



The Mercer Group, Inc.

**CITY
of
HALLANDALE BEACH, FLORIDA
CITY MANAGER**

January 22, 2019

THE MERCER GROUP, INC.
W. D. Higginbotham, Jr.
Senior Vice President
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HALLANDALE BEACH, FLORIDA
CITY MANAGER CANDIDATES
January 22, 2019

NAME	Degree	Current Salary	CURRENT EMPLOYMENT	PROFESSIONAL -
Dinneen, James Ponce Inlet, FL	Senior Executive Program Master's Public Administration	\$200,000	Volusia County, County Manager 2006 – 2018	ICMA
Garcia, Ana Miami, Florida	Bachelor's Science Parks & Recreation Management	\$208,000	City Manager – City of North Miami Beach, FL 2013 – 2018	ICMA- CM FCCMA
Rey, Alex Miami Beach, FL	Master's Science Industrial Engineering – all but Thesis Bachelor Science Industrial Engineering and Management	\$189,000	Town Manager – Miami Lakes, FL 2002 – 2008 and 2010 – Present	
Rudometkin, Rick Carlsbad, NM	Bachelor of Science in Business Management	\$180,700	County Manager Eddy County NM October 2013 – Present	ICMA – CM CPM
Strahl, David O'Fallon, MO	Master's Public Administration	\$142,000	City Administrator - O'Fallon, MO October 2017 – October 2018	ICMA



The Mercer Group, Inc.

Jim Dinneen

Ponce Inlet, Florida

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HALLANDALE BEACH, FLORIDA CITY MANAGER

January 21, 2019

Summary Jim Dinneen

- **Master's Public Administration**
- **Senior Executive Program**
- **ICMA**
- **Previous position: Volusia County – County Manager 2006 - 2018**
- **Salary: \$200,000**
- **Internet Research**

- **August 7, 2018 – Volusia County's county manager to resign amid criticism**
<https://www.wftv.com/news/local/volusia-county-s-county-manager-expected-to-resign-official-says/769362384>

- **June 19, 2018 – County Sheriff Safety Officials Want County Manager to Resign Immediately**
<https://www.mynews13.com/fl/orlando/local-politics/2018/06/19/volusia-county-sheriff-safety-officials-want-county-manager-to-resign-immediately>
Law enforcement agency and top public safety official has expressed in some shape or form that they would like Dinneen to step down immediately.

- **June 19, 2018 – After Emotional Meeting Volusia County Manager to Leave this Week**
<https://www.news-journalonline.com/news/20180619/after-emotional-meeting-volusia-county-manager-jim-dinneen-to-leave-this-week>
Local residents call for his termination prior to proposed retirement.

- **June 14, 2018 – Volusia County Manager Career Receives Applause and Recently Jeer**
<https://www.theledger.com/news/20180614/volusia-county-manager-jim-dinneens-career-receives-applause-and-recently-jeers>
During his 12-year career in Volusia County, he found a way to survive the Great Recession without layoffs. Attracted many businesses to Daytona Beach. Zero Debt in General Fund



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- **January 30, 2006 – Dinneen Leaving Dayton Accepts Florida Position**
<https://www.whio.com/news/local-govt--politics/dinneen-leaving-dayton-accepts-florida-position/xH5Nn2lyRHkM0AnENyji7M/>

Accepts position Volusia County Manager Florida.

- **January 13, 2005 – Dayton City Manager Retires Rehired**
<https://www.whio.com/news/dayton-city-manager-retires-rehired/T00FSm0bdivSiPuvLdvKTM/>

Dayton's city manager is retiring at the end of the month and collecting his pension. Commission rehired him.

Various news articles – neutral mention
Linkedin

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LETTER OF INTEREST & RESUME

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VOLUSIA COUNTY COUNCIL

ED KELLEY
COUNTY CHAIR

DEBORAH DENYS
VICE CHAIR
DISTRICT 3

JOYCE M. CUSACK
AT-LARGE

PAT PATTERSON
DISTRICT 1

BILLIE WHEELER
DISTRICT 2

HEATHER POST
DISTRICT 4

Dr. FRED LOWRY
DISTRICT 5

GEORGE RECKTENWALD
INTERIM COUNTY
MANAGER

August 6, 2018

To Any Perspective Employer:

I write this letter to clarify the record about Mr. Dinneen as our Manager. Mr. Dinneen has had a very successful career at Volusia County for over 12 years. All of his year-end evaluations (84), of which Mr. Dinneen has copies, have been exemplary. His recent decision to resign on June 22, 2018 was his own decision based on his desire to explore new opportunities. He left in good standing, he was not pressured to leave and there was never any threat that he would be dismissed. Mr. Dinneen has done a great job as Manager and any criticism of his job performance by Council has been minimal and directly related to the complexity of our organization.

While there has been recent political drama related to an ongoing attack on the County Charter, specifically Mr. Dinneen's departure date was timed to his June accomplishment of the goal of zero debt in the general fund. While we wish he would have continued on longer at Volusia County, we wish him well. We know that should he choose to pursue another City or County Manager role, any community that would hire him would be well served. Additionally, should anyone have any questions on Mr. Dinneen's tenure as Manager in Volusia County please feel free to contact me at 386-235-6000.

Sincerely,

Ed Kelley, Chair
Volusia County

January 5, 2019

Dear Mr. Higginbotham:

Please accept my attached resume for the position of City Manager of Hallandale Beach, FL. I believe that this position provides a unique opportunity for me to employ my management experience in a way that would be ideally suited to meet the City's needs. Specifically, my experience and education in the areas of public works, utilities, transportation, sustainability, planning, housing, community development, beach services and budgeting would directly relate to the requirements of this position. In addition, my innovative work on strategic planning integrated with work programming utilizing a dynamic master plan model (winner of 2018 NACo award) could be invaluable in new ways that better connects public expectation with city policy and actions. Included in my many years as a public manager is extensive experience in budgeting that resulted in year after year balanced budgets for Volusia County reducing the general fund debt to zero in 2018.

Volusia County has also been a significant force in regional cooperation affecting public/private partnerships such as Team Volusia and other major business recruitment successes. These efforts added over 1,000 new private sector jobs in Volusia County with performance based grants and various tax incentives. Enhancing these initiatives was a major push to expand and strengthen our recreation and ecotourism programs resulting in 50 miles of showcase trails connecting multiple parks in a loop from sea to sea.

I am confident that such work experiences as mentioned above in addition to those outlined in my resume would serve me well in helping to address the opportunities and challenges facing the City of Hallandale Beach, FL.

As requested, attached is my resume. If you require any additional information to complete my application, please advise.

Sincerely,

James T. Dinneen

JAMES T. DINNEEN

RELEVANT PROFESSIONAL EXPERIENCE

County Manager, Volusia County, Florida

April 2006 – June 2018

Chief Executive Officer of a council-manager charter county, with a population of approximately **500,000**, generally concentrated in two east/west sectors over 1,263 square miles. The county is significantly urban, but somewhat rural. In the provision of **42** distinct service initiatives, the county manager is responsible for approximately **3,200** full-time employees and a total budget of **\$850 million**. The county manager is expected to help facilitate and implement county policy while ensuring that all administrative responsibilities are handled promptly and professionally. The position is responsible for communication within the community, especially in addressing business issues and citizen concerns. Volusia County services include a convention center, an international airport, water and sewer system, solid waste facilities, a jail, fire protection, emergency management, economic development, 47 miles of beach and lifeguard services, public works, community and social services, Sheriff, Property Appraiser, Elections, public transportation, libraries, parks and trails, and central services.

City Manager, Dayton, Ohio

August 2002 – April 2006

Chief Executive Officer in a municipal government, responsible for 16 departments and approximately **2,600** employees with a budget of **\$503 million**. Interacts with citizen groups and the business community, analyzes needs and resources of the city for resolution to urban problems, supervises the implementation of city services and policy, oversees government finances, and provides continuity and support to the mayor and four city commissioners. With a population of approximately **166,000** residents and an area of over 56 square miles, Dayton is an award winning, full-service local government known for its innovative citizen and business participatory systems. The city operation includes two airports, a convention center, a regional water system and various recreational facilities including six golf courses, in addition to such traditional services as Fire/EMS, Police, Public Works, and Redevelopment.

Assistant County Administrator, Montgomery County, Ohio

August 1995 – August 2002

Acts for the County Administrator in her absence. Montgomery County is primarily urban with a population of **570,000**. The county has a workforce of **4,700** employees and an annual budget of **\$708 million**. The incumbent works alongside the Administrator and the County Commissioners in helping manage day to day activities; representing the Administrator in various meetings and functions, and assisting in formulating county policies and strategies for areas such as personnel, budgets/expenditures, security, criminal justice, cultural affairs, economic development, public utilities, and human services. The Assistant County Administrator directly interfaces with all county services encompassing 25 different agencies, and has direct responsibility for the management of all major facility engineering and construction, including new buildings and renovations, custodial maintenance of over 1,000,000 square feet of public space, the operation of 600 acres of regional parkland, and direction of the Regional Solid Waste District.

Director, Department of Solid Waste, Montgomery County, Ohio

July 1992 – August 1995

Reports to the County Administrator; administers an operating budget of **\$39 million** and manages a staff of **150** full-time and seasonal employees. Oversees a solid waste management operation that annually disposes of more than 500,000 tons of trash, while cogenerating electricity. Also serves as director for the region's Solid Waste District for solid waste planning and recycling for **28** governments in the county. Responsible for developing and implementing county policies and plans, developing and controlling the budget and expenditures for three major funds.

SELECTED
ACCOMPLISHMENTS

VOLUSIA COUNTY, FLORIDA

- Developed and implemented an ongoing budget process, known as mini-budget workshops, that engages council in setting fiscal priorities and policy and providing service direction throughout the year; over 150 mini-budget workshops held during council meetings from 2007 – 2016.
- Proposed and implemented major tax reductions starting in FY 2006-2007, steering the organization toward change and austerity, while ensuring stability during an economic recession of historic proportion. Saved citizens \$200 million in taxes, while reducing the workforce by over 500 full-time positions in five years.
- Developed and implemented an action plan for the next two years, known as "Go to Zero," to achieve zero debt in general fund by October, 2018.
- Proposed and completed the consolidation of emergency dispatch services countywide, unifying 911 communications and emergency response, providing a safer system and producing significant cost savings (October 2011).
- Managed over \$500 million in infrastructure construction that included such projects as the new Ocean Center, EOC communication center, Deltona Library, 110 lane miles of roads, 50 miles of showcase trails, and over \$100 million of airport runway and terminal upgrades.
- Supported and helped broker the private-public partnership between Volusia County Halifax Urban Ministries, Volusia County Schools, and other community non-profits, to acquire and renovate a former school into a facility for homeless families and teens. In addition, also supported construction of homeless shelters in Deland and Daytona Beach (2015-2018).
- Implemented a countywide emergency transport system (EVAC) in October 2011 under the county's Public Protection Department to increase effectiveness and efficiency, saving over \$3 million in FY 2011-2012.
- Encouraged economic development via private-public partnerships with local corporate and executive think tanks (Team Volusia), area businesses (International Speedway Corporation, Boston Whaler, Tanger Outlet Mall, Raydon Corporation, Trader Joe's), local universities (Embry-Riddle Aeronautical University, Daytona State College), and a business incubator that has become a national leader (University of Central Florida/Volusia County) (2010-2016).
- Developed and implemented a countywide Diversity and Inclusion Strategic Master Plan reinvigorating the county's diversity and inclusion initiatives and expanding workforce recruitment and internships with local universities (2012-2016).
- Implemented the Green Volusia Program to reduce our "carbon footprint" which included increasing the use of hybrid-electric and flex fuel vehicles; reducing the use of paper by expanding the use of our document imaging and storage systems; replacing or retrofitting lighting and HVAC fixtures and devices in all county facilities; and installing GPS units on all vehicles to reduce engine idling time by half resulting in reduced fuel and maintenance costs.
- Replaced mainframe legacy systems with new, modern state-of-the-art systems to streamline processes and provide more efficient services both internally and externally. These include, for example, financial, budget, and human resources system; criminal justice system; growth management system, and public works system. The focus of these and other systems is to take advantage of new web and e-service technologies. E-services are available in all departments county-wide and continues to be expanded.

**SELECTED
ACCOMPLISHMENTS**

(Continued)

- Managed six bargaining unit agreements, which were settled within the limits established by the council (3-year limit).
- Managed four federally declared emergency disaster events including Hurricanes Matthew (2016) and Irma (2017) with a total budget impact of over \$40 million.
- Developed and had adopted by the County Council the county's Dynamic Master Plan approach to strategic planning, which won a 2018 NACO award. This plan is both a tool and a process that respects the incremental nature of earlier council goals and accomplishments with strategies added or retired by the current council.
- Personally led county initiatives to dramatically double our marine reef program, start the Daytona ½ Marathon, and initiate and organize the county, cities, and schools "Feed the Need" program resulting in 718,000 pounds of food to be collected for local food banks since 2011.

CITY OF DAYTON, OHIO

- Brought Dayton's 2002 budget under control by aggressive activity that reduced a projected general fund year-end deficit of \$11.7 million to a deficit of \$540,000. Implemented a balanced 2003 general fund operating budget of \$156 million based on revenue projections \$18 million less than 2001. The plan included terminating 345 positions, a hiring freeze, overtime restrictions, new fire staffing deployments, elimination of fire apparatus, and a minimum of 10% expenditure reductions in department budgets for a total reduction of \$25.8 million.
- Embarked on the development of five housing and urban redevelopment initiatives that defined a new strategy around community anchors, building partnerships and expanding jobs, and linking adjoining neighborhoods with business districts and institutions.
- Implemented a fundamental change in Dayton's police department with the introduction of the new Community Oriented Policing Enforcement Program (COPE). The model focused on resolution, rather than response, delegating more responsibility, authority and accountability to individual beat officers.
- Exercised executive leadership in collaboration within the region resulting in partnering in areas such as countywide dispatching, combined SWAT teams, regional prioritization of development efforts, and emergency management services.
- Strategic Planning Chairman for the General Government and Financial Services Task Force.

MONTGOMERY COUNTY, OHIO

- Responsible for the final design, bidding, management, and construction of a regional downtown interactive park. The successful Dayton Public/Private Partnership attraction, named RiverScape, includes \$23 million worth of public facilities such as the world's largest outdoor fountain, laser shows, art and entertainment.
- Development of a county Criminal Justice and Administrative Services Master Plan including the construction of a new \$30 million juvenile detention center and the expansion of 430 new adult jail beds.
- Implementation of a facility reinvestment and capital depreciation program including replacement scheduling.

EDUCATION

Senior Executive Program, John F. Kennedy School of Government
Harvard University

Master of Arts in Public Administration

University of Dayton

The degree provided extensive training in municipal management, public finance and budgeting, public service delivery systems and labor relations.

Master of Arts in Urban and Regional Planning

Virginia Polytechnic Institute and State University

Special emphasis on public works management including capital facilities and transportation development, infrastructure management, traffic planning, citizen participation, news media relations, waste disposal, and environmental protection.

Bachelor of Arts in Anthropology, Sociology, Minor in History

University of Dayton

PROFESSIONAL

Facilities Planning Advisory Council, Daytona State College, *Past Chairman*

AFFILIATIONS

ICMA (International City-County Management Association), *Member*

Team Volusia Economic Development Corporation, *Board Member; Officer (2016)*



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Ana Garcia

Miami, Florida

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HALLANDALE BEACH, FLORIDA CITY MANAGER

January 21, 2019

Summary Ana Garcia

- **Bachelor's of Science Parks & Recreation Management**
- **ICMA - CM**
- **Previous position: City Manager – North Miami Beach, FL 2013 - 2018**
- **Salary: \$208,000**
- **Internet Research**

- **July 10, 2018 – The City Manager and City Attorney are gone, but the Turnover Keeps Turning**

<https://www.miamiherald.com/news/local/community/miami-dade/north-miami/article214671830.html>

The city of North Miami Beach held a special meeting Tuesday evening to finalize its separation from City Manager Ana M. Garcia and City Attorney Jose Smith. Weeks earlier, attempts to push out the pair were held back because of procedural issues.

- **July 3, 2018 - North Miami Beach city manager, city attorney on the way out**

<https://www.miamiherald.com/news/local/community/miamidade/northmiami/article214253869.html#storylink=cpy>

Both she and the city attorney on Tuesday were negotiating terms of their departures after city commissioners last week tried to push them out

- **January 23, 2015 – Angry residents lash out at North Miami Beach police over use of mugshots in target practice**

https://www.timesenterprise.com/news/angry-residents-lash-out-at-north-miami-beach-police-over/article_fd60515c-a25c-11e4-8e5d-53c9e34054c8.html

Residents demanded the chief's resignation and called for the city to apologize for the practice City Manager Ana Garcia asked for everyone's forgiveness.

"We have made a mistake," she said. "This is an apology from the bottom of our hearts."



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Various news articles – neutral mention
Linkedin

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LETTER OF INTEREST & RESUME

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ANA M. GARCIA, ICMA-CM

• email: anamgarcia@bellsouth.net

January 14, 2019

The Mercer Group Florida
Mr. WD Higginbotham, Jr.
Senior Vice President

It is with a great sense of excitement, enthusiasm and confidence that I submit my letter of interest and resume for the position of City Manager for the great city of Hallandale Beach!

I am a fully credentialed City Manager with more than 9 years of experience and proven success as a Manager and more than 20 years as a senior administrator serving as Assistant Manager and Department Director. Additionally, it is important to note that I started my public service career as a recreation leader with the City of Miami Beach, and worked my way to the top of my profession as North Miami Beach ("NMB") City Manager leading a team of more than 490 employees and successfully managing a budget of more than \$165 million dollars.

My 5 years as City Manager of NMB, a full-service city adjacent to Hallandale Beach were known as the "Renaissance" of NMB! The latter was attributed to a multitude of things, primarily the successful execution of all the goals of our unanimously adopted Strategic Plan, the City's first ever Strategic Plan. The Mayor and Commissioners wanted a safer more beautiful City that was financially strong, where everyone in the City felt a sense of pride and realized a better quality of life and with my leadership and the Team I assembled, we delivered!

Within the first 3 years we doubled our reserves to more than \$25 million, we successfully collaborated with our police union and negotiated a contract that led to a tremendously improved morale in the department that resulted in 4 consecutive years of significantly reduced crime in NMB! We introduced proactive, preventive community policing programs such as PAL, Marine Patrol, Bike Patrol, and a multitude of other Police and Parks joint programs that greatly benefitted the Community. We executed a new, modern comprehensive award-winning zoning plan that unleashed the full potential of the City resulting in NMB being the #1 City in all of Miami Dade County in new construction and increased property values in 2016! We partnered with FPL and turned an eyesore wall at the entrance to the City from the Golden Glades into a cool and welcoming work of art that the entire community was proud of complementing the award-winning entry signs on the eastern and northern most areas of the City. We partnered with SLAM academy and we opened the City's first Charter School in 2017, a unique educational opportunity for the youth in our Community. We partnered with Soccer Development group, "Boca Juniors" who invested more than \$2.5 Million on major improvements to the City's Largest Park including awarding more than 2 dozen annual scholarships to City residents. We revamped our transit and transportation plans, we introduced state of the art Trolleys quadrupling the ridership as our residents enjoyed free, safe and convenient transportation to FIU, Shopping and the Beach! Traffic Circles throughout the City, beautifully landscape medians a new Parks and Recreation Master Plan, Art in Public Places and an aggressive approach to grants and seizing all opportunities for monies, and partnerships allowed us to realize the goal of a safer and more beautiful City

I am proud to say that we had 4 impeccable audits, 3 consecutive years of lowering the millage rate and several award-winning endeavors such as Bike 305, a newly introduced special event where thousands of residents from all ages enjoy a fun filled day of activities. We took the lead role in passing legislation in 2014 banning the sale of commercially bred pets in stores.

ANA M. GARCIA, ICMA-CM

* email: anamgarcia@bellsouth.net

We took pride in all that we planned and executed for all of NMB. My Team was well trained, empowered and they were given the tools they needed to succeed hence, the expectations, and the desired results were achieved. A great Manager must feel as comfortable at City Hall as a professional administrator and CEO of the City as they would be out and about in the Community engaging the people and or rolling up their sleeves contributing alongside the Team. A great Manager is a Visionary who leads by example with a "can-do attitude, I am that Manager!

Hallandale Beach is a City on the cusp of greatness, a beautiful and diverse City with passionate and dedicated elected officials, employees and residents. Hallandale Beach deserves to have a Manager who is a proven leader and a person of integrity, who is energetic, resourceful, innovative, caring and responsive, I am and will always be that individual, that Manager!

I would be honored to lead Hallandale Beach to new heights working with the Mayor and Commission, the City Team, and the entire Community ensuring we provide excellence in "All" areas of municipal services!

Respectfully,

A handwritten signature in blue ink, appearing to read 'Ana M. Garcia', written in a cursive style.

Ana M. Garcia, ICMA-CM

SUMMARY

More than 20 years of extensive, diverse and accomplished experience in Municipal Government including serving as City Manager, Director of Communitive Services /Assistant Village Manager for a newly incorporated City and serving as Director of Parks and Recreation for an "All-America City." A visionary and innovative results-oriented leader with strong management, financial and communication skills who encourages teamwork and a collaborative approach to achieving organizational excellence while promoting and achieving community prosperity, via a passion for good government embodied in the personal philosophy of "Respect, Integrity, Service and Excellence."

EXPERIENCE

CITY MANAGER

2013-2018

City of North Miami Beach

I served as Chief Executive Officer for North Miami Beach, a diverse city with a population of approximately 45,000 residents. Additionally, I served as Executive Director for the NMB CRA. I was the steward of a budget of \$165 million, led a Team of over 490 employees in 10 City Departments and ensured the second largest Water utility in Miami Dade County serving 180,000 customers was operated and maintained aligned with best practices.

Major Accomplishments:

- Assembled a Team of professional senior managers, restructured operations, spearheaded and unanimously passed the City's first ever Strategic Master Plan providing for clarity, direction and focus towards the goals and priorities of the City Commission and Administration.
- Implemented my RISE standards (Respect, Integrity, Service, Excellence) with an objective of setting the tone for organizational culture, via clear communication of expected performance and service delivery.
- Implemented a new Comprehensive and Zoning Plan bringing the City to the 21st Century unleashing the Economic potential for NMB, resulting in approximately \$500 million in private investment in the City, leading to #1 ranking City in Miami Dade County for new construction and increased property values in 2016 and #3 ranking in 2018.
- Initiated the City's first ever Parks Master Plan, resulting in proactive resident participation, planning, budgeting and global funding opportunities/investments in our City's Parks, greenways, blueways and open spaces in excess of \$5 million. Converted the old city "Nursery" into a public park. Successfully negotiated with the County to clean up Taylor Park (closed since 2005) scheduled to open in 2019, augmented and enhanced all existing special events and programs and introduced a series of new Special Events such as Bike 305, (2018 Bike 305 Municipality of the Year) Heart Health Walk, NMB 90th Celebration and successfully executed a Public- Private Partnership with Boca Juniors a world class soccer organization, and opened the City's first ever Charter School (SLAM Academy) in 2017.
- Operational and condition assessment of our Utility leading to a partnership with Jacobs Engineering Group for Operations, Maintenance and Capital Project Management realizing \$56.5 million in savings and extending the useful life of \$1 billion of utility infrastructure via deployment of best-in-class asset management.
- Development and Adoption of Water/Wastewater Master Plan (first in 40 years) significantly enhancing strategic planning, efficiency and financial forecasting, leading to the commencement of \$11.4 million in construction of prioritized improvements providing safety and redundancy/reliability, and the successful deployment of \$12.5 million Advanced Metering Infrastructure project providing real-time meter reading and leak detection for improved accuracy, efficiency and customer service.
- NMB Water awarded Resilient Utility of the Year 2018 by the Resilient Utility Coalition in Recognition for the advancement and implementation of Utility infrastructure resilience.
- Successful contract negotiation and passing of the outsourcing of our Sanitation division yielding over \$2 million in yearly savings, leading to the implementation of (NMB team), Neighborhood Maintenance and Beautification

endeavor a Citywide initiative focusing on a multitude of detailed enhancements.

- Increased General Fund reserves from \$12.8 million in 2013 to \$25 million in 2017. Reduced Millage rate from 6.6036 in 2013 to 6.4000 in 2017 (lowest since 1989) and experienced an increase in Assessed property values from \$1.74 billion in 2013 to \$2.52 billion in 2018. Implemented a new financial management system resulting in increased efficiency and security while ensuring most effective use of City funds are made. Successfully initiated Pension Reform, closing the retirement plan and trust for General Management Employees shifting to a cost effective and more portable defined contribution Money Purchase Plan (401a). Achieved a water revenue bond upgrade in 2016 to AA-from the A+ in 2014.
- Overall the City's bonded indebtedness decreased from \$104.7 million in 2013 to \$98.9 million in 2017. Refunded the Transit System Surtax Bonds, in FY 2013 yielding dept service savings of \$400,000. Refunded the CIP Bonds in 2015 yielding dept service savings of approximately \$190,000.
- Successfully negotiated a new Police Contract unanimously approved by City Commission and 90% of IUPA union members, achieving pension reform savings in excess of \$15 million.
- While being a certified police agency since 91, in 2013 met the standard of "Excelsior Status" with the Commission of Florida Accreditation, in 2016 & 2017 NMBPD became the ONLY police agency to receive the prestigious recognition for two consecutive years.
- Initiated a multitude of Community wide public safety programs; Community Policing Unit, Traffic & Motors, Marine Patrol, Economic Crimes Unit, Cold Case Squad, Gang Unit and Crime Suppression Team. Implemented Community Outreach and Engagement programs and initiatives such as Police Athletic League, Holiday Task Force, Pumpkin Patrol, Treat on the Beat, Coffee with the Chief, Shop with a Cop and Holiday Toy Drive. From 2014-2018, we hired 17 new officers and diversified the department to reflect the community. Our investment in police has resulted in 4 consecutive years of a steady decrease in violent crimes including 300% decrease in homicide, 42% in residential burglaries, 39% in armed robberies. Our Special Response Team won the LEO Award in 2017 and in 2016 3 of the 12 officers nominated for officer of the year where from NMBPD. Crime is down, morale and productivity UP!
- Planned and Completed restoration and beautification of the 826 corridor from the Golden Glades (westernmost boundary) to the easternmost point in NMB installing award winning Entry features and collaborating with FPL to design and fabricate the most unique "Welcome to" mural in all of south Florida.
- Sought and received a pro-bono design of an 800 sf Plaza to install "Totor" a 10-foot Art Sculpture donated to the City by world renowned French artist Stephane Bolongaro.
- Total overhaul of the City's non-compliant Transit program, resulting in a new state of the art Trolley system expanding to a 7-day operation, quadrupling annual ridership, resulting in NMB winning the APWA South Florida Chapter "Transportation Project of the Year".
- Implementation of Broker of Record for all insurance programs with a savings to the City of \$300K.
- Revisions to Civil Service Board Rules & Regulations (as adopted by City Commission on December 19, 2017, last updated in 1993) providing greater ability or alignment of human capital strategies to city organizational needs.
- Increased social media presence significantly by 505.53% on Facebook. Engaged and highlighted our City and all its Departments with an average daily user reach of 3,512 through a series of posts with a total of 6.8 million impressions. That is a 3,454.0% increase since September 2015.
- Creation and adoption of Social Media and Communication Policy.
- Creation and implementation of citywide training and development programs focused on establishing a baseline for all employees to learn and role model leadership behaviors that drive successful teams and offer the most outstanding experience to residents.
- Revisions to Emergency Management Plan (as adopted by City Commission on February 20, 2018, last updated in 1973).
- Initiated inventory assessment yielding 300k in revenues via City Auction of obsolete and surplus property sold.
- New Emergency Operations Center dedicated in 2014 as the NMB EOC, the second largest in Miami-Dade County.
- Complete revision of Emergency Management Plan adopted by commission in 2018. (Last updated in 1973) Post Hurricane Irma Debris removal completed in record time.

- Total overhaul of our code division expanding a M-F operation into a 7-day service and raising the bar on training and certification criteria resulting in total violations complied of 19,870 in 5 years.
- Building department issued 1,976 permits in the last 5 years resulting in record revenues of \$13.5 million.
- Sought out and received more than 5 million in grants, appropriations, scholarships, and in-kind services greatly contributing to the City and overall residents of NMB.
- Planned and completed construction of major traffic calming initiatives and traffic circles citywide, including receiving distinguished award for design from the Miami-Dade County Neat Streets.
- Partnered with world renowned Chef Michelle Bernstein to bring *Check, Please!* show to NMB further promoting City as a culinary destination.

Responsibilities:

- Had the overall responsibility for all City departments including, Community Development, Finance, Public Works, Procurement, Information Technology, Customer Service, Code Compliance, Building, Human Resources, Library, Parks & Recreation, Police, and Public Services.
- Maintain responsibility for intergovernmental relations with other cities, and public and private organizations.
- Former president of the Miami-Dade City & County Management Association, involved with the Florida City and County Management Association, as well as the International City Managers' Association.
- Exercise a high degree of independence, initiative, and professional expertise in the administration and day-to-day management of the City in accordance with policy established by the Mayor and Council, the City Charter, and City, State, and federal laws, regulations and guidelines.
- Provide visionary, innovative leadership, supervision, and general direction for the City management team including the Deputy City Manager, Assistant City Manager and Department Directors to coordinate their efforts toward achieving their departmental objectives.
- Direct the development and administration of the City Budget and Capital program.
- Oversee development, planning, and implementation of a strategic plan, goals and objectives to meet the operational needs of the City.
- Communicate orally, and in writing, with customers, the press, the general public, civic groups, and the City Council to resolve concerns and problems, and answer questions.
- Responds to and resolves difficult and sensitive employee, resident and other stakeholder inquiries and complaints.
- Plan, coordinate and direct the operation of City departments and programs, evaluates organizational issues and problems and facilitates strategies to address issues and problems.
- Ensures accountability throughout the City organization.
- Administers and enforces the City Charter and is responsible for the operations of the City.
- Serves as the Executive Director for the City's Community Redevelopment Agency.

VILLAGE MANAGER

2009-2013

Village of Biscayne Park, the "Village of Homes"

The Village's second Manager in its 80-year history. Biscayne Park is a quaint community of 4,000 residents in North East Miami Dade. The Village was a diamond in the rough, and during my tenure as Manager, despite very challenging Economic times, the Village of Biscayne Park experienced a true renaissance, exceeding expectations and accomplishing goals, as a multitude of capital projects were initiated and successfully completed village-wide. Despite a combined decrease in ad valorem tax revenues in excess of 30% from 2009-2011, I successfully restructured all departments, optimized our operations, enhanced services and minimized costs and expenditures. This was accomplished without reducing personnel or raising property taxes.

Major Accomplishments:

- Created “Village of Biscayne Park on Patrol” (VOBPOP) in 2010 with Public Works and Park Staff to train and certify participating employees in crime prevention and detection, in collaboration with Village’s Police Department and Miami-Dade County Crimewatch Director. This initiative has resulted in the prevention of crimes and several arrest.
- Awarded 2012 Police Officer of the Year, Florida Chief’s Association.
- Awarded 2012 Mothers Against Drunk Driving (MADD) Police Officer of the Year.
- State Champions in the 2010, 2011 and 2012 “Click it or Ticket” competition, securing over \$100K in award money for supplies and equipment for our Police Department.
- Restructured Police Department with a focus on enhancement of community policing initiatives and overall patrol efforts village-wide, resulting in decreased crime rates and increased traffic citations.
- Formalized the Post Crime Citizen Contact Program (PCCC) and added a Certified Code Compliance Officer from our Police Reserve Team, further enhancing our community policing as well as working with our residents towards compliance.
- Successfully collaborated with PBA Union on a three-year contract resulting in a unanimous vote by Union members and Village Commission.
- Successful management of Village’s Public Works Facility, a new construction project, from ground-breaking to ribbon-cutting. Completed on time and under budget.
- Successful management of Village’s Central Park’s Renovation and Hardening Projects, from ground-breaking to ribbon-cutting. By incorporating materials resulting in higher efficiency, utility bills were reduced by approximately 20%. Project completed on time and within budget.
- Successfully negotiated a three-year contract with the Public Works Union, resulting in a unanimous vote by Union members and Village Commission.
- Revived and successfully completed Village’s main entrance sign and landscaping project.
- Initiation and completion of major landscaping/beautification projects at Village’s main entrances. Projects were fully funded through donations and business partnerships.
- Successfully completed Village’s first drainage and street paving project in five years. Paving over 3,000 linear feet of Village roads. Additionally, completed Village wide storm-water inventory project.
- Implementation and completion of \$20K Forestry Grant Project, resulting in major tree planting and tree trimming initiatives village-wide. This project led to Village’s designation by the Arbor Day Foundation as “Tree City USA 2010.”
- Initiated partnership with Miami Shores, advocating for enhanced participation in Village recycling program by maximizing educational and communication efforts with a goal to minimize garbage disposal cost to the Village.
- Successfully outsourced median maintenance, saving the Village thousands and maximizing opportunities for Public Works Department to improve areas within the divisions of Sanitation, Landscaping and Building Maintenance.
- Registered Village in the Miami-Dade County Procurement Program whereby the Village of Biscayne Park has tapped into numerous vendors that submitted competitive pricing while benefitting from a cash-back incentive on all purchases.
- Researched and identified a new source for placing RFP advertisements for contractors at a significantly reduced cost while increasing the number of responses.
- Transitioned Village to a new accounting software package, saving the Village \$16K per year.
- Transitioned from a quarterly to a monthly finance reporting program, informing residents and Commission on the Village’s finances.
- Implemented Village of Biscayne Park Foundation, a 501(C)3 Board, to further enhance opportunities for donations and sponsorships.
- Acquired 2012 Forestry Grant and implemented a \$9,000 canopy enhancement initiative.
- Budget Presentation award 2011-2012 by the GFOA (Government Finance Officers Association), first in Village history.

- 1 of only 3 municipalities presenting PAFR (Popular Annual Financial Report) establishing clearer communication and summary of CAFR (Comprehensive Annual Financial Report).
- Initiated government relations with Florida Senate and House of Representatives leading to awareness of Village's historic log cabin with initial funding leading to 1 million plus award for restoration project.
- Worked successfully with State Legislature from both parties to receive support that resulted in Village's first-ever Road Designation, "Biscayne Park Way 2010."
- Partnered with Miami Shores Chamber of Commerce to deliver a monthly publication to all Biscayne Park residents and no cost to the Village providing additional communication to Village residents.
- Designed and installed village-wide banners, creating a sense of community pride by identifying our borders and celebrating our "Tree City USA 2010" designation.
- Enhanced all Village Parks with major community-building initiatives such as the Eagle Scout Beautification Project at Butterfly Park, the Art in the Park Project at Griffing Park (purchase and installation of Village's first art sculpture) and the Tree Planting Project at the Ed Burke Park. Over \$25K was received in in-kind and monetary contributions.
- Worked successfully with all boards and committees, creating major program initiatives such as the Village's first-ever Movie Night at the Park and the creation of the Village's Facebook page promoting our Parks and Recreation programs. Secured donations from County Commissioner Heyman, local business partners and service clubs, including the Knights of Columbus, the Civic Club and Rotary Club resulting in park improvements, enhanced special events and an increase in participation.
- Created a contractor database in order to assist and protect residents on their home improvement projects and dealings with contractors.
- Developed a partnership with Florida International University facilitating an internship program providing support on Village special projects.

Responsibilities:

- Provide overall management for the Village of Biscayne Park, including staff, budgets, services, outside agencies/service providers, develop policies as needed and implement policies/decisions of the Village Commission
- Management of daily operations of a full-service municipality: Police, Public Works, Finance, Parks and Recreation, Code Compliance, Building, Human Resources/Village Clerk.
- Direct and manage the development and implementation of Village goals and objectives, recommend and administer policies, procedures and prioritize for service areas allocating resources accordingly.
- Communicate with Village Commission regarding a wide variety of municipal government issues and recommend policies, procedures and actions to be taken by the Village Commission and implement their decisions and directives.
- Oversee and participate in the development and administration of the Village budget; direct the forecast of funds, submit annual operating and capital budget to Village Commission.
- Plan, direct and manage the Village's work plan; meet with management staff to identify and resolve problems; assign projects and programmatic areas of responsibility; review and evaluate programs goals and objectives.
- Follow Biscayne Park Charter; hire/fire and evaluate performance of employees.
- Monitor and evaluate the efficiency and effectiveness of Village service delivery methods and procedures; assess and monitor workload, and identify opportunities for improvement.
- Represent the Village to other public agencies, community-based organizations, elected officials, outside agencies and the mass media.
- Effective collaboration and communication with all Village Citizen Advisory Committees and Boards.
- Responsible for enhanced communication and public contact with Village residents, staff, Village business partners and vendors, exhibiting the epitome of an open-door policy and responsiveness.
- Actively involved in the Miami-Dade County League of Cities, effectively participating and networking on behalf of the Village.

- Actively involved with the Florida City and County Management Association, as well as the International City Managers' Association.
- Building relationships and partnerships from Tallahassee to Miami-Dade County and beyond, working successfully with other municipalities and county, state and federal agencies for the benefit of the community.
- Respond to and resolve difficult and sensitive citizen inquiries, concerns and complaints in a timely manner.
- Foster an environment of excellence in community services by promoting staff training, development and recognition initiatives, empowering "Team" and raising the bar on efficiency and performance.

**COMMUNITY SERVICES / PARKS & RECREATION DIRECTOR
ASSISTANT VILLAGE MANAGER (2006-2007)**

2003-2009

Village of Palmetto Bay, the "Village of Parks"

I had the honor of being the first Director of Community Services and Parks and Recreation of this newly incorporated municipality of 25,000 residents in southeast Miami-Dade County. During my tenure we doubled the number of parks in the village, increased park attendance and program participation by 40%, and completed a Parks Master Plan. We also enhanced, renovated and constructed new facilities in all Village parks. These accomplishments led to the village being recognized as the "Village of Parks." Additionally, most rewarding was the invaluable experience of serving as Assistant Village Manager, collaborating with all city departments and the knowledge gained with the creation and complete development of a new municipality.

Major accomplishments:

- Acquired two new parcels of land on Old Cutler Rd. for public parks: 4-acre Bayfront Park and historic landmark and 3.5-acre Bayside Park, site of new bayside library.
- Acquired 19 additional acres for Palmetto Bay Park and managed the successful \$9 million, 25-acre construction project of sports complex and Skateboard Park. Park opened December 2007 on time and under budget.
- Managed complete renovation of Perrine Wayside Park from design to construction. Successfully transforming facility into a 3-acre \$700K Dog Park on time and on budget. Park opened November 2007.
- Managed \$2 million renovation and new construction projects at 53-acre Coral Reef Park.
- Increased participation in recreation programs and park attendance by 40%.
- Collaborated in writing and presentation of successful grants exceeding \$6 million.
- Secured \$100,000 donation from CVS Pharmacy for boundless playground (ADA) at Palmetto Bay Park (the largest of its kind in the nation). Project completed December 2008.
- Initiated/completed Parks Master Plan with community support and participation, leading to the adoption of our identity and official slogan: "Village of Parks."
- Organized, arranged sponsorships, and implemented successful village-wide special events such as the annual Mayor's State of the Village Address, the Annual Village Picnic and Movie Night at the Park.
- Collaborated with the Police department in the establishment and successful implementation of community policing initiatives, resulting in a safer park environment
- Worked with the Public Works department, planning and coordinating recycling initiatives in all village park facilities, as well as identifying and completing major drainage and paving projects.
- Partnered with the code enforcement department, identifying, documenting and reporting violations throughout the village, resulting in double digit reductions of code violations.
- Led all parks landscaping projects, planting more than 300 trees, half of which were secured through donations.
- Collaborated with Florida League of Cities, implementing successful risk management initiatives focusing on safety through employee training and education.
- Completed ADA analysis, resulting in several resurfacing projects and the addition of new ADA amenities in all parks.

ANA M. GARCIA, ICMA-CM

email: anamgarcia@bellsouth.net

- Coordinated Village's first Mayors' Hurricane Forum, in collaboration with county and neighboring municipalities.
- Led recovery efforts after Hurricanes Katrina and Wilma, restoring all Village parks in recordtime.
- Led park team in post Hurricane Charlie (2005) recovery/rebuild project in Frostproof, Florida.
- Developed quarterly city-wide newsletter, *The Voice of Palmetto Bay*.
- Raised \$25,000 for the American Cancer Society and Juvenile Diabetes, generating support from local businesses and service organizations.
- Formed successful partnerships: Junior Orange Bowl (5K run at Coral Reef Park), ING (Annual Holiday 5K and 15K Old Cutler Rd. Run), USA Track & Field, Pan Am Games, and the Cultural Council's in the Park with Art.
- Worked with Eagle Scouts of America on 7 park beautification/improvement projects in all Village parks, securing contributions of materials and labor in excess of \$30,000.
- Developed Village's first summer camp program, partnering with Dade County Schools for additional facilities, and local businesses for sponsorships.
- Developed volunteer program saving the Village thousands in personnel cost.

Responsibilities:

- Prepared and managed annual multi-million dollar operating and parks capital budget.
- Managed, maintained, developed, and supervised 100 acres of park land and a department of more than 25 year-round employees, 30 seasonal employees and more than a dozen year-round contractors.
- Project manager for all park construction and renovation projects.
- Supervised the Divisions of Parks Maintenance and Recreation, Public Information Services, Village-Wide Special Events, and Grant Development
- Served as acting Village Manager, responsibly and effectively leading the Village team and managing the day-to-day operations.
- Liaison to the Parks and Recreation Board, Special Events and Cultural Council Board.
- Hired all employees and monitored their development and evaluation performance.
- Prepared bid documents with specifications and scope of services for the acquisition of goods and services such as architectural and engineering firms, and major department purchases.
- Prepared resolutions, ordinances, contracts, reports for Village Council and Manager.
- Worked closely with recreational providers to enhance existing programs and establish new programs and activities.
- Collaborated with County schools, agencies and community organizations on the planning and implementation of projects and programs. Partnering with public and private entities establishing athletic, community and cultural events.
- Represented Village of Palmetto Bay in lobbying efforts in D.C. and Tallahassee, as well as with FRPA and NRPA and other Parks and Recreation Professional Associations at the state and national levels.
- Collaborated with Police, Public Works, Building, Code Enforcement and Planning departments, establishing community safety and enhancement initiatives.

PARKS AND RECREATION DIRECTOR *City of South Miami, an "All-America City"*

1997-2003

I served as the Parks and Recreation Director for the City of South Miami. The National Civic League selected the City of South Miami as an "All-America City" in June 2001. This is one of highest and most prestigious awards a city can receive. The last time a city in Miami Dade-County had received the award was in 1951. South Miami underwent a renaissance in Parks and Recreation during my tenure as director. We increased program participation by 150% and established a philosophy of integrating education and recreation. The Prevention through Academic and Recreation Excellence (PARE) was created and recognized nationally in the "All-America City" award.

Major accomplishments:

- Acquired and created 2 new parks (All-America Park and Van Smith Park). Complete design and development of 4 parks (Fuchs Park, Williamson Park, Dante Fascell Park and Murray Park), including \$3.5 million Community Recreation Center at Murray Park. Completed design phase to renovate 2 parks (Palmer Park and Brewer Park) with \$500,000 received in grant funding in 2003.
- Developed new, innovative and creative techniques to enhance existing programs and explore the creation of new and improved programs and activities through community meetings, surveys and needs assessment. Increasing program participation by 150%.
- Collaborated in successful grant writing and board presentations resulting in appropriations exceeding \$5 million.
- Acquired major funding for specialized programs and special events through business partnerships with Niketown, Barnes and Noble, the University of Miami, South Miami Hospital, 1st National Bank of South Miami, Interval International, Florida Power and Light, Coca-Cola, the Shops at Sunset Place and various other businesses.
- Developed nationally recognized Junior Commission for Women, the first of its kind in the nation.
- Coordinated city-wide major landscaping initiative for the planting of 600 trees and thousands of gallons of groundcover.
- Collaborated with the University of Miami on the successful implementation of the Aquatic Safety Awareness Program (ASAP).
- Developed programs and relationships with local schools, churches, YMCA and other organizations by sharing resources and expanding services.
- Incorporated operating techniques to enhance employee safety, performance, morale and communication (recognized and awarded by the Florida League of Cities).
- Developed in-house educational seminars and cross training, increasing efficiency and productivity.
- Implemented hot meals weekend program for seniors with \$20,000 grant received from county commission.
- Created the award winning Prevention through Academic and Recreational Excellence (PARE) program with a \$200,000 state grant.
- Developed department-wide inventory and maintenance program for equipment, tools and machinery extending the life of the assets and creating budgetary savings.
- Partnered with the Chief of Police to initiate our award-winning Police Athletic League program (the first in South Miami) as well as our Explorer's program.
- Partnered with Kid Ventures Inc. to incorporate an entrepreneur youth training program within the recreation dept. through grant funding received from the county.
- Spear-headed the planning of the All-America City event from the application process to the fundraising of over \$60,000 to the logistics of transportation, lodging and meals for 140 residents, youth, staff and business leaders. This effort culminated in the highest municipal honor, the All-America City designation.

Responsibilities:

- Prepared and managed multi-million operating and parks capital budget: Three divisions - Parks Maintenance, Recreation and Landscaping.
- Managed, maintained, developed and supervised 9 parks, senior center, after school facility and all city right-of-ways and medians, including US-1 and Sunset Drive.
- Prepared documents, contracts, resolutions and reports to City Council and City Manager.
- Prepared documents for contractual selection and worked closely with contractors throughout planning, design and construction phases.
- Supervised a department of 25 fulltime and 12 part-time employees and over 60 part-time seasonal employees and volunteers.

ANA M. GARCIA, ICMA-CM

email: anamgarcia@bellsouth.net

- Planned and designed city-wide landscaping and parks maintenance projects (i.e. medians, parks, and right-of-ways).
- Oversaw contractual operations of medians and major street plantings, including bid specifications and project cost estimates.
- Implemented philosophy of community building through parks and recreation through inclusion and resident participation.
- Planned and implemented city-wide special events, including the Fourth of July, Holiday Toy-Drive program, Turkey Bowl football, University of Miami/South Miami annual track meet. City's principal coordinator with both the Martin Luther King and Santa's Parade of Elves.
- Staff liaison to various Boards: Parks and Recreation, Commission for Women, Alliance for Youth, Senior Citizens, JRE Lee School and AFSME Management Board.

EDUCATION, PROFESSIONAL CERTIFICATIONS

B. S. in Parks & Recreation Management, Florida International University, Miami, FL. - 1991

ICMA Credentialed Professional Manager, 2015

FCCMA Ethics Certification, 2010

Certified Park and Recreation Professional 2003(CPRP)

Certified Community Emergency Response Team 2005 (CERT)

AWARDS AND HONORS

- Kathryn E. Hensley Distinguished Public Service Practitioner Award - American Society for Public Administration – SECoPA 2018
- South Miami Senior High- Hall of Fame Inductee 2018
- MDCLC John F. Cosgrove "Founders" Award 2017
- ASPA – Outstanding Service Award – 2015
- MDCCMA- President 2014-2015
- FRPA Journal Facility Show Case Award – Palmetto Bay Park – 2008
- South Florida Parenting Magazine – "Best Park for Toddlers," Coral Reef Park – 2008
- FRPA Recipient of Jack Woody Memorial Service Award – 2003 and 2004
- Florida League of Cities Employee Safety Award – 2003
- FRPA Agency of Excellence nomination – 2003
- City of South Miami Department Director of the Year award – 1998 and 2002
- All-America City award presidential recognition – 2002
- National Civic League, All-America City award (PARE program) – 2001

PROFESSIONAL ORGANIZATIONS

- Miami-Dade City and County Management Association – President 2014-2015
- International City Managers Association member
- American Society for Public Administration member
- Florida Recreation and Parks Association member
- National Recreation and Parks Association member

BILINGUAL ENGLISH/SPANISH

REFERENCES FURNISHED UPON REQUEST



The Mercer Group, Inc.

Alex Rey

Miami Beach, Florida

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The Mercer Group, Inc.

HALLANDALE BEACH, FLORIDA CITY MANAGER

January 21, 2019

Summary **Alex Rey**

- **Master's of Science Industrial Engineering – all but Thesis**
- **Bachelor of Science Industrial Engineering and Management**
- **ICMA - CM**
- **Position: Town Manager – Miami Lakes, FL**
2002 - 2008 and 2010 - Present
- **Salary: \$189,000**
- **Internet Research**
- **January 3, 2019 – Alex Rey Reviews His Legacy for Miami Lakes**
<http://miamilaker.com/Home/NewsView/TabId/105/ArtMID/540/ArticleID/6010/Alex-Rey-reviews-his-legacy-for-Miami-Lakes.aspx>
Reviews his legacy of accomplishments for Miami Lakes
- **April 19, 2017 - Council votes on ordinance to select next Town Manager**
<http://miamilaker.com/Home/NewsView/TabId/105/ArtMID/540/ArticleID/4191/Council-votes-on-ordinance-to-select-next-Town-Manager.aspx>
Miami Lakes initiates a one-year process to select the next town manager to replace Alex Rey, who's calling it a career following three decades in county, city and small municipal governments

Various news articles – neutral mention
LinkedIn

THE MERCER GROUP, INC.
W. D. Higginbotham, Jr.
Senior Vice President
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The Mercer Group, Inc.

LETTER OF INTEREST & RESUME

THE MERCER GROUP, INC.
W. D. Higginbotham, Jr.
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www.mercergroupinc.com

Miami, Florida
December 28, 2018

W.D. Higginbotham
Mercer Group

Attached for your review is my resume which covers over 35 years of experience with Miami-Dade County, the City of Miami Beach and currently the Town of Miami Lakes.

During my career, I have worked with large, medium and small governmental entities with various levels of complexity. My most recent experience is with the Town of Miami Lakes, which has 33,000 residents.

I am known for being a dynamic, diligent leader, eager to get results and improve an organization. Even though I have been in government for 35 years, I do not bureaucracy get in the way of results. Listed below are some illustrative examples of my experience:

I have extensive labor relations and contract negotiation experience dating back to my service with the Miami-Dade Transit Agency where I dealt with the Transportation Workers Union and General Services Administration Union. Additionally, while I was at the City of Miami Beach, I was assigned to be a lead negotiator for contract renewals with the Police Benevolent Association and International Association of Firefighters.

I have also been involved in negotiating Public Private Partnerships – specifically the joint development agreement negotiated for Dadeland North and Dadeland South on behalf of the Transit Agency, with the developers for a hotel, parking garage, and a vertical mall. More recently I negotiated a Development Agreement with private owners for the development of over 500 homes and 10 acres of commercial development in the western portion of Miami Lakes. The agreement provided for the construction of a senior center to be operated by the Town, and the donation of five acres for a passive park.

My financial and budgetary experiences are some of my strongest traits. I have worked for many years in budget related positions, including Assistant Director in the County Budget Office, serving on the County Manager's Finance Committee to review and approve all financial transactions for the County, and presenting 10 budgets to the Town of Miami Lakes Council. During the contract negotiations in Miami Beach, pension cost was a key item and, due to my mathematical training and abilities, I quickly gained an understanding of the pension financial structure. I have also been directly involved in securing grants in the early part of my career and managing the grant process in the most recent years.

Two of the best examples of my desire to pursue innovation and be creative are the following: 1) The sale-lease back transactions that I worked on while I was at Miami-Dade County, where we took County assets and sold them to the private sector for them to get the depreciation rights on the buildings, and immediately leased them back to retain the utilization of the buildings. These transactions yielded over \$30 million in net revenue for the County. 2) Even though Miami Lakes did not have the resources of some of the larger cities, we were the first municipality to coordinate a fully integrated electronic plan review system with Miami-Dade County.

As a Manager, I am a strong believer that the best way to achieve great results is for everyone to be on the same page as to the direction the organization wants to go, and the goals they want to achieve. A strategic planning process seeks consensus from the residents, stakeholders, elected officials, and staff to develop the best direction for a city. The Town of Miami Lakes is managed through a Strategic Planning Process, and the Capital Improvement Plan is based on a series of long-term plans for Roads, Stormwater, Information Technology, Parks that are directly aligned with the overall strategic plan. Additionally, our allocations of budgetary resources are guided by the strategic planning process.

I am strong believer in accountability and transparency; recently Miami Lakes was in the forefront by allowing residents to submit their public comments via a video that is played during the council meetings. We have also posted the Town's contracts, check register, and performance measures on-line.

I believe that the Commission is responsible for setting the goals and objectives of the City. Once objectives have been set by the Commission, the Manager needs to lead your staff to the successful achievement of those goals. I believe that it is my responsibility to develop staff and make the most of their expertise, and while providing direction and guidance, let them run with their projects and ideas. I will make each staff member perform to the best of their abilities, feel included, and create a work environment where they feel valued and respected. I will be happy to provide references for people that have worked for me over the years.

The Town Council and the management team have a great relationship with the residents, and the business community in the Town of Miami Lakes. We are available, responsive, and positive to all of the stakeholders. We have worked hard on team building with the elected officials and help guide their decisions with facts and the wisdom of experience.

My experience as a Town Manager for over 15 years has a track record of success; however, I am currently in the DROP (Deferred Retirement Option Program) program and have to retire by March 31, 2019.

I would be honored to be considered for the City Manager position at Hallandale Beach.

Sincerely,

Alex Rey

ALEX REY

Email: rev8783@bellsouth.net

CAREER GOAL: To serve in an executive position in government where I can best utilize my knowledge and experience acquired over the last thirty years of public service to continue to improve the delivery of services to the public.

EMPLOYMENT HISTORY:

Town of Miami Lakes, October 2002 to August 2008 and September 2010 to Current

Town Manager

The position of Town Manager serves as Chief Executive under a Council-Manager form of government for the Town of Miami Lakes. The Town of Miami Lakes is a 33,000-resident community, with a mixture of industrial, office and residential areas.

The Town's first Council was seated in April 2001, and, as the Town Manager for the initial years of the Town, I was responsible for creating all the various departments in the Town, including but not limited to Building, Planning and Zoning, Police, Finance, Public Works and Engineering, Code Enforcement, Information Technology, Clerk's Office and other support areas.

From its inception, one of Town Council's Guiding Principles has been to outsource as much of the service delivery as possible, the Town only has 35 full-time employees, but engages over 150 employees from various companies to supplement the service delivery. The Operating and Capital budget for FY 2018-19 is approximately \$50 million.

The Town of Miami Lakes is managed through a Strategic/Business Planning process, and detailed medium range plans guide the infrastructure improvements in the Town. These include the road resurfacing plan, storm water prioritization and improvement plan, parks development master plans, and financial plans.

City of Miami Beach, Building Director, September 2008 to August 2010

The position of Building Director supervised the permit application, plans review and inspection process for one of the largest building departments in Miami-Dade County with over \$12 million in revenues per year and over 80 full-time employees. The position reported directly to the City Manager and served as part of the Executive Staff team with direct supervision over the City's Building Official.

In addition to supervising the Building Department, I was responsible for managing and improving the overall development review process. This process included the Building, Fire, Public Works, Planning and Zoning Departments.

Due to my extensive labor relations and management experience, I was also assigned to serve as lead negotiator for the City's Police and Fire contract renewals. This process culminated with significant concession being obtained from both bargaining units without the need to go to impasse.

Miami-Dade County, 1983 to 2002

1997 to 2002 Assistant Director - Office of Management and Budget (OMB)

The Office is responsible for preparing the Miami-Dade County \$5 billion operating and capital budgets as well as providing managerial and technical support to the County Manager's Office.

Responsibilities included representing the County in negotiations with Municipal Advisory Committees for the formation of new municipalities and with existing cities for the annexation of unincorporated areas, working with the new municipalities for the transition of County services, and developing and analyzing policy and service level alternatives for incorporation/annexation.

Additional responsibilities included developing revenue enhancement opportunities such as tax advantage leases that generated over \$50 million in new revenues for the County, support of the Mayor's Efficiency and Competition Commission, preparing the County's five-year financial plan and departmental business plans, serving on the County Manager's Finance Committee.

1983- 1997 Miami-Dade Transit Agency

Metro-Dade Transit Agency is responsible for providing bus, rail, people-mover and paratransit services in the Miami-Dade Metropolitan area. It is the 15th largest transit agency in the United States with an annual operating budget of over \$200 million per year and 2,600 employees.

1993 to 1997 Assistant Director for Administration

Responsible for policy development, supervision and direction of issues relating to budgeting, grants management, financial planning, audits, revenue collection, information services, procurement and contracts, materials distribution, warranty, joint development, leasing activities, advertising contracts, labor relations, training, and employee relations.

Supervised a total of 240 positions working in these diverse areas with direct responsibility for an annual operating budget of over \$20 million per year in these areas.

Represented the Agency in relations with the Federal Transit Administration, State Department of Transportation, municipal administrators, regional transit agencies, private developers and served as Director of the Transportation and Railroad and Assurance Company Ltd., a captive insurer providing excess liability coverage.

1989 to 1993 Chief, Management and Information Services

Supervised three major areas of responsibility: Budget and Grants, Management Services, Information Services with a total staff of 35 people.

The Budget and Grants section was responsible for performing and ensuring compliance with all activities required to receive Federal, State and local funds; preparing and managing annual operating and capital budgets, as well as multi-year project budgets for the agency. The Management Services section was responsible for financial planning, revenue and ridership forecasting, performance auditing and monitoring. The Information Services section is responsible for operating and maintaining MDTA's computers and computer communications network.

1986 to 1989 Manager, Management Services

Responsible for performing productivity studies and operational audits; evaluating the agency's performance; evaluating special projects and developing a comprehensive reporting system. Supervised a staff of 9 people.

Responsible for preparing, reviewing and monitoring capital and operating budgets; monitoring and projecting transit ridership and revenues; preparing, submitting, receiving and administering Federal and State grants. Acting as liaison between MDTA and Federal and State agencies.

1983 to 1986 Management Productivity Analyst III (Project Leader)

Responsible for providing direction and technical support to junior analysts, as well as developing project schedules, reporting progress, performing analysis, and preparing and presenting final reports on efficiency related projects.

EDUCATIONAL HISTORY:

1981-1982 M.S. Industrial Engineering course work completed, all but thesis.
Oklahoma State University

1977-1981 B.S. Industrial Engineering and Management
Oklahoma State University.

REFERENCES: Supplied upon request

LANGUAGES: English and Spanish

ACTIVITIES: Served as volunteer soccer coach for over 15 years providing training and guidance to under-privileged children in the community.



The Mercer Group, Inc.

Rick Rudometkin

Carlsbad, New Mexico

THE MERCER GROUP, INC.

W. D. Higginbotham, Jr. Senior Vice President

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The Mercer Group, Inc.

**HALLANDALE BEACH, FLORIDA
CITY MANAGER**

January 21, 2019

**Summary
Rick Rudometkin**

- Bachelor's of Science Business Administration
- ICMA - CM CPM
- Position: County Manager – Eddy County- Carlsbad, New Mexico
2013 - Present
- Salary: \$180,700
- Internet Research
- July 7, 2018 – Three Earn New Mexico Certified Public Manager Designation
<https://newscenter.nmsu.edu/articles/view/13199/three-earn-new-mexico-certified-public-manager-designation-from-nm-edge>
- November 8, 2017 – Commissioners Approve County Managers Salary Increase
<https://www.currentargus.com/story/news/local/2017/11/08/commissioners-approve-county-managers-salary-increase/844743001/>

Rudometkin, who became county manager in October 2013, had not received a salary increase since 2014. Salary increased to \$180,700

Various news articles – neutral mention

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The Mercer Group, Inc.

LETTER OF INTEREST & RESUME

THE MERCER GROUP, INC.
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Rick J. Rudometkin

December 22, 2018

W.D. Higginbotham, Jr.
Senior Vice President
The Mercer Group, Inc.
Daytona Beach Shores, FL 32118

Dear Mr. Higginbotham, Jr.,

I am very excited to learn of this opportunity for a new City Manager in the City of Hallandale Beach, Florida. Quality of life, longevity and a beautiful community are key in my search of a new location for me and my family. The City of Hallandale Beach fulfills these aspects and provides even more. Since I have experience at a high-end beach city, this opportunity would be a great fit for me.

As a seasoned executive, I embrace new ideas and am committed to implementing the sound business practices necessary to ensure continued economic vitality, development, security and growth of Hallandale Beach. My experience at an engineering firm, high-end prestigious small city, rural county, full service medium/large-sized city and currently a flourishing rural/industrial county, has made me well balanced. I have pretty much heard, seen and dealt with it all, while continuing with great success.

Currently, as the County Manager of Eddy County, New Mexico, we are finally experiencing a strong upturn in the economy due to the oil and natural gas industry returning with full force. We stay extremely focused since our industries and municipalities are very fast paced. We are seeing an unprecedented influx in population, along with the increased economic vitality and tourism. We have zero debt and have instituted practices to prepare our local economy for a tremendous future.

Previously, as the Chief Administrative Officer of Modoc County, California, I was appointed to the role in the middle of the county's worst economic crisis and enacted measures that successfully prevented the county's bankruptcy. The county did not go bankrupt and critical county services were retained. Modoc again, became sustainable and set up for a successful future.

My years of progressive county and municipal government experience, including the private industry has given me the knowledge and skills to successfully lead the City of Hallandale Beach into a prosperous future. You will find me to be a multi-faceted, servant leader with outstanding problem-solving skills that holds to a high standard of excellence, while working with the utmost integrity and flexibility.

Thank you for your consideration.

Sincerely,



Rick J. Rudometkin

- Successfully negotiated with the two union bargaining units to attain a reduction in benefits, for a cost savings of more than \$700,000 over a two-year MOU agreement contract

Director of Transportation / Public Works Director / Building Official:

Provided direction, management and leadership to a staff of 40 members with 5 districts. Responsible for two distinct departments while properly administering a total budget of \$20 million. Serving a 4,000-square mile area, 1,000 lane miles of roads, engineering (all disciplines), projects, buildings, equipment, parks and recreation, utilities and infrastructure.

- Redesigned departments, eliminating unneeded management, which led to increased efficiency and a dramatically improved ability to respond to changing conditions and requirements
- Designed employee development plans for supervisors and trained them in how to implement the plans for their crews. Plan resulted in improved morale and increased efficiency at every level with cost reductions of up to 30% annually

CITY OF DANA POINT - Dana Point, CA

Public Works Manager/Streets Manager, 8/2003 – 12/2007

(Beginning/Ending Salary: \$78,000/\$95,000 annual)

WILLDAN, (LOS ANGELES REGION), Industry, CA

Utility/Project Manager, 12/2000 – 8/2003

(Beginning/Ending Salary: \$58,000/\$63,000 annual + bonus)

Senior Public Works Inspector, 3/1994 – 12/2000

(Beginning/Ending Salary: \$38,000/\$52,000 annual + bonus)

EDUCATION / TRAINING

- ❖ Woodbury University; Burbank, CA, Bachelor of Science (BS) in Business Management.
- ❖ NM EDGE; Certified Public Manager – CPM.
- ❖ NM EDGE; Certified Advocate for Public Ethics – CAPE.
- ❖ ICMA; Credentialed Manager – ICMA-CM.
- ❖ Eddy County Fire Service; Academy certified, IFSAC and other certifications.
- ❖ Professional Development; *Numerous additional and ongoing courses/trainings.*

RICK J. RUDOMETKIN – CPM, ICMA-CM

• rick2carrie@gmail.com

COUNTY OF EDDY - Carlsbad, NM

County Manager/CEO, 10/2013 - present

(Beginning/Current Salary: \$120,000/\$180,700 annual)

Eddy County is experiencing a boom in economic growth and vitality due to the oil and natural gas industry returning in full force. The county has a stable population of approximately 70-75,000 and is growing rapidly. Tourism is also vitally important to Eddy County with the Carlsbad Caverns, Sitting Bull Falls and the Pecos River. The daily population in and out of the county is over 100,000 and rising rapidly as well. Eddy County is extremely fast paced and is one of the top revenue producers for the State of New Mexico. The county has 394 total allocated positions. FY18/19 budget is \$134 million and is 4,200 square miles in size.

- Implemented Incode & Eagle product suites, along with Kronos timekeeping software
 - Using strategic/tactical planning for continued economic vitality during this upturn in the economy
 - Affordable Housing, Master Transportation, Master Comprehensive Plan implementations
 - Implementing economic development processes, including: IRB's, Bonding, Zoning/ETZ, housing for growth
 - FY18/19 budget – increased due to the demands of industry, transportation, FEMA and public safety
 - Secured unmodified/clean FY 14/15, FY 15/16, FY 16/17, FY 17/18 audits
 - Ordinance update and adoption: zoning, manufactured home, RV park, GRT, weed, trash, rural addressing
 - Volunteer Fire Department restructuring, reorganization and possible life-flight EMS for exceptional service
 - Implementing first ever "Energy Advisory Board" with the Energy Industry and the community
 - Discussing storm water compliance due to the Pecos River in the City of Carlsbad
 - Collaborate with State/Federal Legislators/Lobbyists, Mayors, and Councilors on impending issues
 - Resolution with State/Federal Legislators on the highly extensive brine-well cavern remediation project
 - Implementing and securing additional LNG cryogenic plants with IRBs totaling over \$2 billion
 - Risk Awareness Program Award (RAP) - reduced WC claims-28%, Auto claims-65%, Multi-line claims-91%
 - Successfully raised employee morale through leadership, vision, communication and enthusiasm
-
- Vice Chairman for NMCIA Worker's Compensation Pool Board of Directors, Y 2018 to present
 - Instructor, NM EDGE through NMSU – Leadership, Y 2018
 - Vice Chairman for NACo Environment, Energy and Land Use subcommittee – Land, Y 2018
 - ICMA Task Force Member – Updating the First Time Administrator's Guide, Y 2018
 - Treasurer for NMCIA Multi-Line Pool Board of Directors, Y 2016 to present
 - Treasurer of the NMAC Manager's Affiliate Y 2016 to Y 2017
 - NMCIA Worker's Compensation Pool Board of Directors Member (representing 7 counties) Y 2016 to present
 - NMCIA Multi-Line Pool Board of Directors Member (representing 11 counties) Y 2014 to present
 - NACo Environment, Energy and Land Use (EELU) Steering Committee Member, Y 2014 to present
 - Chairman of REDA (Regional Emergency Dispatch Authority) Executive Board Y 2014 to present
 - Executive Member of Eddy County Fire Service – Fire Board of Directors Y 2014 to present
 - Carlsbad Department of Development Board of Directors Member Y 2014 to present
 - Marketing Committee Member for Roswell, NM to Phoenix, AZ Airline flight campaign and route
 - Lieutenant, La Huerta Volunteer Fire Department – Eddy County Fire Service
 - Eddy County's designated Lobbyist

COUNTY OF EDDY - Carlsbad, NM

Public Works Director, 04/2013 – 10/2013

(Beginning/Ending Salary: \$83,000/\$83,000 annual)

Planned, organized, directed and integrated the county's public works, waste disposal and road departments with a staff of 64 in two districts, landfill and a \$15 million budget with 1,252 miles of roads. Responsibilities included: policy

development, program planning and strategic planning for all divisions in public works. Managed department activities including personnel, budget and functional tasks.

- Provided a strategic analysis of the department
- Evaluation of personnel revealed: understaffed and recruitment difficult
- Existing policies were updated and their implementation successful
- The records management system was outdated, new system and software installed and implemented
- Pavement management system (PMS) installed and implemented

CITY OF COLORADO SPRINGS - Colorado Springs, CO

Streets Division Manager (Deputy Director Equivalent), 1/2012 – 02/2013

(Beginning/Ending Salary: \$111,000/\$111,000 annual)

This position entailed leadership to a staff of 130, which are divided between five districts and 16 grids in a city with a population of 445,000 and 197 square miles in size. Hired as a change agent to implement the strategy of the first strong Mayor form of governing in the history of Colorado Springs. Tasked to initialize outsourcing of the Streets Division, beginning with resurfacing operations and snowplowing. Other responsibilities included the design, preparation and administration of a \$22 million budget, as well as the management of a comprehensive streets concrete construction and maintenance program, a very extensive snow plowing and drainage program. (Co-Chairman of County EOC Disaster Committee. Given duties of Debris Manager).

- Transformed Division's safety culture from a compliance enforcement program into one in which safety is seen and acted upon as a core value within the department
- Decreased Worker's Comp claims: down from 26 claims/\$75,000 in 2011 to 11 claims/\$13,000 in 2012
- Led the design and implementation of an innovative 50/50 cost share concrete program citywide
- Coordinated response activities related to the 18,427-acre blaze called the Waldo Canyon Fire that destroyed more than 350 homes and killed two residents, also led the enormous debris removal effort during this disaster
- Successfully outsourced in-house resurfacing operations, which saved the General Fund \$500,000 annually

COUNTY OF MODOC - Alturas, CA

Director of Transportation / Public Works Director / Building Official, 12/2007 – 12/2011

(Beginning/Ending Salary: \$106,000/\$112,000 annual)

Chief Administrative Officer (CAO) / Director of Admin Services / Trans, 11/2009 – 06/2011

(Beginning/Ending Salary: \$135,000/\$150,000 annual)

Chief Administrative Officer (CAO) / Director of Admin Services / Transportation:

Promoted while serving as Director of Transportation / Public Works Director / Building Official to provide focused financial and administrative leadership in the midst of the worst economic crisis in county history. Drafted and administered a \$70 million total annual budget and oversaw 280 employees to support the interests of 9,500 residents. Worked closely with Board members and City Council members to ensure constituent's needs were met to the fullest extent possible. Attended state-level meetings and collaborated with state and outside financial teams. Enacted measures that successfully prevented the county's bankruptcy. Instituted controls to preclude a continuation of the bad business practices that contributed to the county's dire financial situation.

- Functioned as the Interim County Hospital Chief Executive Officer to oversee a \$27 million budget and 150-member staff (position given to Chief Fiscal Officer after 11 months)
- Established budget incorporating major cuts in the general fund and a large reduction in staff and expenditures with a bond debt service of \$1.5 million and \$150,000 budgeted for the county's first "rainy day" fund
- Identified \$800,000 in cost saving measures to fund first effective external audits in the county's history
- Led a broad-based collaborative effort with the California State Treasurer, Attorney General, Controller, Finance Department, Senator, Assemblyman and the Governor's Office to develop short and long-term alternatives to the County bankruptcy option



The Mercer Group, Inc.

David Strahl
O'Fallon, Missouri

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The Mercer Group, Inc.

**HALLANDALE BEACH, FLORIDA
CITY MANAGER**

January 21, 2019

**Summary
David Strahl**

- **Master in Public Administration, Urban Management; Bachelor of Science, Political Science**
- **ICMA MCMA**
- **Previous position: City Administrator, O'Fallon, MO – October 2017 – October 2018**
Assistant Village Manager, Mount Prospect, IL – August 1993 – April 2016
- **Salary: \$142,000**
- **Internet Research**

- **October 26, 2018 – O'Fallon city administrator resigns from position after one year**
<https://midriversnewsmagazine.com/2018/10/26/74513/ofallon-city-administrator-resigns-from-position-after-one-year>
- **September 18, 2017 – Three O'Fallon Councilmen Deny Mayor's Request to Rush Hiring of New City Administrator**
<https://www.70westsentinel.com/three-ofallon-councilmen-deny-mayors-request-to-rush-hiring-of-new-city-administrator/>

The proposed new City Administrator, David Strahl, worked as assistant village manager for the city of Mount Prospect, Illinois for 22 years as Assistant Village Manager and Acting Village Manager. According to the Daily Herald, which covers several eight Chicago-area counties, Strahl was let go in a turnover of staff when a new village manager was hired in June of last year.



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- September 12, 2017 - Ex-Chicago area official slated as new O'Fallon, Mo., city administrator
https://www.stltoday.com/news/local/govt-and-politics/ex-chicago-area-official-slated-as-new-o-fallon-mo/article_c5c4253b-eb79-5c2c-a3a6-6d6abe00aefc.html
- April 27, 2016 - Longtime Mount Prospect administrator leaves abruptly
<https://www.dailyherald.com/article/20160427/news/160428850/>

Various news articles – neutral mention
Linkedin

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LETTER OF INTEREST & RESUME

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DAVID STRAHL

◆ davestrah1731@gmail.com

December 21, 2018

W.D. Higginbotham
Senior Vice President
The Mercer Group

Re: City Manager Position – Hallandale Beach, FL

Dear Mr. Higginbotham:

I have devoted over 30 years to a career in municipal government. My continued enthusiasm for public service has driven me to additional responsibilities most recently as City Administrator. Between the time away from the profession and the work as City Administrator I was able to focus more than ever to serve and improve local conditions in any environment. I had the opportunity to apply my management knowledge to improve the organization of O'Fallon. I was also able to perform some volunteer work which broadened my understanding of the needs of others. These activities have also helped me realize there is so much more that can be accomplished through groups of motivated people working together.

My duties as City Administrator in O'Fallon included completing a strategic planning process with the city council implementing the necessary steps to determine prioritization among the council for directions to the staff. I assisted a local developer to maximize the best use of the last large parcel of property in O'Fallon based on the council's desires. I directed process improvements to establish the necessary parameters to set the stage for Enterprise Resource Planning (ERP) implementation. I also directed budget improvements to reduce staff time investment and improve budget transparency as a communication tool. I further improved the internal auditing process to shorten the time between recommendations and follow-up to ensure the recommendations are achieving desired results.

My duties in Mount Prospect included extensive leadership responsibilities in all areas of management including finance, budgeting, capital budgeting, economic development, strategic planning, and human resources. In addition, I have directed labor contract negotiations and managed personnel at all levels of the organization. I have experience in working with different groups of municipal and public representatives on a wide variety of issues that can impact operations. I have supervised and directed the management of general operations in my role as Assistant Village Manager which expanded over time to include being appointed to Acting Village Manager for a year until the transition to a new Village Manager was completed.

It is with confidence that I can say my experience in comprehensive management has prepared me to serve the Hallandale community well into the future and am looking forward to fully integrating into community life. I am readily available to discuss my qualifications on how I could benefit the community in the role of City Manager.

Sincerely,

David Strahl

DAVID STRAHL

◆ davestrah1731@gmail.com

- ◆ **Policy Administration**, knowledge in developing, presenting policy recommendations, and implementing policies as directed by elected officials.
- ◆ **Extensive background in all municipal related activities**, including budgeting/fiscal management, capital program budgeting, economic development, labor relations, technology leveraging, general supervision, management direction, customer service improvement, and performance measurement.
- ◆ **Demonstrated success in negotiating win-win compromises**, developing teambuilding programs among staff and with citizen groups, and working with state and regional stakeholders including lobbying of state elected officials.
- ◆ **Demonstrated leadership skills**, including managing multi-million dollar projects that required several years of coordination among many different groups of stakeholders.

GENERAL MANAGEMENT KNOWLEDGE BASE

<i>Budgeting/Fund Accounting</i>	<i>Economic Development</i>	<i>Performance Management</i>
<i>Fiscal Analysis</i>	<i>Strategic Planning</i>	<i>Organizational Development</i>
<i>Customer Service</i>	<i>Capital Improvement Budgeting</i>	<i>TIF Management</i>
<i>Employment Law</i>	<i>Media Relations</i>	<i>Planning/Zoning Knowledge</i>
<i>Mediation & Advocacy</i>	<i>Building/Housing Code Knowledge</i>	<i>Staff Supervision</i>
<i>Grievance/Arbitration</i>	<i>Alternative Dispute Resolution</i>	<i>Labor Contract Negotiation</i>
<i>Employee Evaluation</i>	<i>Project/Regulatory Management</i>	<i>Intergovernmental Relations</i>

PROFESSIONAL EXPERIENCE

CITY OF O'FALLON – O'FALLON, MO

Local government with \$121 million budget, 444 FTE union/non-union employees, 87,250 residents

City Administrator, October 2017 to October 2018

Provided general leadership in managing municipal operations functioning as chief executive officer. Worked with elected officials and management team personnel to ensure policies were implemented.

- ◆ **General Government Activities:**
 - Provided general oversight into all municipal operations relating to police, parks, water, waste water, courts, auditor, finance, administrative services, and public works.
 - Coordinated and directed budget development and process improvement to improve transparency.
 - Directed economic development activities including incentives to improve marketability of community.
 - Directed space study for city hall renovations within budget recommendations.
 - Directed major wastewater, water, and street capital improvement projects.
 - Directed technological capital improvement project schedule and process.
 - Worked closely with city council to improve agenda process.
 - Directed a strategic planning process establishing goals/objectives for the city council.
 - Initiated the process to create internal lease payments for vehicles and technology purchases.
 - Directed the evaluation process to begin the Enterprise Resource Planning (ERP) computer systems.
 - Undertook management reviews of all operations to formulate improvements.
 - Represented the city as a member of the municipal advisory group for the Missouri Municipal League.
 - Worked with many of the over 45 Homeowners Associations to address local issues.

VILLAGE OF MOUNT PROSPECT – MOUNT PROSPECT, IL

Local government with \$115 million budget, 307 FTE union/non-union employees, 56,500 residents

Assistant Village Manager, August 1993 to April 2016

Provided general leadership in managing municipal operations functioning as equivalent to chief operating officer. Worked with elected officials and management team personnel to ensure policies were implemented. Provided regular follow up to policy makers through various communication methods.

◆ **General Government Activities:**

- Extensive working knowledge of all municipal operations police, fire, community development, human services, human resources, public works (water, sewer, flood control), and finance.
- Worked with a variety of citizen groups to gather input and function as a conduit between the citizens and their local government. Worked as an ombudsman on behalf of the residents/businesses for all utility providers. Participated in developing new emergency protocol for private utility provider during prolonged power outages.
- Directed corporation counsel in coordinating any lawsuits, settlements, and strategies. Directed all workers' compensation activities up to and including settlement to minimize open medical expenses.
- Served as chief management negotiator with four labor unions and administered all contract elements including grievance administration, arbitration, cost analysis and strategy determination. Maintained excellent labor relations atmosphere throughout the negotiation process.
- Provided leadership to management team as needed to maintain mission. Directed the implementation of an Enterprise Resource Program (ERP) agency-wide and provided direction for HRIS elements that related to the ERP implementation.
- Represented the Village at various regional and state level meetings including topics on airport noise, pension legislation, insurance, utilities, public safety, and revenue development.
- Served as leader of emergency management team during local disaster events and trained in National Incident Management System (NIMS) operations.
- Directed municipal electric aggregation implementation process including public information marketing the referendum through citizen communication which resulted in saving residents and businesses over 42% in annual electric costs.
- Managed a \$17 million construction project for a new village hall and parking deck in the downtown. Projected completed on time and on budget.
- Supervised Human Resources staff, Information Technology staff, public information officer, TV Services Staff, administrative analyst, and administrative adjudication hearing officer.

◆ **Strategic Planning Activities:**

- Directed the strategic planning process among staff and policy makers. Worked as the liaison between staff and elected officials to implement plan elements, including creating benchmarking measures to monitor progress as necessary.
- Directed development and implementation of the IT master technology plan to ensure all technology was fully leveraged.
- Directed work process improvement reviews to increase efficiencies of all employee work activities.
- Directed the employee continuous process improvement program to improve workflow and efficiency which resulted in elimination of unnecessary tasks and processing delays. Led regularly scheduled review efforts through departmental management staff.

◆ Economic Development Activities:

- Directed staff in developing the creation of economic development marketing materials. Participated as a member of the staff development review committee to coordinate business retention visits and marketing to businesses about the potential benefits of relocating into the community.
- Participated in weekly development meetings to monitor development and building projects and direct staff as needed to address any issues impeding project completion.
- Worked closely with building code staff to monitor and address all housing code issues including supervising the Administrative Adjudication judicial process.
- Worked with various departments to streamlining permit and plan processes to shorten turnaround time for all development projects.

◆ Fiscal Management Activities:

- Led management team members to develop and administer a short and long term budgeting process through multi-year projections and planning. Led management team to prioritize capital improvement budget requests for long term planning/prioritization.
- Directed the review of all employee related expenses as part of the annual budget review process.
- Participated in the annual budget review process for presentation to the Village Board.
- Managed the administrative budget for the agency.

Acting Village Manager, 2014 to October 2015

Provided overall leadership in managing all municipal operations. Directed implementation of policies of elected officials through supervision of management team personnel. Communicated directly with elected officials regarding policy implementation status and all other relevant municipal operations details.

◆ General Government Activities:

- Required department directors to submit quarterly goals and objectives with progress reports.
- Directed media relations.
- Represented the Village in Regional meetings regarding water delivery and emergency dispatch services.
- Provided an annual schedule of topics for Committee of the Whole meetings to Village Board and staff for planning purposes.
- Continued to perform all other duties associated with Assistant Village Manager position.

◆ Strategic Plan Activities:

- Directed revision to performance measures for all departments through implementation of strategic planning goals as part of annual budget.
- Directed the creation and maintenance of a legal services performance tracking system.
- Improved communication processes with Village Board members through regularly scheduled updates.
- Coordinated the decision process regarding staffing changes with elected officials.
- Coordinated agenda topics according to strategic goals and directed staff activities to implement elected officials' decisions.
- Directed management personnel defining annual measurable performance goals.

◆ Economic Development Activities:

- Directed improvement of communication of economic activities within the community to both elected officials and general public.
- Worked with community development to improve marketing message and strategy.
- Directed a revamp of the economic development web site offerings through a web site upgrade.

- ◆ Fiscal Management Activities:
 - Directed the annual budget process and implementation.
 - Revised the presentation format of quarterly financial reports before the Village Board and Finance Commission.
 - Revised the budget preparation material and schedule to prepare for potential state revenue impact.

CITY OF ST. CHARLES - CITY OF ST. CHARLES, IL

Local government with \$70 million budget, 200 union, non-union employees, 33,000 residents

Administrative Coordinator, 1986-1993

Responsible for special projects related to financial, human resources, budgetary, and administrative policies. Directed the HR functions for all employee groups.

- ◆ Directed the creation and management of the human resources department.
- ◆ Provided oversight for all human resources operations, including creation of performance indicators and goal assessments.
- ◆ Served as chief management negotiator for all labor contracts, including contract administration.
- ◆ Provided assistance to the electric utility operating staff for management direction.

VILLAGE OF OSWEGO - OSWEGO, IL**VILLAGE OF MONTGOMERY - MONTGOMERY, IL**

Local governments with approximately \$10 million budgets each, 200 employees total

Consultant, 1987-1992

- ◆ Assisted Village Administrators and Trustees in developing personnel policies, personnel manuals, salary programs, and merit evaluation systems.

CITY OF DE KALB - DE KALB, IL

Local government with \$20 million budget, 150 employees, 44,000 residents

Administrative Intern, 1985-1986

- ◆ Assisted Village Administrators in performing general special research projects.

EDUCATION & CERTIFICATIONS

MASTER OF PUBLIC ADMINISTRATION, URBAN MANAGEMENT, 1986

NORTHERN ILLINOIS UNIVERSITY — De Kalb, IL

BACHELOR OF SCIENCE IN POLITICAL SCIENCE, 1984

MANCHESTER COLLEGE — North Manchester, IN

Management Designations:

- ◆ Graduate of Civic Leadership Institute

OF NOTE

Professional Development:

- ◆ Member of the Municipal Advisory Group for the Missouri Municipal League
- ◆ Former Member of International City/County Management Association (ICMA) Awards Evaluation Panel
- ◆ Former Member of ICMA Committee on Assistant Managers
- ◆ Member since 1986 and former board member (2005-2009) of the Illinois Public Employee Labor Relations Association (IPELRA)
- ◆ Vice Chairman of Intergovernmental Personnel Benefit Cooperative (Health Insurance Collaborative)
- ◆ Former Chairman of the Finance and Operations Committee for the Intergovernmental Personnel Benefit Cooperative (IPBC) 2010-2015
- ◆ Member of the Executive Committee of IPBC
- ◆ Presenter at ICMA, Illinois City/County Management Association (ILCMA), Illinois Municipal League (IML) conferences
- ◆ Member of Legislative Committee for Northwest Municipal Conference (NWMC)
- ◆ Former Chairman of the Performance Measure and Benchmarking Task Force for NWMC
- ◆ Former Member of Advanced Metering Infrastructure (AMI) Implementation Regional Task Force creating a test environment for Smart Meters in the Northeastern Illinois area

Affiliations:

- ◆ International City/County Management Association
- ◆ National Public Employee Labor Relations Association
- ◆ St. Louis Area City Management Association
- ◆ Missouri City Management Association
- ◆ Illinois City/County Management Association
- ◆ Illinois Public Employee Labor Relations Association
- ◆ Illinois Metro Managers Association

Interests:

- ◆ Bicycling
- ◆ Snow Skiing