

December 16, 2020

Robert E. Slavin
Slavin Management Consultants
3040 Holcomb Bridge Road A1
Norcross, Georgia 30071

Re: Daytona Beach City Manager position

Dear Mr. Slavin:

Please consider this correspondence as my application for the City Manager's position for the City of Daytona Beach. I am interested in this position because I desire to work for a City which has a reputation for being progressive, caring, forward thinking and stable. As I reflect on the experiences I have had in local government and my understanding of the needs of a successful city, I am a natural fit for the position.

First, I exceed the education and experience requirements listed in the recruitment brochure since I have over fifteen years of progressively more responsible local municipal management and I am a Certified City Manager with a master's degree in Public Administration as well as possessing a Juris Doctorate. My career started out as a Zoning Administrator to almost ten years as the City Manager of Parkland which is a smaller municipality like Daytona Beach. My last position was Assistant City Manager of Delray Beach which I specifically took for experience with a larger municipality than Parkland and to learn oversight of functions of considerable size and complexity.

Daytona Beach needs a strong, passionate leader with executive skills in interpersonal communications, data driven decision making, results driven initiatives and strategic planning. I am that person. I am extremely interested in the City Manager's position and I am committed to making Daytona Beach the best it can be. In Delray Beach I worked for a City along the beach which possessed an extraordinarily strong tourism connection and recreation-based environment. I worked closely with the Downtown Development Authority on issues such as parking meters, transition of restaurants to bars and keeping a vibrant downtown. Also, I managed the Economic Development Department and worked on a Cluster Industry Study to see which businesses to bring and keep within the City and we were successful in obtaining an Economic Opportunity Zone for a depressed area within the City. In Parkland we instilled a high customer service mantra and were open and transparent with the residents.

I am not afraid to handle capital projects. As Acting Public Works and Utilities Director for over six months in Delray Beach, I was responsible for the \$79 million Capital Improvement Budget. This required me to determine which projects to include based upon needs and when monies are available, which funds will pay for the project, assist with solicitations and ensuring that the projects are completed on time and in budget. I excel in capital projects because of my strong intergovernmental skills. In Parkland I was able to convince two County Administrators, two County Elected Bodies, multiple transportation experts, property owners in both Counties and even State Legislators that 1900 acres should be incorporated in Broward County from Palm Beach County. Although it took over two years, as City Manager of Parkland I was able to move the County line which did not happen in Florida for over sixty years. Also, in Broward County I worked to create a countywide communications system and started discussions on a possible northwest Fire District and a northwest health clinic to be shared by four municipalities.

As desired in the next City Manager, I possess strong communication skills. I have completed multiple presentations in front of various advisory boards, City Commissions as well as having been a speaker at professional conferences. Public speaking comes nature to me. I do not sit behind a desk. Although when I am in the office, I have an open-door policy, so I have created a strong relationship with the public in municipalities where I worked. I learned that effectively leveraging relationships with external stakeholders is extremely important. Thus, I am on the Board of Trustees for Northwest Medical Center and work closely with Chambers of Commerce and various not-for-profit organizations. I

also connect with the community I work in by being involved in community events such as painting houses for Habitat for Humanity, sending care packages to soldiers overseas, and obtaining improvements for the Boys and Girls Club this year and a public-school last year with Office Depot.

In addition, throughout my career I have been successful in building a high-performance customer friendly organization which can only be accomplished by developing and mentoring employees, which are a city's most important asset and by not settling for second best. I believe in creating a culture of servant leadership that will result in talented professionals working collaboratively to create partnerships with community stakeholders. I created working groups including a purchasing group so information can be disseminated within a department rather than through the Purchasing Department as well created interdepartmental groups such as a Placemaking and Livability Group which included members from various City Departments and community groups. My style encourages continuous improvements such as procurement changes that I implemented in Delray Beach that reduced our solicitation timeframe by three weeks.

Most of all, I understand the need to establish a strong relationship with the City Commission. The City Manager must take policy direction from the Electeds and ensure that their vision is achieved. I know I can accomplish this with Daytona Beach. By using strategic planning, I have been able to incorporate and implement Parkland's and Delray Beach's City Commission goals and objectives as well as communicate to the residents how successful each city has been. In addition, I create strong lasting relationships with my Electeds. Although I left Parkland over three (3) years ago, I still meet with two of my former Commissioners once a month for lunch and have been invited to several of their family celebrations.

If selected, I will work diligently, tirelessly, and even more importantly work with and uphold the collective vision and direction that the City Commission have adopted. I am confident that I possess the managerial, communication and interpersonal skills to proudly serve as Daytona Beach's next City Manager. As I look ahead to my next chapter in my career, I am open minded about going wherever I need to go in order to find the right opportunity, I want to find a position where I can utilize my extensive experience and do an incredible job. I believe the Daytona Beach's City Manager position is that job. Thank you for your consideration and I look forward to hearing from you.

Sincerely,

Caryn Gardner-Young
10874 Jefferson Way
Boynton Beach, FL 33437
(561) [891-9788](tel:891-9788)/caryngyoung@gmail.com

Salary Expectations: Based upon the salaries of the City Managers in the area and my skills and experience I would be looking for a range from \$160,000-200,000.

CARYN GARDNER-YOUNG, ICMA-CM, AICP, JD

10874 Jefferson Way
Boynton Beach, Florida 33437
E-mail: caryngyoung@gmail.com
Phone (561) 891-9788

QUALIFICATION SUMMARY

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

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

RELEVANT PROFESSIONAL EXPERIENCE:

Planning Supervisor, FDOT District 4, Ft Lauderdale, Florida March 2020 to Present

Florida Department of Transportation is a state agency responsible for coordinating the planning and development of a safe, viable, and balanced state transportation system serving all regions of the state, and to assure the compatibility of all components, including multimodal facilities. District 4 covers the counties of Broward, Palm Beach, Martin, Indian River and St. Lucie which is approximately 5,000 square miles, with 3,615,400 residents and includes vehicles which travel more than 52.4 million miles daily. I manage a team of three Planners and my responsibilities include mentoring staff, intergovernmental coordination, assist with amendments to the Florida Transportation Plan and SIS Plan, review of Comprehensive Plans for compliance with FDOT goals and objectives, develop and coordinate planning studies such as but not limited to corridor, connectivity, access management, and resiliency studies and review and improve processes and procedures.

Assistant City Manager, City of Delray Beach, Florida March 2017 to Sept. 2019

City of Delray Beach is a municipality located in the southern end of Palm Beach County with a population of over 65,000 residents. It covers approximately sixteen and a half (16.5) square miles which borders are Unincorporated Palm Beach County to the west, the Atlantic Ocean to the east, City of Boynton Beach to the north and the City of Boca Raton to the south. Full service municipal organization comprised of 847 employees with three (3) collective bargaining units. The Adopted Fiscal Year 2018-2019 Budget was over \$293 million including a \$133 million General Fund, \$79 million Capital Improvements Fund and \$56 million in Enterprise Funds including Water and

Sewer, Stormwater Utility, Sanitation, City Marina located on the Intercoastal Waterway, and two (2) Municipal Golf Courses (Executive and 18 hole). During my time with the City, my duties and responsibilities included oversight for almost all the City's Departments including internal support Departments of Finance, Purchasing, and Human Resources Departments, Clerk's Office and Information Technology Department, community engagement Departments of Parks and Recreation and Neighborhood Services as well as Livability and Placemaking Departments of Economic Development, Development Services (Planning and Building Departments, Utilities and Public Works Departments).

ACCOMPLISHMENTS

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

CITY AWARDS RECEIVED

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

City Manager, City of Parkland, Florida
Interim City Manager

June 2007 to Nov. 2016
Feb. 2007 to June 2007

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

ACCOMPLISHMENTS

- Maintained or decreased the City's millage rate every year as City Manager without impacting resident level of service
- Improved the Fire/Rescue services within Parkland to a level that supported an enhanced ISO insurance rating of Class 3 from a 4/9 rating
- Participated in Annexation effort (successful) to increase the physical size of City by over 1000 acres and lead successful transfer of 1900 acres from Palm Beach County to Broward County
- Represented the City in a successful collaborative effort of four entities (Broward County, MPO, City and FDOT) to form a joint effort in reconstruction of Lox Road
- Received no audit comments for four years in a row from the City's independent auditors (2 different firms) evaluating the City's financial records
- First Broward County municipality to initiate and deploy 65 gallon residential roll-out carts throughout the City for single stream recycling and the first Broward County municipality to have clean burning "CGN" (compressed natural gas) solid waste Collection trucks deployed in their community with Waste Management
- Completed re-write of City of Parkland's Rules and Regulations in-house
- Finalized real estate transactions for purchase of Beaty and 12 acre sites
- Negotiated five (5) year contracts with both Broward County Sheriff's Office and Coral Springs Fire Department to provide law enforcement and fire/EMS services
- Achieved the completion of two Fire Stations (over \$2 million each), the completion of the City's regional park including 2 synthetic fields, 2 playgrounds, a baseball diamond, 4 multi-use fields and 2 bathrooms (over \$7 million), and the completion of a new clay court Tennis Center (over \$4 million)
- Created an employee wellness program including participation in lunch and learns, physical activity and healthy snacks/lunches
- Improved Parkland's web page (www.cityofparkland.org) by a complete makeover four years ago and in the process of completing another one
- Launched a biannual resident survey to measure the effectiveness of city services and integrated this survey into the budget and the performance monitoring process
- Implemented quarterly operational and financial reporting that is tied to the City Commission's strategic objectives
- Implemented for the first time an investment policy for the City's monies

- Guided a complete revamp of organizational performance measures to those that are outcome focused and results oriented
- Instituted control measures during the recession including but not limited to hiring freeze, layoffs, budget reductions to ensure that City financial condition and outlook was good.
- Directed the development of the City's first long term capital replacement fund, infrastructure replacement fund, insurance deductible reserve and 10 year financial forecast to better predict future impacts on revenue streams so there is no need for a huge hike in the millage rate
- Established a comprehensive employee development, training and recognition program Focused on Department heads providing consistent and in-year performance recognition culminating in annual employee recognition awards
- Competitively contracted city services – median maintenance, tree trimming, right of way mowing, planning services, and fleet maintenance permitting the cost-efficient reallocation of employees to more productive assignments
- Completed in three months the transfer of the City's Community Center operations and programming from a private provider
- Implemented an across the board communications program that focused on internal and external resources. Utilized low cost high volume communication measures to inform citizens of city activities and issues. These included effective utilization of the City's Pipeline, E-mail Blasts, E-Newsletters, Facebook, message boards and banners
- Directed implementation of the City's Geographic Information System roll-out including resident access to City maps

CITY AWARDS RECEIVED

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

Assistant City Manager, Parkland Florida**Jan. 2006 to Feb. 2007**

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

ACCOMPLISHMENTS

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

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

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

ACCOMPLISHMENTS

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

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

Supervised a two person Planning and Zoning Department for a municipality that had a population of 9,000 in 1990 to a population of 22,000 in 2005. In 2005 calendar year, there were over four hundred dwelling units constructed with an average cost of \$395,900. My duties and

responsibilities included: planning, directing, supervising, and coordinating current and advanced land use planning for the City, supervising and participating in the preparation, revision and implementation of the City's Comprehensive Plan, preparing draft ordinances and resolutions relating to zoning, subdivisions, annexations, environmental review and related planning and zoning matters, including the preparation and presentation of reports and recommendations, conferring with architects, engineers, developers, and the general public on planning and zoning matters, making authoritative interpretations of applicable laws, regulations and policies, supervising and participating in the more complex and technical planning studies, attending meetings to represent the City and make presentations and coordinating planning activities with other City offices and departments and with outside agencies.

ACCOMPLISHMENTS

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

Additional previous experience

- Nov. 2004 to Feb. 2005 Planner Kilday & Assoc West Palm Beach, FL
- Aug. 2002 to Nov. 2004 Planning & Zoning Director Village of Wellington, FL
- Jan. 2001 to Aug. 2002 Planning & Zoning Manager Village of Wellington, FL
- Aug. 2000 to Jan. 2001 Principal Planner Village of Wellington, FL
- April 1999 to Aug. 2000 Zoning Administrator City of Greenacres, FL
- April 1998 to April 1999 Senior Planner, City of Greenacres, FL
- Aug. 1992 to Aug. 1998 Attorney/Bickley, Hart and Gardner

EDUCATION:

Master of Public Administration Degree,

Florida Atlantic University, Boca Raton, Florida 2002

Juris Doctorate

DePaul University, Chicago, Illinois 1985

Bachelor of Arts Degree in Environmental Studies and Geography

SUNY @ Binghamton, Binghamton, New York 1982.

PROFESSIONAL CERTIFICATIONS

- International City Management Association (ICMA) Credentialed Manager
- American Planning Association (APA) Certified Planner (AICP)
- Florida Certified Contract Manager

PROFESSIONAL AFFILIATIONS

- International City Management Association (ICMA) - member
- Florida City/County Management Association (FCCMA) - member

- Broward City/County Managers Association (BCCMA) - President served two terms; Secretary /Treasurer served one term and two terms as Vice President (2011-2016)
- Palm Beach City/County Managers Association (PBCCMA) - member
- American Planning Association (APA) - member
- American Planning Association Florida Chapter (FAPA) - member
- Florida Government Finance Officers Association (FGFOA) - member

COMMUNITY AFFILIATIONS:

- Board of Trustees, Northwest Medical Center since 2015

REFERENCES AVAILABLE UPON REQUEST

City Manager Candidate Questions



DAYTONA BEACH, FLORIDA

CITY MANAGER

SEMI FINALIST CANDIDATE QUESTIONNAIRE

Name: Caryn Gardner-Young

Home Address: 10874 Jefferson Way, Boynton Beach, FL 33437

Home/Work/Cell phone numbers: 561 891-9788

E-mail address: caryngyoung@gmail.com

BACKGROUND

THE FOLLOWING IS A SUMMARY OF INFORMATION PROVIDED INDIVIDUALLY BY THE MAYOR AND CITY COMMISSIONERS. IT CONTAINS THEIR THOUGHTS ABOUT IMPORTANT CITY MANAGER MANAGEMENT, LEADERSHIP AND INTERPERSONAL ATTRIBUTES, DESIRED ELEMENTS OF SUCCESSFUL PREVIOUS EXPERIENCE AND SOME CRITICAL OPPORTUNITIES AND CHALLENGES THAT WILL FACE THE CITY'S NEXT CITY MANAGER.

The current City Manager of Daytona Beach, FL is retiring after sixteen years of service to the City. The City Commission desires to continue the progress made during his tenure. Progressive, compassionate, knowledgeable, forward thinking, and thorough are all attributes that the new City Manager must demonstrate as he or she takes the reigns of this vibrant, dynamic, and diverse City. Regulating smart and conscientious growth, planning and developing transportation and utilities infrastructure, addressing affordable housing, enhancing focus on redevelopment of the older, core areas of the City, and managing and controlling the newer development in western areas of the City are all of concern.

Specifically, the City Commission is interested in the new City Manager having a successful track record and the experience and attributes to provide leadership to the community as follows:

Continue and enhance **economic development** initiatives to include not only large company recruitment, retention, and expansion, but also small business initiatives to enhance existing businesses and to promote new start-ups.

Recognize the importance and contribution of the local colleges/universities and work with the educational community to provide job opportunities to retain college students in the community as they represent a trained and ready workforce for new and/or existing companies.

Emphasis must be placed on achieving **affordable workforce housing** for the community, particularly as a significant portion of the existing economy is tourism related with modest wages, and housing has and is becoming ever more expensive.

Develop and deliver Improved **recreational projects and programming** that will draw young families to the community and provide enhancements for the current residents.

City Manager Candidate Questions



Effectively **communicate** with the members of the Commission, residents, and constituents of the community. The Commission expects the new City Manager to be transparent, forthcoming, and timely with the Commission on important issues as well as be comfortable engaging and meeting with the local community.

Staff development, diversity and support is important. The ability to identify, recruit and inspire good employees is essential. In particular, department directors must be appropriately managed; however, they must be allowed to provide their input, expertise, and leadership in matters that pertain to their departments. Further, Daytona Beach is a diverse community, and the City Commission desires that the staff reflect the diversity and character of the community and the employees be treated equitably and fairly.

Financial expertise is essential. The City is in very good financial shape and the City Commission and community desire to maintain an excellent financial position.

The new City Manager must have a demonstrated record of **cooperation, collaboration and negotiation** with national, state, and local political, educational, and governmental entities and institutions as this is essential to the continuing success of the City.

A solid background in **event management** is a “plus” as events in Daytona Beach are more complex than in similar sized cities.

Candidates must possess a bachelor’s degree in public or business administration, urban planning, or a related field. A Master’s degree in public administration, public policy or related advanced degree is preferred. The successful candidate must have at least eight years of progressively responsible municipal government administrative/management experience, preferably at the department head level or higher in a City of comparable population and complexity and/or a minimum of five years’ experience as a City Manager and/or Deputy City Manager. ICMA-CM credential desired. Executive level private sector experience would be viewed as a plus if combined with public sector executive experience.

Experience in a progressive tourism and recreation-based environment where economic development, growth management, customer service, high ethical standards and open communication exist and are valued is desired. An equivalent combination of education and experience which provides the required knowledge, skills, and abilities to perform the essential functions of the job will be considered.

City Manager Candidate Questions



QUESTIONS

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

There are many things I look for when considering a possible life change and I have determined that Daytona Beach would be my dream job. First, the previous City Manager had been there since 2004. That is an extremely long tenure which is something I look for. It shows continuity, a willingness for consistency and an ability to work together. Secondly, I look for a strong City Commission and a one that represents the community. Daytona Beach City Commission is well represented - multiple races, men and women and new and long serving Commissioners. The government is well run with the City Commission adopting a Vision Plan which shows progressiveness of the City Commission. And it is Daytona Beach. What an area to live in. There is so much to do and how can you beat Florida weather and the beach. Lastly, my management style is exactly what Daytona Beach is looking for – collaborative but results oriented. A strong aptitude in concentrating on tasks and results assists you and your team in accomplishing strategic work such as attaining goals, solving analytical problems, project planning, creating innovations, upholding productivity, and making fast decisions. But much of today's work is not accomplished by individuals and does not occur in silos, so relationship-oriented skills that create a collaborative environment, such as solving interpersonal conflict, keeping team members engaged, cultivating teamwork, and providing a trustworthy atmosphere are also critical. Therefore, to be successful as a manager, you need to possess both leadership styles which I can provide to Daytona Beach. I was the City Manager for Parkland for almost ten years and loved it. Since then I have been a Planning Supervisor and Assistant City Manager and determined that I would like to retire as a City Manager.

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

You would think this is an easy question to answer but while as Assistant City Manager for Delray Beach, I managed several departments which varied over time. So, it is hard to pinpoint the largest number of employees that I managed. If the question is staffing consistently, as City Manager of Parkland, I managed 83 full time employees and 68 part time employees during the last year of my tenure there. For a City with a population of around 28,000 I would consider this low for several reasons. First, the city contracted out many services including public safety (police and fire), planning services, fleet repairs and waste disposal. In addition, Parkland is not a full-service municipality. Utilities including water and sewer are provided by separate and/or independent agencies or companies. However, in Delray Beach I managed anywhere from 62 full time employees to 445 full time employees. Overall Delray Beach staffing levels is approximately 889 employees and part time hours are equivalent to 33 full time employees. Although most employees are in Police and Fire, I oversaw the Public Works and Utilities Departments, and they employed a considerable number of employees due to their services and programs.

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

You would think this is an easy question to answer but while as Assistant City Manager for Delray Beach, I managed several departments which varied over time. So, it is hard to pinpoint the amount of the operating budget I managed. The approved FY 2018-2019 Operating Budget for Delray Beach was approximately \$214.3 million while the Capital Improvement Budget was \$79.4 million. The Operating

City Manager Candidate Questions



Budget included several Enterprise Funds including but not limited to City Marina, Sanitation, Water and Sewer, Municipal Golf course and Stormwater Utility. All these funds I have overseen at one time or another depending on the departments I was assigned to supervise. The Capital Budget may seem high but as old in age as Delray Beach is there is substantial infrastructure repairs and maintenance that are necessary.

4. Please describe any experience you have with developing new affordable housing and new good-paying jobs and business diversification. Support your answer with measurable results such as number and types of projects that were initiated or business attracted (number of jobs created or saved, types of incentives used, etc.)

When I left Delray Beach, I was working on a P3 project. The City and CRA grouped together several lots along Atlantic Avenue for a mixed-use project. This project, which was under contract and just received all City approvals, was for construction of retail stores including a supermarket and residential units. Twenty percent of the residential units were required to be set aside for affordable housing and all work on the project had to be offered to locals first. They were figuring about 100 new jobs and had agreement to bring a Publix to their project. I also just presented a Cluster Industry Study for the Delray Beach City Commission to act on to save existing businesses and to incentivize new businesses. I brought forth a green-blue industry promotion. Delray Beach was along the water, so we were encouraging water-based businesses such as fishing, water-based artists, and fishing supply businesses. We were not far enough for me to provide numbers or types of incentives.

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

Running a local government successfully is hard work. The necessity for great communication between individual City Commissioners and amongst the City Commission as a whole, between Electeds and the community and between the City Commission and City Manager is imperative. The quality of communication with others can present a challenge for Electeds, who labor largely in the public domain, must deal with multiple interest groups, possess limited time and demand the knowledge of a broad range of content. I feel it is critical that I establish a rapport and learn the best communication style which works for each City Commissioner and the community overall early on. I have used numerous techniques over my local government tenure. For the community, you need a strong public relations presence. Actions that I have taken include community or town hall meetings for face-to-face dissemination of important City information, collateral materials like pamphlets or brochures on important City services or programs, community events and ceremonies important to the community and its residents as well as use of the City's website, social media accounts and newsletters. We even used videos in both Parkland and Delray Beach to promote the city and its facilities as well as events. To have effective communication with a City Commission, I have used various methods. This includes one-on-one meetings with each Commissioner, use of email and messaging, sending weekly, monthly and/or quarterly updates as well as the use of the telephone. All these styles help to achieve a mutual goal to keep all City Commissioners informed of developments relevant to their roles and responsibilities. Which style to establish a rapport and effective communications varies according to the preferences and style of each City Commissioner involved since one size does not fit all.

6. Daytona Beach is a diverse community comprised of members from varied backgrounds and life experiences that thrives on the creativity and collaboration of people from every corner of the globe.

City Manager Candidate Questions



Daytona Beach strives to ensure that its workplace reflects the community it serves. Describe your experience leading organizational diversity efforts.

To begin any diversity efforts, you need to look within first. I took a two-day diversity class which opened my eyes to my biases. Knowing that I incorporated diversity into all the projects I was involved with. For example, at the time I supervised the Delray Beach Clerk's Office, I changed the way we appointed residents to Boards. The application was bias, so we reworded it and provided new standards. Also, in Delray Beach, I reviewed the City's grant process. I made sure we were clear on our goals so there was a proper distribution of funds to multiple organizations with multiple purposes. This allowed diversity of funding. Lastly in Delray Beach, I managed the Purchasing Department, I implemented a focus to open up the process to local minority and woman owned companies. One way was the holding of several informational meetings within the community, so the local companies understood the process and what was necessary to contract with the City.

7. Do you regularly evaluate the performance of your department heads and senior staff? If so, briefly describe the process you use and if not, why not.

I believe evaluations are extremely important. If your employees do not know your expectations, then how will they know that they are successful. I feel shirt tail evaluations work the best. As a supervisor, you should stop periodically by your employee's office or work area' and have a short conversation on how things are going. This one-on-one employee time is so important. I also require each department I manage to draft a department business plan which I review with the employee every other month. This is another opportunity for me to evaluate how the department and employee is doing. In addition, I review the budget every other month with the employee as well which also provides feedback to the employee. Lastly, each year I require goals and objectives for each employee which is also reviewed quarterly.

8. Do you hold any professional certifications such as ICMA - Credentialed Manager?

I possess ICMA-Credential Manager certification, AICP certification and Florida Contract Management certification.

9. Describe your experience in developing revenue and expenditure options to enhance a city's financial condition. What is your jurisdiction's bond rating? Has it changes during your tenure?

I have used several techniques to enhance revenue. These included looking to Developers to pay their fair share, obtaining a grant writer to dedicate her time to obtaining funds, funding a lobbyist to find state funds, reviewing fee schedules every year and looking to create new enterprise funds or impact fees to be paid by the parties that enjoy the benefit provided by the city. On the expenditure side, I implemented negotiations for hourly rates of hired consultants, looked for the appropriate entity to be responsible for expenditures (review contracts carefully) and reviewed and evaluated city processes on a yearly basis. I also made city departments bid on services with the private sector to see which way was the most cost effective. Delray Beach had a Moody's rating of Aa3 in 2015 just before I worked there. I saw no information on what its Moody's Rating is at this time. Parkland had a Moody's rating in 2019 of Ba2, however, when I was City Manager, we did not have a Moody's rating since Parkland operated on a pay as you go so they had very little credit.

10. As Daytona Beach's new City Manager, describe how you would begin the process of working with a senior management staff consisting of well-qualified and respected members.

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I would first like to say that I admire the same quality and traits as the City Commission when it comes to the City's staff and leadership team. Dedication, loyalty, integrity and open lines of communication is what makes a successful team. As a City Manager historically I have always supported my senior staff. When joining a new organization, I would first I need to get to know them. Thus, I would schedule an introductory team meeting. At the meeting, I would talk about what excites me about the position and the team and share a little bit about my own background and begin to set the tone. I would be sure to ask a lot of questions about them. I would keep it light and informal, a two-way conversation. I would immediately thereafter begin scheduling one-on-one meetings with my staff, during which I can start getting to know each one on a more personal basis so I can help them craft their development, understand their strengths and weaknesses, and fine tune the organization to optimize its performance. Depending on what I see I may want to plan some sort of team building event. It could be as easy as a team lunch or happy hour to get people out of the office into a more relaxed setting. I would ask the obvious questions. I have found that asking basic things like "So, why do we do it this way?" and "What's the reason for that?" often uncovers long-standing inefficiencies in teams. Hopefully, the team recognizes that as a new manager, I may bring a different perspective to the table which I can use to change old mindsets. However, I do not recommend change for change sake but change if necessary, in personnel and/or processes for efficiency, effectiveness and accountability purposes.

11. What experience do you have with organizational and performance analysis?

I have experience in both areas. In Parkland, I was actively involved in organizational analysis. The organization had not changed for over a decade. So, to create teamwork I created larger departments such as Development Services (building, planning, engineering departments) and Community Services (parks department and library). I also evaluated whether we were top heavy (which we were not) but we were missing middle management. Thus, we started to include Assistant Director positions. I also had to transfer the operations of our Community Center from the YMCA hands to staff hands within ninety days. This required substantial thought on how to organize the Community Center including types of positions, how many positions and the how they fit into the existing position classifications and pay ranges. In Delray Beach I was actively involved in performance analysis. When I became the Public Works Director, I immediately began investigation of the Department's process and procedures. I started with Building Maintenance which was still using paper tickets for work requests and Fleet Management which was receiving complaints on how long vehicles were out of service. In each area we evaluated possible technology assistance and used surveys to determine the nature of any problems in order to create a "game plan" which was being implemented.

12. Provide one or two examples of significant accomplishments that you have achieved that were the result of cooperation, collaboration and negotiation with national, state, and local political, educational, and governmental entities and institutions.

While in Parkland I was tasked to move the county and city line. There was a 1900-acre area called the Wedge Piece, which was in Palm Beach County, but it was serviced by Parkland due to a large canal which precluded access to the property by Palm Beach County. The Parkland City Commission wanted the Wedge Piece to be annexed into Parkland. It took over two years but in the end I was successful. However, to accomplish this feat it required numerous meetings and convincing Palm

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Beach County Commissioners, Broward County Commissioners, property owners in Broward and Palm Beach County, transportation experts as well as State Legislators to agree to the transfer.

13. Please describe any experience you have in developing and implementing a strategic planning process that resulted in the establishment of plans and priorities for both the community and the organization.

Strategic planning is an important aspect of local municipal operations. If a strategic plan is properly executed, it will facilitate a way of thinking, acting and learning that is necessary to achieve organizational success. Without strategic planning, a city may react to near term issues with employees not understanding why their work is important. Therefore, I am a strong supporter of strategic planning and believe it is a must. There are different ways to conduct short- and long-term strategic planning. In Parkland I used an outside consultant every year to assist in the creating and/or amending of a citywide strategic plan. My responsibility in the process was obtaining the facilitator (which I would interview and reviewed their approach), obtaining the location of the session (off site or on site), preparing the paperwork for the session and organizing the entire day (how long we meet, including what meals and what order we discussion topics).

There is a lot of preparation prior to the actual strategic planning session. Once the facilitator was picked, it required coordination with staff and the consultant on how to proceed and what information will be provided. This involved several meetings with my executive leadership team and individually with Department Heads. I helped build a consensus of which projects we were going to presented and where each project fits within the adopted citywide strategic plan so the City Commission could rank them. I also work with the facilitator who met with each City Commissioner individually before the strategic planning session, so I knew the "hot topics" for each Elected. I would try to include these topics in the strategic planning since this was an opportunity for a City Commissioner to convince his/her fellow City Commissioners that his/her "hot topic" is important and needs to be addressed. To ensure accountability, I would report quarterly to the City Commission and public the progress of the ranked projects.

In Delray Beach, the strategic planning process was done by staff. I would define it as goal setting rather than strategic planning. During the strategic planning session, staff would present a list of projects they commit to complete. To create this list, I required my departments to create a department plan which aligned with the City Commission strategic plan. The Department plan included both short- and long-term efforts and was discussed extensively during the year with the success/failure of the plan included in the Department Head's annual review. My involvement was to assist with the creation of the plan and to ensure its success. One way of accomplishing this was by including the projects in the General and Capital Improvement budget

14. What experience do you have with innovative policing or crowd control methods related to community event(s) involving significant crowds and their associated traffic, noise, criminal activity, etc.?

Managing crowds is one of the most important tasks police perform. Whether or not members of the public agree with this practice, they often judge how well law enforcement officers achieve this—if it is done fairly and effectively. Of course, officers should treat everyone with respect and courtesy without regard to race, gender, national origin, political beliefs, religious practice, sexual orientation, or economic status. Although perhaps daunting, the primary function of police is relational, whether they respond to a domestic dispute, investigate a crime, enforce a traffic regulation, or handle a crowd. Once officers understand this, they will find it easier to determine what to do

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and how to do it. In Delray Beach we moved away from high-profile, hard line tactics to go more towards softer, negotiation based policing methods. We used the Madison Method which approach begins with defining the mission and safeguarding the fundamental rights of people to gather and speak out legally. The philosophy should reflect the agency's core values in viewing citizens as customers. This focus is not situational; it cannot be turned on and off depending on the crisis. Although this is not a new method to the police field, it was to Delray Beach. With crowds we also looked at safety issues. One innovative approach was the use of garbage trucks to block off streets to avoid a runaway vehicle. We even went so far to have a competition to paint the trucks.

15. What management experience do you have related to weather-related or any other significant community emergency or crisis situations?

For almost ten years as City Manager of Parkland, I was the Incident Commander. There were several hurricanes during my tenure. I was responsible from ensuring our personnel policies dealt with essential personnel, determining when or if we would close, and even creating a phone bank to address all questions coming in. I took this responsibility very seriously. We held practice training before the start of the hurricane season. I ensured that we had contracts with debris removal and debris monitoring companies and even double checked that our contracts met the requirements of FEMA, so we had no trouble in obtaining reimbursement. In Delray Beach, I was responsible for utilities so I ensured that our pumps were ready and that we possessed sufficient generators should electricity go down. Lastly, as Public Works Director I ensured that our buildings were secure and that our insurance was up to date as well as worked with Development Services to ensure work sites were secure.

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

No

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

Yes

18. If selected as a finalist candidate for this position, we will conduct comprehensive background checks on you. These will include educational degree verification; driving, civil and criminal court record checks; a credit check; internet checks, Sex Offender Registry check and reference checks. Will we find anything concerning you that you need to disclose and explain ahead of time?

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

19. Are you currently employed? If so, where?

Yes, Florida Department of Transportation.

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

In Parkland when I left, the press made it seem that I was fired. However, that was far from the truth. I voluntarily left to experience new challenges.

In Delray Beach when I left, the press made it seem that I did something wrong. However, that was far from the truth. When Hurricane Dorian was coming to South Florida, the Building Official asked if I needed assistance with preparation of my home for a coming Category 5 hurricane. It has been city policy for employees to help employees, so they are ready before, during and after the hurricane. I never asked for the assistance, but I did take the Building Official up on his offer. The employees came to my house during lunch and stayed no longer than 30-45 minutes. I never talked to them before coming to my house and did not even know who was coming to my house. A resident submitted a complaint alleging I was using city resources and an investigation was started. The case against me was dismissed with a lesson learned and not to do again because of the appearance. I was never asked to resign and the decision to do so was 100% of my own. I have never and would never abuse my position in anyway nor would I divert or utilize city resources for my own personal benefit. I felt it was in the best interest of the city for me to step down in order to avoid even the appearance of any impropriety. Further, the job became increasingly untenable for me given that I was simultaneously overseeing multiple departments, any one of which would have been more than a full-time job.

21. Have you ever sued an employer or been sued by an employer or employee? If so, please explain.

No

22. Have you ever been alleged to have committed any acts of discrimination, sexual harassment, or creation a hostile work environment? If so, please explain.

No

23. What is your salary expectation?

\$180,000 - \$200,000 depending upon the market rate and my experiences.