CITY OF COOPER CITY, FLORIDA

Semi Finalist Candidates

for

CITY MANAGER

July 2019

Revised Semi Finalist Candidate Report

SLAVIN MANAGEMENT CONSULTANTS

3040 Holcomb Bridge Road, Suite A-1 • Norcross, GA 30071 • (770) 449-4656 • FAX (770) 416-0848
July 2, 2019

Mayor Greg Ross
and Members of the City Commission
City of Cooper City
9090 SW 50th Place
Cooper City, Florida 33329-0910

Re: Progress Report — City Manager Search

Dear Mayor Ross and Members of the City Commission:

A comprehensive national search for Cooper City’s next City Manager has been completed. The Search began when the City announced the position and attracted candidates prior to contracting with Slavin Management Consultants (SMC). When hired, SMC placed announcements with the Florida League of Cities, GovJobs.com and the International City/County Management Association (ICMA). In addition, SMC recruited prospects from around the United States with a focus on Florida. In doing so, SMC contacted more than thirty (30) Florida city managers and assistant city managers. These prospects were provided the recruitment profile and invited to apply for the position. These efforts produced forty-five (45) applicants including the ones who applied directly to the City before SMC was hired.

Article IV. Administration of the Cooper City - City Charter sets optional minimum requirements for City Manager. It reads: “(2) Qualifications. The city manager shall have a combination of a Bachelor’s degree in Public Administration, Business Administration, or other related fields from an accredited college or university and three (3) years’ public administration experience; or ten (10) years’ experience in public administration, with at least three (3) years’ experience in a city manager or assistant city manager position, which is certified by the International City Management Association.” This is City Charter language and can only be changed by the Cooper City voters. In my opinion, Option 1 is too generous because it allows for any type of public administration experience, requires only three years of experience and does not require management or supervisory experience. In contrast, Option 2 contains appropriate criteria to qualify city manager candidates. However, it is too restrictive because requires experience as a city manager or assistant city manager and does not allow for non-city governmental management experience.

In consultation with the City Commissioners, SMC produced a recruitment profile with only the requirements contained in Option 2. Only eleven (11) of the forty-five applicants met these minimum requirements. At its meeting on June 19th, the Commission instructed SMC to screen the resumes again using Option 1 in an effort qualify applicants with management level non-city governmental experience.

That effort produced eleven (11) additional prospects. Of the eleven, two withdrew, one took another job, three did not submit the required supplemental questionnaire, two were eliminated because of work history issues, and three (3) are presented in this report. Of the original group, three (3) have withdrawn leaving seven remaining active applicants from that group.

This report contains summary background information on ten candidates. We believe that the group includes some excellent prospects for the City Commission’s consideration. We are presenting them to you for your consideration and guidance.

We ask that City Commission to evaluate the candidates and let us know which of them you wish to continue in the process.

This report contains the recruitment profile which includes the recruitment criteria established by the City Commission. Also included is a qualifications matrix that compares candidate backgrounds to important recruitment criteria and an copy of the supplemental questionnaire that was completed by each candidate.
Each candidate's cover letter, summary and full resumes and his or her completed supplementary questionnaire are included in the report. Finally, we have included candidate ranking and tabulation forms.

We are looking forward to discussing these candidates with you.

Cordially,

SLAVIN MANAGEMENT CONSULTANTS

[Signature]

Robert E. Slavin, President
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About Cooper City, Florida

Cooper City, Florida, incorporated in 1959, is located in Broward County near Fort Lauderdale, the County seat. The City covers 8.34 square miles and has a current population of approximately 34,000. Cooper City is a high quality-of-life residential community widely known for its exceptional schools, low crime, proud and active citizens, political and administrative stability and for its outstanding local parks and sports facilities. This family-oriented community enjoys a high percentage of owner-occupied homes with young families and many school age children. Homes in Cooper City typically sell within days and at premium prices. The City is empowered to levy a property tax on both real and personal properties located within its boundaries. Although mostly built out and land locked, Cooper City also is empowered by State statute to extend its corporate limits by annexation, which occurs periodically when deemed appropriate by the City Commission.

Mission Statement

To provide excellent services and facilities to support a high quality of life for our residents.
About the Cooper City Government

Cooper City operates under the Mayor/City Commission/City Manager form of government. Policymaking and legislative authority are vested in a City Commission consisting of the Mayor and four other members. The City Commission is responsible, among other things, for passing ordinances, adopting the budget, appointing committees, and hiring both the City Manager and City Attorney. The City Manager is responsible for carrying out the policies and ordinances of the Commission, for overseeing the day-to-day operations of the government, and for appointing the heads of the various departments. The Commission is elected on a nonpartisan basis. Commission members serve four-year staggered terms, with two Commission members elected every two years. The Mayor is elected to serve a four-year term. The four Commission members are elected at-large to represent a certain district within the City. The Mayor is elected at-large.

The City provides a full range of services including police and fire protection through a contract with the Broward Sheriff’s Office (BSO); the construction and maintenance of streets and other infrastructure; water and sewer; stormwater; growth management; recreational activities and cultural events. Garbage services are provided through a franchise agreement with a private company. Cooper City operates and maintains 21 neighborhood parks and two sports complexes throughout Cooper City. The neighborhood parks are for the enjoyment and recreational pleasure of all Cooper City residents.

Cooper City employees are all non-union. There are 112 full-time equivalent employees. The City’s FY 2019 all funds budget is $71 million. For additional information about the City of Cooper City, visit www.coopercityfl.org.

Issues and Opportunities

- Recent changes have led to employee stress requiring that the next City Manager be supportive of staff and work to rebuild staff morale.
- The City Commission is very supportive of the current City staff as well as of the Mayor/City Commission/Manager form of government.
- Ensure that the City is always thoroughly prepared for hurricanes and other potential disasters.
- Secure approximately $3 million of FEMA reimbursement funds owed to the City.
- The City has recently brought its major infrastructure up to date.
- Cooper City has no debt.
- Ensure that the City’s fund balance is and remains at an adequate level.
- Cooper City is approximately 93% built out and has no possible significant future annexations.
- Police, Fire and Code Enforcement are all provided by contract with the Broward County Sheriff’s Office (BSO) — approximately 70% of the City’s General Fund Budget supports the BSO contract.
- The BSO contract is up for renewal this year — successful renegotiation of this contract for both cost containment and administrative oversight improvements are important.
- Cooper City provides a very high level and quality of services. To support this, the City’s millage rate is relatively high but it covers almost all service costs unlike nearby municipalities which lower millage rates but charge fees for service.
- The total cost Cooper City citizens pay for municipal government compares favorably with neighboring communities.
About the City Manager

Under the general direction of the City Commission, the City Manager performs executive level administrative, technical, and professional work. The City Manager has latitude in interpreting municipal policy and procedure. Responsibilities include exercising supervision over all municipal employees either directly or through subordinate supervisors and providing administrative direction to the City department directors.

Within assigned responsibilities the City Manager:

- Manages and supervises all departments, agencies, and offices of the City to achieve goals within available resources.
- Plans and organizes workloads and staff assignments; trains, motivates, and evaluates assigned staff; reviews progress and directs changes as needed.
- Provides leadership and direction in the development of short and long range plans; gathers, interprets, and prepares data for studies, reports, and recommendations; coordinates department activities with other departments and agencies as needed.
- Provides professional advice to the City Commission and department heads; communicates official plans, policies, and procedures to councils, boards, and the general public.
- Assures that assigned work is 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.
- Continually monitors and improves policies, processes and procedures to improve efficiency and effectiveness of operations.
- Prepares and submits a preliminary annual City budget and administers the adopted budget.
- Prepares and submits a variety of studies, reports, and related information to the City Commission for recommendations and decision-making purposes.
- Ensures all laws and ordinances are faithfully performed.

**Job Requirements include:**

A Bachelor’s Degree (Master’s Degree preferred) in Public Administration, Business Administration or related fields from an accredited college or university and ten (10) years of experience in local government management with at least three (3) years experience as a city manager or assistant city manager. Some private sector experience would be a plus.

Compensation for the City Manager will be highly competitive and will include an excellent benefit package. The City is prepared to pay reasonable and customary moving expenses. City residency is not required.

**Characteristics of the Ideal Candidate:**

- Exceptional interpersonal skills
- Communicates clearly and concisely both in writing and verbally
- Not politically motivated but politically astute and sensitive
• A strong self-confident leader who trusts, supports and empowers staff and does not micromanage; however, stays on top of what’s going on and takes charge as needed
• Will readily take control in emergencies
• Earns and maintains the City Commission’s trust
• Always transparent and straight forward particularly with the City Commission – not a vote counter
• Provides the City Commission with thorough staff work complemented by sound recommendations with options
• Committed to Cooper City and prepared to make a long-term commitment to the City
• Understands modern technology and embraces it as a tool to improve the quality and or efficiency of municipal services
• Committed to Continuous Quality Improvement and not change for change sake
• Is available and accessible to citizens

**Compensation:** The beginning salary will be negotiable depending on the experience and qualifications of the selected candidate. **Cooper City** provides excellent benefits including: 100% paid medical, vision and dental plans for employee, 70% toward family medical coverage, Florida State Retirement System, Optional 457K Deferred Compensation plan, free admission to City recreation and fitness facilities, comprehensive generous paid time off benefits and more.

**To Apply:** The position will remain open until filled and the process will move forward upon receipt of an adequate pool of well qualified applicants. If interested, please email your resume and cover letter with your current salary to slavin@bellsouth.net. For best results, please respond by May 3, 2019. For additional information about this opportunity, contact Robert E. Slavin, President at (770) 449-4656 slavin@bellsouth.net.

**AN EQUAL OPPORTUNITY RECRUITER AND EMPLOYER**
CITY OF COOPER CITY, FLORIDA

"Someplace Special"

CITY MANAGER

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The City Manager, under the general direction of the City Commission, performs executive level administrative, technical, and professional work. Position has latitude in interpreting municipal policy and procedure. Responsibilities include exercising supervision over all municipal employees either directly or through subordinate supervisors, providing administrative direction to the City department directors.

Requires a Bachelor's Degree (Master's Degree preferred) in Public Administration, Business Administration or related fields from an accredited college or university and ten (10) years of experience in local government management with at least three (3) years experience as a city manager or assistant city manager. Must be self-confident with a strong quality service focus and have proven skills in finance and budget, organizational management, effective staff leadership, Manager/Commission relations, employee relations and have a working familiarity with current pertinent technology. Must possess strong interpersonal skills including written and verbal communications abilities. For additional information about the City of Cooper City, visit www.coopercityfl.org.

Compensation for the City Manager will be highly competitive and will include an excellent benefit package. The City is prepared to pay reasonable and customary moving expenses. City residency is not required.

Application and Selection Process The position will remain open until filled and will move forward immediately upon receipt of a small pool of well-qualified applicants. For best results, please email your resume and cover letters with current salary by May 3, 2019 to: slavin@bellsouth.net. For additional information about this position, contact Robert E. Slavin, President, Slavin Management Consultants by phone at (770) 449-4656 or by email at slavin@bellsouth.net

AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER
## CITY OF COOPER CITY, FLORIDA

### CITY MANAGER SEARCH

**July 2019**

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<th>CANDIDATE</th>
<th>EMPLOYER (current or qualifying)</th>
<th>POSITION</th>
<th>POP (K)</th>
<th>YRS of MGMT EXP</th>
<th>HIGHEST BUDGET ($M)</th>
<th>MOST FTE'S</th>
<th>TOP JOB EXP</th>
<th>PARKS, TRAILS &amp; OPEN SPACE ACQUISITION &amp; EXPANSION EXP</th>
<th>INFRASTRUCTURE REPLACEMENT PROGRAM EXP</th>
<th>EXPERIENCE WORKING WITH POWERFUL RESIDENTS</th>
<th>FLORIDA EXPERIENCE</th>
<th>STRONG FINANCIAL EXP INCLUDING REVENUE ENHANCEMENT</th>
<th>ENVIRONMENTAL SUSTAINABILITY EXP</th>
<th>EDUCATION</th>
<th>EVER FIRED</th>
<th>EVER SUED OR BEEN SUED BY EMPLOYER</th>
<th>PAY (K)</th>
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<td>2</td>
<td>Burkh, Patrick</td>
<td>City of Jackson, MI</td>
<td>City Manager (12 - now)</td>
<td>34</td>
<td>31</td>
<td>131</td>
<td>275</td>
<td>Yes</td>
<td>Some</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Ph.D</td>
<td>No</td>
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<td>Village of Dundee, MI</td>
<td>Village Manager (CAD) (98 - 11)</td>
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<td>Lenawee County, MI (Adrian, MI)</td>
<td>Budget and Finance Analyst (98 - 98)</td>
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<td>City of Monroe, MI</td>
<td>Admin Asst to the City Manager (87 - 88)</td>
<td>20</td>
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<td>Broward County Sheriff's Office</td>
<td>Colonial/Exec Dir of Office of Admin (2010 - 2019)</td>
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<td>Manager, Dept of Investigations (2-years)</td>
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<td>MOST FTE'S</td>
<td>TOP JOB EXP</td>
<td>PARKS, TRAILS &amp; OPEN SPACE ACQUISITION &amp; EXPANSION EXP</td>
<td>INFRASTRUCTURE REPLACEMENT PROGRAM EXP</td>
<td>EXPERIENCE WORKING POWERFUL RESIDENTS</td>
<td>FLORIDA EXPERIENCE</td>
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<td>Gardner-Young, Caryn</td>
<td>City of Delray Beach, FL</td>
<td>Asst. City Manager (17 - now)</td>
<td>65</td>
<td>10+/-</td>
<td>214.3</td>
<td>207</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>MPA, ICMA/CM AVCP J.D.</td>
<td>No, but see Q# 16</td>
<td>Yes, see Q# 11</td>
<td>161.2</td>
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<td>City of Parkland, FL</td>
<td>City Manager (07 - 16)</td>
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<td>Interim City Manager (07 - 07)</td>
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<td>Asst. City Manager (06 - 07)</td>
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<td>Development Services Director (05 - 06)</td>
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<td>Planning &amp; Zoning Director (05 - 06)</td>
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<td>Jones, Thomas</td>
<td>Federal Bureau of Investigation</td>
<td>Asst Special Agent in Charge - Miami (18 - now)</td>
<td>N/A</td>
<td>21+/-</td>
<td>Multi-Millions</td>
<td>100</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>MA - Org Leadership BA - Bus Mgmt</td>
<td>No</td>
<td>No</td>
<td>174</td>
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<td>Act’s Section Chief, FBIHQ Washington, D.C. (17 - 18)</td>
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<td>Chief FBI Ops in Istanbul, Turkey (15 - 17)</td>
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<td>Clark County, WA</td>
<td>U.S. Special Forces (1988 - 1997)</td>
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<td>CANDIDATE</td>
<td>EMPLOYER (current or qualifying)</td>
<td>POSITION</td>
<td>POP (K)</td>
<td>YRS of MOST EXP</td>
<td>HIGHEST BUDGET (M)</td>
<td>MOST FTE'S</td>
<td>TOP JOB EXP</td>
<td>PARKS, TRAILS &amp; OPEN SPACE ACQUISITION &amp; EXPANSION EXP</td>
<td>INFRASTRUCTURE REPLACEMENT PROGRAM EXP</td>
<td>EXPERIENCE WORKING POWERFUL RESIDENTS</td>
<td>FLORIDA EXPERIENCE</td>
<td>STRONG FINANCIAL EXP INCLUDING REVENUE ENHANCEMENT</td>
<td>ENVIRONMENTAL SUSTAINABILITY EXP</td>
<td>EDU ICMA/CM</td>
<td>EVER FIRED</td>
<td>EVER SUE OR BEEN SUED BY EMPLOYER</td>
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<td>Mayor, Orfela</td>
<td>Palm Beach County, Tax Collector</td>
<td>General Counsel (2015 - now)</td>
<td>32+/-</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>J. D. BS - Prof Services</td>
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<td>CANDIDATE</td>
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<td>POP (K)</td>
<td>YRS of MGMT EXP</td>
<td>HIGHEST BUDGET ($M)</td>
<td>MOST FTE'S</td>
<td>TOP JOB EXP</td>
<td>PARKS, TRAILS &amp; OPEN SPACE ACQUISITION &amp; EXPANSION EXP</td>
<td>INFRASTRUCTURE REPLACEMENT PROGRAM EXP</td>
<td>EXPERIENCE WORKING POWERFUL RESIDENTS</td>
<td>FLORIDA EXPERIENCE</td>
<td>STRONG FINANCIAL EXP INCLUDING REVENUE ENHANCEMENT</td>
<td>ENVIRONMENTAL SUSTAINABILITY EXP</td>
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<td>EVER SUED OR BEEN SUED BY EMPLOYER</td>
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<td></td>
<td>Moore, Michael</td>
<td>City of Miramar, FL</td>
<td>Asst. City Manager (14 - now)</td>
<td>138.4</td>
<td>13 +/-</td>
<td>260</td>
<td>1080</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>B.S. - Admin</td>
<td>No</td>
<td>Yes, see Q 11</td>
<td>198</td>
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<td></td>
<td>Miami-Dade County, FL</td>
<td>Chief Operations Officer (14 - 15)</td>
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<td>Asst. Dir of Public Works &amp; Waste Mgmt (09 - 14)</td>
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<td>Mgr. - Public Works Contracts &amp; Specifications (04 - 08)</td>
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<td>Road &amp; Bridge Supt. (00 - 04)</td>
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<td>Facilities Supt. - Aviation Dept. (95 - 00)</td>
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<td></td>
<td>Muniz, Russell</td>
<td>Town of Southwest Ranches, FL</td>
<td>Asst. Town Mgr/Town Clerk (14 - now)</td>
<td>101</td>
<td>24 +/-</td>
<td>96</td>
<td>700</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>MPA</td>
<td>No</td>
<td>No</td>
<td>195</td>
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<td></td>
<td></td>
<td>Town of Davie, FL</td>
<td>Dir. of Admin Services/Town Clerk (01 - 14)</td>
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<td>Asst's Asst. Town Manager (05 - 06)</td>
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<td>City of Pembroke Pines, FL</td>
<td>Permit Supervisor (05 - 00)</td>
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<td>PG #</td>
<td>CANDIDATE</td>
<td>EMPLOYER</td>
<td>POSITION</td>
<td>POP (K)</td>
<td>YRS of MSRT EXP</td>
<td>HIGHEST BUDGET ($M)</td>
<td>MOST FTE'S</td>
<td>TOP JOB EXP</td>
<td>PARKS, TRAILS &amp; OPEN SPACE ACQUISITION &amp; EXPANSION EXP</td>
<td>INFRASTRUCTURE REPLACEMENT PROGRAM EXP</td>
<td>EXPERIENCE WORKING POWERFUL RESIDENTS</td>
<td>FLORIDA EXPERIENCE</td>
<td>STRONG FINANCIAL EXP INCLUDING REVENUE ENHANCEMENT</td>
<td>ENVIRONMENTAL SUSTAINABILITY EXP</td>
<td>EDUC</td>
<td>EVER FIRED</td>
<td>EVER SUED OR BEEN SUEDED BY EMPLOYER</td>
<td>PAY ($K)</td>
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<td></td>
<td>Perksa, Albert</td>
<td>Adams County, PA</td>
<td>County Manager (10 - 19)</td>
<td>102.8</td>
<td>21+/-</td>
<td>80</td>
<td>575</td>
<td>Yes</td>
<td>Some</td>
<td>Some</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No but see LG on ICMA/CM</td>
<td>No</td>
<td>No</td>
<td>106.6</td>
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<td></td>
<td></td>
<td>Antis Township, PA</td>
<td>Township Manager (10)</td>
<td>6.4</td>
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<td>State of Pennsylvania Bur. of Investment - Dept of Treasury</td>
<td>Western Regional Director (00 - 09)</td>
<td>131.8</td>
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<td>Cambria County, PA</td>
<td>CFO (98 - 00)</td>
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<td></td>
<td>Padicci, Brian</td>
<td>City of Aventura, FL</td>
<td>Finance Director (07 - now)</td>
<td>37.8</td>
<td>23+/-</td>
<td>60</td>
<td>18</td>
<td>No</td>
<td>Some</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>BBA CPA</td>
<td>No</td>
<td>No</td>
<td>171.9</td>
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<td></td>
<td></td>
<td>City of North Lauderdale, FL</td>
<td>Finance Dir. (01 - 07)</td>
<td>42</td>
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<td>City of Coral Springs, FL</td>
<td>City Controller (96 - 01)</td>
<td>122.8</td>
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<td>Financial Analyst (96 - 98)</td>
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<td>PG #</td>
<td>CANDIDATE</td>
<td>EMPLOYER (current or qualifying)</td>
<td>POSITION</td>
<td>POP (K)</td>
<td>VRS of MOST EXP</td>
<td>HIGHEST BUDGET ($M)</td>
<td>MOST FTE'S</td>
<td>TOP JOB EXP</td>
<td>PARKS, TRAILS &amp; OPEN SPACE ACQUISITION &amp; EXPANSION EXP</td>
<td>INFRASTRUCTURE REPLACEMENT PROGRAM EXP</td>
<td>EXPERIENCE WORKING POWERFUL RESIDENTS</td>
<td>FLORIDA EXPERIENCE</td>
<td>STRONG FINANCIAL EXP incl. REVENUE ENHANCEMENT</td>
<td>ENVIRONMENTAL SUSTAINABILITY EXP</td>
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<td>Sims, Kathryn</td>
<td>City of Cooper City, FL</td>
<td>Interim City Manager (19-19)</td>
<td>35.4</td>
<td>13+/-</td>
<td>71</td>
<td>116</td>
<td>Interim</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>BS - Pub. Mgmt. CMC</td>
<td>No</td>
<td>No</td>
<td>118</td>
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<td>City Clerk/Director of Admin Services (17-19)</td>
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<td>City of Wilton Manors, FL</td>
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<td>Town of Malapany, FL (06-10)</td>
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CITY OF COOPER CITY, FLORIDA

CITY MANAGER

SEMI FINALIST CANDIDATE QUESTIONNAIRE

Name:

Home Address:

Home/Work/Cell phone numbers:

E-mail address:

1. Why are you interested in becoming Cooper City's next City Manager and how does this job fit your overall career goals?

2. Cooper City is almost completely dependent on property tax. Among the City Commission's priorities is a commitment to remaining fiscally responsible and conservative in how the City handles the public's monies — the City staff stays within budget, conducts a comprehensive analysis of revenues (long term budget planning and analysis) and researches for possible alternative revenue sources for the City and presents options to City Commission for their consideration. Describe one or two specific examples from your experience that illustrate that you can work compatibly within the Commission's fiscal management policy.

3. Open space acquisition is among the City Commission's objects -- the issue is complicated because the City is landlocked and most remaining open land is privately owned, very valuable and not for sale -- new and creative financing mechanisms need to be developed. Your thoughts?

4. Cooper City's staff at all levels consists of highly competent and dedicated employees. The City Commission is supportive of continuous quality improvement, ongoing employee training and development, technical training for all employees and leadership training for supervisory and management employees. As Cooper City's new City Manager, describe how you would begin the process of working with a senior management staff consisting of well-qualified and respected members and how would you support their efforts to stay at the "top of their game?"

5. If you had to choose, would you describe your management style as more results oriented or collaborative?

6. Thorough, timely and evenhanded communications between the City Manager and the City Commission and forthright and regular communications between the City government and the community are highly valued by the City Commission. What techniques have you utilized to ensure effective City Manager/City Commission/Community communications?
7. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as contracting out for services or operating an airport or a utility.

8. What are the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as enterprise operations.

9. What on-line services does your jurisdiction provide?

10. Do you hold any professional certifications such as AICP, CPA or ICMA - Credentialed Manager?

11. Should you become a finalist candidate, we will perform education, credit, civil, criminal and motor vehicle court records, internet search and reference checks on you. In doing so, will we find anything that you need to explain in advance?

12. Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.

13. Is the resume you submitted accurate and current? If not, please explain any discrepancies.

14. Are you currently employed?

15. Have you ever had a hostile workplace, sexual harassment or racial discrimination complaint filed against you? If so, please explain.

16. Have you ever been fired or resigned under pressure from a job? If so, please explain.

17. What is your present or most recent salary?
PATRICK H. BURTCH

Personal

Address: 903 Union Street
Jackson, Michigan 49203

Contact: Phone: (734) 777-0624
Email: patburtc@hotmail.com

Education

Doctorate of Philosophy, Public Policy and Administration - 2011
Walden University, Minneapolis, Minnesota

Masters of Public Administration, General Administration, Personnel and Policy Analysis - 1988
University of Toledo, Toledo, Ohio

BA, Political Science, Public Administration, Economic Policy Analysis - 1986
University of Toledo, Toledo, Ohio

Summary of Related Experience

2011 - Present

CITY OF JACKSON, MICHIGAN
Population 34,000
City Manager

2012 - Present

Deputy City Manager

2011 - 2012

VILLAGE OF DUNDEE, MICHIGAN
Population 5,000
Village Manager/Chief Administrative Officer

1988 - 2011

LENAWEE COUNTY, MICHIGAN
Population 91,000
Budget/Finance Analyst, Acting Assistant to the County Administrator, Public Information Officer, and Labor Standards Administrator

1988

CITY OF MONROE, MICHIGAN
Population 20,000
Administrative Assistant to the City Manager

1987 - 1988

UNIVERSITY OF PHOENIX
Adjunct Professor

2010 - 2012

UNIVERSITY OF TOLEDO
Guest Lecturer

2011

UNIVERSITY OF MICHIGAN
Guest Lecturer

2011

1986 - 1988

UNIVERSITY OF TOLEDO
Graduate Assistantship
PATRICK H. BURTCHE, Ph.D.
903 Union Street, Jackson, Michigan 49203 • 734:777:0624 • patburutch@hotmail.com

SUMMARY

I am a long tenured administrator with over 30 years of city manager experience. My current community is only the second city manager position I have held which signifies my ability to stay focused and avoid political conflicts while properly administering and motivating staff and the community to achieve a greater good for all. I am an innovative and aggressive economic developer who seeks to strengthen the vitality of the communities in which I serve.

- Developing the talent of young management professionals (2 former staff went on to city manager positions)
- Fostering the knowledge base of appointed and elected officials while affording friendship and managerial accountability.
- Assisting my co-workers to build technical and interpersonal skills through appropriate leadership theory and practice (i.e., knowing one's motivation is key to soliciting a unified vision based in diversity and understanding.)
- Grant writing and administration
- Empowering staff with the knowledge and skills to make expeditious decisions based upon established internal policies/plans/ordinances/stakeholder input
- Economic development and land assembly as well as infrastructure construction and financing
- Interacting with individuals and groups in a manner which engages and informs

PROFESSIONAL BACKGROUND

CITY OF JACKSON, Jackson, MI
City Manager  August 2012:Present

Jackson is an older urban core community in the Midwest of just under 34,000 residents. It is located in south central Michigan, has a staff of 218 and an annual total budget of $91,000,000 and operates under a Council/Manager form of government.

- Reorganized City’s administrative structure and all City departments in an effort to invigorate and lead the economic resurgence in Jackson.
• Successfully negotiated a myriad of large urban core downtown development projects that include but are not limited to: New world headquarters for Commonwealth Associates, ($23,000,000) starting construction in Spring of 2020; New downtown mixed-use market rate residential loft project totaling ($6,000,000), (Lofts on Louis) opened Spring of 2018; New downtown mixed use market rate residential loft project totaling ($13,200,000), (Jackson Downtown Partners 89 units) commencing construction spring of 2019, New ($13,000,000) Miller Valentine senior housing loft project (Francis Lofts); New ($18,000,000) Downtown mixed-use LIHTC project, (Albert Kahn Flats), (General Capital 73 unit); and negotiated ($15,000,000) (Commonwealth Properties 53 unit residential property).

• Negotiated and currently implementing the renovation and rehabilitation of the historic Hayes Hotel into 95 boutique hotel rooms, 20,000 square feet of executive office space, and restaurant space. This project funded through MEDC’s Community Redevelopment Program (CRP) program, Federal Historical Tax Credits, Brownfield Redevelopment Funds, and private financing will total $38,000,000 and is set to begin in spring of 2020.

• Negotiated the purchase and public redevelopment of the Historic Jackson Masonic Temple Circa 1904. Subsequently, planned the reconstruction of this 70,000 square foot historic building for use by not only Jackson School for the Arts, but also two large, publically owned commercial kitchens and related accelerator space. The first commercial kitchen will be utilized as an incubator for upcoming entrepreneurs and the other is a small bistro kitchen and restaurant to house an annual food contest award recipient for one dollar per year.

• Negotiated and authored grant, development, and construction agreements with downtown building owners to constructed 15 upscale residential apartments above historic downtown buildings (City bid and constructed).

• 2017: Completed a significant rebuilding of downtown streets and underground infrastructure. Completing a $16,500,000 street project around downtown to convert a long-standing one-way pair for the I-94 business loop to two-way traffic in December 2017.

• Developed new fund balance policy in 2012 with the principle imperative of decreasing the City’s reliance on cash reserves. Fund reserves increased over the last five years from 5% to just over 30%.

• Negotiated all Union Contracts including but not limited to International Association of Fire Fighters (IAFF), Michigan Association of Public Employee (MAPE), and Police Officers Labor Council (POLC). Further consolidated all active and retiree healthcare benefit plans to a single provider, self-funded plan saving the City of Jackson approximately 10 million dollars over the past five years.

• Authored and facilitated a new health care incentive program that reduced the number
of people in City who identified as smokers from approximately 11% to 1% over three years.

- 2016 successfully negotiated: increased years of service requirement for City defined benefit pensions, instituted annuities withdraw restrictions, reduced OPEB future liabilities, and substantially decreased future unfunded pension liabilities through a number of administrative policy changes.

- Authored and sustained the Jackson Overall Economic Development Strategy (JOES), which includes a multifaceted approach to managing Jackson's correlative perspective and subsequent decisions in regard to service delivery, housing supply balancing, infrastructure planning, economic structuring, and infrastructure right-sizing.

- Started an aggressive blight reduction program charged with the demolition of all vacant and abandoned residential structures within seven years. To date, almost 80% of all such dilapidated housing has been eliminated; 10% of the City's total housing stock was originally vacant.

- Recently awarded an additional $250,000 grant to continue vacant and abandoned residential properties demolitions.

- Retained and participated with the Firm of Dynamo Metrics to complete a quantitative publishable study utilizing the main research question of: "Does Jackson's vacant and abandoned residential property demolition program reduce perceived negative economic impacts of abandon residential properties on residual housing located within 500 feet of each demolition" Study is complete and results suggest that the demolition program offset potential devaluation of neighboring properties by over $35,000,000. This is not to be confused with the overall increase in property market values achieved in Jackson since the demolition program commenced which are based on actual increased market sales from each initial property value baseline. The City's demolition program resulted in an average 93.2% increase in City property values overall and more than 120% increase in residential property values in wards most devalued during the 2008 downturn. (Figures based on actual average sales per home statistical analysis March 2016). Value offsets confirmed through an economic and statistical study performed by Dynamo Metrics for a similar study performed for Congressman Kildee to submit as support for soliciting federal funding for Help for Hardest Hit (H4HH) with U.S.Treasury.

- Currently working with Dynamo Metrics to finish an inclusive, interactive, large data base program capable of statistical predicative modeling to test specific municipal policy and program interventions' effects against theorized outcomes prior to implementing a specific initiative. Launch is expected by July of 2019.

- Currently working to advocate for an additional grant application from the Federal Help for Hardest Hit (H4HH) Program through the Michigan State Housing Development
Authority in the amount of $3,500,000.

- Collaborated and coordinated the submission and award of a $2,900,000 HUD Healthy Homes Program to remediate and abate lead hazards in residential properties. Program is currently underway.

- Finalized the City’s 2019/20 Fiscal Year Budget commencing July 2019. The general Appropriations Measure is balanced for the eighth consecutive year demonstrating another projected fund balance increase totaling 30%, far ahead of the required policy achievable limit.

- Authored new Personnel Policy for the City of Jackson, including updated language to accommodate the Affordable Care Act and other statutory revisions, required. Also, provided for specific staff incentive, inclusivity, and other diversity programs. Training in both “Bridges out of Poverty” and “GARE Civil Rights” training through the Michigan Department of Civil Rights is now a requirement for all City employees. Policies approved by the City Council December 2014, 2015, and October 2017 respectively.

- Appointed to and participated in a pilot program curriculum committee by the Michigan Department of Civil Rights and Department of Education along with five others to author a race and equity curriculum called “Socially Conscious Strategies Through An Equity Lens: Intentional Strategies To Dismantle Barriers To Inclusion”. The six-week program, aimed at educating city managers and other appointed leaders in City and County government about race, inclusion, and equity finished successfully. The six-week pilot program finished in March of 2019 and included over 45 participants.

- Currently serve on the State Council for Government and Education on Equity and Inclusion, a council charged with a statewide integration of equity promotion through all levels of government in the State of Michigan.

- Authored new Purchasing Policy Manual, which includes flexible options for negotiating low bid, contracts to achieve savings and alleviate irregularities in the bidding process. City Council approved March 2015.

- Created and currently administering the State of Michigan’s first open data portal ordinance. The portal is utilized in an effort to promote greater transparency and effectuate enhanced data transference with the public we serve.

- Authored a new, innovative downtown loft rental rehabilitation program utilizing Community Development Block Grant (CDBG) allocation. This program provides financing and construction services to develop and restore the residential component of historic downtown buildings in an effort to promote residential opportunities for baby boomers and millennials alike. Once the affordability period of five years expires the units will be available as market rate units.
- Maintain a collaborative, healthy relationship with the Jackson Chamber of Commerce and Anchor Initiative, a concept inspired by Harvard Economist, Michael Porter who posited the concept that community anchor establishments, universities and businesses and employers take more collective responsibility for the urban core of their communities in an effort to rebuild core of communities and work outward.

- Negotiated five MSHDA tax credit development projects utilizing National Historic Building designation and lucrative PILOT agreement, which afford significant additional housing for underserved populations within the community.

- Recently developed a public relations campaign to inform Jackson residents of the dangers of lead contamination in light of Flint, Michigan’s trials in terms of galvanic corrosion and water based lead contamination.

- Prescribed to and implemented a program for, the utilization of Academic Search Premier, (EBSCO), a large research data base to require staff support recommendations with defendable research to provide the City Council evidenced based decision modeling.

- Personally delivered over 100 presentations to the public and civic organizations during my tenure in Jackson. These presentations are principally dedicated to the Jackson Overall Economic Development Plan, which focuses on an inside out approach to Jackson’s economic resurgence and through which every policy proposal brought before the City Council is assessed and evaluated.

CITY OF JACKSON, Jackson, MI
Deputy City Manager

- Redirected the city’s economic development paradigm starting with the restoration of inner city and blighted neighborhoods. The second initiative is to facilitate the location of innovative and unique businesses into the city’s industrial parks.

- Reinvented the city’s program for restoring underutilized housing through a better strategic use of Federal CDBG funds and Michigan State Housing Development Authority.

- Authored and implemented a proposal to increase the city’s efforts to retain highly trained and educated staff.

- Authored and finalized the Jackson Overall Economic Stabilization Program. This program is the most comprehensive data collection and economic effort ever undertaken by the City of Jackson and is an integrated effort to stabilize housing values.
through leveling supply and demand in the housing market.

- Restructured the Department of Community Development, now the Department of Neighborhood & Economic Operations, (NEO) leading the economic resurgence in Jackson. The department is now wholly responsible for all housing programs including federally funded programs, building services, engineering, and infrastructure investment services, and Non-Owner Occupied Housing inspections.

- Coordinated and presented a statistical analytic program for utilizing excel, SPSS and GIS in an effort to assist elected officials make more informed policy decisions.

VILLAGE OF DUNDEE, Dundee, MI

Village Manager/Chief Administrative Officer

December 1988: May 2011

Dundee is a rapidly growing community of just under 5,000 residents. It is located in southeast Michigan and in 2011 had a staff of 28 and an annual budget of 18 million dollars.

- Established a cooperative effort with Monroe Bank and Trust to market the village owned industrial parks. The end goal was to locate innovative and unique businesses into the park within which all requisite infrastructures are presently available along with access to an active rail line.

- Expend nearly 10% of the annual budget on economic development initiatives to advance the village into the new market economy while utilizing all available local, state, and federal tools.

- Coordinated Emergency Response to a High Grade EF:2 135 mph winds tornado in 2010. Coordinated State of Emergency declaration from Governor’s office. Private damage estimates exceeded 100 million dollars. Public cleanup cost exceeded the entire annual fiscal year budget. Coordinated the replacement of thousands of street trees after tornado eliminated almost 50% of the village’s total tree canopy.

- Granted an E:Cities Award for two years by the University of Michigan for the entrepreneurial, economic development, and job growth initiatives of the village. The Entrepreneurial Cities Index supported by the Southeast Michigan Council of Governments, Michigan Municipal League, Michigan Townships Association, Ann Arbor Spark, and Michigan Suburbs Alliance, awards communities for best practice approaches towards expansion and diversification of the regional economy.

- Applied for and received Tree City USA designation in 2007, 2008, and in 2008 received a growth award for completing activities to strengthen the local tree care programs. The National Arbor Day Foundation recognized the recently instituted aggressive
reforestation program, which utilizes various zoning ordinance tools to realize the benefits of the Foundation (i.e. quality of life, increased property values, etc.)

- Successfully negotiated with the Michigan Economic Development Corporation, Daimler Chrysler Corporation, Mitsubishi Corporation, and Hyundai Corporation for the location of a new $1.2 billion engine manufacturing plant in the village's industrial district.

- Formulated and administered an aggressive economic development program that resulted in the establishment of eight (8) tax increment districts with total annual income of over $4 million.

- Successfully aided in the management of an aggressive downtown revitalization plan totaling almost $3.5 million. The project included the installation of a paved and landscaped river walk, boat launch, and development of two (2) passive parks with gazebos. The project leveraged the development of a multi-story mixed-use building immediately adjacent to the recently completed multi-story village hall, both of which are replications of the historic building styles prevalent within the downtown. The upper story of the village hall is intended to be the future home of a business incubator, university branch campus, or other similar uses.

- Negotiated the purchase and administered the establishment of four (4) of the village's industrial parks which has resulted in over $1.4 billion in investments between 1989 and 2011.

- Negotiated the attraction and land purchase of one of the world's largest $78 million Cabela's outdoor stores, which resulted in the location of a myriad of additional businesses, and thus, additional investment to the community. Also, managed an additional $12 million in public infrastructure to facilitate the location of this store.

- Successfully assisted in reducing the tax rate millage by thirteen (13) mils between the years of 1989 and 2011, 22 years (effectively a local municipal tax rate cut of over 65%).

- Utilized budgetary controls and strategic economic development initiatives to decrease the village's dependence on its fund balance appropriations to zero. As of March 2011 the village's fund balance totaled almost double its annual expenditures.

- Managed numerous public construction projects totaling $32 million, the majority of which were completed ahead of schedule. All achieved under budget.

- Developed and managed six private construction projects totaling $10.5 million as well as constructed and financed over 100 single-family homes and residential condominiums.

- Managed the combined sewer overflow and street rehabilitation project totaling $6.8
million.

- Subcontracted and managed the construction of a new historically identical village hall on the River Raisin that was funded partially by the Downtown Development Authority tax capture and the general fund. The project increased the taxable value within the downtown, demonstrated the ability of a governmental agency to construct a below market cost building, demonstrated the ability to replicate the historic architecture of the downtown with modern amenities and materials, and leveraged the construction of a comparable building across the river.

- Prepared applications and administered $1.65 million in low interest sewer revolving fund loans through Michigan Department of Natural Resources to eliminate combined sewer overflows.

- Prepared and administered over thirty grants totaling more than $27 million from organizations such as the U.S. Community Development Block Grant program, U.S. Department of Commerce, U.S. Environmental Protection Agency, Michigan Department of Commerce, Michigan Department of Transportation, Michigan Department of Arts and Culture Affairs, and the Energy and Efficiency Conservation Block Grant awarded in 2010.

- Successfully negotiated sixteen Public Act 425 Conditional Land Transfers totaling approximately two square miles, and negotiated and implemented three Progressive Urban Cooperation Act Agreements with the adjacent township. These 425 Conditional Land Transfers represent the highest number of land transfers completed by any community within the State of Michigan (Michigan Secretary of State, 2010).

- Negotiated and coordinated twelve petitions for boundary adjustments (annexations) totaling just less than two square miles.

- Utilized a team approach to all development initiatives by which all internal and external parties worked together to ensure an expedited review process in exchange for an enhanced aesthetic and infrastructure criteria.

- Successfully negotiated numerous union contracts with the International Union of Operating Engineers between 1989 and 2011.

- Authored and administered municipal personnel policies as well compensation regulations related to all employees.

- Implemented an expansive educational reimbursement policy to ensure that the staff has the opportunity to seek higher education during their tenure, which in turn ensured that the village remained on the cutting edge of the various fields of study, and facilitated stronger technical expertise among staff.
• Mentored several key staff members to be able to assist in discussions/decisions regarding the myriad of economic development initiatives and marketing efforts completed over my career with Dundee.

LENAWEE COUNTY, Adrian, MI
Budget/Finance Analyst, Acting Assistant to the County Administrator,
Public Information Officer, and Labor Standards Administrator
April 1988 – December 1988

• Monitored the $12 million general fund budget by utilizing various fiscal and policy analysis techniques.

• Developed general fund budget in preparation for the 1989 Budget Workshop.

• Prepared a $300,000 housing grant through the Community Development Block Grant program.

• Monitored the State and Federal grants to verify accurate financial reporting.

CITY OF MONROE, Monroe, MI
Administrative Assistant to the City Manager
May 1987 – April 1988

Founded in 1785 and the site of a War of 1812 battlefield, Monroe is a community that has a shared vision that seeks to balance the opportunities of economic development with the stewardship that is required for historic preservation. Monroe is also Michigan’s third oldest community. With a population of nearly 20,000, Monroe is located about 17:miles north of Toledo, Ohio and about 35:miles south of Detroit.

• Prepared grants, reports, and proposals pertaining to City Administration and Economic Development.

• Developed the city’s 10:point economic development strategy. Large portions of this strategic plan remain in use today.

• Prepared and administered a $10,000 Community Energy Management Program Grant designed to aid senior citizens home weatherization efforts.

• Prepared and administered a $75,000 Michigan Equity Grant to renovate the old Monroe Theatre.

TEACHING EXPERIENCE

• Graduate Assistantship, University of Toledo
1986:1988
Emphasis: general administration and policy analysis, local government management, and state and local politics

- **Adjunct Professor, University of Phoenix**
  Emphasis: Management and public administration and policy analysis, state and local politics. Certified to teach upper level management, public administration, state and local government, political science, critical thinking and logic, philosophy and governmental budgeting.
  Nov. 2010 to 2012

- **Guest Lecturer, University of Toledo**
  Emphasis: Statistical methods for local government MPA Program, economic development, housing.
  Fall Semester 2011

- **Guest Lecturer, University of Toledo**
  Emphasis: Public Administration, Pro:Semin.MPAProgram.
  Fall Semester 2011

- **Guest Lecturer, University of Michigan**
  Fall Semester 2011

**EDUCATION**

- **Doctorate of Philosophy, (PhD) in Public Policy and Administration, Walden University**, Minneapolis, MN  June 2011
  Emphasis: General Administration and Policy Analysis. Dissertation explored situational leadership and city manager tenure; specifically how the demographic variables of gender, age, and racial homogeneity of the community a manager served mitigated or informed his or her success as a leader and the style of leadership they employed. Other research interests include sustainable economic development programs, brownfield redevelopment, and tax increment financing tools.  4.0 Grade Point Average with honors.

- **Masters of Public Administration (MPA), University of Toledo**, Toledo, OH  1988
  Emphasis: General Administration, Personnel and Policy Analysis.

- **BA in Political Science, University of Toledo**, Toledo, OH  1986
  Emphasis: Public Administration, Economic Policy Analysis

**PROFESSIONAL DEVELOPMENT**

- Michigan Municipal League annual conferences (1988 to present)
- Michigan Municipal League Capital conferences (1988 to present)
- Michigan Association of Planning annual conference (periodically over the past 24 years)
- Ongoing training for builder’s licensure, various workshops regarding leadership strategies, public policy initiatives, and economic forecasting. (Licensed Michigan Builder)
- Twenty years of presenting the State of the County address for Monroe County Chamber of Commerce
- ICMA training and conferences
- Center for Community Progress conference attendance and training 2016, 17, and 18.
- National Brownfield conferences and training
- "Socially Conscious Strategies Through An Equity Lens: Intentional Strategies To Dismantle Barriers To Inclusion". Training and facilitator.
- Facing Race National Conference
- White Privilege Conference

PROFESSIONAL ORGANIZATIONS

- International City/County Managers Association (ICMA)
- Michigan Municipal Executives Association (MME)
- Society for Human Resource Management (SHRM)
- National Association of County Administrators (past member)
- Michigan Development Financing Association – former Chair of Executive Board, and former Vice:Chair of association
- American Society of Public Administration (ASPA)
- Michigan Economic Developers Association (MEDA) – Former member of the economic development organization funding task force
- Southeast Michigan Council of Governments (SEMGOG): member of the Infrastructure Funding Task Force
- Region II Planning Consortium Executive Board Member
- American Planning Association (APA)
- Michigan Association of Planners (MAP) Current presenter
- Michigan Downtown Association (MDA)
- Jackson Chamber of Commerce Executive Board Member
- Jackson Anchor Initiative Executive Board Member
- Council for Government and Education on Equity and Inclusion (Michigan Department of Civil Rights.
- International Economic Development Council

PROFESSIONAL ACOMMODATIONS

- Michigan Jaycees, Tom Pope Award for outstanding Young Governmental Leader (1997)
- Congressman Dingell’s award of meritorious service to the Village of Dundee, Michigan (April 2011)
- Honorable service award from Michigan State House and Senate for outstanding service to the Village of Dundee, Michigan. (April 2011)
COMMUNITY/VOLUNTEER ACTIVITIES

- Dundee Local Development Finance Authority (LDFA) Board
- Dundee Downtown Development Authority (DDA) Board
- Dundee Brownfield Redevelopment Authority (BRA) Board
- Economic Development Corporation (EDC) Board
- Dundee Historical Commission
- Dundee Old Mill Restoration Committee
- Dundee Rotary Club
- Dundee Area Jaycees
- Western Monroe County Ambulance Board
- Dundee Area Senior Citizens Center Board
- American Cancer Society, Dundee Relay for Life Co:Chair 2007 – 2010
- Dundee Youth Services Organization (DYSO) Charter Board Member
- Dundee Relay for Life Chairperson
- Dundee Emergency Management Task Force (Tornado Response)
- Sons of the American Legion
- Sigma Phi Epsilon Fraternity
- Jackson Citizens for Economic Growth. (JCEG)
- City of Jackson Building Authority Board Member
- City of Jackson Planning Commissioner
- John George Home Board of Directors (Jackson)
- Jackson Friendly Home Board of Directors (Jackson)
- Jackson Downtown Development Authority Board of Directors (DDA)
- Jackson Brownfield Redevelopment Authority Board (BRA)
- Jackson Building Board of Appeals
- Jackson Planning Commission member
- Jackson Housing Commission Board Member
- Jackson Snow Response Task Force
- City of Jackson Pension Board Member PA 345 Police and Fire and ERS
- Jackson Financial Stability Network (FSN)
- Jackson Chamber of Commerce Board of Directors
- Executive Board Member of the Jackson Anchor Initiative
- Board Member of the Jackson City Arts Commission

Michigan Builders Licensure (1997:Present)
CITY OF COOPER CITY, FLORIDA
CITY MANAGER
SEMI FINALIST CANDIDATE QUESTIONNAIRE

Name: Patrick Burch
Home Address: 903 Union Street Jackson, Michigan 49203
Home/Work/Cell phone numbers: 734-777-0624
E-mail address: patburch@hotmail.com

1. **Why are you interested in becoming Cooper City’s next City Manager and how does this job fit your overall career goals?**

Cooper City exemplifies what it is to be a truly responsible city. Cooper City’s strive for economic and environmental sustainability are just two reasons why I applied for the City Manager position. It is my intention to aid in any way, Cooper City’s move forward on climate maintenance initiatives and also maintain excellent financial management already in place. Since publically protected, well maintained open space and parks are essential for stabilizing property values it is important to find new innovative ways to make what is left in terms open space, available for public recreation.

As a long serving city manager I embraced economic development in traditional ways and while it proved successful, I now consider a more intersectional approach which utilizes strategies of inclusive environmental strategy and economic gardening as well as soliciting outside investment. Being able to work in an environment where these approaches are not only accepted but also rightly pursued is exciting.

2. **Cooper City is almost completely dependent on property tax. Among the City Commission’s priorities is a commitment to remaining fiscally responsible and conservative in how the City handles the public’s monies — the City staff stays within budget; conducts a comprehensive analysis of revenues (long term budget planning and analysis) and researches for possible alternative revenue sources for the City and presents options to City Commission for their consideration. Describe one or two specific examples from your experience that illustrate that you can work compatibly within the Commission’s fiscal management policy.**

Finalized the City’s 2019/20 Fiscal Year Budget commencing July 2019. The general Appropriations Measure is balanced for the eighth consecutive year demonstrating another projected fund balance increase totaling 30%, far ahead
of the required policy achievable limit.
I retained and participated with the Firm of Dynamo Metrics to complete a quantitative publishable study utilizing the main research question of: “Does Jackson’s vacant and abandoned residential property demolition program reduce perceived negative economic impacts of abandon residential properties on residual housing located within 500 feet of each demolition” Study is complete and results suggest that the demolition program offset potential devaluation of neighboring properties by over $35,000,000. This is not to be confused with the overall increase in property market values achieved in Jackson since the demolition program commenced which are based on actual increased market sales from each initial property value baseline. The City’s demolition program resulted in an average 93.2% increase in City property values over all and more than 120% increase in residential property values in wards most devalued during the 2008 downturn. (Figures based on actual average sales per home statistical analysis March 2016). Value offsets confirmed through an economic and statistical study performed by Dynamo Metrics for a similar study performed for Congressman Kildee to submit as support for soliciting federal funding for Help for Hardest Hit (H4HH) with U.S. Treasury. I am currently working with the same firm to build a large data based to be utilized for predicative model financial decision making. It is our intention to enable staff to statistically test specific economic interventions to determine the efficiency of project and financial allocation.

Negotiated all Union Contracts including but not limited to International Association of Fire Fighters (IAFF), Michigan Association of Public Employee (MAPE), and Police Officers Labor Council (POLC). Further consolidated all active and retiree healthcare benefit plans to a single provider, self-funded plan saving the City of Jackson approximately 10 million dollars over the past five years. These same changes have afforded the City of Jackson to begin funding its large OPEB liability.

3. Open space acquisition is among the City Commission’s objects -- the issue is complicated because the City is landlocked and most remaining open land is privately owned, very valuable and not for sale -- new and creative financing mechanisms need to be developed. Your thoughts?

Open space, while incredibly important for a landlocked community comes at a high price especially if the private property owner is unwilling to sell until they achieve the right price. Furthermore, Cooper City possessing a younger demographic than the rest of Broward County exacerbates the need. As I am sure your current City Manager has researched, the Florida Department of Environmental Protection offers Florida Community Trusts Parks and Open Space Florida Forever grant for open space and parkland. I suggest working with a local environmental non-profit as a partner for making application for the above referenced funds and engage other foundations to aid in raising money for the local match requirements. We might also look to how other States fund these types of activities. Michigan affords communities land purchase funds if the
community can tie the requested funds to specific marginalized populations or trails that serve special needs children.

4. Cooper City’s staff at all levels consists of highly competent and dedicated employees. The City Commission is supportive of continuous quality improvement, ongoing employee training and development, technical training for all employees and leadership training for supervisory and management employees. As Cooper City’s new City Manager, describe how you would begin the process of working with a senior management staff consisting of well-qualified and respected members and how would you support their efforts to stay at the “top of their game?”

I am a proponent of continuous improvement measures, which include significant training and additional education if a staff member wishes. It is important to have buy in from all staff as to the nature of training offered. I start by meeting with the Mayor and City Council to achieve a better understanding of their vision of where the community needs to go. In doing so it will aid my efforts when I meet with department heads to determine programmatic problems they may be experiencing and how additional education may afford staff better understanding of how Council’s over mission can be achieved. As I purported earlier, I truly believe leadership is contingent on the motivations of staff and their interaction with their supervisors.

5. If you had to choose, would you describe your management style as more results oriented or collaborative?

I consider myself to be a more collaborative leader that gets results. I subscribe to three basic theories of leadership: The first conceived by Fiedler, suggests that leadership style is contingent on situational pressure (Contingency Theory). The second is Hersey/Blanchard’s Situational leadership model. Under this model, managers choose the leadership strategy that more closely reflects a particular subordinate’s relational style, and lastly the LMX theory or leader/member exchange whereas the leader focuses on building high quality relationships. In turn, positive follower outcomes are achieved through ownership of ideals and vision. Communicating organizational vision just is not enough in a modern organization in an age when citizens and staff are demanding more ownership of and transparency within their government.

I utilize these strategies on a regular basis by trying to understand each staff member’s motivation and how it aids in their understanding of what we are attempting to accomplish in terms of rebuilding an inclusive, economically strong community. I believe my most important skills as a City Manager are taking the time to listen first and then fashioning my response in a way that aids a particular staff member’s understanding of how their style compliments our overall organizational vision. I hold two different types of staff meetings. The first is a mandatory for department heads where the Council agenda is reviewed and revised for the future. The second, non-mandatory, monthly, and open to all is held at 6 am. I started this type to educate and receive feedback from staff at all levels. For all those that attend, we review a peer-reviewed journal article, or
book on affordable housing and/or social equity that have been previously introduced. Staff discusses challenges they are experiencing and construct solutions even if those offering help are not in another’s department. Breakfast and daycare reimbursement are available so as to make the opportunity available to more. The first meeting over seven years ago was attended by only five individuals while our last just three weeks ago was attended by over 50 staff. My co-workers feel empowered to help the community through the collaborative efforts conceived through these meeting.

6. Thorough, timely and evenhanded communications between the City Manager and the City Commission and forthright and regular communications between the City government and the community are highly valued by the City Commission. What techniques have you utilized to ensure effective City Manager/City Commission/Community communications?

Communication between the City Manager and the City Council is not only good policy, but is essential as well. A manager mentored me early in my career and he suggested I not meet with Council members outside of the meetings. However, I have always made myself accessible to each member of the City Council in both Dundee and Jackson. By estimation, I call, text, and/or meet with the Mayor and Council on a regular basis, sometime 2 or 3 times per week. It may be for a quick lunch, a coffee to discuss their opinion on a specific issue or just general conversation. I believe it helps us all understand each other’s motivation and worldview that which helps me shape policy initiatives that have a high rate of successful adoption. It is also vitally important for the manager and Council to communicate effectively with the public so as to provide a higher level of transparency and dialogue. Social media is effective in providing a positive message on behalf of the Mayor and City Council. Instagram and Facebook are essential tools we utilize in our information dissemination efforts. This should work effectively in a community like Cooper City because of its younger population demographic. However, it is also important in some cases to provide regular mail for those who choose not to employ the Internet or social media.

7. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as contracting out for services or operating an airport or a utility.

I have managed 257 full-time and over 200 part-time staff. The City of Jackson outsourced most all moving, landscaping and construction whether they be water, sewer or streets.

8. What are the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as enterprise operations.

I currently manage general operating budget over 28 million dollars and a total budget that which exceeds 131 million dollars, including enterprise funds in
Jackson Michigan.

9. **What on-line services does your jurisdiction provide?**

The City of Jackson provides for online bill paying including taxes and also provided and online business tool called Open Counter, a program that allows searches of where and specific business can locate within the City and what process they must go through to start their business. We are attempting to upgrade this service now. We also subscribe to Code Red and are currently creating subgroups and offering them to residents based on geography and other delineations.

10. **Do you hold any professional certifications such as AICP, CPA or ICMA - Credentialed Manager?**

I hold no specific professional certification other than a PhD. in Public Administration and a Michigan Residential Builder’s License.

11. **Should you become a finalist candidate, we will perform education, credit, civil, criminal and motor vehicle court records, Internet search and reference checks on you. In doing so, will we find anything that you need to explain in advance?**

My wife Holly and I filed for Chapter 7 bankruptcy in 2009 and were fully discharged in 2010. I am a licensed Residential Builder in the State of Michigan and was partial owner in two residential subdivisions. We were very successful from 2002 to 2008 when the national real estate market collapsed. Banks across the Country started calling notes and after attempting to negotiate several forbearance agreements with two financial institutions, it became clear that Chapter 7 was our only option. Banks no longer wished to carry commercial real estate debt. Holly and I made sure we paid all personal debts to suppliers and the IRS. Holly and I rebuilt our credit and continued to help our children pursue advanced graduate studies successfully. We are financially stable.

As you are aware, allegations and subsequent investigations are pretty common for anyone in the political arena. City managers are certainly no exception. These decisions, made each and every day by managers or the communities in which they serve become the impetus for unfounded accusations. This happened to me approximately 17 years ago. I was accused by a township supervisor in a competing jurisdiction of spending public funds in manner that which did not reflect City Council priority or approval. City Council members interviewed defended my actions and while the investigation was a difficult process no charges we ever filed because my actions were know and supported by the Mayor and City Council. After the investigation, I enjoyed 6 contract extensions up until the time I left. The community employed me for almost 23 years as their manager.

12. **Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.**
I have no unusual personal consideration that would need to be resolved before accepting the position. I would however give my current employer at least 30 days notice.

13. Is the resume you submitted accurate and current? If not, please explain any discrepancies.

My current resume is current and accurate

14. Are you currently employed?

Yes

15. Have you ever had a hostile workplace, sexual harassment or racial discrimination complaint filed against you? If so, please explain.

No

16. Have you ever been fired or resigned under pressure from a job? If so, please explain.

No

17. What is your present or most recent salary?

My most recent Salary is $164,450 and set to increase to $170,000 by July 1 of this summer. The City pays 18% of my annual salary into ICMA 457 Deferred Compensation plan and also provides a full-defined benefit pension plan. They also afford me a $400 vehicle stipend and $100 phone stipend per month.
JOHN D. DALE

Personal

Address: 5510 Bayview Drive
Fort Lauderdale, Florida 33308

Contact: Phone: (954) 663-9187
Email: jdd1199@yahoo.com

Education

Master of Science - Business Leadership
Nova Southeastern University

Bachelor of Science - Public Management
Florida Atlantic University

Summary of Related Experience

2013 - Present
3 - Years

6 - Years

2 - Years

1990 - 2013
2006 - 2013

BROWARD COUNTY SHERIFF’S OFFICE
Colonel - Executive Director; Department of Administration
Manages the Department of Professional Standards
Managed the Department of Investigations

FORT LAUDERDALE POLICE DEPARTMENT
Captain
Sergeant/Detective/Police Officer

1990 - 2006
May 27, 2019
City of Cooper City
9090 SW 50th Place
Cooper City, FL 33329

Community of Cooper City

I respectfully submit my application for the position of City Manager. I am truly excited by the unique opportunity to serve the residents of Cooper City and support the efforts of their elected officials as they endeavor to improve the community.

For almost thirty years, my career has been dedicated to public service in a wide variety of roles. During this time, I have emphasized transparency, integrity and teamwork. I believe these positions have provided me with challenges and experiences that would allow me lead the municipal employees of Cooper City and work with contracted public services to the benefit of the community. These roles include the human resource functions for an organization of almost 5,600 full time employees. Responsibility of all administrative functions for an annual operating budget of more than $800 million to include all fleet, information technology, purchasing, finance, grant and building services for the Broward Sheriff’s Office. Since contracts for both police and fire services lie with the Broward Sheriff’s Office, they constitute a significant portion of the city’s annual operating budget. As your city manager, I would seek to leverage this knowledge to improve these services, ensure all or our contractual obligations are met and negotiate future agreements to the continued benefit of taxpayers. This is especially important as prior long standing contracts expire.

Lastly, I feel it is important to be respectful of all the City of Cooper City has done to earn its reputation as one of the most desirable places to live in South Florida. If selected as your city manager, it would be my goal to collaborate with the community and support the Mayor and City Commission in their vision for the future. I thank you for your consideration and look forward to an opportunity to progress in the hiring process.

Sincerely,

John D. Dale
Accomplished executive with diverse leadership experience in a variety of management and operational roles. A proven track record of building teams, developing others and instilling a culture of customer service, accountability and transparency. An ability to establish lasting professional relationships, identify opportunities for innovation, problem solve and engage others. A reputation for service and integrity built over almost 30 years of public service. A strong desire to continue to serve the City of Cooper City in the role of City Manager.

Core Strengths
- Leadership
- Public Administration
- Public Safety Management
- Community Relations
- Project Management
- Human Resource Management
- Team Building
- Change Management
- Labor Relations
- Relationship Building
- Technology
- Contract Negotiations

Experience

BROWARD SHERIFF’S OFFICE 2013 - 2019
Colonel - Executive Director

Department of Administration (3 years)
- Oversaw the acquisition of an improved budget tracking and forecasting software system resulting in a significant reduction in manual and time-consuming processes.
- Outsourced several organizational functions for improved efficiencies.
- Oversaw a lease buy-back program to turn around an aging fleet of more than 1,000 emergency vehicles.
- Drove efforts to equip all officers with body worn cameras to 1,400 officers, store more than 1 million videos a year and electronically route them to prosecutors for court purposes.
- Responsible for an annual operating budget of approximately $740 mill.

Department of Professional Standards (6 years)
Areas of Responsibility – Human Resources, EEO, Training, Accreditation, Internal Audit, Policy, Staff Inspections, Internal Affairs, Disciplinary Processes, Labor Relations.
- Spearheaded recruitment and hiring improvements to meet increased hiring demands for a wide variety of sworn and civilian jobs.
- Led the acquisition of an agency wide Learning Management and eLearning System for over 5,500 employees
- Enhanced tracking systems for high liability incidents and their review.
- Implemented a robust employee complaint and disciplinary tracking system.
- Expanded the use of audits to identify areas for improvement.
- Served as agency decision maker for all employee discipline and managed/improved all grievance procedures for employees in seven different labor unions.
Department of Investigations  (2 years)
Areas of Responsibility – Criminal Investigations (homicide, violent crimes, special victims, digital forensics, victim advocates, economic crimes), Special Investigations (homeland security, joint terrorism task force, narcotics, domestic interdiction, money laundering, gangs, bomb squad), Threat Assessment and Management, Real Time Crime Center, Crime Scene Unit, Crime Laboratory (DNA, Latents, Chemistry, Firearms) and Child Protective Services.
- Responsible for all law enforcement investigative efforts for one of the largest Sheriff's Offices in the United States.
- Led the investigative efforts for mass shootings at both the Fort Lauderdale Airport and the Marjory Stoneman Douglas High School.
- Agency leader for a crime laboratory construction project estimated at $100 mill.
- Initiated a threat assessment and management program.
- Oversight of the construction of a digital forensic laboratory.
- Initiated project to acquire and build a real time crime center.
- Managed personnel in several federal task forces (FBI security clearance).

FORT LAUDERDALE POLICE DEPARTMENT  1990-2013
Captain (7 years) – led personnel in uniformed patrol, internal affairs and criminal investigations.
- Led project to migrate all photographic, video and audio evidence from analog to digital acquisition and storage.
- Acquired grants to eliminate forensic backlogs and investigate cold cases.
- Led efforts to establish a program of enhanced tactical training for detectives.
- Spearheaded upgrade of the FLPD website.
- Planned and led large-scale special events.
- Served as the agency liaison to a citizen disciplinary review board.
- Co-developed a leadership-training program for all supervisors and managers.

Sergeant/Detective/Patrolman (15 years) – supervised uniformed and investigative personnel. Served as an investigator, SWAT member and team leader, narcotics detective and supervisor.

Education

Nova Southeastern University, Huizenga School of Business
- Master’s Science – Business Leadership

Florida Atlantic University
- Bachelor’s Degree – Public Management (Summa Cum Laude)

Federal Bureau of Investigations (FBI)
- National Executive Institute (NEI), Session 40
- National Academy (NA), Session 255

Police Executive Research Forum (PERF)
- Senior Management Institute for Police (SMIP), Session 35

Associations

- International City/County Management Association
- Society for Human Resource Managers
- International Association of Chief of Police (IACP)
  - Committee for Human and Civil Rights
  - Policy subject matter expert
- FBI National Academy Associates (FBINAA)
- FBI National Executive Institute Associates, (NEIA)
- Police Executive Research Forum
- Broward County Police Chief’s Association
CITY OF COOPER CITY, FLORIDA

CITY MANAGER

SEMI FINALIST CANDIDATE QUESTIONNAIRE

Name: John D. Dale

Home Address: 5510 Bayview Dr, Fort Lauderdale, FL 33308

Cell phone: 954-663-9187

E-mail address: jdd1199@yahoo.com

1. Why are you interested in becoming Cooper City’s next City Manager and how does this job fit your overall career goals?

Cooper City has built a reputation as one of the best places to live in Florida. Its employees have earned a reputation as being professional, competent and highly dedicated. The Commission is composed of members who are passionate and genuinely motivated to improve their community. These factors all make it a desirable place to work and take on the new challenges of this position.

If selected, it would be my goal to build upon my prior leadership experiences and work with the Cooper City team to ensure its continued success. My education includes a Master’s Degree in Business Leadership with the intent of broadening my knowledge to include proven strategies supportive of local economic development and sustainability.

I find it personally rewarding to work with others to improve the quality of life for residents. Over the past 29 years, I have worked for two employers and continually strived for both short term and long-term success. As such, it would be my intent to provide stable and consistent leadership to Cooper City so long as I can contribute to its success.

2. Cooper City is almost completely dependent on property tax. Among the City Commission’s priorities is a commitment to remaining fiscally responsible and conservative in how the City handles the public’s monies; the City staff stays within budget; conducts a comprehensive analysis of revenues (long term budget planning and analysis) and researches for possible alternative revenue sources for the City and presents options to City Commission for their consideration. Describe one or two specific examples from your experience that illustrate that you can work compatibly within the Commission’s fiscal management policy.

My past responsibilities included the management of an operating budget in excess of $750 million and a capital improvement budget of almost $30 million. The annual budget was largely contingent upon property taxes with no mechanism to borrow money or
increase revenues. Capital projects could only be accomplished through savings generated from prior fiscal years. It was therefore important to control costs and seek alternative funding sources. Given the agencies large number of contracts and variable expenses, it was immediately clear a need existed to renegotiate our largest contracts and leverage technology for greater efficiency.

A reduction of more than $6 million was realized through a new employee healthcare contract and the introduction of a health clinic. A web based supply system allowed for the reallocation of personnel, a reduction of inventory and efficiencies generating further reoccurring savings. Budgeting software created additional efficiencies, provided for greater fiscal accountability and the ability to more accurately track spending. Audits were then undertaken to identify additional opportunities for savings and efficiencies in the areas of fuel management, fee collections and overtime staffing. A fleet leasing program allowed us to immediately replace aging vehicles and spread the cost out over time. Labor contracts were successfully negotiated with seven collective bargaining agreements with several unions to include the FOP, IUPA, PBA, IAFF and the FOPE (approximately 78% of the budget). These measures allowed for the reallocation of monies to a capital reserve fund for several major projects that otherwise would not have been possible.

The budget and public safety are always a top concern for residents. The delivery of these services often account for large portions of the budget (nearly 70% of Cooper City FY 19). My specific knowledge of these operations, their contracts and the intricacies of the current law enforcement and fire rescue provider costs, will allow me to effectively negotiate these contracts and work cooperatively to improve services.

3. Open space acquisition is among the City Commission’s objects, the issue is complicated because the City is landlocked and most remaining open land is privately owned, very valuable and not for sale, new and creative financing mechanisms need to be developed. Your thoughts?

Public-Private partnerships: Opportunities to partner with private entities should be explored to find situations where they may benefit the City. This may be especially true when new residential developments create greater demands on public resources. In such a case, a portion of land from a project may be designated for green space, schools or other future needs. The land apportioned by the private entity need not be adjacent or even near the project so long as it may be used to the benefit of residents. Foundations and not for profit organizations may also wish to partner and jointly secure funding for projects.

Governmentally owned lands: in the past, we have worked with others to identify lands owned by other governmental entities (school board, county, state) that are no longer needed and available for purchase. When opportunities arise to purchase such properties, it may benefit the city to acquire and hold these lands for future use.

Grants: Florida offers several grants concerning the acquisition of green space. Funding of this type is usually matched proportionally to the governmental agencies commitment. Such grants should be actively researched and pursued whenever they benefit city efforts and are economically feasible.
Lastly, it is important to network with other city leaders who have been faced with these same problems and search for innovative and proven strategies that may be used to benefit Cooper City. It has been my experience that others are more than happy to share their success and assist others who wish to duplicate these efforts. By leveraging these contacts we may also learn how to avoid pitfalls and more efficiently work toward a solution.

4. **Cooper City’s staff at all levels consists of highly competent and dedicated employees. The City Commission is supportive of continuous quality improvement, ongoing employee training and development, technical training for all employees and leadership training for supervisory and management employees. As Cooper City’s new City Manager, describe how you would begin the process of working with a senior management staff consisting of well-qualified and respected members and how would you support their efforts to stay at the “top of their game?”**

Senior management is in the best position to understand the training needs of staff and should be empowered to establish goals for the development of their employees. Once their needs are identified, an annual plan should be outlined to ensure they are implemented. The City Manager must consistently reinforce the importance of training and be supportive of efforts to develop personnel. This includes availing senior management the opportunity to attend training and network with their peers so they may seek to implement new ideas and stay abreast of changes in their respective fields. I am deeply committed to developing employee talent and creating cultures of innovation and accountability.

As a former member of the Police Executive Research Forum, I have participated in several think tanks concerning emerging community problems. I have also served on the advisory counsel for Nova Southeastern University and directed research projects toward matters in need of further research. Partnerships between practitioners and academia can result in a better understanding of important issues and lead to more comprehensive solutions. This process also teaches staff how to engage in forms of systematic inquiry that lead to better problem solving.

5. **If you had to choose, would you describe your management style as more results oriented or collaborative?**

I believe effective leaders are able recognize when a results oriented or collaborative approach is best. Ultimately, the work must be done and we are better served if the team is empowered and engaged so they become invested in the outcome. Since no leader can do everything on their own, they must work with others to accomplish the mission. Collaboration is the preferred method when making important decisions and can serve to foster an environment of creativity or innovation. It can be difficult to see all aspects of a problem and it is vital to gather information from a variety of sources before making choices with long reaching implications; especially when they impact employees and stakeholders directly. Through collaboration we can better prevent any unintended consequences and plan for contingencies.
While an effort that involves the input of team members is preferred, there may be times when the situation calls for a rapid resolution and does not allow for significant dialog. In these instances, decisive leadership may be necessary. Lastly, a manager must ensure collaboration is driven to produce a desired outcome and must be accountable to those decisions; otherwise a “paralysis by analysis” scenario may result.

6. Thorough, timely and evenhanded communications between the City Manager and the City Commission and forthright and regular communications between the City government and the community are highly valued by the City Commission. What techniques have you utilized to ensure effective City Manager/City Commission/Community communications?

I believe strongly in open and honest communications so as to establish trust and transparency. It is important to supply the Commission with timely and accurate information so they may be apprised of staff efforts, aided in making important decisions and able to inform the public. This continuous exchange of information is necessary to ensure staff works cooperatively with the Commission to support their goals and vision for the city.

In past positions (City and County) I have relayed information to commissioners through a variety of means. This included the use of face-to-face meetings (preferred), reports, presentations and emails. In regards to the community, I have utilized media releases, social media, press conferences, mass phone calls, mailings and attended a number of meetings held by a variety of community groups.

7. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as contracting out for services or operating an airport or a utility.

I have overseen approximately 1,000 full time employees in my direct chain of command. I was also responsible for functions (human resources, training, internal affairs, administration, fleet, information technology, internal audit, accreditation, grants, budget, purchasing, finance) that served nearly 5,600 full time employees. In many cases my organization was the vendor for municipalities, state organizations or enterprise funds seeking to outsource segments of their operation. Outsourcing occurred in the areas of vehicle maintenance and projects requiring specialized knowledge (information technology, crime laboratory construction, healthcare contracts, wellness studies).

8. What are the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as enterprise operations.

The largest operating budget I was responsible for was approximately $740,000,000 (not including grants). I also managed a capital fund with a balance of approximately $30,000,000 and Federal and State law enforcement forfeiture/confiscation funds of several million dollars.
9. What on-line services does your jurisdiction provide?

I assume this pertains to on-line services available to the public by my prior employer. The following services were available:

- Requests for records (police reports, crash reports)
- Public records requests (documents, body worn videos, 911 audio tapes, media releases).
- Queries could also be made concerning those detained in the county jail to include their location, charges and status.
- Employment applications could be submitted through the website via a NeoGov portal.
- Reports of crime could be searched via a web-based portal.
- Tips related to school safety and lock down notifications were provided through a smart phone based application (SaferWatch).
- Complaints and commendations could be filed through the agency website.
- Community outreach and information was disseminated through a variety of social media outlets to include Facebook, Instagram, Twitter and Nextdoor.
- An inmate banking system allowed for relatives to deposit money into individual accounts for the purchase of small items at jail stores.
- Civil process service could be tracked via a web-based portal.
- Vehicle towing and repossession could be reported via the Internet to ensure they are not reported as stolen.

10. Do you hold any professional certifications such as AICP, CPA or ICMA - Credentialed Manager?

I have attended several selective management/leadership programs for law enforcement executives to include: FBI National Academy, FBI National Executive Institute and the Police Executive Research Forum’s Senior Management Institute. As learning is a continuous process, I would certainly accept any opportunity to receive specialized training specific to the position.

11. Should you become a finalist candidate, we will perform education, credit, civil, criminal and motor vehicle court records, Internet search and reference checks on you. In doing so, will we find anything that you need to explain in advance?

My prior employment has required extensive background investigations to include those conducted by the FBI for a security clearance. I have nothing in my background that would preclude me from obtaining employment.

12. Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.

None
13. Is the resume you submitted accurate and current? If not, please explain any discrepancies.

Yes

14. Are you currently employed?

I am currently self-employed.

15. Have you ever had a hostile workplace, sexual harassment or racial discrimination complaint filed against you? If so, please explain.

No

16. Have you ever been fired or resigned under pressure from a job? If so, please explain.

I have never at any time been fired or forced to resign from any job. In fact, I have never been the subject of an internal affairs investigator or a citizen service related complaint. I have resigned in good standing during a changing administration to make room for incoming staff as customary among top advisors for an elected official.

17. What is your present or most recent salary?

Most recent salary: $180,000 plus benefits
Employer supplied vehicle w/fuel
Healthcare stipend - $1,315/mo
Florida State Pension – 401(k) type w/ 10% employer contribution
Cell phone stipend - $50/mo
Educational stipend - $120/mo
Leave – vacation, administrative and sick
CARYN GARDNER-YOUNG

PERSONAL

Address: 10874 Jefferson Way  
Boynton Beach, Florida 33437

Contact: Phone: (561) 740-3286  
Email: caryngyoung@gmail.com

EDUCATION

Master of Public Administration - 2002  
Florida Atlantic University, Boca Raton, Florida

Juris Doctorate - 1985  
DePaul University, Chicago, Illinois

Bachelor of Arts, Environmental Studies and Geography - 1982  
SUNY @ Binghamton, Binghamton, New York

SUMMARY OF RELATED EXPERIENCE

2017 - Present  
CITY OF DELRAY BEACH, FLORIDA  
Population 65,000

Assistant City Manager

2005 - 2016  
CITY OF PARKLAND, FLORIDA  
Population 28,000

2007 - 2016  
City Manager

2007  
Interim City Manager

2006 - 2007  
Assistant City Manager

2005 - 2006  
Development Services Director

2005  
Planning and Zoning Director

2004 - 2005  
PRIVATE SECTOR  
West Palm Beach, Florida

Planner

2000 - 2005  
VILLAGE OF WELLINGTON, FLORIDA  
Population 64,848

2002 - 2005  
Planning & Zoning Director

2001 - 2002  
Planning & Zoning Manager

2000 - 2001  
Principal Planner

1998 - 2000  
CITY OF GREENACRES, FLORIDA  
Population 27,569

1999 - 2000  
Zoning Administrator

1998 - 1999  
Senior Planner

1992 - 1998  
PRIVATE SECTOR  
Attorney
January 18, 2019

Mayor and City Commission
9090 SW 50th Place
Cooper City, Florida 33328

Dear Mayor and City Commission:

Please consider this correspondence as my application for the City Manager position in Cooper City. I am interested in the City Manager position because I want to work for a great community with opportunities for me to engage in positive change and I believe that in my many years of city management experience, I have developed the skills to be successful in the position.

I am extremely skilled, high energy, achievement-oriented leader and an experienced administrator with an award-winning career. I have over fifteen years of progressively more responsible municipal management and I am a certified City Manager with a Master's Degree in Public Administration as well as possessing a Juris Doctorate. My career started out as a Zoning Administrator to almost ten years as the City Manager of Parkland. I have been involved in managing virtually every type of municipal service possible at one time or another and I know that my experience can help the City Commission instill a collaborative performance-oriented attitude throughout the organization.

My experiences and successes from Parkland translate well to Cooper City. Parkland’s community is so similar to Cooper City - population within 5,000, incorporated within four years, both have A rated schools, safe environment, contracted out public safety services, minimal commercial, fairly-high median income and great parks. During my tenure with Parkland, I have implemented measures to improve the fiscal posture of the community which resulted in maintaining or reducing the city’s mileage rate, improved our ISO rating to provide resident savings, successfully completed multiple capital projects all while continuing a high level of customer service. What I lacked in experience from Parkland, I learned at Delray Beach where I am now in the position of an Assistant City Manager. In particular, the Utilities Department presently reports directly to me and I worked with the Purchasing Department to adopt a manual to streamline solicitations.

I am also community oriented and not one to sit behind a desk. I am on the Board of Trustees for Northwest Medical Center and work closely with Chambers of Commerce and various not-for-profit organizations. Over the years, I have developed strong relationships with County representatives making joint regional projects possible and was actively involved in the Broward County City Managers’ Association where I developed strong connections with other City Managers. I understand the demands of a highly involved community and I have the ability to work collectively to set realistic goals, communicate and collaborate with a wide variety of individuals.

At this point in my career, I have many more years to contribute to local government management and I hope to stay with Cooper City for the duration of my career. My husband and I would like to enjoy all the benefits of your wonderful City so we are willing to move to Broward County. With my experience and skills, I am confident that I will be a valuable member of your leadership team. Thank you for your consideration and I look forward to hearing from you.

Sincerely,

Caryn Gardner-Yong
10874 Jefferson Way
Boynton Beach, Florida 33437
561) 891-9788/caryngyoung@gmail.com
CARYN GARDNER-YOUNG, ICMA-CM, AICP, JD
10874 Jefferson Way
Boynton Beach, Florida 33437
E-mail: caryngyoung@gmail.com
Phone (561) 740-3286

QUALIFICATION SUMMARY
A seasoned manager with more than fifteen (15) years of innovative leadership expertise in public administration. Achievement-oriented, outcome focused and accountability driven, with proven communications, organizational and analytical skills. Demonstrated proficiency in successfully managing staff and professionals of all levels. Profound knowledge of government policies pertaining to budgeting, city planning and development, transparency, forecasting and municipal elections. Additional expertise in the following areas:

- Leadership and Organizational Management
- Customer Service
- Strategic Planning and Performance Measures
- Personnel Selection and Team Building
- Planning and Zoning
- Researching complex topics
- Fiscal Analysis and Budgeting
- Community Relations

RELEVANT PROFESSIONAL EXPERIENCE:
Assistant City Manager, City of Delray Beach, Florida March 2017 to Present
City of Delray Beach is a municipality located in the southern end of Palm Beach County with a population of over 65,000 residents. It covers approximately sixteen and a half (16.5) square miles which borders are Unincorporated Palm Beach County to the west, the Atlantic Ocean to the east, City of Boynton Beach to the north and the City of Boca Raton to the south. Full service municipal organization comprised of 847 employees with three (3) collective bargaining units. The Adopted Fiscal Year 2018-2019 Budget was over $293 million including a $133 million General Fund, $79 million Capital Improvements Fund and $56 million in Enterprise Funds including Water and Sewer, Stormwater Utility, Sanitation, City Marina located on the Intercosta Waterway, and two (2) Municipal Golf Courses (Executive and 18 hole). During my time with the City, my duties and responsibilities included oversight for almost all the City's Departments including internal support Departments of Finance, Purchasing, and Human Resources Departments, Clerk's Office and Information Technology Department. community engagement Departments of Parks and Recreation and Neighborhood Services as well as Livability and Placemaking Departments of Economic Development, Development Services (Planning and Building Departments, Utilities and Public Works Departments.

ACCOMPLISHMENTS

- Successfully worked with the City's Lobbyist and obtained $300,000 grant from the State of Florida for construction of a pavilion along the City's beach front
• Assisted with the reduction of the operating millage rate .1000 each year in order to achieve an overall millage rate reduction of one mill over ten years
• Coordinated the City’s funding agreements with not-for profit organizations to ensure all performance measures were being met and created a better working relationship with the not-for profit organizations
• Developed and implemented new lien form and procedures to include electronic filing of liens and retrieval of lien information
• Reduced the time for completion of solicitations by amending the City’s Purchasing Manual to address gray areas and inconsistencies and creating and standardizing solicitation templates
• Proactively represented the City on the Board of the Delray Beach Marketing Cooperative by watching expenses resulting in the organization dissolving to avoid duplicate services
• Assisted City Manager in implementation of a Strategic Planning process including hiring Strategic Planner, coordination of day and a half session with City Commission and drafting of final report
• Substantially reduced the fees imposed in the City’s ICMA plans to provide savings to the City’s employees
• Citywide data was successfully replicated from Delray Beach server room to offsite Disaster Recovery Data Center in Tallahassee to allow continued service in time of emergency
• Assisted in updating of City’s Investment Policy to maximize investment returns
• Developed and implemented a City Warehouse Policy to create effective controls and efficient operations
• Successfully implemented a downtown parking program

CITY AWARDS RECEIVED

• The City was awarded the All American City Award
• The City was awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada

City Manager, City of Parkland, Florida
Interim City Manager

City of Parkland is the most northwestern municipality in Broward County with a population of over 28,000 residents. It covers approximately twenty-one (21) square miles which borders are the Everglades to the west, State Road 7 to the east, Palm Beach County line to the north and the Sawgrass Expressway to the south. My duties and responsibilities included operating as the City’s Chief Executive Officer with 139 part-time and full-time employees and a $46 million budget. Oversight responsibility for the following functions: law enforcement, fire/EMS services, parks and recreation, planning and zoning, finance, public works, library, engineering, building, and human resources.
ACCOMPLISHMENTS

• Maintained or decreased the City’s millage rate every year as City Manager without impacting resident level of service
• Improved the Fire/Rescue services within Parkland to a level that supported an enhanced ISO insurance rating of Class 3 from a 4/9 rating
• Participated in Annexation effort (successful) to increase the physical size of City by over 1000 acres and lead successful transfer of 1900 acres from Palm Beach County to Broward County
• Represented the City in a successful collaborative effort of four entities (Broward County, MPO, City and FDOT) to form a joint effort in reconstruction of Lox Road
• Received no audit comments for four years in a row from the City’s independent auditors (2 different firms) evaluating the City’s financial records
• First Broward County municipality to initiate and deploy 65 gallon residential roll-out carts throughout the City for single stream recycling and the first Broward County municipality to have clean burning “CGN” (compressed natural gas) solid waste Collection trucks deployed in their community with Waste Management
• Completed re-write of City of Parkland’s Rules and Regulations in-house
• Finalized real estate transactions for purchase of Beatty and 12 acre sites
• Negotiated five (5) year contracts with both Broward County Sheriff’s Office and Coral Springs Fire Department to provide law enforcement and fire/EMS services
• Achieved the completion of two Fire Stations (over $2 million each), the completion of the City’s regional park including 2 synthetic fields, 2 playgrounds, a baseball diamond, 4 multi-use fields and 2 bathrooms (over $7 million), and the completion of a new clay court Tennis Center (over $4 million)
• Created an employee wellness program including participation in lunch and learns, physical activity and healthy snacks/lunches
• Improved Parkland’s web page (www.cityofparkland.org) by a complete makeover four years ago and in the process of completing another one
• Launched a biannual resident survey to measure the effectiveness of city services and integrated this survey into the budget and the performance monitoring process
• Implemented quarterly operational and financial reporting that is tied to the City Commission’s strategic objectives
• Implemented for the first time an investment policy for the City’s monies
• Guided a complete revamp of organizational performance measures to those that are outcome focused and results oriented
• Instituted control measures during the recession including but not limited to hiring freeze, layoffs, budget reductions to ensure that City financial condition and outlook was good.
• Directed the development of the City’s first long term capital replacement fund, infrastructure replacement fund, insurance deductible reserve and 10 year financial forecast to better predict future impacts on revenue streams so there is no need for a huge hike in the millage rate
• Established a comprehensive employee development, training and recognition program
• Focused on Department heads providing consistent and in-year performance recognition culminating in annual employee recognition awards
• Competitively contracted city services – median maintenance, tree trimming, right of way mowing, planning services, and fleet maintenance permitting the cost-efficient reallocation of employees to more productive assignments
• Completed in three months the transfer of the City’s Community Center operations and programming from a private provider
• Implemented an across the board communications program that focused on internal and external resources. Utilized low cost high volume communication measures to inform citizens of city activities and issues. These included effective utilization of the City’s Pipeline, E-mail Blasts, E-Newsletters, Facebook, message boards and banners
• Directed implementation of the City’s Geographic Information System roll-out including resident access to City maps

CITY AWARDS RECEIVED

• Since 2007, the City was awarded Playful City USA designation by KaBoom!
• Since 2007, the City was awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada
• Since 2009, the City has received the lowest or second lowest crime rate in Broward County pursuant to the Florida Department of Law Enforcement
• 2010 – Awarded 5 Stars from Grey House Publishing for America’s Top Rated Small Towns and Cities.
• 2012 – One of a limited number of local government organizations to receive Special Performance Measures Recognition from the G.F.O.A. in a budget document
• 2014 – the City was awarded the Florida League of Cities Municipal Achievement Award (City Spirit) for the City’s Passport to Parkland event
• 2014 – the City was awarded the Healthy Weight Champion Award from the Florida Department of Health
• 2015 – the City was awarded the one of the top 10 places to Live in Florida from Telegraph Today
• 2015 – the City was awarded the 14th Best City for Young Families in Florida from NerdWallet
• 2015 – the City was awarded a Platinum Permitting City from the Greater Fort Lauderdale Alliance
• 2015 – the City was awarded the 5th Best Small City in the Nation for Families from NerdWallet
• 2016 – the City was awarded the 4th Most Successful City in Florida from Zippia

Assistant City Manager, Parkland Florida
Jan. 2006 to Feb. 2007
Partnered with the City Manager in administering the day to day operations of the City, in establishing and implementing long range planning, development of goals and objectives, preparation of the proposed budget document, project management, needs analysis, mentoring and development of subordinates. Departmental areas of responsibility included all city departments at various times with continued oversight in Development Services (Building, Engineering and Planning and Zoning) throughout my tenure.

ACCOMPLISHMENTS

• Implemented Code Red system which is an emergency notification system to residents.
- Created a city wide Communities for a Lifetime program which encourages communities to inventory the needs and current services available to its older population and identify needed improvements in the community. Participating communities use existing resources and state technical assistance to make crucial civic improvements in such areas as housing, health care, transportation, accessibility, business partnerships, community education, and efficient use of natural resources, volunteer opportunities, and recreation.
- Implemented an online resident request, report and complaint system that could be used by residents 24/7
- Coordinated with Broward County and all municipalities the implementation of a countywide school concurrency program

**Development Services Director, Parkland Florida**  
Aug. 2005 to Jan. 2006

Supervised a thirteen (13) employee Department including Building, Planning and Zoning and Engineering Divisions for a municipality that was experiencing accelerated growth. According to Broward County, the City of Parkland, based upon the percentage of average annual growth (17.1%), was ranked number 1 as the fastest growing municipality from 2000 to 2010. My duties and responsibilities included: providing staff support to the Planning and Zoning Board, responding to and resolved difficult and sensitive citizen inquiries and complaints, preparation of agenda items for the City Commission and other committees, commissions and boards involved in planning and zoning, building safety, code compliance and housing and grants activities, directing the evaluation, selection and administration of outside consulting contracts for planning and development related services; representing the City on numerous regional organizations and boards, ensuring the City’s interests were represented in a regional context on issues including transportation and emergency management and preparing and presenting the Development Services Department’s budget to the City Commission.

**ACCOMPLISHMENTS**

- Implemented a new Community Bus Services in cooperation with Broward County

**Planning and Zoning Director, Parkland Florida**  
Feb. 2005 to Aug. 2005

Supervised a two person Planning and Zoning Department for a municipality that had a population of 9,000 in 1990 to a population of 22,000 in 2005. In 2005 calendar year, there were over four hundred dwelling units constructed with an average cost of $395,900. My duties and responsibilities included: planning, directing, supervising, and coordinating current and advanced land use planning for the City, supervising and participating in the preparation, revision and implementation of the City’s Comprehensive Plan, preparing draft ordinances and resolutions relating to zoning, subdivisions, annexations, environmental review and related planning and zoning matters, including the preparation and presentation of reports and recommendations, conferring with architects, engineers, developers, and the general public on planning and zoning matters, making authoritative interpretations of applicable laws, regulations and policies, supervising and participating in the more complex and technical planning studies, attending meetings to represent the City and make presentations and coordinating planning activities with other City offices and departments and with outside agencies.
ACCOMPLISHMENTS: PARKLAND

• Implemented a new Community Bus Services in cooperation with Broward County
• Implemented a new Development Petition Review process to streamline development issues and create a one-stop process for landowners and developers for proposed projects
• Implemented a new Special Events Permit Review process

Additional previous experience

• Nov. 2004 to Feb. 2005  Planner Kilday & Assoc West Palm Beach, FL
• Aug. 2002 to Feb. 2005  Planning & Zoning Director Village of Wellington, FL
• Jan. 2001 to Aug. 2002  Planning & Zoning Manager Village of Wellington, FL
• Aug. 2000 to Jan. 2001  Principal Planner Village of Wellington, FL
• April 1999 to Aug. 2000  Zoning Administrator City of Greenacres, FL
• April 1998 to April 1999  Senior Planner, City of Greenacres, Fl

EDUCATION:
Master of Public Administration Degree.
Florida Atlantic University, Boca Raton, Florida 2002
Juris Doctorate
DePaul University, Chicago, Illinois 1985

Bachelor of Arts Degree in Environmental Studies and Geography
SUNY @ Binghamton, Binghamton, New York 1982.

PROFESSIONAL CERTIFICATIONS
• International City Management Association (ICMA) Credentialled Manager
• American Planning Association (APA) Certified Planner (AICP)

PROFESSIONAL AFFILIATIONS
• International City Management Association (ICMA) - member
• Florida City/County Management Association (FCCMA) - member
• Broward City/County Managers Association (BCCMA) - President served two terms: Secretary/Treasurer served one term and two terms as Vice President (2011-2016)
• Palm Beach City/County Managers Association (PBCCMA) - member
• American Planning Association (APA) - member
• American Planning Association Florida Chapter (FAPA) - member
• Florida Recreation and Parks Association (FRPA) - member
• Florida Government Finance Officers Association (FGFOA) - member

COMMUNITY AFFILIATIONS:
• Board of Trustees, Northwest Medical Center since 2015

REFERENCES AVAILABLE UPON REQUEST
CITY OF COOPER CITY
CITY MANAGER
SEMI-FINALIST CANDIDATE QUESTIONNAIRE

Name: Caryn Gardner-Young

Home address: 10874 Jefferson Way, Boynton Beach, Florida 33437

Home/Work/cell phone numbers: 561 740-3286 (home) and 561 891-9788 (cell)

E-mail address: caryngyoung@gmail.com

1. Why are you interested in becoming Cooper City’s next City Manager and how does this job fit your overall career goals?

There are many reasons why I am interested in becoming the next City Manager of Cooper City and I look forward to discussing them with you face to face. First, I believe I meet what the City Commission is looking for in a City Manager so I will be extremely successful there. Cooper City is very similar to Parkland where I was the City Manager for almost ten years. The population numbers are close (34,000 vs. 28,000) both are predominately small in size (8 square miles vs. 14 square miles), the residents are both demanding and engaged, minimal commercial activity exists and both cities contracted out fire and police services. Next, why not Cooper City? The city itself is a gem. It is family orientated with exceptional schools and parks and housing variety. My husband and I as well as my parents can see fitting into the community easily. In addition, I am looking to return to the position of City Manager. With my experience as a City Manager as well as the addition of my newly acquired knowledge of utilities, police, fire and purchasing, I feel I am better suited to lead an organization. Lastly, my heart is with a smaller municipality. Although I was with Parkland for almost ten years, I felt it was time to experience a larger city with more challenges, so I took the Assistant City Manager job at Delray Beach. However, over the past two years, I determined I liked the intimacy of a smaller community, the ability to learn and excel in additional and varied responsibilities which is not possible in a larger organization, contribute as much value as possible to a small team and use my managerial expertise to create a high performance organization. The Cooper City position fits into my overall career goal since I am looking for a City Manager position where I can stay long term and retire there. Because your municipality has such a strong reputation for a great workplace culture and political stability, it fits perfectly with my desire for a long-term fit.

2. Cooper City is almost completely dependent on property tax. Among the City Commission’s priorities is a commitment to remaining fiscally responsible and conservative in how the City handles the public’s monies, how the City staff stays within budget; conducts a comprehensive analysis of revenues (long term budget planning and analysis) and researches for possible alternative revenue sources for the City and presents options to City Commission for their consideration. Describe one or two specific examples from your experience that illustrate that you can work compatibly within the Commission’s fiscal management policy.

I would first like to say that I am in agreement with the City Commission’s commitment to remaining fiscally responsible and conservative in how the City handles the public’s monies for
this is the same philosophy that I instilled in the organizations that I was a leader. As financial stewards for our residents, all employees within municipalities that I have led were tasked with operating their programs, projects and departments in a fiscally responsible manner. We have a fiduciary duty to the residents of the community to ensure assets and resources are properly safeguarded and utilized in a safe and efficient manner. As public servants, we are all dedicated to, and are held, to a high standard of ethical behavior, especially in financial matters of the municipality we serve. We are, therefore, committed to ensuring we are transparent in matters relating to our government finances.

There are many practices that I have implemented which align with a conservative fiscal program. This includes proper internal controls to guarantee assets and resources are used in accordance with the approved budget, allocate money for the replacement of capital items, compare services being provided by employees versus contracting out, looking for cost savings in programs or services and the use of proper financial forecasting as a planning and budget tool.

Specifically, I helped adopt a new investment policy that resulted in the City of Delray Beach doubling its investment returns in the range of approximately one million dollars. We accomplished this by timing appropriately when to invest, diversifying the types of investments we used and controlling the amounts in each investment. Also, in both Parkland and Delray Beach I supported and implemented multi-year mileage reductions. One way we accomplished this amazing feat was the adoption and implementation of a City policy to charge for the full costs of services provided by City Staff when such services benefit individual users rather than members of the community as a whole. Fees, which include but are not limited to building permits and planning petitions, park rentals, and water and sewer fees, are reviewed and updated on an ongoing basis to ensure that they keep pace with the cost of living and service delivery changes.

3. Open space acquisition is among the City Commission’s objects -- the issue is complicated because the City is landlocked and most remaining open land is privately owned, very valuable and not for sale -- new and creative financing mechanisms need to be developed. Your thoughts?

One mechanism that can be used is public private partnership (P3). P3s represent a new approach to local government delivery of facilities and infrastructure. The various P3 types can provide Cooper City with opportunities to improve facility and infrastructure delivery dates, draw on private sector expertise, foster innovation, lessen risk, accomplish life cycle cost savings, and leverage private sector financing. P3s are nontraditional methods and necessitate outside-the-box thinking. As a matter of fact, Delray Beach was in the process of using this approach for our City Center concept.

Without knowing the need for open space acquisition, Cooper City may want to consider creating Social Impact Funds. Impact investing is a swiftly growing industry driven by investors who are resolved to cause social and environmental impact as well as financial yields. Along the same line is another option of funding city projects which is crowdfunding. Cooper City can use a government-specific crowdfunding platform or create its own. Many municipalities have managed successful campaigns big and small with this funding source. For example, in 2015, 51 people donated more than $80,000 to the city of Fort Lauderdale, Florida, for a dog park. The mayor of Central Falls, a city of one square mile in Rhode Island raised money for new trash bins
in a local park in 2013.

Or Cooper City can go with more traditional approaches such as creating 501(c)(3) organizations such as Friends of the Parks to pay for specific services or programs or encouraging donations to the City through naming rights or bequeathing monies when someone passes away. Both mechanisms that I started investigating while City Manager at Parkland.

4. Cooper City’s staff at all levels consists of highly competent and dedicated employees. The City Commission is supportive of continuous quality improvement, ongoing employee training and development, technical training for all employees and leadership training for supervisory and management employees. As Cooper City’s new City Manager, describe how you would begin the process of working with a senior management staff consisting of well-qualified and respected members and how would you support their efforts to stay at the “top of their game?”

I would first like to say that I also admire the same quality and traits as the City Commission when it comes to the City’s staff and leadership team. Dedication, loyalty, integrity and open lines of communication is what makes a successful team. As a City Manager historically I have always supported my senior staff to seek not only relevant certifications that help make them subject matter experts in their individual fields but also any and all skills and training that would allow them to become leaders and supportive managers as well. From project management training to Lean Six Sigma to emotional intelligence and even team building, I feel a well-rounded, consistent support is key to always better our leadership team. My approach would be to listen, ask the right questions and get feedback on what kind of training and direction/support they would want to see from me as the City Manager, followed by a strategic training plan.

5. If you had to choose, would you describe your management style as more results oriented or collaborative?

One is not mutually exclusive of the other. A strong aptitude in concentrating on tasks and results assists you and your team in accomplishing strategic work such as attaining goals, solving analytical problems, project planning, creating innovations, upholding productivity, and making fast decisions. But much of today’s work is not accomplished by individuals and does not occur in silos, so relationship-oriented skills that create a collaborative environment, such as solving interpersonal conflict, keeping team members engaged, cultivating teamwork, and providing a trustworthy atmosphere are also critical. Therefore, to be successful as a manager, you need to possess both leadership styles. I believe there is no leadership type that is always superior to all other types of management approaches. The best type of management style is one that is flexible, adaptive, and appropriate for the given circumstances. This is true because different circumstances call for different kinds of leadership. I believe that there’s no ‘one size fits all’ leadership style when it comes to management. So, while I believe in accountability and getting the job done, I also know the power of a team that can collaboratively come together to tackle an issue and provide not only the City Commission but its residents with quality results.

6. Thorough, timely and evenhanded communications between the City Manager and the City Commission and forthright and regular communications between the City government and the community are highly valued by the City Commission. What techniques have you utilized to ensure effective City Manager/City Commission/Community communications?
Running a local government successfully is hard work. The necessity for great communication between individual City Commissioners and amongst the City Commission as a whole, between Electeds and the community and between the City Commission and City Manager is imperative. The quality of communication with others can present a challenge for Electeds, who labor largely in the public domain, must deal with multiple interest groups, possess limited time and demand the knowledge of a broad range of content. I feel it is critical that I establish a rapport and learn the best communication style which works for each City Commissioner and the community overall early on. I have used numerous techniques over my local government tenure. For the community, you need a strong public relations presence. Actions that I have taken include community or town hall meetings for face-to-face dissemination of important City information, collateral materials like pamphlets or brochures on important City services or programs, community events and ceremonies important to the community and its resident as well as use of the City’s website, social media accounts and newsletters. We even used videos in both Parkland and Delray Beach to promote the city and its facilities as well as events.

To have effective communication with a City Commission, I have used various methods. This includes one-on-one meetings with each Commissioner, use of email and messaging, sending weekly, monthly and/or quarterly updates as well as the use of the telephone. All these styles help to achieve a mutual goal to keep all City Commissioners informed of developments relevant to their roles and responsibilities. Which style to establish a rapport and effective communications varies according to the preferences and style of each City Commissioner involved since “One size does not fit all, but all need to feel fit”

7. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as contracting out for services or operating an airport or a utility

You would think this is an easy question to answer but while as Assistant City Manager for Delray Beach, I managed several departments which varied over time. So, it is hard to pinpoint the largest number of employees that I managed. If the question is staffing consistently, as City Manager of Parkland, I managed 83 full time employees and 68 part time employees during the last year of my tenure there. For a City with a population of around 28,000 I would consider this low for several reasons. First, the city contracted out many services including public safety (police and fire), planning services, fleet repairs and waste disposal. In addition, Parkland is not a full-service municipality. Utilities including water and sewer are provided by separate and/or independent agencies or companies. However, in Delray Beach I managed anywhere from 62 full time employees to 207 full time employees. Overall Delray Beach staffing levels is approximately 889 employees and part time hours are equivalent to 33 full time employees. Although most employees are in Police and Fire, I oversee the Public Works and Utilities Departments and they employ a considerable number of employees due to their services and programs.

8. What are the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as enterprise operations.

You would think this is an easy question to answer but while as Assistant City Manager for Delray Beach, I managed several departments which varied over time. So, it is hard to pinpoint
the amount of the operating budget I managed. The approved FY 2018-2019 Operating Budget for Delray Beach was approximately $214.3 million while the Capital Improvement Budget was $79.4 million. The Operating Budget included several Enterprise Funds including but not limited to City Marina, Sanitation, Water and Sewer, Municipal Golf course and Stormwater Utility. All these funds I have overseen at one time or another depending on the departments I was assigned to supervise. The Capital Budget may seem high but as old in age as Delray Beach is there is substantial infrastructure repairs and maintenance that are necessary.

9. What on-line services does your jurisdiction provide?

The City of Delray Beach offers a variety of online services that fit resident's needs and community interests. Residents are encouraged to sign up or utilize any online tools available to them since registering only takes a few minutes. These services include: filling out job applications, reporting a concern, performing lien requests, seeking a public records request, reading and searching the City’s Code of Ordinance or Land Development Regulations, paying utility bills, parking citations, and business tax receipts, signing up for City news and obtaining copies of documents that need to be mailed or provided in person. Although Delray Beach did not implement yet, I was involved in Parkland with electronic building plans review.

10. Do you hold any professional certifications such as AICP, CPA or ICMA - Credentialled Manager?

Yes. I am an ICMA - Credentialled Manager, AICP and JD.

11. Should you become a finalist candidate, we will perform education, credit, civil, criminal and motor vehicle court records, internet search and reference checks on you. In doing so, will we find anything that you need to explain in advance?

I was sued personally by All Terrain Landscaping where an allegation was made that I interfered with the company’s ability to obtain a contract with North Springs Improvement District. Both the District and I were prepared to defend vigorously since the allegation was false. However, this lawsuit was settled by the Parkland City Commission along with two other lawsuits filed by this plaintiff against the City and City Commission.

12. Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.

No

13. Is the resume you submitted accurate and current? If not, please explain any discrepancies.

Yes

14. Are you currently employed?

Yes
15. Have you ever had a hostile workplace, sexual harassment or racial discrimination complaint filed against you? If so, please explain.

No

16. Have you ever been fired or resigned under pressure from a job? If so, please explain.

At Parkland the press portrayed my leaving as a firing or resignation under pressure but that was not the case. I left of my own accord. There was the election of a new City Commission and I felt that Parkland was running smoothly so it was the right time to leave.

17. What is your present or most recent salary?

$161,200 plus $3,600 car allowance with an overdue annual review which can result in a possible 5% raise.
THOMAS J. JONES

Personal
Address: [redacted]
Contact: [redacted]

Education
Master of Arts - Organizational Leadership - 2013
Gonzaga University, Spokane, WA

Bachelor of Arts - Business Management and Communication - 1996
Concordia University, Portland, OR

Summary of Related Experience
1997 - Present
  2018 - Present
FEDERAL BUREAU OF INVESTIGATION
  Assistant Special Agent in Charge, Miami Division

  2017 - 2018
  Acting Section Chief FBIHQ - Washington, DC

  2015 - 2017
  Chief of FBI Operations in Istanbul, Turkey

1988 - 1997
CLARKE COUNTY SHERIFF'S OFFICE
  Vancouver, WA

1983 - 1987
UNITED STATES SPECIAL FORCES
April 8, 2019

Robert E. Slavin, President
Slavin Management Consultants
slavin@bellsouth.net
(770) 449-4656

Re: Cooper City Manager Position

Dear Mr. Slavin,

I would like to take this opportunity to introduce myself and present my resume for the position of City Manager. I am a Cooper City resident. I am married and have three children. My two daughters attend Cooper City High School and Pioneer Middle School.

We are new to this community and have lived here since July of 2018. We plan on making Cooper City our permanent home and are becoming active in the community. For the past 35 years, I have given my career path to public service from the military, county and federal government. As I transition from my 21 year career with the federal government, I am hoping to continue to serve our community in a capacity that will positively affect others.

I currently serve as the Assistant Special Agent in Charge of the Miami FBI field office. I have supervised and managed multiple programs, sections and units, which include the leadership of approximately 300 personnel. Additionally, I have served as the Acting Special Agent in Charge responsible for the Miami FBI field office with approximately 1100 employees. Besides having an extensive national security and law enforcement background, I have an ongoing responsibility for Community Outreach, Crisis Response, Internal Investigations, Compliance, Finance, Emergency Operations, Security, Human Resources, Recruiting, Aviation and Ground Surveillance, and Technical Support Programs.

I am very familiar with budgets and the budget process. I have been responsible for a multi-million dollar budget which included contracts, bidding and spending plans. Besides my familiarity with federal laws, I am very knowledgeable about state and local laws and ordinances due to my service as a Deputy Sheriff.
I have worked in numerous environments involving critical incidents serving small communities during times of floods, extreme weather conditions, large scale criminal acts (multiple active shooter incidents) and terrorism events. Having the ability to navigate challenging situations with local, state and federal government entities has been a strength and would be a very useful skill as a city manager.

When asked, I describe myself as a Servant Leader. I am a team builder and collaborator, who believes in developing my work force. Communication and the ability to speak in public settings is an important asset for which I strive to maintain and develop. Besides having a Master's Degree in Organizational Leadership, I continue to improve my leadership skills because I believe they are perishable if not constantly being used and developed. With my personal growth, I maintain high ethical standards and constantly improve my abilities to understand and empathize the opinions and positions of other people.

Attached to this letter is a copy of my resume that I previously submitted through the application process with Cooper City. My resume only highlights my most critical work with the federal government, but does not highlight the numerous places and experiences I've encountered while serving in the military, local law enforcement and the federal government.

I look forward to talking with you and others in the future about the position of City Manager. Thank you for your time and consideration.

Sincerely,

Thomas J. Jones
Professional Summary

A proven, innovative and driven leader specializing in collaboration and managing multiple programs and departments. A government executive who has managed multi-million dollar budgets with a focus on cost savings. A team builder that has built and implemented business practices solving unique and difficult problem sets. An expert in brand and transformational change management. An experienced public speaker with strong oral and written communication skills. A brand ambassador with an expertise on outside liaison and special events involving international, federal, state, local and private industry partners.

Skills


Experience

Federal Bureau of Investigation 1997 - present

Assistant Special Agent in Charge, Miami Division, 7/2018 - present

Acting Special Agent in Charge, Miami Chief Compliance Officer, Administrative Chief, Internal Investigations, Human Resources, SWAT Team and Crisis Response Commander, Community Outreach.

Acting Section Chief, Washington, DC FBIHQ, 2017 - 2018

International Operations Division, Istanbul, Turkey, 2015 - 2017

Counterterrorism, Criminal and Cyber Attache. Chief of FBI operations in Istanbul, Turkey. Foreign Fighter, Counterterrorism, Cyber, Aviation, Maritime Threat management.

Clark County Sheriff's Office 1988 - 1997

United States Army Special Forces 1983 - 1987

1st Special Forces Group

Education
B.A. Concordia University, Portland, Oregon. Business Management and Communications - 1996
M.A. Gonzaga University, Spokane, Washington. Organizational Leadership - 2013

References
Available upon request.
CITY OF COOPER CITY, FLORIDA

CITY MANAGER

SEMI FINALIST CANDIDATE QUESTIONNAIRE

Name: Thomas J. Jones

Home Address: [Redacted]

Home/Work/Cell phone numbers: [Redacted]

E-mail address: [Redacted]

1. Why are you interested in becoming Cooper City=s next City Manager and how does this job fit your overall career goals?

I have lived in numerous small towns/cities throughout my life and I currently live in Cooper City with my family. My daughters have attended school at Cooper City High School and Pioneer Middle School. As a family, we have grown to love this city and are becoming more involved. The schools are outstanding. The parents and teaching staff are engaged. Our public safety officers are embedded with the schools. The parks are endless and world class. The community engagement is at some of the highest I have ever experienced. The pride of our citizens is high, warm and engaging. People care about this city and our city government/representatives are very engaged with the welfare of its citizens and the operation of the government.

I have been engaged in public service since I was in high school. As an Eagle Scout, I’ve carried on my service and elected to serve in the US Military, local and federal law enforcement. As I begin to transition from my 21 and ½ years of federal law enforcement as an Executive Manager, I see the City Manager career as an opportunity to continue to serve in the public sector. I see the position as an opportunity to take on the numerous demands and challenges moving forward for Cooper City and use my leadership skills to meet these challenges. I want to continue to give back and serve Cooper City for the next 15 plus years. I want to help shape and be part of something greater and continue to make our city a place where people want to call home.

2. Cooper City is almost completely dependent on property tax. Among the City Commission=s priorities is a commitment to remaining fiscally responsible and conservative in how the City handles the public=s monies C the City staff stays within budget; conducts a comprehensive analysis of revenues (long term budget planning and analysis) and researches for possible alternative revenue sources for the City and presents options to City Commission for their consideration. Describe one or two specific examples from your experience that illustrate that you can work compatibly within the Commission=s fiscal management policy.
Example 1: During my tenure in federal law enforcement, I've had the responsibility to oversee and manage multi-million-dollar budgets. Some of the line items from this budget involved the use and engagement of service contracts that were being paid on duplicative services. In one example after discovering that there was duplication of services, I determined which service provided the best quality of service. I then worked with my upper management and we allowed some of the duplicative contracts to not be renewed. This ended up saving millions of tax paying dollars. Additionally, during this time I was responsible for forecasting and supporting expense budgets for all of our field offices. As the National Account Manager for my program, I questioned spending from those offices and rewarded offices for cost savings.

Example 2: I currently operate a significant budget as an Executive Manager. This budget requires me to set goals and objectives on the priorities of how money will be allocated. Forecasting is a constant work in progress and weekly budget meetings occur within my branch. With some of my programs, automatic audits occur on spending. All spending within my branch has my final approval. All line item spending that has a significant cost, will be elevated for a higher approver by my financial manager. In all cases of spending, nothing is delegated below my position. There is always a set of checks and balances made with the appropriate audit and reviews by independent auditors.

Cooper City is a dynamic and wonderful place to live with numerous challenges that will be pending on the horizon. Because the acquisition of land is scarce, Cooper City will experience financial challenges based on the limited amount of tax revenue and the amount of inflation on pertinent/needed spending programs, which include public safety, maintenance of roads and parks, environmental demands from federal and state entities, and population growth. Although in good financial standing, I see areas of improvement and fiscal responsibility should always remain a priority.

Currently, Cooper City does not have a dedicated and restricted hurricane fund. Although the city is waiting for some reimbursement from the federal government, there are no dedicated/protected funds for the future hurricane. Cooper City could be in serious jeopardy if a catastrophic hurricane hit the city. This could seriously hamper the operations and the future welfare of the city. Additionally, Cooper City is facing an aging fleet such as a newer bucket truck. Equipment costs will continue to rise and equipment will continue to burden a budget that has a fixed revenue.

The public safety sector is one of the biggest expenditures and one of the most scrutinized line items within the Cooper City budget. As the city moves forward into 2019 and 2020, a comprehensive agreement with the Broward County Sheriff’s Office (BCSO) has not been settled. Numerous setbacks and discussions have taken place with no real and quantifiable solutions towards an agreement between Cooper City and BCSO. Under the current agreement, BCSO has not been able to maintain full staffing of personnel. Services for fire/ambulatory care continues to not be collected by BCSO reference fire services and their responses to care facilities in Cooper City. In regard to fire services, Cooper City has an aging ladder truck. Although able to function, an explanation from BCSO is needed on how fire vehicles are allocated for cities.

The City Manager of Cooper City has the authority to spend up to 20 thousand dollars. As the City Manager, all significant spending regardless of the amount should be brought to the attention of the City Commission. It is imperative that all issues regarding
the budget have the fullest transparency. Questions and scrutiny have come from the Cooper City Commission and the public on how money is budgeted and spent. Sometimes, because of the breakdown in communication or the mis-delivery of a message, significant questions are raised causing potential conflict.

Besides seeking out all and every available grant, a comprehensive review needs to take place and directed by the City Manager. This review should have the forethought to review commercial parking lot space and the current fire permit collection. The BCSO contract needs to move forward with heavy scrutiny. There are many programs and services that could be reviewed. Options, such as reviewing the outsourcing of some services needs to thoroughly vetted and brought forward to the Commission for review, direction and implementation. Additionally, comprehensive studies need to be implemented on the tax millage and provided to the City Commission for their review, direction and implementation.

3. Open space acquisition is among the City Commission’s objects — the issue is complicated because the City is landlocked and most remaining open land is privately owned, very valuable and not for sale — new and creative financing mechanisms need to be developed. Your thoughts?

As earlier mentioned, Cooper City is landlocked. There are small pockets of areas that could be serviced for city use. Without knowing all of the current issues surrounding the city and the land itself, a suggestion would be to look into the land use and development of the golf course (privately owned) and other land owned by the city. By bringing in the appropriate developers, new development agreements could be made to have the developers build in the infrastructure/buildings for modern government buildings and residential/commercial developed areas. All of this would require a review of the potential population influx and how schools would be impacted.

As previously mentioned, Cooper City is in good financial standing. Although caution should be exercised when exploring and developing million-dollar bond requests, the idea itself should not be ruled out as an option to modernize and purchase private land. There are several cities in the region that have built newer government facilities that did not burden the tax payer. It is imperative when exploring land use and bond requests, a purposeful and meaningful plan should be implemented and presented to the citizens for review and approval.

4. Cooper City’s staff at all levels consists of highly competent and dedicated employees. The City Commission is supportive of continuous quality improvement, ongoing employee training and development, technical training for all employees and leadership training for supervisory and management employees. As Cooper City’s new City Manager, describe how you would begin the process of working with a senior management staff consisting of well-qualified and respected members and how would you support their efforts to stay at the “top of their game?”

After attending the Cooper City Academy, I was honored and humbled by the amount of responsibility and talent the city has under its employment. From the water treatment plant, to roads and public service entities, to administrative staff, I witnessed a very professional and dedicated staff that truly cares about the operations of the city. Numerous personnel have been employed with significant longevity. A sense of strong team work has been instilled and was witnessed during the numerous informational
classes and city events that I have attended.

No matter how talented the individual, everyone needs leadership. The lack of leadership to provide the vision of the city commission and public, to provide a buffer and security to the stresses of daily operations, and to provide mentorship and guidance can touch the most talented individuals with negativity and a lack of security. This directly impacts their performance and abilities to prevent catastrophic mistakes. Even the City Manager needs continual leadership development.

If chosen to be the Cooper City Manager, I would begin to create a vulnerable team. What is a vulnerable team? In essence, it is a team that focuses on developing an environment where all of your people can come to you and voice any concern knowing they would not be reprimanded or feel concerned about any retaliation because they spoke their voice. I would create an open world of dialogue where all ideas are heard and credit is voiced openly to everyone with positive reinforcement and dialogue. I would set the example of positive conversation and insist that professionalism must include positive communication, not negative thoughts and opinions.

In order to create this environment, I would meet with all executive staff and listen to any and all concerns, complaints and/or suggestions on the management of the city. I would meet with all employees within all departments of the city and engage them on their thoughts, ideas and concerns. I would challenge them to test me on my open-door policy and encourage them that inclusiveness and teamwork is not an idea but a must. I would meet with all of the city staff within the first 30 days. I would meet with all of the department heads within the first two days.

Besides getting to know the staff of the city, I would meet with the Mayor and Commissioners. I would impose upon them a request for their vision and concerns for the city. I would prioritize all of their questions and concerns and set reasonable time tables to address them. For example, while attending a Cooper City Commission meeting, I witnessed questions that were asked by the Mayor and some of the commissioners. Responses to their questions were often met with no information or that the person would get back to them with the information. Since that meeting, I’ve observed two additional meetings only to see the questions not answered. In my humble opinion, questions from the commission need to be answered professionally. Getting answers to those questions should be a priority. If an answer cannot be obtained, then a detailed explanation to the commission needs to occur explaining what steps were taken to get their answer. Although I don’t believe Department Heads are being disrespectful, how they answer and the lack of answer gives the appearance of disrespect to the commission and the appearance to the public that the individual Departments don’t know what they are doing.

Within the first six months, I would conduct a city employee survey for employees and encourage everyone to complete it. This survey would allow me to set a baseline on the leadership of the city, the morale surrounding every department and give me a snapshot of the “state of the city.” These surveys can be completed with very little cost. From these surveys and part of a six-month plan, I would then complete a leadership RFI to have every supervisor and department head evaluated on their leadership styles and their emotional intelligence. I would also hold “once a month” brown bag lunches and discuss topics of leadership. Engagement from all staff and the recruitment and development of leadership can only happen when personnel feel truly empowered to
lead.

Inclusive communication is a must. Weekly staff meetings would occur at the beginning of the week and at the end of the week until I felt comfortable with the staff and knowledgeable enough about the critical needs and short-term problem sets. After the first 30 days, I believe I would have a fair enough understanding of the short-term and long-term challenges. Some problem sets cannot wait thirty days. I would immediately engage on high priority projects outlined by the city commission, which would include the Broward County Sheriff’s Office contract.

When addressing how I would work with senior staff and support their challenges and growth, I would empower them to make informed decisions. I would support their decisions providing they were in alignment with the city commission and what was the right thing to do for the people. I would ask them to be inclusive not only with me, but other department directors when critical decisions had to be made. I would create a yearly performance plan and would support leadership and technical training (within reason and budgetary constraints). I would sit down and have face to face discussions on their performance and provide them honest and positive feedback. I would treat them with respect and implore them to have fun in their careers.

With the direction and consultation of the city attorney, I would plan and organize city leadership workshops that would include the Mayor and Commissioners. With a positive and purposeful agenda, I would open up communication dialogue about the long-term problem sets and establish a collaborative vision on how to move the city through these long-term problems. This would include multiple work-shops on how the city should move forward with its budget.

5. If you had to choose, would you describe your management style as more results oriented or collaborative?

I describe my leadership and management style as a Servant Leader. As a Servant Leader, I am both collaborative and results oriented. Decision making on my part is not necessarily a solo event. Inclusive collaboration and thought-provoking solicitation are a must as a manager. A leader can only collaborate so much. A leader must also set expectations, goals and objectives. How a leader/manager sells those expectations depends on how they collaborate and include the mindful opinions of others. Thus, a leader that creates a vulnerable team (as explained above) has better success finding solutions to difficult problem sets.

In regard to Cooper City, the city itself is has significant issues to immediately address. If selected as the City Manager, my successful and extensive experience collaborating with other law enforcement and government entities will be beneficial to the city when addressing public safety issues, budget issues and crisis management. The city commission and the public has very high standards and demands to keep Cooper City a place where people and their families can live without the burdens of crime. It’s imperative that the future City Manager sets a definitive result driven plan to meet those expectations.
6. Thorough, timely and evenhanded communications between the City Manager and the City Commission and forthright and regular communications between the City government and the community are highly valued by the City Commission. What techniques have you utilized to ensure effective City Manager/Community Commission/Community communications?

Currently, as an Executive Manager with the federal government, I hold weekly meetings in person. Weekly email updates are sent and collated for me so I can brief executives above me in Miami and at our headquarters in Washington, DC. Besides the meetings, I make time to leave my office and meet with community leaders during the week and outside agency liaison contacts. I conduct at least two outside meetings a week to include providing presentations on the numerous programs I am responsible for. Inside my agency, I expressly meet with my staff individually once a week. I leave my office and go to them. I try to have as many face-to-face meetings. Finally, I have an internal SharePoint site for project planning and readily accessible information. If someone in and out of my branch need to be updated on projects, they are able to access read only updates.

If selected as the City Manager, I would make frequent calls to the Mayor and Commissioners. I would encourage the Mayor and Commissioners to come and see me any time of the day. With the assistance of the city attorney, I would create an electronic SharePoint site where daily and weekly reports can be posted for the Mayor and Commissioners. This SharePoint site would have “white papers” where ongoing projects could be updated. If the Mayor or Commissioners had a particular question or wanted fast facts, the white paper could be easily accessed for their review or by the city commissioner assistant. This would help cut down on the burdensome amounts of email.

Accountable employees that were assigned projects could easily update the project via the SharePoint site. This collation of information on ongoing projects and past projects easily allows the City Manager and his/her designee the ability to retrieve information. Besides having “white papers,” agenda topics would be identified and confirmed prior to commission meetings. Telephonic calls to the Mayor and each Commissioner would be made timely before the commission meeting to confirm their review of agenda items so they are prepared to discuss and provide questions during a public forum. Any and all communication plans between the Mayor and Commissioners would always be discussed with the city attorney to ensure compliance with Florida law.

Finally, a robust media strategy would be discussed and made available for the Mayor and/or Commissioners to use for city events. This media strategy would include posting critical elected official remarks about ongoing developments. The citizens of Cooper City should have easy access to information and get the viewpoints of their elected officials. This is certainly important when acute developments occur regarding city projects or critical events. Projecting the city through outlets like Twitter, Facebook, Instagram, and the city web page are critical to the communication process.

7. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as contracting out for services or operating an airport or a utility.

While I assigned to my headquarters, I was placed in a Section Chief role where I managed over 100 personnel.
In my current position as a branch and executive manager, I have program and management oversight over approximately 300 plus personnel. In the absence of my supervisor and designated in his role as the acting Division Head, I have program management and oversight over 1000 personnel.

8. What are the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as enterprise operations.

Please see question number 2.

9. What on-line services does your jurisdiction provide?

My jurisdiction provides on-line web sites for our organization and field offices. Additionally, my jurisdiction maintains several Twitter accounts. Also, my jurisdiction maintains an online HR hiring service and online tips for public reporting. Finally, my jurisdiction maintains online web portals for state and local law enforcement.

10. Do you hold any professional certifications such as AICP, CPA or ICMA - Credentialled Manager? No.

11. Should you become a finalist candidate, we will perform education, credit, civil, criminal and motor vehicle court records, internet search and reference checks on you. In doing so, will we find anything that you need to explain in advance? No.

12. Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain. No.

13. Is the resume you submitted accurate and current? If not, please explain any discrepancies. Yes.

14. Are you currently employed? Yes

15. Have you ever had a hostile workplace, sexual harassment or racial discrimination complaint filed against you? If so, please explain. No.

16. Have you ever been fired or resigned under pressure from a job? If so, please explain. No.

17. What is your present or most recent salary?

My salary is approximately $174,239.00 not including bonus. I receive a vehicle, phone, medical, dental and vision insurance. I also receive pension contributions outside of 401K contributions. I receive pay, compensation for travel for leadership and critical core training.
ORFELIA M. MAYOR, ESQ.

Personal

Address: 9401 Belaire Drive
          Miramar, Florida 33025

Contact: Phone: (954) 253-9086
         Email: omayoresq@gmail.com

Education

Juris Doctor - 2002
Nova Southeastern University School of Law

Bachelor of Science - Professional Studies
Barry University

Summary of Related Experience

2015 - Present
TAX COLLECTOR, PALM BEACH COUNTY, FLORIDA
West Palm Beach, FL
General Counsel and Senior Leadership Team

2010 - 2015
CASAS & MAJOR, P.A.
Coral Springs, FL
Attorney

2006 - 2010
CLERK OF COURTS, BROWARD COUNTY, FLORIDA
Fort Lauderdale, FL
Chief Director, Division 1

2005 - 2006
CLERK OF COURTS, PALM BEACH COUNTY, FLORIDA
Director of Civil Courts

2003 - 2005
RIVERO & MESTRE, P.A.
Miami, FL
Attorney/Chief Administrator

1979 - 2001
AT&T CORPORATION
Coral Gables, FL
Manager, Regional Law Group and International Carrier Services
Cooper City Board of Commissioner
P.O. Box 290910
Cooper City, FL 33329-0910

Re: Letter of Interest

Dear Distinguished Board of Commissioners,

This letter expresses my interest in the City Manager vacancy for Cooper City, Florida. I bring over a decade of successful executive leadership in local government and 21 years of private sector experience (seven years in management) with AT&T Corporation. I am known for being a creative problem solver that brings innovative thinking and progressive solutions to organizational challenges.

If you take a moment to review my resume, you will note that I have held a variety of executive leadership positions in completely different areas of government. I’ve worked for three elected officials and fully understand the complexity and delicacy required when politics and leadership intersect. I have a track record of success in every position because I bring a fresh perspective to the challenges of each agency. The fundamentals of vision, courage, leadership, work ethic and commitment are the important skills that are critical to success and they cross over to any job, regardless of company or industry.

As a seasoned director of operations, I offer verifiable leadership and management experience in areas that the City of Cooper City is seeking. I understand the challenges in delivering services to the public in a manner that speaks to innovation; professionalism, fairness, timeliness, transparency, accountability and neutrality. I am a detail oriented leader who understands that success is a team sport.

I have worked for three public officials. In all of the positions, my duties were quickly expanded to areas that I was not hired for. In my current position, I work closely with our human resources director to ensure legal compliance with labor laws and implement agency human resource procedures. I am in charge of our call center and involved with many of the agency’s operational decisions. I am confident that all of my previous employers will attest to my diplomacy and dedication in their success and the success of the agency. Sometimes that is as simple as making sure that they had all the facts necessary to make good decisions – whether they liked what I was saying or not. Other times, it’s driving the change they want to see in a professional and positive manner.

To touch upon a few of the intangibles that my resume may not capture; I have mentored many employees; built positive relationships between agencies, departments
and stakeholders; rebuilt trust in senior leadership by treating all employees with personal respect and professional integrity; improved performance metrics; built morale; and provided the example along with the rule. I am a strong advocate of harnessing technology to provide online services and exploring innovative way to deliver solutions to the contemporary challenges that municipalities face.

While I'm certain that this opportunity will be sought by many that have already held the appropriate title, I believe that I am a competitive candidate who can deliver continuous improvement, exceptional customer service, loyalty and integrity, ethical leadership and innovation to the residents of Cooper City.

Sincerely,

Orfelia M. Mayor, Esq.
SUMMARY OF EXPERIENCE

Eleven years of executive-level government experience in leadership, planning, operations and legal compliance with oversight of over 500 employees spread out over 11 locations countywide. Five years of entrepreneurial success in opening and marketing a private law practice. Over 21 years of private sector experience with proven skill in the following areas:

- Operations and project management
- Ensuring regulatory compliance
- Excellent relationship management
- Human Resources
- Strategic planning and operations analysis
- Financial operations and budgeting
- Creating customer-focused environments
- Streamlining and improving processes

An innovative and proactive leader with demonstrated organizational skills, analytical ability and proven interpersonal skills. Adept at providing direction and leadership to department heads, building bridges, anticipating future needs, organizing work operations, and working collaboratively with stakeholders to attain positive results. Achievement-oriented with foresight; a dedicated team player who is able to work independently within the organizational framework yet interdependently with subordinates, superiors and stakeholders. Track record of creating high performance teams.

RELEVANT PROFESSIONAL EXPERIENCE

Tax Collector, Palm Beach County 2015 – Present
General Counsel and Senior Leadership Team

Duties and Responsibilities:
- Legal oversight of agency operations and compliance with Florida statutes, Florida Administrative Code and other regulatory authorities.
- Draft and review various legal documents, including human resource policies, contracts, leases, motions, RFP’s,
- Supervisor outside counsel as needed; public records request compliance; litigation; human resources; contract administration; track legislation that affects the agency
- Agency ethics hotline compliance and investigative officer
- Director of call center and tax collection deputies
- Human resource oversight and compliance officer
- Agency-wide support and leadership of daily operations

Achievements:
- Generated new revenue of 1.2M (2017) and 1.5M (2018) for Palm Beach County by reviewing existing law, assessing statutorily available revenue and collecting it
- Improved call center operations and response time from 24 minute wait times to 3 minute wait times within 4 months.
- Improved collection rate of taxes in the legal process
- Instilled human resource processes to prevent agency exposure and ensure fairness to employees

Bankruptcy Law Firm of Casas & Mayor, P.A. 2010 - 2015
Attorney
Private law firm providing Chapter 7 and Chapter 13 consumer bankruptcy services. Executive oversight of customer service, operations and marketing.

Duties and responsibilities:
- Created, and successfully executed marketing campaign
- Designed and created operational processes and procedures in compliance with federal and local law
- Drafting of legal documents and client representation.

Achievements:
- Grew sales from $0.00 (at inception) to 1.25M within two years
- Became top consumer bankruptcy filer in Broward County by 3rd year

Clerk of Courts, Broward County
Chief Director, Division I

2006 - 2010

Duties and Responsibilities as Chief Director:
- Director of eight departments with 515 employees across 11 locations in Broward County. Operational leadership and maintenance of official court records for various departments including: traffic and misdemeanor, in-court-clerks, three satellite courthouse locations, DHSMV outreach locations, jury management, marriage/passport, and parking.
- Implementation of Clerk of Court directed policy. Administration of day-to-day operations as well as identification and resolution of long range issues and projects.
- Relationship management with judges, politicians, labor unions, stakeholders and the public.
- Administration of departmental operating budgets.
- Negotiation with the labor union, as well as, public and private entities on a variety of issues.
- Responsible for Clerk of Court compliance with both State and local regulations including Florida Statutes, Administrative Orders and Rules of Court.
- Project management and oversight of information technology upgrades and system implementation.

Achievements:
- Discovered error in the distribution of collected court costs that resulted in additional revenue of $6 million per year to the Clerk of Court.
- Eliminated departmental backlog that existed for approximately six months at a branch location. Streamlined workflow processes to bring docketing of filings and new case initiations within state mandated timeliness standards in only three weeks.
- Implemented review process of policies and procedures that resulted in operational consistency and adherence to Florida Statute across three branch satellites and headquarters.
- Improved relationships between management and staff employees by coaching and mentoring management staff on more effective communication skills and employee motivation techniques.
- Improved productivity and adherence to timeliness standards by an average of 15% across the board.
- Eliminated overtime in 90% of departments, maintained performance standards required by the State and loaned employees to other departments to help with their backlog.

Clerk of Courts, Palm Beach County
Director of Civil Courts

2005-2006

Duties and Responsibilities as Chief Director:
- Director of four departments with 200 employees. Oversight responsibility for the following departments: circuit civil, county civil, family and child support, mental health and probate.
- Implementation of Clerk of Court directed policy. Administration of day-to-day operations as well as identification and resolution of long range issues and projects.
- Administration of departmental operating budgets.
- Negotiation with union, public and private entities on a variety of issues ranging from proposed administrative changes to contracts.
- Responsible for Clerk of Court compliance with both State and local regulations including Florida Statutes, Administrative Orders and Rules of Court.
- Project management and oversight of information technology upgrades and system implementation.

**OTHER PROFESSIONAL EXPERIENCE**

Rivero & Mestre, P.A., Miami, Florida  
*Attorney/Chief Administrator*  
2003-2005

Draft legal motions and memorandum, contract interpretation and drafting, attending depositions/hearings, legal research, client interviews. Chief administrator duties and responsibilities included the efficient and professional management of the firm, accounts payable, payroll, personnel hiring and development, negotiating firm benefits with vendors, and all other administrative functions, including writing and implementing human resource policies.

**AT&T Corporation, Coral Gables, Florida**  
*Manager*  
1979-2001

Directed and managed daily operations and department budget for regional law group and international carrier services. Evaluated operations, recommended and implemented process changes to improve productivity and efficiency.

Other positions held at AT&T: Executive Assistant to Vice President of International Affairs; Call Center Leadership Team; Training/Instructor; Long Distance Telephone Operator.

**PROFESSIONAL LICENSURE**

Licensed to practice law as an attorney, in good standing, by:
- The Florida Bar
- U.S. Federal Court, Southern District
- United States Supreme Court
- Florida Supreme Court Certified Mediator

**EDUCATION**

**Nova Southeastern University School of Law**  
*Juris Doctor*  
1999-2002

**Barry University**  
*Bachelors of Science in Professional Studies*  
1997-1999
### PROFESSIONAL TRAINING

**AT&T Management Courses:**
- Labor Management
- Dealing Effectively With People
- How to Conduct Meetings Effectively
- Project Management Scheduling & Cost
- Creating High Performance Teams
- Quality For Project Managers

**Other Courses:**
- Managing Projects in Organizations
- Communication Workshop
- Supervisory Relationship Training
- Stress Management
- Time Management
- Managing Through Motivational Leadership

### LANGUAGES

Fluent in Spanish
**APPLICATION FOR EMPLOYMENT**

**Instructions:** Please print neatly or type all information. If an item does not apply, write N/A (not applicable). If you chose to submit a resume, you must still complete all parts of this application. You may submit copies of degrees, certificates, licenses, etc. to support your application. Copies will not be provided for you. This application must be signed on pages 5 and 6 or it will be voided. Nothing can be added to your application after the announcement period has closed. All statements made on this application are subject to verification.

<table>
<thead>
<tr>
<th>Position Applying For</th>
<th>City Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last Name</td>
<td>Mayor</td>
</tr>
<tr>
<td>First Name</td>
<td>Orfelia</td>
</tr>
<tr>
<td>Middle Name</td>
<td>Maria</td>
</tr>
<tr>
<td>Street Number</td>
<td>9401</td>
</tr>
<tr>
<td>Street</td>
<td>Belaire Dr</td>
</tr>
<tr>
<td>City</td>
<td>Miramar</td>
</tr>
<tr>
<td>State</td>
<td>FL</td>
</tr>
<tr>
<td>Zip Code</td>
<td>33025</td>
</tr>
<tr>
<td>Home Telephone #</td>
<td>954-253-9086</td>
</tr>
<tr>
<td>Alternate Telephone #</td>
<td></td>
</tr>
<tr>
<td>Last 4 Social Security</td>
<td>7016</td>
</tr>
<tr>
<td>E-Mail Address</td>
<td><a href="mailto:omayores@gmail.com">omayores@gmail.com</a></td>
</tr>
</tbody>
</table>

1) If you are under 18 years of age, can you provide proof of your eligibility to work? [ ] N/A [ ] Yes [ ] No

2) Have you ever been employed by the City of Cooper City before? [ ] Yes [ ] No

   If yes, when? ________________________________

3) Do you have any relatives currently employed by the City of Cooper City? [ ] Yes [ ] No

   If yes, state name and relationship ________________________________

4) Are you available to work: [ ] Full-Time [ ] Part-Time [ ] Shift Work [ ] Weekends/Eves

5) If your application is considered favorably, on what date will you be available to start? Flexible

6) What is your desired salary? Flexible

7) Do you have a valid driver's license? [ ] Yes [ ] No

8) License Type: [ ] Operator [ ] CDL [ ] Class [ ] Endorsement

   Driver's License Number M40065362770 State FL Expiration Date 7-30-2023
RECORD OF EDUCATION

High School Diploma  □ Yes  □ No  If yes, date received

Equivalency/GED  □ Yes  □ No  If yes, date received

Name and location of high school attended

Name  City  State

<table>
<thead>
<tr>
<th>Name and location of College, University, Vocational or Trade School</th>
<th>Dates Attended</th>
<th>Course of Study</th>
<th>Did you graduate?</th>
<th>List Degree or Certificate Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida State University, Tallahassee, FL</td>
<td>1999-2002</td>
<td>Law</td>
<td>Yes</td>
<td>Juris Doctor</td>
</tr>
<tr>
<td>Barry University, Miami Shores, FL</td>
<td>1997-1999</td>
<td>B.S. Legal Studies</td>
<td>Yes</td>
<td>Bachelor of Science</td>
</tr>
</tbody>
</table>

REFERENCES
List three personal references that are not relatives or former employers.

<table>
<thead>
<tr>
<th>Name and Occupation</th>
<th>Address</th>
<th>Telephone No.</th>
<th>Years Known</th>
</tr>
</thead>
<tbody>
<tr>
<td>Idama Avila, Guidance Counselor</td>
<td></td>
<td>305-969-1197</td>
<td>20 years</td>
</tr>
<tr>
<td>Jeanine Davila, V.P. of Perry Ellis</td>
<td></td>
<td>954-258-8317</td>
<td>8 years</td>
</tr>
<tr>
<td>Joseph Sverak, CFO</td>
<td></td>
<td>561-662-8823</td>
<td>4 years</td>
</tr>
</tbody>
</table>
9) Do you possess any experience, skills, or qualifications in which you feel should be taken into consideration for the position you are applying for (i.e. computer skills, knowledge of a foreign language, awards received or memberships in professional organizations?)

[ ] ICMA Member
[ ] Fluent in Spanish
[ ] Supreme Court
[ ] Certified Mediator

10) Have you ever been convicted of any violation of the law, pleaded guilty or nolo contendere, or found guilty of criminal charges, even if adjudication was withheld?  

[ ] Yes  [x] No

If yes, give date, nature of offense, name of court and location, and status/disposition:

____________________________________________________________________________________
____________________________________________________________________________________

11) Have you ever been discharged or forced to resign from any job?  

[ ] Yes  [x] No

If yes, explain:

____________________________________________________________________________________
____________________________________________________________________________________

NOTE: Answering yes to the above questions does not automatically disqualify you for employment. The nature of the offense, how long ago it occurred, relationship to this job, etc. are given consideration.

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**VETERAN PREFERENCE**

Under Florida Statute 295.07, honorably discharged wartime veterans, service connected disabled veterans presently receiving disability benefits, or widowed, un-remarried spouses, may [ ] PREFERENCE preference. Preference will be awarded only if you submit a copy of proper documentation (DD214) showing dates of entry and separation and, if disabled, proof of current receipt of disability benefits with your application.

Did you serve in the Armed Services?  [x] Yes  [ ] No

Was your discharge honorable?  [x] Yes  [ ] No

Are you claiming Veteran's Preference?  [x] Yes  [ ] No

Branch of service:  [ ] USMCR

Are you the un-remarried spouse or widow of a Veteran with total and permanent service-connected disability?  [ ] Yes  [x] No

[ ] UNDER FLORIDA STATUTE 295.07, VETERANS AFFAIRS DEPARTMENT WALLS TO THE VETERANS OF AMERICA. VETERANS SHALL BE REQUIRED TO PROVIDE PROPER DOCUMENTATION OF SERVICE AND DISABILITY BENEFITS. ADDITIONAL INFORMATION MAY BE OBTAINED FROM VETERANS AFFAIRS AT 1-800-827-1000 OR ONLINE AT WWW.FLORIDAVETS.ORG.

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3
**EMLOYMENT HISTORY**

Begin with your present or most recent employment. List all jobs held in the last ten years. If necessary, you may attach an extra sheet of 8 1/2' x 11' white paper. List any relevant volunteer work and all periods of unemployment. Be SPECIFIC— all or part of your rating may depend on the information you provide. You may attach a resume, copies of degrees or certificates to support your application, but all fields on the application must be complete. **May we contact your present employer regarding your record of employment?** ☑ Yes  ☐ No

### 1) Present or Most Recent Job

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
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<td>Mo.</td>
<td>Yr.</td>
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<td>2</td>
<td>15</td>
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</tbody>
</table>

**Employer:** Tax Collector, Palm Beach County  
**Address:** 301 N. Olive Ave, 3rd Floor  
**Telephone No.:** 561-355-3921  
**Your Job Title:** General Counsel/Senior Leadership Team  
**Supervisor’s Name, Title, and Phone No.:** Anne Gannon  
**Reason for Leaving:** Still employed  
**Hours per week:** 40+  
**Starting Salary:** $135K  
**Last Salary:** $140K – present

---

### 2) Previous Job

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
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<tr>
<td>Mo.</td>
<td>Yr.</td>
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<td>5</td>
<td>07</td>
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</tbody>
</table>

**Employer:** Bankruptcy Law Firm  
**Address:** 7450 Griffin Rd #200, Davie, FL 33314  
**Telephone No.:** 954-327-5700  
**Your Job Title:** Attorney/Managing Attorney  
**Supervisor’s Name, Title, and Phone No.:**  
**Reason for Leaving:** Returned to Public Service  
**Hours per week:** 40+  
**Starting Salary:** $120K  
**Last Salary:** $170K

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### 3) Previous Job

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<th>From</th>
<th>To</th>
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</thead>
<tbody>
<tr>
<td>Mo.</td>
<td>Yr.</td>
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<tr>
<td>9</td>
<td>06</td>
</tr>
</tbody>
</table>

**Employer:** Clerk of Court, Broward  
**Address:** 201 SE 6th St, Ft. Lauderdale, FL 33301  
**Telephone No.:**  
**Your Job Title:** Division Chief  
**Supervisor’s Name, Title, and Phone No.:** Howard Forman  
**Reason for Leaving:** Started own business  
**Hours per week:** 40+  
**Starting Salary:** $105K  
**Last Salary:** $109K

**Number and Titles of employees supervised (if applicable):** 34 employees, 5 employees, 510 employees over 11 locations
**Specialized Skills** - Indicate your experience with computer programs and/or any types of machinery or office equipment you have operated and your level of proficiency. F=Fair G=Good E=Excellent

<table>
<thead>
<tr>
<th>Computer Programs</th>
<th>Level of proficiency</th>
<th>Machinery or Office Equipment Operated</th>
<th>Level of proficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Microsoft Office</td>
<td>Good</td>
<td></td>
<td></td>
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<tr>
<td></td>
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**NOTICE TO APPLICANTS**

Employment is subject to verification of an applicant's background and conviction record. In compliance with Section 119.071 Florida Statutes, The City of Cooper City will maintain the confidentiality of Social Security Numbers and will only use them for the purpose of identity verification, background investigation, and employment eligibility.

The City of Cooper City is a Drug Free Workplace. All conditional employees are required to undergo a drug test and physical as part of the pre-employment process. If hired, all employees will be placed on a six (6) month probationary period. The City of Cooper City complies with the Americans with Disabilities Act of 1990. During the interview process, you may be asked questions concerning your ability to perform job-related functions. If you are given a conditional offer of employment, you may be required to complete a post-job offer medical history questionnaire and/or undergo a medical examination. If required, all entering employees in the same job category will be subject to the same medical questionnaire and/or examination and all information will be kept confidential in separate files.

Additionally, the City is required by federal law to verify having seen documents, which the applicant must provide as part of the employment processing that show the applicant's identity and right to work in the United States.

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**APPLICANT'S STATEMENT**

APPLICANT: PLEASE READ THIS STATEMENT CAREFULLY BEFORE SIGNING BELOW. UNSIGNED APPLICATIONS WILL BE VOIDED.

I certify that all information provided on this employment application, any resume that I have submitted, and any answers given during oral interview(s) are true and correct. I understand that false or misleading information given, or information omitted in my application or interview(s) may result in discharge or termination. Subsequent to a conditional offer of employment, I give my voluntary consent to be medically examined and tested for recent use of drugs and/or controlled substances.

Signature of Applicant: ____________________________ Date: 1-30-2019

Parent/Legal Guardian: ____________________________ Date: __________
(if under 18 years of age)
AUTHORIZATION OF BACKGROUND INVESTIGATION

I hereby certify that each response on this application and all other information I have furnished in applying for employment with the City of Cooper City is true and correct. I understand that any incorrect, incomplete, or false statement or information I have furnished may subject me to disqualification or to discharge at any time.

Subsequent to an offer of employment, I give my voluntary consent to be medically examined and to provide a sample of my blood or urine which may be tested for recent use of drugs and/or controlled substances. Further, I release the City of Cooper City, its officers, agents, and employees from any liability whatsoever in connection with such a medical examination or the use of the test results therefrom.

As an applicant for a position with the City of Cooper City, I hereby authorize inquiries regarding my current and past employment record including, but not limited to, dates of employment, attendance, job performance, disciplinary records, and reason for termination. I hereby release you, your organization, or others from liability or damage which may result from furnishing the information requested. You may contact me as indicated should there be any question to the validity of this release.

☐ I authorize the City of Cooper City to conduct a background investigation concerning me.

☐ I do not authorize the City of Cooper City to conduct a background investigation concerning me.

NAME: Orfelia Mayor

SIGNATURE: [Signature]

DATE: 1-30-2019
1. Why are you interested in becoming Cooper City's next City Manager and how does this job fit your overall career goals?

This role is perfectly aligned with where I want to grow my career and what I've been working towards. Given my skills and experience, I feel I can make a significant contribution to Cooper City and as part of the overall team, help drive the City to its next level of efficiency and service. The better question, however, is how can I strategically create and drive a vision of transparency, efficiency, customer service and connection between residents, commissioners and staff.

I have the ability to drive change, think strategically to align the Commission's objectives with the actual work that the team needs to perform. I am adept at digesting overall strategy and direction. I'm not timid about questioning things when appropriate, both for clarity and to motivate others to think outside the box towards accomplishing the desired result.

I am a member of ICMA and have spent considerable time educating myself on the latest trends and methods to bring transparency and efficiency to local government. I have the passion to take a city to its next level of customer service, efficiency and financial transparency by creating a technology driven city where the internet of things elevates citizen engagement, transparency, services and fiscal savings.

On the personnel side, I am able to recognize good and bad workplace cultures and know how to slowly influence positive change in the workplace.

2. Cooper City is almost completely dependent on property tax. Among the City Commission’s priorities is a commitment to remaining fiscally responsible and conservative in how the City handles the public’s monies; the City staff stays within budget; conducts a comprehensive analysis of revenues (long term budget planning and analysis) and researches for possible alternative revenue sources for the City and presents options to City Commission for their consideration. Describe one or two specific examples from your experience that illustrate that you can work compatibly within the Commission’s fiscal management policy.
Two examples come to mind. As a Director of Operations for the Broward Clerk of Court, I took it upon myself to analyze the distribution of traffic citations to the various agencies. The Florida Statutes have a specific distribution structure for the revenue from traffic citations. My analysis revealed an error in the distribution calculations. Various recipients were erroneously receiving money that should have been retained by the Clerk of Courts. The annual average of the error was $6,200,000 in lost Clerk revenue.

The Tax Collector Field Deputies were an underperforming group whose purpose is to identify non-compliance and collect revenue in local business tax receipts, tourist development taxes and other collateral duties. An internal analysis revealed that they had only collected approximately $88,000 per year for a number of years. Shortly after that analysis, they were placed under my leadership. After a review of the Florida Statutes, I implemented statutory permissible penalties for business that failed to renew their local business tax receipts. The result has been an increase in revenue to the county of approximately $1,500,000 per year. The identification of residential properties renting short term was a challenge. Instead of the time consuming work of finding each property separately, I wrote the first draft of an ordinance that cast a wide net and required the online platforms to verify that each host had a tourist development account and business tax receipt before they could collect a booking fee for that property. That ordinance was recently passed the county commission and is in the process of being implemented. This will result in expanded revenues for the county with minimal manpower on our end. Tax Collectors across the state contact me for guidance in this area and I will be presenting at three conferences this year sharing the processes and tools that we created.

Every year, my budget has excess funds available at the close of the fiscal year.

3. Open space acquisition is among the City Commission's objects -- the issue is complicated because the City is landlocked and most remaining open land is privately owned, very valuable and not for sale -- new and creative financing mechanisms need to be developed. Your thoughts?

This is a question that lacks the necessary details to give substantive ideas. What is the Commission trying to accomplish? What land is being considered? Who owns it? What is the purpose that the land is wanted for? These are just preliminary questions that would drive the research into innovative financing mechanisms. There are numerous untraditional financing options that are fact-driven as to feasibility. If presented with a desire to purchase land for a purpose, I would get the pertinent facts and bring back options for discussion.

4. Cooper City's staff at all levels consists of highly competent and dedicated employees. The City Commission is supportive of continuous quality improvement, ongoing employee training and development, technical training for all employees and leadership training for supervisory and management employees. As Cooper City's new City Manager, describe how you would begin the process of working with a senior management staff consisting of well-qualified and respected members and how would you support their efforts to stay at the "top of their game?"
The first part of the process is building relationships with the senior management team and slowly building mutual trust. Without mutual trust in a work environment, it is nearly impossible to achieve anything meaningful. As the relationships are built, if gaps are identified in any area, it would be my goal to fill those gaps by personal mentoring and appropriate training.

I would be an advocate of lean process improvement principles (Six Sigma certification) and would be very supportive of introducing the Six Sigma methodology to the organization.

In addition to helping employees stay on top of their game, I would be an advocate of challenging employees to raise their game. The manner in which city residents experience services, programs and policies is important. I would challenge current employees to execute the current mandates while concurrently finding ways to innovate the delivery of services and information. I would be an advocate of incorporating the internet and smart-city methodology to increase resident satisfaction and utilization of city services.

5. If you had to choose, would you describe your management style as more results oriented or collaborative?

Without collaboration, there are no results and definitely no innovation. I do not subscribe to any specific "style" of management. For me, it is purely situational. However, I prefer to refer to it as leadership rather than management. I often say that many can manage, but few can lead. When time, resources, and skills permit, my leadership style is participatory and collaborative. In other circumstances, it must be directive. But it is always straightforward, transparent, supportive and integrity based. I have found that employees do not resist being held accountable for their performance when there is trust that they are being treated fairly and the expectations they are being held accountable for were communicated clearly.

6. Thorough, timely and evenhanded communications between the City Manager and the City Commission and forthright and regular communications between the City government and the community are highly valued by the City Commission. What techniques have you utilized to ensure effective City Manager/City Commission/Community communications

Transparency. If one commissioner poses a question or requests research, all commissioners would receive the information. I would strive to implement transparency across all areas of the organization to both the commissioners and the public through some of the ideas discussed herein.

7. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as contracting out for services or operating an airport or a utility.

The largest group is 515 employees at the Broward Clerk of Court. I oversaw 8 managers, 24 supervisors and 515 employees across 11 locations.

8. What are the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as
enterprise operations.

The largest budget was at the Broward Clerk of Court. It was approximately 11M. We had enterprise accounts for various product lines but they were not very significant.

9. What on-line services does your jurisdiction provide?

Where I am currently employed, we offer online payments for most services. I would like to see more online services added but it is beyond my control.

10. Do you hold any professional certifications such as AICP, CPA or ICMA - Credentialed Manager?

I’ve been a member of ICMA for a couple of years. It would be my first goal, if hired, to attain Credentialed Manager certification. I find ICMA to be a valuable organization with a lot of baseline information, cutting edge ideas and learning opportunities.

11. Should you become a finalist candidate, we will perform education, credit, civil, criminal and motor vehicle court records, internet search and reference checks on you. In doing so, will we find anything that you need to explain in advance?

No.

12. Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.

No.

13. Is the resume you submitted accurate and current? If not, please explain any discrepancies.

My resume is accurate. Since submitting it in January, I have started a certification course in Six Sigma. That is the only thing I would add if submitting today.

14. Are you currently employed?

I am currently employed by the Palm Beach County Tax Collector. I was hired as General Counsel with 7 employees in the legal department. Since then, I have been assigned two underperforming departments: the agency call center and the field deputies. All departments have seen significant improvement under my leadership.

15. Have you ever had a hostile workplace, sexual harassment or racial discrimination complaint filed against you? If so, please explain.

No. To the contrary, internal employee satisfaction survey results for my departments are consistently in the 90th percentile.

16. Have you ever been fired or resigned under pressure from a job? If so, please explain.

No.
17. **What is your present or most recent salary?**

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<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Base Salary:</td>
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<tr>
<td>Performance Bonus</td>
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<td>Annual Salary Lump Sum</td>
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<td><strong>Total</strong></td>
<td><strong>$146,280</strong></td>
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</table>
J. MICHAEL MOORE

Personal

Address: 7000 SW 58 Street
          Miami, Florida 33143

Contact: Phone: (305) 613-7456
          Email: immoore305@gmail.com

Education

Bachelor of Science, Professional Administration
Barry University

Summary of Related Experience

<table>
<thead>
<tr>
<th>Year</th>
<th>City</th>
<th>Position</th>
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<tbody>
<tr>
<td>2014 - Present</td>
<td>CITY OF MIRAMAR, FLORIDA</td>
<td>Assistant City Manager, Operational Services</td>
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<tr>
<td></td>
<td></td>
<td>Chief Operations Officer</td>
</tr>
<tr>
<td>1989 - 2014</td>
<td>MIAMI-DADE COUNTY, FLORIDA</td>
<td>Assistant Director, Operations, Department of Public Works and Waste Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manager, Contracts and Specifications, Public Works Department</td>
</tr>
<tr>
<td>2000 - 2004</td>
<td></td>
<td>Superintendent, Road &amp; Bridge</td>
</tr>
<tr>
<td>1996 - 2000</td>
<td></td>
<td>Facilities Superintendent, Aviation Department</td>
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<tr>
<td>1990 - 1992</td>
<td></td>
<td>Landscape Supervisor 1</td>
</tr>
<tr>
<td>1989 - 1990</td>
<td></td>
<td>Semi-skilled Laborer</td>
</tr>
</tbody>
</table>
April 4, 2019

Dear Mr. Slavin,

It is with great enthusiasm that I submit my qualifications for the City Manager position with the City of Cooper City. I have the relevant experience, qualifications and leadership skills required to successfully accomplish the strategic mission and vision the elected body expects from its City Manager. I am an ethical leader that acts with transparency and honesty, able to win support from residents, stakeholders and staff. I have strong diplomatic skills and I agree with the belief that nothing significant can be accomplished unless it is both politically acceptable and administratively sustainable.

I was born and raised in South Florida and have spent my entire professional career in government. Starting at the age of 19, I began working for Miami-Dade County where I spent over 25 years in service. Miami-Dade County has a budget of more than $7 billion, an area of more than 2,400 square miles, home to more than 2.6 million residents, and includes 34 cities along with its unincorporated area. During my tenure, I worked my way up from a laborer to the Assistant Director of the Public Works and Waste Management Department, with a staff of more than 350 professionals.

Over the last five years, I have worked for the City of Miramar's Office of the City Manager, first as Chief Operations Officer and currently as Assistant City Manager. The City of Miramar is approximately 31 square miles with a population of 136,000 residents and an annual budget of more the $262 million. In the role of Assistant City Manager, I have led and had oversight over various departments, such as Police, Fire, Public Works, Utilities, Parks, Construction & Facilities Management, Community & Economic Development, and the Office of Marketing & Public Relations. I have strived to balance budgets and address the financial challenges in the current economy by tackling the City's structural deficit and dealing with unfunded pension liabilities, OPEB, and numerous unmet needs. For this effort, I have collaborated effectively with the elected officials, departments, labor unions, businesses and community leaders.

Over my career, I have planned for, responded to, and led numerous recovery operations for hurricanes including Andrew, Katrina, Wilma, Mathew and Irma. I have significant experience with FEMA and State reimbursements. I do not believe in the status quo and I am a person of conviction that will provide professional advice. I am a leader who knows when to take a stand and who possesses a strong backbone, not a “yes” person. I will keep the elected body informed; no surprises. I am personable and a relationship builder.

Throughout my career, I have successfully worked with staff to implement efficiencies, streamline operations, reorganize departments, and increase the overall service levels, all while tackling shrinking budgets as financial needs outpace financial resources. In Miramar, I spearheaded the implementation of capital projects to address the City's aging infrastructure, to include road resurfacing, sidewalk repairs, sewer and water line replacement, and street light upgrades to name a few. Capital and infrastructure improvements in the City's Historic side alone exceed $50 million. I have also increased community involvement by hosting regular community meetings and forums to obtain input on projects, operational concerns and to allow residents and business owners to become vested in the success of the City.
I am a hands-on leader that does not believe in micromanagement but rather management of results. I strive to keep employee morale up all the time, not just when times are bad, by creating an open environment where all employees feel they are engaged and contributing.

Finally, in every position I have held I have established rapport and earned the confidence and respect of elected officials, leadership and fellow administrators, department managers, other public and private entities, union leaders, rank and file employees, residents and businesses. I have excellent listening skills which have helped me feel the pulse of the community and relate to its needs. I believe in engaging the community and making sure the organization does too. I find that one person cannot be relied on to do it all but rather it must be a team effort and I set that as an expectation for all levels of the organization. It isn’t just a job to me; it’s a passion, a commitment.

I would be honored to serve at the pleasure of the City Commission. I warmly welcome a time to meet to discuss my past and ongoing successes.

Thank you for considering me for this position.

Sincerely,

[Signature]

Michael Moore

Enclosure: Resume
J. MICHAEL MOORE
7000 SW 58 Street - Miami, Florida - 33143
305-613-7456 – jmmoore305@gmail.com

Profile:
A highly motivated leader with a strong work ethic and 30 years of operational, administrative and leadership experience that is “hands on”, able to conceptualize and absorb information quickly and develop successful strategies and recommendations.

City of Miramar, City Manager's Office
2014 – Present Assistant City Manager, Operational Services

- Exercise oversight and responsibility over the administrative, development and operational activities of the Police, Community and Economic Development, Public Works, Utilities, Parks, Construction and Facility Maintenance, and Marketing and Public Relations Departments.
- Direct, plan, integrate and evaluate the work of the Departments; with subordinate department directors and managers, develop, implement and monitor long-term plans, goals and objectives focused on achieving the City’s mission.
- Recommend, to the City Manager, operations, programs, projects that should be initiated, deleted, modified.
- Direct the development of policies and procedures while determining standards to evaluate the effectiveness of Departments’ management and operations.
- Direct and participate in the development of the operating budgets, emphasizing sustainability and efficiency.
- Interact with Department Directors and staff to coordinate, plan and implement activities, projects and issues/events involving all City Departments.
- Coordinate the preparation and presentation of new or revised legislation that emanates from, or affects the City. Prepares and submits, to various legislative bodies, reports required by those bodies or as the City Manager may deem advisable.
- Represent the City of Miramar and the City Manager to other Governmental bodies, business, civic and resident organizations at various functions, meetings and events.
- Assist the City Manager in coordinating/negotiating joint activities with other Governmental agencies and Private Sector companies.
- Serve as liaison between the City of Miramar and other municipalities, state and federal government agencies, and other groups and organizations.
- Attend City Commission meetings, committee and staff meetings; provides input, assistance and information to Staff, as required
- Receive and respond to inquiries, concerns and complaints from City Staff and the Public

Accomplishments:
- Increased community involvement by way of community meetings and Operational Department forums, with a goal of obtaining input directly from the residents in their communities.
- Implemented new measures to increase customer satisfaction, instituting surveys.
- Streamlined administrative functions in all Departments and increased morale across the City.
- Reorganized and reduced operating budgets in all Departments utilizing existing staffing and/or private services as feasible.
- Developed initiatives to leverage City property and City Impact fees to attract new businesses.
Completed significant capital projects: Police Headquarters, Regional Park Amphitheater, Adult Daycare, and Fire Station 107.

Established initiatives to improve traffic congestion, by working with Broward County, FDOT, and Developers in the City.

Developed initiatives for Economic Development including Residential and Commercial rehabilitation.

Privatized commercial Solid Waste billing, streamlining accounts receivable/payable process and allowing staff to be reallocated to understaffed areas.

Continued Historic Miramar Infrastructure Improvements

City of Miramar, City Manager’s Office
2014 – 2015 Chief Operations Officer

- Analyzed and recommended policies and procedures with strategic goals and proposed innovative approaches to complex issues.
- Formulated strategies and administrative recommendations to meet the needs of the residents to assure departments remain mission focused and consistent with City objectives.
- Assist with the development and execution of operating and capital budgets; monitored bond and grant financing budgets.
- Analyzed budget requests in relationship to City policy and operational objectives.
- Analyzed and resolved complex program, operational and policy related problems.
- Assisted in the development funding strategy plans for capital improvement programs.
- Assisted in the program development and planning for all city events for the community.
- Conducted management reviews/process management of departmental organization, operations, and information flow to identify work problems, program deficiencies, and resource waste.
- Interacted and communicated with various groups and individuals such as department heads and personnel, subordinates, elected officials, sales representatives, customers, advisory board members, City Commission members, community organizations, news media, school personnel, and the general public.

Accomplishments:
- Reorganized and streamlined City Fleet Operations allowing existing staff to absorb contracted work saving the City $2M.
- Analyzed credit card processing policy and initiated to have processing fees passed back to the customer saving the City $300K.
- Consolidated City cell phone service to one provider, reducing costs and streamlining monthly accounts payable process.
- Reduced 24-hour vehicle assignments, changed executive packages from City vehicle to vehicle allowances for all new executives.
- Instituted monthly labor management meetings with Department heads and City Union
- Reduced Purchase Card assignments and Fuel Key assignments to Supervisors and above, increasing accountability.

Miami-Dade County, Department of Public Works and Waste Management
2008 – 2014 - Assistant Director, Operations Content here is the same as Miramar ACM role

- Responsible for operating one of the nation’s largest integrated solid waste disposal systems, consisting of (3) regional waste transfer stations; (3) landfills (Class 1, Class 3, Ash mono-fill) generating $91M in revenues annually; Coordination of all waste to and from the Resource Recovery waste-to-energy facility.
• Responsible for an annual operating budget of $51M; all Disposal related financial reporting, planning, budgeting, expenditures, and all supporting non-financial data reporting and regulatory compliance.

• Coordination of the operation of the (9) scale-houses which provide the basis for billing of all Department disposal fees. Collection of disposal fees from private haulers, landscapers, municipal waste haulers, and residents.

• Responsible for County-wide waste enforcement operations; Commercial/Multifamily recycling outreach and enforcement; all liens and collections for waste violations.

• Administrative oversight of (269) employees in Transfer, Landfill, Scale, and Enforcement Divisions located in (12) county facilities.

• Oversee operating contracts valued at $9M annually; ensuring work is performed on schedule and within the allocated budget.

• Responsible for identifying and justifying Capital Improvements, programing funds, developing work scopes, contract negotiations, and ultimate contract management.

• Managed professional and operational production of both large and small teams and sub-contractors, to review and approve payment requisitions, prepare financial, technical, personnel and management reports and conduct field inspections.

• Prepared studies and special reports, permits, and liaise with regulatory agencies, consultants, and contractors.

Accomplishments:
• Reduced overtime expenditures by more than $1M and reduced FTE’s by 10% as a result of reorganizing work shifts, streamlining operations and eliminating functional redundancies.

• Implemented a night shift for transfer hauling operations improving efficiency by more than 40%.

• Implemented a “Universal Code Enforcement” process, assumed responsibilities for commercial/multifamily recycling and illegal dumping enforcement, and created a Special Investigations Unit, resulting in an annual savings of $2.1M with no increase in FTE’s.

• Implemented an automated scale system increasing efficiency and customer satisfaction while reducing FTE’s.

• Implemented material sorting procedures at Landfill and Transfer facilities resulting in reduced landfilling and new revenues and from scrap metal, white goods, and mattresses.

• Implemented (2) satellite sites for Administrative Court hearings; resulting in increased accessibility and Public satisfaction.

• Created the Community Service Program utilizing participants with court mandated community hours to provide graffiti removal, litter removal, debris cleanup along the public rights-of-way with no additional resources; providing an estimated 60,000 volunteer hours annually at no additional cost to the Department.

Miami-Dade County, Public Works Department
2004 – 2008 Manager, Contracts and Specifications

• Led a team in the streamlining and efficient integration of the Department’s Capital Construction Contracting process with the county-wide process.

• Ensured all pre-award vendor and contract negotiations were sound and fair; Led the development and processing of all capital construction contracts, miscellaneous construction contracts, all change
orders, and related contract issues for the Department.
- Successfully processed change orders and contract modifications including coordination with the County Attorney’s office and subsequent item preparation and submittal for County Commission approval.
- Responsible for the coordination / modification of standard specifications; development of technical specifications and engineering review for each construction contract.
- Served as the trusted department liaison to the Office of the County Manager, County Attorney, County Commissioner’s staff, Clerk of the Board, and various other County Departments.
- Selected to lead the Administrative oversight of (1) Assistant Manager, (3) Section Heads, (1) Special Projects Administrator, (9) engineers, and (10) administrative support staff.
- Consistently demonstrated a proven ability to interpret the requirements of contract documents, including plans, detailed drawings, as well as elevations and sections.

Accomplishments:
- Increased workload production by 230% for an annual average of 140+ contracts valued at $300M+.
- Demonstrated leadership by increasing employee morale and establishing a competitive and powerful working culture; implemented a customer-oriented philosophy while motivating and providing meaningful opportunities for staff development.
- Eliminated all overtime expenditures by support staff and reduced FTE’s by 5% by staggering work shifts, eliminating functional redundancies, and implementing technology improvements.
- Directed development of in-house software solution and systems integration to establish a central data center utilized for production scheduling functions, help desk resources, and a data source for internet/intranet site information.

2000 – 2004 Road & Bridge Superintendent
- Managed the roadway maintenance and storm water drainage sections with a combined operating budget of $9.3M dollars.
- Supervised capital contract projects to include project planning, scheduling, inspection, and payments.
- Responsible for budget preparation, reporting; annual inventory control; employee performance evaluations; creation of technical and engineering specifications; material purchases; contracts for compliance and efficiency, preparing payroll, attendance, overtime, and employee progressive discipline reports.
- Lead team of (65) employees including (4) Supervisors and (3) Inspectors providing maintenance to over 5,500 miles of roadways and 140,000 storm drains.

Accomplishments:
- Increased productivity by establishing operations at remote field offices to maximize the efficiency and effectiveness of available resources.
- Reduced overtime expenditures by more than 50%
- Combined functions by implementing route optimization and planning
- Reduced full time employee count by 30% as a result of streamlined operations.

Miami-Dade County, Aviation Department
1996 – 2000 Facilities Superintendent
- Managed the Department’s Public Works section, Signage & Pavement Marking section, and the Domestic and International Waste Disposal Facility with a combined operational budget of $15M.
Staff included (52) positions with (8) supervisors.

- Lead and managed budget, staff, and resources responsible for maintenance operations at Miami International Airport and (6) General Aviation Airports to include all parking lots, roadways, runways, taxiways, and aircraft parking areas.
- Managed the 24 hour / 365 days per year International and Domestic garbage disposal operation to include multi-million-dollar contracts for dumpster/container service and wood pallet recycling services.
- Directed all aspects of the Public Works and Signage/Pavement Marking sections to include the maintenance of all landside roadway infrastructure and airfield infrastructure, including contracts for security fencing, landscape/tree trimming contractors.
- Managed Capital Contracts for construction and maintenance of roadways, guardrails, concrete aircraft pads, taxiways, runways, and fencing.

Accomplishments:

- Implemented a computerized work order tracking system and routine maintenance program to effectively maintain the Department’s facility assets.
- Established operational protocols for waste services on the airfield to reduce the impact to flight operations.
- Implemented employee cross-training programs to increase the flexibility of staff, effectively reducing overtime expenditures related to shift coverage.
- Implemented saving plans such as combining small civil projects into large outsource contracts; negotiated new waste hauling contracts for recyclable materials, and established partnerships with youth training organizations.

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<thead>
<tr>
<th>Year</th>
<th>Position</th>
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<tbody>
<tr>
<td>1990 – 1992</td>
<td>Landscape Supervisor I</td>
</tr>
<tr>
<td>1989 – 1990</td>
<td>Semi-skilled Laborer</td>
</tr>
</tbody>
</table>

Education:  
B.S., Bachelor of Science; Major: Professional Administration, Barry University  
A.A., Associates Degree, Business Administration, Miami Dade College

Certificates & Licenses:

- Miami-Dade County Supervisor Certificate
- O.S.H.A. Compliance Certificate
- Miami-Dade County, Structural Engineering Certificate (Prior)
- FAA - Private Pilot’s License
- University of Florida, Ttreeo - Certified Landfill Operator (Prior)
- University of Florida, Ttreeo - Certified Transfer Station Operator (Prior)
- Solid Waste Association of North America Certified Manager of Landfill Operations (Prior)
- Six-Sigma Green Belt Certified
CITY OF COOPER CITY, FLORIDA

CITY MANAGER

SEMI FINALIST CANDIDATE QUESTIONNAIRE

Name: J. Michael Moore

Home Address: 7000 SW 58 Street, Miami, Florida 33143

Home/Work/Cell phone numbers: 954-602-3128/305-613-7456

E-mail address: Jmmoire305@gmail.com

1. Why are you interested in becoming Cooper City’s next City Manager and how does this job fit your overall career goals?

Currently I am an Assistant City Manager with the City of Miramar, a city that is 31 square miles, has a population of 140,000, over 1,080 City employees and a budget of more than $260 million. During the last five years I have managed the Directors of the Departments of Police, Fire, Parks, Utilities, Public Works, Community & Economic Development, Office of Marketing and Public Relations, and Construction and Facility Management. I have a very good understanding of City functions and operations. I also worked for Miami-Dade County for more than 25 years; a county that is more than 2,400 square miles, has a population of more than 2.7 million, close to 28,000 County employees, and a budget of more the $7.4 billion. My overall experience with a large County as well as a small municipal government has given me the skills to effectively lead and manage the City of Cooper City.

I have worked for only two employers during my entire professional career; I am at a point in my career and with my family that I would like to spend the last 10 to 15 years before my retirement working with a final employer as a City Manager or senior level County Administrator. I am interested in working for an employer where I can bring all my experience and skills gained from working at a large County as well as a municipal City.

2. Cooper City is almost completely dependent on property tax. Among the City Commission’s priorities is a commitment to remaining fiscally responsible and conservative in how the City handles the public’s monies — the City staff stays within budget; conducts a comprehensive analysis of revenues (long term budget planning and analysis) and researches for possible alternative revenue sources for the City and presents options to City Commission for their consideration. Describe one or two specific examples from your experience that illustrate that you can work compatibly within the Commission’s fiscal management policy.

During my career I have managed general fund and enterprise departments. I have used many different tools to ensure that their budgets and their spending is in line with the
goals and mission of the City. The accountability and transparency begin from when a budget is first developed. The Manager must have a clear understanding of the needs of the City operations (listening to your Department Directors) and the resources needed to accomplish the vision of the City that the elected body has approved. We use budget workshops, visioning sessions, and community engagement to build a budget that is sustainable while working towards the vision. Throughout the fiscal year, each month Departments provide revenue and expense projections at meetings with senior executive staff and discuss the progress of each individual Department. This information is then rolled into their active strategy scorecard and placed on the City’s webpage for anyone to see. This provides a transparent snapshot of each Department in the City. Further, quarterly reports are issued to the elected body and placed on the City’s webpage as well. To insure fiscal stability, we conduct rate studies and cost allocation analyses to ensure required revenues for sound operation and fiscal growth are planned in five-year forecasts. When increases are identified we educate the elected body as well as the community beginning years in advance to allow for significant planning and visioning. In some cases, the elected body chooses to adjust service levels or desired outcomes are shifted to reduce future revenue increases. All of this is to keep the City’s financial position strong and sustainable.

A recent example is with our Utility Department. We have developed a Utility fund balance of more than $29 million by completing rate studies that not only cover operations but allow for significant fund balance growth. This takes regular communication with the elected body as well as the public to ensure they are completely informed of the goals and objectives of the City’s Utility. Utility funds are not drained off to support general fund operations nor are rates left below our sustainable threshold. While other municipalities around us are scrambling to repair their aging infrastructure and some even under consent decrees, Miramar continues with proactive replacement and upgrade projects for its infrastructure. The rating agencies annually review the utilities standing and because of the City’s proactive approach, we enjoy AA2 rating. We have further leveraged this with State revolving loans and received loans with interest rates were below 1%.

3. Open space acquisition is among the City Commission’s objects - - the issue is complicated because the City is landlocked and most remaining open land is privately owned, very valuable and not for sale - - new and creative financing mechanisms need to be developed. Your thoughts?

The course of action would be dependent on what the City’s desire is for the property; will the property be for a future City Facility? Or is the desire to covert the open space to a Park? Without knowing what is driving the need to acquire land there are many different alternatives the City could explore.
If it is to provide more parks in the City,

A- the most popular is implementing Park Impacts (property or fees) to support this effort. We have used this very successfully in the City of Miramar to build 42 parks and when fees are chosen in lieu of land the City is able to add amenities to existing parks. Historically, Cooper City has not had much new development of a magnitude to provide significant property donations, as such another consideration is the possibility of annexing properties that lie within the theoretical City boundary (holes in the donut). This takes a great deal of negotiations with the respective City and County and ultimately a vote of the residents.
B- Another option is to partner with religious facilities in the City, most have excess land and it has been my experience they welcome improvements to the property with long term lease with the City; large corporations also share this sentiment. We have a partnership like this in Miramar, where in an area that did not have a park, the City developed baseball and soccer fields on Church property under a long-term lease agreement allowing open public use of the facilities.

C- The City could also look at possibly purchasing residential lots, most lots in Cooper City are larger than normal lots and these could be purchased as part of a parcel assembly with the goal of combining and repurposing for a park.

These are just a few possibilities assuming the desire is for more parks. Interesting is the Cooper City boasts more than 20 parks, for an 8 square mile area which is a lot. Can any of these Parks be expanded? Before, new parks are brought on, are the existing parks being maintained at the level of expectation of the residents? If not, bringing on new parks would just exacerbate any frustrations/criticism from the residents. A comprehensive maintenance plan must be in place. Second, are the existing parks over utilized by residents? By others that live outside the City? Is there an Optimist league? Are the children primarily residents of Cooper City? It has been my experience that leagues often grow so large that most of the children are not residents of the City but rather adjacent Cities/Unincorporated areas. Those areas do not have quality programs/facilities and the public will travel to Cities that do. This can cause a significant operational and financial impact to the City and specifically City residents that are funding these services and may not be aware of the user ratio.

4. Cooper City’s staff at all levels consists of highly competent and dedicated employees. The City Commission is supportive of continuous quality improvement, ongoing employee training and development, technical training for all employees and leadership training for supervisory and management employees. As Cooper City’s new City Manager, describe how you would begin the process of working with a senior management staff consisting of well-qualified and respected members and how would you support their efforts to stay at the “top of their game”?

Throughout my career, I have successfully worked with staff to implement efficiencies, streamline operations, reorganize departments, and increase the overall service levels, all while tackling shrinking budgets as financial needs outpace financial resources. I am a hands-on leader that does not believe in micromanagement but rather management of results. I strive to keep employee morale up all the time, not just when times are good, by creating an open environment where all employees feel they are engaged and contributing. I do not believe in the status quo and I am a person of conviction that will provide professional advice. I am a leader who knows when to take a stand and who possesses a strong backbone, not a "yes" person. I believe in continuous improvement and challenge staff to invest the same into the City. I am personable and a relationship builder. In every position I have held I have established rapport and earned the confidence and respect of elected officials, leadership and fellow administrators, department managers, other public and private entities, union leaders, rank and file employees, residents and businesses. I find that one person cannot be relied on to do it all but rather it must be a team effort, an expectation that I set for all levels of the organization. It isn't just a job to me; it is a passion, a commitment. I believe in the philosophy of management by walking around. I have been very successful in building strong organizations by engaging with all levels. I believe in empowering staff, but also
holding them accountable. I am not a micro-manager, but I do have a very high level of expectation that is driven by my belief of leading by example, not by exception. Allowing staff to do their jobs, providing clear expectations, and the resources they need to accomplish the vision of the City is my philosophy for building a great team. I believe in fostering staff to be creative and to push themselves with a goal to always keep the City relevant. Again, communication is key.

5. If you had to choose, would you describe your management style as more results oriented or collaborative?

I am very much a results-oriented manager and I encourage staff to set milestones and goals that allow for those results to be measured as a tool to show progress or not. I also practice collaboration; as an Assistant City Manager, we occasionally exchange Departments. Although I may not continue to oversee a Department Director, I do not stop providing support and guidance. Because of the strong relationships that are built working together, I have been able to maintain collaboration among the Departments. Building these relationships begins with open communication and clear expectations. Trust is built by having open and transparent communications, involving Departments in decision making the impacts there groups directly or even indirectly. Most important is supporting the Directors and their staff. In government we typically only hear of the negative criticisms, understanding that we are there to serve the City and the City is not there to serve us helps set the tone of the City actions and behavior. During times of criticism Departments need support and guidance; reassuring staff and bringing them through challenges is key building trust and maintaining strong relationships. Secondly, encouraging personal growth and creativity has also been a successful tool to managing strong relationships.

6. Thorough, timely and evenhanded communications between the City Manager and the City Commission and forthright and regular communications between the City government and the community are highly valued by the City Commission. What techniques have you utilized to ensure effective City Manager/City Commission/Community communications?

I believe that communication and transparency are the foundation for working with the Community, Elected Body, and Staff. Providing frequent communication to the Community and all the Elected members, via meetings, reports, etc., openly and transparently, is extremely important. Additionally, information must be accurate and factual, providing a complete perspective of the issue or subject at hand. The City Manager’s primary role is to execute policies and directives approved by the elected body. To ensure there is a full understanding of the issues, the Manager’s responsibility is to provide all the information needed, being completely transparent, for the elected body to make informed decisions. Often, elected officials will have individual areas which they may champion in the community, such as affordable housing or improved community relations or school safety. It is important for the City Manager to provide information on these areas of concern for the elected official to be responsive to their constituents. However, no City action should take place unless the board has authorized it. Often, the communication and transparency that I mentioned is the key to bridging any gaps among the elected officials because in almost every instance the concerns of one are also the concerns of the entire elected body; providing and sharing information brings them together.
I have successfully increased community involvement by hosting regular community meetings and forums to obtain input on projects, operational concerns and to allow residents and business owners to become vested in the success of the City. I have excellent listening skills which have helped me feel the pulse of the community and relate to its needs. I believe in engaging the community and making sure the organization does too. The best strategy is face to face communication. I believe in meeting with residents in their neighborhoods and business owners at their businesses. I believe in holding regular forums with the communities, having individual Departments provide information as well as Citywide updates and listening to the neighborhood concerns. Collaborating with community leaders, walking their neighborhoods and parks with them, meeting with their HOA’s and crime watch groups are all examples of things I do to stay connected to the community. I believe being accessible and responsive are extremely important to the success of building trust within the community as well.

In my career I have shared in many successful strategies and the most successful were not a result of my idea, but rather the idea of an employee(s) that worked with me. Listening to your staff is the greatest tool you can have, they know the challenges, struggles, and potentials for success because they are doing the actual work every day. Often staff just needs the support and guidance to be creative and the reassurance that making a mistake trying something new is not detrimental to their livelihood. (Making the same mistake over and over could be though). Collaboration across departments, outside agencies, other municipalities are all key to growth of your team and building trust with them and among them.

7. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as contracting out for services or operating an airport or a utility.

Currently I am an Assistant City Manager with the City of Miramar; a city that is 31 square miles, has a population of 140,000, over 1,080 City employees. During the last four years I have managed the Directors of the Departments of Police, Parks, Utilities, Public Works, Community & Economic Development, Office of Marketing and Public Relations, and Construction and Facility Management. Under my current portfolio I have Police, Parks, and Community and Economic Development for a combined staffing of 506.

8. What are the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as enterprise operations.

The City of Miramar has an operating budget of more than $260 million. Under my current portfolio I have Police, Parks, and Community & Economic Development with a combined operating budget $72 million. I have a very good understanding of City functions and operations. I also worked for Miami-Dade County for more than 25 years; a county that is more than 2,400 square miles, has a population of more than 2.7 million, close to 28,000 County employees, and a budget of more the $7.4 billion.

9. What on-line services does your jurisdiction provide?

The City of Miramar provides a variety of online services. The most commonly used are the online bill payments for water, business licenses, and permits/inspections. There are
a host of others such as Advisory Board applications, Job applications, Passport Application appointments, Public Records Access (Resolutions, Commission Agendas, Commission Meeting minutes/Videos, Ordinances, Code of Ethics, Bargaining Agreements, etc.), Miramar TV as well as City Alerts which allow residents to sign up to receive important City notices via email and/or text message. Finally, the City is actively pursuing an E-Plan system that will take the building plan review process electronic and allow for all submittals/corrections/approvals to be done online. It will also allow for permit application submittals, and permit inspections requests.

Online services are just part of the overall efforts of the City. Smart City initiatives are being considered as a spring board for data sharing and connecting to our residents.

10. Do you hold any professional certifications such as AICP, CPA or ICMA - Credentialed Manager?

I am an active member of ICMA.

11. Should you become a finalist candidate, we will perform education, credit, civil, criminal and motor vehicle court records, internet search and reference checks on you. In doing so, will we find anything that you need to explain in advance?

I have no negative issues regarding education, credit, civil, criminal, motor vehicle, or from reference checks. After 30 years of government service, you would find two negative items from an internet search, the first is a legal case where an assistant to the City Manager, after being demoted by the City Manager in 2015 and later terminated the same year by myself for continued performance issues filed two separate EEOC complaints, alleging she was terminated based on her country of origin; both were dismissed without finding. Later she filed a lawsuit against the City where I was named along with the Elected body, City Manager, and two other Assistant City Managers, HR Director, and the City Manager’s executive staff, again alleging the demotion and termination was due to her national origin of Cuba. After the first filing was dismissed, it was later revised and resubmitted; the City is currently in the appeal process. After the termination, the City found that the employee has a history of terminations from other Cities and falsified her applications to hide those.

Over the last two years I have experienced a harsh and relentless smear campaign that has also targeted my wife and children, started by an activist within the community and former employee in a concerted effort to prevent me from becoming the City Manager in Miramar and oust me from the City. The allegation came years after the employee’s demotion and after I left Miami-Dade County. The allegations are a complete fabrication and are entirely false. No doubt that during your due diligence on me, you may see these falsehoods and misinformation in community blogs and nontraditional media outlets, who were the only platforms my critics could manipulate with their lies. I am available to discuss this and answer any questions you may have as my work record is exemplary and untarnished. As you know from local politics taking shots is just part of the job and strong leaders must have thick skin.

12. Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.
13. Is the resume you submitted accurate and current? If not, please explain any discrepancies.

Yes, it is accurate as of this submittal. However, the new City Manager implemented a significant reorganization, where all the other Assistant City Managers have separated from the City. I will be taking a new role with two Department’s; Economic and Business Development and the Community Development Department under the new leadership of the City.

14. Are you currently employed?

Yes, I am currently employed with the City of Miramar.

15. Have you ever had a hostile workplace, sexual harassment or racial discrimination complaint filed against you? If so, please explain.

The two items listed in #11 above.

16. Have you ever been fired or resigned under pressure from a job? If so, please explain.

No.

17. What is your present or most recent salary? My current base salary is $198,000.
RUSSELL C. MUNIZ

Personal

Address: 10870 SW 26th Court
          Davie, Florida 33328

Contact: Phone: (954) 801-1456
         Email: rmuniz911@gmail.com

Education

M.P.A., Public Administration - 2009
Florida Atlantic University

M.B.A., Business Administration - 1998
Nova Southeastern University

B.S., Business and Professional Management - 1997
Nova Southeastern University

Summary of Related Experience

2014 - Present
TOWN OF SOUTHWEST RANCHES, FLORIDA
Population 7,345
Assistant Town Administrator/Town Clerk

2010 - Present
BARRY UNIVERSITY
Miami Shores, Florida
Adjunct Professor

2001 - 2014
TOWN OF DAVIE, FLORIDA
Population 91,992
2001 - 2014
Director of Administrative Services/Town Clerk
2006
Acting Assistant Town Administrator

1995 - 2000
CITY OF PEMBROKE PINES, FLORIDA
Population 170,712
Permit Supervisor

1987 - 1994
PRIVATE SECTOR
New York, New York
Operations Supervisor
January 28, 2019

Kathryn Phillips  
Director of Administrative Services  
City of Cooper City  
9090 SW 50th Place  
Cooper City, FL 33329-0910

Dear Mrs. Phillips,

Please accept this letter and attached resumé confirming my interest in serving the residents of Cooper City as City Manager. A review of my resumé will confirm that I have the work experience that Cooper City is seeking in their next Manager.

As an experienced local government professional in Broward County for more than 20 years I am fully aware of the prestigious reputation that Cooper City has and am excited about the prospect of joining a community with so much to offer, truly “Someplace Special.” While the City has achieved many accomplishments such as its designations as a Platinum City by the Greater Fort Lauderdale Alliance Permitting Excellence Program, Tree City USA for 35 consecutive years, and the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting, excellence must continually be pursued. I would be honored to be a part of the team that continues Cooper City on its path towards excellence.

I am fully aware of the financial challenges the City is facing and believe my past experience can assist in overcoming these challenges. As you will note from my resumé, I have extensive experience in budgeting, economic development, strategic planning, development services, policy development, and contract management. I am skilled in analyzing complex public policy issues and communicating with community stakeholders, the City Commission, and staff to find a collaborative approach to desired outcomes. During my career I have developed a rapport with many local government colleagues as the issues encountered are germane to the entire industry. These relationships have helped identify out of the box solutions to long standing problems.

I believe that my skills, work experience, and educational background mirror the requirements for the City Manager position. I believe I would be able to assist Cooper City in maintaining its prestigious reputation as a premier city while working towards continuous improvement of services provided to residents and businesses. I would be honored to be considered for this position.

Sincerely,

Russell C. Muniz
RUSSELL C. MUNIZ
10870 SW 26th Court • Davie, Florida 33328 • (954) 801-1456 • Email: muniz911@gmail.com

OBJECTIVE
To fully utilize my municipal experience and education to help lead a municipality so that its residents and key stakeholders are provided outstanding municipal services.

SUMMARY OF QUALIFICATIONS
- Proven management, staff development, leadership, and organizational training experience.
- Proven budget analysis and creation experience.
- Excellent analytical, problem solving, and customer service skills.
- Policy and procedure formulation experience to establish best practices for many municipal operations including citizen interaction, records requests, and computer usage.
- Proven experience building consensus and fostering teamwork to achieve organizational objectives.

WORK EXPERIENCE
2014 – Present Town of Southwest Ranches Southwest Ranches, Fl.
Assistant Town Administrator/Town Clerk
- Serve as the acting Town Administrator during periods of the Administrator’s absence.
- Serving as Acting Town Administrator, oversaw incidents that required the coordination of police and fire response.
- In collaboration with Town Financial Administrator, review department requests for budgetary funding, and present balanced budget for Town Council consideration.
- Responsible for the management and coordination of the entire growth management function including direct oversight of the contracted service provider for building department services.
- Manage the Information Technology (IT) function by planning and budgeting for future IT infrastructure needs and direct oversight of the contracted service provider for information technology services.
- Implemented the Town’s first Strategic Planning program.
- Implemented the Town’s first social media presence including Twitter, Facebook, and YouTube channel.
- Acquired funding for, and implemented, the Town’s first GIS system.
- Served on several selection committees for the procurement of capital projects, and major municipal services such as police and fire rescue services, and waste collection and disposal.
- Serve as Public Information Officer (PIO), responsible for content on Town' website, Mayor's monthly article in Town newsletter, direct email to subscribers, and press releases.
- Developed and trained staff in topics such as records management, Sunshine Law, workplace safety, and various software programs.
- Responsible for creation of the Town Council agenda, public information requests, municipal elections, records management, creation of municipal ordinances and resolutions.
- Serve as the backup Incident Commander and PIO during local emergencies.

2010 – Present
Barry University
Miami Shores, FL

Adjunct Professor
- Responsible for developing course curriculum for adult learners seeking undergraduate degrees in Business Administration and Public Administration.
- Instructed students in a traditional environment supplemented by technology resources.
- Assessed students' level of understanding in subject areas through analysis of instructor assigned research papers and outcomes on written exams.

2001 – 2014
Town of Davie
Davie, FL

Director of Administrative Services/Town Clerk
- In this Department Head position, I organized, directed, and coordinated the operations of the Town Clerk’s Office; including but not limited to conducting elections, preparing the Town Council Agenda, maintaining official records including minutes, and promulgating Town’s records policies.
- Served on management negotiation committees for IAFF, IOP, and general employee’s union collective bargaining agreements.
- Responsible for many administrative functions including budgeting, personnel decisions, staff development, and implementation of new technologies to automate processes and improve operational efficiencies.
- Conducted several organization-wide training sessions to develop Town staff so that organizational goals and objectives could be met.
- Extensive experience with the procurement process, including developing Request for Proposals, bid specifications, contract administration, and contract negotiations.
- One of five members of the Town’s Disaster Management Team as Logistics Section Chief under the National Incident Management System which encompasses interaction with federal and state agencies such as FEMA and the Florida Department of Community Affairs.
- Initiated the first full-scale imaging project the Town has undertaken which allowed the public almost immediate access to a wide array of documents, thereby improving staff efficiency.

February 2006 – October 2006
Town of Davie
Davie, FL

Acting Assistant Town Administrator
- Worked along with Acting Town Administrator to deliver balanced budget that also allowed Town Council to reduce millage rate.
- Assumed Town Administrator duties during periods of his absence.
- Directed executive level staff to achieve goals and objectives established by the Acting Town Administrator.
Managed the annexation of two unincorporated areas into the Town totaling more than 7,000 residents.

Studied the feasibility of annexing another unincorporated area and negotiated with the county to acquire unconventional concessions.

Managed contracts with cable franchises, utility providers, waste haulers, and other providers of core government services.

Established the Town’s first dedicated government access channel.

1995 – 2000  
City of Pembroke Pines  
Pembroke Pines, FL

* Permit Supervisor

Managed a staff of 14 data entry and service employees; was responsible for all administrative duties, and personnel decisions.

Collaborated with City Administration to ensure municipal projects and community priorities were reviewed efficiently.

Devised policies and procedures that met statutory as well as regulatory compliance for homeowner and contractor permits.

Improved office efficiency to allow consistent production with fewer staff members.

Implemented a Just-In-Time inventory ordering system.

1987 – 1994  
Apple Bank for Savings  
New York, NY

* Operations Supervisor

Promoted five times in seven years.

Reporting to the Assistant Vice-President, oversaw the daily operation of a highly active branch office consisting of 16 members.

EDUCATION

B.S., Business and Professional Management, Nova Southeastern University, 1997
M.B.A., Business Administration, Nova Southeastern University, 1998
M.P.A., Public Administration, Florida Atlantic University, 2009

PROFESSIONAL AFFILIATIONS & CERTIFICATIONS

Florida City County Management Association - Member
Broward County City County Managers Association – Member
South Florida Government Finance Officers & City Clerks Association – Former Vice President
Florida Public Pension Trustee Association – Certified Trustee
International Institute of Municipal Clerks – Master Municipal Clerk
Florida Association of City Clerks – Member
Broward County Municipal Clerks Association – Past President
Incident Command System (ICS) Level 100, 200, 300, 400, & 700 Certified
Board of Rules and Appeals Certification Review Committee - Local Government Representative
State of Florida Notary Public

REFERENCES

Available upon request.
CITY OF COOPER CITY, FLORIDA

CITY MANAGER

SEMI FINALIST CANDIDATE QUESTIONNAIRE

Name: Russell C. Muniz

Home Address: 10870 SW 26th Court Davie, FL 33328

Home/Work/Cell phone numbers: 954-343-7450 (Work) / 954-801-1456 (Cell)

E-mail address: rmuniz911@gmail.com

1. Why are you interested in becoming Cooper City's next City Manager and how does this job fit your overall career goals?

I am seeking the position for Cooper City's next City Manager as there is a mutual organizational fit between the City's goals, and my demonstrated history of administrative leadership skills.

Cooper City has a long history as a stable government with community support and a dedicated and committed workforce. This is attractive to me as it demonstrates that the City has prudently planned for known challenges yet is adaptable to unforeseen conditions or mandates. As a resident in Broward County, just a few miles from Cooper City, I am committing to long term employment and will establish trusted relationships with each commissioner and represent them professionally, ethically, and transparently.

My career goals are to seek this particular opportunity to be Cooper City's next Manager knowing the foundation is already known as a premier destination with immense community value, strong quality of life, valued staff, and a responsive government to those served. In addition, as your next City Manager I am
acclimated to participating on multiple levels, being a visible and approachable resource regardless of the time of day or day of week. I know this will be beneficial for Commissioners, galvanize the public trust, and boost employee morale.

Lastly, I have a strong sense of ethical conduct and subscribe to transparency in government. This along with my local and regional networking make me uniquely qualified for the honor of serving as your next City Manager.

2. Cooper City is almost completely dependent on property tax. Among the City Commission’s priorities is a commitment to remaining fiscally responsible and conservative in how the City handles the public’s monies C the City staff stays within budget; conducts a comprehensive analysis of revenues (long term budget planning and analysis) and researches for possible alternative revenue sources for the City and presents options to City Commission for their consideration. Describe one or two specific examples from your experience that illustrate that you can work compatibly within the Commission’s fiscal management policy.

Fiscal responsibility, after communication, is probably the most important principle that an effective City Manager must adhere to. I have been responsible for department budgets for more than 18 years and have ensured expenditures were directly aligned with revenues while maintaining expected service delivery. I have been directly involved in the budget process from development to approval during my tenure with the Town of Davie and currently with the Town of Southwest Ranches.

Planning and forecasting are processes that must be incorporated into the budget process. This ranges from remaining on the forefront of legislative initiatives, to unfunded mandates, community growth and aging infrastructure. After the adoption of the budget, quarterly public fiscal presentations will be scheduled as a path to monitored expense and revenues. This allows for adjustments to be made throughout the year and identify any challenges and make the necessary adjustments to remain on budget.

Two specific examples are as follows:

1. Difficult Budget: During my career at the Town of Southwest Ranches the Town maintained the same operating millage rate for several years. For Fiscal Year 2018, the Town Council expected the rate to be maintained at that historically maintained rate while the Management Budget Team braced for a tax increase as we faced the need to replace aging infrastructure, increasing contractual costs for police and fire services, and a new waste
hauling contract. While our ad valorem revenue was projected to increase by approximately 7.6% our projected expenditures forecasted the need for another significant tax increase.

The Management Budget Team began by meeting individually with each member of the Town Council to gather their priorities. We also met with critical community stakeholders. These discussions led to a proposed budget that would require a significant increase in the operating millage rate. Potential revenue streams were explored and presented to the Town Council. Budget workshops were held with the public. The Management Budget Team reevaluated and prioritized staff-initiated programs and unfunded any non-essential proposed expenditures.

As a result of our effort, and Town Council direction and support, we were able to propose the final budget, which was then approved and adopted by the Town Council with an operating millage that reflected a much smaller increase than originally proposed. While a slight tax increase resulted, I am proud of the exercise that we conducted to examine possible revenue sources, develop creative funding strategies, examine and make cuts to lesser prioritized projects, and deliver a budget that maintained essential functions and services.

2. Public Safety: In 2017 I was directly involved in the negotiation of a new agreement for a shared model for public safety (Police/Fire) between Southwest Ranches and Davie. This resulted in cost savings and mutual benefits for each municipality including the maintenance of each municipality's identity and positioned all the shift to regionalized communications and soon with closest unit response for Fire/Rescue. The results of this unique agreement are enhanced life safety and fiscal responsibility for the duration of the agreement.

As the City Manager for Cooper City I would ensure that all expenditures are fiscally responsible. Areas to review include cost containment, revenue enhancement, environmental, customer service and diversity in service provided. Additionally, all potential revenue streams would be analyzed and presented to the City Commission for consideration. This could include, new franchise fees, stormwater assessments, user fees, Payment In Lieu of Taxes (PILOT) programs, cost recovery programs, hybrid and regionalization models of service. These examples are of course Commission policy decisions, but as City Manager I would be remiss if I did not analyze opportunities from a fiscal, operating, and customer service perspective to be able to assist the Mayor and Commissioners in reaching and maintaining goals.
3. Open space acquisition is among the City Commission’s objects - - the issue is complicated because the City is landlocked and most remaining open land is privately owned, very valuable and not for sale - - new and creative financing mechanisms need to be developed. Your thoughts?

Open space acquisition is a noble goal and at the core of community values. Maintaining an open space to resident ratio (acreage to population) is a community value that is also measured with public safety, school ratings and tax base when citizens make a choice on where to reside. Cooper City has a robust open space and recreational amenity program. There is a financial commitment that must be factored into any future decision with regards to ongoing maintenance, capital and the loss of tax base. As such, this objective should be reflected in the Strategic Plan to ensure the commitment remains constant and financially provided for.

The Town of Southwest Ranches has been very successful in acquiring open space through available State and County grants. General obligation bonds or debt financing could also be considered. In addition, as property is being developed or redeveloped, an opportunity arises to seek a contribution of open space for public use.

While outright acquisition of open space may be one of the Commission’s objectives, if it is not available alternative mechanisms will be explored. An alternative could include mitigation banks to offset development. Another example would be to examine the City’s Comprehensive Plan to see if revisions need to be made to require the development of additional passive parks or open spaces within a proposed development. This solution may produce the Commission’s desired outcome while minimizing any financial commitments to the City.

4. Cooper City’s staff at all levels consists of highly competent and dedicated employees. The City Commission is supportive of continuous quality improvement, ongoing employee training and development, technical training for all employees and leadership training for supervisory and management employees. As Cooper City’s new City Manager, describe how you would begin the process of working with a senior management staff consisting of well-qualified and respected members and how would you support their efforts to stay at the “top of their game?”

I am committed to the concept of continuous learning. I acquired my Masters of Business Administration degree and Masters of Public Administration degree as a working professional. Training and development are paramount to remaining current with trends and concepts, everchanging legislation, environmental, and fiscal impacts. It is also extremely beneficial for maintaining a network within one’s profession. Employees will be encouraged and supported to continue to
learn and grow in their respective fields.

The process would begin by meeting with each member of the management team and performing an interview of my own with them. I would want to understand their level of commitment to the organization, their organizational and professional goals, and what impediments they believe their departments face in providing the best possible service. Together, we would then develop an action plan aligned with the budget process to help remove those barriers. I would explain to them what my expectations are and how our mutual success is bound to one another.

5. If you had to choose, would you describe your management style as more results oriented or collaborative?

I would describe my management style as collaborative. However, in this context these terms are not mutually exclusive. I will work collaboratively with my management team, and will expect them to work collaboratively with each other, but I fully expect us to produce results that are consistent with the City’s Strategic Goals and are measurable to provide for accountability.

We will incorporate a Strategic Plan and develop performance measures that are aligned with the goals and objectives established by the City Commission. Decisions will be based on data, with progress reported, and results celebrated. The Strategic Plan will establish what we want to be and how we will get there. The employees must buy into the process and understand what we are doing, otherwise the effort is meaningless. Therefore, I will communicate with them and work collaboratively to accomplish the goals and objectives established by the City Commission.

6. Thorough, timely and evenhanded communications between the City Manager and the City Commission and forthright and regular communications between the City government and the community are highly valued by the City Commission. What techniques have you utilized to ensure effective City Manager/City Commission/Community communications?

Communication is the single most important principle that a successful City Manager must master. Without it, trust cannot be developed and nurtured. One technique, which has been beneficial in my career is the use of “Commission Briefings.” I would highly encourage the City Commission to meet with me individually at scheduled intervals to be brought up to speed on day to day issues as well as strategic imperatives that will impact the City. These formalized meetings would be supplemented by frequent informal telephone conversations and emails to provide a continuous flow of timely information.

Weekly, progress on ongoing projects and issues of note would be reported via
email. During City Commission meetings the City Manager Comments section would be utilized to update and praise employee actions or seek direction on items that require Commission direction. In addition, progress on performance measures established in the Strategic Plan would be reported on a monthly basis. Any information provided to one member of the Commission would be provided to all members.

I fully comprehend that successful City Managers do not adhere to an 8 to 5 schedule, I will be available to the City Commission at all times. Similarly, I will be available and accessible to the community and this includes attendance at Advisory Board, Chamber of Commerce, and other neighborhood stakeholder group meetings. I will meet with residents to discuss their concerns and commit to returning resident phone calls promptly and ensure the Mayor and Commissioners remain abreast of activity in their respective areas.

7. **What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as contracting out for services or operating an airport or a utility.**

The largest number of employees I have ever supervised was during my tenure at the Town of Davie while I served as the Acting Assistant Town Administrator. The population of Davie at that time was approximately 90,000. During that time, I directly and indirectly oversaw 700+ employees, and managed 13 Department Directors.

As the Assistant Town Administrator of Southwest Ranches which has a population estimated at just over 7,700 residents, in conjunction with the Town Administrator, I supervise 14 employees which includes 4 Department Directors. Additionally, I oversee the contracts for Public Safety, Information Technology, Building, Code Enforcement and Zoning services which represents 75 additional employees for a total of 89.

8. **What are the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as enterprise operations.**

The largest operating and capital budget I managed was at the Town of Davie during a period of transition in Administration in which I served as the Acting Assistant Town Administrator in 2006. At that time, the Acting Town Administrator and I managed the entire budget process and presented a balanced operating budget of over $98 Million to the Town Council that was adopted and lowered the millage rate. The capital budget adopted comprised projects from 8 different departments and totaled more than $52 Million.

The Town of Davie maintained several funds which compromised its total budget. These included the General Fund; CRA Fund; CDBG Fund; Information
Technology Fund; and a Water and Sewer Enterprise Fund.

9. **What on-line services does your jurisdiction provide?**

At the Town of Southwest Ranches, I am directly responsible for all content placed on the website and the provision of on-line services. We offer a fully immersive and interactive website which allows residents and visitors access to an array of services. Users can download all forms necessary for every permit under our jurisdictional control including building, zoning, and engineering. They can also view permit activity. They may also have access to our GIS portal which provides myriad layers of information including flood zones, Town streets, and boundaries. Users can view our upcoming Town Council agendas which contain all backup documentation. They can also view recordings of past Town Council meetings. Users can access all current and prior year budget documents including our Comprehensive Annual Financial Reports (CAFR). Users can also contact us through the website and report any issue or ask any questions 24/7. In an effort to further engage our constituency, the Town maintains a vibrant social media presence via Facebook and Twitter.

10. **Do you hold any professional certifications such as AICP, CPA or ICMA - Credentialed Manager?**

Yes. I currently hold a Certified Public Pension Trustee (CPPT) designation from the Florida Public Pension Trustee Association, the Master Municipal Clerk (MMC) designation conferred by the International Institute of Municipal Clerks (IIMC), and I am a Notary of the State of Florida. I am also a member of the following organizations:

- International City Managers Association (ICMA).
  - Scheduled for ICMA credentialing in 2019.
- Florida City County Managers Association (FCCMA).
- Broward County City Managers Association (BCCMA).

Based upon my professional certifications and my educational background I believe my lifelong desire for learning is clearly demonstrated.

11. **Should you become a finalist candidate, we will perform education, credit, civil, criminal and motor vehicle court records, internet search and reference checks on you. In doing so, will we find anything that you need to explain in advance?**

No, you will not find anything in my background that would need to be explained.
12. Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.

No, I do not.

13. Is the resume you submitted accurate and current? If not, please explain any discrepancies.

Yes, my resume as submitted is accurate and current.

14. Are you currently employed?

Yes, I am currently employed by the Town of Southwest Ranches.

15. Have you ever had a hostile workplace, sexual harassment or racial discrimination complaint filed against you? If so, please explain.

No, I have not.

16. Have you ever been fired or resigned under pressure from a job? If so, please explain.

No, I have not.

17. What is your present or most recent salary?

My current salary is $105,000 annually and in March of 2019 the Town Council awarded me a 5% performance bonus in recognition of my annual performance for 2018.
ALBERT M. PENKSA, JR.

Personal
Address: NA
Mechanicsburg, Pennsylvania 17050
Contact: Phone: (814) 242-6281
Email: amp5599@gmail.com

Education
BA, Economics
University of Pittsburgh

Summary of Related Experience
2010 - 2019
ADAMS COUNTY, PENNSYLVANIA
Population 102,000
County Manager

2010
ANTIS TOWNSHIP, PENNSYLVANIA
Population 6,499
Township Manager

2000 - 2009
PENNSYLVANIA DEPARTMENT OF TREASURY
Bureau of Investments
Western Regional Director/Supervisor

2000
PRIVATE SECTOR
Senior Manager Business Development

1988 - 2000
CAMBRIA COUNTY, PENNSYLVANIA
Population 143,679
Controller (Elected)

1986 - 1988
CITY OF JOHNSTOWN, PENNSYLVANIA
Population 20,978
City Council Member
Albert M. Penksa Jr.  
CGFM, ICMA-CM  
Mechanicsburg, PA 17050  
814-242-6281       amp5599@gmail.com

April 30, 2019

Mayor and City Commission  
City of Cooper City  
9090 SW 50th Place  
Cooper City, FL

Dear Mayor and City Commission:

This letter is requesting consideration for the position of City Manager posted with Slavin Management Consultants. Cooper City is very appealing and relatable to my experiences and skills which will allow me to work in a progressive and stable community. I want to contribute to this City to enable it to keep its high quality-of-life. I will commit to being visible throughout this residential community to emphasize that providing excellent service and excellent facilities will be done efficiently with the commitment to continuous quality improvement.

Having displayed leadership throughout my career which is illustrated in my resume, it is leadership skill that will enable me to engage the mission of Cooper City and become more aware of the dynamics that make up the community and its culture. Furthermore, being a quick study will make me a contributor to the direction established by the policy of the Mayor and Commission. Personally, I am eager to work and partner with the Mayor and City Commission to continue the attractiveness of this City as a family-oriented community in the greater region!

My resume demonstrates to you my varied experiences in management, financial operations, budgeting, governmental relations and business and economic development in a county with a significant level of tourism and as a bedroom community to the DC/Baltimore regions. These experiences will of value in the performance of duties assigned by the Mayor-Commission to achieve the goals, fully implement the strategic plan and deliver on the mission of the City.

The experiences garnered through my positions as an elected official, appointed official and as County Manager will allow me to provide the leadership and direction required of management. Furthermore, having served under the watchful eye of the public, holding press conferences, addressing large groups and making presentations to executives will allow me to handle the needs of the position in a professional and confident manner. Having the ability to develop and maintain relationships with business owners, community leaders and public officials on both sides of the aisle will hopefully augment the objectives.
As your city manager my day will be to diligently engage each department, the management team and the citizens and address each issue whether it is simple, complex or challenging. In governing there is reality and then there is the perception of the issue, being very cognizant of reality verses perceptions of issues, my actions will be quickly to convey them as I become aware or understand them.

My management experiences in the supervision of staff to meet objectives and mandates will allow for effective continuity of the programs in place while allowing for the improvement expected. I believe that the employees of the city are its greatest asset and will strive to mentor, coach and lead by example to ensure their growth and share our appreciation for the service that they provide on behalf of the administration and the City.

I have the ability to advise and foster an effective Commission decision making process and hopefully you will trust that my visionary and futuristic approaches to address the needs of the City will add value to your objectives. Under my management there will be a prudent eye on the finances, a daily effort to improve efficiencies and ongoing analysis of programs and preparedness for emergencies to ensure their effectiveness. That has been accomplished in the County of Adams while improving fund balance and having built a solid financial position for the future. Cooper City will afford me the opportunity to operate in an arena that is suited to my skills, my visjoning and my progressive approach to governing and advising.

I look forward to meeting with you to discuss the prospects of my contribution to the great city of Cooper City.

Sincerely,

Albert M. Penksa Jr.

Albert M. Penksa Jr.
SUMMARY

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

- Financial and budget expertise
- Customer service
- Labor relations
- Organizational change
- Collaboration with governments
- Regional partnerships
- Capital financing
- Operations/project management
- Strategic planning
- Economic development
- Staff development
- Board and Commission relations
- IT system management
- 911 center, FEMA certifications

A manager/leader that is motivating, innovative and demonstrates organizational, analytical, visionary and communication skills in governing. Experienced in managing with fiscal prudence, a proponent of change management and promoter of sensible economic development.

DIRECTLY RELEVANT GOVERNMENTAL EXPERIENCE

County Manager, Adams County, PA 2010 – 2019

Adams County with a growing population of over 102,000 in an area covering 522 square miles. The County is in south central Pennsylvania within the influence of the Baltimore MD and Washington DC regional areas.

Duties and responsibilities as county manager
- Chief administrative officer of the County government with 575 employees and a budget of $80 million dollars.
- Oversight responsibility for fiscal, HR, emergency service operations, planning, economic development, facilities management and other constitutional officer related functions. Initiated a measure to ensure health care cost to remain relatively flat for five years
- Negotiator of labor union contacts, building purchases and renovation contracts, emergency service contracts and health care service contracts Successfully negotiated two contracts in 2017-8 a first without arbitration.
- Oversight of Economic Development Initiative and provide supportive measures for the EDC/IDA by funding and developing a community awareness. Steered a redevelopment project in the county to spur activity on a blighted sight.
- Develop the County general fund operational, special funds, enterprise funds and capital budgets. Increased fund balance each year.
- Oversight of cash management and investments. Provide guidance on general Board policy, investment policy, automotive policy, HR policy, planning and economic development visioning and the County mission statement.
County Manager – continued:

Achievements and Accomplishments

- **Obtained best ever Moody’s rating of Aa2 for the County representing seven years of recognized improvement and rating increases - August 28, 2017.**
- County obtained in 2019 the first ever GFOA CAFR award for Adams County.
- County made application for the GFOA Budget Award.
- Identified eight departments for consolidation to trim cost so as to improve operational efficiencies, enhance service and provide better utilization of office space saving over 100k.
- Coordinated RFP, contractor selection, vendor negotiations and design review for a $26 million dollar enhanced 911 radio project. Project is successful and fully operational.
- Completed the sale of the nursing home asset resulting in adding cash to balance sheet, staff reduction and the elimination of negative cash flow.
- Successfully presented to Moody’s the financial posture of the County to improve the County to an investment grade. In 2017 secured an upgrade for the County to Aa2 the best ever for the County. Updated in 2018.
- Directed an upgrade to virtual servers and created a plan for DRS, optical fiber/microwave connectivity, campus and community Wi-Fi.
- Initiated an ERP project for new financial/payroll system. Managed the installation process and software currently performing for the County.
- In 2016 initiated a modernization and migration of the county IT system in a renovated facility completed in 2017 and installing a new VOIP system completed in 2018.
- Initiated a healthy employee program and have contained health care costs for four consecutive years with a self-insured program.
- Managed IT, HR, Planning departments as interim director during vacancy.
- Partnered with EDC for business park revitalization and building lot enhancements to provide improved marketability.
- 2015 purchase of a 91k sq ft building to consolidate services and eliminate rents saving over 200k, project renovation completed in 2018.

**Western Regional Director/Supervisor,** Bur. of Invest, PA Department of Treasury 2000 – 2009

- Cash management services to county and municipal governments and non-profits
- Consulting - grew the western territory to more than sixty percent of the statewide portfolio, advised on improving earnings on cash flow through revenue-expense tracking
- Bureau of Audits-PA Department of Auditor General - Southwest regional supervisor/assistant director
Director/Supervisor, Bureau of Invest – continued:

- Field executive responsible for school district audits – compliance, performance and financial. Managed corporate tax review and appeals
- Coordinated staff of supervisors, auditors and fleet of cars
- Developed the region into the top region in the state by initiating new auditing procedure and compliance directives
- Exceeded mandates and legislative guidelines

Controller, Cambria 1988 – 2000

- CFO of county operating budget ($115M), provided weekly information to Board of Commissioners on revenue and expenditures with over one thousand employees
- Elected official for three terms
- Administrator/Secretary of County retirement system - monitored managers, custodians and handled employees retirement contributions, potential retirees and payroll
- Chairman of the County Prison Board, oversaw the construction of a new facility and reuse of the old structure and revenue streams from other Counties, State and Feds
- Chief Investment Officer monitored and invested idle money utilizing aging of AP and AR to maximize earnings.
- Chief Information Officer established the department and initiated communication between three separate systems and eventually integrated the systems.
- Streamlined the accounts payable system and enhanced the reporting of revenue received by the County Treasurer,
- Utilized aging, applied discounts and correlated payments to revenue streams to identify weekly demands for cash

OTHER PROFESSIONAL / GOVERNMENT EXPERIENCE

Township Manager, Antis Township, PA 2010

Managed all daily functions of a municipality such as roads, zoning, CDBG, parks and directed staff to carry out the policies of the five Township Supervisors

Achievements and Accomplishments

- Designed an early retirement option for the Township to reduce FTE costs while introducing seasonal staffing to meet the FTE demands
- Initiated new approaches to road maintenance summer/winter needs
- Upgraded computer operations in the township providing for more efficiencies and improved functions to serve the constituency
- Developed the first investment policy for the Board
Developed a relationship with the union shop to implement an early retirement program, a first ever wage scale memorandum of understanding to the current contract and set the stage for contract negotiations

Albert M. Penksa

Senior Manager Business Development, CBIZ Service 2000
• Responsible for developing business within the Commonwealth of PA. This corporation sold this division and they changed the direction of accounting services and acquisitions

Johnstown City Council Member 1986-1988
• Member of the finance committee, adopted balanced budgets
• Steered the initiative of requiring accountability from the strong Mayor to City Council in the bureau of sewage’s delinquent accounts, required integrity in prosecution.
• Advocate for City Council, enabling the Board to retain their own counsel. Knowledge of 3rd Class City Code, elected for a term

EDUCATION AND PROFESSIONAL

• University of Pittsburgh – BA in economics with concentrations in accounting and political science
• Member of the Association of Government Accountants
• Credential Manager ICMA-CM, Member of ICMA-International County Managers Association-member of First Time Managers Committee on handbook rewrite
• Government Finance Officers Association (GFOA), Executive Board member Central Pennsylvania
• Association of Government Accountants (AGA) certification as CGFM
• NACO-National Association of Counties. Named to steering committee on finance, pensions and intergovernmental relations
• CCAP, County Commissioners Association of PA Academy Graduate and member of the continuing education committee
• FEMA IS-700.a (nation incident monitoring system, NIMS)
• FEMA IS-100.c (NIMS)
• PEDA, Pennsylvania Economic Development Association
• NACA, National Association of County Administrators-regional director for North East
• Training and education in real estate, insurance and securities

Organization Involvement:

• Member of Adams/Gettysburg Chamber of Commerce
• Former Secretary/Exec Dir of State Assoc. of County Controllers.
• Developed programs and funding streams that continues to maintain the organization and provide for lobbying efforts.
• Former Delegate to the State Association of Elected County Officials
• Active in my church and a community volunteer
CITY OF COOPER CITY, FLORIDA

CITY MANAGER

SEMI FINALIST CANDIDATE QUESTIONNAIRE

Name: Albert M. Penksa Jr.
Home Address: 412 Brook Cir, Mechanicsburg, PA & 620 Coon Ridge Rd., Johnstown PA
Home/Work/Cell phone numbers: 814-242-6281
E-mail address: amp5599@gmail.com

1. Why are you interested in becoming Cooper City=s next City Manager and how does this job fit your overall career goals?

Cooper City offers me an opportunity to join a successful team. In doing so it will allow me to contribute, mentor and lead the team to make a difference in the City. My goal is to become a viable member of the community as I work, live and enjoy all that it has to offer!

2. Cooper City is almost completely dependent on property tax. Among the City Commission=s priorities is a commitment to remaining fiscally responsible and conservative in how the City handles the public=s monies C the City staff stays within budget; conducts a comprehensive analysis of revenues (long term budget planning and analysis) and researches for possible alternative revenue sources for the City and presents options to City Commission for their consideration. Describe one or two specific examples from your experience that illustrate that you can work compatibly within the Commission=s fiscal management policy.

In my recent role in Adams County I experienced the same challenge. The primary revenue source is real estate taxes and the Commonwealth of PA does not give counties any latitude in that regard. My opportunity for revenue enhancement was to be market competitive in the fees for services and obtain grant or foundation support for projects of interest to the community at large. Furthermore, I ensured that all cash on hand was maximizing its investment potential and earning within the premise of principle protection and conservatively without risk. However, I was able to manage the budgets to underspend the appropriations while enhancing revenue wherever possible.

3. Open space acquisition is among the City Commission=s objects -- the issue is complicated because the City is landlocked and most remaining open land is privately owned, very valuable and not for sale -- new and creative financing mechanisms need to be developed. Your thoughts?
Open space issues are very familiar to me. I have had to work with the National Park of Gettysburg Battlefield and its foundation on land acquisition plus the strong agricultural community interested in preserving farm land for future production. The County of Adams experienced growth pressures from the region which motivate the historical and agricultural preservation needs. Many avenues were pursued including a budgetary allocation, foundation resources, governmental initiatives from the State and Federal Govt as well as supporting and working with a local non-profit land conservancy group. Utilization of a variety of partnership actually increased the amount of funding available for acquisition plus presenting tax benefits to landowners for a non-profit donation are also pursued to accomplish the goals of all the partners.

4. Cooper City’s staff at all levels consists of highly competent and dedicated employees. The City Commission is supportive of continuous quality improvement, ongoing employee training and development, technical training for all employees and leadership training for supervisory and management employees. As Cooper City’s new City Manager, describe how you would begin the process of working with a senior management staff consisting of well-qualified and respected members and how would you support their efforts to stay at the “top of their game?”

I am encouraged by the quality of the staff and will engage them upon my arrival to learn of their goals, objectives, accomplishments and learn of how I can contribute to their continued growth. My style is to recognize and promote the efforts of my team, encourage them to take the initiative and engage some risk but with my support and guidance as they need. I have encouraged staff to become a first among their peers if possible and participate on more levels than that of the organization. This has been accomplished with many of the directors I have mentored.

5. If you had to choose, would you describe your management style as more results oriented or collaborative?

My management style is collaborative. I know that I can only succeed if the management team succeeds which in turn produces the results expected by the City Commission and the residents!

6. Thorough, timely and evenhanded communications between the City Manager and the City Commission and forthright and regular communications between the City government and the community are highly valued by the City Commission. What techniques have you utilized to ensure effective City Manager/Community communications?

The techniques that I use to provide decision making information to the Commission is to ensure that all information is presented in the manner and format desired and timely! It my objective to assist each member with their information needs in the fashion that allows for clear and effective decision making. 

The communications with community is vital to ensure transparency. Information on the website, social platforms utilized by the City and open communication with the media. I will convey information timely and accurately to keep all knowledgeable of the City.
I recognize that there is a difference between perception and reality in governing. I will diligently work to ensure that the City Commission is fully aware of all issues administration is handling so that each are aware as they are present in the community.

7. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as contracting out for services or operating an airport or a utility.

Adams County employed 575 individuals. I had 13 directors reporting to me and there are 11 constitutional officers within the county government.

8. What are the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as enterprise operations.

The Adams County budget has approached $80 million with $60 million being related to general fund activities.

9. What on-line services does your jurisdiction provide?

Online activity in the county involve notifications, public information, calendars for service, payments, research opportunities and online contracting for service from the county.

10. Do you hold any professional certifications such as AICP, CPA or ICMA - Credentialed Manager?

I hold ICMA's Credential manager designation - ICMA-CM, The Association of Government Accountants certification as a CGFM, and FEMA designations of IS 700 and 100c.

11. Should you become a finalist candidate, we will perform education, credit, civil, criminal and motor vehicle court records, internet search and reference checks on you. In doing so, will we find anything that you need to explain in advance?

There are no issues that are of concern,

12. Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.

There are no personal issues that are restricting me regarding this position.

13. Is the resume you submitted accurate and current? If not, please explain any discrepancies.

My resume is accurate.

14. Are you currently employed?
I have transitioned out of Adams County as of the end of February. The County is reorganizing and the Commission is actively managing the County. PA does not have an official

I am affiliated with regional entities and consulting.

15. Have you ever had a hostile workplace, sexual harassment or racial discrimination complaint filed against you? If so, please explain.

no

16. Have you ever been fired or resigned under pressure from a job? If so, please explain.

No, I have transitioned out of the county as a result of a reorganization and the return to Commissioner management. PA is a Commission form of governing.

17. What is your present or most recent salary? $106,600
BRIAN K. RADUCCI

Personal

Address: 8373 NW 6 Court
Coral Springs, Florida 33071-6759

Contact: Phone: (954) 346-0694
Cell: (786) 417-4672
Email: braducci@bellsouth.net

Education

Bachelor of Business Administration, Accounting - 1992
Siena College, Loudonville, New York

Summary of Related Experience

2007 - Present
CITY OF AVENTURA, FLORIDA
Population 37,790
Finance Director

2001 - 2007
CITY OF NORTH LAUDERDALE, FLORIDA
Population 42,000
Finance Director

1996 - 2001
CITY OF CORAL SPRINGS, FLORIDA
Population 122,681
1998 - 2001
City Controller
1996 - 1998
Financial Analyst

1994 - 1996
PRIVATE SECTOR
Albany, New York
Senior Accountant

1992 - 1994
PRIVATE SECTOR
Schenectady, New York
Staff Accountant
May 1, 2019

Mr. Robert E. Slavin, President
Slavin Management Consultants
3040 Holcomb Bridge Road, Suite A1
Norcross, GA 30071-1357

Re: Cooper City - City Manager Position

Dear Mr. Slavin:

Please accept this cover letter and attached resume in response to your comprehensive profile for Cooper City's open City Manager position. I am a Certified Public Accountant with more than 26 years of professional experience. For nearly 23 years, I have gained extensive local government managerial experience by proudly serving both Broward and Miami-Dade County municipalities. I currently have the pleasure of serving the City of Aventura as their Finance Director.

In addition to the extensive budget and financial experience that I have gained throughout my career, I have been fortunate to work and flourish in collaborative team-oriented environments that promote excellence and integrity. These experiences have allowed me to develop and hone highly effective communication and negotiation skills which have served me well in coordinating appropriate responses to many challenging and sensitive areas across multiple departments that include:

- Assisting in the negotiating for Police Services with the Broward Sheriff’s Office and the Dade County Police Benevolent Association; Fire/Rescue Services with the Metro Broward Professional Fire Fighters and with private haulers for solid waste services.
- Working closely with FEMA and state representatives in order to maximize the recovery of disaster-related funds (i.e., Hurricanes Irma and Wilma).
- Providing oversight and administering the Human Resources and Risk Management functions, (i.e., employee benefits and general liability and workers' compensation claims).
- Facilitating multi-departmental quarterly Safety Committee Meetings to identify and address internal and external safety concerns.
- Providing financial and environmental information to the City’s Equity Study Commission that included members of the City’s business community that culminated in the revision of the City’s Local Business Tax Receipt Classification Schedule.
- Reorganizing and streamlining the Finance Department and the Risk Management function by implementing electronic filing systems which increased operating efficiency and effectiveness and significantly improved processing time and service delivery.
- Serving on a multi-municipality task force to ensure that the participating cities were receiving their equitable share of the FPL Franchise Fee distribution.

At the end of FY 2016, our Community Services Director retired, resulting in dividing the Community Services Department into two (2) - Community Services and Public Works/Transportation. This
reorganization resulted in the hiring of two (2) new department heads. In addition, a new Police Chief was appointed in May of 2017. These organizational changes have and continue to provide me with the opportunity to work closely with each respective department in the preparation of their Operating and Capital budgets while assisting them with their personnel and contractual matters. In addition, we have streamlined purchasing procedures in order to improve this function between departments.

No organization is without its challenges, and I believe that in order to be Cooper City's next successful City Manager, one must address these challenges head-on by:

- Providing strong leadership that ensures the delivery of high-quality customer service to all stakeholders including employees, Commission members, the business community and most importantly - the City's residents.
- Creating an environment in which staff morale is strengthened and improved by empowering them to think "outside the box" and utilize strategic planning practices to proactively address concerns before they become issues, without worrying how their ideas might be perceived.
- Building consensus among all concerned parties when there are different opinions as to how to proceed.
- Taking action and providing direction without alienating those involved in the decision-making process who may have wanted to move in another direction.
- Being unconcerned with who receives the credit.

I believe that my diverse experience, coupled with my collaborative and diplomatic approach and strong interpersonal skills can help create and maintain the environment described above. I also believe that I possess the ability to identify potential challenges and offer viable solutions prior to them becoming more serious issues. I would like to create an environment in which all levels of staff, from park attendants to directors, feel empowered because they have the necessary tools and confidence needed to make decisions respective to their position and within the City's policies and procedures.

In today's economic climate, it is imperative to remain fiscally conservative and prudent both in fact and in appearance. It is also critical to foster a transparent environment with full disclosure to gain and maintain the trust of elected officials, staff, residents and the business community at large. It is essential that the City consider the leveraging of all of its potential available resource to ensure its financial viability well into the future and through unforeseen difficult financial times. For the past several years, I have continued my professional development by attending the Florida City and County Management Association's Annual Conference. This experience has provided me with the opportunity to network with professional managers and to learn some of the latest strategic planning practices utilized to navigate through our ever-changing political and economic environments.

In closing, I believe that my progressive local government experience, conducting myself in the most professional and ethical manner, positive attitude and ability to create and promote healthy work environments has allowed me to gain the trust of those that I work with and serve. I am confident that I possess the managerial, financial, communication and interpersonal skills to proudly serve as Cooper City's next successful City Manager. Thank you for your time and consideration and I look forward to hearing from you.

Sincerely,

Brian K. Raducci
Governmental Experience

Finance Director, August 2007 – Present
City of Aventura, Aventura, Florida

The City of Aventura is one of Miami-Dade's newest communities - incorporated in 1995. It is a young, vibrant, full-service municipality with a diverse demographic base and is recognized internationally as a premier location in which to live, shop and play. The City has a land area of 3.2 square miles, a population of 37,790 and a total annual budget of nearly $60M.

Responsibilities
Under the City Manager's direction, develop and prepare the City and the Charter School's Annual Budgets and Capital Improvement Programs as well as other related financial reports. Direct and supervise all core functions of the Finance Department including: budgetary control, the preparation of the Comprehensive Annual Financial Report, (CAFR), accounting, payroll, procurement, revenue billing and collections, treasury, debt and risk management, human resources and safety coordination. Assist in the negotiation of City contracts and the collective bargaining agreement. Review, create and ensure consistent application of the City’s Administrative Policies and Procedures, Comprehensive Pay Plan, employee benefit programs, vendor and collective bargaining agreements and investment objectives to ensure compliance with established procedures, departmental guidelines and various regulatory requirements.

Accomplishments
- Collaborated and coordinated with all departments in the development and preparation of the Annual Budget and Capital Improvement Program in order to ensure the continued provision of all respective essential services in the most cost-effective manner.
- Coordinated the transition of the City's banking services provider that resulted in an annual reduction of banking fees and an increase in interest earnings of approximate $170k.
- Provided administrative oversight of an investment portfolio in excess of $60M.
- Served as Project Manager of an Equity Study Commission that included business community members that resulted in modifications to the City’s Local Business Tax Receipt Classification Schedule and Local Business Tax Receipts.
- Participated on the Village of Key Biscayne's "Peer Review" committee in order to review, evaluate and make recommendations regarding their Budget and Finance function.
- Reorganized and streamlined the Finance Department's operating efficiency and effectiveness that improved service delivery and resulted in a recurring annual savings in excess of $130k.
- Collaborated with senior staff and consultants to issue $7.1M in capital revenue bonds that were utilized to partially finance the construction and equipping of a new charter high school.
- Refinanced $26.4M of outstanding debt resulting in a net present value savings of $4.2M.
- Implemented an electronic filing and tracking system which significantly streamlined the collection and reporting process for the City’s Risk Management function.
- Led quarterly multi-departmental Safety Meetings designed to identify and address any
Governmental Experience – Continued

- internal and external safety concerns prior to them becoming major issues.
- Served on a collaborative task force with municipal representatives and an external consultant to ensure that each city received its proportionate share of the Electric Franchise Fee from Miami-Dade County in accordance with their respective contractual provisions and agreements.
- Spearheaded the City's launch of a web-based Financial Transparency Portal that provides the community with an interactive way to learn about and track the City's finances.

Finance Director, December 2001 – August 2007
City of North Lauderdale, North Lauderdale, Florida

The City of North Lauderdale is a compact, richly diverse city located in the center of Broward County. The City was incorporated in 1963, has a land area of 5.5 square miles, a population of 42,000 and a total annual budget of $67M.

Responsibilities
Directed and supervised the staff and operations of the Finance Department and the Information Technology Division. Planned, organized and directed all operations of the City’s Finance Department, including the delivery and presentation of the City’s Annual Budget, Capital Improvement Program and CAFR. Assisted in the bi-monthly preparation of the City Commission agenda. Managed the City’s investment portfolio by minimizing risk exposure and maximizing investment income.

Accomplishments
- Assisted in the design, preparation and presentation of the City’s credit worthiness to Moody’s Investors Service and various insurance agencies related to a $4.5M G.O. Bond Issue.
- Coordinated the roles of the lending institution, financial advisor and bond counsel in order to culminate the issuance of capital improvement revenue bonds.
- Directed and participated in the formation and modification of the City’s Administrative Policies and Procedures.

City Controller, June 1998 – November 2001
City of Coral Springs, Coral Springs, Florida

The City of Coral Springs is located in Broward County and is known for its abundant parks, quality schools, numerous athletic programs and attractive neighborhoods. The City was incorporated in 1963, has a land area of 24 square miles, a population of 122,681 and a total annual budget of $176M.
Governmental Experience – Continued

**Responsibilities**
Supervised and reviewed the performance of the Financial Services Department's staff. Assisted the Director of Financial Services in ensuring that City departments remained within budget and complied with internal and external financial policies and procedures. Planned and coordinated the preparation of the City's CAFR. Prepared the City's $3M Fire Services Program non-ad valorem special assessment. Prepared monthly, quarterly and annual financial reports to state and federal agencies in compliance with various regulatory requirements (e.g., payroll tax, sales tax and grant reimbursements).

**Accomplishments**
- Conducted a multi-discipline (e.g., structural, electrical, plumbing and mechanical) in depth review of the Building Division Permit Fees to ensure that the City was recovering at or near full cost for the provision of such services.

**Financial Analyst, October 1996 – June 1998**
City of Coral Springs, Coral Springs, Florida

**Public Accounting Experience**

**Senior Accountant, September 1994 – October 1996**
Urbach Kahn and Werlin PC, CPAs, Albany, New York

**Staff Accountant, July 1992 – August 1994**
Sicilia and Associates PC, CPAs, Schenectady, New York

**Other Information**

**Education**
Siena College – Loudonville, New York
Bachelor of Business Administration in Accounting, Cum Laude (May 1992)

**Licensure**
Florida Certified Public Accountant, License No. AC48829
State of New York Certified Public Accountant, License No. 072534

**Professional Memberships**
Member, Florida City and County Management Association (FCCMA)
Member, Florida Government Finance Officers Association (FGFOA)
Member, Government Finance Officers Association (GFOA)
Member, Florida Institute of Certified Public Accountants (FICPA)
Member, American Institute of Certified Public Accountants (AICPA)
KATHRYN SIMS

Personal

Address: 7560 Plantation Road
Plantation, Florida 33317

Contact: Phone: (954) 243-3827
Email: katnabey@hotmail.com

Education

Bachelor's Degree, Public Management
Florida Atlantic University

Summary of Related Experience

2017 - Present

CITY OF COOPER CITY, FLORIDA
Population 34,000

2019 - Present
Interim City Manager

2017 - Present
City Clerk/Director of Administrative Services

2010 - 2017

CITY OF WILTON MANORS, FLORIDA
Population 11,632

City Clerk

2006 - 2010

TOWN OF MANALAPAN, FLORIDA
Population 406

Town Clerk
CITY OF COOPER CITY, FLORIDA

CITY MANAGER

SEMI FINALIST CANDIDATE QUESTIONNAIRE

Name: Brian K. Raducci

Home Address: 8373 NW 6 Court
Coral Springs, FL 33071-6759

Home/Work/Cell phone numbers: (Home) (954) 346-0694
(Work) (305) 466-8922
(Cell) (786) 417-4672

E-mail address: braducci@bellsouth.net

1. Why are you interested in becoming Cooper City's next City Manager and how does this job fit your overall career goals?

I am extremely interested and excited about having the opportunity to become Cooper City's next City Manager for several reasons. I believe that the positions that I have held, the experiences I have gained, the functions that I have managed and the organizations and professionals that I have had the pleasure to work for and with have prepared me very well to take the next step in my professional development and career path as Cooper City's next City Manager.

I believe that the extensive budget and financial experience that I have gained throughout my career and having worked and flourished in collaborative team-oriented environments that promote excellence and integrity, have assisted me in developing highly effective communication and negotiation skills. I believe these along with my strong interpersonal skills will allow me to address the many challenging and sensitive areas that Cooper City is currently facing, including:

- Providing a realistic, balanced budget that is sustainable well into the future.
- Establishing and maintaining healthy operating reserves that will allow you to respond to unforeseen events.
- Negotiate with the Broward Sheriff's Office to continue to provide law enforcement, fire rescue and code compliance services which protect and maintain the health, safety and welfare of the community.
- Negotiate with private haulers for solid waste services.
- Work closely with FEMA and state representatives in order to maximize the recovery of disaster-related funds (i.e., Hurricane Irma).
- Provide and maintain an effective personnel system that allows the City to attract, recruit and retain highly effective and trained staff that can lead the organization.
- Review and streamline (if possible) the efficiency and effectiveness of current operations in order to provide a higher level of customer service.
No organization is without its challenges; I believe that in order to be Cooper City's next successful City Manager, I would address these challenges head-on by:

- Providing strong leadership that ensures the delivery of high-quality customer service to all stakeholders including employees, Commission members, the business community and most importantly - the City's residents.
- Creating an environment in which staff morale is strengthened and improved by empowering them to think "outside the box" and by utilizing strategic planning practices to proactively address concerns before they become issues, without worrying how their ideas might be perceived.
- Building consensus among all concerned parties when there are different opinions as to how to proceed.
- Taking action and providing direction without alienating those involved in the decision making process who may have wanted to move in another direction.
- Being unconcerned with who receives the credit.

Based on the information listed above and my strong desire to continue along my career path, I believe that I am ready and very capable to provide Cooper City with the leadership that it is looking for.

2. Cooper City is almost completely dependent on property tax. Among the City Commission's priorities is a commitment to remaining fiscally responsible and conservative in how the City handles the public's monies and that City staff stays within budget, conducts a comprehensive analysis of revenues (long-term budget planning and analysis) and researches for possible alternative revenue sources for the City and presents options to City Commission for their consideration. Describe one or two specific examples from your experience that illustrate that you can work compatibly within the Commission's fiscal management policy.

In my experience, Cooper City is not unique in its high dependence on property taxes. Having said that, going forward, cost containment and modest growth for operational and capital expenditures will be of critical concern. Strong financial policies and prudent and conservative budgeting practices should be strictly enforced and adhered to. In addition, no new services unless they are self-supporting should be implemented in order to maintain a reasonable increase in operating costs year over year.

Departmental/Fund budgets should be reviewed on a monthly/quarterly basis to ensure that there are no significant unforeseen revenue shortfalls or expenditure overruns. All surplus cash should be invested in a manner that ensures the safety of capital, liquidity of funds and generates investment income. The City should bid out goods and services in accordance with its purchasing guidelines to stabilize costs and pursue viable grant opportunities for items/programs that are needed.

The City may also want to consider:
- reviewing any current user fees (i.e., stormwater and water and sewer utility fees) to ensure that operational and capital costs are being recovered.
- implementing new user fees (i.e., non-resident fees for any parks and recreation services) where it makes sense and may be necessary.
• Issuing debt in a prudent manner for certain capital projects (i.e., for the construction of a building or facility with a 25 to 30 year useful life) instead of paying cash so that the asset’s cost will be amortized over time to those receiving the benefit.
• Periodically review its service delivery operations to ensure that they are being provided in the most efficient and effective manner.
• Utilize the services of a lobbyist to pursue grant and state funding opportunities.

3. Open space acquisition is among the City Commission’s objects - the issue is complicated because the City is landlocked and most remaining open land is privately owned, very valuable and not for sale - new and creative financing mechanisms need to be developed. Your thoughts?

As South Florida communities continue to grow towards build out, vacant land is becoming more and more scarce and that which is left has become very expensive. If the desire to acquire open space is so that the City can provide much-needed parks and recreational space, then the City may want to consider entering into either a public/private partnership or shared-use agreement (i.e., an operating leasing arrangement) with either area schools and/or houses of worship found within the community.

If this practice is a viable option, the City would be able to meet its service demand without having to commit significant financial resources by entering into an operational lease for the use of the space/facility/land. In addition, user fees could be implemented for non-residents to help offset a portion of the cost of the lease. In addition, if the demand for service should decrease in the future, the City would be able to terminate the lease when it expires.

4. Cooper City’s staff at all levels consists of highly competent and dedicated employees. The City Commission is supportive of continuous quality improvement, ongoing employee training and development, technical training for all employees and leadership training for supervisory and management employees. As Cooper City’s new City Manager, describe how you would begin the process of working with a senior management staff consisting of well-qualified and respected members and how would you support their efforts to stay at the “top of their game?”

I am a firm believer that the staff of a sound organization is its backbone and greatest asset. In order for Cooper City to remain healthy and viable, the City will need to continue to commit the necessary resources that allow it to attract, recruit and retain highly effective and trained staff that will propel the organization forward.

As I stated in my response to Question 1 above, I am committed to providing strong leadership that ensures the delivery of high-quality customer service to all stakeholders and I believe that I can create an environment in which staff is empowered to utilize strategic planning practices to work independently and proactively (within existing policies and procedures) to serve the community’s best interest.

As a CPA, I am well aware of the need and requirement to attain continuing professional education in order to maintain my professional licenses. I also believe it is extremely important that the staff feels that the City is investing in them by providing continuous training opportunities at all levels. I have personally had the opportunity to attend national (i.e., GFOA) and/or state conferences (i.e., FGFOA, FCCMA) as well numerous local training seminars. I have found that these venues provide invaluable opportunities to learn and network with peers.
that are dealing with the very same issues we are. I highly support and promote the need for staff to take advantage of any training opportunities that will strengthen their professional development and improve their skills and overall performance which will benefit the City.

5. If you had to choose, would you describe your management style as more results oriented or collaborative?

I would describe my management style as collaborative. As I mentioned in my response to Question 1, I have had the good fortune to work and flourish in team-oriented environments that have cultivated and maintained trust among all stakeholders. Although opinions will vary and not all parties will agree on how to proceed, it is imperative that all points of view be heard and considered prior to taking action. This collaborative process will mitigate the alienation of those involved in the decision making process who may have wanted to move in another direction. I believe that if you operate within this type of environment you will have a high probability of reaching consensus so that clear direction can be provided and followed.

6. Thorough, timely and evenhanded communications between the City Manager and the City Commission and forthright and regular communications between the City government and the community are highly valued by the City Commission. What techniques have you utilized to ensure effective City Manager/City Commission/Community communications?

I believe that in order to gain and maintain the trust and confidence of elected officials, staff, residents and the business community at large, it will be imperative to provide an environment that promotes open and honest communication with full disclosure.

Although much of today's communication is done electronically, via email, text and/or social media, I still like to take the time to provide the personal touch of a phone call or to hold a brief meeting if necessary. I believe that one of my greatest strengths is communicating effectively with others and my ability to adjust my approach to the preference of the parties involved or circumstances concerned. I feel very comfortable and am adept at providing clear, concise, accurate and timely information verbally, in writing or in public settings.

In addition, I realize that being a City Manager is a 24-hour job and I will avail myself as much as possible to effectively address any issues that may arise in a timely and appropriate manner.

7. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as contracting out for services or operating an airport or a utility.

Although I had managed 18 people at the City of North Lauderdale as Finance Director (including the Information Technology and Utility Billing Divisions) as compared to 7 in Aventura, I would say that my present position has significantly more responsibility. The City of Aventura privatizes many services areas (i.e., Building Plans Review and Inspections, Planning and Engineering Services and Community Programming Services) in order to provide such services in the most cost effective and efficient manner. As such, I have worked on RFPs to solicit vendors and served on evaluation committees to evaluate and select the vendor that can best meet the City's needs. I have also been involved in the drafting, reviewing and enforcement of various vendor agreements to ensure that the City receives what it is paying for.
Under the City Manager’s direction, I develop and prepare the City and the Charter School’s Annual Budgets and Capital Improvement Programs as well as other related financial reports. I direct and supervise all core functions of the Finance Department including: budgetary control, the preparation of the Comprehensive Annual Financial Report, (CAFR), accounting, payroll, procurement, revenue billing and collections, treasury, debt and risk management, human resources and safety coordination. I assist in the negotiation of City contracts and the collective bargaining agreement. I review, create and ensure consistent application of the City’s Administrative Policies and Procedures, Comprehensive Pay Plan, employee benefit programs, vendor and collective bargaining agreements and investment objectives to ensure compliance with established procedures, departmental guidelines and various regulatory requirements.

In addition, I serve as an advisor to the City Manager by assisting him in preparing agenda materials and presentations and by addressing any Commission concerns that fall under my purview (i.e., budget and investment matters).

8. What are the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as enterprise operations.

The City of Aventura is 3.2 square miles, serves nearly 38,000 residents and has an operating and capital budget of approximately $60M. As the City’s Finance Director, one of my primary responsibilities is to prepare, manage and monitor these budgets under the City Manager’s direction. In addition, I also have similar responsibilities in preparing the Aventura City of Excellence School Budget which is nearly $10M for a student population of 1,020. I take a lot of pride and great care in preparing these documents in order to provide readers with the City and/or School’s financial operations in a comprehensive, transparent and user-friendly format.

9. What on-line services does your jurisdiction provide?

The City of Aventura provides many online services and/or links to real-time applications on its website to a library of electronic forms that are required to conduct business with the City that include the following:

- **Bids and RFPs:** View Bids & RFPs using the DemandStar system
- **CodeRED:** Emergency notification system
- **Customer Service Request:** Submit a service request
- **ePermits:** Access the status of building permits and inspections using the new eTRAKIT system
- **ePermits Inspection Request**
- **Financial Transparency Tool:** View the City’s revenues and expenditures with an easy to use web-based financial transparency and business intelligence tool
- **Jobs**
- **MyAventura E-Notifications:** Stay informed with MyAventura! Receive City of Aventura notifications about news, events, emergencies and Commission Meeting agendas directly to your inbox
- **Online Registration System:** Online registration system for City sponsored classes, programs and activities
- **Park Shelter Reservation**
- **Police Citizen Complaint Form**
- **Police Commendation Form**
10. Do you hold any professional certifications such as AICP, CPA or ICMA - Credentialed Manager?

Yes, I hold two (2) Certified Public Accounting Licenses as follows:

- Florida Certified Public Accountant, License No. AC48829
- State of New York Certified Public Accountant, License No. 072534

11. Should you become a finalist candidate, we will perform education, credit, civil, criminal and motor vehicle court records, internet search and reference checks on you. In doing so, will we find anything that you need to explain in advance? No.

12. Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain. No.

13. Is the resume you submitted accurate and current? If not, please explain any discrepancies. Yes it is accurate and current.

14. Are you currently employed?

Yes, for nearly 12 years I have had the pleasure of serving the City of Aventura as their Finance Director.

15. Have you ever had a hostile workplace, sexual harassment or racial discrimination complaint filed against you? If so, please explain. No.

16. Have you ever been fired or resigned under pressure from a job? If so, please explain. No.

17. What is your present or most recent salary? My current salary is $171,983.97.
KATHRYN SIMS

Personal

Address: 7560 Plantation Road
          Plantation, Florida 33317

Contact: Phone: (954) 243-3827
          Email: katngabey@hotmail.com

Education

Bachelor's Degree, Public Management
Florida Atlantic University

Summary of Related Experience

2017 - Present

2019 - Present

2017 - Present

2010 - 2017

CITY OF COOPER CITY, FLORIDA
Population 34,000

Interim City Manager

City Clerk/Director of Administrative Services

CITY OF WILTON MANORS, FLORIDA
Population 11,632

City Clerk

TOWN OF MANALAPAN, FLORIDA
Population 406

Town Clerk

...
May 3, 2019

Bob Slavin
Slavin Management Consultants
3040 Holcomb Bridge Road Suite A-1
Norcross, Georgia 30071
Email: slavin@bellsouth.net

Re: City Manager Position

Dear Mr. Slavin:

Thank you for the opportunity to apply for the position of City Manager for the City of Cooper City. I look forward to sharing my experiences and knowledge, that make me an excellent candidate for this position.

My recent tenure as Interim City Manager for the City of Cooper City has been challenging and rewarding and I am honored to serve in this role. In addition to Interim City Manager, I also serve the City as Director of Administrative Services and City Clerk. This department works intimately with the City Manager’s office and has been an opportunity to expand my knowledge in the citywide operations of all departments. The transition from my role as City Clerk/Director of Administrative Services to City Manager would be smooth.

I am very familiar with the operations of municipal government. I have built strong relationships with the City Commission, my fellow members of the City’s Executive team and with many residents and community members. In my relationships within the City and my extensive network throughout Broward County, I have established myself as a leader. My strongest attributes are the natural ability to work well with others and map out solutions to complex issues, my professional demeanor, and my patience. I have proven that I am capable of making hard decisions. I am confident that I will perform the duties of City Manager above expectation.

I have worked diligently in the public sector for fourteen years and firmly believe in serving my constituents to improve our community and strengthen the city’s foundation. I would be honored to serve in this role for the City I call home. My references look forward to hearing from you.

Thank you again for the opportunity to apply for the position of City Manager of the City of Cooper City. I hope to expand on my qualifications in an interview in the near future.

Best Regards,

Kathryn Sims
Kathryn Sims
7560 Plantation Road, Plantation, FL 33317 • 954.243.3827 • katngabey@hotmail.com

Summary of Qualifications:
- Managerial experience
- Executive level administrative experience
- Conscientious professional skills in customer service
- Excellent communication skills – written and verbal
- Effective problem solving skills
- Detail oriented
- Self-motivated
- Reliable and accountable
- Proficient at Microsoft Word, Excel, Publisher, Outlook

Professional Experience:

Interim City Manager
March 2019 - present
- Responsible for a sound and fiscally responsible organization, under the direction of the City Commission
- Provide professional advice to and take direction from the City Commission, in order to implement policy
- Lead seven departments, through direction given to five department heads, in order to effectuate Commission driven policy as well as normal operating activities
- Determine and approve that all operating and personnel activities city-wide occur within the established budget and are fiscally responsible
- Serve on the Broward Sheriff’s Office Negotiations Committee to negotiate a new public safety contract
- Maintain quality relationships with addressing concerns and issues from residents, Commission members, Board members, and employees alike

City Clerk/Director of Administrative Services
July 2017 – present
City of Cooper City
Wilton Manors, Florida
- Charter Officer for the City of Cooper City
- Serve as the Clerk of the City by supervising duties such as public records requests, public records management, Commission agenda management, minutes preparations, municipal elections, meeting facilitation
- Serve as the Human Resources Director by supervising duties such as benefits administration, recruitment and terminations, classification and compensation, federal labor law administration and compliance
- Supervise the department’s risk management functions, including insurance, worker’s compensation issues, assistance with litigation
- Oversee the Special Magistrate process, including the direct supervision of the Special Magistrate Clerk
- Manage the passport office, including the direct supervision of three passport acceptance agents

City Clerk
January 2010 – July 2017
City of Wilton Manors
Wilton Manors, Florida
- Charter Officer for the City of Wilton Manors
- Municipal Supervisor of Elections; review Florida election laws and disseminate information and updates to qualified candidates
- Records Management Liaison Officer; maintain the city records management system and retention schedule as prescribed by State of Florida; facilitate training for department records managers; process public records requests
• Implemented and manage the City’s local government academy, Island City University
• Review, prepare, distribute, and notice agendas for all City Commission meetings. Transcribe minutes and facilitate said meetings.
• Direct, supervise and coordinate the responsibilities and job functions of the Deputy City Clerk
• Administratively assist the City Commission with schedules, events, correspondence, and filing of appropriate documents to satisfy county and state ethics requirements
• Serve on various committees, including Information Technology Committee, RFP review committees and Strategic Planning Committee
• Receive written and telephone inquiries and complaints, ascertain the nature of the complaint and either resolve or act as a liaison to the City Manager, Mayor or Commission
• Maintain and update portions of the City website
• Fulfill any other assignments as delegated by the City Manager

Town Clerk

Town of Manalapan

• Charter Officer for the Town of Manalapan
• Prepare, distribute and notice agendas for all Town meetings. Prepare PowerPoint presentation and transcribe minutes for said meetings
• Serve as the Town’s Supervisor of Elections during yearly municipal elections
• Research and certify all Town documents requested by Town Manager or Town Attorney
• Maintain all Town Records including Ordinances, Resolutions, current and historical files
• Coordinate codification of ordinances with American Legal Publishing
• Serve as the Town’s Records Management Liaison Officer
• Process all requests for public records
• Publish and distribute the Town’s newsletter/publish and update the Town’s website
• Serve a Financial Disclosure Coordinator
• Fulfill any other assignments as delegated by the Town Manager

Education:
Bachelor’s Degree in Public Management from Florida Atlantic University
Associate’s Degree in Public Administration from Broward Community College

Certifications:
Certified Municipal Clerk (CMC) designation, earned and awarded September 2014
Florida Public Notary

Memberships:
Broward City/County Managers Association
Florida City/County Management Association
International City/County Management Association
Leadership Broward, Class XXXV

Broward County Municipal Clerks’ Association
President, beginning October 2014
Vice President, October 13 – October 14
Treasurer, October 2012 – October 2013
Florida Association of City Clerks
International Institute of Municipal Clerks
**APPLICATION FOR EMPLOYMENT**

**Instructions:** Please print neatly or type all information. If an item does not apply, write N/A (not applicable). If you chose to submit a resume, you must still complete all parts of this application. You may submit copies of degrees, certificates, licenses, etc. to support your application. Copies will not be provided for you. This application must be signed on pages 5 and 6 or it will be voided. Nothing can be added to your application after the announcement period has closed. All statements made on this application are subject to verification.

<table>
<thead>
<tr>
<th>Position Applying For</th>
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<tbody>
<tr>
<td>City Manager</td>
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<tbody>
<tr>
<td>Sims</td>
<td>Kathryn</td>
<td>Mary</td>
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<tbody>
<tr>
<td>7560</td>
<td>Plantation Road</td>
<td>Plantation</td>
<td>FL</td>
<td>33317</td>
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<th>Alternate Telephone #</th>
<th>Social Security #</th>
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</thead>
<tbody>
<tr>
<td>954-243-3827</td>
<td>954-243-3827</td>
<td>8892</td>
<td><a href="mailto:katngabey@hotmail.com">katngabey@hotmail.com</a></td>
</tr>
</tbody>
</table>

1) If you are under 18 years of age, can you provide proof of your eligibility to work? ☒ N/A ☐ Yes ☐ No

2) Have you ever been employed by the City of Cooper City before? ☒ Yes ☐ No

   If yes, when? _____

3) Do you have any relatives currently employed by the City of Cooper City? ☐ Yes ☒ No

   If yes, state name and relationship _____

4) Are you available to work: ☒ Full-Time ☐ Part-Time ☐ Shift Work ☐ Weekends/Eves

5) If your application is considered favorably, on what date will you be available to start? 2-4 weeks

6) What is your desired salary? negotiable ☒ Yes ☐ No

8) License Type: Operator ☐ CDL ☒ Class ☐ Endorsement

   Driver's License Number SS20-515-78-720-0 State FL Expiration Date 06-20-2022
# Record of Education

High School Diploma  □ Yes  □ No  If yes, date received 1996
Equivalency/GED  □ Yes  □ No  If yes, date received ___

Name and location of high school attended:
Name: Leon High School
City: Tallahassee
State: Florida

<table>
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<tr>
<th>Name and Location of College, University, Vocational or Trade School</th>
<th>Dates Attended</th>
<th>Course of Study</th>
<th>Did you graduate?</th>
<th>List Degree or Certificate Received</th>
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<tbody>
<tr>
<td>Florida Atlantic University</td>
<td>8/07 – 8/15</td>
<td>Public Management</td>
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<td>Bachelor</td>
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<tr>
<td>Broward College</td>
<td>8/04 – 12/06</td>
<td>Public Management</td>
<td>yes</td>
<td>Associate in Science</td>
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# References
List three personal references that are not relatives or former employers.

<table>
<thead>
<tr>
<th>Name and Occupation</th>
<th>Address</th>
<th>Telephone No.</th>
<th>Years Known</th>
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<tbody>
<tr>
<td>Leigh Ann Henderson, City Manager, City of Wilton Manors</td>
<td>2020 Wilton Drive</td>
<td>954-930-2100</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Wilton Manors, FL 33334</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anne Castro, Attorney and Executive Director, Dania Beach Housing Authority</td>
<td>3608 NE 25 Avenue</td>
<td>954-914-9496</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Fort Lauderdale, FL 33308</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Renee Shroot, City Clerk, City of Oakland Park</td>
<td>3650 NE 12 Avenue</td>
<td>954-630-4298</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Oakland Park, FL 33334</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
9) Do you possess any experience, skills, or qualifications in which you feel should be taken into consideration for the position you are applying for (i.e. computer skills, knowledge of a foreign language, awards received or memberships in professional organizations?)

I have received my Certified Municipal Clerk designation and am immediate past president of the Broward Municipal Clerks Association. Currently, I am a member of Leadership Broward Class XXXV and am enrolled in the Emerging Leaders Development Program with the International City/County Managers Association. I am proficient in Microsoft Office and applications for website development and records management.

_____

10) Have you ever been convicted of any violation of the law, pleaded guilty or nolo contendere, or found guilty of criminal charges, even if adjudication was withheld?  □ Yes  ☒ No

If yes, give date, nature of offense, name of court and location, and status/disposition:

_____

11) Have you ever been discharged or forced to resign from any job?  □ Yes  ☒ No

If yes, explain:  

_____

_____

NOTE: Answering yes to the above questions does not automatically disqualify you for employment. The nature of the offense, how long ago it occurred, relationship to this job, etc. are given consideration.

VETERAN PREFERENCE

Under Florida Statute 295.07, honorably discharged wartime veterans, service connected disabled veterans presently receiving disability benefits, or widowed, un-remarried spouses, may be eligible for Veteran’s preference. Preference will be awarded only if you submit a copy of proper documentation (DD214) showing dates of entry and separation and, if disabled, proof of current receipt of disability benefits with your application.

Did you serve in the Armed Services?  □ Yes  ☒ No  Was your discharge honorable?  □ Yes  □ No

Are you claiming Veteran’s Preference?  □ Yes  ☒ No  Branch of service  

Are you the un-remarried spouse or widow of a Veteran with total and permanent service-connected disability?  □ Yes  ☒ No

To see if you qualify for Veteran’s Preference or to submit a complaint, contact the Florida Department of Veterans Affairs at 1-800-827-1000 or online at www.floridavets.org.
**EMPLOYMENT HISTORY**

Begin with your present or most recent employment. List all jobs held in the last ten years. If necessary, you may attach an extra sheet of 8 1/2' x 11' white paper. List any relevant volunteer work and all periods of unemployment. Be SPECIFIC-all or part of your rating may depend on the information you provide. You may attach a resume, copies of degrees or certificates to support your application, but all fields on the application must be complete. **May we contact your present employer regarding your record of employment?** ☑Yes ☐No.

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<th>1) Present or Most Recent Job</th>
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Number and Titles of employees supervised (if applicable): **Currently, all employees indirectly through five department heads, and six direct employees (Community Liaison, Executive Assistant/PIO, Acting City Clerk, HR Programs Administrator, Senior Administrative Specialist, Administrative Specialist)**

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Number and Titles of employees supervised (if applicable): **1 (Deputy City Clerk)**

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<th>3) Previous job</th>
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Employer: Town of Manalapan  
Address: 600 South Ocean Boulevard, Manalapan, FL 33462  
Telephone No.: 561-585-9477  
Your Job Title: Town Clerk  
Supervisor's Name, Title, and Phone No.: Linda Stumpf, Town Manager, 561-585-9477  
Reason for Leaving: Better opportunity in a larger city  
Specific Duties: Records Management Liaison Officer, Municipal Supervisor of Elections, Clerk to the City Commission. I managed the Commission agenda process, website and city newspaper (see resume).  
Number and Titles of employees supervised (if applicable):  
Specialized Skills- Indicate your experience with computer programs and/or any types of machinery or office equipment you have operated and your level of proficiency. F=Fair G=Good E=Excellent  

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<td>DCR Recorder/Boardsync</td>
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NOTICE TO APPLICANTS

Employment is subject to verification of an applicant's background and conviction record. In compliance with Section 119.071 Florida Statutes, The City of Cooper City will maintain the confidentiality of Social Security Numbers and will only use them for the purpose of identity verification, background investigation, and employment eligibility. 

The City of Cooper City is a Drug Free Workplace. All conditional employees are required to undergo a drug test and physical as part of the pre-employment process. If hired, all employees will be placed on a twelve (12) month probationary period. The City of Cooper City complies with the Americans with Disabilities Act of 1990. During the interview process, you may be asked questions concerning your ability to perform job-related functions. If you are given a conditional offer of employment, you may be required to complete a post-job offer medical history questionnaire and/or undergo a medical examination. If required, all entering employees in the same job category will be subject to the same medical questionnaire and/or examination and all information will be kept confidential in separate files. 

Additionally, the City is required by federal law to verify having seen documents, which the applicant must provide as part of the employment processing, that show the applicant's identity and right to work in the United States.

APPLICANT'S STATEMENT

APPLICANT: PLEASE READ THIS STATEMENT CAREFULLY BEFORE SIGNING BELOW. UNSIGNED APPLICATIONS WILL BE VOIDED.
I certify that all information provided on this employment application, any resume that I have submitted, and any answers given during oral interview(s) are true and correct. I understand that false or misleading information given, or information omitted in my application or interview(s) may result in discharge or termination. Subsequent to a conditional offer of employment, I give my voluntary consent to be medically examined and tested for recent use of drugs and/or controlled substances.

Signature of Applicant: [Signature]
Date: 5/21/19

Parent/Legal Guardian (if under 18 years of age): [Signature]
Date: 

AUTHORIZATION OF BACKGROUND INVESTIGATION

I hereby certify that each response on this application and all other information I have furnished in applying for employment with the City of Cooper City is true and correct. I understand that any incorrect, incomplete, or false statement or information I have furnished may subject me to disqualification or to discharge at any time.

Subsequent to an offer of employment, I give my voluntary consent to be medically examined and to provide a sample of my blood or urine which may be tested for recent use of drugs and/or controlled substances. Further, I release the City of Cooper City, its officers, agents, and employees from any liability whatsoever in connection with such a medical examination or the use of the test results therefrom.

As an applicant for a position with the City of Cooper City, I hereby authorize inquiries regarding my current and past employment record including, but not limited to, dates of employment, attendance, job performance, disciplinary records, and reason for termination. I hereby release you, your organization, or others from liability or damage which may result from furnishing the information requested. You may contact me as indicated should there be any question to the validity of this release.

☐ I authorize the City of Cooper City to conduct a background investigation concerning me.
☐ I do not authorize the City of Cooper City to conduct a background investigation concerning me.

NAME: Kathryn Sims
EQUAL EMPLOYMENT OPPORTUNITY
AFFIRMATIVE ACTION SURVEY

The City of Cooper City is an equal opportunity employer. We adhere to a policy of making employment decisions without regard to race, gender, national origin, religion, age, color, or disability status. The following information is being gathered by the City of Cooper City in order to analyze and monitor its recruitment process in compliance with Federal laws. If you choose not to answer any of the items, you will NOT be subject to adverse treatment, however, we assure you that this information will be detached and kept separately from your application. It will not be used when the hiring Department Head evaluates your application.

Please check items which apply:

☒ White (Non-Hispanic)
☐ Asian or Pacific Islander
☐ American Indian or Alaskan native
☐ Black (Non-Hispanic)
☐ Hispanic

Position Applied For: City Manager
Social Security Number: xxx-xx-8892
Date of Birth: 06-20-1978

How did you learn of this job opening?

☐ Newspaper Advertisement  ☐ Employment Agency
☐ City Bulletin Board  ☐ City Web Page
☐ Job Interest Card  ☐ Friend or City Employee
☐ Other (specify)
CITY OF COOPER CITY, FLORIDA

CITY MANAGER

SEMI FINALIST CANDIDATE QUESTIONNAIRE

Name: Kathryn Sims

Home Address: 7560 Plantation Road, Plantation, FL 33317

Home/Work/Cell phone numbers: 954-243-3827/954-434-4300/954-243-3827

E-mail address: ksims@coopercityfl.org

1. Why are you interested in becoming Cooper City's next City Manager and how does this job fit your overall career goals?
My ultimate career goal is to be a City Manager for a small City, where I can be effective while providing personal attention to the residents in whose confidence I am entrusted; as well as the Commission and staff alike. Cooper City is a unique city with beautiful neighborhoods, "A" schools, a stellar parks program, and active residents of all ages. My goal is to ensure our community remains one of the most sought after gems for quality of life and confidence in administration.

2. Cooper City is almost completely dependent on property tax. Among the City Commission's priorities is a commitment to remaining fiscally responsible and conservative in how the City handles the public's monies; the City staff stays within budget; conducts a comprehensive analysis of revenues (long term budget planning and analysis) and researches for possible alternative revenue sources for the City and presents options to City Commission for their consideration. Describe one or two specific examples from your experience that illustrate that you can work compatibly within the Commission's fiscal management policy.
When employed with the City of Wilton Manors, staff understood the need for a lean operation as we recovered from the great recession. Although there was no reduction in staff, concessions were made to meet millage rate goals. Operating and capital expenditures were limited. Although not in a recession at this time, there is a need for Cooper City to become more fiscally responsible than in prior years. This year, the Commission has made a budget reduction mandate. Department Heads are working on multi-year outlooks as they prepare their respective budgets for Fiscal Year 2020. The public safety contract between the City and the Broward Sheriff's Office is expiring and the negotiations committee is researching ways to keep the costs down for the next year and beyond. Staff understands the importance of lowering the millage and strives to be responsive to this mandate.

3. Open space acquisition is among the City Commission's objects --- the issue is complicated because the City is landlocked and most remaining open land is privately owned, very valuable and not for sale --- new and creative financing mechanisms need to be developed. Your thoughts?
The City of Cooper City currently owns a large amount of open space within its
jurisdiction, particularly in recreational space. We also own a vacant land parcel on the east side of the City adjacent to the Monterra development. There is quite a bit of vacant land with the potential for development by private developers. Upon achieving complete fiscal recovery to the Commission’s satisfaction, the City would have the leverage to consider property acquisition within the Cooper City limits. If the Commission decides to acquire a portion of this privately owned land, it would be at a high price and would likely require a voter-backed bond referendum to do so.

4. Cooper City’s staff at all levels consists of highly competent and dedicated employees. The City Commission is supportive of continuous quality improvement, ongoing employee training and development, technical training for all employees and leadership training for supervisory and management employees. As Cooper City’s new City Manager, describe how you would begin the process of working with a senior management staff consisting of well-qualified and respected members and how would you support their efforts to stay at the “top of their game?”

Professional education is an integral part of remaining well-qualified and relevant in one’s position. I strongly support our senior management staff as they continue earning their respective professional certification credits as well as becoming active in their respective professional organizations. Cooper City has a stellar professional staff, not only in senior management but also throughout the organization. The City’s future leaders are currently in-house. Through my career, I have been blessed to have mentor leaders who have seen my potential and have encouraged me to take leaps in my professional career, through schooling and other trainings. I adamantly support succession planning. There is exciting potential within our organization today. I look forward to working with all levels of our staff as I manage the City.

5. If you had to choose, would you describe your management style as more results oriented or collaborative?

These two management styles are not necessarily exclusive of one another. Collaboration amongst staff in order to produce quality and expeditious results, in my professional opinion, is the best way for the organization to team build while producing successful outcomes. Of course, not every scenario can be so. When an issue arises that needs direct attention I will ensure that it is remedied in a timely manner.

6. Thorough, timely and evenhanded communications between the City Manager and the City Commission and forthright and regular communications between the City government and the community are highly valued by the City Commission. What techniques have you utilized to ensure effective City Manager/Commission/Community communications?

The Mayor and Commissioners have around the clock access to me as the Interim City Manager. All are comfortable communicating with me and know they can call on me at any time. I plan to start a “weekly update” that contains pertinent information that should be conveyed to the Commission. This shall include project updates and other status updates that administration should share with the city’s policy makers.

7. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as contracting out for services or operating an airport or a utility.

The largest number of employees I have managed would be our workforce here in Cooper City, which includes 116 full time positions, 29 part time positions, and 24 seasonal positions. The City offers summer and winter camp programs, which incurs a
8. What are the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amount relative to population such as enterprise operations. Although the projects started before my tenure as Interim City Manager, I have become familiar with them through discussions with our Utilities Director and Public Works Director.

The Natalie's Cove project is a 2.4 million dollar project with an expected completion date June 2019. The Utilities Director provides updates on projected costs and timelines. In the next year, a 1.4 million dollar project for a steel water storage replacement tank at the treatment plant is scheduled to occur.

Flamingo West Park, an almost 9 million dollar project, is expected to complete at the end of this month.

9. What on-line services does your jurisdiction provide? Cooper City offers online utility payments, and online permitting, SeeClickFix complaint/concern reporting, and CodeRed emergency contact registration.

10. Do you hold any professional certifications such as AICP, CPA or ICMA - Credentialed Manager? I hold a Certified Municipal Clerk's (CMC) certificate.

11. Should you become a finalist candidate, we will perform education, credit, civil, criminal and motor vehicle court records, internet search and reference checks on you. In doing so, will we find anything that you need to explain in advance? No.

12. Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain. No.

13. Is the resume you submitted accurate and current? If not, please explain any discrepancies. Yes.


15. Have you ever had a hostile workplace, sexual harassment or racial discrimination complaint filed against you? If so, please explain. No.

16. Have you ever been fired or resigned under pressure from a job? If so, please explain. No.

17. What is your present or most recent salary? With 10% acting pay for Interim City Manager, $118,000.
CANDIDATE RANKING FORM

Place each candidate's assigned letter on this list in the order that you are most interested in having he or she continue in the process. Your first choice should be placed on the first line and the others should be placed in descending order based on your level of interest in them. All candidates need to be ranked and tied rankings should be avoided.

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# CANDIDATE TABULATION FORM

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## ORDER BY RATINGS

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June 26, 2019

Cooper City
Office of City Manager
P.O. Box 290910
Cooper City, FL 33329-0910

Please accept my application for the position of City Manager.

As you can see from my resume, I offer unique qualifications for this position, having served as Mayor of the Town of Davie; and other significant management positions in our community. I am intimately familiar with Cooper City, having worked and lived with my family in this immediate area for many years.

I understand that Cooper City has contracted with Slavin Management Consultants to assist in hiring your City Manager, but that the position has not yet been filled. I request your consideration, and an opportunity to meet with the appropriate person or hiring committee.

Please feel free to call me on my cell phone, 954-804-9129. I look forward to hearing from you soon.

Very truly yours,

[Signature]
Tom Truex

TAT/ns

Enclosure: Resume
TOM TRUEX
4740 SW 72 Ave
Davie, FL 33314
Tom.Truex@gmail.com
Cell: 954-804-9129

SUMMARY: Administrator, and manager with a legal background. Served in senior administrative positions in a municipality, a large church, and a legal practice. Solid history of community involvement and public service through employment and other significant not-for-profit leadership positions. Extensive experience creating, presenting, and implementing budgets. Also advised business clients as attorney in business and financial matters, generally. I am seeking a challenging position with Cooper City.

PROFESSIONAL EXPERIENCE

BROWARD COUNTY PUBLIC SCHOOLS
Substitute and Interim Substitute
• Filled in for regular classroom teachers, primarily Engineering (Western High School) and US History (Miramar High School)

CHRIST THE ROCK COMMUNITY CHURCH
Church Administrator and General Counsel
• Responsibilities in all major administrative functions of the church, 2000+ weekly attendance.
• Preparation of department and church wide budgets. Presentation of budgets to Board of Directors.
• Coordination of all interactions with Cooper City and Broward County, relating to special events.
• Supervise purchasing functions of the enterprise.
• Supervise Facilities Department, building operations, maintenance of 19 acre campus, and security.
• Management of staff, interaction with department heads, Board of Directors and Senior Pastor.
• General Counsel in all legal matters of church.
• Community outreach. Service to membership. Promotion of special events and projects.
• Supervision of Information Technology (IT) vendor, and improvements to technology infrastructure.
• Supervision of Finance Department, budgeting, purchasing, bids, policies, and personnel.

TRUEX LAW OFFICE, P.A.
Attorney in Private Civil Law Practice
Davie, FL
2004-2014
• General civil practice, litigation, contracts, asset protection, business law, bankruptcy.
• Managed legal practice and business operation. Business promotion and development.
• Advised clients in general business and management matters.
• Hired and managed paralegal and clerical staff.

TOWN OF DAVIE
Mayor
Davie, FL
2003-2009
Town Council Member
2001-2003
• Responsible as elected official for typical administration of city of approximately 90,000 residents, with full municipal services, police, fire-rescue, parks, and social services.
• Lead Town Council in selection of successful bids.
• Provided effective leadership for elected officials, administrator, and departments in development and management of budgets, labor negotiations, litigation, pension issues, bonds and land development.
• Presided over all official meetings and workshops as Mayor.
• Reviewed development applications from a variety of applicants, including residential development, educational building, commercial development, churches and other non-profits building.

TRUEx AND EArNEST, P.A. Davie, FL
Attorney in Private Civil Law Practice 1992-2004
• General civil practice, business law, bankruptcy, litigation.
• Managed legal practice and business operation.
• Advised clients in general business and management matters.
• Hired and managed professional, paralegal, and clerical staff.

LAW OFFICE OF THOMAS A. TRUEx Davie, FL
Attorney in Private Civil Law Practice 1985-1992
• General civil practice, real estate, business law, bankruptcy, litigation.
• Managed legal practice and business operation.
• Managed upkeep and maintenance of office building.
• Advised clients in general business and management matters, corporate formation and documentation.
• Hired and managed staff.

JACOBSON AND GOTTLIBEB Hollywood, FL
Associate Attorney 1982-1985
• General civil practice, business law, bankruptcy, litigation, appeals. Associate attorney.

EDUCATION
• Juris Doctor, University of Florida, 1981
• Bachelor of Arts, Cum Laude, University of Miami, 1979
• Attended United States Air Force Academy, 1976-1978
• Graduated from Miramar High School, 1976

ACCOMPLISHMENTS

• Community Organizations:
  ○ Advisory Committee, Davie Teen Challenge, local facility of an international organization which assists individuals with life-controlling problems, such as addiction: 2010 – present.
  ○ Member of Board of Directors of Firewall Centers, a non-profit organization that mentors and tutors middle school students: 2006 - 2012.

• Legal:
  ○ Legal Admissions:
  ○ AV (highest) Rating from Martindale-Hubbell.

PERSONAL
• Broward County Resident since 1971
• Married to Janet Truex since 1984; father of four adult children
July 3, 2019

Mayor Greg Ross and Commissioners
9090 SW 50th Place
Cooper City, Florida 33328

RE: City Manager Position

Dear Mayor Ross and Commissioners,

I have read the information sheet on the City of Cooper City and its City Manager position with a great deal of interest. I am writing to submit my resume for your review. As someone with over twenty years of municipal experience in the fields of budget, financial management and leadership of large, medium and small cities, I believe I am a good fit to be the next City Manager of Cooper City.

My professional experience includes financial management, developing and implementing strategic plans, working with residents to solve their concerns, and managing change. I think my experience over the past twenty years has prepared me to be the City Manager of Cooper City.

The following is a list of my most relevant accomplishments and qualifications:

- Developed, wrote legislation, and oversaw the implementation of a Citywide Stormwater Utility Management Fee Assessment, Residential Solid Waste Assessment and a Nuisance Abatement Assessment.
- Developed five year rolling average fire assessment establishing consistent and predictable revenue stream for fire services over five years without adjustment.
- Key member of committee that developed Public Partner Partnership for the development of a hotel and clubhouse complex at the City's Golf Course.
- Served on Steering Committee for Lean Government. Initiated "LEAN" Government initiatives in procurement and accounts payable resulting in issuance of purchase orders within twenty-four hours from five days.
- Worked with elected officials to implement policy and strategic priorities

I believe that my background and knowledge of the area will be an excellent fit for the City of Cooper City.

Thank you for your consideration.

Sincerely,

[Signature]

Mark C. Mason, CPA

Attachments
SUMMARY

Over twenty-five years of local government and private sector experience with expertise in the following areas.

- Financial Management & Budget
- Organizational Change Management
- Strategic Planning
- Project Management
- Economic Development
- Labor Relations
- Customer Service
- Media Relations
- Operational Planning and Analysis

A progressive leader with demonstrated organizational, analytical, financial, and communication skills. Experienced in financial management and managing change. Results-oriented and committed team player with a proven record of results.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

Director of Financial Services
City of Tamarac, FL

Jan 2010 – Present

Tamarac, located on the Southeast Florida Coast in Broward County, has a diverse population of 63,910. A full-service City, the organization has 416 full-time equivalent employees and a $165 million budget. Issues relate to economic development, transportation, and utility infrastructure. Since early-2010, I have been responsible for the financial management of City.

Duties and Responsibilities:

- Chief Financial Officer of a municipal government with 27 employees and a $3.3 million budget.
- Responsible for the day to day operations of the following functions: budget, purchasing, accounting, including financial statements, utility billing and customer service, and debt/treasury management.
- Oversaw preparation and administration of the City’s operating and capital budgets.
- Oversaw preparation of the Comprehensive Annual Financial Report and related State reporting requirements.
- Media representation including print media interviews.
- Development and implementation of three assessments, rate studies, and fee analysis for a variety of services within the City.
- Responsible for the City’s compliance with State and Federal regulations regarding financial internal controls and financial reporting.
- Prepare and make presentations to City Commission and Community Groups.
- Issue Bonds and interact with rating agencies and underwriters.
- Oversaw Management Contract for Colony West Golf Course.
- Serve as Acting City Manager in the absence of City Manager.

Key Accomplishments:

- Enabled the maintenance of a stable tax rate for the City for seven consecutive years.
- Wrote and implemented Financial Management Policies for the City.
- Developed, wrote legislation and oversaw the implementation of a 10% electric and water utility taxes.
- Initiated internal customer satisfaction surveys to measure effectiveness of services within the organization.
- Oversaw and managed analysis of multi-department fee study through approval resulting in an increase in revenue of $450,000.
Mark C. Mason, CPA

- Obtained upgrades from "AA-" to "AA" for outstanding utility debt and stormwater debt.
- Planned and issued in excess of $60 million in bonds and refunding bonds for utilities, facility and park construction.
- Developed and managed a Fire Apparatus Lease program resulting in timely replacement of aging apparatus.
- Developed, wrote legislation, and oversaw the implementation of a Citywide Stormwater Utility Management Fee Assessment, Residential Solid Waste Assessment and a Nuisance Abatement Assessment.
- Developed and implemented a Biennial and Triennial Performance-based Budget process.
- Integrated Utility Billing and Customer Service staff into Financial Services Department and oversaw implementation of exception billing resulting in time savings on billing by 50%.
- Developed five year rolling average fire assessment establishing consistent and predictable revenue stream for fire services over five years without adjustment.
- Analyzed, wrote justification, acquired, and managed Management Contract for 36-hole Colony West Golf Course.
- Served on committee that brought Tamarac Village, a community of 401 multifamily units and 40,000 square feet of commercial space to construction.
- Served on committee that developed Public Partner Partnership for the development of a hotel and clubhouse complex at the City's Golf Course.

Director of Financial Services
City of Cape Coral, FL

July 2003 – Jan 2010

Cape Coral, located on the Southwest Florida Coast in Lee County, has a diverse and growing population of 165,000. A full-service City, the organization has 1,500 employees and a $440 million budget. Issues relate to managing growth, economic development, transportation, and utility infrastructure. Mid-2003 to December 2009, I was responsible for the financial management of City.

Duties and Responsibilities:
- Chief Financial Officer of a municipal government with 67 employees and a $5.3 million budget.
- Responsible for the day to day operations of the following functions: budget, procurement, accounting, including financial statements, utility billing and customer service, and debt/treasury management.
- Oversaw preparation and administration of the City's operating and capital budgets.
- Oversaw preparation of the Comprehensive Annual Financial Report and related State reporting requirements.
- Negotiation and review of service and construction contracts.
- Media representation including print media and television interviews.
- Development and implementation of assessments, rate studies, and fee analysis for a variety of services within the City.
- Responsible for the City's compliance with State and federal regulations regarding financial internal controls and financial reporting.
- Serve as Chief Financial Officer for the Cape Coral Charter School Authority.
- Treasurer and advisor to the Community Redevelopment Agency.
- Served on Public Private Partnership task force for development of City owned property.
- Prepare and make presentations to City Council and Community Groups.
- Issue Bonds and interact with rating agencies and underwriters.
- Serve as Acting City Manager in the absence of City Manager.

Key Accomplishments:
- Enabled a decrease in the tax rate for the City for five consecutive years.
- Enhanced the City's performance-based program budgeting process resulting in recognition by the Government Finance Officer Association.
- Served on Steering Committee for Lean Government. Initiated "LEAN" Government initiatives in procurement and accounts payable resulting in issuance of purchase orders within twenty-four hours from five days.
- Initiated internal customer satisfaction surveys to measure effectiveness of services within the organization. Integrated this information in LEAN Government analysis for enhanced service delivery.
Mark C. Mason, CPA

- Reorganized utility/assessment billing and customer service group into cohesive unit enhancing performance and resulting in reduction of personnel. Initiated customer service training decreasing executive level complaints by 50%.
- Created and implemented a deferred assessment alternative financing mechanism for water, sewer and irrigation assessment districts.
- Worked with the construction industry to update a comprehensive set of building fees.
- Planned and issued in excess of $500 million in bonds and refunding bonds for utilities, assessments, facilities construction, and land purchases.
- Designed and implemented a $250 million commercial paper variable rate funding alternative for short-term capital improvement financing reducing total interest cost of capital improvements in excess of $15 million.
- Developed first application, supported development
- Served on transportation committee with Florida legislator resulting in statute changes to implement Tax Increment Finance mechanism for transportation improvements.
- Planned and implemented a replacement enterprise wide financial management system.

Finance Director
City of Sebastian, FL

January 1999 - June 2003

With a population of 18,000, Sebastian employed 250 staff and had an operating budget of $26 million.

Duties and Responsibilities:
- Chief Financial Officer of a municipal government with five employees and a $1.1 million budget.
  - Responsible for the day to day operations of the following functions: accounting, treasury, budgeting, occupational licensing, management information systems, risk management, and grants.
- Preparation and administration of the City’s operational and capital budgets.
- Media representation of the City including interviews with the print media.

Key Accomplishments:
- Facilitated a decrease of the millage rate by 42% over three years.
- Received the City’s first ever Excellence in Financial Reporting award and maintained level of reporting and awards for subsequent years.
- Implemented Governmental Accounting Standards Board Statement No. 34 Financial Reporting model including infrastructure reporting three years in advance of required implementation date.
- Designed and implemented performance-based program budgeting process.
- Implemented an enterprise financial management system.
- Wrote and implemented financial policies for financial statements, capital improvements, risk management, fixed assets, travel, internal accounting, and investments.
- Wrote and implemented policies and procedures enhancing internal controls over City, State and federal compliance for grants.
- Established policies and procedures for on-line purchasing and purchasing cards.
- Obtained over $12,000,000 in bond funding for various improvements and achieved a first-time underlying rating of A+ on Infrastructure Sales Surtax Revenue bonds.

Accountant II
City of Melbourne, FL

August 1997 - January 1999

The City of Melbourne has a population of 85,000 and is the second largest City on the Space Coast. The Finance Department is responsible for accounting, payroll, revenue, utility billing and customer service.

Duties and Responsibilities:
- Performed accounting for an average of two hundred on-going governmental capital projects, fixed asset accounting and control of over 5,000 assets, federal and state grants, trusts, ten special revenue funds, and three internal service funds.
- Conducted analysis of accounts for correct recording of expenditures.

Key Accomplishments:
Mark C. Mason, CPA

➢ Wrote complete set of fixed asset accounting policy and procedures for governmental and enterprise funds.

OTHER PROFESSIONAL EXPERIENCE

Carpenter & Carpenter, CPA, PA
Melbourne, Florida

July 1990 – July 1997

Carpenter & Carpenter, CPA, PA was a local accounting firm specializing in tax, accounting and audits. Served as a Senior Accountant whose principal responsibilities were audit, review and attestation engagements for fifty plus manufacturing, retail and not-for-profit organizations, annual preparation of three hundred plus corporate and personal tax returns in conjunction with financial planning. Also provided management advisory services focusing on computer and software applications, budgeting and various other controller functions such as payroll and business loan generation.

U.S. Army

August 1980 – August 1987

EDUCATION

Certified Public Accountant – Florida · May 1991
Bachelor of Science Business Administration – Accounting · May 1990
University of Central Florida

PROFESSIONAL AFFILIATIONS

International City/County Management Association
Government Finance Officers Association
American Institute of Certified Public Accountants
Florida Government Finance Officers Association
Chairman, Florida SAFE, a Florida Local Government Investment Pool
Mark C. Mason, CPA:

City of Cooper City City Manager Recruitment

Current Salary: $164,324