSIONAL AFFILIATIONS**

Board Member, Cliff Avril Family Foundation  
Governmental and Public Policy Advocacy Committee, Florida Bar  
Harvard Serves Coordinator, Harvard Alumni Association

BOGDAN VITAS

February 21, 2020

Honorable Mayor and City Council Members  
City of North Miami  
776 NE 125 Street  
North Miami, Florida 33161

RE: City Manager Recruitment – Expression of Interest

Honorable Mayor Philippe Bien-Aime, Vice Mayor Alix Desulme, Ed.D., and Council Members Scott Galvin, Carol Keys, Esq., and Mary Estime-Irvin:

The City of North Miami has expressed an interest in recruiting their next City Manager, a remarkable opportunity for a progressive and visionary professional. As a senior executive specializing in municipal organizations with a strong customer service focus and commitment to excellence, I am confident my pragmatic leadership style and diverse experience can fulfill the expectations of the Mayor and City Council.

Through the years I have acquired significant skills in strategic planning, financial management, human resources, economic development, and intergovernmental relations. My project management background is extensive in all areas of community development and municipal capital improvement planning and budgeting, along with the successful oversight of major public infrastructure projects. I have also successfully negotiated and administered numerous collective bargaining agreements with professional labor organizations representing public safety, public works and other employee labor groups.

Building successful teams and mentoring staff is characteristic of my management style. I am known for my sincere belief and practice of placing great value in individual and team contributions leading to the production of desired results. To this end, I have always operated under the open-door concept to ensure that staff, elected officials and residents know I am approachable and strive to create a collaborative work environment that is positive, supportive and one that empowers the staff to deliver high-quality services.

As City Manager for Key West, Florida I created an Annual Business Plan that integrated the Strategic Plan, Capital Improvement Plan, and Annual Budget to report and monitor progress on the achievement of all programs/projects, successfully managing a capital improvement portfolio in excess of \$145 M and annual operating budget of \$155 M. Several major projects included launching a new city hall, fire station, marina, transportation center, and master planning for the world class Truman Waterfront Park. In pursuing economic development opportunities, I have successfully partnered with federal, state, county and local governments, negotiating numerous deals with private sector businesses to achieve desired community goals.

As Town Manager of South Palm Beach, I successfully collaborated with Palm Beach County and spearheaded the unprecedented effort to secure 50-year public easement agreements from 12 ocean front condominium homeowners associations and several private residences to advance the Southern Palm Beaches Island Comprehensive Shoreline Stabilization Project.

While serving the Village of Lake Zurich I devised a financial plan to restructure and refund \$14M of TIF debt resolving their long-standing internal financial crisis affecting municipal operations. The plan resulted in maintaining their Moody A-1 Bond Rating for all prior debt obligations and obtaining a Standard and Poor AA+ bond rating for restructuring and refunding of \$14M in TIF obligation debt; resulting in a \$1M cost savings.

In closing, I would be honored serving in the role as City Manager for North Miami. I am fully prepared to make a long-term commitment to become an integral member of your excellent leadership team! I look forward to hearing back from you should my credentials be viewed favorably for this position.

Sincerely yours,

Bogdan Vitas

# BOGDAN VITAS

## PROFESSIONAL PROFILE

A senior local government executive with diverse experience in overseeing complex government organizations coupled with extensive private sector domestic and international consulting. Innovative results driven leader that strongly encourages team work and values individual performance with a collaborative management style to achieve organizational excellence. High-energy entrepreneurial professional skilled in business planning methodologies and fully capable of linking plans, budgets, programs and projects to achieve measurable results.

## MULTI-DISCIPLINARY AREAS OF EXPERTISE AND SPECIALIZED KNOWLEDGE

- Strategic Management Planning
- Economic and Community Development
- Human Resources and Labor Relations Management
- Disaster Management & Technical Assistance, FEMA
- Financial Management
- Procurement & Debt Management
- Community Outreach & Engagement
- Intergovernmental Relations

## PROFESSIONAL EXPERIENCE

### **Independent Consultant**

**March 2019 – November 2019**

**Beni Suef Governorate, Egypt, population 3.214 million**

**USAID Workforce Improvement and Skill Enhancement Project**

**AmidEast, Washington, DC**

- Successfully prepared and conducted a successful four-day training program for 50 government officials from the Egyptian Ministry of Local Development and Central Development Unit, Governorate of Beni Suef Governor, Secretary General, Local Development Unit and newly created Economic Partnership Council; the first such economic development organization in Egypt. Training workshops related to US based economic development, community outreach and engagement best practice models as part of the US State Department, Agency for International Development funded Workforce Improvement and Skill Enhancement program in place throughout 11 of 27 Egyptian Governorates.
- Prepared and conducted a week-long study tour to Catawba County and the cities of Charlotte and Hickory, North Carolina for 30 government officials and private sector participants to gain first-hand knowledge on best practice models for sustainable economic development, workforce development and community engagement allowing Beni Suef to serve as a future model for all 27 Egyptian Governorates.

### **Interim Town Manager, Independent Consultant**

**July 2018 – February 2019**

**Town of Pembroke Park, Florida, population 6,102**

- Researched, prepared and implemented a fully transparent, accountable, and balanced annual budget for FY 2019. The budget development process revealed a ten-year history of deficit spending and related depletion of the general fund reserve by nearly 50% due in large part to gross mismanagement and lack of proper oversight.
- As part of the FY 2019 budget implemented a new job classification and compensation plan, reducing gross salaries by over \$900K and funding 19 vacant positions resulting in net reduction of salary spending by \$582K.
- Initiated and successfully completed a forensic audit of contracted police, fire and rescue services with the Broward County Sheriff's Office identifying combined fiscal losses in excess of \$6 M for Pembroke Park and the City of West Park, Florida. Audit identified contract driven allowances and overspending beyond the Miami-Dade, Broward, and West Palm Beach CPI-U of more than \$24 M over the prior 15 years.
- In conjunction with the Auditor was instrumental in completion of FY 2017 annual audit in light of numerous delays, in major part related to a lack of Town Commission approved meeting minutes as far back as May 2017
- Conducted a thorough review and prepared recommendations for the Town's first-time public procurement manual and new employee handbook replacing their 1987 personnel policy manual.
- All of the above projects were identified in a final report issued by the Office of the Inspector General for Broward County following the removal of the previous Town Manager, Assistant Town Manager, Finance and Budget Director, and other key staff in the Manager's Office and Finance Department.

## BOGDAN VITAS

### Town Manager

October 2015 – October 2017

**Town of South Palm Beach, Florida population 3,000, Chief Executive Officer with oversight of a \$3.5 M budget, 4 departments, 15 full time employees, 12 contracted service departments.**

- In concert with Town Council and Town Staff developed and implemented the Town's first multiyear Action Plan for FY 16, 17 and 18 that prioritized strategic projects and programs related to significant capital improvements, investments and the delivery of municipal services.
- Overhauled total budget process instituting a new Chart of Accounts to ensure consistency of reporting across all funds and departments, inclusion of prior audited year-end financial data, worksheets for Department Head requests resulting in greater transparency and accountability. FY 17 ended with a \$591K unexpended balance
- Relocated all financial management and accounting services in house in FY 16, acquiring software from USTI and integrating all historical financial data from prior years, along with staff training on all finance modules
- Spearheaded effort to secure letters of intent from 15 of 16 ocean front properties to participate in granting public easement agreements to Palm Beach County for the Southern Palm Beaches Island Comprehensive Shoreline Stabilization Project; a \$10 M multijurisdictional project in its tenth year
- Initiated and directed projects to secure new vendors to provide multiple services related to information technology, copier, and document imaging needs. Project reduced costs, insured improved IT services, enhanced security of all town records in cloud storage, and created sustainable records management
- Successfully negotiated two multi-year labor agreements with the Palm Beach County Police Benevolent Association resulting in the removal of contract language that financially harmed the Town related to mandatory grievance arbitration for disciplinary matters saving future legal costs estimated in excess of \$100K
- Successfully completed update of DHS Federal Emergency Management Agency Flood Insurance Rate Maps resolving incorrect boundary lines, preserving flood elevations and continuation of flood insurance program
- Managed successful completion of emergency sanitary sewer lateral replacement projects related to failed original infrastructure well beyond useful life and deferred maintenance, including replacement of failing sanitary sewer pumps at the lift station to reduce I & I and operating costs
- Prepared, released and presented a Request for Proposal for Architectural and Engineering Services to prepare a structural evaluation, spatial needs analysis, and development of conceptual plans for a new Town Hall

### City Manager

July 2012 – July 2014

**City of Key West, Florida population 24,649, Chief Executive Officer with oversight of a \$155 M budget, 12 operating departments, 6 divisions, and 475 full time employees. 2.7 M tourists annually**

- Created a one of a kind Annual Business Plan for FY 2014 that integrated the Strategic Plan, Capital Improvement Plan, and Annual Budget to report and monitor monthly progress on the achievement of all programs/projects, to provide for full transparency and accountability to achieve strategic goals and objectives
- Efficaciously managed a capital improvements projects portfolio in excess of \$145 M representing over 129 ongoing projects across all seventeen operating departments
- Completed a Compensation Study, the first in 20 years, to meet market rates, address external competitiveness to reduce turnover, and internal parity amongst the workforce. (49% of all employees were reported as below the minimum starting wages rates). Reduced turnover 50% from 14% in FY 12 to less than 7% in FY 14
- Launched the first comprehensive Performance Evaluation Program for all union and non-union employees to promote personal performance in attaining city goals and objectives across departments.
- Successfully negotiated new multi-year labor contracts in 2012 with the Teamsters, PBA and IAFF unions after five years of stalled negotiations improving labor management relations and employee morale
- Spearheaded approval process for reuse of former US Navy property attained under BRAC after 15 years allowing for development of a new 26-acre world class park at the historic Truman Waterfront valued at \$48M including utilities, community center, horse stables, restaurant, water park, artificial turf fields, jogging trails
- Lead negotiator with the US Navy to obtain a long term intergovernmental public benefit lease for the Navy's outer mole pier at Truman Harbor to maintain cruise ship berthing and secure ongoing funds for capital improvements and future maintenance at the future Truman Waterfront Park



## BOGDAN VITAS

- Orchestrated final approval after 15 years for adaptive reuse and construction of a new 35,000 square foot City Hall project valued at \$17.2M, Gold LEED certified, and to adaptively reuse and preserve a historic building
- After 17 years succeeded in obtaining approval to construct a new state of the art Fire Station in the old town historic district valued at \$6 M including public parking lot and public restroom facilities
- Obtained approval to issue a design build contract for a new Transportation Center at cost of \$10 M to house and service the City's public transit system buses serving Key West and the Lower Keys

### **Independent Consultant**

**January 2012 – March 2012**

#### **Management Systems International, Washington, D.C**

- Co-author, chief technical advisor and field recruiter for a USAID Governance, Accountability, Participation and Performance program proposal to provide the Republic of Uganda government with technical assistance to strengthen its service delivery systems and enhance civil society by giving Ugandans a voice in government

### **Village Administrator**

**December 2007 – December 2011**

#### **Village of Lake Zurich, Illinois population 19,964, Chief Administrative Officer with oversight of a \$45M budget, 7 operating departments and 172 full time employees**

- Initiated and developed a tailored comprehensive strategic management planning system to provide for more transparent, accountable and efficient government; including community outreach measures, internal self-assessments, and performance measurement tools resulting in the establishment of clear and attainable strategic goals and objectives linked to realistic financial resources, budgetary plans and delivery of services
- Successfully initiated and orchestrated a public referendum to authorize a local non home rule sales tax of .5% projected to raise \$2.0M for public infrastructure improvements and general property tax relief, and a 2.5% Municipal Utility Tax raising \$750K in new revenue to assist with general fund expenditures
- In concert with Finance Director and consultants devised a financial plan to restructure and refund \$14M of TIF debt temporarily resolving a long-standing internal financial crisis affecting all municipal funds
- Maintained Moody A-1 Bond Rating for all prior debt obligations and obtained a Standard and Poor AA+ bond rating for restructuring and refunding of \$14M in TIF obligation debt resulting in a \$1M cost savings
- Coordinated and negotiated the successful conclusion of a \$9M lawsuit against the Village, TIF district developer and lending institution, resulting in the return of Village property, payment of \$750K non-disputed funds, termination of the development agreement, and limiting loss to under \$250K to assist in satisfying liens
- Evaluated Village's partially self-funded health insurance program and migrated to a fully funded plan, resulting in a recurring \$1M reduction in annual premium costs to the Village
- Developed and implemented a Job Classification and Compensation Plan and Management Audit to establish internal and external equity for non-union employees, and merit-based pay for performance evaluation system
- During the Great Recession restructured and reorganized resulting in a reduction of 26 full time positions and a permanent cost savings in excess of \$2.5M in salary and fringe benefits while not impacting service levels
- Re-examined existing labor agreements based on the downturn of the economy and renegotiated the terms of the final contract years resulting in a \$700K cost saving to the taxpayers. All employees accepted a salary freeze and ten percent increase in individual health insurance premium costs
- Negotiated memorandum of agreement with Canadian National obtaining \$2M for mitigation costs for impacts of rail operations pursuant to final environmental impact statement from US Surface Transportation Board
- Achieved prestigious Government Finance Officers Association Distinguished Budget Presentation Award
- Managed to fully fund public safety pension fund annual actuarial requirements for the past four fiscal years, reversing a 17 history of underfunding, increasing general fund tax levy contributions from \$400K to \$2.5M
- Renegotiated intergovernmental agreements between Lake Zurich and Rural Fire Protection District resulting in \$600K in increased revenue to the Village from four adjoining municipalities
- Completed an intergovernmental agreement with the North Barrington and Lake County for extension of sanitary sewer services generating \$840K in connection fees and significant water and sewer revenues
- Attracted two new commercial businesses in the TIF district, orchestrated the development of a new park, oversaw the remediation of two Brownfield sites, and demolition of buildings to create pad ready sites

## BOGDAN VITAS

- Successfully resolved long standing 18-year dispute with Village of Kildeer resulting in a new intergovernmental agreement allowing for development of commercial properties on Illinois Routes 12 and 22
- Prepared a new Employee Handbook in accordance with all current applicable Federal and State employment laws, replacing an outdated 1988 Personnel Policy Manual

### **Independent Consultant**

**September 2007 -- December 2007**

**The Mitchell Group, Inc., Washington, D.C.**

- Co-author and chief technical advisor to develop monitoring and evaluation criteria/instruments to review the performance of all completed USAID funded contracts in the Republic of Serbia including: the Serbia Local Government Reform Program; Serbia Enterprise Development Project; and all five Community Revitalization through Democratic Action programs.

### **Vice President, Community Municipal Economic Development Programs      October 2006 – September 2007**

**America's Development Foundation, a 501c (3) corporation, Belgrade, Serbia**

- Developed several models to finance Micro, Small and Medium Enterprises for Serbian municipalities to promote local economic development, generate employment and increase local tax revenues. The models ranged from traditional municipal revolving loan fund programs to those including credit enhancements by commercial banks and guarantees through the Republic of Serbia National Guaranty Fund.
- Developed business plan and launched new business programs serving Serbian municipalities and cities, also serving small and medium business enterprises.

### **Deputy Operations Manager – City of New Orleans**

**January 2006 – September 2006**

**Regional Program Manager – South Central and South Western Louisiana**

**U. S. Department of Homeland Security - FEMA Long Term Community Recovery Program**

**AECOM International Development, Washington, D.C.**

- Responsible for the development of strategic plans for long term community recovery of the City of New Orleans and St. Bernard Parish. Managed a team of 45 consultants in the areas of housing construction and rehabilitation, land use management, historic preservation, economic development, and public infrastructure
- Responsible for the rapid development of strategic plans for long term community recovery of FEMA Region 1 consisting of 6 Parish Governments. Managed a multi-disciplinary team of 55 professionals

### **Country Director**

**November 2001 – December 2005**

**Project Manager – City of Belgrade Metropolitan Project**

**Chief Local Government Advisor - Financial Management and Citizen Participation**

**USAID Serbia Local Government Reform Program, Republic of Serbia (former Yugoslavia)**

**AECOM International Development, Washington, D.C.**

- Served as Acting Chief of Party. Progressively responsible senior level positions over a five-year funded \$29.8M program for 87 local governments (4 cities and 83 counties) representing 92% of the country's 9.39 million population. My areas of assistance to citizens, municipalities, Federal Ministries, and NGOs included Financial Management, Citizen Participation, Public Procurement, Information Technology, and Policy Reform.
- Negotiated, secured and managed the \$3M Metropolitan Belgrade Project, a multidisciplinary project comprised of four technical teams for the City of Belgrade (population 1,576,124 comprising its 17 Counties)
- Designed, managed and implemented a three-phase public budget hearing process model in 87 municipalities resulting in 184 public hearings, 10,600 citizen participants, and securing \$70M local government funding for citizen initiated capital projects in the first year of implementation
- Annually conducted 5 regional workshops including Public Budget Hearing Process, Establishing e-Citizen Assistance Centers, establishing e-One Stop Permitting Centers, Communications for Local Government Officials and Strengthening Local Communities
- Planned and managed the establishment of 9 municipal e-Citizen Assistance Centers to streamline both notary and registry services (the issuance of certificates, licenses, and social welfare benefits), the establishment of 8 municipal e-One Stop Permitting Centers, and establishment of Business Improvement Districts in 4 cities

## BOGDAN VITAS

- Managed the design, development and implementation of 8 financial management training modules including: Strategic Management Planning & Development, Budget Classification & Chart of Accounts, Composition and Preparation of the Budget, Budget Execution, Accounting and Internal Auditing, Capital Budgeting, Consolidated Treasury & Enterprise Accounting, and Debt Management Planning
- Conducted 18 financial management regional training workshops for 805 municipal participants and 139 field-training sessions for 4,424 municipal employees totaling 5,229 municipal officials over two-year period. All training was completed on schedule, within budget and successfully implemented by local governments.
- Appointed as Senior Member of Republic of Serbia Ministry of Finance and Economy Budget Task Force and Treasury Task Force in 2003 to assist in the development of rules, regulations and guidelines governing the application and implementation of the new Budget System Law by all local governments

### **City Administrator**

**November 2000 – November 2001**

**City of Lewiston, Maine, population 35,690, Chief Executive Officer with oversight of a \$67.7M budget, 15 operating departments and 550 employees**

- Attracted and negotiated Wal-Mart's state of the art Distribution Center project serving the Northeastern US and Canada, resulting in 400 new full-time jobs, \$9M annual payroll, \$40.5M in private investment, \$500 K in new property tax, and construction of a 485,000 sq. ft. facility. Structured incentive package of \$17M for the necessary water and sewer upgrades, sale of City owned land, tax increment-financing package, State training grants and reconstruction of the USH 95 Maine Turnpike interchange
- Negotiated the sale for 3 of 10 City owned former Bate's textile mill buildings (\$5.5M) to private sector, increasing the annual local tax base by \$157,410 and leveraging \$15M in new private investment
- Resolved several matters of litigation related to City acquisition of both the fee simple and leasehold interests of private property for library expansion resulting in \$250,000 acquisition cost savings
- Converted traditional line item financial management system to a performance-based budgeting system and restructured and implemented a new Capital Improvement Plan and Budgeting system

### **Deputy Director, Division of Urban Management, Finance, and Governance**

**May 2000 – November 2000**

**Senior Financial Advisor, short term, USAID contract Republic of Zambia**

**Planning & Development Collaborative International, Washington, D.C.**

- Principal areas of responsibility included division management, business development, project management, and proposal writing. Provided technical expertise in the areas of legal sustainability, policy frameworks, democratic processes, financial resources, municipal services, and institutional support systems for project teams worldwide.
- Designed and released a competitive request for proposal for the City of Lusaka, Zambia, to procure professional consultant services for the valuation of real property (70,000 parcels). Provided technical assistance for the evaluation of bids and preparation of final contract documents for USAID funded project.

### **Government Finance Advisor, USAID contract, Federation of Bosnia-Herzegovina**

**February – April 1998**

**International City and County Management Association, Washington, D.C.**

- Developed documentation and delivered budgetary training workshops based on the IMF Classification System, including citizen participation processes for Bosnia-Herzegovina city and cantonal finance and elected officials. USAID funded project for Capital City and Canton of Sarajevo and the principal regional cities of Zenica, Tuzla, Bihac, Livno, and Tomislavgrad located in the Federation of Bosnia-Herzegovina

### **Local Government Advisor, USAID contract, Federation of Bosnia-Herzegovina**

**December – March 1996**

**International City and County Management Association, Washington, D.C.**

- Conducted an evaluation on the organizational restructuring and governmental financial reporting systems for the City of Sarajevo. Authored final adopted report with detailed recommendations for the complete reorganization of the City of Sarajevo in accordance with the newly adopted cantonal government constitution.

### **Town Administrator**

**July 1991 – May 2000**

**Town of Menasha, Wisconsin, population 16,546, Chief Administrative Officer with oversight of a \$22M budget, 11 operating departments and 198 employees**

## BOGDAN VITAS

- Negotiated attraction of a new \$500M Kimberly Clark industrial manufacturing facility on 140 acres generating 352 jobs, increased tax revenues and stabilized local tax rate
- Structured and spearheaded attraction of a new \$75M commercial retail/office and residential development project located on 215 acres creating a new Town Center with future plans for a 10K seat convention center
- Attracted new \$28M Kimberly Clark R&D/Conference Center facility, including the award of a \$250K State of Wisconsin Transportation Economic Assistance Grant for highway improvements
- Obtained a \$750K WDOE economic development public facilities grant commitment to install new water and sewer lines, and improve local roads to support new industrial complex growth
- Developed the concept and legal mechanisms for the design build construction of the Municipal Complex Building Project (34,000 square feet) including all furnishings, equipment and site development for \$3.1M or \$59 per square foot without any tax levy increase and consolidated all municipal operations
- Orchestrated settlement of two 50-year-old disputes between the Town and Cities of Appleton and Menasha resulting in intergovernmental agreements establishing jurisdictional boundary lines, consolidation of Town's Para transit system and re-establish fixed route bus service resulting in overall cost reductions, service improvements and enhanced federal and state aids
- Spearheaded overall consolidation of Sanitary District after 30 years of operating as independent Municipal Corporation and development of organizational and transitional operation management plans. Established four intergovernmental agreements and consent resolutions from all served adjoining municipalities
- Developed first comprehensive program budget in accordance with GAAP and State of Wisconsin Chart of Accounts to improve public accountability and transparency in the financial reporting systems resulting in attaining first State of Wisconsin GRATE Award for Town's Financial Statements
- Successfully negotiated multiple multi-year labor contracts with AFSCME, IAFF, and FOP unions, and defended against employee claims of wage discrimination, sexual harassment, and workman's compensation

### OTHER LOCAL GOVERNMENT EXPERIENCE

Administrator of Finance and Personnel, McHenry, Illinois  
Director of Economic Development Services, East Moline, Illinois  
Assistant to the City Manager, Crystal Lake, Illinois  
Administrative Assistant/Intern, Willowbrook, Illinois

### NATIONAL INCIDENT MANAGEMENT SYSTEM CERTIFICATIONS

United States Department of Homeland Security FEMA Emergency Management Institute  
ICS 100 Introduction to the Incident Command System  
ICS 200 Single Resources and Initial Action Incidents  
ICS 300 Intermediate ICS for Expanding Incidents  
ICS 631 Public Assistance Operations  
ICS 632 Introduction to Debris Operations  
ICS 00907 - Active Shooter: What Can You Do

Texas A&M University System - US Department of Homeland Security Office of Grants and Training  
Senior Officials Workshop for All-Hazards Preparedness  
Public Information in a Weapon of Mass Destruction/Terrorism Incident  
Mayoral Institute Seminar for All-Hazards Preparedness

### PROFESSIONAL AFFILIATIONS

- Florida City County Management Association
- International City/County Management Association

### EDUCATION

Master of Arts in Public Affairs, Urban Management and Development concentration  
Bachelors of Arts, Political Science - International Relations and Public Law majors, Russian language minor  
Northern Illinois University, De Kalb, Illinois