

*NOTE: There is a three-minute time limit on all comments from the public, regardless of the subject matter. A request form is available from the Deputy Town Clerk; please fill it in and return it to her prior to the start of the meeting if you would like to speak during public comment. When you speak, you must come to the podium in the front and clearly state your name and address for the record. Please turn off or mute your cell phone or pager at the start of the meeting. Thank you.*

## **TOWN OF BAY HARBOR ISLANDS**

### **SPECIAL COUNCIL MEETING AGENDA**

July 7, 2020

#### **SPECIAL NOTICE - VIRTUAL MEETING**

This meeting is being held through the Zoom Platform. Members of the Public who wish to participate and/or view the meeting may do so by logging in through the Zoom Platform as follow:

Zoom Link: <https://zoom.us/j/92345612956>

Meeting ID: 923 4561 2956

In addition, any member of the public who does not wish, or is unable to participate through the Zoom video conferencing platform, but would still like to participate can do so by listening to the meeting as it happens by dialing the Toll-free number below:

US Toll Free Number: 877 853 5247 or 888 788 0099

Meeting ID: 923 4561 2956

Members of the Public can also submit their comments or request to speak via e-mail to the Office of the Town Clerk at [achang@bayharborislands-fl.gov](mailto:achang@bayharborislands-fl.gov)

**CALL TO ORDER:** 5:00 p.m.

**PLEDGE OF ALLEGIANCE:**

**ROLL CALL:**

1. Presentation by Colin Baenziger & Associates of candidates for the position of Town Manager and selection by the Town Council of the finalists. Enclosed is a copy of the Memo and other supporting documents provide by Colin Baenziger & Associates.

**ADJOURNMENT:** Approximately 6:00 p.m.

*Pursuant to Florida Statutes 286.0105, the Town hereby advises the public that should any person decide to appeal any decision of the Town Council with respect to any matter to be considered at this meeting or hearing, he or she will need a record of the proceedings, and that, for such purpose he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.*

## **AGENDA ITEM REPORT**

July 7, 2020

### **ITEM NUMBER: 1.**

**ITEM:** Presentation by Colin Baenziger & Associates of candidates for the position of Town Manager and selection by the Town Council of the finalists. Enclosed is a copy of the Memo and other supporting documents provide by Colin Baenziger & Associates.

### **DESCRIPTION:**

Enclosed are the candidates information and other supporting documents presented by the consulting firm Colin Baenziger & Associates relating to the Town Manager position.

### **RECOMMENDED ACTION:**

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### **FINANCIAL ANALYSIS:**

### **BUDGET IMPACT:**

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Submitted By: Alba Chang, Interim Town Clerk

### **ATTACHMENTS**

1. BHI TM Candidates\_redacted\_
2. Redacted info - FS119- Managers

# MEMORANDUM

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**COLIN BAENZIGER & ASSOCIATES**

**TO:** Mayor and Town Council  
Bay Harbor Island, FL

**FROM:** Colin Baenziger

**DATE:** June 25, 2020

**RE:** Town Manager Search Update: Recommended Candidates

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The following is a summary of the 12 candidates (from the approximately 65 who applied) that we are recommending the Town consider to be its next Town Manager. We believe all the candidates are very strong and that any one of them would do an excellent job for Bay Harbor Islands. Brief summaries of their credentials follow along with an outline.

## **The Recommended Candidates**

- **Steven Alexander:** Mr. Alexander was most recently the City Manager for South Miami, FL (population 12,219) for seven years. Previously, he was the Town Manager for Cutler Bay, FL (population 42,411) for six years, and the Village Manager for El Portal, FL (population 2,443) for three years. Mr. Alexander has proven experience as a problem solver, team builder, change agent, strategic thinker, and community builder. He can analyze an issue quickly, consider all points of view, and make decisions that benefit as many people as possible. One of the accomplishments he is most proud is South Miami's Murray Park Pool. For the 40 years prior to his arrival, the community tried unsuccessfully to get the pool built. Over the vigorous objection and arguments of the pertinent County staff, he accomplished the renegotiation and reauthorization of the grants necessary to fund construction of the pool, which was ultimately completed within budget and on time. Murray Park Pool is now the pride of the neighborhood and of South Miami. Most importantly, the completion of this project has facilitated the teaching of some 1,367 children how to swim and certainly will save lives in the future. Mr. Alexander has a bachelor's degree in Zoology from Michigan State University.
- **Kathie Brooks:** Ms. Brooks is currently a consultant. Previously, she worked for the City of Miami Beach, FL (population 91,718) for fifteen years and was the Assistant City Manager the last six years of her tenure. She also worked for Miami-Dade County, FL (population 2.336 million) for twenty years in various roles. Ms. Brooks' management style is based on strategic management using the vision and goals set forth by the Commission. Specifically, the goals are incorporated into results-oriented action plans for the management staff. Her most relevant achievement was providing leadership as Interim City Manager in Miami Beach during a challenging transition process where the long serving Manager resigned after dissention within the Commission. She provided the stability needed for the organization while moving significant initiatives forward until a new Manager could be selected and start work. Ms. Brooks has a bachelor's degree and a master's degree in Geography from the University of Miami. She is a Certified Florida Public Pension Trustee.

- **Paul Carlisle:** Mr. Carlisle has been the City Manager for Sebastian, FL (population 25,719) since 2018. Before that, he was the County Manager for Glades County, FL (population 13,724) for four years, the Public Works Director for the City of Rock Hill, SC (population 69,926) for three years, and he worked for Lake Park, FL (population 8,829) for five years, two of them as the Town Manager. Mr. Carlisle is a team builder when managing employees. In both Lake Park and Glades County, the elected officials were divided when he was selected. In both instances he was able to build consensus and a true team atmosphere. They began to work together and accomplished much with many 5-0 votes. Some of his greatest accomplishments are the positive economic projects that he has worked on. He was able to bring several retail stores into Lake Park and rebuild the marina for \$9 million dollars with almost 100% grant funding. In Rock Hill, he developed a distribution hub (that includes Bells, Proctor and Gamble, and others) covering 3 million square feet of warehouse space and brought several hundred well-paying jobs to the community. In Glades County he worked with state legislators to fund the construction of the 40,000 square foot Glades County Regional Training Center. Mr. Carlisle is a self-made man and a state certified NPDES Inspector.
- **Glenn Cullen:** Mr. Cullen has been the Borough Administrator for South Plainfield, NJ (population 24,131) since 2008 where he began and continues as the Chief Financial Officer since 2002. Previously, he worked for the Hackettstown Community Hospital for four years and the Clara Maass Medical Center for three years. Mr. Cullen builds consensus and motivates employees by giving responsibility. Mentoring requires not just instruction but active listening. His greatest achievement was his lead role in the construction of the Library in South Plainfield. The plans to build a new library were political fodder for twenty years. Prior to his appointment as Administrator, the land was purchased, and the facility designed without determining if the building met D.E.P. regulations. He brought everyone together to move the project forward and brought in engineering professionals to do an autopsy of what failed in the past. That effort allowed them to clearly evaluate alternatives and avoid landmines going forward. Within a few years the library was built, and it has become the jewel of South Plainfield. Mr. Cullen has a bachelor's degree in accounting from Kean University and a master's degree in business administration from Fairleigh Dickinson University.
- **Matt Garside:** Mr. Garside has been the Town Manager for Poland, ME (population 5,612) since 2017. Previously, he was the CEO and Board Director for Reflect Geophysical for one year and the Chief of Staff for the Logistics Group Western Pacific for seven years. Mr. Garside has a collaborative and consensus building management style. Achieving goals is much more effective if everyone is pulling in the same direction. He is very proud of his role in improving Poland's budget process. When he was hired, it was contentious and inefficient. The various groups had differing agendas and could not agree on priorities. He met privately with stakeholders to identify issues and find common ground. Most importantly, he listened to their concerns. He also met with key Town staff to identify areas where they might reduce expenditures and where they needed to request additional funding. The result has been budgets that meet the needs of the Town, have kept the millage rate flat,



and addressed the concerns of all stakeholders. Mr. Garside has a bachelor's degree in marine transportation from the Massachusetts Institute of Technology and a master's degree in public administration from Harvard University.

- **Stanley Hawthorne:** Mr. Hawthorne was most recently the Assistant City Manager for Fort Lauderdale, FL (population 182,595) for eight years. Previously, he served as the Assistant City Manager for Lakeland, FL (population 98,868) for six years, and the City Manager for Lauderdale Lakes, FL (population 31,860) for four years. Mr. Hawthorne's management style is premised on a belief that the success of any organization is a function of a unified, strategic and participatory team whose members cooperate to attain of a common purpose: what is best for the residents, businesses, and visitors. A top achievement in his career was serving as the first City Manager of Lauderdale Lakes. His appointment followed a referendum in which voters overwhelmingly approved a change in its charter from legislative committee oversight of day-to-day administration to a professional manager. He recognized the uphill challenges he faced and was enthusiastic about the opportunity. He assembled a first-class management team that was motivated to take the city to a higher level of performance and improve the quality of life for the community. The result was the city experienced rapid progress in pursuit of its goals, particularly those of economic renewal and redevelopment. Part of the effort was establishing a community redevelopment area that covered the entire city, meaning it was eligible for tax increment funding. Lauderdale Lakes literally became a city "on the move." Mr. Hawthorne has a bachelor's degree in social science from Troy University and a master's degree in public administration from the University of Virginia. He is a Certified Government Financial Manager.
- **Joe Kerby:** Mr. Kerby has been the County Administrator for Benton County, OR (population 93,053) since 2017. Prior to this employment he was the County Manager for La Plata County, CO (population 55,563) for five years, the City Manager for Delta, CO (population 8,792) for two years, the Deputy County Manager in Douglas County, CO (population 286,977) for one year, the County Manager for Montrose County, CO (population 41,577) for three years, the City Manager for Iola, KS (population 5,916) for one year and the City Manager for Neodesha, KS (population 2,658) for three years. He attempts to strike a balance between process and results. At times, a process orientation is required while other times, the delivery of results is of the utmost importance. If the process is well thought out, the desired results are often achieved. His greatest achievement involves two sales tax initiatives that he developed with a citizens committee. Both were approved by voters at the same election and increased funding for transportation infrastructure as well as public safety. This accomplishment has lived on past his tenure and the streams produce significant revenue annually for both functions. Mr. Kerby has a bachelor's degree in sociology from the University of Colorado and a master's degree in business from Webster University.
- **Kevin Knutson:** Mr. Knutson has been the Vice President for Envisio Solutions since 2018. Prior to Envisio, he was a local government consultant for Management Partners for six years, the Assistant City Manager for Reno, NV (population 229,069) for four years, and he worked for Coral Springs, FL (population 124,930) for seventeen years holding various

positions with increasing responsibility. Mr. Knutson leads the organization through shared vision, focused on outcomes that the community has identified while encouraging the staff to develop as individuals. His most significant accomplishment was leading the City of Reno from teetering on the edge of insolvency to a strong and balanced budget. It occurred in the aftermath of the 2002-2008 recession and was an exceptionally difficult problem to solve. While it was ripe with potential conflict, but as an organization and a community, they pulled together to make it work and salvaged both the balance sheet and the organization's trust with stakeholders. Mr. Knutson has a bachelor's degree in English and a master's degree in fine arts from the Florida International University. He is an ICMA Credentialed Manager.

- **Maria Lasday:** Ms. Lasday has served as the Village Manager in Bannockburn, IL (a high-end community north of Chicago with a population 1,602) since 2008. She also maintains a home in Estero and visits it frequently. Bannockburn prides itself on having minimal staff and providing many of its services through contracts. Prior to Bannockburn, she served as the Village Administrator for Highwood, IL. Before becoming Highwood's Administrator, she served on its Zoning Board of Appeals for five years (including two years as the Chair). She has also had a successful career in the private sector as both a corporate counsel and a manager. She describes her management style as collaborative. She feels it is important to mentor and develop her staff. She considers her greatest achievement to be an almost total rehabilitation of Bannockburn's infrastructure while at the same time improving the resident's quality of life through the introduction of trails and special events. At the same time, she maintained a low tax rate. Ms. Lasday received her Bachelor of Arts from Pomona College and her Juris Doctor from UCLA. She is an ICMA Credentialed Manager.
- **Len Sossamon:** Mr. Sossamon became the interim City Manager in Port Richey, FL (population 2,800) on June 26, 2020<sup>h</sup>. Previously, he served as the County Administrator for Hernando County, FL (population 186,553) for seven years, the County Administrator for Newberry County, SC (population 37,808) for two years, and worked for the City of Concord, NC (population 48,050) for eighteen years, serving as the City Manager for the last eleven years. Mr. Sossamon's management style is marked by adaptability and resiliency as well as leading by example. A good manager will observe, evaluate, and adopt strategies with staff input to move the organization forward. No one person has all the answers, so collaboration is a key to success. Mr. Sossamon considers his biggest achievement to be the development of the Concord-Padgett Regional Airport. The City and Cabarrus County had discussed building an airport since the 1940s. The North Carolina DOT projected that it would take ten years to build. Mr. Sossamon put together a great team, used some of the City's very healthy reserves, and built the airport in thirty-three months. This airport's annual contribution to the North Carolina economy is now approaching \$1 billion dollars. Mr. Sossamon has a bachelor's degree in political science and a master's degree in urban geography from the University of North Carolina.
- **Chris Steers:** Mr. Steers has worked for the Village of Port Chester, NY (population 29,282) since 2009 and has been the Village Manager since 2012. Previously, he was the Assistant County Administrator for St. Lucie County, FL (population 267,357) and the

Assistant City Manager for the City of Miami Gardens, FL (population 97,839) for four years. Mr. Steers sets clear expectations for staff members and monitors their progress and accomplishments; interceding where and when needed to keep them on track. One of his most significant successes was being on the core management team after the City of Miami Gardens was incorporated. He was the ninth employee hired and gained great experience. Some of his achievements were establishing several key departments, pushing through the award-winning Comprehensive Development Master Plan, and overseeing over \$4 billion dollars in construction / development within the City. Mr. Steers has a bachelor's degree in general studies and sociology from the University of Miami. He has also earned master's degrees in disaster and emergency management and public administration from Nova Southeastern University. He is a Nationally Certified Floodplain Manager, Certified Code Enforcement Official in New York, Certified Parking Enforcement Specialist, Certified Animal Cruelty Investigator, and a Certified Animal Control Specialist.

- **Bob Zienkowski:** Mr. Zienkowski most recently served as the Township Manager / Secretary for Radnor Township, PA (population 31,770) for ten years. Before that, he served as the City Manager / Safety Director for Brunswick, OH (population 34,263) for seven years, and the Chief Administrative Officer for Maple Heights, OH (population 25,303) for eleven years. Mr. Zienkowski believes the fundamental aspect in developing the workplace culture is communication. He works with the City Council to create short-term, mid-term, and long-term goals and then with the senior staff to implement them. He makes it clear to all employees that the devotion and effort towards completing these goals is what is expected of them. Some of his achievements in Brunswick were creating \$115 million in a new industrial, business, residential, and commercial development that provided more than 300 new jobs and over \$5 million in new single-family homes. He also established a City Manager's Economic Advisory Group composed of business leaders and the Resident Economic Advisory Committee, to assist the City in achieving its goals of economic prosperity and sustainability. Mr. Zienkowski has a bachelor's degree in physical education and recreation and a master's degree in humanities, ethics, and diversity from John Carroll University. He has an Incident Management System Certificate (NIMS).

### **Next Steps**

I plan to reach out to you over the next few days to discuss the candidates. We are scheduled to select finalists on June 30<sup>th</sup> and have interviews, either in person or via video conferencing on July 10<sup>th</sup>. In the meantime, if you have any questions, please do not hesitate to call me.



## ***Town of Bay Harbor Islands, FL***

### ***Town Manager Semi-Finalists***

***Colin Baenziger & Associates***

2055 South Atlantic Avenue

Suite 504

Daytona Beach Shores, FL

32118

Cell: (561) 707-3537

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*Section 4*

*Steven J. Alexander*

*Bay Harbor Islands Town Manager  
Candidate Report*

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*Cover Letter and Resume*

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**STEVEN JOHN ALEXANDER**

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[REDACTED]

[REDACTED]

[REDACTED]

May 21, 2020

To Whom It May Concern:

With over 25 years of leadership experience in a wide variety of areas with Florida government my experience includes having provided services in a professional capacity to the State of Florida, two Public Florida State Universities, and Broward County. I served as Assistant to the County Administrator in Broward County. Additionally I have been the first official City Manager for two municipalities in Florida. As the first Town Manager in Cutler Bay I was responsible for the planning and establishment of every aspect of the precedent setting Town, which has under my leadership risen to County-wide respect and admiration. I have also been the first permanent City Manager in El Portal and have just voluntarily left the City Manager position in South Miami, after serving 7.5 years, two and a half years longer than any other Manager in that City on record. My experience in managing broad general governmental issues is outstanding both in scope and complexity.

I have headed or been on strategic planning and negotiating teams for such projects as Blockbuster Park, the Panthers Hockey Arena, multimillion-dollar agreements including annexation between several local governments and private enterprises relating to Port Everglades, the Fort Lauderdale/Hollywood International Airport and other major endeavors. This included the very significant governmental transition of changing the governance of Port Everglades from an independent Authority, to being part of Broward County Government overseen by the Board of County Commissioners.

During my five years in the leadership of Broward County, I was an integral part of virtually every solution to major issues, where among other responsibilities, and was given the task of restructuring the management and organization of over 7,000 employees. I was responsible for the oversight and contract negotiation for the Broward resource recovery board including two waste-to-energy incinerators and two major landfills. I led a team to reorganize the emergency management service (EMS) or Fire Rescue delivery system for the entirety of Broward County. I also headed the Public Affairs Department, which handled all of the governmental relations, program marketing, and public information from Congress to local special districts.

## **Section 4**

I was part of the leadership team that helped to create the governmental structure for Blockbuster Park, the first new privately held District with municipal powers similar to a municipality and a county since the creation of Disney Worlds Reedy Creek Improvement District. I was selected to draft the framework for this massive project designed by Wayne Huizenga during his tenure at Broward County. I also created the Green Corridor District in Miami Dade County which is a nationally ground breaking clean energy financing opportunity.

As a legislative expert, I have been widely noted as an individual who is innovative in my approach to complex issues. My creative vision has received the highest compliment from the EPA, as it based its Federal underground storage tank (gasoline, propane and other hazardous substances) program on a policy and legislation, which I created for the State of Florida.

This experience provides me with the skills needed to understand the challenges cities face when tackling municipal issues. I have demonstrated the proficiency required to work effectively with budgets, parks, public works, zoning, intergovernmental relations and capital projects as well as many other issues faced by local governments. As a former and current governmental official I am particularly sensitive to the demands faced by elected officials to satisfy the public's need for quick action and constant information.

I also have the unique perspective of having provided professional services to numerous private business's and governmental entities while working in the private sector. During my career I have been trusted by a Governor and the Presidents of 2 Public Universities and many private companies including the \$56 billion publicly-traded Clear Channel Communications and two municipalities to make the right decisions, hire the right people, raise enough money and build the right relationships to meet the various goals of these organizations.

My efforts with community organizations from the Greater Miami Chamber of Commerce and the Beacon Council to the Miami-Dade Cultural Affairs Council, which grants over \$13 million each year, are easily documented and show my belief that community participation is critical to a successful governmental structure. Success in making these decisions, obtaining the goals and being worthy of the trust, has resulted in great respect among my peers.

I have attached my resume to this email and I look forward to interviewing soon.

Sincerely

Steven Alexander



**STEVEN JOHN ALEXANDER**

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PROBLEM SOLVER, CHANGE AGENT, TEAM BUILDER,  
STRATEGIC THINKER, COMMUNITY BUILDER

**GOVERNMENTAL EXPERIENCE**

**CITY OF SOUTH MIAMI**

**SOUTH MIAMI, FLORIDA**

2013 to 2020

**CITY MANAGER**

The City has a population of over 13,500 residents and covers an area of approximately 2.5 square miles with a vibrant downtown, two hospitals, a MetroRail station, and residential areas of quiet, tree-lined streets. Its overall budget is \$21 million. Responsibilities include managing all administrative staff, a full-service Police Department, and incorporating the activities of a CRA. Initial actions included initiation of an investigation of allegations of impropriety and possible ethical and criminal activities within the Police Department, elimination of dramatic lack of organizational structure within the general administration, moving an entire governmental unit out of a structure contaminated by mold, and beginning a safe and scientifically sound mold removal process and rehabilitation of the facility. Additionally, I secured approval of an extension of funding from Miami-Dade County for building a community swimming pool and associated facilities, which funds had lapsed due to previous political and administrative mismanagement. Among other significant changes, I have led the City to a settlement of a \$26 million lawsuit filed against the City in Federal court, and a substantial lawsuit involving the YMCA, both without cost to the City (the initiation of both lawsuits preceded my tenure). In 2017, a local mass transit circulator service was initiated and branded as the SoMi Shuttle, which is primarily funded by the Citizens Independent Transportation Trust (CITT). I have the distinction of being the longest serving City Manager in South Miami's history, which has helped produce some much-needed stability for the City.

**TOWN OF CUTLER BAY**

**CUTLER BAY, FLORIDA**

2006 to July 2012

**TOWN MANAGER**

Appointed as the first Town Manager of the Town of Cutler Bay. The Town has a population of over 42,000 residents and covers an area approximately 10 square miles. Its overall budget is \$27 million. Responsibilities included hiring all administrative staff

## **Section 4**

and planning and providing for the execution of virtually every component of the Town administrative functions. Initiated a series of economic development strategies for the Town, which had been significantly stagnant since Hurricane Andrew. I was the initial force behind the establishment of the Property Assessed Clean Energy (PACE) program in the State of Florida and led the way to create necessary legislation, which enables property owners to borrow money to finance and install solar panels on their homes. Co-created the Green Corridor PACE District governing structure and enlisted six other local governments to join, including the cities of Miami and Coral Gables. I was also responsible for the Town becoming certified Silver by the Florida Green Building Coalition (FGBC), the only local government in Miami-Dade County to achieve such an award. One Thousand trees were planted within five years, which helped earn the Tree City USA distinction. During my tenure, virtually every Department's budget and every project undertaken by the Town had been at or under budget since incorporation. A maximum of 30, but typically fewer, full time positions were established within the administration, not including the 51 sworn police officers, to manage the responsibilities of demands of the vibrant and diverse community. Public safety was a top priority and crime was reduced significantly and response time was substantially reduced each year. In 2012, a local mass transit circulator service was initiated, which was primarily funded by the CITT and ARA funds. While serving as Town Manager, I established reserves well over Government Finance Officers Association (GFOA) recommended levels (92% of the operating budget, which was approximately \$17 Million). The Town has repeatedly received the GFOA award for excellence in financial reporting.

### **VILLAGE OF EL PORTAL**

**EL PORTAL, FLORIDA**

2003 to 2006

#### **VILLAGE MANAGER**

Appointed as the first permanent Village Manager of the Village of El Portal. The Town was incorporated in 1939 but was managed only by the Village Council until this appointment due to a change in the Village Charter. The Village has a population of approximately 2,500 residents and covers an area of less than one square mile. During my time in El Portal, I initiated modern computing systems, records keeping, and management to the Village, which had been in major disorganization for years. I balanced the Budget and held taxes level, while creating plans to lower the Village's taxes and increase the tax base by more than a factor of four in a two-year period and uncovered embezzlement by a Village employee who was ultimately convicted.

### **BROWARD COUNTY**

**FORT LAUDERDALE, FLORIDA**

1992 TO 1997

#### **ASSISTANT TO COUNTY ADMINISTRATOR**

Responsible for most critical issue management, as determined and assigned by the County Administrator or the County Commission. This included planning, organizing, and directing the activities and staff. I managed media coverage of several crises,

## **Section 4**

such as an HIV testing issue, bomb threats, and several hurricanes. Major accomplishments included building and leading a team in the creation of a business framework for Blockbuster Park, a proposed multi-million dollar entertainment and theme park; building and leading a team to revise the jurisdictional, business franchise and expansion issues of the Fort Lauderdale International Airport; the business agreement and construction oversight of the Hockey arena, home to the Florida Panthers now known as the BankAtlantic Center; restructured financial components of the Resource Recovery System; directed the merger of Port Everglades into Broward County; and restructured the County's Emergency Medical Service public/private delivery system, maintaining the business and economic momentum of each entities' growth during the realignment process. I assisted County Administrator in all aspects of county administration, including liaison activities with business groups, constituent groups, media, elected officials, and government administrators at all levels.

### **FLORIDA ATLANTIC UNIVERSITY**

**FORT LAUDERDALE, FLORIDA**

1990 TO 1992

#### **ASSOCIATE VICE-PRESIDENT**

Created and executed a marketing and fund-raising program targeted on the business community for the University in Broward County. Directly supervised staff and assisted the Provost with policy decisions and media. Coordinated and developed a board of community and business leaders whose purpose was to raise funds for University excellence enhancements, and to provide real world information to the University in its planning and designing of academic programs. Direct responsibility also included the development and dissemination of all publications and advertising. Responsible for all media related products and contacts.

### **UNIVERSITY OF SOUTH FLORIDA**

**TAMPA, FLORIDA**

1986 TO 1990

#### **ASSISTANT TO EXECUTIVE VICE PRESIDENT**

Worked closely with business and Community leaders toward integrating the University's public relations mission with the community through public and private interfaces. Administered and developed, implemented, coordinated, and evaluated the University's government relations program, including federal, state, and local governments. Conceived, planned, and implemented a link between government relations activities at the University and its development program. This included the successful coordination of fund-raising events with the University's legislative and programmatic goals. Represented the State University System in its legislative efforts.

### **FLORIDA DEPARTMENT OF ENVIRONMENTAL REGULATION**

**TALLAHASSEE, FLORIDA**

1983-TO 1986

**DIRECTOR, OFFICE OF PUBLIC AND LEGISLATIVE AFFAIRS**

**Special Assistant to the Secretary, Office of the Secretary**

Administered the planning, development and implementation of the Department's long-range marketing, public information and communication programs. Responsible for all media related products and contacts. Analyzed environmental regulations and public relations data to implement forecasting of long and short-range strategies for revision. Served as Chief Lobbyist for the Department and supervised other departmental Offices and lobbyists.

### **PRIVATE SECTOR EXPERIENCE**

#### **ALEXANDER GLOBAL COMMUNICATIONS.**

**MIAMI, FLORIDA**

2012 TO 2014

**PRESIDENT AND CEO**

Formed a consulting company to provide governmental representation and strategic communications for public and private entities. The firm focused on representing private sector, as well as public sector clients on all types of issues and products, including planning and zoning issues, regulatory issues, governmental consulting, and privatization issues throughout the governmental entities in South Florida, the State Capital in Tallahassee, and in Washington, DC. Clients spanned a range of interests, including municipal governments, Sea Port shipping interests, clean energy efficient lighting products, and a national clean energy finance firm.

#### **ALEXANDER STRATEGIC POSITIONING CORP.**

**MIAMI, FLORIDA**

2003 TO 2006

**PRESIDENT**

Formed a Company to provide strategic positioning for the public and private entities through governmental representation and marketing. The firm focused on representing the private sector on planning and zoning issues, regulatory issues, governmental consulting, and privatization issues throughout the governmental entities in South Florida and at the State Capital in Tallahassee.

Firm personnel have successfully represented clients before the Florida State Legislature, Palm Beach, Miami-Dade, Monroe and Broward counties, and numerous municipalities. Elected officials and key government staff credit the firm for having the highest level of ethics, while being extremely persuasive on issues the firm undertakes.

### **CLEAR CHANNEL COMMUNICATION INC.**

**MIAMI, FLORIDA**

1999 TO 2003

#### **DIRECTOR OF PUBLIC AND COMMUNITY AFFAIRS**

Media giant Clear Channel Worldwide Inc. is a \$56 billion publicly traded communications corporation, which established operations in over 47 countries. My responsibilities during this tenure at Clear Channel's Southeast Region included the creation of a business plan, building a budget based on projections and costs, and making the necessary changes during the year to meet the budget and make a profit. Responsible for marketing the corporation's various products and services. Administered a small staff within the corporation's real estate and community affairs department. This included, strategic planning on governmental, media, internal and community relations programs. Successfully repaired a significant public image deficit, created by a tragic accident resulting in a fatality (October 1998), and re-established public trust and confidence in the corporation. Responsible for all media related products and contacts as corporate spokesperson. Supervised a team of employees and consultants (including sales, marketing, legal, public relations and zoning). Worked with community leaders and government officials at municipal, county, state and federal levels to generate community consensus and support and to create a legislative advantage and further corporate goals and strategic positioning.

### **TERRANOVA CORPORATION INC.**

**MIAMI, FLORIDA**

1998 TO 1999

#### **COMMERCIAL ASSOCIATE**

Worked with major corporations, such as First Union National Bank, K-Mart Corporation, Circuit City, Michael Swerdlow Companies, Dayton Hudson Corporation (Target stores), and private investors in the strategic positioning of their real estate holdings. Assisted corporate entities to identify suitable market-driven situations for current and future development opportunities. Evaluated criteria and options providing recommendations to corporate authorities as part of an overall business plan.

### **STEVEN JOHN ALEXANDER INC.**

**MIAMI, FLORIDA**

1997 TO 2003

#### **PRESIDENT**

Conducted research, developed and provided statewide recommendations for urban renewal and urban infill for the Department of Community Affairs. Assisted corporate entities in identifying suitable situations for current and future development opportunities. Evaluated criteria and opportunities and make recommendations to corporate authorities as part of an overall market driven plan.

## **EDUCATION**

**BACHELOR OF SCIENCE DEGREE, GRADUATED CUM LAUDE**

**MICHIGAN STATE UNIVERSITY, EAST LANSING, MICHIGAN**

### **SPECIAL INTERESTS**

- MIAMI-DADE CULTURAL AFFAIRS COUNCIL
- ANNEXATION AND INCORPORATION TASK FORCE, MIAMI DADE COUNTY COMMISSION 2012-13
- BAYFRONT PARK MANAGEMENT TRUST, TRUSTEE
- MIAMI ART MUSEUM, SUSTAINING MEMBER
- COCONUT GROVE PLAYHOUSE BOARD OF TRUSTEES, EXECUTIVE COMMITTEE
- GREATER MIAMI CHAMBER OF COMMERCE, TRUSTEE
- VOLVO OCEAN RACE/MIAMI- BOARD OF DIRECTORS, FOUNDER, VICE CHAIR
- GREATER FT. LAUDERDALE CHAMBER OF COMMERCE, TRUSTEE
- BEACON COUNCIL, BOARD OF DIRECTORS
- WHITBREAD ROUND THE WORLD RACE COMMITTEE, BOARD OF DIRECTORS
- BROWARD DAY-TALLAHASSEE COMMITTEE, CO-CHAIR
- BROWARD ALLIANCE, BOARD OF DIRECTORS
- INTERNATIONAL SUBMARINE RACE HOST COMMITTEE
- BROWARD CULTURAL AFFAIRS COUNCIL, BOARD MEMBER
- LEADERSHIP BROWARD
- BROWARD ART GUILD BOARD, BOARD OF TRUSTEES
- PALM BEACH ECONOMIC DEVELOPMENT COUNCIL
- COUNCIL FOR THE ADVANCEMENT AND SUPPORT OF EDUCATION
- THE FLORIDA ORCHESTRA, PRESIDENTS COUNCIL
- TAMPA MUSEUM OF ART, BOARD OF TRUSTEES
- TAMPA CHAMBER OF COMMERCE, BOARD OF TRUSTEES
- HILLSBOROUGH COUNTY ENVIRONMENTAL ADVISORY COMMITTEE, CHAIR

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*Candidate Introduction*

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**STEVEN JOHN ALEXANDER**

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**EDUCATION**

Bachelor of Science Degree, Graduated Cum Laude, Michigan State University

**EXPERIENCE**

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|------------------------------------------------------------------------------------------------------------|-------------|
| City Manager, City of South Miami, FL                                                                      | 2013 – 2020 |
| President and CEO, Alexander Global Communications, Miami, FL                                              | 2012 – 2014 |
| Town Manager, Town of Cutler Bay, FL                                                                       | 2006 – 2012 |
| Village Manager, Village of El Portal, FL                                                                  | 2003 – 2006 |
| President, Alexander Strategic Positioning Corp, Miami, FL                                                 | 2003 – 2006 |
| Director of Public and Community Affairs, Clear Channel Communications, Miami, FL                          | 1999 – 2003 |
| Commercial Associate, Terranova Corporation, Inc., Miami, FL                                               | 1998 – 1999 |
| President, Steven John Alexander, Inc., Miami, FL                                                          | 1997 – 2003 |
| Assistant to County Administrator, Broward County, FL                                                      | 1992 – 1997 |
| Associate Vice-President, Florida Atlantic University, Fort Lauderdale, FL                                 | 1990 – 1992 |
| Assistant to Executive Vice President, University of South Florida, Tampa, FL                              | 1986 – 1990 |
| Director, Office of Public & Legislative Affairs, Florida Department of Environmental Regulation           | 1985 – 1986 |
| Special Assistant to the Secretary-Office of the Secretary, Florida Department of Environmental Regulation | 1983 – 1985 |

**BACKGROUND**

The City of South Miami has a population of over 13,500 residents and covers an area of approximately 2.5 square miles. Being employed as the longest serving City Manager for the City of South Miami is a position of which I am quite proud. The City of South Miami is a municipality located in center of Miami-Dade County. South Miami benefits from a thriving central business district that is located on historic Sunset Drive. The residents and businesses additionally benefit by having the Miami Metrorail station stop adjacent to the City Hall, Baptist Hospital, and the downtown business community, making visiting and commuting to the city quite convenient as it links the City to downtown Miami and the Miami International Airport. In addition to its thriving business community, residents of South Miami enjoy 15 parks and recreation facilities throughout the City, totaling approximately 48 acres of parkland, including 12 parks, a 22,000 square feet community center, an aquatic center, and a senior center.

South Miami's General Fund budget for the Fiscal Year 2019-20 comprised \$19,374,708 and the total budget was \$23,722,989. Total net position amounted to \$48,442,870, an increase of \$1,025,375 from the previous year. The majority of the increase in net position is due to the increase in government wide revenues in excess of government wide operating expenses, due to savings resulting from management efficiencies, resulting in less spending.



**STEVEN JOHN ALEXANDER**

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In 2014, I recommended the creation and funding of the first true Emergency Reserve Fund wherein 25% of the operating budget would be reserved. Through this approved action, the City budget today includes funding in the amount of \$5 million, which is available to help moderate any negative fiscal impacts from the COVID 19 crisis. Through my leadership, South Miami continues to enjoy a small, efficient government with 128 employees serving in six departments that report directly to the City Manager, fewer employees than when I began my service at South Miami.

The three most significant issues currently facing the City of South Miami are:

- Downtown commercial enhancement and revitalization: As the economy changes and some of the older businesses find themselves being replaced by newer technologies and trends; the downtown area of South Miami must keep pace with those changes; some of the changes are not necessarily welcomed by the older residents of the City. Additionally, the global pandemic COVID 19 had a severe and sudden negative impact on the downtown shopping area, which is the genesis of a disproportionate amount of revenue to the City. Many temporarily closed or reduced service restaurants will not be able to reopen due to the negative economic impact of virus.
- Continuing to improve the lifestyle for future residents: Through my negotiating between Commissioners, a new zoning district was created within the Transit Oriented area to encourage the development of workforce level affordable housing, together with accommodating commercial uses with allowable building heights significantly above the previous baseline for the City. It is anticipated that this district will generate a substantial amount of affordable housing in an area immediately adjacent to the Metro Rail Station. It will take the continued attitude of enabling approvals from the Commission to fulfill this comprehensive strategy.
- Implementing the first ever Strategic Plan and the first ever Parks Master Plan and maintaining their progress of in order to accomplish the goals and the vision for the City and for the Commission. These plans are the product of two series of meetings that I envisioned for the Commission so that they could discuss, evaluate and prioritize goals in the short and long term for the City.

**GENERAL MANAGEMENT STYLE AND EXPERIENCE**

Throughout my professional years, I have proven experience as a problem solver, team builder, change agent, strategic thinker, and community builder. I have the unique quality of being able to think quickly, consider all points of view, and make decisions that benefit as many people as possible. One of my greatest strengths is the ability to create teams to lead and create strategies for success. First and foremost was the need to bring the City Commission together on various action items to establish the reality that they could work together for positive change and policy. The successes of the following seven and a half years were based on the trust I built with the Commission.

When I first entered the City of South Miami, the City was in dire straits. Funds for the Murray Park Pool project were being either expired or recommended for reclamation by the County due to the inaction of former administrators and Commissions. An entire Division of the Finance Department was housed in a dangerously mold and asbestos infested building at the City Hall campus, with the full knowledge of the prior City Manager. Cronyism was a major factor in hiring practices and promotions. The City was the target of a \$26 million federal age and income discrimination lawsuit with a losing set of facts for its defense. Police and AFSCME labor contracts had lapsed and were not being negotiated by the City administration. The parks were in significant disrepair with tot lot play equipment having rusted out bare metal surfaces, which was dangerous for children to play on. During my tenure in South Miami, I have completely turned around all of the disfunction and, today, City Hall has become an extremely professional place to visit and work.

One of accomplishments of which I am most proud is the Murray Park Pool project. This was an unsuccessful community effort for over 40 years before I came to the City. Over the vigorous objection and arguments of the pertinent County staff, I accomplished the renegotiation and reauthorization of the grants necessary to fund construction of the pool, which was ultimately completed on budget and on time. Murray Park Pool is now the pride of the neighborhood and the City. Most importantly, the completion of this project has facilitated the teaching of some 1,367 children how to swim, which certainly will save lives in the future.

Since being hired in 2013, the retooling of the City staff and the culture of the administration within the South Miami government was a high priority due to the virtual PTSD-like attitude of the staff. This attitude was understandable, as the speed and frequency of previous City Manager appointments and removals had created instability and low morale. Through methods as variant as defending the actions and products of staff, where appropriate and creating a culture of encouragement for jobs well done and a disincentive for inadequate demeanor, attitude and quality of work, to replacing inadequate Department heads and other key individuals, to directly addressing difficult situations in an effort to diffuse tensions and misinformation, a new culture was created that showed appreciation for staff and respected the political process without animosity that has now led to a happy and stable work environment.

Overall, my relationship with the elected officials has been quite positive. I believe that they would say that they have found me to be honest, hard-working, professional and competent. I enjoy challenges and finding solutions that not only serve the elected officials' goals, but also benefit the entire community. The Department Directors found me to truly embrace an open-door philosophy, welcoming any suggestions for improvement and listening and responding to constructive opinions. I am confident that each and every employee that served under my tenure, no matter their level in the organizational chart, found me to be an empathetic and kind leader; a person that each employee could count on to defend them to the highest levels when appropriate and necessary.

Perhaps my greatest strength is my ability to build consensus among individuals and groups. This was evident in my recent negotiation for the project that culminated in an agreement for a \$300 Million mixed-use primarily retail and residential redevelopment project. This project will revitalize the South Miami shopping district and generate some \$2 Million in new tax revenue to the City on a yearly basis. I regularly met with developers, stakeholders, and elected officials to ensure that this major redevelopment would benefit the City. Additionally, in times of crisis, I have discovered that one of my strengths is the ability to respond quickly and efficiently – planning, organizing and directing staff in order to get through the worse times. I have been involved in several types of critical issues, such as the HIV crisis, bomb threats, several significant hurricanes, and, most recently, the response to the COVID-19 crisis.

In terms of weaknesses, I tend not to delegate some duties such as letter writing and filing, which might be a better use of my time if delegated. I also recognize that I have little patience or tolerance for dishonesty and intentionally sloppy work. If someone is truthful even when the news is bad or they have made a mistake, I will work with him or her to resolve the problem and move forward with the solution. However, if I am lied to, such persons may find themselves to be unemployed, as while their problem could have been resolved, their lack of integrity will always be a problem for me.

With regard to missed opportunities, I believe the City of South Miami would greatly benefit from a private-public partnership that was proposed, which would have re-developed the aging City Hall and provided a better, safer office environment for the workers. However, some individuals objected to the change (in spite of a straw ballot that showed support of 72 percent of the electorate), and some on the Commission held firm and would not embrace change. Mold remediation, modernization, increased facility capacity and a complete re-construction of the water and sewer systems that service City Hall would have been upgraded by this proposed project, but will have to be part of the City's future budgets.

The challenges I see facing the Town of Bay Harbor Islands:

- Ensuring stability of leadership to the Town is of utmost importance. Government organizations suffer when there is turnover at the helm. Recent personnel events in Bay Harbor Islands have arguably caused some difficulties, confusion and lack of direction. My long and record-breaking tenure in South Miami, which is a city that employed six City Managers in three years before I came on board, is evidence that I am more than qualified to return the Town of Bay Harbor Islands to its previous productive and peaceful existence.
- Significant analyses of the Town's finances must be undertaken immediately. Revenue loss resulting from the COVID-19 pandemic must be mitigated and managed with careful forethought and a plan for implementation.
- Address congestion and traffic concerns due to recent developments, including the necessary future infrastructure improvement financial needs for the bridges to the Island.

**STEVEN JOHN ALEXANDER**

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Bay Harbor Islands has historically been considered a “hidden gem” and it is important to meet the needs of the residents, as their Town is becoming more popular.

- Environmental factors – such as hurricanes and sea level rise need to be addressed and planned for both in the short term and for the long term.

During the first six months, my efforts will involve:

- Meeting with elected officials and concerned residents to discuss concerns, expectations, and needs that will provide me an opportunity to consider what solutions may be available.
- Meeting with Department Directors and key staff to assess operation successes and failures and to advise them of my management style and advise them of my work ethic and initial goals.
- Begin a comprehensive review of the Town’s budget, focusing on anticipated revenue, and future unanticipated expenses and reprioritize any draft budget proposals, as necessary.
- Begin a conversation with the local legislators, Miami-Dade County, and the State of Florida to discuss how to be best prepared for environmental factors that will affect the Town and determine which programs and grants are or may be available to address these issues.

I have always enjoyed a cooperative relationship with the media, as I understand that when accurate information is freely provided then the media can serve to assist the Town in getting across a clear message to residents. If elected officials wish to speak on camera, I will assist with the message provided, but defer to them to present the “face” of the Town as the elected representatives of the community.

I do not anticipate anyone from the City of South Miami to make negative comments about me, but when progress is made, some may not be happy; and typically, the City Manager is seen as the creator of the situation, thus possibly leading to negative comments.

My hobbies include surfing, bicycling, photography and spending time with my wife and dog.

**SIX ADJECTIVES OR PHRASES I WOULD USE TO DESCRIBE MYSELF**

- Highly Ethical
- Hard working and a good listener
- Results oriented and professional
- Resourceful and determined to find solutions
- Conscientious and fiscally responsible
- Proactive

**STEVEN JOHN ALEXANDER**

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**REASON FOR DEPARTING CURRENT POSITION**

I accomplished a very ambitious set of goals while serving the City of South Miami, including creating a new retirement program for employees, major redevelopment projects producing necessary revenue enhancements, the negotiation and ultimate resolution of two major lawsuits and several community enhancement projects in addition to bringing professional stability to the City. With the resolution of these issues, I wanted to provide a stable transfer of leadership by passing my chair to my Deputy City Manager; however, I remain committed to public service and new challenges. I am a dynamic, highly skilled and seasoned professional who is extremely talented and extremely qualified to lead the Town of Bay Harbor Islands.

**CURRENT/MOST RECENT SALARY**

My final compensation with the City of South Miami was a salary of \$211,775 with additional very good benefits including a guaranteed increase each year.



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*Section 5*

*Kathie G. Brooks*

*Bay Harbor Islands Town Manager  
Candidate Report*

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*Cover Letter and Resume*

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Kathie G. Brooks

Mayor and Council Members  
Town of Bay Harbor Islands  
Bay Harbor Islands, Florida

Dear Mayor and Council Members:

Thank you for the opportunity to apply for the position of Town Manager for the Town of Bay Harbor Islands.

I believe I provide a unique candidate for your Town with over 30 years of local government experience in the south Florida area and most recently in the nearby coastal City of Miami Beach, including City Manager and Assistant City Manager experience. During this time, I have built a strong reputation as fair and ethical, analytical and results-oriented, with excellent financial and communication skills which have been beneficial working with Commissioners, Committee members, residents and businesses in the community, as well as employees.

As shown in my attached resume, I have extensive experience with budgeting and bond financing, strategic planning and management, economic development and redevelopment, transportation planning, contract and labor negotiations, and resiliency. Skills which I believe will be beneficial to the Town.

In addition, I have long-standing working relationships with neighboring City Managers Jorge Gonzalez of Bal Harbour, Jimmy Morales of Miami Beach and Guillermo Olmedillo of Surfside, having worked for Jorge and Jimmy in Miami Beach and worked with Guillermo both in Miami Dade County and in his role as Surfside Manager. During my time in Miami Beach, I also worked closely with County officials to further City priorities, building on my prior working relationships.

Please accept my sincere thanks for considering my application.

Sincerely,

Kathie G. Brooks AICP



**KATHIE G. BROOKS, AICP**  
**kathiegbrooks@gmail.com**

### **2019-Present                      Independent Consulting**

Providing consulting services on an as needed basis:

- ✓ *Serving as part of the City of Miami Beach's internal team to negotiate the development, purchase and sale, and restructured lease agreements for 300-344 Alton Road project between the City of Miami Beach, Marina Associates, Ltd., the current lessee of the Miami Beach Marina, and Alton Road Mixed Use Investments, LLC, which, if approved by the Commission in July, will be submitted to voter referendum in November 2020. The major elements of the public-private partnership agreements include:*
  - *A private luxury residential tower that would include approximately 60 residential units and approximately 275,000 gross square feet;*
  - *Upgraded dated and unattractive Marina facilities, with a total of approximately 45,000 gross square feet of enhanced neighborhood retail and office space; and*
  - *Substantial green space, including an at-grade "Marina Park" of approximately 1 acre open to the general public, as well as other improvements, including resiliency enhancements and improvements to the public baywalk along the Miami Beach.*
- The partnership provides the City with a rare opportunity to negotiate a new lease with improved terms for the Miami Beach Marina that deliver additional public benefits to the City over the existing lease which is otherwise in place for another thirty two (32) years.*
- ✓ *Provided sub-consultant input for the American Beach water and sewer connection project, planned to bring service to the historic American Beach community in Nassau County Florida, the first black beachfront community in Florida*
- ✓ *Serving, on a Pro Bono basis, as a member of the Miami-Dade County Evaluation Committee for the Request For Proposals for the Rapid Mass Transit Solution For The Beach Corridor Trunk Line*

### **2013- 2019                      Assistant City Manager City of Miami Beach**

Oversaw the following areas: Organizational Development and Education; Transportation; Parking; Tourism and Culture, Economic Development, and Community Housing and Services. During her tenure as Assistant City Manager, Ms. Brooks also had responsibility for Human Resources, Procurement and Property Management.

Representative accomplishments include:

- ✓ *Member of City Manager's resilience Team to evaluate impacts of all proposed capital projects*
- ✓ *City Manager's liaison to the Neighborhood and Community Affairs Committee*
- ✓ *Re-engineered Procurement and Housing processes to address internal control deficiencies and ensure adherence to City Code*
- ✓ *Implemented Citywide trolley services in Miami Beach;*
- ✓ *Re-invigorated transportation planning initiatives, including a Commission adopted mode prioritization a transportation master plan; and funding strategies for the implementation of major elements of the plan*
- ✓ *Served as a key member of the Convention Center Renovation and Expansion Project team, taking the lead role in negotiating several complex interlocal funding agreements and playing a key role in the issuance of parking bonds, resort tax bonds, and community redevelopment agency bonds, providing funding for the \$600 million Convention Center project;*
- ✓ *Develop North Beach Economic Development Plan (Plan NOBE)*
- ✓ *Negotiated several lease agreements, including successfully negotiating major settlement agreements with condominiums providing parking for the Miami Beach Marina*
- ✓ *Worked on innovative strategies to address homelessness in Miami Beach*

### **2012- 2013                      Interim City Manager City of Miami Beach**

Served as Interim City Manager for the City of Miami Beach from July 8, 2012 through April 30, 2013, providing leadership during a challenging transition process.

Representative accomplishments included:

- ✓ *Led and finalized 2012-2013 labor negotiations with all 5 bargaining units in the City of Miami Beach, eventually resulting in significant pension reform for sworn employee groups*
- ✓ *Developed the City's first storm water master plan to incorporate the effects of sea level rise*
- ✓ *Prepared the FY 2012/13 budget ensuring that goals of millage reductions were achieved without impacting service levels*
- ✓ *Continued to move forward the development of the new Convention Center for Miami Beach*
- ✓ *Strengthened ethics policies, procedures and training for City employees*

### **2004- 2012                      Budget and Performance Improvement Director City of Miami Beach**

Served as part of the City Manager's Executive Staff, reporting directly to the Manager, overseeing budget, internal audit, strategic management, performance improvement, as well as organizational development and education initiatives -- participating as a key member in significant City initiatives.

Responsible for the City's operating and capital budget's totaling approximately \$500 million in FY 2011/12 and The Miami Beach Redevelopment Agency budget totaling approximately \$40 million. Responsible for full deployment of the City's excellence model including: community satisfaction surveys, environmental scan's and benchmarking analyses, development and updating of the City's Strategic plan, allocation of resources in support of the strategic plan through responsibility for the City's budget process, performance monitoring and reporting, performance improvement, organizational development and education initiatives. Served as City Manager's liaison to the City's Budget Advisory Committee and represented the City as a member of the Police and Fire Pension Board.

Representative Accomplishments:

- ✓ *Oversaw the development of the City's first Education Compact with Miami Dade Public Schools, including a citywide International Baccalaureate Program, health initiatives, coordination with feeder pattern schools in neighboring municipalities, and development of funding sources for the program*
- ✓ *Worked with the Budget Advisory Committee towards the development of the Financial Policies for the City in 2006, subsequently adopted by the City Commission*
- ✓ *Member of the negotiating team for labor agreements for the City in 2009 and 2010, focusing on employee givebacks and pension reform during the economic downturn for non-sworn employee groups.*
- ✓ *Developed the City's first Strategic Plan, providing a roadmap to success for the organization, as well as providing a tool for measuring accomplishments and holding government accountable.*
- ✓ *Formalized the performance excellence model for the City, with activities related to customer input, alignment and linkage of plans, measurable performance monitoring, data driven-performance improvement, and continuous feedback-- provided training to drive this culture through the organization.*
- ✓ *Maintained City service levels during the Great Recession at essentially the same as FY 2006/07 despite the impacts on the City's budget of property tax reform, significant declines in property value, and dramatic increases in pension costs – all without reducing the financial reserves.*
- ✓ *Worked closely with the Budget Advisory Committee to develop pension reform recommendations, explaining the financial impact of the various pension options and providing background information for pension reform which was ultimately presented to the City Commission for review and adoption.*
- ✓ *Improved department performance measures and measurement techniques and processes, including developing innovative measures in support of community priorities.*

## **Section 5**

- *Developed the City's Cleanliness Index - a set of national/international best practices standards used to measure the cleanliness of the City target future improvements, and use available resources efficiently, resulting in a cleaner City and the Sterling Regional Team Showcase Award.*
- *Launched a service shopper program, and identified areas for improvement*
- ✓ *Established Information Technology Business Case Process to consistently evaluate benefits of IT projects*
- ✓ *Received the American Planning Association, Gold Coast Section, Outstanding Strategic Planning Award of Excellence for City of Miami Beach Strategic Planning Process 2007, and Performance Institute Award Winner for Transparent Budgeting 2006*

**2001- 2004                      Assistant Director, Office of Strategic Business Management (2003-2004)**  
**Strategic Plan Coordinator, Office of Performance Improvement (2001-2003)**  
**Miami-Dade County**

Responsible for the development of the first-ever countywide Strategic Plan for Miami-Dade County. Responsibilities include outreach and consensus building with elected officials, County Manager's Assistants, Department Directors and the public at large; and developing work plans and managing consultants for the project – and for deployment of the plan: allocation of resources through the County's budget process, performance monitoring and reporting, performance improvement, organizational development

**Representative Accomplishments:**

- ✓ *Developed and simultaneously coordinated eight planning teams comprised of Assistant County Managers, department directors, planning support staff, community leaders, elected officials, business groups, etc.*
- ✓ *Conducted surveys, workshops and focus groups with residents, employees, elected officials, executives, etc.*
- ✓ *Assessed countywide trends and evaluated strengths, weaknesses, opportunities and challenges.*
- ✓ *Developed county government's first-ever mission statement, value statement, and nine priority themes to guide the process. These were endorsed by the Board of County Commissioners on May 21, 2002.*
- ✓ *Developed strategic goals covering all areas of service delivery including economic development, health and human services, neighborhood services, public safety, culture and recreation and transportation with performance objectives and measures for each goal incorporating input from the community event and planning teams. These were endorsed by the Board of County Commissioner on June 3, 2003.*
- ✓ *Organized and conducted the county's strategic planning community event, with several hundred participants to develop and prioritize recommended actions to achieve the goals.*
- ✓ *National Association of Counties 2003 Achievement Award Winner, Miami Dade County Strategic Planning Initiative*
- ✓ *Completely restructured the County's annual Proposed Budget document and department work plans to align with the Strategic Plan, focus on performance, and be more user-friendly.*
- ✓ *Responsible for plan deployment and other components of performance excellence including:*
  - *Dissemination of the plan throughout the community and the organization;*
  - *Coordination with Employee Relations regarding plan-related training enhancement to the County's employee orientation and supervisory training programs;*
  - *Coordination of interface to employee performance appraisal systems;*
  - *Enhancements to departmental quarterly performance reporting.*

**1989 – 2001                      Assistant Director for Finance and Planning (1991-2001)**  
**Chief, Management and Budget Division (1989-1991)**  
**Department of Solid Waste Management, Miami-Dade County**

Managed the finance, budget, procurement, planning, information services and human resources divisions for the Department of Solid Waste Management, including coordination with external auditors and outside bond ratings agencies, operating and capital budgets of approximately \$200 million and \$20 million per year respectively, organizational reviews and efficiency studies, all departmental service and construction contract development and administration, development and implementation of 5/20 year financial and strategic plans, recruitment, labor

## **Section 5**

relations and contract negotiation, and payroll. Member of the County Manager's Financial Advisory Committee. Responsible for managing 80 employees.

### **Representative Accomplishments:**

- ✓ *Served as only solid waste issuer member of sub-committee for the development of the National Federation of Municipal Analysts (NFMA) published as Recommended Best Practices in Disclosure of Solid Waste Transactions (issued November 2001).*
- ✓ *Served as Department liaison with investment firms and bond rating agencies, including Standard and Poors', Moody's Investment Services, Fitch IBCA, MBIA,*
- ✓ *Served as the department liaison with the County Manager's appointed management team in developing the business plan to ensure the long-term stability of the Department in response to the changing environment of the 1990's -- due to changes in federal ruling, the department went into financial turmoil necessitating the creation of a new business model-- As liaison was an integral part of the team that resulted in an innovative plan that has kept the department solvent for last 30 years.*
  - *Organizational review and resulting rightsizing of the Department, with the successful reduction in \$28 million in costs and over a 20 percent reduction in the number of employees, as well as creative customer agreements.*
  - *An upgrade in the ratings for the county's solid waste revenue bonds.*
  - *Published "Strategic Planning for Municipal Enterprises" Government Finance Review, Volume 15, Number 3, April 1999*
  - *Received Solid Waste Association of North America, 1998 Planning and Financial Management Excellence Award, National Association of Counties 1996 Award Winner, and 1995 Strategic Plan for Metropolitan Dade County Solid Waste Management*
- ✓ *Negotiated Martin Luther King Metrorail Station innovative private-public partnership agreements with the BAC Funding Corporation (BAC); and various contract amendments with the private operator of the county's Resources Recovery Facility, an operation and maintenance agreement of \$60 million per year; AFSCME labor agreements pertaining to the solid waste employees for Miami-Dade County.*
- ✓ *Coordinated reimbursement of over \$100 million in Hurricane Andrew related expenses from the Federal Emergency Management Agency (FEMA), including negotiation of reimbursement scopes of work and estimated expenditure impacts, and documented actual expenses -- led the expedited procurement of the \$82 million Hurricane Andrew Debris Disposal contract.*
- ✓ *Developed and implemented long range plans for the Department of Solid Waste Management, including the Miami-Dade County Main Landfill Re-Use Study and interfaces with the county's Comprehensive Development Master Plan process and level-of-service standards*
- ✓ *Managed the 1995 Solid Waste Special Assessment District Study, including the development and implementation of a countywide survey of all solid waste generation in Miami-Dade County by land use type and 5-year financial projection to estimate potential assessment rates*
- ✓ *Implemented grants monitoring procedures of the department in association with the receipt of first time grants in excess of \$4 million per year.*
- ✓ *Managed the billing and collection functions for waste collection from approximately 260,000 residential and commercial customers, resolving billing deficiencies.*
- ✓ *Development of Departmental procurement and contract procedures to ensure compliance with County, State, and Federal procurement regulations and resolution of issues related to quality, timeliness, etc.*
- ✓ *Conducted a Variable Rates Feasibility Study evaluating the impacts of a rate system that charged users for waste collection in proportion to the amount of waste generated.*
- ✓ *Developed the Miami-Dade County Solid Waste Financial Capacity Modeling System (including revenue forecasting, capital replacement, debt service coverage, etc.)*
- ✓ *Negotiated and managed implementation of the County first-ever Curbside Recycling Contract, providing service to approximately 270,000 homes.*
- ✓ *Responsible for implementation of an automated garbage routing system for the Department*

**1984 – 1989**

**Manager, Transportation Planning and Metromover Development  
Principal Planner/ Transit Research Supervisor  
Miami-Dade Transit Agency, Miami-Dade County**

## **Section 5**

Spearheaded the Department's effort in completing the planning and development for the expansion of the County's Metromover (people-mover) system in downtown Miami, Florida including coordination with public groups and funding contract negotiations with Federal and State governments. Managed updates to the transportation component of the Comprehensive Development Master Plan and data requirements for long range transportation planning and forecasting.

Supervised all research and modeling activities to evaluate transit service and forecast demand, including development and analysis of surveys and transit fare-ridership- elasticity models to determine the effects of fare changes on ridership and revenue.

### **Representative Accomplishments:**

- ✓ Project Manager for the Miami Metromover Development, including federal acceptance for the Final Environmental Impact Statement or Metropolitan Dade County and the Local Perspective Report for the Completion of the Miami Metromover
- ✓ Development of the transit financial capacity models (including revenue forecasting, capital replacement, debt service coverage, etc.) – provided the interface to the models linking County travel behavior models and ridership forecasts to the financial models projecting revenues and expenditures.
- ✓ Project Manager for the South Miami Parking Garage Expansion Environmental Assessment and supporting South Miami Metrorail Parking Garage Expansion Report
- ✓ Published "Miami Downtown People Mover Demand Analysis", Transportation Research Record, 1989 (with M. Sung)

**1980-1983**

**Systems Planner**

**Schimpeler Corradino Associates**

Developed instruments, training manuals and procedures for travel behavior surveys, including home interviews, mail, on-board, and telephone surveys. Reviewed and analyzed results using statistical techniques to determine origin-destination travel paths, trip generation data, and mode choice information to calibrate travel demand models. Supervised the data processing section, providing technical support for the development of a broad range of computer applications. Published "Trip Generation by Cross-Classification: An Alternative Methodology", Presented at the Transportation Research Board Annual Meeting, January 1983, Transportation Research Record (with P. Stopher).

### **EDUCATION**

Master of Arts in Geography, 1983

Summa Cum Laude

University of Miami, Coral Gables, Florida

Urban Economics and Transportation concentration

Bachelor of Arts in Geography, 1978

Magna Cum Laude

University of Miami, Coral Gables, Florida

Environmental concentration

Member of American Institute of Certified Planners, and Certified Florida Public Pension Trustee

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*Candidate Introduction*

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**KATHIE G. BROOKS**

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**EDUCATION**

Master of Arts in Geography, University of Miami  
Bachelor of Arts in Geography, University of Miami  
Member of American Institute of Certified Planners  
Certified Public Pension Trustee

**EXPERIENCE**

|                                                                                                                                                              |                |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| Independent Consulting                                                                                                                                       | 2019 – present |
| Assistant City Manager, City of Miami Beach                                                                                                                  | 2013 – 2019    |
| Interim City Manager, City of Miami Beach                                                                                                                    | 2012 – 2013    |
| Budget and Performance Improvement Director, City of Miami Beach                                                                                             | 2004 – 2012    |
| Assistant Director, Office of Strategic Business Management, Miami-Dade County                                                                               | 2003 – 2004    |
| Strategic Plan Coordinator, Office of Performance Improvement, Miami-Dade County                                                                             | 2001 – 2003    |
| Assistant Director for Finance and Planning, Department of Solid Waste Management, Miami-Dade County                                                         | 1991 – 2001    |
| Chief, Management and Budget Division, Department of Solid Waste Management, Miami-Dade County                                                               | 1989 – 1991    |
| Manager, Transportation Planning and Metromover Development/<br>Principal Planner/ Transit Research Supervisor, Miami-Dade Transit Agency, Miami-Dade County | 1984 – 1989    |
| Systems Planner, Schimpeler Corradino Associates                                                                                                             | 1980 – 1983    |

**BACKGROUND**

The City of Miami Beach, located on the southeast coast of Florida, is a unique, historic, diverse, 24/7 community of approximately 92,000 residents and over 10 million annual visitors. The City has an average daily population of approximately 200,000 comprised of residents, hotel guests, day-tourists, and local visitors, and many times that number during peak activity periods.

In Fiscal Year 2019, the City of Miami Beach had over 2,100 full time positions and 331 part time positions. During my tenure as City Manager, the City had over 1,900 full time positions and 241 part time positions. I had eight positions reporting directly to me, including the Police and Fire Chiefs, two Assistant City Managers, the Human Resources Director, the Budget and Performance Director and the City's Chief Financial Officer/Finance Director.

As Assistant City Manager, my last portfolio supervised approximately 200 positions of which 7 directly reported to me, 5 of whom were department directors: Tourism and Culture, Economic Development, Parking, Transportation, and Housing and Community Services. I also oversaw

**KATHIE G. BROOKS**

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Organizational Development and Education Initiatives.

In Fiscal Year 2019, the General Fund Budget for the City of Miami Beach was \$345 million. The total operating budget was \$631 million and the capital budget was almost \$49 million. This \$631 million operating budget includes \$29 million in TIF funds transferred to the Miami Beach Community Redevelopment Area (MBCRA); however, the total budget for the MBCRA was approximately \$86 million. The City Manager is the Chief Executive Officer for the MBCRA and City staff serves as staff support for the entity.

As Assistant City Manager the latest portfolio of departments that I managed included Tourism, Culture and Economic Development (including the Convention Center, the MBCRA, and the City's Resort Tax revenues); Housing and Community Services; Parking; Transportation; and Organizational Development and Educational Initiatives, with a total operating budget of approximately \$280 million.

The three (3) most important issues I see facing Miami Beach are:

Sea Level Rise/Resiliency: Miami Beach is at the forefront in the nation in addressing Sea Level Rise and Resiliency, working cooperatively with Miami-Dade County and the City of Miami as well as the Rockefeller Foundation, the Urban Land Institute, Harvard University and others to create a Resilient 305 Strategic Plan. While a significant component of the Plan addresses Sea Level Rise, other resiliency components such as transportation, affordable housing, etc. are identified. Managing the implementation of this Plan will be a challenge. Already implementation of storm drainage improvements have stalled in some neighborhoods and will need extensive community outreach and involvement.

Ensuring a Return on Investment for the \$600 million recently invested in the Miami Beach Convention Center: The return on investment is essential to the community as it is a driver for hotel occupancy, retail and restaurants in the City. We spent considerable efforts in developing booking policies for the new facility to ensure that the types of booking would generate the Maximum Economic Impact for the City. Managing this process will continue to be an ongoing priority. Unfortunately, less than a year after the newly renovated Convention Center fully reopened, the Center had to close due to the COVID-19 Pandemic. As more industries have the potential to use on-line approaches for training and networking rather than conventions, once the Center re-opens, health and safety protocols will need to be implemented in a manner that will give assurances to convention attendees and booking high quality conventions will be even more essential.

Economic Development: While many of the commercial areas of the City continue to do well it is important to focus on the future, Miami Beach has seen other vibrant commercial areas such as the Design District and Wynwood come on line in recent years, not challenged by the transportation connectivity issues of Miami Beach. In addition, certain areas of the City have not experienced the economic activity of South Beach. To



**KATHIE G. BROOKS**

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that end we worked with the stakeholders of both the North Beach area and the 41<sup>st</sup> Street Corridor to develop vision plans with improved infrastructure for these areas and has been working with Miami-Dade County, Florida Department of Transportation and City of Miami to bring a mass transit connection between Miami and Miami Beach. These plans now need to be moved forward.

**GENERAL, MANAGEMENT STYLE AND EXPERIENCE**

I believe I provide a unique candidate for your Town with over 30 years of local government experience in the south Florida area and most recently in the nearby coastal City of Miami Beach, including City Manager and Assistant City Manager experience. I retired from the City of Miami Beach in June, 2019, and while I have spent the past year traveling and doing some consulting work, I believe that I have more to give in my career.

I have lived a few miles away from the Town for over 30 years and I am very familiar with the area. I have great working relationships the neighboring municipalities City Managers. I have reviewed the Town's job requirements and I believe that I would be a perfect fit for the position, particularly with my experience in extensive experience with budgeting and bond financing, strategic planning and management, economic development and redevelopment, transportation planning, contract, and resiliency.

My management style based on a strategic management approach using the vision and goals set forth by the Commission. These are incorporated into results-oriented action plans for the management staff. I allow management staff to utilize their knowledge, skills and abilities to accomplish set goals and grow within the organization

I believe in mentoring staff so that they continue to grow, presenting opportunities to individuals that, over time, with the proper coaching to demonstrate their capacity to do great work. I support staff when they make reasonable mistakes and give them the credit when they succeed.

My staff would say that:

- I strive to transfer my knowledge to them serving as a mentor/teacher
- I set clear expectations and let them take ownership of the projects
- I have high expectations but no more than I demand from myself, and challenging them while reassuring them that I am always available for guidance or support

Many staff that I have supervised over the years have become city managers or senior executives in public and private sector.

My elected officials would say that I am ethical, treat all members of the commission fairly and equally, am a strong negotiator, with strong financial and analytical skills, always give a full and honest opinion, and that I deliver on commitments.

**KATHIE G. BROOKS**

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My greatest strengths are the ability to develop and maintain effective working relationships to earn people's trust, my analytical skills and results-oriented focus contribute to my ability to deliver projects and solve problems. I have gained a vast knowledge throughout more than thirty years of professional local government experience.

While my family tells me that I was painfully shy as a child and I continue to be somewhat reserved in public settings, I have used this as a challenge to making sure that I am as well prepared possible and to hone my public speaking and communication skills.

I believe in performance metrics that are outcome oriented and tied to the strategic goals of the organization which is essential for effective strategic management. In both Miami-Dade County and Miami Beach, I re-engineered the budget and performance measurement process to align with their strategic plans and to then tie to individual performance evaluations for management staff.

Over a long career, I find it difficult to name a single big achievement, however, the most relevant to this position would be my time as Interim Manager for the City of Miami Beach providing leadership during a challenging transition process where the long serving Manager resigned after dissention within the Commission. During that time I was able to provide the stability needed for the organization while allowing significant initiatives to move forward.

I am equally proud of the development of the first ever strategic plan for Miami-Dade County, including outreach and consensus building with elected officials, County Manager's Assistants, Department Directors and the public at large; and developing work plans and managing consultants for the project and for deployment of the plan: allocation of resources through the County's budget process, performance monitoring and reporting, performance improvement, organizational development.

A significant mistake in my career occurred in the mid-1990s with the Miami-Dade County Solid Waste Department. While we were in the throes of clean-up from Hurricane Andrew, we failed to quickly notice the declining waste volumes from our municipal customers – this occurred due to a U.S. Supreme Court ruling that de-regulated the flow of waste, the Department went into financial turmoil necessitating the creation of a new business model. As the Department's liaison with the County Manager, we developed an innovative plan that has kept the Department solvent for last 25 years, including:

- Organizational review and resulting rightsizing of the Department, with the successful reduction in \$28 million in costs and over a 20 percent reduction in the number of employees, as well as creative customer agreements with our municipalities.
- An upgrade in the ratings for the county's solid waste revenue bonds.

I learned from that experience that environmental factors, totally unexpected in your business environment can change overnight, and that you may have to look at innovative solutions and changes to your business model to address those situations.

**KATHIE G. BROOKS**

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Over the course of my career, I have had to fire several individuals. With the rare exception of uncovering some unethical activity, I have made sure that individuals are aware of expectations and even or placed them in a position which may be a better fit. However, when a person needs to be fired, I do not take it lightly as someone's life is impacted and often the families and financial obligations as well. I try to approach the situation with compassion but firmness and provide clear understanding as to why they are being fired.

I see the challenges facing the Town as:

- **Economic Development:** The main street needs a new vision to bring life and vibrancy to the area. The effort will need to engage current stakeholders while taking into account the facets that drive today's commercial/retail including activation, amenities, walkability, etc.
- **Stability and Confidence:** The recent change over of key positions in the City (the Manager, Assistant Manager, Police Chief and City Attorney) has likely created some unease in both the community and the staff. It will be up to the incoming manager to help address this.
- **Sea Level Rise/Resiliency:** As with all low lying coastal communities in the country, the Town will need to focus on this area. Fortunately, surrounding communities have been working together and much can be learnt from and built on from this work. Early on in Miami Beach the focus was on hard infrastructure, often at the expense of greenspace. While Miami Beach went through the growing pains before incorporating more blue and green infrastructure components, the Town will have the benefit of this experience, allowing them to start further ahead in the process.

During my first six months in Bay Harbor Islands, I will gather an understanding of the Commission's goals and objectives; attend Committee and community meetings to get a better understanding of community concerns; meet with department heads to evaluate and understand organizational structures and budgets; familiarize myself with contracts and relevant City codes, and assess the infrastructure needs to identify key concerns, particularly related to sea level rise and resiliency.

I have worked with the media in the past, from very early in my career in Miami Dade County as well as in all my positions while in Miami Beach. I am not aware of anything embarrassing in my background.

I am not an extensive user of social media. However, I have found it effective in the past to have a public information officer working on my behalf engaging with the community and ensuring that the appropriate messages regarding the Town are reaching the community.

I am not aware of any community activists that are likely to contact the Town with "the dirt" on me.

**KATHIE G. BROOKS**

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I spend time with my family, exercise, travel and read.

**SIX ADJECTIVES OR PHRASES YOU WOULD USE TO DESCRIBE YOURSELF**

Ethical  
Fair  
Committed  
Analytical  
Mentoring  
Caring

**REASON FOR LEAVING MOST RECENT JOB**

I had to retire since I had achieved the maximum 5 years allowed once entering the City of Miami Beach Deferred Retirement Program.

**CURRENT/MOST RECENT OR RELEVANT SALARY**

My most recent salary with the City of Miami Beach was \$270,000 including car allowance.



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*Section 6*

*Paul E. Carlisle*

*Bay Harbor Islands Town Manager  
Candidate Report*

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*Cover Letter and Resume*

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*Paul E. Carlisle*



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May 19, 2020

Human Resources  
Bay Harbor Islands

RE: Town Manager

This letter is in response to your job posting regarding the position of Town Manager. Please review the enclosed résumé, as I would like to schedule an interview with you to discuss this exciting opportunity.

I have been in Municipal and County government for most of my professional career, working as a County Administrator, Town Manager, Public Works Director and currently the City Manager for the City of Sebastian. I am a member in good standing with the ICMA. I work with the Florida Association of Counties, Small County Coalition and the State Legislators in developing legislative priorities. As a County Administrator and City Manager I have successfully demonstrated my ability to maintain fiscally responsible budgets and employee morale. My tenure as a County Administrator of a rural County, I was front and center in all of the economic development and redevelopment opportunities and this has continued to be the case in my current position of City Manager. I have brought economic development projects to every City and County that I have been employed with to create sustainable jobs. I have worked for the private sector performing site development, provided consulting services for cities and counties throughout the State of Florida to maximize their budgets and improve their overall infrastructure. I have also successfully negotiated several collective bargaining agreements with amicable results.

The experience that I would bring to the Town of Bay Harbor Islands is unique for the Town Manager position, as having worked in and managed most every department in various Cities and Counties in Florida and South Carolina. I have first-hand knowledge of the operations and the needs of the departments and divisions. This insight is crucial to developing great team work and identifying budget needs. As having served for extensive time in the City Manager positions provides me the ability to not only address things from the department level but also with the unique understating of knowing how to address issues from the City Managers perspective and avoid the political pitfalls. Please look at my continued career successes and achievements and that is what I can bring to the Town of Bay Harbor Islands should you consider me for your next Town Manager.

I look forward to hearing from you.

Sincerely,  
*Paul E. Carlisle*  
Paul E. Carlisle



### **PROFESSIONAL EXPERIENCE**

**May--2018 – Present** City of Sebastian  
City Manager  
1225 Main Street  
Sebastian, FL. 32958

Sebastian is an attractive waterfront community that boasts a quiet, laidback charm. The area is a paradise surrounded by natural beauty. Just across the Intracoastal Waterway lie some of Florida's most attractive barrier islands, Sebastian Inlet State Park and Pelican Island National Wildlife Refuge.

I manage all departments with in the city as most do that includes, Police, Finance Administration, Public Work/Engineering, Airport, Facilities Maintenance, Community Development/CRA, Leisure Services, Municipal Golf Course,

As the City Manager there are several challenges that I acquired and have been addressing and have made considerable progress on. The many capital projects that are underway and the others that are needed, among them are the construction of the new Public Facilities/Public Works Department is underway under a design build process, the construction of new airplane hangars and airport renovations, the development of a roadway management plan, the reassessing and implantation of the storm water master plan. The majority of the airport construction was done through Grant from the FAA and FDOT funds most were 90/10 matching funds.

I was able to negotiate and annex into the City 1,100 acres of undeveloped land and with that we provided a future land use that will be a great extension of the City, providing for sustainable industry and employment centers, affordable housing, conservation land reserves and institutional lands that will be donated to the City at no cost.

I established the Cities first Strategic Plan. This plan was developed with the philosophy that the goals and measures had to demonstrate the further advancement and quality of life for the City. All agenda items for City Council will then be tied to this plan and noted on the agenda item what goal this item provides to meet that goal. All budget items will have to address in the justification how it ties to the plan.

The City budget was very through when I came to the City, but I reconstructed the budget to provide clear transparency and accountability. This was received with great accolades from City Council, the Budget Advisory Board and the residents of the City.

**January -2014 – May 2018** Glades County Board of County Commissioners  
County Administrator  
500 Ave J  
Moore Haven Fl. 33471

Glades County is located in the Heartland Region of Florida; it has been fiscally constrained because of the population and employment opportunities. As the County Administrator I have taken steps to help the County prosper and develop. I serve on the Board of Directors for the Florida Heartland Regional Economic Development Initiative (FHREDI). I have worked with the legislature on economic appropriations to develop a needed training center to train not only high school students but the unemployed and under employed workforce. This is key to attracting business to the area. Working with the colleges and the regional economic development counsels we are starting to see the value this will bring to the area.

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*Paul E. Carlisle*



As Amendment One was seen to be gaining approval at that time in the legislation, it was apparent that we needed to look at how this would affect our region and the State. I met with legislatures, the Small County Coalition and Florida Association of Counties and large landowners to develop a plan that would not only support conservation but also would not remove large tracts of land from the tax rolls and take future development opportunities away. This plan became the legislative priority for both the Small County Coalition and the Florida Association of Counties.

I worked with manufactures that were looking to develop in Glades County along with several interested parties as well. This will bring needed jobs and tax base to the County. I have successfully finalized the addition of a travel center that will be located in the County that will bring new jobs and additional ad valorem, infrastructure and gas tax to the County. I was able to negotiate with FDOT to have them fund, design and construct infrastructure improvements and signalization for the entrance to Americas Gateway at no cost to the County or the developer.

During the budget process I was able to reduce the budget deficit and we provided pay raises for the first time in seven years to our employees.

2011 – Dec. 2014      **City of Rock Hill**  
Director of Public Works  
757 S. Anderson Rd  
Rock Hill SC. 29731

The City of Rock Hill is the fourth largest City in the State of South Carolina and York County is one of the fastest growing Counties in the State. The current City Manager hired me because of my Town Manager experience and consistently expressed his pleasure with my work, professionalism, my ability to work with the City and County Councils and the State Legislators.

It was my responsibility to manage and develop all aspects of the Public Works Department that includes roadways, bridge maintenance, Stormwater Utility, sanitation, civil projects, project management, and construction. I serve on the Stormwater advisory board as Vice Chair. Our Council of neighborhoods and various homeowners associations request that I give presentations at their monthly meetings to bring information that is helpful to their respective areas regarding infrastructure and future development. I also served on the Traffic Commission and Traffic Coordination boards. I oversee design and implementation for Pennies for Progress projects with over 60 million dollars in this year's program for roadway improvements within the City of Rock Hill. I have brought the emergency management skills that I acquired in working in Florida to Rock Hill to develop the first storm recovery plan for the City.

Implemented the Storm Water Master Plan that provided a complete review of the storm water systems. Developed a 15 year capital improvement plan based on that data. Our Storm Water Master Plan information is being used to update the FEMA Flood Maps for the entire County. This information also will enhance development as it provides critical data to ensure that construction that may occur does not have a negative impact on other properties either upstream or downstream.

I developed and managed the budgets for maintenance and capital projects for the City of 74,000 residents which includes the roadway overlay programs both C-Fund and G-Fund that totals 3.6 million dollars annually. This includes plan review and cost analysis always making sure we have the best project for the available funds and an operating budget over 10 million dollars.

Served on the City's Economic Development team to plan and implement project to enhance development efforts. Work with developers and the State to coordinate infrastructure improvements to development sites. This effort closed over two million square feet of distribution terminals to the City. I negotiated a contract to bring a new

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*Paul E. Carlisle*



regional recycling facility to the City that reduced our operational costs and increased revenues. The City received the "International Voice of The People Award" for most improved sanitation service that year.

**2006 – 2011**                      **Roadway Management, Inc.**  
Regional Manager  
1170 Celebration Blvd.  
Celebration, FL 34747

My responsibilities include providing roadway infrastructure management to Municipalities, Counties and local districts. I developed programs to improve their overall infrastructure maintenance to ensure that their budgets are being spent in the most efficient and cost effective manner. I developed a progressive pavement management program that provides for better pavement maintenance and overall reduction in budget costs and an increase in Pavement Condition Index ratings. I was responsible for drafting the various requests for proposal, requests for qualifications and bid documents for the various entities to secure the needed programs and ensure their success. My customers relied heavily on my governmental experience to assist them with their budgets and capital improvement programs. This allows them to do more with less as we have all seen a significant decline in the revenues that are available.

**2004 – 2006**                      **Town of Lake Park**  
Town Manager  
535 Park Avenue  
Lake Park Florida 33403  
(561) 881-3300

Prior to my becoming Town Manager, the Town of Lake Park had experienced a decline in reserves and the millage rates were increasing and projects were not completed. I was able to bring fiscal responsibility to the Town, was able to lower the millage rates and increase services and complete major projects. Additionally we saw an increase in our reserves which lowered our bond rates, saving the residents on the debt service tax rates as well. During my time as Town Manager we had experienced several hurricanes. I was able to obtain full reimbursement for the losses that the Town had incurred as a result of the storms. I negotiated several development and re-development projects for the Town, including Target, Lowes, Wal-Mart, and One Park Place, to name a few. I served as Vice Chair for the Seacoast Utility Board and on the North County Overlay District Committee, in which we successfully negotiated several new business opportunities and oversight of multi-jurisdictional developments. One of which was the successful negotiations with Governor Bush to relocate the Scripps Research Institute to the North County this provided 350 million dollars in grant money for the development of the institute. I also served on the affordable housing coalition to establish and maintain affordable housing projects and developments.

Other notable accomplishments;

- Complete overhaul of the code of ordinances and published them on Muni-Code
- Completed the Comprehensive Plan that was never brought up to date and had kept the Town from moving forward with future development.
- Revitalized the Park Avenue Downtown District with the addition of new businesses and special events.
- Negotiated several transportation Grants from the County for roadway infrastructure improvements.
- Successfully negotiated Collective Bargaining contracts with employees.
- Managed all of the Town Departments which include; Public Works, Parks and Recreation, Marina, Town Library, Planning and Zoning, City Clerks office, Human Resources, Sanitation, Police and Fire contracts.

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*Paul E. Carlisle*

## **Section 6**

**5/2002 – 2004      Town of Lake Park  
Director of Public Works  
535 Park Avenue  
Lake Park Florida 33403  
(561) 881-3300**

The following is a sample of the various duties and responsibilities of my position.

- Prepare and manage the annual capital and operational budget.
- Develop annual and long term maintenance programs for the Town which include roadway, parks infrastructure.
- Review all development plans that are submitted to the Town for both new developments and re-development projects.
- Manage the Town's Solid Waste Collection and Recycling Collection.
- Oversee the construction and design of our 9 million dollar Marina Re-construction project, and obtained over 1.5 million in Grants.
- Attend civic and neighborhood meetings to address questions and concerns.
- Prepare various resolutions and ordinances for approval by the Town Commission.
- Prepare and administer the Community Development Block Grant Program.
- Research and apply for various grants and other funding sources that will provide the needed funds for the Town.
- Work with consultants and other governmental organizations.
- Prepare and evaluate RFP's and RFQ's for various services needed by the Town

**2/91 – 5/2002 The Village of Wellington/Acme Improvement District  
Division Manager  
14000 Greenbriar Boulevard  
West Palm Beach, FL 33414  
(561) 791-4000**

- Responsible for developing, monitoring and analyzing \$16 million annual expense and capital budgets for the Village of Wellington – Road Division
- Develop and administer maintenance and improvement schedules for 425 lane miles of paved and unpaved roadways within the Village. This includes a roadway maintenance program, which includes new drainage construction and re-construction of paved and shellrock roadways, and the roadway / pedestrian path evaluation for resurfacing and maintenance.
- Manage major road construction projects and review plat and construction plans within the Village boundaries. Working closely with developers, project engineers and Palm Beach County to insure the Village's interests are protected and the integrity of our infrastructure is not compromised.
- Monitor the Village of Wellington Solid Waste Collection Contract.
- State Certified N.P.D.E.S. Inspector.
- Meet with contractors and inspect development and road projects within the municipality to insure they meet our construction standards.
- Serve on the Village of Wellington Emergency Management Team which designs and implements our emergency management plan.

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*Paul E. Carlisle*

## **Section 6**

- Purchasing responsibilities include, developing bid specifications, Grant acquisition, equipment, tools and supplies, managing multiple contracted services.
- Design, construct and maintain over 30 miles of equestrian trails.
- Constructed neighborhood parks and portions of the regional parks.
- Oversaw and coordinated community events and programs.
- Developed and administered the Adopt-A-Street program.

### **Professional References.**

- Rim Bishop, Director, Seacoast utility Authority (561) 627-2900
- Jason Nunemaker, Administrator Plantation, Fl. (772) 571-1616
- Fred Edman WCG President (239) 707-7018
- Gene Schriner, President, Craig A. Smith (561) 644-3232
- Jimmy Bagley, Assistant City Manager Rock Hill SC.(803)448-9823

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*Paul E. Carlisle*



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*Candidate Introduction*

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**Paul E. Carlisle**

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**EDUCATION**

Martin County High diploma  
University of Madison technical education  
Clemson University technical education.  
FDEP Certified NPDES Inspector

**EXPERIENCE**

|                                             |                 |
|---------------------------------------------|-----------------|
| City Manager- City of Sebastian             | 2018 to Present |
| County Manager- Glades County FL            | 2014 to 2018    |
| Public Works Director- City of Rock Hill SC | 2011 to 2014    |
| Roadway Management- Regional Manager        | 2006 to 2011    |
| Town of Lake Park- Town Manager             | 2004 to 2006    |
| Town of Lake Park- Public Works Director    | 2001 to 2004    |
| Village of Wellington- Division Manager     | 1991 to 2001    |

**BACKGROUND**

Sebastian is an attractive waterfront community that boasts a quiet, laidback charm. The area is a paradise surrounded by natural beauty. Just across the Intracoastal Waterway lie some of Florida's most attractive barrier islands, Sebastian Inlet State Park and Pelican Island National Wildlife Refuge which was the first wildlife refuge in the US.

I manage all departments within the city as most do that includes, Police, Finance Administration, Public Work/Engineering, Airport, Facilities Maintenance, Community Development/CRA, Leisure Services, Municipal Golf Course,

As the City Manager there are several challenges that I acquired and have been addressing and have made considerable progress on. The many capital projects that are underway and the others that are needed, among them are the construction of the new Public Facilities/Public Works Department is progressing under a design build process, the construction of new airplane hangars and airport renovations, the development of a roadway management plan, the reassessing and implantation of the storm water master plan. The majority of the airport construction was done through Grant from the FAA and FDOT funds most were 90/10 matching funds.

I was able to negotiate and annex into the City 1,100 acres of undeveloped land and with that we provided a future land use that will be a great extension of the City, providing for sustainable industry and employment centers, affordable housing, conservation land reserves and institutional lands that will be donated to the City at no cost.

**Paul E. Carlisle**

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The City budget was very through when I came to the City, but I reconstructed the budget to provide clear transparency and accountability. This was received with great accolades from City Council, the Budget Advisory Board and the residents of the City.

As for Glades County it is located in the Heartland Region of Florida, it has been designated as a fiscally constrained because of the tax rate, population and the lack of employment opportunities. As the County Administrator I have taken steps to help the County prosper and develop. I serve on the Board of Directors for the Florida Heartland Economic Region of Opportunity (FHRO) that is a group of the fiscally constrained counties from the region that work together to promote economic growth. I have worked with the legislature on economic appropriations to develop and fund the Glades County Regional Training Center, a needed facility to train not only high school students but the unemployed and under employed workforce. This is key to attracting business to the area. Working with the colleges and the regional economic development counsels we are starting to see the value this will bring to the area.

Working with the State legislatures, the Small County Coalition and the Florida Association of Counties and large landowners to develop a plan that would not only support conservation but also would not remove large tracts of land from the tax rolls and take future development opportunities away. This plan became the legislative priority for both the Small County Coalition and the Florida Association of Counties. These programs will help ensure that the County does not see reduction in revenues while providing needed resources for the State as a whole.

Glades County has a population of 13,000 residents over a 750 square mile area. It is primarily agriculture and some manufacturing. The current employee numbers for the County including the Sheriff's Department is 250 employees.

Some of the significant challenges facing Glades County were being in a rural area that had not diversified over the years to promote different industry using the resources that were available. As a County that was at the maximum millage rate and with the taking of lands off the tax roll for water quality and conservation easements, it has been a challenge to maintain fiscally sound budgets and still provide quality services. We however were able to keep these things possible through sound financial decisions, a dedicated workforce and economic development. I am very proud to say that through all of these challenges the County is still debt free and well on the way to economic stability.

**Paul E. Carlisle**

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**GENERAL, MANAGEMENT STYLE AND EXPERIENCE**

I have been in Municipal and County government for most of my professional career, working as a Public Works Director, Interim and full time Town Manager and currently the County Administrator for Glades County. I am a member in good standing with the ICMA. I work with the Florida Association of Counties, Small County Coalition and the State Legislators in developing legislative priorities. As a County Administrator and Town Manager I have successfully demonstrated my ability to maintain fiscally responsible budgets and employee morale. As the County Administrator of a rural County, I was front and center in all of the economic development and redevelopment opportunities. I have brought development projects to every City and County that I have been employed with. I have worked for the private sector performing site development, provided consulting services for cities and counties throughout the State of Florida to maximize their budgets and improve their overall infrastructure. I have also successfully negotiated collective bargaining agreements with amicable results.

The experience that I would bring to the Town is unique for a Town Manager as having worked in and managed most every department in various Cities and Counties in Florida and South Carolina. I have firsthand knowledge of the operations and the needs of the departments. This insight is crucial to developing great team work and identifying budget needs.

The Town of Bay Harbor Islands is a place where I can expand my career and knowledge having worked in smaller yet challenging municipalities. I think that the obstacles that I have had to overcome making those counties and municipalities successful are a testament to the way that I look at an opportunity to serve a community. I always look to make decisions that can provide the optimal sustainability for the city/county that I work for. This opportunity would allow me to use those experiences to help the Town be the best it can be.

I am a team builder when it comes to managing. I know everyone says that but to give examples of this; when I took the Town Manager job in Lake Park and Glades County there was division on the Council/Commission. The meetings went for hours on end with arguing and 3-2 votes. In both instances I was able to build consensus and a true team atmosphere. They began to work together and accomplish so much and have 5-0 votes. The Board meetings were of a reasonable time and residents did not fill the chambers to make complaints but rather thank the Board for the way things were going.

As for employee management I am a firm believer in communication. I do not like those that work in silos or those that feel their department is the most important. Every department has a vital part in the success of any community. If you can have all the team pulling in the same direction you will make the most progress and the work will be evenly distributed throughout the whole team so no one bears a heavier load than someone else. Respect and admiration is vital to the growth of any team. I am the first to give credit to staff for the success of a project or task, it is my opinion that they need direction and goals but they deserve the credit for the work that met those goals.



**Paul E. Carlisle**

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I believe that some of the biggest accomplishments are the positive economic projects that I have worked on. In Lake Park we were able to bring several retail stores into the Town, rebuilt the marina for nine million dollars using almost 100% grant funding. In South Carolina, Rock Hill is the fastest growing city in South Carolina with a population of 74,000 residents. We were able to develop a distribution hub that includes Bells, Proctor and Gamble and others that equate to over 3 million square feet of warehouse and several hundred well paying jobs. In Glades County working with the State Legislators to fund the construction of the 40,000 square foot Glades County Regional Training Center for 4.5 million dollars. This facility will be a big driver in helping to secure industry to the area.

One thing that I regret that I did not get accomplished is the completion of the upland development of the Lake Park Marina. I had worked with a developer to acquire the property along US 1 to develop a restaurant and retail shops. With the down turn in the economy that project was not completed, though I understand that it is now seeing resurgence.

Some of the challenges for the Town of Bay Harbor Islands I believe will be the reduction of revenue due to the COVID-19 Pandemic. All of Florida will see a reduction in State revenue shares that will affect the general fund budget. This will have to be addressed as soon as possible, looking at what projects may need to be postponed and or looking at additional grants to cover those costs. Redevelopment is always a challenge to copy a quote I heard “No one likes the way things are but they do not like change”. So there has to be a balance in that effort to maintain the charm of the Town and yet bringing in sustainable jobs and businesses moving forward.

Based on the information provided in the job advertisement the bridge connecting the island will need to be replaced and funding will need to be found for this very expensive project. If it is possible to partner with the other entities that use this bridge and file a joint application for a TIGER Grant may be something to look at. We could approach the State legislature for appropriations as this is an evacuation route. We can use these funds to offset and funds that were anticipated to be bonded, with a 50% match for grants and/or appropriations are always looked upon more favorably.

As for how my employees would view me is one that I am proud of I would say they have a great deal of respect for me. They appreciate the fact that I will make decisions and not procrastinate over it. I mentor those that need it to help them build on their career. And yes it has cost me some valuable employees that were able to secure job advancement because of this. But I feel that is part of our duty as managers to grow our employees and should an opportunity arise and they advance we should take that as a complement.

All of the elected officials that I have work with have appreciated my dedication to providing them with all of the information not just what one would think they would like to hear. You cannot make a sound decision without the complete information. I have been told that I have good visioning and develop plans and follow through to better the communities that I work for.

### **Paul E. Carlisle**

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My ethics are without reproach and I admire and adhere to those without question. I have never been asked to leave a job. I have always been asked what they can do to make me stay. In most cases I was sought out for a new position I was not looking for one. All of my evaluations have been exceeded expectations. My contract renewals have always been a positive negotiation with agreeable outcomes.

The reason that I would consider leaving my current position and working for the Town of Bay Harbor Islands is the desire to bring the skills and diversity that I have learned though the various positions that I have held to a well-established community that is what I have worked throughout my career is to obtain a position such as you have to offer. I know that we can do great things as we move through this journey and I look forward to being considered for your next Town Manager.

When it comes to the media I have always had a good relationship with them I do not think there is one negative editorial that has been published about me. This editorial was written by a former employee who received bad information and wrote a letter to the editor before he had the facts. That was later corrected.

Looking ahead to the first weeks on the job would be about the time to start the budget process. With that I think it is very important to meet with the Council for any individual items or concerns that they may have. Also meet with the Department heads and go over their perspective on the budget, and job responsibilities. I would like to meet all of the employees and I want them to know that I have an open door policy.

I would meet with the civic groups and introduce myself and try to get an understanding of their outlook and ideas for the Town moving forward.

In my spare time I like to fish and boating and some golf when I can. I also do painting and give them away for charity events and fund raisers.

### **SIX ADJECTIVES OR PHRASES YOU WOULD USE TO DESCRIBE YOURSELF**

- Adaptable
- Highly Ethical
- Broad Minded
- Communicative
- Determined
- Resourceful

**Paul E. Carlisle**

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**REASON FOR WANTING TO LEAVE CURRENT JOB**

The reason that I would consider leaving my current position and working for the Town of Bay Harbor Islands is the challenges that it brings. The ability to bring the skills and diversity that I have learned through the various positions that I have held to a well-established community that is what I have worked throughout my career to obtain a position such as you have to offer. I know that we can do great things as we move through this journey and I look forward to being considered for your next Town Manager.

**CURRENT/MOST RECENT OR RELEVANT SALARY**

My Current salary is \$146,000.00



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*Section 7*

*Glenn F. Cullen*

*Bay Harbor Islands Town Manager  
Candidate Report*

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*Cover Letter and Resume*

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Glenn F. Cullen



May 28, 2020

Town of Bay Harbor Islands  
9665 Bay Harbor Terrace  
Bay Harbor Islands, FL 33154

Dear Recruiting Team:

I am the Administrator and Chief Financial Officer for the Borough of South Plainfield. South Plainfield, located in central New Jersey, is a Borough of 24,000 residents with a municipal budget of \$31,000,000. The Borough operates both a Sewer Utility and a Pool Utility. As South Plainfield's Administrator I have presided over two credit ratings increases with Standard and Poor's and a Moody's Outlook upgrade. I am finishing my 13 year as administrator and 18 as CFO. I have been in executive management in government and healthcare for most of my career.

As Administrator, I have rebuilt the Borough's Library, Community Pool and expanded our parks and recreational facilities. South Plainfield has one of the lowest tax rates in Middlesex County. This favorable tax rate has led to both an economic boom and redevelopment throughout the Borough. As Administrator, I have negotiated every labor agreement with the Borough's five unions, and as a Civil Service town I know the intricacies of government employment law. Additionally, I am a Commissioner for the Plainfield Area Regional Sewage Authority, and have been a Commissioner for over 10 years. This executive experience, combined with strong analytical and interpersonal skills makes me the perfect fit for this position. I possess a Master's in Business Administration from Fairleigh Dickinson University.

Twice during my career I have been asked to consult on a part-time basis. Once in the City of Plainfield, which is an inner city in Union County, and on the other occasion it was in the Borough of Keansburg which is a shore community on the Bayshore. This experience, combined with my extensive experience as Administrator, has prepared me to manage any municipal governmental organization in the country.

My tenure in South Plainfield, however, demonstrates my desire for stability and getting the job done. In my career I have worked for multiple mayors and Governing Bodies of different political parties. I am a seasoned executive with a hands on philosophy with the public. I am confident that my experience in local government meets the needs outlined in Bay Harbor Island's summary.

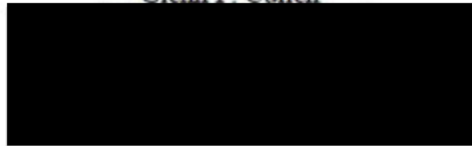
I look forward to discussing my qualifications to your position requirements at your earliest convenience.

Sincerely,

*Glenn F. Cullen*

Glenn F. Cullen

Glenn F. Cullen



**EXPERTISE:** Results-focused leader and relationship builder with 18 years of executive experience in municipal government with a successful record of accomplishment in government finance and community outreach.

**EXPERIENCE:**  
2002 – Current

**Borough of South Plainfield, South Plainfield, NJ 07080**  
**Administrator and Chief Financial Officer**

- Responsible for the supervision of 124 fulltime and 33 part-time employees.
- Oversee the Borough's \$31,000,000 Current Fund Budget, Sewer Utility Budget & Pool Utility Budget.
- Responsible for all administrative communications, social media outreach, Nixle Alerts and press releases.
- In charge of all labor negotiations and contracts.
- Oversee major Borough initiatives including Library Expansion, Community Pool and other redevelopment projects.
- Organize community outreach programs.

**Accomplishments**

- Enacted financial policies which have resulted in South Plainfield having one of the lowest tax rates in Middlesex County.
- Built New Library, Community Pool and Southside Dog Park.
- Secured two ratings upgrades from Standard & Poors. This was the first ratings upgrade in 22 years, and an outlook upgrade in 2014 from Moody's.
- Refinanced Borough's debt for a savings of \$500,000.
- Revamped health benefit which resulted in savings in excess of \$800,000.
- Eliminated longevity from contracts at a savings of \$250,000 annually.
- Initiated Social media outreach through Nixle, website and Facebook pages.
- Oversee initiation of programs and applications to secure largest D.O.T. grant in County in 2020.

2009 – Current

**Plainfield Area Regional Sewage Authority, Middlesex, NJ 08846**  
**Commissioner**

- Responsible for overseeing sewage authority that services nine municipalities.
- Oversee construction of annual authority budget.

2012 – 2014

**City of Plainfield, Plainfield, NJ 07060**  
**Chief Financial Officer (Part-Time)**

- Directly responsible for financial functions of City.
- Responsible for City's \$75,000,000 Budget.
- Supervise finance staff.
- Assist in financial statements including AFS, SDS and Debt Statement.



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|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2007 – 2008                   | <b>Borough of Keansburg, NJ 07734</b><br><b><u>Chief Financial Officer (Part-Time)</u></b> <ul style="list-style-type: none"><li>• Directly responsible for financial functions of Borough.</li><li>• Supervise finance staff.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 1998 – 2002<br>2000 – 2002    | <b>Hackettstown Community Hospital, Hackettstown, NJ 07840</b><br><b><u>Director of Finance</u></b> <ul style="list-style-type: none"><li>• Directly responsible for six finance/operating departments.</li><li>• Budgeting Department is responsible for the annual budget and all financial forecasting and reimbursement.</li><li>• Transformed the managed care department and instituted managed care strategy which resulted in HCH receiving an additional millions in additional revenue..</li><li>• Effective financial management resulted in HCH maintaining the 3<sup>rd</sup> highest day's cash on hand in the State of New Jersey.</li></ul> |
| 1998 - 2000                   | <b><u>Manager of Patient Business</u></b> <ul style="list-style-type: none"><li>• Responsible for managing four major finance/operating departments.</li><li>• Effective collection activities resulted in a decrease in A/R levels from 65 days in A/R in 3/98 to 54 days in A/R as of 12/01. This decrease in A/R has added approximately \$2,500,000 to HCH's cash balances.</li><li>• Handled HCH variable rate bond offering.</li></ul>                                                                                                                                                                                                                |
| 1995 – 1998                   | <b>Clara Maass Medical Center, Belleville, NJ 07109</b><br><b><u>Director of Premium Health Systems</u></b> <ul style="list-style-type: none"><li>• Manage all four of Premium Health Systems operating units.</li><li>• Responsible for the financial reporting of all affiliate businesses.</li><li>• Prepare Budgets for Clara Maass affiliates.</li></ul>                                                                                                                                                                                                                                                                                               |
| <b><u>EDUCATION:</u></b>      | <b>Fairleigh Dickinson University – January, 1995</b><br>Degree earned: Masters in Business Administration<br>Concentration – Corporate Finance – GPA 3.89<br><br><b>Kean College of New Jersey – 1990</b><br>Degree earned B.S. in Accounting<br>Honors: Summa Cum Laude                                                                                                                                                                                                                                                                                                                                                                                   |
| <b><u>LICENSES:</u></b>       | Certified Municipal Finance Officers License N-0612<br>Certified County Finance Officers License Y-0115                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b><u>SPECIAL SKILLS:</u></b> | Proficient in the use of Edmunds, Excel, Word and Power Point                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b><u>ASSOCIATIONS:</u></b>   | Municipal Managers and Government Finance Officer Associations – Board Member                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b><u>REFERENCES:</u></b>     | References available upon request.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



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*Candidate Introduction*

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**Glenn F. Cullen**

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**EDUCATION**

Master of Business Administration, Concentration Corporate Finance, Fairleigh Dickinson University  
Bachelor of Science, Accounting, Kean University  
Certified Municipal Finance Officer, Rutgers University Center for Government Services

**EXPERIENCE**

|                                                                                |              |
|--------------------------------------------------------------------------------|--------------|
| Borough Administrator/Chief Financial Officer, Borough of South Plainfield, NJ | 2008-Present |
| Chief Financial Officer, Borough of South Plainfield                           | 2002-Present |
| Commissioner, Plainfield Area Regional Sewerage Authority                      | 2009-Present |
| Consulting Chief Financial Officer, City of Plainfield                         | 2012-2014    |
| Consulting Chief Financial Officer, Borough of Keansburg                       | 2007-2008    |
| Director of Finance, Hackettstown Community Hospital                           | 2000-2002    |
| Manager of Patient Business, Hackettstown Community Hospital                   | 1998-2000    |
| Director of Premium Health, Clara Maass Medical Center                         | 1995-1998    |

**BACKGROUND**

South Plainfield is a municipality located in Central New Jersey. The Borough consists of 23,385 residents with a large commercial and industrial tax base. South Plainfield is considered a suburb of New York City (NYC) with many residents commuting to NYC. Staten Island is 20 minutes away by car and Manhattan can be reached via Northeast Corridor in 40 minutes. South Plainfield is home to a number of biotech, pharmaceutical and industrial businesses along the I287 corridor. Firms such as Genewiz, PTC Therapeutics and Ames Advanced Materials call South Plainfield their home.

The Borough operates the second oldest and largest Labor Day Parade in New Jersey. South Plainfield is known for its recreational and sports programs. Its wrestling program is recognized as one of the top programs in New Jersey.

South Plainfield's General Fund Budget totals \$31.3 million. The Borough's total budget is \$38.7 million. Separate from this is the Borough's Capital Fund which totaled \$24.9 million. The Borough's 120 fulltime employees and 29 part-time employees, with 11 department managers, all report directly to the Borough Administrator. The Borough Administrator is appointed by the Borough Council.

**Glenn F. Cullen**

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The three most significant challenges facing South Plainfield are:

- **General Fund Budget:** The Borough has suffered dramatic revenue losses due to COVID-19. The Borough has experienced significant reductions in Building/Construction revenue, court fees and hotel taxes. These revenue reductions will most likely continue into 2021. A much larger challenge is property tax revenues. The Borough is required to pay the Board of Education and Middlesex County 100% of the tax levy. The Borough bears any decrease in collection percentages. A 1% reduction in property tax collections costs the General Fund \$910,000.
- **1111 Durham Development:** M&M Realty raised the former Motorola facility and is in the process of moving forward with 410 residential units. These units were part of the Borough's settlement with Fair Share Housing. Eighty of the units will qualify as affordable. As these units get built the strain on municipal and school services will increase. The Borough has expanded certain emergency service capabilities, but more is required. The Borough is in the process of evaluating the construction of a Southside Firehouse. A Southside Fire House and a police substation need to be given proper evaluation and consideration.
- **Operating efficiently and safely with COVID-19:** The Borough is back to work, but COVID-19 has changed operations. Municipal meetings are done via WebEx, but many Boards and Commissions are struggling with remote meetings. Social distancing has become the new normal, but when truly normal activities return operations must change. The Community Pool will reopen in July. There will be a whole new set of rules for distancing and sanitizing. Recreation programs and senior programs will all need to restart. All new rules are being implemented to ensure the safety of all residents from young to old.

**GENERAL, MANAGEMENT STYLE AND EXPERIENCE**

South Plainfield has been a great experience for me. I was hired by the Borough to be the Chief Financial Officer. After six years I was asked to be the Borough Administrator. My private industry background allowed me to bring a new prospective to the position.

On paper transitioning to Administrator may sound easy, but in retrospect it was challenging times. The Borough's ratable base was in decline. The State, without warning, reduced the Borough's annual aid by nearly 25%. This reduction resulted in the initiation of a limited layoff plan. Additionally, there were dramatic changes to the State's pension system. The changes to the pension system led to wholesale retirements throughout the Borough. The Clerk, Court Administrator, Superintendent of Public Works, Tax Collector and Assessor all left. Within a couple of years the Police Chief retired. I became a veteran in a short period of time.

This experience, however, was invaluable. It enabled me to work directly with staff and assess the needs of the organization. My management style has always been to build consensus and

### **Glenn F. Cullen**

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motivate by giving responsibility. Mentoring requires not just instruction, but also active listening. Through a combination of internal promotion, and hiring from the outside, I helped assemble the best management team in New Jersey. There has been virtually no turnover since I became Administrator.

This experience in bringing staff together, while building consensus during periods of change, is something I have done, and can do for Bay Harbor Islands. I have always had an open door policy, but I am a highly interactive person. My staff, I believe, would say that I wouldn't require them to do anything I wouldn't do myself, and I am always there to assist and listen. My door may be open, but more often than not it is me that is walking through the door of staff, stopping at the senior center, popping into the tax office or dropping by residents' house who wants to discuss an issue. Developing staff is something I have always been successful in accomplishing, but it is critical to have an understanding of what the staff is doing and their responsibilities. It is impossible to build a successful team if you don't know your players.

I have worked for multiple Governing Bodies of different political parties in South Plainfield. These Governing Bodies, I think, would describe me as highly motivated, very ethical and dedicated to the Borough. They would say I keep them completely informed and in the loop, and I am a problem solver that thinks out of the box. This problem solver approach I used in getting the Library, Southside Dog Park and Community Pool built all within the last five years.

My greatest strength is my analytical and interpersonal skillset. These personal characteristics, I have used in solving many of the Borough's outstanding issues. I have an accounting and analytical background, but my experience in managing people and dealing with the public has refined my communication skills to help build teams while solving issues. The current Administration in charge in South Plainfield has the slogan "Getting it Done." I would like to believe my ability to maintain the Borough's affordability for residents while paving roads, building dog parks, libraries and pools is a testament to my success as administrator.

My biggest weakness is, at times, I have had trouble turning the page. There have been times when an outcome was not what was desired or expected I have had problems letting it go. I had this most recently with an application to the NJ D.O.T. The State came up with a new Local Freight Grant where roads with truck traffic in excess of 10% are eligible for additional funding. It was a new grant that we put a lot of effort in obtaining, but we were not successful. I did have a follow up meeting with the D.O.T. to see why we fell short, but I do not like coming up empty.

Measuring performance is the key to obtaining success. I have found a combination of both quantitative and qualitative measures are needed. There is no one size fits all. Each December I matchup the previous years' goals and objectives to actual metric performance. These benchmark results are sent directly to the Governing Body. The micro goals such as roads to be resurfaced, meals on wheels to be delivered, miles of streets swept, swim lessons given all lead to the overall goal of resident satisfaction and municipal performance. The success in obtaining the micro goals enables the Borough to obtain the macro measures. South Plainfield has

### **Glenn F. Cullen**

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consistently met its performance standards. The Borough maintains one of the lowest tax rates in Middlesex County. A low debt burden, low crime totals and one of the most aggressive road improvement programs in the State.

My biggest success story was my lead role in the construction of the Library. South Plainfield's previous Library was tremendously under sized. The plans to build a new library became political finger pointing fodder for 20 years. Prior to my appointment as Administrator, a piece of property was purchased and facility designed without determining if the Library designed could meet D.E.P. regulations. It couldn't so it was back to the drawing board.

South Plainfield's Mayor appointed me to lead a committee of community activists, library members, taxpayers, and elected officials to see what to do. The first step I took was to bring everyone together to move the project forward, but also to bring in the engineering professionals to do an autopsy of what failed in the past. It enabled us to clearly evaluate alternatives and avoid landmines going forward. I collaboratively worked with the group in identifying the proper location, design and funding. Within a few years the Library was built and it has become the jewel of South Plainfield.

My biggest failure was a few of the decisions that were made when building the Borough's Recreational Turf Field. The construction of the turf field was early in my career and there were things such as lighting that we left out in an effort to save costs and any potential complaints. A few years later we invested in some of the capital items we left out including the lighting. I learned quickly when doing projects make sure you have everything you want and do it. A second bite of the apple is never as good.

Yes I have fired people for cause. It isn't a good feeling, but then again the firings were done for a reason. In my experience, the individual typically does it to themselves, but doesn't want to take responsibility. A year and a half ago I discovered a number of irregularities in the Recreation Department. I notified the Borough Attorney, Police Chief and members of the Governing Body. The person was suspended immediately pending an investigation. He was subsequently terminated and the case was handed over for prosecution.

Challenges are unavoidable for Town Managers. Bay Harbor Islands appears to have its own nuances and challenges. The first challenge which nearly every local government is facing is economic. Revenue loss is dramatic everywhere. COVID-19 is impacting all revenues. The decline in revenues from the Causeway Fund, parking meter fund, other utility funds and taxes I'm sure are significant. This economic down turn is expected to continue for the foreseeable future, and measurers need to be taken to lessen the blow. Cutting expenses, modifying work hours and processes, overtime reductions and staff analysis need to be performed. Municipalities everywhere are tapping reserves, but the burn rate needed to offset revenue losses is usually pretty high. Funding sources need to be explored. In my current Municipality we are taking all possible measures including cost cutting, some staff reductions and obtaining CARES funding.

**Glenn F. Cullen**

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Managing people effectively is critical for success and it seems Bay Harbor Islands has had some change in personnel. A new Town Manager will not only be transitioning to the position, but will also be working with staff that may be new to their positions. This is the situation I encountered in South Plainfield when the State's pension system was changed. There were whole sale retirements. These circumstances bring great opportunities. The opportunity to evaluate staff, modify work processes and build new teams. It is a great time to review what is being done and how to do it better.

Redevelopment will be one of the keys for future economic success. I have been part of a team that has handled the redevelopment process for the former Tingley Rubber site, Cornell Dubilier site and now the former Motorola site. All of these sites were former commercial properties that were or are being redeveloped into luxury townhouses/condos with commercial mixed uses. I have a strong background in working to attract developers and businesses to revitalize areas in South Plainfield and I can do the same for Bay Harbor Islands.

The first six months will go quickly. I will be quick in evaluating the organization and its needs. Listen to the Governing Body and work with the staff to understand current processes. My approach will be to build goodwill everywhere I go and let my performance with the public, Governing Body and staff do the talking.

- It will be critical to get a handle on the impact of revenue losses from the Pandemic and evaluate what measures need to be taken and the effect on the organization and the budget.
- Get a complete understanding of the priorities of the Mayor and Council and devise a plan to move forward in obtaining their goals and objectives.
- Meet with community leaders and businesses throughout Bay Harbor Islands. Learn the needs of Bay Harbor's residents. I am a public official and the public will get to know me quickly.
- Learn the codes and regulations of Bay Harbor Islands as well as the differences with the County and State government. I am a quick study, but there will be differences from the rules and regulations in New Jersey.
- Hopefully in the first six months there is not a Hurricane, but I am experienced in handling emergencies. South Plainfield suffered significant storm damage from Super Storm Sandy. We were the first municipality up and running in our area, and I went through the entire reimbursement process with FEMA.

I work very well with the media. I handle the correspondence and releases for the Mayor and Council President. I routinely spearhead the Borough's Nixle Alerts, Code Red, Facebook, Twitter and resident releases. The Borough has had a few significant media events since I became Administrator. There was a terrible house fire that killed five residents that received national media attention and last year our Labor Day Parade was canceled due to explosive devices found on the parade route. These events received tremendous media coverage that I

**Glenn F. Cullen**

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handled for the Borough. Locally, I have a great relationship with both the print weekly paper and the online news site. I have nothing in my background that is embarrassing.

If I am selected to be a finalist, I am confident there will be no community activists contacting you to say there is something negative in my background.

In my leisure I like to garden, ride my bike and go to the beach. Most importantly I enjoy spending time with my wife and family. I like to barbeque and pretend to be a Grill Master. My children are all grown and I have gone from coaching all of their sports to one or twice a year attending sporting events at different venues.

**SIX ADJECTIVES OR PHRASES YOU WOULD USE TO DESCRIBE YOURSELF**

- Smart
- Enthusiastic
- Hardworking
- Honest
- Funny
- Balanced

**REASON FOR DEPARTING CURRENT POSITION**

I have accomplished what I set out to achieve in South Plainfield and have grown professionally as an executive. I feel the Town Manager position in Bay Harbor Islands presents the opportunity to add to the continued growth of my professional career.

**CURRENT / MOST RECENT SALARY**

My current salary is \$182,300



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*Section 8*

*Matthew “Matt” J. Garside*

*Bay Harbor Islands Town Manager  
Candidate Report*

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*Cover Letter and Resume*

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May 16, 2020

Colin Baenziger  
Colin Baenziger & Associates  
2055 South Atlantic Avenue, Suite 504

Dear Mr. Baenziger,

I am interested in the Town of Bay Harbor Islands Town Manager position. I learned about the job posting on your web site and found my talents and experience to match your requirements for the position.

I have an extensive knowledge of the day-to-day requirements to effectively manage a large organization and am currently Town Manager in Poland, Maine. I have prepared municipal budgets that are effective and that keep the mil-rate down. Additionally, I prepared and executed a \$30 million dollar budget for a large U.S. Navy organization with 3000 staff and another budget of \$50 million for a commercial firm with 100 staff.

In addition to my experience as a Town Manager, I have also served in responsible, senior roles as a Chief Executive Officer and Board Director for a commercial firm in Singapore and as Chief of Staff (U.S. Navy Captain) for the group that managed all logistics for the U.S. Navy in the Western Pacific.

I have experience working with labor unions, have managed large capital projects, and am playing an active role in economic development here in Poland.

I also have a solid education background. I hold a Master in Public Administration, Kennedy School of Government, Harvard University, a Bachelor of Science in Marine Transportation, Massachusetts Maritime Academy, and was a Fellow, Security Studies Program, Massachusetts Institute of Technology.

What I would bring to this role is my current experience as a Town Manager and the character, integrity, and honesty of a career naval officer along with the senior level leadership and management skills I have developed during my professional life. I would like to put those skills to work for the Town of Bay Harbor Islands as Town Manager. Please do call me at [REDACTED] or email me at [matthew.j.garside@gmail.com](mailto:matthew.j.garside@gmail.com).

Sincerely,

Matthew Garside

**Matthew J. Garside**  
Email: [matthew.j.garside@gmail.com](mailto:matthew.j.garside@gmail.com) Phone: [REDACTED]

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### **Summary**

Senior executive with 20+ years' experience leading and managing government and commercial organisations with expertise in the following areas:

- |                                       |                                              |
|---------------------------------------|----------------------------------------------|
| * Operations and Project Management   | * Strategic Planning and Operations Analysis |
| * Labor Relations                     | * Financial Operations and Budget            |
| * Customer Service                    | * Systems Design and Implementation          |
| * Organizational Change / Development | * Media Relations                            |

Able to quickly adapt to changing circumstances, create strategy and drive change throughout organizations. Strong interpersonal and leadership skills. Adept at attracting and retaining talented employees and building long term successful business partner relationships.

### **Recent Local Government Experience**

#### **Town Manager, Town of Poland, Maine**

**2017 – Present**

Poland is a town with a population of 6,000 that rises to 12,000 during the summer months. It is located in Androscoggin County, Maine (population 108,000).

#### **Duties and Responsibilities as Town Manager:**

- Chief administrative officer of a municipal government with 50 employees and a \$12 million budget.
- Oversight responsibility for the following functions: police, roads, waste disposal, water and sewer utility, parks, recreation, planning, zoning, finance, general services and personnel.
- Implementation of Select Board directed policy. Administration of the Town's day-to-day operations as well as identification and resolution of long-range issues.
- Preparation and administration of the Town's operating and capital budgets.
- Negotiation with public and private sector entities on a variety of issues ranging from economic development and growth to service contracts.
- Media representation of the Town including interviews with the print media and preparation of press releases.
- Responsible for the Town's compliance with County, State and Federal regulations such as health, environmental and EEOC.
- Manage labor relations with one bargaining unit and non-unionized staff.

#### **Achievements:**

- Prepared and submitted municipal budget and capital plan. \$12M plan provided for continuation of essential services and investment in capital projects without increasing the mil rate.
- Applied for and obtained \$88K in grant funding. Funds were used to acquire an electronic speed sign to help mitigate high-speed traffic and to install an electric vehicle charging station.
- Reinvigorated the capital plan. Addressed several long-standing maintenance issues, partnered with contractors to save money and time. Result, long-standing projects now complete with minimal expenditure of tax dollars.



- Facilitated the Town's purchase of a summer camp. Presented proposal at a Special Town meeting to purchase the camp, negotiated terms with the seller, resolved boundary line and water issues.
- Leading the effort to revise and update the Poland Comprehensive Plan. Recruited committee members, sourced a firm to assist with technical details, developed and executed a schedule that will allow the project to be completed in time for Town Meeting.
- Implemented best business practices:
  - Supervised reconciliation of Town finances; tax reconciliation, posting of expenses and revenues, and cash controls. Long standing issues resolved.
  - Introduced cost saving measures; installed LED streetlights and exterior lighting for municipal buildings. Used grant funding to install and electric vehicle charging station. Considering a large solar array project.
  - Instilled discipline in the procurement process; ensured all large purchases were put out to bid via a request for proposal, centralized maintenance and other support contracts.
  - Revamped human relations department; implemented a checklist for all new hires, updated job descriptions, brought stakeholders into the hiring and interview process.

### **Other Professional Experience**

**Caring for Elderly Parents** **2013-2017**

**Chief Executive Officer and Board Director  
Reflect Geophysical, Singapore** **2012-2013**

Provided marine geophysical services, seismic acquisition services and technical and operational support for oil and gas companies venturing into the Asia Pacific region.

Duties and Responsibilities as Chief Executive Officer:

- Directed administration of \$50M revenue with full P&L responsibility and 100 staff.
- Directed operations of seismic vessels in support of business goals.
- Led business development effort and maintenance of existing business relationships.
- Responsible for Program, Product and Service Delivery. Oversaw marketing, promotion, delivery and quality of geophysical programs, products and services.
- Managed \$5M/month in operating costs.
- Responsible for communication with the Board of Directors and Shareholders.
- Responsible for the firm's compliance with all environmental and safety regulations.
- Managed labor relations with non-unionized staff.

Achievements:

- Developed plan to address \$80M in debt. Liaised with 56 trade creditors to address outstanding debt, maintain communication and ensure vital services for seismic operations were supplied on a cash basis. Worked with largest creditor (\$50M) to maintain support and stave off legal action.

- Retained 77 employees through extreme financial hardship. Kept employees informed, apprised of challenges, what the company was doing to meet those challenges, and how their continued participation enabled the firm going forward.
- Right sized workforce. Cut redundant, underperforming staff. Saved \$54K/month.
- Built and maintained relationship with major Indian oil company. Reflect was delayed in starting \$35M contract. Established regular communication cadence, kept company informed, and built trust such that the contract remained viable.
- Effectively managed 16 legal challenges ranging from arrest of vessel to winding up petitions. Sourced and directed legal representatives. Directed responses and action such that the company was not encumbered and could continue operating.
- Saved \$11K/month by restructuring communications architecture. Communication costs were averaging \$16K/month. Reviewed cost drivers and eliminated expensive and redundant communications path.

**Chief of Staff, Logistics Group Western Pacific, Singapore****2005-2012**

Logistics Group Western Pacific is a U.S. Navy logistics organization of 3000 based in Singapore, at sea, and ashore in the Asia Pacific region.

**Duties and Responsibilities as Chief of Staff:**

- Direct 100 Singapore based military and civilian staff across five areas; logistics, marine maintenance and repair, marine salvage, operations, and military exercises/engagement.
- Supervise operation of U.S. Navy presence to include; police, infrastructure (docks, fuel storage, pipeline), housing (200 units), recreation facility and programs, religious facilities and programs, library, and relations with Singapore government.
- Manage labor relations with three bargaining units and non-unionized staff.
- Direct operations of 45 ships.
- Manage \$8.9B of inventory, sourcing and delivery of \$446M of fuel.
- Approve all significant HR actions; hiring new staff, termination of staff, disciplinary matters, monetary awards for performance. Resolve personnel issues diplomatically and objectively.
- Directly supervise supporting staff; human relations, administration, legal, medical, facilities, IT, and public affairs.
- Develop and execute \$30M budget.
- Keep Supervisor and Staff informed.

**Achievements:**

- Integrated air, ground, and sea transport, and leveraged contracts with suppliers to produce a holistic logistics plan to support 70 recurring customers.
- Kept group focused and on budget. Developed budget. Previously, funding, \$30M/year, had been expended with no discipline. Validated requirements, justified future/ongoing expenses. Produced budget that met present and future requirements.
- Developed strategic plan that looked out five years. Set goals and built a business plan to achieve them. Briefed staff on goals, business plan, and how they could contribute to success.



**Matthew J. Garside****page 4**

- Built relationships with multiple stakeholders to further the goals of the organisation. Established ongoing relationships with naval leaders in 11 South East Asian nations along with U.S. Government officials in those countries. Worked closely with the Republic of Singapore at the local government level and representatives from the United Kingdom, New Zealand, and Australia to foster relationships that enabled the U.S. Navy presence to continue as well at more senior levels to further U.S. strategic goals.

- Established fuel ordering and accounting tracking program to manage fuel for all U.S. Navy ships in the Western Pacific – produced \$25M in cost avoidance in the first year.

- Executed centralized order processing plan; reduced workforce from 53 to six and order processing locations from 11 to one, achieved \$6M/year in manpower savings.

- Led U.S. Navy logistics relief effort during 2011 Japanese Tsunami. Organized supply chain to move materiel to load port and on to customers at sea and ashore, used six logistics ships to move 7827 tons of life sustaining supplies to the affected area, and provide 8.2 million gallons of fuel to 18 USN ships. Conducted relief operations in a nuclear radiological environment without impacting delivery schedule.

**Commanding Officer, Mobile Security Squadron 7, Guam****2003-2005**

New organisation – start-up. Provided armed security for naval units operating throughout the Western Pacific and Middle East. Directed training and operational certification of three 75 man and 11 five man security teams. Administered \$1.5M budget. Oversaw maintenance and repair for six security vessels, supporting rolling stock, and inventory of over 300 weapons. Maintained quick reaction force able to respond in 24 hours for emergent security requirements. Developed supply chain for logistics requirements.

**Commanding Officer, Beach Master Unit 1, Coronado, CA****2001-2003**

Deployed five combat ready Beach Party Teams in support of amphibious operations in the Western Pacific and Middle East. Controlled landing craft, lighterage, amphibious vehicles, and coordinated movement over the beach of equipment, troops, and supplies. Provided beach and surf zone salvage. Administered \$1.0M budget.

**Education****Harvard University****1996-1997**

Kennedy School of Government, MPA - Public Administration  
Concentrated in finance and economics

**Massachusetts Institute of Technology****1996-1997**

Fellowship - Security Studies Program  
Concentrated in organizational management

**Massachusetts Maritime Academy****1978-1982**

BS - Marine Transportation

**Professional Affiliations**

Maine Town and City Managers Association

United States Naval Institute

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*Candidate Introduction*

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**Matthew J. Garside**

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**Education**

|                                                                                                                             |             |
|-----------------------------------------------------------------------------------------------------------------------------|-------------|
| Harvard University<br>Kennedy School of Government, MPA - Public Administration<br>Concentrated in finance and economics    | 1996 – 1997 |
| Massachusetts Institute of Technology<br>Fellowship - Security Studies Program<br>Concentrated in organizational management | 1996 – 1997 |
| Massachusetts Maritime Academy<br>BS - Marine Transportation                                                                | 1978 – 1982 |

**Experience**

|                                                                              |                |
|------------------------------------------------------------------------------|----------------|
| Town Manager, Town of Poland, Maine                                          | 2017 – Present |
| Caring for Elderly Parents                                                   | 2013 – 2017    |
| Chief Executive Officer and Board Director<br>Reflect Geophysical, Singapore | 2012 – 2013    |
| Chief of Staff, Logistics Group Western Pacific, Singapore                   | 2005 – 2012    |
| Commanding Officer, Mobile Security Squadron 7, Guam                         | 2003 – 2005    |
| Commanding Officer, Beach Master Unit 1, Coronado, CA                        | 2001 – 2003    |

**Background**

Poland is a town with a population of 6,000 that rises to 12,000 during the summer months. It is located in Androscoggin County, Maine (population 108,000). Poland is strategically located adjacent to Maine's population and economic centers. Nearly 50 % of Maine's population is located within a 30-mile radius of Poland. While Poland does not in and of itself have a broad-based, diverse economy, it is part of a much larger economically robust regional economy. The Town of Poland is considered part of the Lewiston-Auburn Metropolitan Statistical Area (MSA). This MSA has one of the most robust and thriving economies in the State, which possesses innovative healthcare, high precision manufacturing, financial services and printing sectors.

Poland's General Fund Budget was \$4.7 million with a total budget of \$12.2 million in Fiscal Year 2020. The town has 26 full time, six part time employees, and 35 per diem Firefighters. An additional 15 part time, seasonal employees work at Public Works and the Recreation Department. I directly supervise 9 employees and one contracted service.



### **Matthew J. Garside**

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The three most significant issues facing the Town are:

- Economic development to expand the tax base. Poland has only a few large business's that comprise a disproportionate share of the tax base. The Town is executing a strategic development plan to attract diverse businesses.
- Infrastructure expansion. The Town has a short segment of water and sewer installed at the south end of town and an additional water service installed at the north end of town. The Town needs to complete and execute a plan to expand both of these services to serve residents and attract new business.
- Revenue and budget. The Town predicts drastic shortfalls in revenue due to the recent economic slowdown. Additionally, to compensate for those reduced revenues, expenses were slashed. While the municipal operational budget was preserved to allow for continued services, the contribution to the Capital Improvement Plan was eliminated for one year. The Town will need to make up those CIP contributions going forward.

### **General Management Style and Experience**

Bay Harbor Island is a unique community. While it is in the center of a major metropolitan area, it is still relatively small. The population is almost the same as Poland which I find attractive and would allow me to form the personal relationships with residents that I find rewarding. Just as important is the professional challenge that Bay Harbor Island would present. Reduction in revenue, economic development, and infrastructure improvement and replacement are challenges that I am well equipped to address. For example, I recently amended the municipal budget to account for reduced revenue, reduced expenses while maintaining all services, I work closely with our Community and Economic Development Committee to attract new business and make the Town more of a destination for tourists, and have developed a plan to address long term infrastructure and capital challenges. I believe that my demonstrated skill set will help Bay Harbor Island meet these challenges.

I have a collaborative, consensus building management style. I have found my biggest success when pursuing big projects or attempting to make a large change by building a consensus and getting "buy in" from stakeholders. Achieving goals is a lot more effective if everyone is pulling in the same direction. However, there are times when specific direction is required.

I believe that to be a good and effective leader one has to do five things; earn the respect of seniors and subordinates, demonstrate technical competence, be consistent, give feedback and correction in an appropriate manner, and provide clear direction on the way forward.

I find the best way to earn respect is to earn it. That is you don't gain respect in a day or week, but through exemplary and continuous example and action. You must demonstrate that you are competent in your role. That does not mean that you have to know everything. A willingness to

### **Matthew J. Garside**

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admit shortfalls in an area, but then take prompt action to address those shortfalls sets the example for others, and shows you are ready to do the hard work to get up to speed and contribute.

Leaders must be consistent. Consistency in personnel actions, business decisions, bearing, and expectations is important.

Providing honest feedback and where appropriate and corrective action in the proper setting is important. It lets employees know that you understand what they are doing, that you value their efforts, and gives you the chance to reinforce standards and expectations. Corrective counseling is also important. It also lets employees know that you are aware of their actions that fall short of standards, and gives them specific steps to improve. Corrective counseling should be done in an appropriate setting – in private.

Probably the most important attribute of a good leader is to provide clear and precise direction. Doing this takes time and effort – you have to know where you want to go before you issue instructions. But taking the time to do this gives employees – particularly your top performers, the direction they need to execute.

My staff would say that I am approachable, consistent, willing to learn, and supportive. As part of my annual review of direct reports, I request an evaluation of my performance from those subordinates. I value that feedback as it lets me know what things are going well, and more importantly, areas that could be improved.

Elected officials would say they are happy with my performance. In formal annual reviews I am told they appreciate my approachable management style, how I interact with residents, my outreach and relationship building with other municipalities, correction of long standing financial issues, and how I have addressed and solved several long standing problems. An example of a long standing problem that I solved was a dispute over maintenance of a road in a failed development. I identified the core issues, brought stakeholders together, and offered a solution that was ultimately accepted by all parties.

I believe that my biggest strength is consensus building. I have found that if you want to take on large projects or achieve real change you must convince the group you are working with to move forward with you. For example, the Town had an opportunity to purchase a Summer Camp. The purchase involved settling land survey issues, obtaining water rights, identifying a funding source for the purchase price, and finally convincing voters that it was project worth supporting. In addressing these issues, I worked with abutting property owners, worked through the land survey issues with the Registrar of Deeds, collaborated with the owner of an adjacent Summer Camp to use their well, briefed local stakeholders on the plan and sought their input, and finally gave a detailed presentation at a Special Town Meeting which was ultimately approved by voters.

### **Matthew J. Garside**

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As for weaknesses, I recognize that I sometimes have trouble saying “no” to requests and sometimes take on more than I can handle at one time. To help in this area I delegate where appropriate and manage my own time effectively.

I am proud of my role in improving the Town’s budgetary posture. When I arrived the budget process was contentious and inefficient. Various groups had differing agendas and priorities. As a result, providing a consistent level of municipal taxation was difficult. Before the first budget season, I met privately with stakeholders to identify issues and where there was common ground. Most importantly, I listened to concerns. I also met with key municipal staff to identify areas where we might reduce expenditures and where we needed to request additional funding. The result has been budgets that meet the needs of the Town, have kept the mil-rate flat, and addressed the concerns of all stakeholders.

An issue that I could have handled better was a proposal to increase law enforcement coverage for the Town from daytime only to 24 hour presence. Poland contracts with the Androscoggin County Sherriff for law enforcement presence. That service only runs from early morning until late evening – the overnight hours leave Poland with no dedicated Police presence. I researched crime data, reviewed police logs, solicited citizen input, and presented a cost estimate. The proposal was ultimately rejected by the Select Board as being too costly given the current financial situation. Looking back, where I could have done better was in my timing. I could have made the proposal, but recommended it be put to voters at next year’s Town Meeting.

Over the course of my career, I have found it necessary to terminate employees. It has always left me with a heavy heart. However, when termination of an employee is required it should not come as a surprise. Employees should know from both formal and informal review that their performance is not up to standard and should have been given an opportunity to address shortfalls. Actual termination should be done in a professional manner and in private. Treating people with dignity and respect should be a constant of any organization.

The challenges I see facing Bay Harbor Island are:

- Addressing the revenue shortfalls from the pandemic.
- Economic development.
- Long term capital projects. Continue the efforts to save and prepare for the eventual replacement of bridges.
- Emergency preparedness to include hurricanes and climate change.

During the first six months my efforts will involve:

- Building professional relationships with staff, community stakeholders, local business’s, Mayor and Council, and appropriate State officials.
- Understanding the goals and direction of the Mayor and Council.

**Matthew J. Garside**

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- Reviewing the Town's financial posture.
- Becoming familiar with relevant laws and codes.

I maintain a good working relationship with local media to ensure important news about Town events and actions by the Select Board are made known to the community.

Social media is an important communication tool. I use the Town Facebook page, our municipal web site, and twitter to communicate with residents. Keeping these social media platforms fresh and populated with new content gives residents up to date information and encourages them to stay connected.

I do not anticipate that anyone would contact Bay Harbor Island with any negative information about me.

In my spare time I enjoy travelling with my family.

**Six adjectives or phrases that would use to describe myself**

- Approachable
- Honest
- Dedicated
- Willing to learn
- Good communicator
- Able to deliver bad/unpleasant news

**Reason for departing current position**

Being Town Manager here in Poland is a wonderful job. I truly enjoy the work and the people. However, I have found that the professional challenge here is not what I had hoped for. I need to have more complex and varied challenge.

**Current/most recent salary**

Town of Poland, Maine  
Town Manager  
\$110,000  
Reflect Geophysical  
Chief Executive Officer and Board Director  
\$325K

Logistics Group Western Pacific  
Chief of Staff  
\$165K



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*Section 9*

*Stanley D. Hawthorne*

*Bay Harbor Islands Town Manager  
Candidate Report*

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*Cover Letter and Resume*

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May 28, 2020

Honorable Mayor and Council Members  
Town of Bay Harbor Islands  
9665 Bay Harbor Terrace  
Bay Harbor Islands, FL 33154

Dear Mayor, Council Members and/or Evaluation Team:

Please accept my resume and cover letter as application for Town Manager of Bay Harbor Islands. I am Stanley Doyle Hawthorne, an experienced administrator with a diverse public management background. I would welcome discussing in-depth my qualifications for this position with the Evaluation Team designated by the Council.

My combination of experiences from diverse local government communities has prepared me for the responsibilities of managing Bay Harbor Islands. My career has spanned from Charlottesville, Virginia, a university town; to Saginaw, Michigan, a midwestern community largely dependent on the automotive industry; to years of city management experience and leadership in Florida communities including Hollywood, Tamarac, Lauderdale Lakes, the Sun 'n Lake of Sebring Improvement District, and Lakeland. Most recently, I served as Assistant City Manager for Fort Lauderdale from July 2011 to February 2019, and at the latter time planned a year long career sabbatical for personal pursuits including a franchise endeavor. I have enjoyed a distinguished educational and professional career which I have summarized in the following narrative:

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

Lakeland, with a population of approximately 92,000 residents in an area of 72 square miles, lies between the two major urban areas of Tampa Bay and Orlando and is experiencing the tremendous growth of the central Florida region.



## Section 9

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

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

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

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



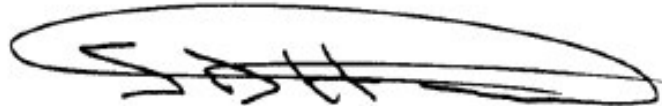
## Section 9

Philosophically, I believe that the success of any organization is a function of a unified, strategic and participatory team whose members cooperate for the attainment of a common purpose, in this instance, the best for the residents, businesses, and visitors of Bay Harbor Islands. As a public servant, my most important job is to represent each constituent to the best of my ability with empathy and selflessly. Professionalism, ethics, competence and commitment are important to me personally and will guide my every action. I will use my substantive experience, high standards and motivational ability to achieve the goals of the Council through the administration.

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

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

Very truly yours,

A handwritten signature in black ink, appearing to read 'S. Hawthorne', enclosed within a large, horizontal oval shape.

Stanley D. Hawthorne

Enclosure

**Stanley D. Hawthorne**

***Education and Employment***

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

***Professional and Civic Affiliations***

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



### **Stanley D. Hawthorne**

#### ***Employment Experience***

##### **2011-2019      City of Fort Lauderdale   Assistant City Manager**

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

##### **2005-2011      City of Lakeland              Assistant City Manager**

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

##### **2002-2004      Sun 'n Lake Improvement District              General Manager**

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



### **Stanley D. Hawthorne**

#### **Employment Experience (cont.)**

1998-2002                      City of Lauderdale Lakes                      City Manager

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

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

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

1992-1994                      City of Hollywood                      Director of Management and Budget

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

1985-1992                      City of Saginaw                      Assistant to the City Manager

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

**Stanley D. Hawthorne**

*Awards, Publications, Certifications*

Senior Executive Institute Alumnus

-University of Virginia

Certified Government Financial Manager

Leadership Hollywood Alumnus

Leadership Lakeland Alumnus

Executive Leadership Institute

-Harvard University, Syracuse University,  
University of Texas, Wharton School

Fifty Leaders of the Future

-Ebony Magazine

Municipal Annexation,

-thesis written during my enrollment  
at the University of Virginia

References available upon request

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*Candidate Introduction*

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**STANLEY D HAWTHORNE**

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**EDUCATION**

Master of Arts in Public Administration, University of Virginia  
Bachelor of Science, Troy University

**EXPERIENCE**

|                                                                |           |
|----------------------------------------------------------------|-----------|
| Assistant City Manager, Fort Lauderdale, FL                    | 2011-2019 |
| Assistant City Manager, Lakeland, FL                           | 2005-2011 |
| General Manager, Sun 'n Lake Improvement District, Sebring, FL | 2002-2004 |
| City Manager, Lauderdale Lakes, FL                             | 1998-2002 |
| Assistant City Manager/Director of Finance, Tamarac, FL        | 1994-1998 |
| Director of Management and Budget, Hollywood, FL               | 1992-1994 |
| Assistant to the City Manager, Saginaw, MI                     | 1985-1992 |
| Management Fellow, Charlottesville, VA                         | 1982-1984 |

**BACKGROUND**

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

Fort Lauderdale's Fiscal Year 2019 Budget for all funds was \$785 million dollars with the General Fund constituting \$359 million of the total amount. Strategically, the budget was prepared with those available resources intended "to build, enhance, and sustain the future of our great City."



**STANLEY D HAWTHORNE**

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The three most significant issues facing the City during my tenure were:

- **Business Development.** Fort Lauderdale is home to a thriving local economy consisting of the largest south Florida industries of tourism, marine, and boating as well as attracting regional and global markets. We recognized the intrinsic value of investments in transportation and mobility, infrastructure, public places, education, and public safety as having exponential impacts on business and economic development.
- **Infrastructure.** The country as a whole is facing a critical dilemma with aging infrastructure and limited budgets to deal with it. In many areas of America, roads, water and wastewater systems are outdated and falling apart in many instances. This trend directly applies to Fort Lauderdale as one of the oldest cities in the county further exacerbated by sea level rise as a coastal community.
- **Neighborhood Enhancement.** Fort Lauderdale is a community of communities with more than 60 unique neighborhoods, a world-renowned beach, and business and entertainment centers throughout the city. We committed to ensuring that no one neighborhood or component was left behind requiring effective code enforcement standards and investments in healthy, strong and stable places.

**GENERAL MANAGEMENT STYLE AND EXPERIENCE**

My management style is premised on a belief that the success of any organization is a function of a unified, strategic and participatory team whose members cooperate for the attainment of a common purpose, in this instance, the best for the residents, businesses, and visitors of Bay Harbor Islands. As it is said, Bay Harbor Islands is “the best kept secret on the water!” Such is my experience having traversed the perimeter and interior of each Island by foot. It would be my honor to lead and facilitate progress on the priority issues and projects deemed to be in the best interest of the community

As Town Manager, I will be led by the vision of the community, the policy direction of the Council, and the voices of the employee team (community builders) who are the experts in their respective fields.

I believe the many community builders that I have served with previously will attest to my participatory approach and highly appreciative valuing of their contributions. They will say that “I care.” Similarly, elected official with whom I have worked know how much passion I bring to the job prizing my role as a public servant. My most important job is to represent each constituent to the best of my ability with empathy and selflessly. Professionalism, ethics, competence and commitment are important to me personally and will guide my actions. My skills as a motivator will influence causation effect for achieving the enumerated goals of the Town Council through the administrative team

The elective council, business representatives, and residents of Bay Harbor Islands deserve good government institutionalized into the administrative structure; a well-run, responsive, accountable, and professional administration capable of providing effective and efficient services. Such will be the defining qualities of my service to the community. I pledge transparent, forthright and accurate information in fulfilling my public responsibilities. I'm confident that my strength of character in addition to my strong background in resiliency planning, parks and recreation programming, social services, municipal finance, performance budgeting, cyber space and information technology, human resource management, labor relations, capital projects, infrastructure maintenance, utility operations, tourism, redevelopment and economic development will assist the Town's future direction. My weakness of sometimes pushing too hard while losing patience will be harnessed to match realistic expectations while making continuous progress.

To help ensure that we are effectively meeting the performance expectations of the council and neighbors, I will introduce a strategic management system used in a previous organization. The rotational model of "PLAN DO CHECK ACT" will allow the Town to continually plan for the future, implement strategic initiatives, track and monitor performance, evaluate progress towards our goals, demonstrate commitment to providing the highest quality of services and continuously improve service delivery for our neighbors.

A top achievement of my career was serving as the first City Manager of Lauderdale Lakes, Florida. My appointment followed a referendum in which voters overwhelmingly approved a change in its charter from legislative committee oversight of day-to-day administration to a professionally managed structure. Coming from a neighboring city, I recognized the uphill challenges that would be faced by any administrator of this backwardly reputed local government. I was most enthusiastic at the opportunity. During my tenure, the city experienced rapid progress in pursuit of its goals, particularly those of renewal and redevelopment including establishing a community redevelopment area that covered the full city limits with tax increment funding. A first-class team was assembled and motivated to take the city to a higher level of organizational performance and quality of life for the community. Lauderdale Lakes became a city "on the move."

As a lesson learned to my prematurely shortened tenure at the height of progress for that community, my emotional intelligence has since matured. At the time, admittedly, I had not gained the level of experience to avoid emotional triggering by a commissioner whom I had previously denied an administrative post.

Termination of a team member is one of the most difficult acts of administration. I have been on the receiving end as described above and have had to administer firings. Some are clear cut and easier when a breach of ethics or wrongdoing has occurred. Firings related to performance are more difficult but cannot be ignored. Resolute and empathetic processing is my approach when warranted.

Managing any governmental organization has its unique challenges. Bay Harbor Islands will be no exception particularly at a time when the country, state and town are facing continuing and unknown consequences of the pandemic virus, COVID-19. The pandemic effect has added a whole other level of uncertainty ahead of more traditional challenges that threatens the lives of neighbors and livelihood of the community. Mitigating a balance between potential lives loss and social and economic depression is the task ahead for the foreseeable future before a medical science breakthrough. One of the known early consequences to municipalities is loss in major revenue sources that will be needed to sustain core functions and meet expanded costs for ancillary needs manifested through the pandemic.

Under normal circumstances, I, as a new manager, would use the first six months of my tenure to assess functional operations and adjust/realign administration as needed to enhance reaching the goals of the Town Council on behalf of the community. In this unprecedented time, I will be prepared on day one to continue dealing with the realities of our current normal and the hazards of the Coronavirus and its effect on neighbors, community builders, and services. The staff and I will develop a continuously updated Action Plan for review by the Council in addressing COVID effects on operations while adjusting priorities and continuing progress on Town goals.

Open, transparent, and easy to understand messaging will be a key strategy for establishing or maintaining a sound and trusted relationship in media communications. In Fort Lauderdale, I supervised strategic communications staff responsible for a full range of communications including developing and managing postings on the City's social media accounts. Those consisted of Facebook, Twitter, Instagram, YouTube, Nextdoor, and City E-news. At little to no cost, these media tools help elevate neighbor engagement and collaboration, increase awareness, promote transparency, and stimulate feedback.

As such and on a personal note of transparency, I am confident that a review of my background will not reveal any cause of embarrassment to the Town. Neither am I concerned that activists of my past communities will be forthcoming with any personally negative information.

Beyond work requirements, I am a foster parent of many years and appreciate family lifestyle to the fullest. I also enjoy stage plays, movies, reality TV, reading, traveling, playing tennis, fun cycling, hiking, cooking, card games, and adventures.

**SIX ADJECTIVES OR PHRASES I WOULD USE TO DESCRIBE MYSELF**

- experienced administrator with a diverse background
- caring, competent and committed public servant
- empathetic, ethical leader
- responsive, accountable professional
- transparent, forthright, and accurate purveyor of information
- loving son, brother, uncle, foster parent, and friend

***STANLEY D HAWTHORNE***

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**REASON FOR SEPARATION**

I served as Assistant City Manager for Fort Lauderdale from July 2011 to February 2019, and at the latter time planned a year long career sabbatical for personal pursuits including a franchise endeavor.

**SALARY AT SEPARATION**

My final salary at Fort Lauderdale was \$205,000 plus vehicle allowance and 401(a) defined contribution by City equal to 20% of salary.



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*Section 10*

*Joseph “Joe” M. Kerby*

*Bay Harbor Islands Town Manager  
Candidate Report*

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*Cover Letter and Resume*

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06/01/20

Colin Baenziger & Associates  
2055 South Atlantic Avenue, Suite 504  
Daytona Beach Shores, FL 32118

Mr. Baenziger and Mr. Conner,

I am responding to your recruitment seeking a Town Manager for Bay Harbor Islands, Florida. I am extremely interested in discussing my experience and education and how I can leverage my skills to serve Bay Harbor Islands in a professional, sincere, and efficient manner. I have a proven track record which is a result of my strong administrative knowledge and leadership experience combined with my excellent communication skills and a collaborative approach to solving problems.

As you can see by my attached resume, I have a diverse skill set and have had a wide range of advancement opportunities. I am seasoned manager and am knowledgeable about all aspects of City and County governmental operations including Administration, Economic Development, Health and Human (Social) Services, Public Affairs, Facilities Management, Commercial/General Aviation Airport Operations, Financial Management, Parks & Recreational Services, Sustainability, Community Development, Housing, Public Works, Human Resources, Organizational Development and Training, Information Technology, Law Enforcement, Fire/EMS, and Utility Operations(Electric, Natural Gas, Water, Wastewater). I have had the privilege of serving elected boards/officials representing many forms of local governments. My experience includes policy development, strategic planning, and community engagement. I have also had the privilege of serving in tourist-oriented destinations as well as University/College communities.

I am presently the County Administrator for Benton County, Oregon. Previously, I served as the County Manager for La Plata County and Montrose County, Colorado which are considered premier tourist destinations within the State of Colorado. In the past, I have served in numerous leadership roles in both City and County government. I spent almost 20 years working in various capacities for the City of Colorado Springs and/or Colorado Springs Utilities prior to deciding to pursue a career in City/County management. I have served communities with populations ranging from 3,000 to 500,000 and organizations ranging from 50 – 2,000 employees. My goal has consistently been to serve in leadership capacities that provide the opportunity to improve the organizations and communities that I serve.

In reference to your educational requirements, I received a bachelor's degree in Sociology from the University of Colorado. I then went on to pursue a master's degree in Business. This background provides me a nice blend of education, which not only gives me insight into business but also provides me with the ability to understand the importance of human interactions and relationships. These insights allow me to perform effectively and to balance



## **Section 10**

the business needs with the needs of the employees and the community. I am currently furthering my professional education and am in the final stages of completing the Certified Public Manager Program through the University of Colorado School of Public Affairs, Buechner Institute for Governance.

I enjoy a very stable and productive relationship with the current governing body that I serve. I am well respected in my organization and community. Despite these factors, I am very interested in pursuing the opportunity as the Town Manager for Bay Harbor Islands, Florida. In reviewing the recruitment brochure, it is readily apparent that I have many of the attributes that Bay Harbor Islands is seeking. I have over 10 years of experience serving premier tourist-oriented communities in Colorado. I understand what it takes to balance the needs and wants of the residents with the impacts that tourism creates upon a local community. I spent 5 years specifically managing in La Plata County, Colorado (Durango, CO) which is a resort community that attracts visitors year-round, destined for the ski slopes and the abundant recreation activities available in surrounding State and Federal lands.

I appreciate the opportunity to be considered for this position. Due to the public nature of my present position, I am requesting that you keep my application confidential at this time. Thank you for your consideration and I look forward to hearing from you.

Sincerely,

*Joseph (Joe) M. Kerby*

**JOSEPH M. KERBY**



**PROFESSIONAL EXPERIENCE**

***County Administrator, Benton County***  
*Corvallis, Oregon*  
*August 2017 to present*

I am responsible for the overall operations of Benton County and serve as its Chief Executive Officer. Benton County consists of approximately 700 square miles with a population of approximately 92,000 citizens served by approximately 525 employees. Areas of responsibility include Administration, Tax Assessment and Collections, Records, Engineering, Public Works, Public Communications, Facilities Management, Fairgrounds, Finance, Risk Management, Health (including 6 Federally Qualified Health Centers), Human Resources, Parks and Natural Areas, Information Technology, Community Planning and Development and Juvenile Justice. I report directly to the Board of Commissioners and am responsible for the overall leadership of the County. Responsibilities include working with local, federal and state governments in various capacities. I am accountable for negotiating various types of agreements and contracts to include services, major capital projects, and intergovernmental agreements. I am accountable for an overall budget of approximately \$155 million annually. The County is a combination of both rural agriculture as well as urban centers. Corvallis which is the County seat also serves as the home of Oregon State University which educates approximately 28,000 students annually. I work closely with the administration of Oregon State University on a myriad of topics.

***County Manager, La Plata County***  
*Durango, Colorado*  
*June 2012 to July 2017*

I served in the capacity of the Chief Executive Officer of the County. I was responsible for the management and oversight of the entire County. La Plata County consists of approximately 1,800 square miles with a population of over 52,000 citizens served by approximately 450 employees. Areas of responsibility included Administration, Engineering, Emergency Management, Public Works, Public Communications, Facilities Management, Fairgrounds, Finance, Human Services, Human Resources, Information Technology, Veteran Affairs, Community Planning and Development, and Weed Management. I reported directly to the Board of County Commissioners while at the same time worked collaboratively with 5 other elected officials representing the following operations: Sheriff's Office, Clerk and Recorder, Treasurer, Assessor, Coroner, Surveyor and District Attorney. I was responsible for the overall leadership of the County under the direction of the Board of County Commissioners. Responsibilities included working with local, federal and state governments in various capacities. I was accountable for negotiating various types of agreements and contracts to include services, major capital projects, and intergovernmental agreements. I developed and managed an overall budget of approximately \$75 million annually. I actively worked with the Bureau of Land Management, National and State Forest Service. In addition, I was involved with securing more than \$6 million in grants. I served as a member of the Durango/La Plata County Airport Commission overseeing a commercial aviation airport which experiences approximately 200,000 enplanements annually. I also contributed to regional collaboration as a board member of the Southwestern Council of Governments. I successfully managed the County through one of its greatest financial challenges in its history. Property taxes declined 50% in the last 5

## **Section 10**

years which equates to a revenue loss of \$15 million. I was instrumental in negotiating an intergovernmental land use agreement with the City of Durango. In addition, I have participated in the leadership and implementation of Transitional Area Development Land Use Standards.

### ***City Manager, City of Delta***

*Delta, Colorado*

*May 2010 to June 2012*

I was responsible for the overall operations of the City of Delta. I was accountable for oversight of approximately 100-160 employees. I reported to the City Council and was accountable for all facets of the City operations to include; Facilities/Fleet Services, Human Resources, Purchasing, Public Works, Police, Parks and Recreation, Golf Course Operations, Electric Generation and Distribution, Water Distribution, Wastewater Collection and Treatment, Solid Waste, General City and Utilities Administration, Finance and Customer Service. I managed an annual budget of approximately \$26 million. I developed proposed policies, procedures and ordinances for a wide range of topics for Council review and approval. I actively worked with Federal, State, and County officials regarding a myriad of issues. I had primary responsibility for negotiating Electric and Water supply contracts. I oversaw all facets of Human Resource operations and planning, organizing, directing, monitoring and evaluating all City Operations. I was responsible for negotiating an electric wind power contract, the purchase of parks and open space, and for the oversight of the design, financing, and right of way acquisition for a highway transportation bypass project (which is the largest infrastructure project in the history of the City). I was also a member of the All Points Transit Board, a regional public transportation provider.

### ***Deputy County Manager, Douglas County***

*Castle Rock, Colorado*

*September 2009 to May 2010*

Douglas County consists of a population of 300,000 people served by over 1,100 employees. It is one of the ten largest counties in the State of Colorado. I reported directly to the County Manager and shared significant responsibility in leading the organization. I was primarily responsible for Finance, Human Resources, Organizational Development, Facilities, Fair Grounds and Events Center, Information Technology, and Risk Management. I also had secondary responsibility for Public Works, Open Space, Regional Parks and Trails, Community Justice Services, and Human Services. Douglas County facilities consisted of over one million square feet of space and the annual organizational budget was approximately \$250 million. The County, also, provided over 13,000 acres of open space. I was responsible for managing the implementation of "Policy Governance" as well as "Balanced Score" methodologies to streamline our governance process and to evaluate our success in serving our citizens. I served in the capacity of County Manager in his absence. I also worked directly with the Board of County Commissioners and provided direct support for their initiatives. I left this position to return to the western slope of Colorado.

### ***County Manager – Montrose County***

*Montrose Colorado*

*May 2006 to September 2009*

I performed in the capacity of the Chief Executive Officer of the County and was responsible for management and oversight of the entire County. Montrose County consists of 2,200 square miles with an approximate population of 38,000 citizens served by approximately 400 employees. My areas of responsibility included Administrative Services, Commercial Airport, Engineering, Emergency Management, Public Works, Public Affairs, Facilities Management, Fairgrounds, Finance, Health and Human Services, Human Resources, Information Technology, Veteran Affairs, Community Planning and Development and Weed Management. I reported directly to the Board of County Commissioners while at the same time working in conjunction with the other elected officials representing

the following operations: Law Enforcement, Clerk and Recorder, Treasurer, Assessor, Coroner, Surveyor and District Attorney. As a result, I was responsible for the overall leadership of the County under the direction of the Board of County Commissioners. My responsibilities included working with local, federal and state governments in varied capacities. I was also responsible for contract negotiations of all types to include services, major capital projects, and intergovernmental agreements. I was responsible for an overall budget of approximately 46 million. I also worked closely with the Bureau of Land Management, National and State Forest Service as well as the National Park Service. Montrose County was one of the fastest growing Counties in the United States at the time. As a result, I spent a great deal of time working on transportation, land use, infrastructure, affordable housing and other growth-related issues. I played a key role in the passage of a ballot initiative which provided County Government with some limited relief from the well-known Tax Payers Bill of Rights (TABOR) revenue limitations law. I played a significant role in the passage of two new voter approved sales taxes in November of 2007. I also actively worked on the implementation of growth impact fees as well as a comprehensive facilities master planning study. I was involved with securing \$4 million in grants within several years. I participated in a year long process of updating our County Wide Master Plan. Under my direction, Montrose County took the lead on conducting a Regional Public Transportation Feasibility Study.

### ***City Manager – City of Iola***

*January 2005 – May 2006*

*Iola, Kansas*

I was responsible for the overall operations of the City of Iola. I was accountable for oversight of approximately 160 employees. Served at the pleasure of the City Commission (Council) and was responsible for all facets of the City operations to include; Human Resources, Purchasing, Public Works, Police, Fire/EMS, Parks and Recreation, Electric Generation and Distribution, Water Treatment and Distribution, Wastewater Collection, Solid Waste, Natural Gas Distribution, and General City and Utilities Administration, Finance and Customer Service. I managed an annual budget of approximately \$24 million. I also lead economic development activities directed at retaining and attracting new businesses and industry to include companies such as Russell Stover Candies and Gates Rubber Company. Develop proposed policies, procedures and ordinances for a wide range of topics for Commission review and approval. I actively worked with Federal, State, County and various association officials regarding a myriad of issues to include the Environmental Protection Agency, Kansas Department of Transportation, Kansas Department of Health and Environment, Kansas Department of Commerce, League of Kansas Municipalities, Kansas Municipal Utilities Association, Kansas Municipal Energy Agency, Kansas Municipal Gas Agency. I was instrumental in the creation of the Kansas Electric Power Pool. I was responsible for grant writing and administration. I had primary responsibility for negotiating Electric, Natural Gas and Water supply contracts. I was also responsible for planning, organizing, directing, monitoring and evaluating all City Operations. Negotiated a new Natural Gas purchase contract, a new Electric Power Supply contract, completed a national search for a new chief of police, finalized the construction of a new \$10.8 million-dollar water treatment plant and negotiated with several large commercial retailers to expand their operations in our community.

### ***City Manager – City of Neodesha, Kansas***

*8/2002 – 1/2005*

*Neodesha, Kansas*

As City Administrator, I was responsible for the overall operation of the City of Neodesha. I was responsible for oversight of approximately 50-75 employees depending on the time of the year. I reported directly to the City Commission(Council) and responsible for all facets of the City operations to include; Public Works, Airport Operations, Police, Fire/EMS, Parks and Recreation, Human Resources, Museum, Public Facilities, Electric Generation and Distribution, Water and Wastewater Treatment, Distribution and Collection, Solid Waste, Natural Gas Distribution, and general City and Utilities Administration, Finance and Customer Service. I was responsible for an annual budget of approximately \$9 million dollars and was responsible for the City's Industrial Park to include maintenance, upkeep and economic development. I developed proposed policies, procedures and ordinances

for a wide range of topics for Commission review and approval. Actively work with Federal, State and County officials regarding various issues to include the Environmental Protection Agency, Kansas Department of Transportation, Kansas Department of Health and Environment, Kansas Department of Commerce and Housing, Kansas Municipal Utilities, Kansas Municipal Energy Agency, and the Kansas Municipal Gas Agency. I was also responsible for negotiating Electric, Natural Gas and Water supply contracts. I was instrumental in working towards a remediation and reuse agreement regarding community contamination resulting from a previous refinery site. Responsible for grant writing and administration and achieved a Grant Administrators Certification. I was accountable for planning, organizing, directing, monitoring and evaluating all City Operations.

### ***City of Colorado Springs, Colorado***

***1981-2002 (Approximately 20 years of increasingly responsible service in various positions within the organization. Career goal was to gain experience in areas throughout the organization to ultimately be promoted to a Senior Manager position within the organization.)***

### ***Support Services/Business Solutions Senior Manager (last position held with City of Colorado Springs Utilities)***

***1998-2002***

As a Senior Manager in the Customer Care Department I was responsible for the Support Services /Business Solutions Division. Our goal was to provide internal professional support to the other operating divisions within Customer Care. Provided support to the following divisions: Meter Reading, Utilities Locating, Utilities Development, Customer Field Services, Customer Service Call Center, Billing and Field Representatives, Customer Engineering, Credit and Collections. Targeted areas of responsibility included management and operation related to budget development and monitoring, business continuity/disaster recovery, records management, facilities operations, implementation and marketing of non-regulated products and services, analytical and special projects, benchmarking, administrative coordination, long range planning and forecasting, financial analysis, safety, communications, training activities, and customer information system administration. I was responsible for oversight and coordination of approximately \$16 million annual Operations and Maintenance budget and a \$4 million-dollar Capital Budget. I was accountable for managing a staff of approximately 40 people. I was actively involved in contractor and vendor relationships and contract negotiations while being responsible for all aspects of Facilities Management for two separate Facilities. I also managed a total of approximately 160,000 square feet of space to include warehousing, office space, customer facilities, training areas etc. Total occupancy of both facilities consisted of approximately 700 employees. Specific responsibilities included:

- Scheduled and assigned work, reviewed work performance, and provided leadership and guidance.
- Planned, implemented, and managed customer service delivery strategies, programs, policies and procedures.
- Participated on task forces and committees to develop strategic and tactical plans. I participated on the Activity Based Management Team, Financial Accounting System Management Team, Marketing Advisory Team, Strategic Planning Team, and Facilities Service Level Management Team.
- Preparation and administration of the annual division budget and reviewing and monitoring expenditures.
- Determined performance objectives and developing staff to improve competency and professionalism.
- Coordinated divisional/departmental activities with other departments, divisions or sections to resolve internal and external customer issues and concerns.
- Project Management responsibilities for projects ranging from Technical System Implementations to all types of Facility Capital Projects.
- Project Manager for the Customer Relationship Management (CRM) Initiative

### ***Summary of Positions held during 20-year tenure with City of Colorado Springs:***

- ☐ Senior Systems and Business Analyst (Sabbatical Ford Credit)
- ☐ Business Solutions Senior Manager

- ☐ Customer Service Supervisor/Senior Analyst
- ☐ Housing Manager
- ☐ Accounting/Billing Supervisor
- ☐ Information Systems Instructor
- ☐ Utility Customer Service Representative
- ☐ Parks and Recreation Program Coordinator

## **P R O F E S S I O N A L   I N V O L V E M E N T**

Imagine Corvallis Action Network Board Member  
Durango/La Plata County Airport Commission Board Member  
Southwest Council of Governments Board Member  
All Points Transit Board of Directors  
Colorado Canyons Association Board of Directors  
Member of the Association of Colorado County Administrators  
Member of the International City/County Managers Association  
Advisory Board Member for Regional Hospice Care  
Member of the Delta and Iola Rotary Club

## **E D U C A T I O N**

|                                                                  |               |
|------------------------------------------------------------------|---------------|
| Webster University                                               | 01/94 - 12/96 |
| Master of Arts in Business/Minor in Computer Resource Management |               |
| University of Colorado (UCCS)                                    | 01/83 - 12/85 |
| Bachelor of Arts in Sociology/Minor in Gerontology               |               |

## **C E R T I F I C A T I O N S**

|                                                                                       |             |
|---------------------------------------------------------------------------------------|-------------|
| University of Colorado (Denver Campus)                                                | Completion  |
| Currently pursuing Certified Public Manager (CPM) Certification                       | Summer 2020 |
| Rocky Mountain Leadership Program                                                     | 2010        |
| Kansas Municipalities Leadership Program                                              | 2003 – 2005 |
| Kansas Environmental Leadership Program                                               | 2003        |
| Community Development Block Grant Administrator Training & Certification              | 2003        |
| Dale Carnegie Course Graduate (I received numerous class awards)                      | 2001        |
| Federal Public Housing Manager Certification                                          | 1994        |
| Certificate of Gerontology (1 <sup>st</sup> student to receive certification at UCCS) | 1985        |

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*Candidate Introduction*

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JOSEPH KERBY

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**EDUCATION**

Master of Arts in Business, Webster University, Colorado Springs, Colorado  
Bachelor of Arts in Sociology, University of Colorado, Colorado Springs, Colorado  
Certified Public Manager (CPM) Candidate, University of Colorado, Denver Colorado (I am currently finishing my last course which will result in achieving the CPM certification)

**EXPERIENCE**

|                                                                                   |                |
|-----------------------------------------------------------------------------------|----------------|
| County Administrator, Benton County, Oregon                                       | 2017 - present |
| County Manager, La Plata County, Colorado                                         | 2012 - 2017    |
| City Manager, Delta, Colorado                                                     | 2010 - 2012    |
| Deputy County Manager, Douglas County, Colorado                                   | 2009 - 2010    |
| Montrose County Manager, Montrose, Colorado                                       | 2006 - 2009    |
| City Manager, Iola, Kansas                                                        | 2005 - 2006    |
| City Manager, Neodesha, Kansas                                                    | 2002 - 2005    |
| Support Services/Business Solutions Senior Manager,<br>Colorado Springs, Colorado | 1998 - 2002    |
| Numerous front line and managerial positions, Colorado Springs,<br>Colorado       | 1981 - 1997    |

**BACKGROUND**

Benton County is located in Western, Oregon and is home to Oregon State University. The County is a combination of both rural and urban landscapes consisting of a population of just under 100,000. Corvallis is the County seat and is home to Oregon State University which is a large University consisting of approximately 28,000 students. The University is a major employer and serves as a significant economic engine for the region. Benton County is located in the mid-Willamette Valley which has a regional population of 350,000 with a significant number of jobs related to agriculture, manufacturing, technology and higher education. Benton County is also home to a Hewlett Packard (HP) Technology Campus which provides another significant source of jobs. Corvallis is located approximately 45 minutes due East of the Pacific Coast and serves as a major corridor for tourism. Three major State Highways intersect in Benton County with the Interstate 5 corridor being 10 miles to the East which serves as the main Interstate Highway that travels through California, Oregon and Washington. The State Capital is located in Salem which is a 40-mile drive from Benton County.

Benton County consists of approximately 525 employees who provide a myriad of services to our residents. I have direct oversight of 12 Department heads as well as numerous administrative staff. We have a biennial budget of approximately \$311,000,000 inclusive of all funds. Our Capital budget for this biennium is \$17,500,000. I recently led the negotiations and

JOSEPH KERBY

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acquisition of a new 53,000 square foot building which will serve as the County seat and will provide a centralized location for most of our County services. In addition, we also have undertaken our Criminal Justice System Improvement Project which is intended to be a total programmatic and facility overhaul of our current justice system. If approved by voters, this project will conservatively result in approximately \$60,000,000 to \$80,000,000 worth of new facilities including, jail, courthouse and law enforcement center.

The three most significant issues facing the County are:

- Growth/Development/Infrastructure – Benton County has been experiencing significant growth over the last 5 years. For many years growth was stifled due to voter approved annexations which more often times than not resulted in residents voting down any growth-related annexations. The Oregon State Legislature passed legislation 3 years ago which eliminated voter approved annexation laws. This meant that annexations could be approved through a land use process ultimately resulting in a decision by a local Planning Commission versus being approved by voters. This has led to many more annexations being approved which has resulted in new residential subdivisions throughout the County.
- Homelessness – Due to many social factors the number of homeless people has increased dramatically over the last 10 years. Housing prices on the West Coast have outpaced the ability of many people to both work and live in our Community. More than half of our County employees reside outside of the County due to the cost of housing and the added burden of high property taxes. Benton County has partnered with the City of Corvallis and has hired a new Homeless Coordinator position that will support the work of a new City/County homeless task force that was recently formed that will focus on developing a 10-year strategy for addressing homelessness. This is a joint City/County collaboration in conjunction with a host of non-profits throughout our Community.
- Criminal Justice System Improvements – Benton County for many years has struggled to provide the facilities and programming necessary to operate a 21<sup>st</sup> century criminal justice system. Our jail population has outgrown our ability to house and provide restorative services to offenders. Many offenders are cited and released without being incarcerated due to our jail being dramatically undersized for our population. We have recently completed an entire assessment of our current system and have identified a preferred alternative for moving forward which consists of new programming and facilities. We have now entered into programmatic development as well as the facility design stage to include a new courthouse, jail, and law enforcement center. This is a multi-year project which has involved significant public engagement that will hopefully result in achieving voter support to fund the new programs and facilities.

JOSEPH KERBY

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**GENERAL, MANAGEMENT STYLE AND EXPERIENCE**

As you can see by my resume, I have had many advancement opportunities in my career. I completed an 18-year career with the City of Colorado Springs in the position of a Senior Manager. During my years of service in Colorado Springs I became experienced in many municipal operations to include parks, utilities, housing, information systems, business solutions, accounting and finance, and general operations. The City of Colorado Springs consisted at that time of over 2,000 employees serving a population of 350,000 and was one of the fastest growing communities in the United States.

I chose to then transition my career to be of service to smaller and mid-size communities in the capacity of a City/County Manager. Since that time, I have served communities of many shapes and sizes ranging in population from 3,000 to 300,000. I have had many advancement opportunities due to my collaborative management style combined with my strong desire to serve the public and transform communities.

I have served in some of the fastest growing areas of the Country. I am uniquely qualified as I have served as both a City, County, and Utility Manager. I have a sincere interest in being Bay Harbors next City Manager. I am keenly interested in the opportunity to lead a growing community that is considered to be a key tourist destination in the State of Florida. I would draw from my experience serving in other tourist-oriented communities in Colorado that were also heavily impacted by second home ownership. Bay Harbor would be a career advancement opportunity that would provide me the chance to lead a premier community in the State of Florida. In addition, my personal passions consist of scuba diving and sailing and Bay Harbor's ideal location on the east coast of Florida will provide me immediate access to a water wonderland. I desire the opportunity to shepherd new growth and development while at the same time working to maintain the quality of life enjoyed in Bay Harbor.

I am a very collaborative leader. I work well with governing bodies, department heads, employees and members of the public. I am very approachable and thrive on leading, managing and solving problems for the betterment of the community I serve. I truly practice employee and community engagement and am well known throughout my organization for having a very open and forthright approach to problem solving. I am inclusive, thoughtful, a strategic thinker, and yet practical. I maintain high expectations and believe local government should be responsive to the needs of its citizens by demonstrating accountability. Integrity and ethical decision making are hallmarks of my leadership style. I have an unsurpassed work ethic and set the tone for the organization as it relates to professionalism, results orientation, and continuous improvement. I assume positive intent when working with others and always treat people with dignity and respect.

My practical leadership style attempts to strike a balance between process and results. I do not believe they are mutually exclusive. Done correctly a smart leader knows when more of a process orientation is required while other times the delivery of results is of the utmost

**JOSEPH KERBY**

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importance. I believe, however, that the ends do not justify the means and that everyone needs to be treated with dignity and respect and that process does matter. If the process is well thought out often the desired results are achieved. However, I constantly apply a continuous improvement lens by using the “Plan, Do, Check, Act” framework.

I am a respected leader throughout my organization. I am considered to be a very employee-oriented manager who is forthright, communicative and very focused on problem solving. I strive to provide employees with the support and resources they need to serve the public effectively. Staff would describe me as an engaged manager who strives to maintain positive relationships with employees and union representatives. They would also share that I like to get things done and at times can pursue too many projects at once. A local newspaper described me as “a person who quietly worked consensus with articulation and experience without throwing bombs. Besides the big county sales tax initiative that addressed long overdue infrastructure needs and law enforcement upgrades, Joe worked diligently to improve relations with county employees and members of the city’s leadership team. He set the tone for the county in a culture of openness and working as a team.”

My governing body would describe me as professional, engaged, and articulate with a laser focus on the best interest of the community and organization. They would describe me as open, accessible genuine and someone who has the ability to solve complex problems and is not afraid to tackle difficult issues. They would share that I am a calculated risk taker and am well respected throughout the community. In addition, my governing body would say that I value organizational development and that I am focused on innovation and organizational efficiency. I was recently described as “a real gem” by one of my County Commissioners.

I have many attributes that people find of great value. I am strategic, collaborative, compassionate, confident but not arrogant, and possess a results-oriented management style. I hold honesty, integrity and ethics in high regard and strive to uphold ethical decision making at every opportunity. I have a sense of humor that adds a light heartedness to the work environment which people enjoy and thrive in.

While I have many positive attributes there are several areas for growth and development. Due to my results orientation I thrive on getting things done. This results at times in unsustainable multi-tasking and stretching resources too far. In other words, I have been guilty of pursuing too many projects and/or initiatives at once. Due to my passion for public service and strong work ethic, I struggle with maintaining a good work/life balance and have to continually monitor how many hours I am dedicating to public service.

I monitor my performance by annually setting organizational and personal goals with my governing body. I then report out on progress towards these goals during a monthly “goal setting” meeting that I host with the governing body. Once organizational goals are determined, I then use the performance management system to align the goals of department heads with those of the organization. I then meet quarterly with each department head to review progress

JOSEPH KERBY

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toward the goals and we realign as needed. In setting organizational and personal goals we strive to define “measurable” criteria by which to determine our progress using the “SMART” goal process. This ensures that goals are specific, measurable, attainable, relevant, and time bound.

My proudest achievement involves two sales tax initiatives that I was instrumental in developing with a citizens committee. These ballot initiatives were approved by voters at the same election to increase funding for transportation infrastructure as well as public safety services. This was a legacy accomplishment and these sales taxes produce significant revenue annually which have stabilized and expanded the revenue streams for transportation and public safety.

I am a successful leader and manager and yet not everything I have been involved in has resulted in positive outcomes. One such example is a failed attempt at updating the land use development regulations in La Plata County, Colorado. The regulations were 20+ years old and in my opinion in significant need of updating. I drafted and proposed a project to undertake this effort. It was supported by the governing body and we began to move forward in an expeditious manner. This process subsequently failed due to the inability to effectively resolve political differences between the urban and rural residents. A major lesson I learned from this was that getting the community engagement process correct can be more important than ultimately achieving the end result.

I have had the honor of working with many different employees from all walks of life. My experience is that most employees want to be successful and that assuming positive intent in all situations is the best approach. Treating others with dignity and respect is a hallmark of my management style. I have had the unfortunate experience of terminating employees during the course of my career. I take every personnel action very seriously and strive to provide clear expectations, support and accountability. I believe the best outcomes are achieved by doing everything possible to set others up for success by cultivating the spirit of collaboration and cooperation. I focus on developing teamwork and I hold everyone responsible for contributing to the success of our community. I consider the termination of an employee very seriously and ensure every employee is provided “due process.” I always feel heavy hearted throughout the termination process and yet recognize that not every person is a good fit for our team and/or organization.

I believe that the position of city manager for Bay Harbor comes with numerous challenges. First and foremost is improving the relationship between the city manager and city council. Second, is shepherding the future growth and redevelopment of the community. Third, is ensuring the financial sustainability of the organization. Lastly, is the identification and agreement on ways to fund the necessary infrastructure to support the redevelopment of the community. I am an active listener and would initially focus my time in Bay Harbor on getting to know the council, the department heads, and the community. Listening, learning and the development of priorities with the city council would be my initial focus.

JOSEPH KERBY

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I pride myself on being highly regarded in the organizations and communities I serve. I focus on establishing open, forthright, and responsive communication with the local media. I make it a point to cultivate an open and trustworthy relationship with all media partners to the greatest degree possible. While the position of city/county manager comes with the role of being open to criticism, I am proud of my background and credibility and believe there is nothing that would embarrass my current or future employer. I am also confident that any potential future employer would not be contacted by any local activists that I have worked with in the past to provide negative input relative to my selection.

I am also known to be a significant supporter of active employee and community engagement through the use of social media. I purposefully do not actively use public social media in my personal life in order to avoid any confusion with my professional persona. However, I do actively support the use of social media through my work as a city/county manager and rely significantly on our community engagement staff to utilize all major social media platforms to advance the communication strategy of the organization. I am currently hosting Coronavirus response employee town hall meetings via go to meeting technology platform as well as releasing weekly you tube video updates to our employees. In Bay Harbor, I would apply these similar strategies for employees and community members alike.

While I am actively engaged and focused on my leadership role in the community, I also enjoy numerous passions in my personal life. These passions include spending time with my family, camping, travel, biking, sailing and scuba diving. It is the pursuit of these passions that in part fuels my interest in Bay Harbor.

#### **SIX ADJECTIVES OR PHRASES I WOULD USE TO DESCRIBE MYSELF**

I like to consider myself as someone who is professional, trustworthy, motivated, collaborative, caring, and driven by a passion for public service.

#### **REASON FOR DEPARTING CURRENT POSITION**

I have tried to position myself to continue to grow and develop in my career. I believe I am uniquely qualified to lead Bay Harbor into the future due to my extensive experience as a City, County and Utility manager. I possess the knowledge and experience to lead the future growth and development of Bay Harbor while at the same time understand ways to minimize the negative aspects arising from growth. My experience in leading organizations and communities that are heavily impacted by tourism will also be an added benefit to Bay Harbor.

JOSEPH KERBY

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**SALARY**

I am highly regarded by my current governing body and they provide to me a competitive salary and benefits package. I currently earn approximately \$200,000 annually and receive a lucrative retirement and vacation package.

I look forward to being an instrumental part of the Bay Harbor team. Thank you for your consideration.





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*Section 11*

*Kevin A. Knutson*

*Bay Harbor Islands Town Manager  
Candidate Report*

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*Cover Letter and Resume*

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# Kevin Knutson, ICMA-CM

kevinknutson@yahoo.com

Mr. Colin Baenziger  
Colin Baenziger & Associates  
2055 South Atlantic Avenue, Suite 504  
Daytona Beach Shores, Florida 32118

Dear Colin:

I'm pleased to submit my resume for the Bay Harbor Islands Town Manager position. Not only is it a beautiful town, but for me it is also an opportunity to continue to follow my own passion in developing high quality, responsive government services.

Over my thirty year career in municipal government, I have had the opportunity to be involved in all aspects of municipal management, across all departments, including public safety, internal services, economic development, redevelopment, parks, public works, community development, and dozens of projects requiring inter-agency cooperation.

I am well known for my calm, friendly demeanor and have extensive experience in effectively relating to residents from all socio-economic backgrounds.

One of the most unique experiences I have in my work history was my central role in implementing innovative quality management tools in Coral Springs that were key reasons that the City was honored as the first state or local government to be awarded the Malcolm Baldrige National Quality Award in 2007. I was part of a team that conclusively proved that government can operate at the same level as the best run companies in the world.

My personality and experience is similar to what you've outlined in the position brochure:

- Highly motivated, outcome-oriented leader
- Trusted advisor to more than 100 elected officials
- Nationally recognized expert in strategic planning and performance management
- Creative problem-solver with vast knowledge of best practices across all departments
- First-hand knowledge of GovTech solutions and applications
- Led 202 improvement and planning projects for 124 towns, cities and counties
- Calm and measured, yet approachable and caring
- Collaborative and skilled in relationship-building, deep experience in intergovernmental relations

I look forward to hearing from you about my candidacy. I can be reached on my cell phone [REDACTED] or via email at kevinknutson@yahoo.com.

Thank you for your time and consideration.

Sincerely,



Kevin Knutson

# Kevin Knutson, ICMA-CM

kevinknutson@yahoo.com

Local government executive leadership, management, strategic planning, budget, process management, performance management, media relations, and communications expert with 21 years of experience in high-performing municipal governments and eight years in local government consulting. Strong record of successfully delivering large, complex, and politically sensitive projects while creating productive and robust relationships between government and constituents.

Additional areas of expertise include:

|                             |                                     |                             |
|-----------------------------|-------------------------------------|-----------------------------|
| Change management           | Organization development            | Strategy execution          |
| Financial analysis          | Financial forecasting               | Intergovernmental relations |
| Data analysis and reporting | Customer service management         | Facilitation                |
| Emergency management        | Economic development                | Governance                  |
| Community Relations         | Crisis and emergency communications | Media relations             |
| Social media                | Public engagement                   | Lean/six sigma/GE Work-Out  |

## Experience & Results

### **Envisio Solutions, Inc.**

**09/2018-present**

Strategy and performance management software, 100+ local government clients, founded in 2012

*Vice President of Planning & Performance Solutions*

- Contribute to the development, marketing, sales and customer success functions for a SaaS solution providing strategic plan management, public dashboards, performance management, and integrated employee performance evaluations.
- Provide thought leadership and deliver webinars, presentations, journal articles and blog posts.
- Assist customers in addressing organizational culture issues, designing planning systems, conducting training, facilitating board workshops, communicating with residents, and improving performance management.

### **Management Partners, Inc.**

**03/2012-08/2018**

Local government management consulting, 1,000+ clients in 42 states, founded in 1994

*Regional Vice President, 05/2012-08/2018*

*Senior Advisor, 03/2012-05/2012*

- Manage all activities of the eastern practice covering 32 states from the Atlantic Ocean to the Rocky Mountains. Supervise professional consultants and management analysts, coordinate business development and client relations, and provide oversight for all projects in the region. Managed 202 projects for 124 different clients.
- Manage operational assessment, long-range financial planning, and process improvement projects. Serve as facilitator for goal setting, strategic planning, and governance workshops.



### **City of Reno, Nevada**

**01/2008-02/2012**

218,000 population, \$320 million budget, 1,123 employees, 7 council members, council-manager government

#### *Assistant City Manager, 08/2011-02/2012*

- Direct oversight of Human Resources; Neighborhood Services (including public information, media relations, Council support, and call center); Federal, State, and local intergovernmental affairs; grants management; Community Resources; economic development; and the Reno Redevelopment Agency.
- Organized Northern Nevada Economic Development Coalition's "ReCharge Nevada" event that brought together more than 200 stakeholders to kick-off a regional economic development effort.
- Provided executive oversight of numerous projects and committees, including shared services; managed competition; negotiations on tax increment agreements and sales tax districts; redevelopment land sales; facility leases; parks development; and fire deconsolidation.
- Acted as Emergency Operations Center Director and management liaison during November 2011 Caughlin Fire (2,000 acres, 9,500 evacuated) and January 2012 Washoe Drive Fire (3,200 acres, 10,000 evacuated).
- Performed level two grievance resolution for several bargaining units; negotiated resolutions. Chaired health benefits appeal committee. Lead negotiator for collective bargaining.

#### *Interim City Manager, 03/2011-06/2011*

#### *Interim Executive Director, Reno Redevelopment Agency, 03/2011-06/2011*

- Unanimously appointed as interim city manager. Provided leadership to a redevelopment agency with two districts, a new AAA baseball stadium, numerous catalyst projects, and retail properties.
- Prepared, presented and adopted \$170 million Fiscal Year 2011-2012 General Fund budget that began to provide steps toward financial stability for the first time since the recession began in 2008, by adding \$3.8 million to stabilization reserves, investing \$4.0 million in capital projects, and shoring up fund balances across all fund types.
- During the recession, negotiated agreement with International Association of Firefighters after 15-month impasse before going to binding interest arbitration, meeting the City's goal of 7.5% reduction in salaries with related benefits, including no salary increases for the next two years. Negotiated contract with Fire administrative union that had been at impasse for 12 months before going to fact-finding by an arbitrator. Closed two-year contracts with three Police bargaining units and a professional group with various concessions.
- Successfully avoided State takeover of City finances when process was initiated in February 2011. The City of Reno met 11 of 23 conditions defining "severe fiscal emergency" under Nevada Revised Statutes, and was called before Senate Revenue Committee, Assembly Taxation Committee, and the Committee on Local Government Finance. Developed corrective action plan to remedy all issues. Negotiated with Department of Taxation.
- Planning and negotiations with creditors of a \$634 million debt portfolio experiencing severe revenue losses.

#### *Director of the Office of Management & Budget, 06/2010-08/2011*

- Designed budgetary response to major revenue losses, including a 30% drop in sales tax related revenues and a 16% drop in ad valorem property taxes. Implemented budget reductions totaling \$27 million. Staff reductions totaled 32% over two years, from 1,648 to 1,123.
- Implemented process improvement program using lean manufacturing tools. First project in business licensing division reduced cycle time from 30-day to 6-day average and generated more than \$90,000 a year in savings.



- Managed professional staff engaged in Community Development Block Grant program, federal grants program, homelessness initiative and Community Assistance Center, neighborhood stabilization program, low income housing, American Recovery & Reinvestment Act programs, and federal legislative lobbying.

*Director of Community Relations, 01/2008-06/2010*

- Direct responsibility for public relations, media relations, issue management, crisis communications, Reno TV (channel 213 on Charter Communications), the City's web site (reno.gov), the City's intranet (CORE), advertising, in-house video production, and numerous other print collateral for City of Reno. Reduced overall cost of community relations function by \$1.1 million between 2008 and 2010.
- Managed community relations and ombudsman programs, including a neighborhood services program, eight Neighborhood Advisory Boards, the Community Pride Grant program (\$220,000 - \$440,000), Reno Direct call center (45,000+ calls per year), and town hall meetings.
- Launched Reno's first blog, *Around the Arch*, in April 2009. Developed and implemented social media communications outreach using Facebook (13,500+ fans), YouTube (127,500+ video views, 187 subscribers), Twitter (3,700+ followers), Flickr, LinkedIn (440+ followers), and Friendfeed. Wrote and established social media policies and procedures. Program won 2011 3CMA Award of Excellence – Social Media.

**City of Coral Springs, Florida**

**05/1991-01/2008**

135,000 population, \$170 million budget, 820 employees, 5 commissioners, council-manager government

*Director of Communications & Marketing, 11/2005-01/2008*

- Creative and editorial direction of *Coral Springs* magazine, *CityTV* (channel 25 on Advanced Cable Communications), *CityRadio* (AM 1670), the City's web site (coralsprings.org), the City's intranet (The Knowledge Network), advertising, public relations, media relations, in-house video production, and other print collateral.
- After a 2006 comprehensive redesign, market penetration of *Coral Springs* magazine, mailed to 53,000 households and commercial addresses, was 72%, well above the major local daily, the South Florida Sun-Sentinel, at 46%. (Readership as a percent of total population.) This was a significant increase from 60% in 2006. In 2007 was awarded 3CMA's Savvy Award for best magazine.
- Planned campaign, wrote and directed design of advocacy materials for a General Obligation bond issue that generated 84% votes in favor of the referendum during a period of public concern over tax rates. The campaign won the 2006 3CMA Award of Excellence - Community Issue.
- Resident satisfaction with communications in Coral Springs rose from 89% in 2005 to 92% in 2007. Satisfaction ratings for major communications vehicles in 2007 included 83% for *CityTV*, 91% for the magazine, and 89% for the website.

*Budget & Strategic Planning Manager, 10/1998-11/2005*

- Managed the preparation and execution of an annual operating budget of up to \$135 million and a capital budget of \$15 million for a large municipality (population 132,000), maintaining or lowering ad valorem tax rates each year, from 1998 through 2005.
- Created strategic planning process that linked policy direction to operations at all levels. Directed a professional staff that created reports, forecasts, variance analyses, trend analyses, financial models, and feasibility studies for

- revenues, programs, and capital acquisitions. Prepared and delivered financial and statistical reports and presentations. Established policies and internal controls. Performed internal audits and program evaluations.
- Developed, wrote, designed, and published Strategic Plan, Business Plan and Budget documents that won the Government Finance Officers Association Distinguished Budget Presentation Award from 1998 through 2005. For 2001 through 2005, budget documents were given additional designations as an "Outstanding Policy Document," "An Outstanding Communications Device," "An Outstanding Financial Plan," and as an "Outstanding Operations Guide." Received special recognitions for Capital Improvement Program and for integration of performance measures numerous times.
  - Mostly based on the strategic planning model and financial results, City of Coral Springs General Obligation Bonds and Water & Sewer Bonds were rated AAA by Moodys, Standard & Poors, and Fitch-ICBA from 1998 through 2005.
  - Managed organization-wide performance measurement system, linking operational management to strategic goals. Performed performance audits and analyzed results. Charter member of the Florida Benchmarking Consortium. Charter participant in ICMA Center for Performance Measurement.
  - Directed managed competition program. Wrote winning bid for City's Utility Billing Team during privatization of billing function. Wrote winning bid for operation and maintenance of a 60 acre community park. Wrote successful bid to provide neighboring city with Fire Rescue service in 2004. Successfully outsourced ongoing park maintenance and management of a performing arts center.
  - Central participant in implementing quality management program based on Baldrige criteria, culminating in 1997 and 2003 Florida Governor's Sterling Awards and the 2007 Malcolm Baldrige National Quality Award for Performance Excellence, making Coral Springs the first government to earn the Baldrige Award. Served as a Sterling Examiner in 2001-2002. Coral Springs was also selected as the first entity to receive the Florida League of Cities' City of Excellence Award in 2004 and was listed in Money Magazine's Ten Best Places to Live in 2006.
  - Coral Springs' Strategic Planning process was used as a best practice model for performance measurement in the National Partnership for Reinventing Government and the American Quality & Productivity Center and was a case study in Bob Paladino's *Five Key Principles of Corporate Performance Management* (2007) and Shayne Kavanagh's *Financing the Future: Long-Term Financial Planning for Local Government* (2007). Budget process was featured in the 2001 edition of GFOA's *Best Practices in Public Budgeting*.

*Senior Budget Analyst, 07/1996-10/1998*

*Museum Director, Coral Springs Museum of Art, 10/1995-07/1996*

*Director of Event Services, Professional Facilities Management, 10/1994-10/1995 (subcontractor to City of Coral Springs)*

*Acting General Manager, Coral Springs Center for the Arts, 04/1994-10/1994*

*Business & Information Systems Manager, Coral Springs Center for the Arts, 05/1991-04/1994*

### **Other Positions**

*Box Office Manager, Omni Auditorium, Broward College, 10/1989-05/1991*

*Sound Engineer/Stagehand/Gaffer's Assistant, Freelance/Self-employed, 06/1982-05/1991*

*Overseas service in the US Army, 3rd Infantry Division, 12/1984-12/1986 (Honorable discharge, 10/1992)*



## Education

|                                                                              |                                                                |
|------------------------------------------------------------------------------|----------------------------------------------------------------|
| Senior Executives in State & Local Government Leadership Development Program | John F. Kennedy School of Government, Harvard University, 2011 |
| Incident Command System Certificates                                         | Center for Creative Leadership, 2007                           |
| Certified Public Pension Trustee                                             | Federal Emergency Management Administration, 2006 - 2010       |
| Advanced Government Finance Institute                                        | Florida Public Pension Trustees Association, 2006 - 2008       |
| Board of Examiners Training                                                  | University of Wisconsin - Madison, 2005                        |
| Certificate in Strategic Management                                          | Florida Sterling Council, 2000                                 |
|                                                                              | Florida Institute of Government, 2000                          |
| Master of Fine Arts in Creative Writing                                      | Florida International University, 1995                         |
| Bachelor of Arts in English                                                  | Florida International University, 1991                         |
| Associate of Arts in Liberal Arts                                            | Broward College, 1988                                          |

## Selected Professional Activities

International City/County Management Association (ICMA)  
Achieved Credentialed Manager designation, 2011  
Member, Digital Strategies Advisory Board

Government Finance Officers Association (GFOA)  
Advisor to the Budget & Fiscal Policy Committee  
Member, Resiliency Task Force

City-County Communications & Marketing Association (3CMA)  
Communicator of the Year, 2011

Active in the Alliance for Innovation, Engaging Local Government Leaders, and the Florida City/County Management Association

### Recent Presentations and Publications

- o "Building Trust through Strategy and Performance Communications"; City-County Communications & Marketing Association Annual Conference in Denver, Colorado on September 5, 2019.
- o "Be a Data Storyteller"; City-County Communications & Marketing Association Webinar; August 20, 2019.
- o "Three key elements to effective strategy deployment: How Maplewood drives strategy to the front line"; Alliance for Innovation's *Local Government Solutions Journal*; June 13, 2019.
- o "Does Your Budget Support Your Strategy? Three Things You May Be Missing"; Alliance for Innovation *Local Government Solutions Journal*; December 6, 2018.
- o "Building Trust through Strategic Planning"; *GovLove* Podcast; October 2, 2018.
- o "Finding Your Leadership Mojo"; *Government Finance Review*; February 2017; Vol. 33, No. 1; pp. 46-49.
- o "Social Media: Telling the Story of Local Government"; International City/County Management Association 102nd Annual Conference, Kansas City, Missouri; September 27, 2016. (Included in the Local Government 201 curriculum.)
- o "Experimenting with Innovation"; *Government Finance Review*; April 2015; Vol. 31, No. 2; pp. 46-49.
- o "Getting Past the Quick Fix: On the Road to Financial Resiliency"; *Government Finance Review*; October 2012; Vol. 28, No. 5; pp. 32-36.
- o *Images of America: Coral Springs*; Arcadia Press, May 2003. Co-written with Wendy Wangberg.
- o Editor for authors Reid Ewing and Michael King; *Flexible Design for New Jersey's Main Streets*, New Jersey Department of Transportation and the Voorhees Transportation Policy Institute at Rutgers University, 2002.

### Personal Attributes

- In a 2007 Center for Creative Leadership Benchmarks 360-degree review, the greatest strengths identified by superiors, peers, and direct reports included being a quick study, resourcefulness, straightforwardness and composure, doing whatever it takes, and leading employees. In a second 360-degree designed to identify leadership competencies, highest scores were for ethics, leading change, embracing flexibility, and leveraging differences. The lowest score for any of the 11 competencies was 4.48 on a five-point Likert scale.
- The ICMA Management Practices Applied Knowledge Assessment in 2011 showed an overall score of 91% (as compared to the ICMA median of 84%) and identified scores significantly higher than the median (15 points or more) in the following core content areas: staff effectiveness; initiative, risk taking, creativity and innovation; technological literacy; budgeting; financial analysis; human resources management; strategic planning; and media relations.
- Team creativity climate assessment in 2007 showed very high scores from direct reports for supervisory encouragement, work group supports, and freedom.
- A 2012 DiSC Management Assessment showed my management style as heavily leaning toward Support, Encouragement, and Collaboration. The behavioral strengths identified included:
  - Likes a fast pace, change and variety
  - Quick to act and creates a sense of urgency in others
  - Enjoys challenges and competition
  - Can move forcefully to get results
  - Uses direct, action-oriented approach to solving problems

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*Candidate Introduction*

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**KEVIN KNUTSON**

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**EDUCATION**

Master of Fine Arts, Florida International University  
Bachelor of Arts, Florida International University  
Associate of Arts, Broward College  
Senior Executives in State & Local Government, Harvard Kennedy School  
Leadership Development Program, Center for Creative Leadership  
Advanced Government Finance Institute, University of Wisconsin-Madison  
Certified Public Pension Trustee, Florida Public Pension Trustee Association

**EXPERIENCE**

|                                                                           |                |
|---------------------------------------------------------------------------|----------------|
| Vice President of Planning & Performance Solutions                        | 2018 – present |
| Regional Vice President/Management Consultant                             | 2012 – 2018    |
| Assistant City Manager, Reno, NV                                          | 2011 – 2012    |
| Interim City Manager/Redevelopment Agency<br>Executive Director, Reno, NV | 2011           |
| Director of the Office of Management & Budget, Reno, NV                   | 2010 – 2011    |
| Director of Community Relations, Reno, NV                                 | 2008 – 2011    |
| Director of Communications & Marketing, Coral Springs, FL                 | 2005 – 2008    |
| Budget & Strategic Planning Manager, Coral Springs, FL                    | 1998 – 2005    |
| Various Positions, Coral Springs, FL                                      | 1991 – 1998    |
| Freelance Stagehand, South Florida                                        | 1982 – 1991    |
| US Army, Kitzingen, Germany                                               | 1984 – 1986    |

**BACKGROUND**

As a consultant and GovTech executive, I have had the good fortune to work with numerous towns and cities on a myriad of issues, ranging in size from less than 2,000 residents to over 4 million. In each case, I was brought in to address a specific problem or to facilitate a strategic planning or governance discussion. My team and I would collaborate with staff to develop recommendations that considered the unique circumstances of the community and culture of the organization, and help staff implement the necessary changes.

A sampling of the more than 140 jurisdictions I have worked for as a consultant includes Amberley Village, OH; Aurora, CO; Bernalillo County, NM; Bladensburg, MD; **Boynton Beach, FL**; Brighton, CO; Burlington, VT; Cedar Rapids, IA; Charlotte, NC; Chatham County, GA; Cincinnati, OH; **Clearwater, FL**; Columbus, GA; Dallas, TX; Dallas County, TX; **Davie, FL**; Dayton, OH; **Deerfield Beach, FL**; DeKalb County, GA; Durham, NC; **Fort Lauderdale, FL**; Gulf Shores, AL; Hamilton County, OH; Harris County, TX; Horseheads, NY; Independence, MO; Jefferson County, CO; Kansas City, MO; Kent County, MI; Lake County,

### KEVIN KNUTSON

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IL; **Lake Worth Beach, FL; Lakeland, FL; Lantana, FL; Largo, FL;** Little Elm, TX; Loudoun County, VA; **Loxahatchee Groves, FL; Margate, FL;** McKenzie Valley Environmental Impact Board, NT; **Melbourne, FL; Miami, FL; Miami-Dade County, FL;** Missouri City, TX; Morgantown, WV; New Bedford, MA; New Orleans, LA; Newport, RI; Norfolk, VA; **North Miami Beach, FL; Oakland Park, FL;** Orange County, NC; **Palm Beach County, FL; Parkland, FL; Pinellas County, FL;** Port Chester, NY; Port Moody, BC; Raleigh, NC; Rochester, MN; Saint Paul, MN; **Sanford, FL; Sarasota County, FL;** Scarsdale, NY; Sedgwick County, KS; Silverton, OH; **South Miami, FL;** Spartanburg, SC; St. Louis Park, MN; Stephenville, TX; **Tamarac, FL; Tavares, FL;** Tyler, TX; **West Palm Beach, FL;** Wichita, KS; and Yellow Springs, OH.

The last city I worked for was Reno, Nevada. When I was there, the city had a population of around 218,000. It is the county seat of Washoe County, and is a major logistics center for goods travelling along the I-80 corridor and Union Pacific Railway, servicing both California and the eastern United States. Reno's combined budget was \$320 million, with a debt portfolio of an additional \$634 million. When I was named interim city manager, Reno employed about 1,600 employees, which I reduced to 1,123 due to the Great Recession.

During my time as interim city manager for Reno, the most significant issues facing the City were:

- *Fiscal emergency.* In addition to the significant revenue shortfalls caused by the Great Recession that required a 30% reduction in the City's budget, the City met 11 of 23 conditions defining "severe fiscal emergency" under Nevada Revised Statutes, and the process for the State to take over control of the City was initiated. I testified before the Senate Revenue Committee, Assembly Taxation Committee, and the Committee on Local Government Finance to convince them we could rectify the situation on our own. We developed a corrective action plan to remedy all issues and avoided the State takeover
- *Organizational culture.* The morale among City employees was low and there was little trust between management and unions. Before I was appointed interim city manager, many of the executive team resigned or retired, including the finance director. In a short period of time, the remaining leadership had to rebalance the budget to meet the revenue shortfalls, while negotiating 6 of the 10 union contracts. Through a series of discussions and positive actions, we gained buy-in to a significant pay reduction and layoffs.

Prior to that, I spent 17 with Coral Springs, Florida, a bedroom community in northwest Broward County. When I left, the population was around 120,000 and there were around 800 employees, with a total budget of a little over \$130 million.



**KEVIN KNUTSON**

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**GENERAL, MANAGEMENT STYLE AND EXPERIENCE**

Bay Harbor Islands appeals to me for several reasons, the most important of which is that there is a stable political environment and solid financial position. With those two pillars in place, the Council and staff have a good foundation in place to adapt to the changing environment and plan for the future.

My style is to lead through shared vision, focused on outcomes that the community has identified, and encouraging staff to develop as individuals. I am approachable and really enjoy getting out and meeting people in the community.

Among my strengths are flexibility in the face of changing conditions and broad knowledge of local government services. No matter what the issue—financial emergency, natural disaster, or organizational issues—I bring people together to explore options and then act decisively to address the issue.

When it comes to weaknesses, I have been told in the past that I can be hard to read, when people first meet me. My demeanor is calm and level all the time, and my coworkers have said that they wished that they knew how I felt and what I was thinking when I was still new to them. Most have later told me that they find me to be warm and accessible, but at first, they felt unsure. I have worked on communicating more openly early on, so people know where I stand and can form a connection to me earlier in our relationship.

It is important that performance measures used to judge the organization be related to outcomes that the community desires, based on a planning process in which the Town Council participates. Process measures and other indicators can help with managing and budgeting, but the ones that really matter are the results in the community.

The most significant accomplishment of my career to date was in leading the City of Reno from teetering on the edge of insolvency to a strong and balanced budget. It was an exceptionally difficult problem to solve and ripe with potential conflict, but as an organization and a community, we pulled together to make it work and salvaged both the balance sheet and the organization's trust with stakeholders.

The major misstep in my career was the initial design of Coral Springs' performance management program, where I asked departments to give me the measures they wanted to track. I got hundreds of workload, input, and output measures, but no efficiency or effectiveness measures. I had to step back and design a training session and retool our approach and deployment to meet the needs of the organization. I learned to never assume that everyone understands what's expected and have been diligent about carefully developing the framework before rolling out organizational changes since then.

### KEVIN KNUTSON

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In the past I have had to fire many employees for several reasons, including ethical breeches, petty theft, failure to perform to expectations, poor attendance, and to implement reductions in force. While it's always difficult, I believe it's important to act quickly and decisively when it's necessary to let someone go, as failing to act can have a deleterious effect on morale and expose the town to unnecessary risk.

The challenges I see facing the Town of Bay Harbor Islands are:

- Potential revenue loss.
- Bridge replacement funding.
- Impact of rising sea levels.

During the first six months in Bay Harbor Islands I will concentrate on:

- *Getting plugged in.* Meeting and getting to know the staff, elected officials, board and committee members, citizen groups, business owners, and appropriate county and state officials to assess city operations and issues.
- *Learning the Council's goals and perspectives.* To ensure that we are able to meet the Council's expectations, I will take time to understand the corporate goals and individual perspectives of the Town Council.
- *Mapping community assets and liabilities.* Assessing the City's financial position and reviewing anticipated future trends
- *Measuring performance and progress.* Assessing the current performance measures that will be used to determine if we are meeting organizational goals and residents' expectations.

I have excellent media relations skills, honed over six years as the chief spokesperson for both cities I worked for. Through regular interactions, visits with editorial boards, and thorough background information, my team and I will make sure the media has the full picture and access to the right people in the organization. As a communications director during the early days of the social media, I had the opportunity to roll out two major programs, both of which were award winning and effective. I occasionally teach social media to city managers and communications directors across the US.

There are not any individuals that I would expect might call or email the city about me when they learn I am a finalist.



**KEVIN KNUTSON**

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**SIX ADJECTIVES OR PHRASES I WOULD USE TO DESCRIBE MYSELF**

- Caring
- Innovative
- Measured
- Ethical
- Knowledgeable
- Inspirational

**REASON FOR DEPARTING CURRENT POSITION**

I feel like I have accomplished what I set out to do at Envisio—help create a dynamic platform for strategy execution and performance management focused on local government needs—and am eager to get back into local government management and directly engage in creating a resilient and prosperous community.

**CURRENT / MOST RECENT SALARY**

My compensation at Reno was \$140,921, in 2012. My salaries since then have varied between \$150,000 and \$175,000, as annual compensation in the private sector is partly base salary and partly performance pay.



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*Section 12*

*Maria D. Lasday*

*Bay Harbor Islands Town Manager  
Candidate Report*

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*Cover Letter and Resume*

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*Maria Dorado Lasday*

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May 15, 2020

Dear Bay Harbor Islands Town Council:

I respectfully submit for your review and consideration my resume for the Town Manager position. It would be an honor to hold a leadership position in the Town of Bay Harbor Islands.

My strengths have enabled me to excel in the north suburban Chicagoland area as a Village Manager. My ability to communicate and to develop relationships with county, federal and state agencies, other municipalities, corporations, and university personnel, in part, helped me succeed as the Village Manager in the Village of Bannockburn, Illinois. I also excelled in the City of Highwood, Illinois due to a strong working relationship with elected officials and my ability to facilitate consensus.

When I began my Village Manager position at the Village of Bannockburn, there were many infrastructure needs that required attention, as well as stormwater management concerns. I had the unique opportunity to help solve the stormwater management issues and to implement the replacement of the Village of Bannockburn's aging infrastructure, which was funded in large part by grants and/or stimulus funding loans.

As City Administrator of the City of Highwood, my efforts facilitated the annexation of ninety (90) acres of land owned by the United States Army to the City of Highwood. Although it was difficult at times to navigate a factionalized City Council, I was able to find consensus and the support to approve the annexation. The annexation resulted in the City of Highwood being able to supply water to the Army, which brought thousands of dollars of additional revenues on a monthly basis with no additional cost to the City of Highwood.

My legal background and real estate development experience have also been a key factor in my success as a Village Manager and City Administrator. I understand how real estate developments work from a municipality's point of view, as well as an attorney's and real estate developer's point of view. My multi-faceted experience has been instrumental in my economic development success with both the Village of Bannockburn and the City of Highwood.

After reviewing the Bay Harbor Islands' recruitment brochure, I am confident that I am uniquely qualified for the position of Bay Harbor Island's next Town Manager. I respectfully submit the following additional information based on the "ideal candidate's" characteristics noted in the brochure:



### Ability to Communicate, Solution-Oriented and Forward Thinking

1. I characterize myself as very goal driven and highly motivated by knowing and understanding the mission statement of a community and their desired goals. This knowledge allows me to execute policies that will improve the quality of life of the residents, the ultimate goal of a town manager.
2. My nature is to be proactive and to advise the elected officials of upcoming trends and emerging issues. I frequently read many governmental publications and attend state, national and Chicagoland meetings or conferences to be informed.
3. Communication with elected officials and executing the community's policies is essential to me. In the Village of Bannockburn, I prepare a thorough weekly manager's report to advise the Village Board of significant events, meetings or possible issues. In addition, periodically, I review with Staff and the elected officials the goals agreed to in the strategic plan to ensure the community's goals are being met.
4. Due to my extensive 20-year legal career, I have very strong organizational, analytical and communication skills (oral and written). My legal background and written skills have enabled me to prepare the documents necessary to introduce new and updated services to the Village of Bannockburn's residents: Commercial and Residential Waste Hauling Programs and an Electric Aggregation Program.

### Understanding the Community

1. I understand communities with a less than 10,000 population and that contain various socio-economic levels.
2. Similar to Bay Harbor Islands, the Village of Bannockburn requires staff to be exceptionally responsive to its residents and businesses. The Village of Bannockburn's residents and corporate occupants require superior customer service. Staff always strives to provide "White Glove" service to all.
3. It is very important to me to be engaged in a community and to foster good relationships with other governmental entities. Similar to the Bay Harbor Islands, the Village of Bannockburn is a small community that requires its manager to be collaborative and to develop relationships on state, local and federal levels.

### Economic Development

1. From reading the brochure, I understand that Bay Harbor Islands requires a town manager with an understanding of economic development and redevelopment. My legal background as a commercial transactional attorney and municipal attorney enables me to understand and negotiate contracts, as well as work with businesses, developers and construction contractors to further development goals. In 2008, when I started my position in the Village of Bannockburn, many of the office buildings and retail areas had very high vacancies. As



- a result, the commercial areas required many new improvements and redevelopment. Today, the office parks are thriving and the retail areas are over 95% leased.
2. The Village of Bannockburn continually works with the businesses to maintain a good working relationship and to facilitate expansion and retention. To promote economic development, I facilitated the creation of a marketing brochure and marketing videos to promote the Village to prospective businesses and residents, which are available on the Village's website.
  3. With the implementation of expanded community special events, the addition of new bike and walking trails, the replacement and installation of infrastructure, the development of a new Village of Bannockburn website, and the use of social media, the Village has been able to attract many new corporate occupants into the Village, as well as receive this year the 6<sup>th</sup> Best Suburb in Illinois by Niche Local Rankings, as well as the 2012 5<sup>th</sup> place national ranking "Where the Richest Retirees Reside" as reported by Bloomberg Rankings.

### Integrity, Management and Leadership Style

1. I lead by example. I continually demonstrate to my staff the importance of integrity and having pride in their performance.
2. I am a team player. I have a collaborative style of management. I enjoy developing staff and listening to their ideas. I believe in an "open door" policy and always attempt to be approachable. I also hold weekly staff meetings with the department heads to determine the issues to be addressed and to receive updates on pending projects.

### Infrastructure and Alternative Funding

1. In the Village of Bannockburn, I have been very busy replacing aging infrastructure systems. 100% of the lineal feet of roadways in the Village have been replaced. Several of the transportation projects required working cooperatively with the State of Illinois Department of Transportation, the Illinois State Toll Highway Authority, the Lake County Department of Transportation and adjacent communities. I was able to secure grant funding or other alternative funding sources to pay for the costs related to the replacement of all roadways.
2. I organized and prepared the necessary documents to obtain grant funding for the replacement of two (2) storm sewer systems, five (5) water main systems, and two (2) sanitary sewer systems. I additionally led the installation of a new water meter reader system.

### Finance

1. The Village of Bannockburn enjoys a Standard & Poor AAA bond rating. With careful strategic planning, obtaining many grants and alternative revenue sources to replace old infrastructure systems, and by keeping operational costs low, the Village of Bannockburn has been able to maintain a balanced yearly budget and to increase its asset base for my

entire tenure of the Village of Bannockburn. In addition, the Village has been able to maintain a minimum of one year of reserves.

2. Due to an improvement of purchasing policies and other financial policies, this year, the Village of Bannockburn was awarded the “Certificate of Achievement for Excellence in Financial Reporting” and the Government Financial Officers Association Distinguished Budget Presentation Award.
3. All infrastructure projects are planned and incorporated into the Village of Bannockburn’s five (5) Year Strategic Plan and Capital Improvement Plan.

**Geography**

1. Although I work in Bannockburn, Illinois, I am a resident of Bonita Springs, Florida. For the last several years, I have been commuting to Illinois for work – working during the week in Illinois and spending some weekends and vacations in Florida.
2. I would enjoy living and working in Florida, especially in a community as special as the Bay Harbor Islands. As an experienced commercial transaction and municipal attorney and Village Manager, I am confident that I would be able to learn Florida municipal legal processes and succeed as Bay Harbor Islands’ Town Manager.

In conclusion, I would be honored to be considered for the position of Town Manager in Bay Harbor Islands.

Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Maria Lasday".

Maria Lasday



**MARIA DORADO LASDAY**

Cell: [REDACTED]

E-Mail: [mlasday1@gmail.com](mailto:mlasday1@gmail.com)

**SUMMARY**

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

- Management, Operations and Analysis
- Commercial, Real Estate and Municipal Transactions
- Operations and Project Management
- Infrastructure System Designs and Implementation
- Financial Operations and Budget
- Labor Relations
- Planning and Zoning
- Media Relations

An innovative leader with demonstrated organizational, analytical and communications skills. Experienced in working with public-private partnerships, contract services, sustainability projects, and specializing in community development. Achievement-oriented with foresight; a dedicated team player who is able to work independently within the organizational framework and bring staff together as a team.

**RELEVANT LOCAL GOVERNMENT EXPERIENCE**

*Village Manager, Village of Bannockburn, IL*

**2008-Present**

The Village of Bannockburn is an affluent northern Chicagoland suburb consisting of a vibrant corporate and retail community, residents living in large estate homes, and a university. Bannockburn's daytime population is 53,000. The evening population is 1,600. The Village of Bannockburn has a Standard & Poor rating of AAA and has a Council-Manager form of government.

**Duties and Responsibilities as Village Manager:**

- Chief executive officer of a municipal government providing police, roads, stormwater drainage, water and sewer utility, open space, community development, recreation, planning, zoning, finance, public works, forestry, general and personnel services. Works closely with the Fire Marshall at the Deerfield Bannockburn Fire Protection District for provision of fire services.
- Oversee and responsible for the efforts of approximately 41 staff (11 full-time employees, 10 part-time employees and approximately 20 independent contract employees).
- Implement Board directed policy and administer the village's day-to-day operations. Identify and resolve short term and long-range issues.
- Prepare and administer the Village's operating and capital budgets and long-range plan.
- Negotiate with public and private sector entities with respect to economic development, public works projects, building and water services, and other service contracts.
- Work with other governmental agencies for shared services and joint bidding of public works contracts.
- Serve as the Village's primary spokesperson to the media.
- Oversee and am responsible for the Village's compliance with county, state and federal regulations, as well as follow up documents required as a result of grant funding obtained.
- Prepare the Comprehensive Plan with the elected and appointed officials and plan reviews for the Plan Commission / Zoning Board of Appeals and the Architectural Review Commission.
- Work with local Chamber of Commerce and the Village's Economic Development Commission to promote the community and Special Events.



**MARIA DORADO LASDAY**

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**Achievements**

- Oversaw the upgrade of 100% of the roads in the Village, replacement of 2 storm sewer systems and 5 water main systems, 3 sanitary sewer systems and installed a new water meter system.
- Worked with the Lake County Stormwater Management Commission, Lake County Department of Transportation, the Illinois Department of Transportation and the Illinois Environmental Protection Agency to secure grants and low interest loans for infrastructure projects (road and storm water management), which included, in part, the resurfacing of six State Routes, two add lane widening projects along two State Routes, and storm water management projects.
- Worked with Illinois State Highway Transportation Authority on a bridge reconstruction project.
- Implemented a marketing program to facilitate leasing of office and retail space in the Village, which included new brochures, marketing videos, a new Village website, special events and social media.
- Worked with local Chamber of Commerce, property owners and prospective tenants to improve the lease rates of the local retail centers from 30% to 98%. Some of the new tenants include Panera Bread, McDonalds, Heinens Grocery, Jersey Mikes, Rosati's Pizza and Mariano's Grocery.
- Worked with commercial property owners to facilitate leasing vacant office space, which attracted new tenants (i.e., Shire/Takeda, Donlen, Great Lakes Credit Union, Walgreens, Optic Care, North Shore University Health Care and Metro Self-Storage).
- Worked with the Village of Deerfield and Solid Waste Agency of Lake County to implement a Village residential and commercial waste hauling program.
- Partnered with the Village of Kildeer implement a Village electric aggregation program.
- Implemented a Shuttle-Bug service in the commercial district by partnering with PACE Suburban Bus Service and Commercial Property Owner.
- Facilitated the improvement of purchasing policies and other financial policies, which resulted in the Village of Bannockburn being awarded the "Certificate of Achievement for Excellence in Financial Reporting" and the Government Financial Officers Association Distinguished Budget Presentation Award.

*City Administrator, City of Highwood, IL***2006-2008**

The City of Highwood is a diverse full-service Lake County, Illinois community with a population of 5,272 residents, 40-50% Hispanic.

**Duties and Responsibilities as City Administrator:**

- Chief executive officer of a municipal government with 34 full-time and 27 part-time employees.
- Oversight responsibility for the following functions: police, fire, roads, stormwater drainage, water and sewer utility, community development, planning, zoning, finance, public works, general services and personnel.

**Achievements**

- Prepared terms for labor contract and conducted negotiations with police and fire unions.
- Worked with local Chamber of Commerce to attract businesses to community.
- Improved building and zoning processes.

**MARIA DORADO LASDAY**

Page 3

- Negotiated and executed the annexation of 90 acres of unincorporated land and a water main installation project to provide water to the United States Army.
- Worked with local agencies to provide services to the community's low-income Hispanic population.

**OTHER PROFESSIONAL EXPERIENCE**

**City of Highwood Zoning Board of Appeals** 2001-2006  
Chairman from 2004-2006. Member 2001-2004.

**Diamonds Plus, Chicago, Illinois** 2001-2006  
Managing Partner of a diamond importing and finishing company.

**ECD Company, Chicago, Illinois** 1993-1999  
Corporate Counsel to Real Estate Development Company. Worked closely with president to acquire, develop and manage a multi-million-dollar real estate portfolio.

**Metropolitan Life, Barrington, Illinois** 1990-1993  
Registered Representative for a life insurance company. Worked on creating funding vehicles for estate planning and for corporate buy-sell agreements. Facilitated corporate health insurance plans.

**Abbott Contractors, Northbrook, Illinois** 1988-1990  
Corporate Counsel for a development/construction company. Gained cooperation and approval of municipalities for real estate development projects.

**Pedersen & Houpt, Chicago, Illinois** 1986-1988  
Licensed attorney specializing in real estate, commercial transactions and municipal issues.

**EDUCATION**

**Juris Doctor**, University of California, Los Angeles, School of Law, Los Angeles, CA  
**Bachelor of Arts (Double Major - Government and Public Policy)**, Pomona College, Claremont, CA

**PROFESSIONAL AFFILIATIONS**

- Lake County Municipal League (Past Board Member and Legislative Chair)
- The Metropolitan Managers Association (Past President).
- ILCMA (Past Board Member, Membership, Winter Conference and Summer Conference Committees, Creator and Moderator of Annual "Q&A for New and Aspiring Managers" at ILCMA Winter Conferences).
- ICMA (Planning Committee, Women's Task Force, Diversity Task Force, Presenter at Various Conferences on Ethics, Storm Water Management and Alternative Service Delivery).
- Northwest Municipal Conference (Legislative and Transportation Committees).

**FOREIGN LANGUAGE**

- Fluent Spanish (oral and written)

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*Candidate Introduction*

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**Maria Dorado Lasday**

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**EDUCATION**

Juris Doctor, University of California, Los Angeles Law School, Los Angeles, CA  
Bachelor of Arts (Government and Public Policy), Pomona College, Claremont, CA

**EXPERIENCE**

|                                                                       |              |
|-----------------------------------------------------------------------|--------------|
| Village Manager, Village of Bannockburn, IL                           | 2008-Present |
| City Administrator, City of Highwood, IL                              | 2006-2008    |
| Chairman, City of Highwood Zoning Board of Appeals (Member 2001-2004) | 2004-2006    |
| Managing Partner, Diamonds Plus, Chicago, Illinois                    | 2001-2006    |
| Corporate Counsel, ECD Company, Chicago, Illinois                     | 1993-1999    |
| Registered Representative, Metropolitan Life, Barrington, Illinois    | 1990-1993    |
| Corporate Counsel, Abbott Contractors, Northbrook, Illinois           | 1988-1990    |
| Attorney, Pedersen & Houpt, Chicago, Illinois                         | 1986-1988    |

**BACKGROUND**

The Village of Bannockburn is an affluent Chicagoland suburb with a Standard & Poor bond rating of AAA. The community consists of a vibrant corporate and retail community, residents living in large estate homes on two to four acres of land, a university, a daytime population of approximately 53,000 and an approximate night time population of 2,000. Within the Village, there are two main state routes. There are also several federally designated routes. Recent major businesses recruited or expanded include Walgreens, Heinen's Grocery Store, Mariano's Grocery Store (a division of the Kroger Co.), Metro Self Storage, NorthShore University Health System, Illinois Bone and Joint, Midtown Athletic Club, College Park Athletic Club, a local McDonalds franchise, Donlen Corporation (a subsidiary of Hertz Corporation), Stericycle, Takeda Pharmaceuticals International, and Great Lakes Credit Union.

With careful strategic planning, obtaining many grants (approximately \$11,000,000.00 during my tenure) and alternative revenue sources to replace old infrastructure systems, and by keeping operational costs low for the last several years, the Village has been able to maintain its Standard & Poor AAA bond rating, a balanced yearly budget, a year of reserves, and to increase its asset base. The Village of Bannockburn's fiscal year 2019-2020 budget is approximately \$5.8 million. The Village of Bannockburn staff is very limited since many of the Village's general services are provided by outside vendors and contract employees. During my tenure, I have prepared and managed contracts for waste hauling, landscaping, building inspections, electric supply, water operations, and public works maintenance services. Fire protection services are provided by the Deerfield Bannockburn Fire Protection District. Administrative, zoning, planning, and water



***Maria Dorado Lasday***

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services are provided by 4 full time employees and several contract employees. Police services are provided by 7 full time sworn officers and 13 part-time employees.

The three most significant issues facing the Village of Bannockburn are:

- *Personnel.* Seventy percent of the police department personnel retired recently or will be retiring in the next few years. Last year, the Chief of Police, Lieutenant and an officer position had to be replaced. During my tenure, the Chief of Police position was replaced twice due to retirements. The first replacement occurred a year after I began my position. In addition, I had to replace the Finance Director two years ago due to a retirement.
- *Revenues.* The State of Illinois' current financial situation is very negative due to the impact of the COVID-19 pandemic, which has detrimentally affected municipalities. Many of the monies that normally pass through to the Village are in jeopardy of being lost, delayed or diminished. The Village of Bannockburn is also expecting a 20 percent loss of municipal revenues due to the COVID-19 pandemic. As a result, the Village is presently operating on a very lean budget and has removed the majority of capital projects scheduled for this summer.
- *Reforestation.* Due to the infestation of the Emerald Ash Borer in the Village, the Village removed thousands of trees, which is extremely costly and has affected the landscape of the Village. To preserve the character of the Village, the Village will need to reforest the public areas during the next several years.

**GENERAL, MANAGEMENT STYLE AND EXPERIENCE**

The Village of Bannockburn is a thriving and safe community. Current residents enjoy top-ranked public schools, many special events that bring the community together, and easy access to highways, upscale shopping and dining. I would enjoy working in a community with similar attributes, like Bay Harbor Islands.

A collaborative style of management has helped me succeed in managing a community. I enjoy developing staff and listening to their ideas. I believe in an "open door" policy and always attempt to be approachable. I also believe that I am only as good as the weakest link in the organization. Accordingly, developing staff is a top priority. During performance reviews, I engage the employee to determine (1) how they would assess his/her performance, (2) the areas they feel need further development, (3) whether the prior year's goals were achieved, and (4) new goals for the upcoming year.

I also enjoy mentoring and developing young professionals. I presently mentor several young professionals. For the last 12 years, I have organized and moderated a "Question and Answer" session for new and aspiring managers at the Illinois City/County Management Association's winter conference. I have also been a guest lecturer at Northern Illinois University's School of Public Administration and presented several times at International City/County Management



**Maria Dorado Lasday**

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Association conferences. Several years ago, as president of the Illinois Metropolitan Manager's Association, I facilitated the implementation of several educational sessions for many of the city/village managers and recently appointed management professionals in the Chicagoland area.

The elected officials that I serve would likely say that (1) I am a leader, (2) very goal driven, (3) highly motivated by knowing and understanding the mission statement of a community and their desired goals, (4) an excellent communicator (oral and written), (5) very competent, (6) intelligent, (7) very strong in economic development, planning and zoning, (8) highly ethical, (9) able to find creative solutions to resolve problems and fund infrastructure needs, (10) very resourceful with obtaining grants, (11) dedicated, and (12) I always plan several steps ahead. Staff would say they that they appreciate my open- door policy, energy, communication, integrity, consistency, support, high standards, team approach, and recognition of their accomplishments. Both groups would see me as a manager (1) with unlimited energy, (2) who is approachable, (3) who strives for perfection, (5) who loves challenges and accomplishing goals, (6) who is a team player with a collaborative style of management, and (7) who is a communicator. Communication with elected officials and executing the community's policies is essential to me. In the Village of Bannockburn, I prepare a thorough weekly manager's report to advise the Village Board of significant events, meetings or possible issues.

My greatest strengths are my ability to resolve problems and to obtain grant monies for infrastructure needs. At the Village of Bannockburn, I had the unique opportunity to help solve the stormwater management issues and to implement the replacement of the majority of its outdated infrastructure, which was funded in large part by grants and/or stimulus funding loans. When I first began my position at the Village of Bannockburn, many of the roadways were in very poor condition, which created many traffic and congestion problems. During the last several years, 100% of the lineal feet of roadways in the Village have been replaced. Several of the transportation projects required working cooperatively with the State of Illinois Department of Transportation, the Illinois State Toll Highway Authority, the Lake County Department of Transportation and adjacent communities.

To fund the infrastructure needs, I facilitated the preparation of the necessary documents to obtain grant funding for the replacement of two (2) storm sewer systems, five (5) water main systems, and two (2) sanitary sewer systems, as well as grant funding from County, Federal and State agencies to fund transportation projects. I additionally led the implementation and installation of a new remote reading water meter system.

In my current position, I have implemented and expanded many annual community special events, added new bike and walking trails, and expanded the community's marketing efforts. During my tenure, a new Village website was launched, new community marketing videos were created, and social media tools were utilized. As a result, the Village has been able to attract many new corporate occupants into the Village, as well as receive this year the 6<sup>th</sup> Best Suburb in Illinois by Niche Local Rankings.

### ***Maria Dorado Lasday***

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Similar to the Village of Bannockburn, my ability to work with elected officials and find consensus facilitated my success in the City of Highwood, Illinois. In Highwood, I led the annexation of ninety (90) acres of land owned by the United States Army to the City of Highwood. Although it was difficult at times to navigate a factionalized City Council, I was able to obtain consensus and the support to approve the annexation. The annexation resulted in the City of Highwood being able to supply water to the Army, which created thousands of dollars of additional revenues on a monthly basis with no additional cost to the city.

In terms of weaknesses, I always strive for perfection and sometimes work too hard. However, I have learned how important it is to recognize that work and life balance is essential to maintain energy and to continue to perform at a high level. I have also realized that I can't always be perfect. That being said, I always try to be thorough and strive to inform my elected officials to the best of my ability.

To evaluate whether employees are performing at an optimal level, I conduct weekly meetings with administrative staff and the police chief together as a group, as well as individual department head meetings once a week to assess current issues, provide direction where needed, and to determine whether goals are being attained. On an individual basis during performance reviews, an assessment of the prior's year's goals is conducted to determine whether goals have been met. For the contract employees (waste hauling, landscaping, building, planning, water operator, public works and various other services), a review of the scope of services provided in the contract is evaluated each year to confirm services have been rendered in accordance with the contract terms.

I have been very successful in the Village of Bannockburn as I have been able to complete all of the Village's goals outlined by the Village Board throughout the years. My greatest achievement has been the replacement of the old infrastructure systems with grants, as well as solving the Village's stormwater management issues.

My biggest mistake during my tenure at the Village of Bannockburn was not initially realizing the importance of living a balanced life. Over the years, I have learned to make time for family and personal growth to maintain my high energy level and development.

During my village management career, I have had to develop, promote, hire, fire and discipline employees. When there is a disciplinary issue, I communicate with the employee and try to approach the situation in a positive manner with guidance to improve. However, there have been a few situations where an employee has been terminated for cause. The most difficult firing occurred in my former community when an officer was terminated due to illegal activity, which resulted in the loss of his accumulated pension.

**Maria Dorado Lasday**

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Some of the challenges I see facing the Town of Bay Harbor Islands are:

- *Finances*: Maintaining the quality of life of the residents and continuing services with less revenues due to the negative financial impact resulting from the COVID-19 pandemic.
- *Public safety*: Hiring a new Bay Harbor Islands Police Chief.
- *Infrastructure*: Securing grants to offset the cost of needed infrastructure projects.
- *Economic Development*: Redevelopment of the business district.
- *Operations*: Analyzing and reviewing current staff levels and organizational structures.
- *Emergency Preparedness*: Identifying procedures to further prepare the Town of Bay Harbor Islands in the event of an emergency caused by hurricanes and sea level rise.

During the first six months, my efforts will include:

1. Meeting with staff, elected officials, residents, the local chamber of commerce, business leaders in the community, city managers from adjacent communities, and county/state officials to assess the Village's needs, positions, and outstanding issues.
2. Assessing Bay Harbor Islands' financial impact resulting from the COVID-19 pandemic.
3. Assessing Bay Harbor Islands' current operations and contracts.
4. Facilitating the appointment of a new Bay Harbor Islands' Police Chief.
5. Learning Bay Harbor Islands' Town Council's goals and residents' expectations to formulate appropriate strategic directions.
6. Reviewing Bay Harbor Islands' Charter and Town Codes prior to my start date.

I am very responsive and work well with the media. I always strive to provide accurate and quality information. I occasionally provide press releases to the media to deliver a specific message or promote an event in the community. To inform and update the residents of the Village's special events and community alerts, my team uses Facebook, the Village's website and newsletter communications. We have also used google alerts to promote some of the special events.

Should it become known that I am a finalist for the Town Manager position in Bay Harbor Islands, Florida, and the media probes my background, I do not anticipate anything personally compromising being revealed that would embarrass Bay Harbor Islands. Furthermore, I do not anticipate anyone contacting Bay Harbor Islands with negative comments about me.

In my spare time, I enjoy traveling, spending time with my family, taking long walks, playing tennis, and reading.

***Maria Dorado Lasday***

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**SIX ADJECTIVES OR PHRASES I WOULD USE TO DESCRIBE MYSELF**

1. Goal Oriented
2. Collaborative
3. Strategic
4. Passionate
5. Ethical
6. Proactive

**REASON FOR CONSIDERING DEPARTING CURRENT POSITION**

I am particularly interested in departing from my current position because I feel that I have made a difference and have reached the goals that the elected officials and I have set during my tenure. I am ready to take on new challenges and set new goals.

In addition, for the last ten years, I have been travelling between Illinois and Florida to fulfill my obligations at the Village of Bannockburn, to visit my parents who live in Cape Coral, Florida, and to spend time at my home in Bonita Springs, Florida. Due to the COVID-19 pandemic, I am no longer comfortable flying to and from Illinois and Florida on regular basis.

I would truly enjoy living and working in Florida on a full-time basis, especially in a community as special as Bay Harbor Islands.

**CURRENT / MOST RECENT SALARY**

My current compensation at the Village of Bannockburn is \$262,371.70 (salary, bonus, and vehicle allowance).

In conclusion, I would be honored to be considered for the position of Town Manager at Bay Harbor Islands. Thank you for your consideration.

Sincerely,



Maria Lasday



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*Section 13*

*Leonard “Len” B. Sossamon*

*Bay Harbor Islands Town Manager  
Candidate Report*

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*Cover Letter and Resume*

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Leonard B. Sossamon

Email: jordnbrn@aol.com

May 30, 2020

Colin Baenziger & Associates  
2055 South Atlantic Avenue, Suite 504  
Daytona Beach Shores, Florida 32118

Dear Mr. Baenziger:

Please accept this correspondence as my expression of interest in the position of Town Manager for Bay Harbor Islands, Florida. My resume is forwarded for your consideration.

This management position for Bay Harbor Islands provides a unique opportunity for the right candidate with the required experience necessary for the responsibilities outlined in your recruitment brochure. I am achievement oriented, but also approachable. As an experienced public sector manager with city and county management tract records in Florida, South Carolina and North Carolina, I am that person.

My broad-based experience includes managing a rural county in South Carolina, a rapidly growing city contiguous to Charlotte, North Carolina and a county in the Tampa-St Petersburg Florida MSA. Public facility and infrastructure improvements and replacements are some of my strong suits. Projects I have led include airport construction, hospital expansions, city halls, libraries, parking decks, office buildings and courthouses. I have had oversight responsibility for hundreds of miles of roads, streets, bridges, water and sewer lines and storm water projects. My successful redevelopment and historic preservation projects include two downtown commercial districts and an aging commercial park. All have been completed on schedule and within budget.

My internal working relationships with department managers and staff at all levels have been positively recognized by my employers and employees. The public has always been impressed by my community service attitude. I have won national and regional awards for my innovative, entrepreneurial approach and spirit in management and service delivery, as well as financing.

In my previous city and county posts, I have always improved my jurisdiction's relationships with other entities. I have received FEMA training as Hernando County Administrator, and the Emergency Management Department reported to me.

I would like to bring these skills, expertise and experience to Bay Harbor Islands. Thank you for taking the time to review the qualifications in my application package. I can be reached at ( [REDACTED] ).

Sincerely,

Leonard B. Sossamon

Attachment

**LEONARD B. SOSSAMON**

Home [REDACTED]  
Cell [REDACTED]

Email: jordnbrn@aol.com

### **SUMMARY**

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

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

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

### **RELEVANT LOCAL GOVERNMENT EXPERIENCE**

**County Administrator, Hernando County, Florida**

**2012 – 2019**

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

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

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

**Duties and Responsibilities of County Administrator:**

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

**Achievements:**

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

**County Administrator, Newberry SC**

**2004 – 2006**

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

**Duties and Responsibilities as County Administrator:**

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

**Achievements:**

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

**City Manager, City of Concord, NC****1985 – 1998****Planning and Community Development Director****1980 – 1985**

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

**Duties and Responsibilities as City Manager:**

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

**Achievements:**

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

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

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

**1977 – 1980**

**Duties and Responsibilities:**

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

**Achievements:**

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

**OTHER PROFESSIONAL EXPERIENCE**

**Jordan Brown Management Corporation**

**2006 – 2012**

Private consulting business I owned and operated.

**Alliance Development Group, LLC, Charlotte, NC**

**2006 – 2012**

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



**Hunter and Brown, Inc., Concord, NC****1998 – 2003**

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

**EDUCATION**

University of North Carolina, Charlotte

MA Urban Geography

Emphasis on city and county planning and economic development.

University of North Carolina, Charlotte

Bachelor of Arts

Majored in Political Science, minored in Sociology and Psychology. Served as justice on Student Body Court.

North Carolina Institute of Government

Certificate

Received Municipal Administration Certificate.

South Carolina Executive Institute

Certificate

Received certificate from this multi-campus/multi-discipline program which focuses on problem solving.

**PROFESSIONAL AFFILIATIONS**

ICMA member since 1985

Cabarrus Bank &amp; Trust – Board of Directors (Retired)

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

Pasco Hernando State College Foundation Board

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

Advisory Committee for Florida Agricultural and Mechanical University Brooksville Agricultural & Environmental Research Station (BAERS)

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*Candidate Introduction*

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**EDUCATION**

Master of Arts, Urban Geography, University of North Carolina Charlotte Bachelor of Arts  
Political Science, University of North Carolina Charlotte Certificate in Municipal  
Administration, University of North Carolina  
Chapel Hill Institute of Government  
Executive Institute Graduate, South Carolina Budget and Control Board

**EXPERIENCE**

|                                                                      |             |
|----------------------------------------------------------------------|-------------|
| County Administrator, Hernando County, Florida                       | 2012 - 2019 |
| Jordan Brown Management Corporation, Concord, North Carolina         | 2006 - 2012 |
| Alliance Development Group, Charlotte, North Carolina                | 2006 - 2012 |
| County Administrator, Newberry County, South Carolina                | 2004 - 2006 |
| Hunter and Brown, Inc., Concord, North Carolina                      | 1998 - 2003 |
| City Manager, Concord, North Carolina                                | 1985 - 1998 |
| Planning and Community Development Director, Concord, North Carolina | 1980 - 1985 |
| Planning and Community Development Director, Roanoke Rapids, NC      | 1977 - 1980 |

**BACKGROUND**

Hernando County's Economic Development team, which I am proud to have led for the past three years, recruited ten new industrial companies to build in the County's business parks. More than five hundred jobs were brought to the County with salaries averaging over 125% of the County's median wages. These recruitments added much needed growth to the County's tax base. New businesses include e-TeleQuote Insurance, Successful Acquisitions, Baker Parts and Airofog USA. Expansion projects include Barrett Outdoor Living/Alumi-Guard, Flagstone Pavers, Surge Suppression, Composite Motors, Premier Pharmacy Labs and Monster Transmissions.

The General Fund budget for Hernando County is \$100 million and the total budget comprises \$449.5 million. Major projects include wastewater plant expansion at the County's airport, roadway (approximately 30 miles) and storm water (10 - 12 miles) projects. The population of the County is 188,500, and there are 85\_0 employees under the responsibility of the County Administrator reporting through twelve directors.

The three most significant issues facing my prior employer were and are:

- Revenue growth. As a bedroom community of Tampa-St Petersburg, the County's population growth has been significant, but the ad valorem tax revenues have not kept pace. This places growing pressure on the General Fund. This problem will become more

acute and be exacerbated by the Covid-19 Virus, and the recovery. If this situation creates a depression, Hernando County's home building industry and small retail and hospitality economy will suffer and severely impact property and sales tax revenues.

- Wastewater plant expansions. As more and more subdivisions are developed, the County's regional wastewater plants must be expanded to handle the increased flows.
- Arterial roadways. Several large scale residential and commercial centers have been approved during the past two years. As each is built out, east-west commuting has gotten difficult, leading to citizen complaints and demands for improvements.

### **GENERAL, MANAGEMENT STYLE AND EXPERIENCE**

I am interested in being the next Town Manager for Bay Harbor Islands since it has needs that I see as opportunities. Bay Harbor Islands has a restricted geographic footprint by being totally built out so the next Town Manager will need to be well acquainted with the tools of redevelopment and revitalization. I have had success in downtown revitalization and redevelopment in previous posts, and I would search for opportunities to add additional tax base to Bay Harbor Islands through more redevelopment projects to instill more vibrancy and desirability.

While working as a City Manager or as a County Administrator, I have always worked to improve the relationships between my jurisdiction and all others. It is another example of my belief and philosophy of team building and regionalism.

Infrastructure renovation, replacement and expansion has been one of my strong points. My successful projects include roads, streets, storm water, utilities, an airport and a golf course. Two of my more unusual successes involved the issuance of Special Purpose Revenue Bonds to refinance the existing debt on the nursing home, independent and assisted living centers, and hospital owned by Newberry County, South Carolina. In addition to saving the County over \$10 million, it provided the avenue to make significant improvements to each facility.

My management style is marked by adaptability and resiliency which includes leading by example. While similar, all cities and counties do have differences. A good manager will observe, evaluate and adapt strategies with the leadership staff in order to move the organization forward. No one person has all the answers, so collaboration is a key to success. Using this approach helped me successfully put together a team which acquired the land, designed and built the Concord Regional Airport in thirty-three months.

Open, approachable, caring and a good listener are just a few words my staff would use to describe me. Employees at all levels of the organization have always felt comfortable talking with me whether in my office, or out in the community. Many of my immediate, administrative staff would say that I am tireless and flexible.

Most of my elected officials would say that I am energetic in body and mind, and that I am a knowledgeable and extremely capable manager. They would say my financial acumen is strong and innovative at the same time. As an example, while City Manager in Concord, North Carolina, I came up with an idea to reissue general obligation debt as allowed by state law. I was informed I could only reissue the principle that we had paid off the previous year. We challenged the issue in court and won. Several local governments thanked me for being creative and setting a precedent.

I feel my greatest strength is my ability to build consensus through collaboration and cooperation. For decades in Hernando County, only money generated by the airport was used for its infrastructure needs, and that money was not enough to expand the roadways to support new economic development on the airport grounds. After some research, I learned the roads and streets located within the airport's 2,400 acres had not been dedicated as public county roadways. Building a team from the County's Legal, Airport, Public Works, Utilities and Finance Departments (the last of which is part of the County Clerk's Office), necessary rights of ways were identified and properly recorded as public. The result is general transportation trust and gas tax funds are now used to build new and upgrade existing roads on the airport grounds. We could also then use utility funds to expand the utility system and development on the airport grounds became viable.

Through patience and perseverance, I was able to convince a large holding company from the Washington, D.C. area to build a 200,000 square foot, cold storage facility in Hernando County. When completed, it will add \$35 million to the tax base and employ over 100 people.

My most prevalent weakness was in trusting and giving leadership staff second and third chances to achieve our desired outcomes. I have recognized this "flaw" and now work to be more diligent in evaluating and accepting the capabilities and limitations of the person.

When my staff and I developed the Hernando County Strategic Plan, we decided on several metrics for measuring our progress and success. One was the number of miles of roads paved or resurfaced every year. Another was the number of jobs recruited and retained each year, as well as the amount of new and expanded manufacturing space developed.

I have two achievements (so far) which I consider to be among my biggest and most effective. With health care costs rising for the employees of companies including cities and counties, I decided to go on offense. With my human resources staff in Hernando County, we explored options and settled on developing a County Wellness Center. It proved to save the County and its employees hundreds of thousands of dollars yearly. All constitutional officer employees and employees of the City of Brooksville also joined the Wellness Program. My other biggest achievement is the previously mentioned development of the Concord Regional Airport. I was successful in putting together a great team of Concord staff and consultants to complete the project in less than three years. This airport's annual contribution to the North Carolina economy is approaching \$1 billion dollars.

Leonard B. Sossamon

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My first failure was in economic development. Our local Cabarrus County Chamber Executive and I were recruiting a large Japanese electronics company. It would have meant over 1,000 new jobs and a significant tax base. After a couple months of showing sites and making presentations, the company chose another county. We were devastated because we knew we had the best site and location. I learned to not take it personally and that I cannot always win. From that point forward, we were successful recruiting firms like Pass & Seymour, Oiles America, Sysco Foods, and FedEx. Also, I recruited the Mills Corporation to build the Concord Mills Mall which encompasses 1 million square feet of retail space under roof.

Yes, I have had to fire people. I never enjoy the process but realize that it sometimes is the only answer to a situation. I do it with compassion and never in anger.

The greatest challenge facing the next Town Manager for Bay Harbor Islands will be managing a Town with limited resources and needing more revenues for the FY 2021 Budget. The recent economic shutdown from the Covid-19 Virus will make the situation worse, and the Town will need an innovative and creative manager who has a track record dealing with similar difficulties. I believe I am that person.

I have a reputation of creating work by looking for ways to improve operations and finances. Tightening up contracts or rebidding contracts to secure better pricing is a way to ensure the Town will receive the biggest bang for the buck. Also, refinancing debt to save my communities significant dollars has been one of my strong points. I did this several times in Hernando County, and I was able to save Newberry County, South Carolina at least \$10 million by refinancing its debt on its nursing home, assisted and independent living facilities. I replicated the savings by refinancing the County owned hospital's bonds. This innovative approach won the County several major awards including the Bond Buyers Deal of the Year.

During the first six months, my efforts will include:

- Meeting with staff, elected officials, citizen groups, and where appropriate county/state officials to assess Town operations, concerns, positions and dynamics;
- Formulating the appropriate strategic direction based on the Council's goals and objectives;
- Assessing the Town's financial strength and projecting future revenue trends;
- Developing strategies and action plans for growing the Town's economic base;
- Reviews of current performance measures, and where necessary, developing additional measures that will be used to determine if staff and I are meeting the goals of the organization and Council, and exceeding the expectations of the citizens.

Working well and extensively with the media is one of my strong points. It is always best to ensure accurate, quality coverage for the citizens we serve. I have had regular meetings with the local press and made appearances on television and radio talk shows to discuss my jurisdiction's progress, particularly in terms of economic development initiatives and recruitments.



Leonard B. Sossamon

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While serving Hernando County as County Administrator, I worked closely with the Board of County Commissioners and the County's Public Information Officer to effectively use social media to deliver the County's message. We used Facebook and other platforms including "Survey Monkey".

Most, if not all, public sector managers have detractors. I have had my share. That said, there is nothing true in my background that would embarrass the Town.

In my leisure time, my wife and I enjoy traveling. We also cook and bake together. While I was responsible for developing a golf course for Concord, NC, I do not play well or often; but I do enjoy it. My wife and I love long walks on the beach, and the beach music associated with a dance style (Shag) still popular with the Carolina coastal area.

### **SIX ADJECTIVES OR PHRASES I WOULD USE TO DESCRIBE MYSELF**

- Ethical
- Innovative /Creative
- Proactive
- Diligent
- Accessible
- Enthusiastic

### **REASON FOR DEPARTING CURRENT POSITION**

My contract was terminated after the most recent election due to political motives. Hernando County has a long history of using reserves from the General Fund to balance the budget. After 20 years of this practice, and despite repeated warnings from me and other prior County Administrators, the General Fund Reserves have been severely depleted. It was convenient for them to accuse me of not informing the Commissioners of the situation. In actuality, the local newspaper (Tampa Bay Times) recorded at least ten times over the past two years when I did so during Board meetings. Since my dismissal, several citizens have played recordings from those BOCC meetings during public comments demonstrating I had warned the Commission repeatedly.

### **CURRENT/MOST RECENT SALARY**

My final, annual salary at Hernando County was \$219,400.



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*Section 14*

*Christopher “Chris” D. Steers*

*Bay Harbor Islands Town Manager  
Candidate Report*

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*Cover Letter and Resume*

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**Christopher D. Steers**

Csteers@portchesterny.gov  
Christopher.5673@att.net

May 29<sup>th</sup>, 2020

Honorable Mayor and Town Council  
Town of Bay Harbor Islands  
9665 Bay Harbor Terrace  
Bay Harbor Islands, FL 33154  
C/O Colin Baezinger & Associates  
Recruit28@cb-asso.com

RE: Formal Letter of Interest in the open Town Manager Position

Dear Mayor and Town Councilmembers:

I am currently the Village Manager of the Village of Port Chester, NY. I am keenly interested in participating in the Town of Bay Harbor Island's Town Manager recruitment process. I believe that my credentials and experience would be an excellent fit for your organization. Prior to my tenure in Port Chester I had the opportunity to serve several communities in Florida including: the City of Miami Gardens, the City of Sunny Isles Beach, Miami-Dade County, and for a brief but rewarding period of time St. Lucie County.

**ABOUT PORT CHESTER**

The Village of Port Chester was incorporated on May 4<sup>th</sup>, 1868. It is located in the southeastern corner of Westchester County along the Byram River and within one mile of the Long Island Sound. The Village has a total land area of about 2.4 square miles and is home to approximately 29,000 residents. Port Chester is well situated, accessible to the rest of Westchester County, New York City, and the Hudson Valley region.

The Village is locally known as the restaurant capital of Westchester County. The vitality and diversity of the restaurant industry in combination with the resurgence of the Capitol Theatre (a historical concert and entertainment venue) has created a renaissance within the Village. Port Chester's downtown Restaurant Row is renowned throughout the region, offering cuisine from around the world in dozens of top-rated establishments. "The Waterfront at Port Chester" retail center has brought a multiplex movie theater to the Byram River shore, Costco Shoppers Warehouse, Bed, Bath & Beyond, Super Stop & Shop, Marshall's and several other stores. Port Chester's prodigious industrial growth during the first half of the 20th Century attracted large numbers of European immigrants, primarily from Italy, Germany, Poland and Ireland. Similarly, newcomers from Central and South America and the Caribbean have helped to fuel the Village's recent revival.



### **Christopher D. Steers**

2789 OLD Yorktown Rd, Yorktown New York 10598  
16630 SW 234 Street Homestead, Florida 33031

(914) 557-0391  
(305) 508-1239

Csteers@portchesterny.gov  
Christopher.5673@att.net

The Village is a full-service Village lead by an elected a seven-member board/council (Board of Trustees) and functions under the Council-Manager form of Government. Each Board member, including the Mayor, has one vote and legislative authority is spread equally among all seven members. The Village's General Fund Budget for FY 2020-2021 is about \$45 million, and the total budget is \$55 million (including all other funds). The Village has about 156 full time employees with approximately 30-part time / seasonal employees; with 11 Department heads reporting directly to the Village Manager (including the Chief of Police and Fire Chief). There are three Unions representing three bargaining units including the Patrolman's Benevolent Association (PBA), Civil Service Employee's Association (CSEA), and the Teamsters. Further the Village of Port Chester Fire Department consists of approximately 300 volunteers, and the police department consists of 61 Police officers and command staff. A few of the most significant issues facing the Village are:

- **Inadequate Infrastructure (capital planning).** The Village has about 44 lane miles of streets and the years of bad winters, heavy truck traffic, and limited improvements have taken their toll. I worked with the Board to prioritize street improvements ultimately tripling our street paving efforts and capital expenditures. The Village also hosts about 42 miles of sewer lines some of which are 100 plus years old and aging. The Village is also under an EPA order to remove pollutant discharge into the Long Island Sound. Our proactive response was to implement a Sewer Rent program thereby creating a dedicated source of funding for the complete replacement, repair, and maintenance of our Sanitary Sewer system (encompasses about \$15 million of capital expenditures over a 5-7 year period). These improvements touch both our Sanitary and Stormwater sewer systems. Our Storm sewers are also aged and deteriorating (we have inflow and infiltration concerns).

I am currently coordinating the Village's Stormwater Management Program including: Municipal Separate Storm Sewer system (MS4) permit compliance, NYDEC compliance; EPA compliance; flow monitoring; and Illicit Discharge Enforcement. We have recently entered into an agreement with Westchester County to further comply with the County Sewer Act by conducting a Sewer System Evaluation Study (SSES); and to develop and implement a Capacity Management Operation Maintenance (CMOM) Program.

Further, over the past several years I have spearheaded about \$80 million in capital improvement projects including the above referenced and: Sidewalk replacements; Traffic Signals; Building repairs and renovations; Fleet upgrades; Park improvements, and we are about to award a BID on the reconstruction of our bulkhead (a \$10-13 million dollar project). Our capital needs are ever growing and we have made long-term plans in order to ensure that we borrow, expend, and repair within our budgetary means. We have been able to offset a significant amount of the capital investments through the application of an aggressive grant-writing program (about \$5-7 million in grants received over 8 years).

### **Christopher D. Steers**

2789 OLD Yorktown Rd, Yorktown New York 10598  
16630 SW 234 Street Homestead, Florida 33031

(914) 557-0391  
(305) 508-1239

Csteers@portchesterny.gov  
Christopher.5673@att.net

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- **Economic Development.** In 2017, the Village of Port Chester adopted a Five-Year Strategic Plan that created three primary goal areas: Resiliency, Smart Growth, and Resource Management. Each goal area is organized with strategies to move forward with the following immediate priorities:
  - Replacing the Bulkhead and Increasing Access to the Waterfront
  - Promoting Business and Economic Development
  - Enhancing Emergency Management Capabilities
  - Maximizing Efficiency through Process Improvement and Technology Utilization
  - Update Existing Long-Term Plans (2014-16 Economic Development Plan; Comprehensive Plan)
  - Personnel Initiatives and Employee Events
  - Create Plans for New Long Term Improvements (CIP; City Status; Bulkhead; Development Profiles)

The Smart Growth Goal area targeted the following priorities:

1. • Facilitating transit oriented development in the downtown
2. • Enhancing Parking and Mobility
3. • Enhancing and revitalizing waterfront areas
4. • Redevelopment of Fox Island peninsula
5. • Redevelopment of the vacant United Hospital site

The challenge has been to balance these goals with the realities of mitigating the impacts of new and infill development on the community, including affordability of housing; traffic, parking and mobility; overall Density; school impacts; and various environmental concerns. The additional challenge has been keeping board focus on moving these strategies forward in more measurable ways. We have made great strides in each goal area including recently adopting the Village's first Form Based Code after about 18 months of effort. Each effort in the smart growth arena including investing in our infrastructure lead to the current renaissance the Village is experiencing (there is about \$500 million dollars in private investment being proposed within the Village).

Even so, we have much work to do in order to mitigate the additional construction, density, traffic, and potential displacement issues surrounding the coming development projects. We have initiated several studies that target viable strategies for our affected neighborhoods, businesses, residents, historical resources, and environmental concerns.

- **Fiscal Sustainability.** We have standardized the utilization of a 5-year Operating Budget model in developing our budget annual budgets. The implementation of this forecasting tool has been extremely instrumental in the successful turnaround of our fiscal health; as our projections have proven to be highly accurate. Predictions seem to indicate that our assessed values will continue to



### **Christopher D. Steers**

2789 OLD Yorktown Rd, Yorktown New York 10598  
16630 SW 234 Street Homestead, Florida 33031

(914) 557-0391  
(305) 508-1239

Csteers@portchesterny.gov  
Christopher.5673@att.net

increase over the next few years; however, our ability to capture any such additional values is still limited by the State mandated Tax Cap. To add more instability to the situation the COVID 19 Pandemic has negatively impact several of our revenue streams, leading to significant cuts within our newly adopted budget.

For example: our additional organizational needs for the fiscal year equated to about \$1.5 to \$2.5 million dollars in additional operating expenditures or up to about 11% in additional taxes. The Board made the choice to remain under the Tax Cap so we had to cut or pare down and prioritize our needs and expenditures just in order to maintain our programs (the Board opted to lay off 30 personnel).

Our needs for services continue to grow as our population, housing stock, and commercial base continues to grow. This growth will exceed our capacity successfully manage it if we do not capture additional revenues and build our capacity including building up our staff. Our capital needs are also great and we must continue balance those needs with our ability to manage our debt without over mortgaging our future. Doing more with less is no longer a reasonable or responsible option and I am very concerned and have expressed same to my board that cutting should not be the only option and reasonable tax levies and other service adjustments have to be on the table.

#### **MANAGEMENT STYLE**

As a Manager, I strive for transparency and inclusivity, and believe strongly in providing clear leadership and support to my staff; including proactive employee development. For me it is not about taking credit, it is about facilitating the policy directives of the board or council in a sustainable and meaningful way; if one succeeds, we all succeed. I am very easy going and work to be a facilitator although I am also hands on, collaborative, and strategic. I believe strongly in giving clear direction and in implementing viable strategies to reach the goals set by the board or council. I hold routine staff meetings, agenda meetings, and performance conferences. I set clear expectations for staff members and monitor their growth, progress, and accomplishments; interceding where and when needed to keep them on track however I do not micromanage.

I work closely with staff and my board, and I utilize comprehensive and strategic planning to reach the goals set by my Board. I balance these planning activities in part through the budget process looking up to five years out in an effort to align Board priorities with fiscal and realities. I work to keep projects and plans on track while utilizing a long-term vision that aligns day-to-day operations with the organization's mission. I would think that either a board member or my staff members would say that my public administration acumen, my ability to plan and implement, and my ability to build consensus even during adversity are my strengths and the keys to my success as a Village Manager.



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Individually I would think that either a board or staff member would comment on my honesty, integrity, sincerity, and professionalism (I have successfully navigated some extremely contentious issues surrounding various policy directives and internal challenges while cleaning up malingering and corruption within Village government). I believe in fostering a safe, productive, and energized work environment; while applying coaching, counseling, and/or progressive discipline as needed. I am fearless and driven in my efforts yet open, tactful, and accessible: while always striving to cultivate an environment of continuous improvement.

I believe it is also my professional obligation to advise my Board or Council about decisions and I am not afraid to speak my mind and say no if warranted. I give the facts and the implications and at the end of the discussion follow the directives given to me by the board. The majority of the board appreciates and respects this, others honestly not so much. Even so, I remain respectful and agree to disagree on many issues but I always strive to move forward and do the best for the community.

If I were to describe a weakness it would be that my style fills a leadership vacuum wherever I serve and resultantly the demands for my time grow and sometimes exceed my ability to address every issue in as timely a manner as I would otherwise like (at times I am a victim of my own success). I offset this by maintaining a practical approach focusing on the organizations mission and objectives. I work diligently to successfully build capacity and/or to capitalize on innovation in order to manage the demands on the board/council, staff, and the organization as a whole.

I am politically savvy but non-political and I strive to maintain balance and equity in my relationship with my Board or Council (even at times to my own detriment). I have dedicated my career to being a public servant, as I believe that public service is a noble profession. I gain a great degree of personal satisfaction from contributing to local communities: in particular seeing how the hard work of the organization under the public policy direction of the board or council improves the quality of life, livability and sustainability of the community served. I have utilized the term "I" as I have narrated some of my background but it was only for that purpose: we as a team (the boards and staff I am serving and have served) make positive progress possible.

#### **FINAL THOUGHTS**

I am interested in becoming the next Town Manager for Bay Harbor Island for a number of reasons. In particular, the Town hosts such great realized and some unrealized potential to be a renowned place to live, work and play (I am looking for a long-term engagement in a local I can call home). Even though my work in the Village of Port Chester is moving forward in very positive ways, Florida is my home and I desire to return there. Even so, the combination of being back in Florida and working for such a strong organization would be a dream come true.

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The challenges I see facing the Town, if I am selected as your new Town Manager, include climate change and its effects; the Town's infrastructure and its maintenance and replacement and the funding of same; and the desire to preserve the Town's identity while it is surrounded by development, rapid growth and looming economic threats. I have successfully dealt with and am currently dealing with all these same issues in the Village I currently serve. Why do people follow a leader? Because they create a sense of stability, they engender trust, they show compassion, and they foster a sense of hope for the future. The needs I see in the Town for solid leadership play to my strengths as an adaptive, dedicated, and creative Manager.

I thank you for your time and consideration and wish you all the best.

Respectfully,



Christopher D. Steers

Attachments:

- Salary History & References
- Resume



**Christopher D. Steers****Professional Municipal Manager**

csteers@portchesterny.gov

**PROFESSIONAL PROFILE**

High-performing collaborative executive with expertise in public policy implementation; leadership; efficiency; and strategic planning.

Self-motivated achiever with the ability to build, organize, and refine business practices to promote efficient and effective service delivery with proven successes.

Exceptional problem-solver and critical thinker with the keen ability to resolve operational, personnel, economic development, quality of life, and policy implementation issues (uniquely experienced in program development).

Strong communicator with proven ability to deliver effective presentations, manage complex negotiations, and to develop and maintain collaborative relationships.

**PROFESSIONAL EXPERIENCE****Municipal Management /Administration**

Over twenty-seven (27) years of public sector experience currently serving as the Village Manager for the Village of Port Chester, NY; worked in St. Lucie County, FL as Assistant County Administrator; and two South-Florida cities; serving as Assistant City Manager for the City of Miami Gardens, and Code Enforcement and Licensing Director for the City of Sunny Isles Beach. Created and/or managed several municipal departments including: Police, Fire, Growth Management, Economic Development and Tourism, Community Services, Public Safety, St. Lucie International Airport (general aviation), Solid Waste, Utilities, Veteran's Affairs, Public Safety (including regional EOC) and Information & Technology, Building, Planning & Zoning, Code Enforcement, Community Development, Public Works, and involved in the creation and management of Parks and Recreation.

- Village Manager, the Village of Port Chester, NY: (2012 - Present)
- Administrative Director, Village of Port Chester Industrial Development Agency: (2013 - Present)
- Assistant Village Manager (Code Enforcement Director and Building Inspector), Village of Port Chester, NY: (2009 - 2012)
- Assistant County Administrator, St. Lucie County, FL: (2009)
- President/CEO, Steers & Associates, Government and Corporate Consulting: (2008 - 2010)
- Assistant City Manager, the City of Miami Gardens, FL: (2004 - 2008)
- Code Enforcement and Licensing Department Director, (Code Enforcement Officer and Licensing Officer, Division Head) the City of Sunny Isles Beach, FL: (1998 - 2004)
- Neighborhood Compliance Supervisor, Miami-Dade County Team Metro: (1997 - 1998)
- Miami-Dade County Department of Public Works; Animal Care & Control Division (Animal Control Investigator/Specialist), Miami-Dade County, FL: (1993 - 1997)

**EDUCATION**

Master of Science in Disaster and Emergency Management  
Nova Southeastern University  
(2019)

Master of Public Administration  
Nova Southeastern University  
(2009)

Bachelor of General Studies & Sociology  
The University of Miami  
(1993)

**SKILLS**

Budgeting, Revenue Generation, Strategic Planning, & Project Management

Emergency Management, Preparation, & Planning

Policy Implementation, Program Development, & Change Management

Growth Management, Licensing, Enforcement, & Regulation

Employee Training, Development, Relations & Negotiations

**HIGHLIGHTS**Financial Responsibility

Port Chester  
\$55 million (167 FTE's)

St. Lucie County  
up to \$472 million (744 FTE's)

City of Miami Gardens  
up to \$156 million (530 FTE's)  
(oversaw \$4 billion in construction projects)



### Emergency Management & Public Safety Coordination and Planning

Developed and implemented Emergency Management Plans, Managed Regional EOC's, Developed and implemented Floodplain Management Programs & Flood Insurance Community Rating System(s) (as a Certified Flood Plain Manager), Currently overseeing EMS, Police, and Fire Department operations. First Village Manager to directly oversee the operations of the Port Chester Police Department including the elimination of apparent corruption; investing in specialized and routinized training; and the implementation of community policing efforts.

### Economic Development

Spearheaded and implemented Smart Growth principles, Administered Economic Development incentive programs, Performed duties of Economic Development and Tourism Director, Developed and implemented Community Development Programs, Oversaw Housing and Community Development Programs (Housing Rehabilitation, Disaster Recovery, Home Ownership Assistance, and Business Incentive Programs).

### Land Use & Comprehensive Planning

Spearheaded the development and implementation of Port Chester's award winning Comprehensive Plan and Zoning Text amendments. Oversaw the development and adoption of Port Chester's new form Based Code. Oversaw the administration of St. Lucie County's Comprehensive Development Master Plan (including EAR Amendments); Land Development Regulation amendments and rewrite (including Western Lands Study and Rural Stewardship program). Managed the development of the City of Miami Gardens' award winning Comprehensive Development Master Plan. Managed the initial development of the City of Miami Garden's sign code and Land Development Regulations.

### Strategic Planning & Organizational Structure

Spearheaded the development, adoption, and ongoing implementation of the Village of Port Chester's Strategic Plan. Applied strategic planning techniques including drafting and/or contributing to County, City, Village, and departmental level strategic planning efforts. Established multiple municipal departments in multiple jurisdictions including organizational analysis, recruitment/retention; developed and implemented best practices, benchmarks, and performance measures.

### Promulgation of Regulations & Programs

Developed and implemented three unique community oriented Code Enforcement Departments and programs for the Village of Port Chester, the City of Miami Gardens, and the City of Sunny Isles Beach; created two Building Departments, and two Planning and Zoning Departments from the ground up (for the Village of Port Chester, and the City of Miami Gardens) including: streamlining the development review process, drafting and implementing ordinances, SOP's, civil and criminal court proceedings with special prosecutors, Special Magistrates, fines, fees, lien searches and processing.

Developed and implemented the following programs: Sewer Rent; Building Code Compliance; Code Enforcement; Fire Safety Inspections; Occupational Licensing/Business Tax Receipts; Certificates of Use; Landlord Certificates; Alarm Registration; Parking Enforcement; and Solid Waste Franchise Fees. Conceptualized, drafted, and implemented over fifty (50) local ordinances in several jurisdictions, ranging from zoning to tax collection.

### Training & Continuing Education

Johns Hopkins University (Coursera): COVID-19 Contact Tracing Certificate (May 2020)  
New York State Fire Marshals & Inspectors Association: 10<sup>th</sup> Annual Educational Conference (Sept 2019)

### CERTIFICATIONS

Nationally Certified Floodplain Manager through the FEMA National Flood Insurance Program: Certificate # US-08-03755 (August 2008 - Present)

Certified Code Enforcement Official, New York State: Certificate #0610-7224 (2010 to present)

Green Education Services: EPA Lead Renovators Certification Initial; Certificate # R-I-87262-14-55553 (Aug 2014)

Certified Parking Enforcement Specialist: Miami-Dade Community College School of Justice and Safety Administration (1998)

Certified as a Supervisor: Miami Dade County (1995)

Certified Animal Cruelty Investigator: University of Missouri-Columbia Law Enforcement Training Institute & School of Law (1995)

Certified Animal Control Specialist: Miami-Dade County Public Works Department (1994)

### HONORS

Nova Southeastern University's Dr. Kiran C. Patel Dean's Award (2019)

NYS Senate Proclamation for Exemplary Service (2018)

NYS Assembly Citation for Community Service (2018)

Port Chester- Rye Brook- Rye Town Community Service Award (2018)

ICMA Certificate of Recognition for 25 Years of Local Government Service

GFOA Certificate of Recognition for Budget Preparation (2013, 2014, 2015, 2016)

NAACP Professional Leadership Award (2012)



The Practicing Institute of Engineering: Stormwater and the Multi Sector Permit (April 2019)  
New York State eJusticeNY Integrated Justice Portal Certification (expires December 2020)  
New York State Emergency Management Certification & Training (EMC&T) Tier 3 (February 2019)  
New York State Fire Marshals & Inspectors Association: 9<sup>th</sup> Annual Educational Conference (Sept 2018)  
The International code Council 2015 IFC Essentials (September 2018)  
The Practicing Institute of Engineering: Stormwater Project Design (February 2018)  
The Practicing Institute of Engineering: Adapting to Climate Change –Floodplain Assessment & Development, Stormwater Management (May 2018)  
New York State Fire Marshals & Inspectors Association: 8<sup>th</sup> Annual Educational Conference (Sept 2017)  
New York State Fire Marshals & Inspectors Association: 7<sup>th</sup> Annual Educational Conference (Sept 2016)  
New York State Building Officials Educational Conference: (2010-2017)  
The Practicing Institute of Engineering: The New Blue: The Updated NYSDEC E&S Manual (June 2016)  
NFSA: Sprinkler Plan Review (Oct 2015)  
FEMA Emergency Management Institute National Incident Management System training and certification Community Preparedness Implementing Simple Activities for Everyone IS-00909 (Oct 2015)  
FEMA Emergency Management Institute training and certification National Response Framework, An Introduction IS-00800.b (Sept 2015)  
The Practicing Institute of Engineering: Stormwater Project Design from Planning to NOI (March 2015)  
FEMA Emergency Management Institute National Incident Management System training and certification Emergency Support Function (ESF) #8 Public Health and Medical Services IS-00808 (Feb 2015)  
FEMA Emergency Management Institute National Incident Management System training and certification Social Media in Emergency Management IS-00042 (Feb 2015)  
FEMA Emergency Management Institute National Incident Management System training and certification Emergency Support Function (ESF) #6 Mass Care, Emergency Assistance, Housing, Human Service IS-00806 (Feb 2015)  
FEMA Emergency Management Institute National Incident Management System training and certification NIMS IS-00700.b/ICS700 (Feb 2015)  
FEMA Emergency Management Institute National Incident Management System training and certification Incident Command IS-00100.b/ICS100 (Feb 2015)  
FEMA Emergency Management Institute National Incident Management System training and certification Decision Making and Problem Solving IS-00241.b (Dec 2014)  
FEMA Emergency Management Institute Leadership & Influence IS-00240.b (Sept 2014)  
Texas A&M Engineering Extension Service (TEEX) National Emergency Response and Rescue Training Center (DHS/FEMA): EOC Operations and Planning for All Hazards (June 2014)  
Simpson Strong-Tie: Understanding Monument Frames (April 2014)  
Simpson Strong-Tie: Cracking the Concrete Anchor Codes (April 2014)  
Simpson Strong-Tie: Deck Building 101 (April 2014)  
Simpson Strong-Tie: Deck Building 102 (April 2014)  
The Practicing Institute of Engineering: Stormwater and the Development Process (May 2013)  
FEMA Emergency Management Institute Emergency Planning continuing education (December 2012)  
FEMA Emergency Management Institute National Flood Insurance Program/Community Rating System training and certification (Feb 2008)  
FEMA Emergency Management Institute National Incident Management System training and certification IS-00700/ICS700 (March 2006)  
FEMA Emergency Management Institute National Incident Management System training and certification IS-00100/ICS100 (March 2006)

New York State Assembly  
Service Award (2012)

Westchester Municipal  
Planning Federation: Planning  
Achievement Award Village of  
Port Chester (2013)

### BOARDS & COMMITTEES

Emergency Medical Services  
Committee of the Village of  
Port Chester, the City of Rye,  
and the Village of Rye Brook  
Port Chester- Rye Brook Fire  
Advisory Board

Board Member of the Port  
Chester- Rye Brook- Rye Town  
Chamber of Commerce

Village of Port Chester / Village  
of Rye Brook Library  
Subcommittee

Westchester County  
Leadership Prayer Breakfast  
Committee

### MEMBERSHIPS

International City/County  
Manager's Association (ICMA)

New York State City/County  
Manager's Association  
(NYSCMA)

American Planning Association  
(APA)

Association of State Floodplain  
Managers (ASFPM)

New York State Floodplain &  
Stormwater Managers  
(NYSFSMA)

New York State Building  
Officials Conference (NYSBOC)

New York State Government  
Finance Officers' Association  
(GFOA)

New York State Fire Marshals &  
Inspectors Association  
(NYSFMIA)

Epsilon Pi Phi National Honor  
Society (for Emergency  
Management)

Pi Alpha Alpha National Honor  
Society (For Public Affairs and  
Administration)

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*Candidate Introduction*

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### **Christopher D. Steers**

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#### **EDUCATION**

Master of Science in Disaster and Emergency Management Nova Southeastern University

Master of Public Administration Nova Southeastern University

Bachelor of General Studies & Sociology the University of Miami

**Relevant Certifications:** Nationally Certified Floodplain Manager Certificate # US-08-03755,  
Certified Code Enforcement Official, New York State: Certificate #0610-7224

#### **EXPERIENCE**

- Village Manager, the Village of Port Chester, NY: (2012 - Present) (28,967 residents, \$55 million total budget, and 156 FTE's)
- Administrative Director, Port Chester Industrial Development Agency, NY: (2013 - Present)
- Assistant Village Manager (Code Enforcement Director and Building Inspector), Village of Port Chester, NY: (2009 - 2012)
- Assistant County Administrator, St. Lucie County, FL: (2009) (277,789 residents, up to a \$472 million total budget, and 744 FTE's)
- President/CEO, Steers & Associates, Government and Corporate Consulting, FL: (2008 - 2010)
- Assistant City Manager, the City of Miami Gardens, FL: (2004 - 2008) (107,167 residents, up to \$156 million total budget, 530 FTE's)
- Code Enforcement and Licensing Department Director, (Code Enforcement Officer and Licensing Officer, Division Head) the City of Sunny Isles Beach, FL: (1998 – 2004)
- Neighborhood Compliance Supervisor, Miami-Dade County Team Metro, FL: (1997 – 1998)
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#### **BACKGROUND**

The Village of Port Chester incorporated on May 4, 1868. It is located in the southeastern corner of Westchester County along the Byram River and within one mile of the Long Island Sound. The Village has a total land area of about 2.4 square miles and is home to approximately 28,967 residents. Port Chester is well situated, accessible to the rest of Westchester County, New York City, and the Hudson Valley region. The Village known as the restaurant capital of Westchester County. Port Chester's downtown Restaurant Row is renowned throughout the region, offering cuisine from around the world in dozens of top-rated establishments. The vitality and diversity of the restaurant industry in combination with the resurgence of the Capitol Theatre (a historical concert and entertainment venue) has created a renaissance within the Village.

**Christopher D. Steers**

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The Village is a full-service municipality led by an elected a seven-member board/council (Board of Trustees) and functions under the Council-Manager form of Government. Each Board member, including the Mayor, has one vote and legislative authority is spread equally among all seven members. The Village's General Fund Budget for FY 2020-2021 is about \$45 million, and the total budget is \$55 million (including all other funds). The Village has about 156 full time employees with approximately 30-part time / seasonal employees; including 11 Department Heads reporting directly to me (including the Chief of Police and Fire Chief). There are three Unions representing three bargaining units including the Patrolman's Benevolent Association (PBA), Civil Service Employee's Association (CSEA), and the Teamsters. Further, the Village of Port Chester Fire Department consists of approximately 300 volunteers, and the Police Department consists of 61 Police officers including command staff, and 9 civilian employees.

A few of the most significant issues facing the Village are:

- **Inadequate or Antiquated Infrastructure.** The Village has about 44 lane miles of streets and the years of bad winters, heavy truck traffic, and limited improvements have taken their toll. The Village also hosts about 42 miles of sewer lines some of which are 100 plus years old and aging. The Village is also under an EPA order to remove pollutant discharge into the Long Island Sound. Our buildings and fleet have also suffered from a lack of proactive maintenance over the years. All of the above has created a need for significant capital spending.

I have spearheaded about \$80 million in capital improvement projects including the above referenced as well as sidewalk replacements; traffic signal replacements; building repairs and renovations; fleet upgrades; park improvements, IT/Network infrastructure, and we are about to award a BID on the reconstruction of our bulkhead (a \$10-13 million dollar project). Our capital needs are ever growing and we have made long-term plans in order to ensure that we borrow, expend, and repair within our budgetary means. We have been able to offset a significant amount of the capital investments through the application of an aggressive grant-writing program (about \$5-7 million in grants received over 8 years).

- **Economic Development.** In 2017, the Village of Port Chester adopted a Five-Year Strategic Plan that created three primary goal areas: Resiliency, Smart Growth, and Resource Management. Each goal area is organized with strategies to move forward with the following immediate priorities:
  - Replacing the Bulkhead and Increasing Access to the Waterfront
  - Promoting Business and Economic Development
  - Enhancing Emergency Management Capabilities
  - Maximizing Efficiency through Process Improvement and Technology Utilization
  - Update Existing Long-Term Plans (2014-16 Economic Development Plan; Comprehensive Plan)
  - Personnel Initiatives and Employee Events

### **Christopher D. Steers**

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- Create Plans for New Long Term Improvements (CIP; City Status; Bulkhead; Development Profiles)

The main challenge has been to balance these goals with the realities of mitigating the impacts of new and infill development on the community, including affordability of housing; traffic, parking and mobility; overall Density; school impacts; and various environmental concerns. The additional challenge has been keeping board focus on moving these strategies forward in more measurable ways. We have made great strides in each goal area including recently adopting the Village's first Form Based Code after about 18 months of effort. Each effort in the smart growth arena including investing in our infrastructure lead to the current renaissance the Village is experiencing (there is about \$500 million dollars in private investment being proposed within the Village).

Even so, we have much work to do in order to mitigate the additional construction, density, traffic, and potential displacement issues surrounding the coming development projects. We have initiated several studies that target viable strategies for our affected neighborhoods, businesses, residents, historical resources, and environmental concerns.

- **Fiscal Sustainability.** We have standardized the utilization of a 5-year Operating Budget model in developing our budget annual budgets. The implementation of this forecasting tool has been extremely instrumental in the successful turnaround of our fiscal health; as our projections have proven to be highly accurate. Predictions seem to indicate that our assessed values will continue to increase over the next few years; however, our ability to capture additional revenues is limited by the State mandated Tax Cap. To add more instability to the situation the COVID 19 Pandemic has negatively impact several of our revenue streams, leading to significant cuts within our newly adopted budget.

### **GENERAL, MANAGEMENT STYLE AND EXPERIENCE**

The Town of Bay Harbor hosts such great realized and some unrealized potential to be a renowned place to live, work and play. The needs I see in the Town for solid management and leadership play to my strengths as an adaptive, dedicated, and creative Manager. I believe that my credentials and experience will be an excellent fit. A few examples of how I have worked to improve Port Chester include but is not limited to the following:

- I successfully reengineered the budget process creating the Village's first narrative budget document including the implementation of a Five Year Operating Forecast Model.
- I established the Village's first Sewer Rent Program aimed at more equitably sharing the cost of much needed sewer infrastructure improvements. This \$15-million-dollar capital improvement project targets the complete replacement, repair, upgrade of the entire sanitary sewer system by 2020.
- I successfully managed over \$80 million in capital improvement projects including

### **Christopher D. Steers**

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Sanitary Sewer improvements, Storm Water System repairs and improvements; Street Paving and Sidewalk replacement; Traffic Signals; Building repairs and renovations; Fleet upgrades; and Park improvements.

- I implemented the Village's first Comprehensive Plan and related Zoning Text Amendments; streamlined the development review process with tighter coordination between Building, Planning, Zoning and their related boards and commissions, and recently adopted our first Form Based zoning code ( all of which led to the current renaissance in development/smart growth in the Village).
- I have provided over 10 years of stability to an organization regionally known for its chaos; developing relationships with our surrounding communities, New York State, and Westchester County that foster cooperation and collaboration (including grant awards).

I hold routine staff meetings, agenda meetings, and performance conferences. I set clear expectations for staff members and monitor their growth, progress, and accomplishments; interceding where and when needed to keep them on track. I have hired hundreds of employees, promoted dozens of employees, and personally terminated or otherwise moved on 65 individuals. I remember the number because this is not something I enjoy; however, it is a key part of my duty and responsibility to the organization and community I serve to maintain a competent and honest workforce. All terminations whether it be for failing ones' probation or for much more serious infractions must be handled tactfully, with compassion, and always in the best interest of the organization.

I work closely with staff and my board, and I utilize comprehensive and strategic planning to reach the goals set by my Board. I balance these planning activities in part through the budget process looking up to five years out in an effort to align Board priorities with fiscal and realities. I keep projects and plans on track utilizing a long-term vision that aligns day-to-day operations with the organization's mission. I believe in fostering a safe, productive, and energized work environment; while applying coaching, counseling, and/or progressive discipline as needed. I am fearless and driven in my efforts yet open, tactful, and accessible: while always striving to cultivate an environment of continuous improvement.

I would think that either a board member or my staff members would say that my public administration acumen, my ability to plan and implement, and my ability to build consensus even during adversity are my strengths and the keys to my success as a Village Manager. Individually I would think that either a board or staff member would comment on my honesty, integrity, sincerity, and professionalism (I have successfully navigated some extremely contentious issues surrounding various policy directives and internal challenges while cleaning up malingering and corruption within Village government).

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respects this, others honestly not so much. Even so, I remain respectful and agree to disagree on many issues but I always strive to move forward and do the best for the community.

One of my biggest successes (aside from the successful changes I have made as Village Manager in Port Chester) was being on the core management team at the City of Miami Gardens (the ninth employee after the City's incorporation). I gained such great experience and achieved so many things from establishing several of the key departments, pushing through the award winning Comprehensive Development Master Plan, and overseeing over \$4 billion dollars in construction / development within the City over the first five years of the City's existence. If I had to relate to a failure, it would be departing from The City of Miami Gardens without a solid job in hand. This created significant financial hardship on my family. I learned that as an individual, it is important to follow your heart but you must be prepared to accept the benefits and/or consequences of doing so. In the end, things worked out well as that change lead me to my current capacity.

I believe that my strengths include my public administration acumen, my ability to plan and implement, my ability to stay cool under pressure, and my ability to build trust and consensus. If I were to describe a weakness it would be that my style fills a leadership vacuum wherever I serve and resultantly the demands for my time grow and sometimes exceed my ability to address every issue in as timely a manner as I would otherwise like (at times I am a victim of my own success). I offset this by maintaining a practical approach focusing on the organizations mission and objectives. I work diligently to successfully build capacity and/or to capitalize on innovation in order to manage the demands on the board/council, staff, and the organization as a whole.

I use social media including Facebook, YouTube, our website, and our NIXLE 360 public notification system to notify the public about events, emergencies, public interests, and or other significant events. I would utilize social media in Bay Harbor as prescribed within the social media policy (social media is a very effective communication tool as long as one is on message). I also work to maintain a cooperative and respectful relationship with the media. I am aware that it is a bad idea to pick a fight with someone who buys ink by the gallon. However, I also know that there are times when you stand your ground and tell your story. The balance here is to ground your decision-making in maintaining the public trust and integrity of the organization. If I become a finalist I don't believe that there would be any activists that would come up with any dirt other than perhaps a personal bankruptcy I went through about 23 years ago.

I am politically savvy but non-political and I strive to maintain balance and equity in my relationship with my Board or Council (even at times to my own detriment). I have dedicated my career to being a public servant, as I believe that public service is a noble profession. I gain a great degree of personal satisfaction from contributing to local communities: in particular seeing how the hard work of the organization under the public policy direction of the board or council improves the quality of life, livability and sustainability of the community served. I have utilized the term "I" as I have narrated some of my background but it was only for that purpose: we as a team (the boards and staff I am serving and have served) make positive progress possible.

**Christopher D. Steers**

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The challenges I see facing the Town include climate change and its effects; the Town's infrastructure, its maintenance and/or replacement, and the funding for it. Further, there are challenges to the redevelopment/infill development in the Town in particular as several significant residential projects come on line and begin affecting infrastructure, traffic patterns, and other services (Sophie, Akua, Bay Harbor Gardens, Pearl House, Le Jardin, etc.) The desire to preserve the Town's identity has to be balanced against looming economic threats (loss of Ocean Cadillac, bridge replacement expenses, other revenue losses, etc.). I have successfully dealt with and am currently dealing with all these same issues in the Village I currently serve. What would I do within the first six months as the new Town Manager: I follow a self-imposed rule of threes:

- Within 3 weeks analyze and assess the organization
- Within 3 months implement any warranted changes
- Within the next 3 months adjust and make the changes stick

I will meet with the Town Council as a group and/or individually to get their clear expectations, goals, and objectives. Thereafter I will meet with each Department head to discuss my expectations, their analysis of the organization, as well as their goals and objectives. From there I would align staff's goals and objectives with the policy vision, and council goals and objectives. In my leisure time, I like to exercise, fish, practice martial arts, and spend time with my family. I am married with three children we are very outdoorsy and enjoy equestrianism. We have two horses and enjoy trail riding and raising our myriad of other pets.

**SIX ADJECTIVES OR PHRASES YOU WOULD USE TO DESCRIBE YOURSELF**

Adaptable Intelligence; Conscientious; Honest; Empathic; Committed; Passionate

**REASON FOR WANTING TO LEAVE CURRENT JOB**

Even though my work in the Village of Port Chester is moving forward in positive ways, I believe I can provide the leadership, insight, and vision needed in the Town. I am seeking a more stable working environment and a board/council that is focused on the public good; I see that in Bay Harbor.

**CURRENT/MOST RECENT OR RELEVANT SALARY**

|                                                                                     |              |
|-------------------------------------------------------------------------------------|--------------|
| Village Manager, the Village of Port Chester, NY<br>(I also have a Village vehicle) | \$205,000.00 |
|-------------------------------------------------------------------------------------|--------------|



**Christopher D. Steers**

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Administrative Director, Village of Port Chester Industrial Development Agency  
\$18,000.00



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*Section 15*

*Robert “Bob” A. Zienkowski*

*Bay Harbor Islands Town Manager  
Candidate Report*

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*Cover Letter and Resume*

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**Robert A. Zienkowski**



May 27, 2020

Mr. Rick Conner, P.E.  
Senior Vice President  
Colin Baenziger & Associates  
2055 South Atlantic Avenue, Suite 504  
Daytona Beach Shores, FL 32118

Dear Mr. Conner;

Please find my confidential resume for your review and consideration. I believe you will find that I am a well-qualified candidate.

Detailed on my resume you will find an extensive background in executive management. I excel in leadership roles and am well versed in daily operations including planning and coordination programs, staffing, financial management and municipal services. In my last role I was responsible for a staff of 144 (128 FT) which focused on exceptional customer and municipal services. I actively promote accountability, trust and transparency with my employees. I believe in economic growth through new educational, community and governmental partnerships that have led to over \$941 million in new investment since 2010. These efforts have gained local and national recognition. Radnor Township was named as one of the Top Ten Best Cities in Pennsylvania by Movoto Real Estate and Top Earning Towns by CNN Money.com while I was Township Manager. They were also named in Philadelphia Magazine's 5 Best Places to Raise Kids.

Throughout my 28 years in government and administration I have been responsible for implementing the strategic plans outlined by the Board of Commissioners/City Council and aligning the staff with their vision for the community. I have a wide variety of experience working with the public and volunteer groups as well as different department heads and commissions. I have worked closely with these groups to administer fiscal and human resource's policy, negotiate FOP, Teamsters, IAFF and RATE contracts while also leading new and innovative programs. I am confident that this experience will prove to be an asset to Bay Harbor Islands, Florida.

I am incredibly detail-oriented and work well in a fast-paced environment under pressure. I consistently meet deadlines and enjoy working as a team player with a variety of people. I am looking for a creative, challenging position and I am interested in the opportunity that is available with Bay Harbor Islands, Florida. I look forward to hearing from you and discussing my qualifications and the position that is available. Thank you for your time and consideration.

Sincerely,

Robert A. Zienkowski

**Robert A. Zienkowski**

E-mail: [fly88z10@verizon.net](mailto:fly88z10@verizon.net)

**PROFESSIONAL OBJECTIVE:** The Town Manager position utilizing results-driven abilities in strategic planning, team building, efficiency and executive administration.

**PROFILE:**

- 28 years of successful experience in all facets of municipal executive management. Highly self-motivated and goals oriented, with proven, effective leadership skills. Thrives under pressure, professional and courteous in dealing with the public, with an emphasis on innovation, quality and delivery of service.
- Comprehensive experience in staff training, supervision, and operations management, including full responsibility for team leadership, assessment of organizational management structures, workforce planning and quality control.
- Skilled in conceptual problem-solving in matters related to finance, budgets, revenue management, municipal planning, economic development, team-building, and effective communications with Commissioners, Council Members, technical staff and department heads to improve efficiency and build public trust.
- Extensive knowledge and hands-on experience with the principles, theories and techniques of executive, strategic and public administrative planning, participative management, operational controls and superior customer service.
- Consistently recognized by executive management and colleagues for cross-discipline talents in needs analysis, troubleshooting, and problem resolution in high pressure situations and environments.

**CAREER EXPERIENCE:**

Radnor Township, Radnor, Pennsylvania  
**Township Manager/Secretary**

2010-2020  
Salary: \$179,000

Serve as the Township's Chief Executive Officer responsible for managing the day to day operations in a suburban community of 31,770 residents, while holding departmental directors and staff accountable for achieving their objectives and maintaining administrative and fiscal oversight of municipal operations. Oversees the Township's budget which is currently \$45.3 million with a general fund operating budget of \$36.5 million.

- Extensive experience in strategic leadership for Township operations under the supervision of the Board of Commissioners; offer innovative ideas to meet the changing needs of the community; keep the Board informed and updated and advance the vision of the Board of Commissioners. I recognize the Township Manager's responsibility to the elected Board of Commissioners to establish policy and the Manager's role to implement that policy and manage operations in the most effective manner.
- Demonstrated experience in Township operations which interacts with residents, businesses education, various boards and commissions, diverse groups and organizations while recognizing the contributions the everyday citizen makes to the Radnor culture.
- Success in building partnerships with residents, Township staff, businesses, colleges, universities, community groups, nonprofit organizations, realtors and developers, governmental agencies and public officials from local to federal, the media and other stakeholders, all in a transparent manner.
- Experience and competency with interacting with the Commissioners and the community, being very approachable, exhibits the managerial style of leading by example, a sincere and objective facilitator and a drive for excellent customer service.



### **Responsible for a wide range of functional areas including:**

**Fiscal Management:** Facilitates and directs the preparation of the detailed Township's annual budget and presents budgetary recommendations to the Board of Commissioners, the community as well as posting to the website; oversees budgetary execution and control and recommends or approves budgetary adjustments in keeping with established Board policies. Address and begin funding the Township's long-term unfunded liabilities, maintained the Townships real estate tax rate for three years (0% tax increase) while managing the expectation of services with a declining head count of personnel. Dramatically reduced the number of Audit comments from when I arrived in 2010 from 28 to ZERO!

**Changing the Culture:** Established a change in how Radnor conducts business; a change in the culture of service that is rebuilding trust, accountability, transparency, openness, inclusion, professional ethical behavior, personal integrity and conduct, holding staff accountable and improving the image of Township government. Developed professional relationships with business, educational institutions, residents and provide excellent services to the residents, educational institutions and the businesses of the community which they need and deserve.

**Economic Development:** Established a user friendly and customer service-oriented philosophy to assist businesses, developers and contractors to do business within Radnor Township. Created an environment of cooperation, enthusiasm and establishing a culture of service and trust. Since May of 2010, more than \$941 million in new, business, residential and commercial development has or is occurring that will both assist the Township to achieve its goals of maintaining quality services, programs and long-term sustainability.

**Revenue Enhancement:** Successfully re-established the ACT 511 enforcement procedures as a priority, established funding the unfunded liabilities relative to OPEB, pension and capital improvements by investing over \$44 million to address these liabilities over the past 10 years. At the same time, program levels and municipal services were maintained or increased and sponsorship of programs since 2015 are in excess of \$600,000.

**Infrastructure:** Demonstrated progress in addressing numerous issues involving sanitary sewer systems, storm water systems, roads, Township-owned buildings and facilities, parks and recreational areas as well as open space preservation. Established a five-year budgetary plan that addresses the long-term issues facing aging systems and buildings while setting aside the necessary funds to accomplish these goals.

**Stormwater Management:** Demonstrated progress in eliminating storm water flooding that has existed for more than fifty years; invested over \$1.2 million in storm sewer line replacement, storm sewer cleaning and lining, drainage control measures and detention/retention basin cleaning. Established a Stormwater program and fee to address the ongoing stormwater challenges related to increased flooding, aging infrastructure and more stringent regulatory requirements which will establish a permanent funding mechanism to address this issue.

**Human Resources:** Administer the Township's personnel policies and programs for all departments assuring compliance with all internal and external regulations. Formalized the process for staff evaluations, successfully negotiated new labor agreements that address long term unfunded liability issues and is fair with staff, eliminated expenses resulting in savings in excess of 1,000,000 annually and working to establish a new, Township-wide employee handbook.

**Emergency Preparedness:** Successfully restructured and enhanced a very effective emergency response/preparedness plan which utilizes Township personnel in all emergency events impacting Radnor. The plan includes utilizing resources available in the Township, Delaware County, schools, businesses, colleges and universities. Developed a successful Emergency Operations Center that was effective and efficient in two recent hurricanes which enabled quick response, recovery and restoration of services. Implemented the Civic Ready system. Established safety programs with the Township's schools, colleges and universities to coordinate efforts and develop policies for the protection of students and school personnel.

**Community Relations/Partnerships:** Established the vision of "The Best Community on the Main Line". I have been able to build, expand and maintain good working relationships with neighboring communities, local, state and federal agencies as well as organizations throughout the Philadelphia region.



## Section 15

City of Brunswick, Brunswick, Ohio  
City Manager/Safety Director

2003-2010  
Salary: \$103,000

- Serve as the City Manager & Safety Director responsible for managing the day to day operations in a suburban community of 38,000 residents, while holding departmental directors and staff accountable for achieving their objectives and maintaining administrative and fiscal oversight of municipal operations. Oversees the City's budget which is currently \$47 million with a general fund operating budget of \$19.7 million.
- Extensive experience in developing comprehensive fiscal plans which establish select service indicators leading to policy decisions by City Council about the level of service that the community wants and deserves. These plan's address the continued need for high quality safety and first-class municipal services, infrastructure improvements, traffic movement and maintaining high quality recreational facilities and leisure services provided to the community.
- Proven record and experience in municipal government management which is creative, trend setting and customer service oriented. Have the ability to think strategically, make changes as necessary, excellent communicator and facilitator and experienced in labor relations within a union environment.
- Demonstrated success in building partnerships with residents, city staff, businesses, city schools, community groups, nonprofit organizations, realtors and developers, governmental agencies and public officials from local to federal, the media and other stakeholders.
- Implemented land use preservation and environmental initiatives. Established the City's first Green Advisory Group to identify, advocate and implement sustainable environmental programs and projects.

Responsible for a wide range of functional areas including:

**Finance:** Facilitates and directs the preparation of the City's annual budget and presents budgetary recommendations to City Council; oversees budgetary execution and control and recommends or approves budgetary adjustments in keeping with established City Council policies. Established the City's first purchasing manual, five-year financial forecast, detailed budget presentation to City Council, and for the first time, placing the City's appropriation budget on the web engaging residents in the budget process.

**Public Relations:** Established a municipal public relations and customer service program designed to build a culture of service, improve the image of municipal government, increase interdepartmental communications, develop professional relationships with business, residents and community organizations and provide excellent customer service to the residents and the businesses of the community. This ongoing program was selected as a full-day seminar that was presented at the 2008 National League of Cities Conference.

**Economic Development:** Established a user friendly and "development team" concept to assist businesses, developers and contractor's do business with the community. Created an environment of cooperation, enthusiasm and ambition among the staff creating a culture of service. Since January 2006-2010, more than \$115 million in new industrial, business, residential and commercial development has occurred; includes more than 300 new jobs and over \$5 million in new single-family home development. Established a City Manager's Economic Advisory Group of business leaders as well as a Resident Economic Advisory Committee, both assisting the City to achieve its goals of economic prosperity and sustainability.

**Revenue Enhancement:** Successfully enhanced revenue streams within the city by increasing income tax revenue by 15% over the past five years and generating more than \$5 million in the same period in municipal land sales for economic development purposes, and restructuring administrative personnel resulting in position elimination saving the community more than \$400,000 annually. At the same time, program levels and municipal services increased.

**Municipal Water Service Agreement:** Negotiated a new water service agreement, by creating competition, that generated \$3.25 million from the service provider to the city; \$59,000 annual cost savings for the city; turned over the responsibility for all water line maintenance and replacement including fire hydrant repair and replacement to the water utility saving the city millions of dollars into the future.



## Section 15

**Infrastructure:** Demonstrated progress in eliminating storm water flooding that has existed for more than twenty-five years; invested \$10 million in storm line replacement, storm sewer cleaning and lining, drainage control measures, and detention/retention basin construction and cleaning. Invested more than \$3.5 million in roads, \$1 million in park improvements and establish new services for residents such as leaf collection, branch chipping, free tool loan and a free table and chair rental program.

**Human Resources:** Administer the City's personnel policies and programs for all departments assuring compliance with all internal and external regulations. Coordinate, prioritize, assign and evaluate the work of department supervisors and other staff; provides assistance, counseling and training; union negotiations with six bargaining units and created the City's first safety program, providing workman's compensation budget savings of \$25,000 annually.

**Emergency Preparedness:** Successfully implemented an effective emergency response/preparedness plan which utilizes all city personnel in a catastrophic event. The plan includes utilizing resources available in the city, county and regional area. Developed a work order system to record and track affected areas. Implemented the Code Red system. Established safety teams within the city and school district to coordinate efforts and develop policies for the protection of students and school district personnel. This program has been recognized nationally and has been selected for two years that was facilitated at a seminar at the National League of Cities Training Institute in Washington, D.C. for a national audience.

**Partnerships:** Established the Mission Statement of: "Working together to create a community of Excellence". It is my philosophy that it is not one person that makes a difference, it is all of us working together, toward a common goal, that will make us successful for a long time into the future.

City of Maple Heights, Maple Heights, Ohio

1992-2003

Director of Administrative Services/Chief Administrative Officer to the Mayor

Salary: \$77,000

- Directed and managed the City's Administrative Services Department, including administrative support services to all departments of the City, budgeting, financial analysis, public relations and community involvement, volunteer programs, marketing and production of printed media, staff training, and human resource's policy and procedures.
- Responsible for the overall direction, coordination, and management of the departmental divisions, programs and activities under the general direction of the Mayor, and policy framework established by the Mayor and City Council and served as a liaison among all departments.
- Demonstrated experience in developing and administering comprehensive departmental budgets, budget and financial reports, forecasting, capital equipment management, cost analysis studies and reports, grants, five-year plans, expenditure reports for City Council and annual reports.
- Proven success in systems administration, and the development and implementation of participative departmental management policies and procedures within an automated environment.

**Assistant to the Mayor:** Full range responsibilities in all facets of executive administration in a suburban community of 27,000 residents. Assist Mayor with administrative policy development, personnel issues, labor issues in a union environment, contract negotiations, finance, economic development, public safety, building department policies and code enforcement, senior citizens, public works, parks and recreation, purchasing, human resources, community affairs, media relations and intergovernmental activities.

**Purchasing:** Comprehensive experience in cost-effective purchasing management including extensive material sourcing, price negotiations, and contract administration. Designed and implemented a Purchasing Procedures Manual; Purchased up to \$2 million per year for all City departments; created a Joint Municipal Improvement Purchasing Consortium of ten northeast Ohio communities that had been able to save those cities and villages more than \$1,900,000 in a six-year period.

## Section 15

**Leisure Services:** Direct management of staff, programs and facilities, two recreation centers, seven parks, aquatics staff and 113 acres of park land for the entire community including special events and assisting civic organizations. Responsible for the development of all marketing and advertising of programs and materials, including the development and support of special events, grant writing and corporate sponsorship programs with such organizations as Ameritech, Tommy Hilfiger, The Plain Dealer, Kaufmanns, Aramis, Southgate USA and Pepsi Cola. Created, implemented and manage a Recreation Enterprise Partnership Program which raised money for programs and improvements from private business, that generated more than \$500,000 in a seven-year period.

Ohio Motorist Association/AAA, Cleveland, Ohio  
**Purchasing Manager**

1990-1992  
Salary: \$35,000

Created the Association's first corporate Purchasing Department, including the cost-effective buying of capital equipment, materials, supplies and contracted services for the corporate headquarters and all district offices. Furnished executive management with operational analysis as it related to purchased goods and services for the entire organization providing for fiscally sound management of resources.

- Established and set-up the Purchasing Department which included: organization, procedure set-up, staffing, bid specifications development and contract administration, resulting in a \$50,000 cost savings in one year.
- Developed corporate purchasing procedures, policies, documents and purchasing manual.
- Acted as advisor to executive staff on strategic corporate procurement in relation to market trends.

Cleveland Metroparks System, Cleveland, Ohio  
**Senior Purchasing Specialist**

1985-1989  
Salary: \$23,000

Provided supervision and management for goods and services for the largest park district in northeast Ohio including sixteen reservations, consisting of 21,000 acres of various landscapes and attractions including the Cleveland Metroparks Zoo, nature centers, golf courses, trails, lakes, shelter houses, swimming, fishing, boating and tobogganing.

- Worked closely with all levels of senior management to maintain and develop a high level of cost-effective purchased goods and services for the entire Park District including the Cleveland Metroparks Zoo.
- Successful experience in troubleshooting, including contract negotiations, pricing, forecasting and studies.

Garris Maintenance Company, Maple Heights, Ohio  
**Director of Operations**

1982-1985  
Salary: \$19,000

Direct the operations of this family owned maintenance, landscape and janitorial service company. Responsible for the day-to-day operations including supervision of staff, purchasing of goods and services, sales & marketing, budget management, quality control and customer service.



### EDUCATION:

|                                                                                   |      |
|-----------------------------------------------------------------------------------|------|
| <u>John Carroll University, University Heights, Ohio</u>                          | 2002 |
| Master of Arts Degree in Humanities, with a concentration in Ethics and Diversity |      |
| <u>John Carroll University, University Heights, Ohio</u>                          | 1983 |
| Bachelor of Arts Degree                                                           |      |
| <u>Maple Heights Senior High School, Maple Heights, Ohio</u>                      | 1978 |
| College preparatory                                                               |      |

### CERTIFICATION:

|                                                                                             |                    |
|---------------------------------------------------------------------------------------------|--------------------|
| <u>FEMA Emergency Management Institute</u><br>Incident Management System Certificate (NIMS) | 2005 National      |
| <u>FEMA Emergency Management Institute</u><br>Incident Management System Certificate (NIMS) | 2010-2013 National |

### ADDITIONAL PUBLIC SERVICE:

**Zoning Commission Board Member**  
Northfield Center Township 9546 Brandywine  
Road Northfield Center, Ohio 44067 1996 to  
1999  
(Served as Chairman for 1998)

**Member of City Council City of Maple  
Heights 5353 Lee Road**  
Maple Heights, Ohio 44137 1989 to 1992  
(Served as District 2 Councilman)

MEMBERSHIP: ICMA

### OTHER ACCOMPLISHMENTS:

All previous employers' performance evaluations will be made available for review which will show exemplary performance. There is no disciplinary record in any previous place of employment. A reputation of honesty, fairness and integrity. Supports staff fully while maintaining loyalty to the Board of Commissioners, City Council members, Managers, taxpayers and customers.

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*Candidate Introduction*

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**Robert A. Zienkowski**

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**EDUCATION**

Master of Arts, Humanities/Ethics and Diversity, John Carroll University (OH)  
Bachelor of Arts, Physical Education and Recreation, John Carroll University (OH)

**EXPERIENCE**

|                                                                                                  |             |
|--------------------------------------------------------------------------------------------------|-------------|
| Township Manager/Secretary, Radnor Township, PA                                                  | 2010 – 2020 |
| City Manager/Safety Director, Brunswick, OH                                                      | 2003 – 2010 |
| Chief Administrative Officer to the Mayor/Director of Administrative Services, Maple Heights, OH | 1992 – 2003 |
| City Councilman/District 2, Maple Heights, OH                                                    | 1989 – 1992 |
| Purchasing Agent, Ohio Motorists Association, Cleveland, OH                                      | 1990 – 1992 |
| Senior Purchasing Specialist, Cleveland Metroparks System, OH                                    | 1985 – 1989 |
| Garris Maintenance Company, Director of Operations, Maple Heights, OH                            | 1982 – 1985 |

**BACKGROUND**

Radnor Township is an upper-class township with home rule status in Delaware County, Pennsylvania. The population is 31,531 and lies along the Main Line, a collection of upper-middle class and upper-class Philadelphia suburbs. Villanova University, Cabrini University, the Valley Forge Military Academy and College and Eastern University are all located within Radnor Township. The Township employs 144 staff members in which I had eight direct reports.

I helped facilitate and direct the preparation of the detailed Township's annual budget of \$45.3 million and present budgetary recommendations to the Board of Commissioners, the community as well as posting to the Township's website; oversees budgetary execution and control and recommends or approves budgetary adjustments in keeping with established Board policies. Address and begin funding the Township's long-term unfunded liabilities, maintained the Townships real estate tax rate for three years (0% tax increase) while managing and maintaining the expectation of services with a declining head count of personnel. Dramatically reduced the number of Audit comments from when I arrived in 2010 from 28 to ZERO over a three-year period! Radnor was the first community in the Commonwealth of Pennsylvania to post its check book on its website for everyone to see for total transparency.

**GENERAL, MANAGEMENT STYLE AND EXPERIENCE**

The most important factor in coming into a new workplace is developing the culture and implementing processes and policies that set expectations for your staff. I believe the most



important fundamental of this is communication. Establishing communication not only between your senior staff and staff across departments but also communication from the department heads to the staff and making sure they feel like they have a say in the services we provide to the community. We are all in this together!

This is achieved by first setting short-term, mid-term and long-term goals between myself and the Town Council and then with our senior staff. It needs to be made clear to all staff that the devotion to the completion of these goals is what we expect of them. I implore my staff to always operate with transparency and a strong moral and ethical compass. I stress the development of professional relationships with business, educational institutions, and residents within our community to strengthen those ever-changing relationships. I also hold staff accountable for their behavior and their conduct to ensure that the integrity and image of the community is always upheld.

I have been fortunate enough throughout my career to have supervisors who challenged me while also encouraging my personal and professional growth. I always aim to empower my staff and to give them the tools that they need to do the best job they can and to make sure we are providing our community and our residents with excellent services which they deserve. The best way to set the tone within any organization is to lead by example.

I have administered both the Township's and City's personnel policies and programs for all departments assuring compliance with all internal and external regulations. Formalized the process for staff evaluations, successfully negotiated new labor agreements with up to six bargaining units (FOP, Teamsters, IAFF, AFSCME, RATE, CWA) that address long term unfunded liability issues and is fair with staff, eliminated expenses resulting in savings in excess of \$1,000,000 annually. Established safety programs, new/updated employee handbooks, employee assistance programs, counseling, and training programs.

I was able to establish a user friendly and customer service-oriented philosophy to assist businesses, developer's, and contractors to do business within Radnor Township. Created an environment of cooperation, enthusiasm and establishing a culture of service and trust. Since May of 2010, more than \$941 million in new, business, residential and commercial development has or is occurring that will both assist the Township to achieve its goals of maintaining quality services, programs and long-term sustainability.

In Brunswick, Ohio I was able to create \$115 million in new industrial, business, residential and commercial development that included more than 300 new jobs and over \$5 million in new single-family home development. I established a City Manager's Economic Advisory Group of business leaders as well as a Resident Economic Advisory Committee, both assisting the City to achieve its goals of economic prosperity and sustainability.

Radnor Township is home to 29 parks and recreational facilities, containing both active recreational amenities such as playgrounds and athletic fields, and passive recreational features,

**Robert A. Zienkowski**

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scenic views and natural landscapes. Park land spans more than 400 acres for the recreational pleasure of Radnor Township residents and the community treasures and values its open space and historic property. I was involved with various land and historic preservation projects including the \$10 million purchase of the Ardrossan farmland which was featured in the “Philadelphia Story”. Also, the historic Willows Mansion which is being restored in cooperation with the Township as a public-private partnership as well as the recent \$1 million investment into the downtown Wayne business overlay district of Radnor. The Township continues to financially support the Radnor Historical Society to keep its historical treasures alive to remember the past for those who build our future.

The position of Town Manager for Bay Harbor Islands, Florida is exciting to me because I love new challenges and I think you will see that my past experiences support that. I have been a successful agent of change in the last three communities that I have served, and I strongly believe that I have the skill set you need to make long-lasting improvements as you direct.

Over the course of my career, I established a solid background in municipal executive management and am experienced in leadership and direction of all Township operations, planning and coordination of programs, staffing, financial management and providing high-quality municipal services.

I am not afraid to put my boots on the ground to get real about the challenges that the Town faces and then working closely with the Town Council to outline a strategic plan and implement that across departments. I have done this prior by leading and aligning the staff with the council’s vision for the community.

While working for the city of Maple Heights, I learned that it was important to start from the ground up and look for a clear picture of the organization and its policies and procedures, both good and bad, in order to create a plan with the council/board that moves the community forward.

I took these lessons with me to Brunswick and then to Radnor. In both places we began by consolidating departments to help save money and bring efficiency levels up. We also took a hard look at our spending and cut what was deemed unessential. It comes with making these hard decisions that you can begin to change the culture of your organization and change the culture of service to one that is building trust, accountability and transparency between your staff and your community.

I have demonstrated throughout my career that I have outstanding executive leadership skills and work well in a fast-paced environment, under pressure, and am consistently meeting deadlines. I enjoy working as a team player with a variety of people and am looking for a creative, challenging position. I am confident that this experience will prove to be an asset to the Town of Bay Harbor Islands, Florida.

**Robert A. Zienkowski**

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The challenges I see facing the Town of Bay Harbor Islands are:

- Bring, manage and maintain stability within the governmental body of Bay Harbor Islands. This begins by working with the Town Council and the staff, putting the police chief in place, re-establishing moral within the ranks of staff and in the community and earning the trust of everyone within the Bay Harbor Islands leadership and community.
- Maintaining quality of life services, the residents of Bay Harbor Islands deserve and expect in the face of flattened revenues and rising operational costs – the new normal.
- Analyzing and reviewing operational approaches with the Town Council and staff to review methods and means of true efficiency on how services can be delivered.
- Addressing infrastructure issues and putting a long-term plan together as well as a funding plan in place.
- Putting a long-term plan in place for economic development and recovery to address the loss in businesses not only from the pandemic but from the loss of Ocean Cadillac and the redevelopment of Kane Concourse.
- Creating a long-term capital bridge facilities replacement plan Bay Harbor Islands.

During the first six months my efforts will involve:

- Meeting with the elected officials, Mayor, all department heads, all staff, businesses, citizen groups, county/state officials to establish communications as well as review town operations, concerns, positions, ideas, goals, and objectives.
- Learning the Town Council's goals and objectives for the Manager. This will be key to for laying out the expectations and direction for the new Manager during the transition.
- Assessing the Town's financial position.
- Meeting with the Town's Law Director/Solicitor to review the codes of the Town/State.

I have always worked extremely well and extensively with the media to make sure, as best as possible, that the information is accurate for our residents. It has always been my effort to help the media keep up to date on the Township's/City's operations and programs. My personal appearances in the media I like to keep is infrequent, as I defer to the elected officials as they so desire.

I do not anticipate anyone contacting the Town with negative comments about me, but you always have those in your communities that are not happy with decisions you have made so never say never.

In my spare time, I enjoy landscaping, sports, both watching and playing and spending time with my family.

**SIX ADJECTIVES OR PHRASES I WOULD USE TO DESCRIBE MYSELF**

- Communicative
- Motivated
- Accessible
- Flexible
- Highly Ethical
- Proactive

**REASON FOR DEPARTING CURRENT POSITION**

Having served almost ten years as Township Manager for Radnor Township and accomplishing as well as exceeding all the goals and objectives the various boards had set for me to complete, I thought that now was a good time to seek other opportunities and new experiences. We parted on exceptionally good terms with a great staff that remains in place has made the transition seamless and without any disruption of service or personnel.

**CURRENT / MOST RECENT SALARY**

My final compensation at Radnor Township was \$179,000.

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## **Salaries**

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**Candidate Salaries**

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The following are the base salaries that the semi-finalist candidates gave to us. Although salary is always a consideration, we recommend that it not be the determining factor. A highly qualified, experienced candidate may warrant a higher salary. That individual may well save the Town several times the difference in salary by making better decisions.

We should also add that we have spoken with all the candidates and made it clear what the Town wants to pay. Each has agreed to accept a salary in the advertised range.

| <u>Candidate</u>      | <u>Current / Most<br/>Recent Salary</u> |
|-----------------------|-----------------------------------------|
| Steven J. Alexander   | \$ 211,775                              |
| Kathie G. Brooks      | 270,000                                 |
| Paul E. Carlisle      | 146,000                                 |
| Glenn F. Cullen       | 182,300                                 |
| Matthew J. Garside    | 110,000                                 |
| Stanley D. Hawthorne  | 205,000                                 |
| Joseph M. Kerby       | 200,000                                 |
| Kevin A. Knutson      | 140,921                                 |
| Maria D. Lasday       | 262,371                                 |
| Leonard B. Sossamon   | 219,400                                 |
| Christopher D. Steers | 205,000                                 |
| Robert A. Zienkowski  | 179,000                                 |

We suggest you ask the finalists about their salary requirements when you interview them.



Redacted information is exempt from public disclosure per Florida Statue

**119.071(4)(H) Human Resources, Managers, Assistant Managers.**

h. The home addresses, telephone numbers, dates of birth, and photographs of current or former human resource, labor relations, or employee relations directors, assistant directors, managers, or assistant managers of any local government agency or water management district whose duties include hiring and firing employees, labor contract negotiation, administration, or other personnel-related duties; the names, home addresses, telephone numbers, dates of birth, and places of employment of the spouses and children of such personnel; and the names and locations of schools and day care facilities attended by the children of such personnel are exempt from s. [119.07](#)(1) and s. 24(a), Art. I of the State Constitution.