

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
REVISED AGENDA

July 22, 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/93017660728>

Meeting ID: 930 1766 0728

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: 930 1766 0728

Members of the Public can also submit their request to speak and/or comments via e-mail to the Office of the Town Clerk at achang@bayharborislands-fl.gov

CALL TO ORDER: 6:00 p.m.

PLEDGE OF ALLEGIANCE:

ROLL CALL:

1. **Discussion and possible action** on the finalists for the position of the Town Manager. Enclosed are the candidates resumes.
2. Request from the Office of the Town Attorney to announce a Closed Session Meeting to discuss the Cone & Graham litigation.

ADJOURNMENT: Approximately 7:00 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 22, 2020

ITEM NUMBER: 1.

ITEM: Discussion and possible action on the finalists for the position of the Town Manager. Enclosed are the candidates resumes.

DESCRIPTION:

At the July 7th, Special Council Meeting, Colin Baenziger & Associates presented a summary of twelve (12) semi-finalist to the Town Council to consider for the Town Manager position. The following six (6) candidates were selected to undergo the interview process:

- Steven Alexander
- Kathie Brooks
- Glenn Cullen
- Stanley Hawthorne
- Maria Lasday
- Chris Steers

The Town Council and candidates held one-on-one meetings between July 15 and July 20th. The consulting firm will make a presentation to discuss the selection procedures for the finalists.

RECOMMENDED ACTION:

Council Discretion

FINANCIAL ANALYSIS:

BUDGET IMPACT:

Submitted By: Alba Chang, Interim Town Clerk

ATTACHMENTS

1. 1-Bay Harbor Islands Town Manager 6 Candidates



Section 4

Steven J. Alexander

*Bay Harbor Islands Town Manager
Candidate Report*

Cover Letter and Resume

STEVEN JOHN ALEXANDER

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.

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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



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

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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,

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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

Candidate Introduction

STEVEN JOHN ALEXANDER

EDUCATION

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

EXPERIENCE

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.

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

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

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.



Section 5

Kathie G. Brooks

*Bay Harbor Islands Town Manager
Candidate Report*

Cover Letter and Resume

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

Candidate Introduction

KATHIE G. BROOKS

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/ 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

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

that end we worked with the stakeholders of both the North Beach area and the 41st 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

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

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

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.



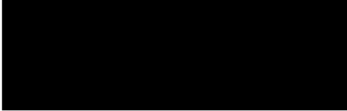
Section 7

Glenn F. Cullen

*Bay Harbor Islands Town Manager
Candidate Report*

Cover Letter and Resume

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.

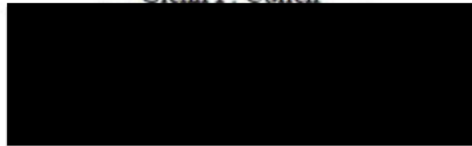
I look forward to discussing my qualifications to your position requirements at your earliest convenience.

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.

2007 – 2008	Borough of Keansburg, NJ 07734 <u>Chief Financial Officer (Part-Time)</u> • Directly responsible for financial functions of Borough. • Supervise finance staff.
1998 – 2002 2000 – 2002	Hackettstown Community Hospital, Hackettstown, NJ 07840 <u>Director of Finance</u> • Directly responsible for six finance/operating departments. • Budgeting Department is responsible for the annual budget and all financial forecasting and reimbursement. • Transformed the managed care department and instituted managed care strategy which resulted in HCH receiving an additional millions in additional revenue.. • Effective financial management resulted in HCH maintaining the 3rd highest day's cash on hand in the State of New Jersey.
1998 - 2000	<u>Manager of Patient Business</u> • Responsible for managing four major finance/operating departments. • 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. • Handled HCH variable rate bond offering.
1995 – 1998	Clara Maass Medical Center, Belleville, NJ 07109 <u>Director of Premium Health Systems</u> • Manage all four of Premium Health Systems operating units. • Responsible for the financial reporting of all affiliate businesses. • Prepare Budgets for Clara Maass affiliates.
<u>EDUCATION:</u>	Fairleigh Dickinson University – January, 1995 Degree earned: Masters in Business Administration Concentration – Corporate Finance – GPA 3.89 Kean College of New Jersey – 1990 Degree earned B.S. in Accounting Honors: Summa Cum Laude
<u>LICENSES:</u>	Certified Municipal Finance Officers License N-0612 Certified County Finance Officers License Y-0115
<u>SPECIAL SKILLS:</u>	Proficient in the use of Edmunds, Excel, Word and Power Point
<u>ASSOCIATIONS:</u>	Municipal Managers and Government Finance Officer Associations – Board Member
<u>REFERENCES:</u>	References available upon request.

Candidate Introduction

Glenn F. Cullen

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

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

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

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

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

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



Section 9

Stanley D. Hawthorne

*Bay Harbor Islands Town Manager
Candidate Report*

Cover Letter and Resume

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.

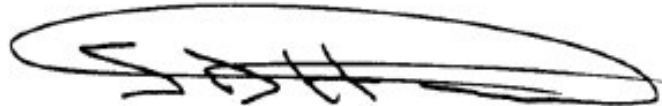
Section 9

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

Professional and Civic Affiliations

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

Stanley D. Hawthorne

Employment Experience

2011-2019 City of Fort Lauderdale Assistant City Manager

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

2005-2011 City of Lakeland Assistant City Manager

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

2002-2004 Sun 'n Lake Improvement District General Manager

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

Stanley D. Hawthorne

Employment Experience (cont.)

1998-2002 City of Lauderdale Lakes City Manager

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

Candidate Introduction

STANLEY D HAWTHORNE

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

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

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.



Section 12

Maria D. Lasday

*Bay Harbor Islands Town Manager
Candidate Report*

Cover Letter and Resume

Maria Dorado Lasday

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 6th Best Suburb in Illinois by Niche Local Rankings, as well as the 2012 5th 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

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

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- 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)

Candidate Introduction

Maria Dorado Lasday

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

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

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 6th Best Suburb in Illinois by Niche Local Rankings.

Maria Dorado Lasday

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

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

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



Section 14

Christopher “Chris” D. Steers

*Bay Harbor Islands Town Manager
Candidate Report*

Cover Letter and Resume

Christopher D. Steers

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

May 29th, 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 4th, 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

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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).

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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

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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

HIGHLIGHTSFinancial 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: 10th 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: 9th 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: 8th Annual Educational Conference (Sept 2017)
New York State Fire Marshals & Inspectors Association: 7th 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)

Candidate Introduction

Christopher D. Steers

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)
- Miami-Dade County Department of Public Works; Animal Care & Control Division (Animal Control Investigator/Specialist), Miami-Dade County, FL: (1993 – 1997)

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

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
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 - Update Existing Long-Term Plans (2014-16 Economic Development Plan; Comprehensive Plan)
 - Personnel Initiatives and Employee Events

Christopher D. Steers

- 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

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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).

I also believe that it is my professional obligation to advise my Board or Council about the implications of their decisions and I am not afraid to speak my mind and say no or advise against certain actions 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

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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.

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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 (I also have a Village vehicle)	\$205,000.00
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Christopher D. Steers

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