

CITY OF OPA-LOCKA

The City of Bright Opportunities



SPECIAL COMMISSION MEETING Agenda

**Tuesday, July 18, 2023
5:00 PM**

*Commission Chamber
780 Fisherman Street, 3rd Floor
Opa-locka, FL 33054*

City Commission

**Mayor John H. Taylor, Jr.
Vice Mayor Natasha L. Ervin
Commissioner Sherelean Bass
Commissioner Joseph L. Kelley
Commissioner Veronica Williams**

Appointed Officials

**Interim City Manager Darvin Williams
City Attorney Burnadette Norris-Weeks
City Clerk Joanna Flores, CMC**

NOTE: All persons speaking shall come forward and give your full name and address, and the name and address of the organization you are representing.

There is a three (3) minute time limit for speaker/citizens forum and participation at all city commission meetings and public hearings. Your cooperation is appreciated in observing the three (3) minute time limit policy. If your matter requires more than three (3) minutes, please arrange a meeting or an appointment with the City Clerk prior to the commission meeting. City of Opa-locka Code of Ordinances Section 2-57

DECORUM POLICY

Any person making impertinent or slanderous remarks or who become boisterous while addressing the commission, shall be declared to be out of order by the presiding officer, and shall be barred from further audience before the Commission by the presiding officer, unless permission to continue or again address the commission be granted by the majority vote of the commission members. City of Opa-locka Code of Ordinances Section 2-58

NOTICE TO ALL LOBBYISTS

Any person appearing in a paid or remunerated representative capacity before the city staff, boards, committees and the City Commission is required to register with the City Clerk before engaging in lobbying activities. *City of Opa-locka Code of Ordinances Section 2-18*

FLORIDA STATUTES, CHAPTER 285.0105

"If a person decides to appeal any decision made by the Board, Agency or Commission with respect to the proceedings, and that, for such purpose, that person may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based."

PROCEDURES FOR PUBLIC PARTICIPATION

How to watch the meeting

Members of the public can watch public meetings and public hearings at <https://www.youtube.com/user/CityofOpaLocka>

City Commission Meetings are held in-person while allowing virtual participation. Members of the public wishing to address the Commission may do so in person or virtually.

To participate virtually, please register by the meeting start time via the City of Opa-locka website at www.opalockafl.gov.

CITY OF OPA-LOCKA
"The City of Bright Opportunities"

AGENDA
SPECIAL COMMISSION MEETING
July 18, 2023
5:00 PM

- 1. CALL TO ORDER:**
- 2. ROLL CALL:**
- 3. INVOCATION:**
- 4. PLEDGE OF ALLEGIANCE:**
- 5. PUBLIC INPUT:**
(agenda items only)
- 6. DISCUSSION ITEMS:**
 - A. CITY MANAGER RECRUITMENT PROCESS**
 1. Background Check
 2. Interview Process
 3. Next Steps
 - B. SEARCH COMMITTEE RECOMMENDATION OF THE TOP THREE CANDIDATES FOR CITY MANAGER**
 1. Procedure for selecting the top three candidates
- 7. RESOLUTIONS:**
 - 1. A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, AUTHORIZING THE SCHEDULING OF INTERVIEWS WITH THE TOP THREE SHORTLISTED CANDIDATES FOR THE POSITION OF CITY MANAGER AND PROVIDING FOR BACKGROUND CHECKS CONSISTENT WITH SECTION 2-3.1 OF THE CITY OF OPA-LOCKA'S CODE OF ORDINANCES; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE. *Sponsored by Mayor Taylor***
 - 2. A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA AUTHORIZING EXPENDITURES FOR TRAVEL RELATED COSTS FOR THE TOP THREE SHORTLISTED CANDIDATES FOR THE CITY**

**MANAGER POSITION; PROVIDING FOR INCORPORATION OF RECITALS;
PROVIDING FOR AN EFFECTIVE DATE. *Sponsored by Commissioner Kelley***

8. ADJOURNMENT:

For further information, please contact the Office of the City Clerk by telephone at (305) 953-2800 or email jflores@opalockafl.gov.

CITY MANAGER RECRUITMENT PROCESS

- 1. Background Check**
- 2. Interview Process**
- 3. Next Steps**

Sec. 2-3.1. - National criminal history screening for city manager.

Pursuant to F.S. § 166.0442, as such may be amended from time to time, state and national criminal history background checks shall be required for the city manager.

Each such person shall be fingerprinted who is applying for city manager or continuing employment or appointment as city manager. The City of Opa-Locka Human Resources Department, its successor department, and other applicable departments shall conduct such state and national criminal history background checks.

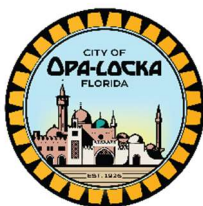
Fingerprints obtained pursuant to the authority of this section shall be submitted to the Florida Department of Law Enforcement for a state criminal history records check and also to the Federal Bureau of Investigation for a national criminal history records check. The information obtained from each respective criminal history record check conducted pursuant to this section shall be used to determine a person's eligibility for employment or appointment and to determine a person's eligibility for continued employment and appointment.

(Ord. No. 17-10, §§ 2, 3, 8-2-17)

Editor's note— Ord. No. 17-10, §§ 2, 3, adopted August 2, 2017, set out provisions intended for use as § 2-3. For purposes of classification, and at the editor's discretion, these provisions have been included as § 2-3.1.

Search Committee Recommendation of the Top Three Candidates for City Manager

1. Procedure for Selecting the top three candidates



Procedure for Identification of Shortlisted Candidates for City of Opa-Locka City Manager Position

The following is the procedure recommended for the identification of the top three (3) shortlisted candidates for interviews to be conducted in connection with the City Manager position.

Procedure

Each commissioner shall complete the attached ballot by selecting no more and no less than **three (3) candidates**. Once the votes have been tabulated, the remaining candidates will be considered eliminated.

The City Clerk's Office will be responsible for arranging available dates, times and coordinating travel arrangements for the three shortlisted candidates.

All interviews will be conducted no later than **2023**.

Pursuant to Section 2-3.1, the City's Human Resources Department shall immediately facilitate all arrangements for state background checks with the Florida Department of Law Enforcement and all national background checks with the Federal Bureau of Investigations. The information obtained from each respective criminal history record check conducted shall be used to determine a person's eligibility for employment or appointment and to determine a person's eligibility for continued employment and appointment as specified by Section 2-3.1 of the City of Opa-locka's Code of Ordinances.

Ballot to Select the City Manager Finalists

July 18, 2023

Please place a check mark next to your top three (3) choices to interview
to become your next City Manager

	Candidate	Select
1	Howard W. Brown, Jr	
2	Collin F. Mays	
3	Anthony Alicastro	
4	Aretha R. Ferrell	
5	Heath Papkov	
6	John Rauback (withdrew)	
7	Bruce Miller	
8	Kimberly Vanegas	
9	Mark Moeller	
10	Daniel Finz	
11	Tim Day	
12	John E. Pate	
13	Edward Dean Walker	
14	Charnay Pearce – Puddie	
15	Kemarr L. Brown	
16	James B. Wright	
17	Fred F. Ventresco	
18	Darvin E. Williams	

Signature: _____

Submitted by (please place a check mark next to your name):

☐ Taylor ☐ Ervin ☐ Bass ☐ Kelley ☐ Williams

RESOLUTION NO. 23-XXXX

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, AUTHORIZING THE SCHEDULING OF INTERVIEWS WITH THE TOP THREE SHORTLISTED CANDIDATES FOR THE POSITION OF CITY MANAGER AND PROVIDING FOR BACKGROUND CHECKS CONSISTENT WITH SECTION 2-3.1 OF THE CITY OF OPA-LOCKA'S CODE OF ORDINANCES; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, pursuant to Resolution 23-002, the City established a search committee to select a permanent City Manager, which consisted of the City Commission of the City of Opa-Locka; and

WHEREAS, the City Commission has received and reviewed all applications for the position of City Manager; and

WHEREAS, the City Commission desires to shortlist and subsequently interview the top three candidates for the position of City Manager; and

WHEREAS, the City Commission selects the following three (3) shortlisted City Manager candidates for interviews:_____ ; and

WHEREAS, pursuant to Section 2-3.1 of the City of Opa-Locka's Code of Ordinances the City shall conduct state criminal background checks with the Florida Department of Law Enforcement and national criminal background checks with the Federal Bureau of Investigations for the position of City Manager; and

WHEREAS, also pursuant to Section 2-3.1 of the City's Code of Ordinances, the information obtained from the background checks shall be used to determine a person's eligibility for employment or appointment and eligibility for continued employment and appointment; and

WHEREAS, the City Commission has determined that it is in the best interests of the City and residents to authorize the scheduling of interviews with the top three shortlisted candidates for the position of City Manager and conduct criminal background checks for each candidate pursuant to Section 2-3.1, City of Opa-Locka Code of Ordinances.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF OPA LOCKA, FLORIDA:

SECTION 1. RECITALS ADOPTED.

The recitals to the preamble herein are incorporated by reference.

SECTION 2. AUTHORIZATION

The City Commission of the City of Opa-Locka hereby authorizes the scheduling of interviews with the top three shortlisted candidates for the position of City Manager and further authorizes background checks consistent Section 2-3.1 of the City of Opa-Locka's Code of Ordinances.

SECTION 3. SCRIVENER'S ERRORS.

Sections of this Resolution may be renumbered or re-lettered and corrections of typographical errors, which do not affect the intent of this Resolution may be authorized by the Interim City Manager, following review by the City Attorney, without need of public hearing, by filing a corrected copy of same with the City Clerk.

SECTION 4. EFFECTIVE DATE

This Resolution shall take effect upon the adoption and is subject to the approval of the Governor or Governor's Designee.

PASSED and ADOPTED this ____ day of _____, 2023.

John Taylor, Mayor

ATTEST:

Joanna Flores, City Clerk

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY:

Burnadette Norris-Weeks, P.A.
City Attorney

Moved by: _____

Seconded by: _____

VOTE:

Commissioner Bass	_____ (Yes)	_____ (No)
Commissioner Kelley	_____ (Yes)	_____ (No)
Commissioner Williams	_____ (Yes)	_____ (No)
Vice Mayor Ervin	_____ (Yes)	_____ (No)
Mayor Taylor	_____ (Yes)	_____ (No)

Please Note

For privacy reasons, the addresses and phone numbers for the City Manager applicants along with the contact information for references have been redacted.

Feel free to contact the Office of the City Clerk with any questions or concerns.

**Joanna Flores, CMC
Office of the City Clerk
City of Opa-locka
780 Fisherman Street, 4th Floor
Ofc: 305.953.2800
Email: jflores@opalockafl.gov**

City of Opa-locka



2023 CITY MANAGER APPLICANTS

Prepared for:
City of Opa-locka Mayor & Commission

June 22, 2023

Joanna Flores, CMC
Office of the City Clerk
780 Fisherman Street, 4th Floor
Opa-locka, FL 33054
Tele: (305) 953-2800
Email: jflores@opalockafl.gov

**MEMORANDUM FROM
CITY CLERK**

Office of the City Clerk

Joanna Flores, CMC
City Clerk



Tele: (305) 953-2800
Email: jflores@opalockafl.gov

MEMORANDUM

TO: The Honorable Mayor/City Commission

FROM: Joanna Flores
City Clerk

DATE: June 22, 2023

SUBJ: City Manager Search

Pursuant to City of Opa-locka City Manager Solicitation Package adopted via Resolution No. 23-065, the City Clerk advertised the City Manager position on May 22, 2023 with a deadline for submission on June 21, 2023. For your review, attached you will find a total of 18 applicants information submitted in response to the City of Opa-locka City Manager Search.

Please note that the proposed search process and timeline which was previously provided to the Commission provides for Search Committee review from now until July 10, 2023, with the recommendation of the top three (3) candidates to take place at a Special Commission Meeting to be scheduled the week of July 17, 2023.

Please feel free to contact me with any questions.

END OF MEMORANDUM

RESOLUTION NO. 23-065

**APPROVING AND ADOPTING THE CITY
MANAGER SOLICITATION PACKAGE**

RESOLUTION NO. 23-065

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, APPROVING AND ADOPTING THE CITY MANAGER SOLICITATION PACKAGE, ATTACHED HERETO; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City Commission of the City of Opa-Locka desires to conduct a search for a permanent City Manager; and

WHEREAS, pursuant to Resolution 23-002, the City Clerk presented a solicitation Recruitment Brochure for City Commission consideration and approval; and

WHEREAS, the City Commission finds it in the best interest of the City and its residents to approve and adopt the City Manager Recruitment Package, attached hereto as Exhibit "A".

NOW THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF OPA LOCKA, FLORIDA:

SECTION 1. RECITALS ADOPTED.

The recitals to the preamble herein are incorporated by reference.

SECTION 2. AUTHORIZATION

The City Commission of the City of Opa-Locka hereby approves and adopts the City Manager Recruitment Package, attached hereto as Exhibit "A".

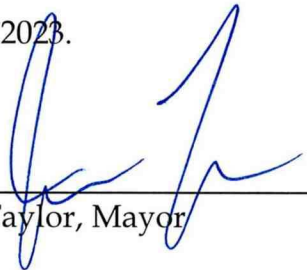
SECTION 3. SCRIVENER'S ERRORS.

Sections of this Resolution may be renumbered or re-lettered and corrections of typographical errors, which do not affect the intent of this Resolution may be authorized by the Interim City Manager, following review and approval by the City Attorney, without need of public hearing, by filing a corrected copy of same with the City Clerk.

SECTION 4. EFFECTIVE DATE

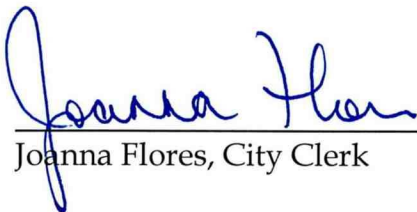
This Resolution shall take effect upon the adoption and is subject to the approval of the Governor or Governor's Designee.

PASSED and **ADOPTED** this 17th day of May, 2023.



John Taylor, Mayor

ATTEST:



Joanna Flores, City Clerk

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY:



Burnadette Norris-Weeks, P.A.
City Attorney

Moved by: Commissioner Williams

Seconded by: Vice Mayor Ervin

VOTE:	5-0
Commissioner Bass	YES
Commissioner Kelley	YES
Commissioner Williams	YES
Vice Mayor Ervin	YES
Mayor Taylor	YES



The City of Opa-locka

The City of Bright Opportunities

**780 Fisherman Street, 4th Floor.
Opa-locka, FL 33054
(305) 953-2868
www.opalockafl.gov**



ABOUT THE

City OF OPA-LOCKA

Established in 1926, the City of Opa-locka was the vision of aviation pioneer, Glenn Curtiss. The City has the largest collection of Moorish revival architecture in the Western Hemisphere, developed with an Arabian theme. Opa-locka is an urban community occupying 4.2 square miles in the Northwestern area of Miami-Dade County.

The neighboring cities are Miami Lakes, Miami Gardens, Hialeah and North Miami. The city houses the Miami Opa-locka Executive Airport, and its central location provides a short commute to many of South Florida's top travel destinations. The Port of Miami is located 13 miles southeast, Miami International Airport is 7 miles south and Fort Lauderdale International Airport is 13 miles northeast. The City has three parks, two lakes and a railroad station. Opa-locka has been featured in the films Texas Justice, Bad Boyz II and 2 Fast 2 Furious. Its current leadership is working to ensure that residents, businesses and visitors are proud to recognize [Opa-locka as the City of bright opportunities.](#)



EDUCATION

There are two public schools located within the City.

Robert B. Ingram Elementary

Nathan B. Young Elementary





STATISTICAL **AND** ORGANIZATIONAL INFORMATION

- **Established - May 14, 1926**
- **Fiscal Year - October 1st- September 30th**
- **Employees -**
 - 177 Full-time
 - 33 Part-time
- **Population - 16,835**
- **Land Area - 4.2 Square Miles**
- **Percentage of General Fund contributes to Ad Valorem Tax- 43.9%**
- **Millage - 9.3500**



GOVERNMENT

Form of Government - Commission / Manager

Commission - City-wide elected officials

Mayor is elected to a 4-year term.

Commissioners are elected to a 4-year term, with top vote getter elected as Vice Mayor every 2 years.



John H. Taylor Jr.
MAYOR



Natasha L. Ervin
VICE MAYOR



Joseph L. Kelley
COMMISSIONER



Dr. Sherelean Bass
COMMISSIONER

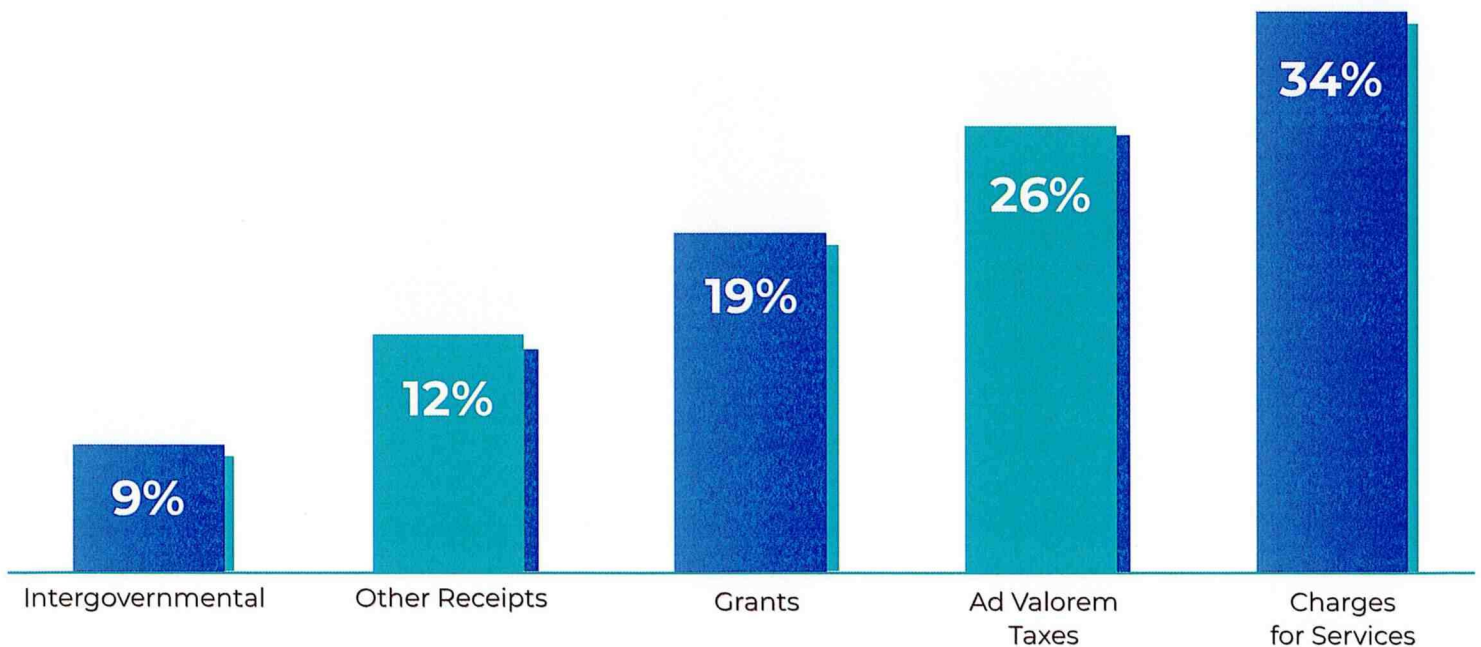


Veronica J. Williams
COMMISSIONER



BUDGET OVERVIEW

REVENUE BY SOURCE- FISCAL YEAR 2023





COMMUNITY REDEVELOPMENT AGENCY

FISCAL YEAR	ASSESSED VALUE
2012	\$123,628,442.
2016	\$129,739,921.
2017	\$139,869,640.
2018	\$151,773,390.
2019	\$164,594,894.
2020	\$177,530,245.
2021	\$200,164,979.
2022	\$220,085,442.
2023	\$253,599,053.

The goal of the Opa-locka CRA is to create and implement strategies that use a combination of public and private resources to facilitate redevelopment that enhances the built environment and strengthens local economic conditions within each redevelopment district. To meet this goal the Opa-locka CRA seeks projects that help reduce or eliminate the continuation and/or spread of blight. The CRA has initiated a rental and mortgage assistance program for residents and collaborated with the City to install gates and barriers with the City's parks.



POLICE DEPARTMENT

The City has one police station located in the Municipal Complex. The department employs 45 sworn officers.



City SERVICES

Services offered at the Municipal
Complex:

Utility Billing

Miami-Dade County Library

Educational Center



PARKS AND RECREATION

Three Parks:

Ingram Park
Sherbondy Park
Segal Park

Programs Offered:

Arts Program
Seniors on the Move
Camps (Spring, Summer & Winter)
After school Program

Sports Offered:

Basketball
Baseball
Flag Football
Tackle Football & Cheer
Soccer
Fitness Center Membership

Facilities:

2 Football Fields
2 Baseball Fields
3 Basketball Courts
1 Tennis Court
1 Swimming Pool





City MANAGER CANDIDATE ROLE AND QUALIFICATIONS

The Ideal Candidate

Experienced in all aspects of financial management including but not limited to:

- Budget preparation, implementation, and reporting. On a monthly basis, keeping the City Commission and community informed on the financial condition of the City.
- Understands the importance of completing the Comprehensive Financial Annual Report (CFAR) in a timely manner. Submit the Comprehensive Financial Annual Report to the Commission and to the State of Florida in accordance with State Law.
- Works with the Internal Auditor and Finance Department in reviewing and establishing internal financial controls. The individual understands the importance of controlling cost while at the same time providing a high level of service to the residents of Opa-locka.
- Experienced in identifying, applying for grants and managing grants.
- The City of Opa-locka is under state financial oversight. It is the goal of the Mayor and City Commission to exit state financial oversight as soon as possible.
- Must be someone who is principled, trustworthy with an impeccable reputation, who embraces high ethical standards in both their public and private life.
- Recognized as a person of integrity. Leads the organization by example.
- Experienced in developing a management team that is responsive to the citizens of Opa-locka.



- Experienced in working with a small staff. Willing to delegate to professional staff and hold staff accountable.
- Serves as an advocate for the City of Opa-locka.
- Experienced in working in a culturally diverse City.
- Must possess good listening and communication skills.
- Must be able to communicate effectively with City Commission, City employees, all residents, businesses and other government agencies.

City Manager

The City Manager of the City of Opa-locka operates under Commission-Manager form of government. The City Charter provides the duties and powers of the City Manager. The City Manager shall:

- Be responsible for the appointing, hiring, promoting, supervising and removing of all City employees, except the City Attorney, the City Clerk, and all employees of the Office of the City Attorney and all employees of the Office of the City Clerk.
- Direct and supervise the administration of all departments and offices but not City boards or committees, unless so directed by the Commission from time to time.
- Attend Commission meetings and have the right to take part in discussion, but not the right to vote.
- Ensure that all laws, provisions of this Charter and directives of the Commission, subject to enforcement and/or administration by him/her or by employees subject to his/her direction and supervision, are faithfully executed.



- Prepare and submit to the Commission a proposed annual budget and capital program.
- Submit to the Commission and make available to the public an annual report on the finances and administrative activities of the City as of the end of each fiscal year.
- Prepare such other reports as the Commission may require concerning the operations of City departments, offices, boards and agencies.
- Keep the Commission fully advised as to the financial condition and future needs of the City and make such recommendations to the Commission concerning the affairs of the City as s/he deems to be in the best interests of the City.
- Execute contracts and other documents on behalf of the City as authorized by the Commission.
- Perform other duties as are specified in the Charter or as may be required by the Commission, and pursue the collection of all allowable fees and taxes and maximize financial reserves as is necessary to sustain the City and the service levels requested by the citizenry.
- Periodically compare fee structure to similarly sized municipalities to ensure fair and appropriate pricing.



• **Required Qualifications**

- The Ideal Candidate will have at least three (3) years of experience as a City/County Manager, a Deputy/Assistant City Manager or other high level administrative experience, may be substituted.
- The individual is expected to have at least a bachelor's degree in public administration, business administration, finance, urban planning or related field. The salary range for the position is \$175,000 - \$200,000 with a competitive benefit package.
- The City is part of the Florida Retirement System, which is provided as an additional benefit to the City Manager.
- Experienced in intergovernmental relations.
- Experienced in developing relationships with federal, state, county and other area cities.
- Ability to present City's needs to State Legislature, Congressional Delegation, and Federal and State Agencies, and other governmental entities.
- Applies City personnel policies fairly, equitably, and uniformly to all employees.
- Experienced in recruiting and retaining highly qualified staff.
- Is expected to be an active member of the community and supportive of community events.
- Is open, accessible to all City Commission Members, citizens, businesses and City employees.
- Expects all employees to treat citizens, other employees and officials with respect and dignity.



- Experienced in mentoring staff.
- Experienced in staff development and expects City staff to stay up to date in their areas of expertise.
- The Manager should be well versed and stays up to date on local government management best practices and techniques.
- Assists the Mayor and City Commission in establishing a long-term vision for the City and developing and implementing strategies to achieve the Commission's vision.
- Experienced in addressing infrastructure needs and developing a plan to address the identified needs.
- Has a history of providing strong policy recommendations to a governing body.
- Able to clearly translate City Commission policy into tangible, achievable, measurable outcomes for staff to implement.
- Holds staff accountable for implementing and achieving Commission adopted policies.
- Keep the Mayor and City Commission Members informed.
- Assists the Mayor and City Commission in building community trust.
- Experienced in redevelopment of an urban City.



How to Apply

**Interested candidates should send a letter of interest
and resume electronically to:**

Joanna Flores, City Clerk
City of Opa-locka
Email: jflores@opalockafl.gov

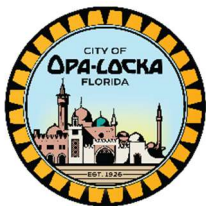
Deadline to submit letter of interest and resumes is June 21, 2023.

For additional information, please contact:

Joanna Flores, City Clerk
City of Opa-locka
780 Fisherman Street, 4th Floor
Opa-locka, FL 33054
Office: 305.953.2800
Cell: 786.877.4038
Email: jflores@opalockafl.gov

The City of Opa-locka is an Equal Opportunity Employer and encourages veterans, women and minorities to apply. Under the Florida Public Records Act, all applications, cover letters and resumes become a public record upon receipt and are subject to public disclosure.

**PROPOSED SEARCH PROCESS
AND TIMELINE
CITY MANAGER POSITION**



City of Opa-locka Proposed Search Process and Timeline City Manager

Date	Activity
1 Day	City Commission Workshop - Review Recruitment Process - Discuss the process for development of the City Manager profile, recruitment, and gather feed back on the following: - Opportunities and Challenges the new City Manager faces - Desired Professional Characteristics and Personal Qualities of the position
May 17, 2023	City Manager profile approved after draft reviewed <i>Approval to take place at a Special Commission Meeting</i>
May 22, 2023 – June 21, 2023	Published brochure / placement of Ads and Candidate Recruitment 30-day search process
June 21, 2023 - June 29, 2023	City Clerk receives applications and submits to Search Committee for review
June 30, 2023 - July 10, 2023	Search Committee reviews and recommends top three (3) candidates for consideration <i>Recommendation of top three (3) candidates to take place at a Special Commission Meeting to be scheduled the week of July 17, 2023</i>
7 – 14 days	Hi-level Background Check and Verification <i>Recommended prior to interview; conducted by Human Resources Opa-locka Code Section 2-3.1</i>
Week of August 1, 2023	Candidate Interviews - Finalists Interviews – top three (3) candidates - Deliberations to select new City Manager <i>To be conducted at a Special Commission Meeting</i>
August 15, 2023	Contract offer and negotiations with selected candidate
**Start date of new City Manager will be determined by the City	

Please note: The proposed timeline may be adjusted as needed based upon the awarding of the contract, publication of the position and placement of ads, the scheduling of meetings of the Search Committee, Hi-level Background Check and Verification and the overall needs of the City.

2023

CITY MANAGER APPLICANTS

- 1. Howard Brown**
- 2. Collin Mays**
- 3. Anthony Alicastro**
- 4. Aretha Ferrell**
- 5. Heath Papkov**
- 6. John Rauback**
- 7. Bruce Miller**
- 8. Kimberly Vanegas**
- 9. Mark Moeller**
- 10. Daniel Finz**
- 11. Tim Day**
- 12. John E. Pate**
- 13. Edward Walker Dean**
- 14. Charnay Puddie**
- 15. Kemarr Brown**
- 16. James B. Wright**
- 17. Fred Ventresco**
- 18. Darvin Williams**

HOWARD W. BROWN JR

Joanna Flores

From: Howard Brown <howardwbrownjr@gmail.com>
Sent: Wednesday, May 24, 2023 3:50 PM
To: Joanna Flores
Subject: City Manager Vacancy - City of Opa-locka, FL
Attachments: Resume - Florida - 2.4.2023.pdf; Cover Letter - City of Opa-locka.pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hello and good afternoon Ms. Flores:

Please accept the attached cover letter and resume. I would like to be considered for the abovementioned position.

Should there be any interest, please contact me directly at [REDACTED]. Thanking you in advance.

Howard W. Brown, Jr.

HOWARD W. BROWN, JR., ICMA-CM

West Palm Beach, FL 33412

☎: [REDACTED] | ✉: Howardwbrownjr@gmail.com

May 24, 2023

City of Opa-locka
Attn: Joanna Flores, City Clerk
780 Fisherman Street
Opa-locka, FL 33054

RE: City Manager Vacancy – City of Opa-locka, FL

Dear Honorable Mayor Taylor, Vice Mayor Ervin and City Commissioners:

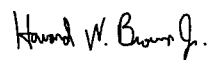
I am pleased to express my sincere interest in serving as the City Manager for the City of Opa-locka. After reviewing the job announcement, I find that I am willing and able to meet the expectations for this position. As an experienced and credentialed City Manager, I have an in-depth knowledge and strong command of financial management, strategic planning, annexation planning, municipal bond financing, negotiations, executive leadership and other skills necessary to effectively lead the administration in achieving the goals of the organization. It is important to note that I have national experience as a City Manager in the states of California, Oklahoma, and Florida. I have worked in some of the largest urban areas in the United States.

I have enjoyed every position I have held in my career particularly the most recent position as Village Manager at the Village of Indiantown, FL. I had the opportunity of a lifetime to be selected as the Village's first permanent manager for a newly incorporated municipal government in South Florida. I was able to utilize my years of experience as a public administrator to accomplish many things during my tenure there and I would like to highlight a few:

- Purchased a multimillion-dollar private water and sewer plant and positioned it to be a profitable/revenue generating asset of the municipality. I was successful in obtaining a loan from the Florida Department of Environmental Protection to acquire the asset. Once the Village acquired the asset, the Village received 80% loan forgiveness thereby reducing debt service and creating a huge savings for rate payers.
- Participated in developing several funding requests to make major upgrades to the sewer plant. Through working collaboratively with private entities and our local state delegation, the Village was able to receive a 20MM state appropriation which is currently being used to make major capital improvements to the Sewer Plant. Through this process and collaboration, we were able to secure an additional 5 million dollars to pay for sanitary sewer improvements for a new charter school in Indiantown.
- Since 2019, the Village of Indiantown under my leadership has applied for more than 75 million dollars in grants and have received more than 23 million dollars in grant funding. We aggressively took advantage of retaining the services of several grant writing organizations that specialized in pursuing grant funds.
- I, along with the Village Council, developed and carried out the implementation of a five-year strategic plan that was completed within 3 years of Council's adoption. The strategic plan covered the following:
 - Developed a 5-year roadway and pavement maintenance plan. Completed all phases of the plan within three years, two years ahead of schedule.
 - Purchased a multimillion-dollar water and sewer plant from a private provider under market value and repositioned the water and sewer plant to become a revenue generating entity thereby saving rate payers in the short and long term.
 - Renegotiated interlocal agreement for Fire Rescue services thereby saving property owners millions of dollars over five years.
 - Led the preparation and successful Village Council Adoption of the Inaugural Comprehensive Plan and Land Development Regulations within the State mandated time frame ahead of schedule by more than one year.

Please take a moment to review my attached resume and credentials which further highlights over 25 years of success. I am excited to speak with you about the opportunity to bring my “can do” attitude, skills and experience to your city.

With your success in mind,

A handwritten signature in black ink that reads "Howard W. Brown, Jr." The signature is written in a cursive style with a large, stylized 'H' and a clear 'Jr.' at the end.

Howard W. Brown, Jr.,

HOWARD W. BROWN, JR., ICMA-CM

Howardwbrownjr@gmail.com

West Palm Beach, FL 33412 ☎ [REDACTED] [LinkedIn](#)

CITY MANAGER & CHIEF ADMINISTRATIVE OFFICER

A visionary leader and turnaround expert with 25+ year's leadership experience in both municipal government and the private sector. Proficient in planning, organizing, directing, coordinating, and evaluating results of day-to-day municipal operations focused on implementing policy directives by working independently and coordinating with various departments, agencies, and the public within the city. Adept at labor negotiations, community development, project management, and financial and budget knowledge to accomplish a vision.

Leadership Budgeting and financial management Staff Mentoring & Development
Program Implementation Verbal and Written Communication
Office Administration Relationship management Contract Negotiation Municipal Management

CAREER HISTORY

As Village Manager, Village of Indiantown, Florida

January 2019 – January 2023

Incorporated December 31, 2017, the Village of Indiantown is unique, being the 413th municipality incorporated in South Florida.

- **Negotiated a multimillion-dollar** interlocal agreement with Martin County saving the residents of the Village ~ \$1.5MM throughout the interlocal agreement for Fire Rescue Services.
- **Created and implemented a 5-year strategic action plan** together with the initial Village Council; we hit the ground running, achieving it within 3-years.
- **Negotiated and purchased a private water and sewer plant for \$8.5MM**, subsequently managing to have ~80% of the loan to purchase the asset forgiven. In addition, we negotiated a 0% interest rate over a 30-year term. This was the best water and sewer acquisition deal ever done in Florida.

As City Manager, City of Bell, California

January 2016 – October 2018

The City of Bell, CA, is an incorporated city in Los Angeles County, California. Accountable for the day-to-day operations of all City departments, \$32MM in annual operating and capital budgets, and 150+ employees serving a daytime population of 50,000+.

- **Led the City through its first-ever recodification** of all city codes of ordinances, including retaining a consultant to conduct a charter review for Council Consideration.
- **Prepared a balanced budget**, successfully adopted by the Mayor and Council two years in a row despite declining property, sales taxes, and rising pension costs.
- **Organized several neighborhood groups, including Neighborhood Watch**, and met regularly with residents to sell the city's Strategic Plan and City Priorities approved by the Mayor and Council.

As CITY MANAGER, City of Muskogee, Oklahoma

January 2014 – January 2016

The City of Muskogee is an incorporated city located in the Tulsa, Oklahoma, metropolitan area.

- **Collaborated with the Mayor and City Council to develop** an employee compensation plan and labor relations strategy for three collective bargaining agreements: Police, Fire, and Non-uniformed employees.
- **Wrote the Muskogee 2020 Strategic Plan**, adopted by the Mayor and City Council.
- **Oversaw day-to-day operations of all city departments** while managing a \$61MM operating and capital budget and 600+ employees serving a daytime population of more than 50,000.



City of Opa-Locka, Florida

January 2010– January 2014

The City of Opa-Locka, FL, is an incorporated city in Miami-Dade County, FL.

ACTING ASSISTANT CITY MANAGER (2013-2014)

- **Led the reorganization of the Building Services Division** to reduce the budget deficit by 25% and created the city's first Certificate of Use program, generating ~ \$1MM per annum.
- **Executed the directives of the City Manager, Mayor, and City Council** while managing a municipal organization with a \$13MM annual operating budget and 190 employees, serving a population of 16,000.
- **Directly supervised and managed** Police, Human Resources, IT, Finance, Public Works, Parks and Recreation, Planning and Community Development, Code Enforcement, and Building and Licensing Departments.

DIRECTOR, PLANNING AND COMMUNITY DEVELOPMENT (2010- 2013)

- **Prepared the city's first Annexation Plan** pursuant to the Miami-Dade County Code and the State of Florida Annexation law
- **Managed/directed all Community Development Block Grant (CDBG)** funding, including project management/grant proposal writing.
- **Received \$1.2 MM Community Challenge Planning Grant** – from the United States Housing and Urban Development Department. Only two cities within the state of Florida were awarded those funds by USHUD.

Director, Planning and Development Services, City of Albany, GA

October 2007– July 2010

Neighborhood Improvement Manager /

September 2002 – October 2007

Planning and Zoning Department Head, City of Lilburn, GA

Chief of Code Enforcement City of Lauderdale Lakes, FL

June 2000 – September 2002

EDUCATION

Harvard University, Cambridge, MA (2022)
**Certificate, Program for State and
Local Government Executives**

University of West Florida, Pensacola, Florida (1995)
Master of Public Administration

Florida State University, Tallahassee, Florida (1993)
Bachelor of Science in Criminology

CERTIFICATION & PROFESSIONAL DEVELOPMENT

Credentialed Manager, International City Manager's Association (ICMA)
Certified Urban Planner, American Institute of Certified Planners (AICP) - Certification No. 24680
National Incident Management Systems (NIMS) Certifications: ICS 100, 200, 300, 400, 700 & 800

BOARD APPOINTMENTS / MEMBERSHIPS

International City/County Management Association (ICMA), Full Member
Florida City and County Management Association (FCCMA), Full Member
American Institute of Certified Planners (AICP), Full Member
American Planning Association (APA), Full Member

VOLUNTEER ACTIVITIES & CIVIC CONTRIBUTIONS

Habitat for Humanity, Albany, GA
Boy Scouts of America, Tulsa, OK and Indiantown, FL
International Rotary Club of America, Rotarian, Tulsa, Ok, and Albany, GA

HONORS – AWARDS – PROFESSIONAL RECOGNITION

National Defense Service Medal – Persian Gulf War, United States Army
Humanitarian Service Medal - Hurricane Andrew Disaster Relief, United States Army
40 under 40 – most influential persons - Albany Herald, Albany, GA

COLLIN MAYS

Joanna Flores

From: Collin Mays <mayscollinf@gmail.com>
Sent: Wednesday, May 24, 2023 3:20 PM
To: Joanna Flores
Subject: City Manager - Opa-locka, FL- Collin Mays
Attachments: Collin Mays- Cover Letter.docx; Collin Mays resume.docx

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hello,

Please see attached my materials regarding the City Manager position with the City of Opa-locka, FL. Please let me know if you require additional information at this time, and please kindly confirm receipt of this email.

With appreciation,

Collin Mays

To whom it may concern,

I am writing to apply for the position of City Manager with the City of Opa-locka, FL.

I bring a broad range of professional experiences ranging from state and local government to nonprofit coordination of programs and services. I believe my skill set and energy would be the perfect fit for your organization. My background includes coordinating operations, teams, and processes to drive business, local government, and customer service success. From serving as the primary point of contact and support for local businesses to developing working relationships with employers, educators, economic developers, local elected officials, and representatives from other community-based organizations, I have the ability to quickly connect with stakeholders to promote and coordinate shared goals.

In my current position at the City of Cincinnati, serving as Director of Economic Inclusion has offered me the opportunity to deepen my knowledge of municipal government. I have built an extensive network of contacts throughout various regions of the country which positions me to thrive in this challenging opportunity. Moreover, my success has been defined by my strong communication skills, solid business acumen, considerable practical experience, and ability to rally staff around a common goal.

With a solid track record behind me, you can be confident that I can do the same for your organization by coordinating employer and public outreach, generating leads, understanding the city budget, writing successful grants (over \$1,000,000 total from 2019-2021) and utilizing data to drive and inform strategies. I also possess extensive strategic planning experience. In addition, I have experience managing and securing CDBG (Community Development Block Grant) funds. As well as incorporating new programs to promote business retention, diversity, equity, and inclusion. Please kindly see my resume for additional information. I possess extensive experience with procurement, budget management, economic development, and diversity, equity, inclusion work.

I hope that you will find my experience and interests are a solid match for the City Manager position. I am someone that is results driven, focused on completing tasks, goal oriented, and strong people skills. With my grit, drive, and determination, I could swiftly surpass your expectations. The opportunity to discuss the position in detail would be welcome.

With appreciation,

Collin F. Mays

mayscollinf@gmail.com



COLLIN FOSTER MAYS

|mayscollinf@gmail.com

WORK EXPERIENCE

City of Cincinnati

Director of Economic Inclusion | April 2022- Present

- Rebuilt department staff from three to 13 within 50 days of employment (I currently supervise 12 employees)
- Increased M/W/SBE city certifications by more than 60% within first 6 months of employment
- Manage and oversee department budget of two million
- Led, analyzed, and implemented city wide disparity study which determined minority business inclusion goals with the City of Cincinnati
- Enhanced procurement measures to increase inclusion and access for minority owned businesses
- Oversee all contract and compliance matters on behalf of the City of Cincinnati
- Created pathways for additional minority owned businesses in the City of Cincinnati through procurement measures
- Set and monitored inclusion goals for MBE and WBE businesses on city contracts
- Assisted MBE and WBE certified businesses with access to capital which resulted in more than \$100,000 in grants and loans obtained
- Assisted MBE and WBE certified businesses with workforce development needs which resulted in an increase in city contract inclusion efforts. Increased workforce capacity allowed MBE and WBE businesses to compete competitively for city contracts
- Managed and negotiated complex contracts on behalf of the City of Cincinnati
- Administered, enforced, and monitored the Equal Employment Opportunity program (EEO program)
- Made determinations on local, state, and federal prevailing wage laws
- Oversee all living wage programs on behalf of the City of Cincinnati

Delta Charter Township

Community and Economic Development Director | January 2021- April 2022

- Assisted more than 50 businesses in writing and securing over \$1,000,000 in federal and state grants during the Covid-19 crisis (2021-ongoing)
- Increased women and minority owned business representation by more than 60% within first 12 months
- Established the inaugural "Delta Township Restaurant Week", which increased restaurant revenue by more than 70%
- Established the inaugural "I am Delta" Community Spotlight feature
 - Community spotlight feature promoted diversity, equity and inclusion practices
- Established monthly business to business chats and employer retention visits
- Utilized data analytics to track employer retention, which rose by over 83% in less than 6 months
- Hosted monthly meetings with local chambers of commerce, churches, rotary club, lions club, nonprofits, and other community stakeholders
- Established the inaugural "Business of the Month" concept in recognition of local businesses in Delta Township
- Established inaugural "Hotel Appreciation Month" which increased tourism and travel by more than 70% in the Lansing region

- Drafted and implemented Delta Township's first community engagement/public participation plan within first 6 months of hire
- Established social media outreach efforts to attract new business and developers
- Hosted the inaugural business resource open house, which connects businesses to multiple resources at once including federal, state and local agencies
- Worked with local developers to find new economic opportunities
- Worked closely with the Lansing mall on new development opportunities and helped provide incentives (9 new businesses began operations in the mall within first 12 months of employment)
- Successfully secured Amazon fulfillment center (first Amazon fulfillment center in Mid-Michigan), which will create over 600 new jobs in the Mid- Michigan region
- Established the inaugural "Shop Delta- Pop Up Saturday" event in partnership with the Lansing mall, which increased small business sales and engagement throughout the Lansing region

City of Center Line

Economic Development Director | December 2019- December 2020

- Wrote and successfully secured five grants during the Covid-19 crisis totaling more than \$600,000
- Managed city wide CDBG (Community Development) funds
- Established the inaugural Center Line Business Council which includes 10 employers in the City of Center Line. Business Council focuses on business retention and attraction
- Establish new business relationships throughout Center Line and Metro Detroit area
- Established monthly business to business chats and employer retention visits
- Hosted monthly meetings with local chambers of commerce, churches, nonprofits and community leaders
- Worked to increase the city's stance with the Redevelopment Ready Program (80% completion within 8 months)
- Established the inaugural "Business of the Month" concept in recognition of local businesses
- Attend trade shows to generate new business interest
- Established social media outreach efforts to attract new business
- Host the inaugural business resource open house, which connects businesses to multiple resources at once including federal, state and local agencies
- Established comprehensive economic development, real estate and workforce development plans

Southeast Michigan Community Alliance (SEMCA)

Business Development Coordinator | June 2017- December 2019

- Oversee a core staff of 12, plus two additional staff members from another agency
- Establish new business relationships throughout the Metro Detroit area
- Host monthly meetings with local chambers of commerce and community leaders
- Establish two Business Resource Networks in Monroe and Wayne County within 6 months
- Increased employee retention for all Monroe and Wayne County participating businesses by 93%
- Manage a \$1-million Community Ventures Budget
- Increased registered apprenticeships by 60% throughout Southeast Michigan
- Established 8 new apprenticeship programs across Southeast Michigan
- Secured \$1million dollars for regional employers through the Skilled Trades Training Fund
- Oversee a staff of 12
- Manage grants —successfully secured Going Pro Pre-apprenticeship Grant
- Oversee budgets associated with grants (largest budget managed has been \$200,000)
- Partner with community colleges and other training providers to identify underrepresented populations in the workforce



Oakland University – Master of Public Administration

Western Michigan University – Bachelor of Arts | Political Science



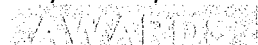
ICMA (International City/County Management Association) - Member

National Forum for Black Public Administrators- Member

Alzheimer's Association- Walk to end Alzheimer's Committee Chair 2021- Detroit chapter (placed first in the nation with most registered new teams, and seventeenth in the nation for fundraising)

The Soul Of Philanthropy (TSOP) Michigan Co-Chair- exhibit/project is a tribute to black philanthropy. TSOP will be installed at the Detroit Historical Museum June-August 2023. TSOP Michigan project has an operating budget of \$350,000 with an aspirational fundraising goal of \$1 million. As of September 2022, \$200,000 has been raised within 45 days.

Mays Family Institute on Diverse Philanthropy- Community Fellow



Crain's Detroit Business 20 in their 20's-Class of 2019

Motor City Honors Twenty to Watch- Class of 2019

Michigan Talent Investment Agency- Most new registered apprenticeships in the State of Michigan- 2017

Michigan Chronicle, 40 under 40- Class of 2015

Alumni Achievement Award- Western Michigan University- 2022

ANTHONY ALICASTRO

Joanna Flores

From: Anthony Alicastro <anthonyalicastr@gmail.com>
Sent: Friday, May 26, 2023 1:08 PM
To: Joanna Flores
Subject: Application to the position of City Manager
Attachments: A Alicastro cv10.docx; Opa Locka.docx

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Dear Ms. Flores,

Attached please find my letter of interest regarding the position of City Manager along with my CV. I look forward to hearing from you.

Best regards,

Anthony Alicastro

anthonyalicastr@gmail.com | [linkedin.com/in/anthony-alicastro](https://www.linkedin.com/in/anthony-alicastro)

Tel. [REDACTED]

5/26/2023

Joanna Flores
City Clerk
City of Opa-locka

Dear Ms. Flores,

As a senior executive with over 20 years' experience in running large complex organizations including airports in Latin American and the Caribbean and free-flow road tolling technology companies in Europe, it is with great enthusiasm and confidence that I apply for the role of City Manager of Opa-locka. As I read about the position and its requirements, I am certain that I could come into the position and make an immediate impact in helping Opa-locka achieve its goals. I have a great deal of experience focusing on the financial aspects of organizations including preparing monthly and annual financial results in a timely and accurate fashion. I am a highly effective, strategic leader with a can-do attitude, have worked in multi-cultural environments (I am fluent in English, Spanish and Italian) and am always focused on helping the organization and team progress, improve and evolve.

Throughout my career I have worked extensively with governmental agencies including managing municipal assets such as airports. Running airports are very similar to running a city in that it involves a wide range of services such as police and fire and a great deal of community engagement. I am certain that my customer centric focus as well as my years of experience as an executive would make me an extremely effective and credible City Manager. As CEO of Emovis, my focus was to work with governmental entities in helping them develop smart cities using technology to make their cities smarter, greener and increase the overall quality of life in the community. Following the Covid crisis, my wife and I decided to leave Europe and move back to Florida. I am looking for a position in South Florida where I can add the most value to the community by bringing my years of experience to bear.

My philosophy as CEO regarding the people I worked with, was a straightforward one. Provide clear and passionate strategic guidance to my collaborators, provide them with the resources necessary to meet their objectives and to create a workplace that values integrity, transparency and team work. The final piece of my management philosophy is to bring out the best in every team member and help them achieve their own professional goals through coaching and mentoring and thereby creating the next generation of leaders. I am certain that I could bring these qualities to the position of City Manager.

Thank you for your consideration and am available to discuss the role further at a time convenient for you.

Sincerely,

Anthony Alicastro
anthonyalicaastro@gmail.com



ANTHONY ALICASTRO

Miami Beach, FL | [REDACTED] | anthonyalicastr@gmail.com | linkedin.com/in/anthony-alicastro/

CHIEF EXECUTIVE OFFICER

Highly effective strategic leader with extensive international experience in technology and transportation industries. Demonstrated ability to achieve transformative results in complex and challenging political and economic environments, with broad experience in complex multinational management. Recognized for open communication, transparency, and authenticity throughout career; built trusted relationships with country presidents, embassies, and governmental agencies. Experienced in multiple boards across industries and throughout the world.

Strategic Planning: Developed strategic plans, including vision and mission for multiple companies, in alignment with core values, creating updated strategy and new direction and consistently improving shareholder value.

Global Multisite Management: Managed multisite organization across seven countries in US, Canada, Latin America, and Europe, addressing diverse cultures, legal matters, business practices, and languages.

Transformation & Change: Led multiple transformations, including start-up and established global organizations, significantly improving company financial performance, workplace environment, and customer service.

Business Operations: Focused on efficiencies of operations, including restructuring and integration of management teams. Led the process to achieve first-ever international certification for safety and security in Bolivia and Jamaica.

PROFESSIONAL EXPERIENCE

Senior Management Advisor/ Consultant, Miami, USA

2021 - 2023

Provide business management advice on a consultancy basis.

- Led acquisition team on behalf of an international client in the purchase of a Florida based biotech company. Responsibilities included financial and asset due diligence, on-site inspections and meetings with senior management of target companies.
- Advised international digital media start up including corporate structure, tax optimization and business development strategy.

Emovis, Paris, France

2018 – 2020

With over 650 employees in seven countries, Emovis designs, develops, implements, and operates some of the world's largest free-flow road tolling businesses in the US, UK, Ireland, and Canada. Emovis is the technology arm of Abertis, the world's largest toll road operator, managing over 5,300 miles of roads in 15 countries in Europe, the Americas, and Asia.

Chief Executive Officer, Emovis

Led transformation of underperforming business: created new vision and strategic plan, revamped commercial policy, and developed innovation and technology roadmap.

- Exceeded all 2019 company financial objectives with EBITDA 15% above budget.
- Won major €32 million, 50-month contract to design, deliver, operate, and maintain an innovative electronic tolling system for Ashghal, Qatar's Public Works Authority, establishing the first ever flow toll road.
- Selected by state of Utah to provide a first-of-its-kind Road Usage Charge for Alternative Fuel Vehicles (AFVs) program.
- Instituted an innovation and technology roadmap showing the development of current and future products and the commercial opportunities where they could be deployed.

Emovis, Runcorn, England

2015 – 2018

Chief Executive Officer, Emovis Mersey

Oversaw project delivery, business start-up, and ongoing operation of Merseyflow, a free-flowing tolling solution, on the newly-constructed Mersey Gateway Bridge.

- Delivered the tolling system and customer service center on time and on budget.
- Project won the International Bridge, Tunnel and Turnpike Association 2018 European Toll Excellence Award.

- Reduced overall staff by 25% during first year through innovation and organizational improvements, thereby exceeding first-year budget objectives.
- Led the pre-opening media campaign, resulting in rapid public acceptance of new tolling scheme.

Sangster International Airport, Montego Bay, Jamaica

2014 – 2015

Sangster International Airport is Jamaica's main tourism gateway handling approximately 3.5 million passengers annually.

Chief Executive Officer

Responsible for all facets of the organization, including providing strategic direction to the senior management team, financial management, regulatory compliance, operational obligations, capital program, building human resources, and stakeholder relations. Overall responsibility for 2014 revenues of more than \$67 million, 2014 EBITDA of \$32.3 million (+4.6% budget), and 160 employees.

ANTHONY ALICASTRO

PAGE 2

- Led successful tariff negotiations with the regulatory authority, resulting in a 70% increase in aeronautical revenues (\$22 million additional revenue per annum). Developed regulatory proposal, negotiated with stakeholders, and built consensus with airlines.
- Obtained the airport's aerodrome operator's certificate and license following an in-depth regulatory audit in 2014, the first time that this extensive audit framework, based on the International Civil Aviation Organization (ICAO) model, was utilized in Jamaica.
- Managed the business during the sale of Abertis' majority shareholder interest in the company, leading management presentations to potential buyers, ensuring a smooth transition to the new shareholder, and continuity of business operations. At the request of new shareholder, remained at the airport during transition to a new CEO.

Servicios de Aeropuertos Bolivianos S.A., Cochabamba, Bolivia

1998 – 2013

A company dedicated to the administration, modernization, and expansion of the largest and most important airports in Bolivia.

Chief Executive Officer

Provided strategic, financial, and operational leadership to the three main airports in Bolivia, with responsibility for annual revenues of more than \$28 million, EBITDA of \$6.3 million, and 420 employees. Led the capital program, including master planning for airport expansions. Developed relationships with all stakeholders, including highest-level government officials.

- Sustained profitability over eight years despite a freeze in regulated tariffs and government mandated annual salary increases totalling 62% for the period.
- Grew revenues from \$16.3 million to \$28.3 million during tenure through increased focus on non-regulated sources of income, achieving 50% increase in commercial revenues in the last five years.
- Obtained governmental operational certification of the three airports for first time in their history following an intensive cycle of operational audits from both the Bolivian civil aviation regulator (DGAC) and the ICAO.
- Reduced staff costs by \$500,000 per year through a restructuring of the management teams in the three airports.
- Successfully managed the business through two sales processes, ensuring a smooth transition to the new shareholders and the continuity of the business operations.

San Francisco International Airport, San Francisco, CA

1990 – 1998

Principal Property Manager

Managed property and concession development for over 40 airline and concession tenants. Wrote lease and bid documents and negotiated airline, retail, and telecommunication leases.

City and County of San Francisco, CA

1986 – 1990

Deputy City Attorney

Represented San Francisco International Airport in commercial and regulatory matters. Litigated cases for San Francisco Retirement System in workers' compensation and for Department of Social Services in child protection.

BOARD LEADERSHIP

Servicios de Aeropuertos Bolivianos SA, Board Member

Sangster International Airport, Board Member

Chairman of the Board of the following companies: Emovis SAS Paris, France; Emovis UK; Emovis Ireland; Emovis Croatia; Emovis USA; Emovis Puerto Rico

EDUCATION

Juris Doctor, University of San Francisco School of Law, San Francisco, CA
Bachelor of Science in Foreign Service, Georgetown University, Walsh School of Foreign Service, Washington, DC
Member, California Bar Association

LANGUAGES

English, native speaker
Spanish, fluent
Italian, fluent
French, conversational

ARETHA FERRELL

Joanna Flores

From: Aretha Ferrell <aretha.ferrell@yahoo.com>
Sent: Sunday, May 28, 2023 7:31 PM
To: Joanna Flores
Subject: City Manager Recruitment
Attachments: Aretha Ferrell-Benavides 2023 Resume.pdf; A Ferrell-Benavides Cover Letter Opa-Locka.pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Good Evening

I am attaching my resume and cover letter for your consideration for your City Management recruitment.

Aretha R. Ferrell-Benavides

Aretha R. Ferrell-Benavides

~ Duncanville, Texas 75116
Phone: ~ Email: aretha.ferrell@yahoo.com

May 25, 2023

Ms. Joanna Flores, City Clerk
City of Opa-Locka
780 Fisherman Street
Opa-Locka, Florida 33054,

Dear Ms. Flores:

With over 30 years as a public servant, marked with significant and successful community engagement, fiscal management, and economic development experience, please accept this cover letter along with my resume highlighting for your consideration for the search for the next **City Manager**.

Having served in government since 1988, I offer extensive municipal experience and County, State, and Federal governmental experience. My versatility includes adapting to organizations of different sizes and cultures, having served in metropolitan cities like Chicago, Illinois, to rural/suburban communities like Glenn Heights, Texas. My Governmental experience includes serving in a supportive role as the Assistant to the City Manager in the City of Sunnyvale, California, to direct departmental management roles serving as the Director of Neighborhood Action and Community Empowerment for the District of Columbia and Assistant Chief Information Officer for the City of Chicago.

With the ultimate goal since college of serving as a City Manager, I have served as City Manager for three Cities Glenn Height, Texas, Petersburg, Virginia, and most recently, Duncanville, Texas. My adaptability includes roles in both Council Manager and Strong Mayor forms of government and has spanned across the United States. The key to each position was being a situational leader by adjusting my management and leadership style to meet the team's and community's needs and desires.

As the City of Opa-Locka works to move beyond state financial oversight, I offer the city my depth of hands-on knowledge and experience in fiscal stabilization. As City Manager in Petersburg, Virginia, appointed in 2017, the City's cash reserves were depleted over ten years, dropping over \$15 Million to a negative \$7 million. The S&P Global credit agencies had lowered to cities rating to BB with a negative outlook. My team reestablished the City's fund balance in three years with conservative budgeting, strong fiscal management, and a more streamlined collections process. In my final year with the City, the Fiscal year 2019-2020 audit reported an unassigned fund balance of \$12,936,270, the highest for the City in 10 Years. Today the Cities fund balance is just over \$50 million. At the same time, we increased the bond rating by working closely with Standard & Poor's (S&P). For three consecutive years, the rate was raised, and today once again stands at an A+ with a positive economic outlook.

I submit this cover letter for consideration as your next City Manager. Hopefully, the diversity and uniqueness of my experience in government demonstrate my ability to address the demands of providing services to the public while supporting the policy directions of the Council. If you should require additional information, please feel free to contact me at 972-757-9769.

Sincerely,

Aretha R. Ferrell-Benavides

ARETHA R. FERRELL-BENAVIDES

[REDACTED], Duncanville, Texas 75116 | [REDACTED] | aretha.ferrell@yahoo.com

EXECUTIVE SUMMARY

A Seasoned Public Administrator with thirty years of government service in local, county, state, and federal government. Served as an appointee in strong-mayor and council-manager forms of government. A progressive eleven years in City Management serving as an Assistant to the City Manager, Assistant City/County Administrator, and Deputy City Manager, and eight years as the City Manager. With exceptional communication skills, continues to serve as a positive result-oriented leader, responsible for fiscal stabilization and turn-around, technology process automation, and focused development and redevelopment projects. Proven proficiency in program development and evaluation. Experience in intergovernmental and legislative advocacy with federal, state, school, and local leaders. As a collaborative leader that focuses on creating a high-performing organization highly skilled at cultivating a positive and growth-directed inclusive work culture.

PROFESSIONAL EXPERIENCE

CITY OF DUNCANVILLE, TEXAS

2/2021 – 3/2023

CITY MANAGER

Pop: 41,360

Located in Southwest Dallas County, on two major highways, I-20 and I-67, incorporated in 1947, with a home rule charter adopted in 1962 as a council-manager city government. The city has 300 total employees and a combined budget of \$89 Million. Managed a full-service city organization, overseeing twelve Departments, including a Civil service Police and Fire Department

Key Accomplishments:

- o Developed the city's 1st Strategic Action Plan with five Pillars supported by goals and objectives.
- o Redevelopment after years of vacancy and decline, historic Wheatland Plaza, through a public-private partnership to purchase and begin its revitalization.
- o Implemented See-Click-Fix (Our Duncanville) and an internal and external Constituent Service and tracking system.
- o Established the "CHEERS," **C**ourteous, **H**elpful, **E**nthusiastic, and **E**xceptional professional service that is **R**esult-oriented and always with a **S**mile program, which connected each employee to our Vision for customer services.
- o Implemented Senior Citizen Water/Sewer Discount Program.

CITY OF PETERSBURG, VIRGINIA

7/2017 – 2/2021

CITY MANAGER

Pop: 33,439

Incorporated in 1748 in South Central Virginia, it is a transportation hub rich in heritage, tourism, and industrial site. An Independent City (City and County functions) with a Council-Manager form of government had 600 employees and a \$108.3 Million budget. The city had eighteen Departments, including a Public Transit Authority and Social Services Department.

Key Accomplishments:

- o Engaged AMPAC Fine Chemical to boost its presence, resulting in a multi-business Pharmaceutical Park including Civica and Phlow.
- o Led the city from a negative \$7 million fund balance to a current positive \$50 million balance.
- o Improved Standard & Poor's (S&P) Global credit agency from a BB with a negative outlook to the current A+ with a positive economic outlook today.
- o Created the Office of Billing and Collections (B&C), creating a streamlined revenue collection process that decreased the error rate by 50% and increased collections from 65% to 89%.
- o Coordinated the adaptative reuses of Brown and Williams Tobacco Factory into a \$57 million Artist Space mixed-income apartment.

CITY OF GLENN HEIGHTS, TEXAS

4/2015 – 7/2017

CITY MANAGER

Pop: 17,122

Incorporated in 1969 in Dallas and Ellis County with a Council-Manager government. The bedroom community is 50% developed and facing extensive growth. Directed 121 employees, an \$11 annual Million budget, and all Department Directors, including Police, Fire/EMS, Public Works, Development Services, Economic Development, Finance, Information Technology, Organizational Development, and City Secretary.

DEPUTY CITY MANAGER

6/2014 – 3/2015

Managed the Directors of the Departments of Human Resources, Finance, Information Technology, Economic Development, and Planning.

Key Accomplishments:

- o Managed the passage of the first-ever \$15 Million Bond General Obligation Bond Program.
- o Following the December 2015 tornado, we removed 90% of the rubble and debris in 30 days, and 90% of the homes were repaired or rebuilt within one year.
- o Coordinated through a public-private partnership, the city's first \$41.9 million mixed-income multi-family housing development.
- o Implemented Swagit Video System to live online streaming and archiving Council Meetings.
- o Established City's Rental Registry Program with 576 rental units in the program.

GOVERNMENT OF THE DISTRICT OF COLUMBIA, WASHINGTON, DC

1/2011 – 6/2014

DEPUTY SECRETARY OF THE DISTRICT (STATE)

Pop: 712,816

Appointed by the Mayor to the Office of the Secretary, managing an annual budget of \$3.2 Million with 24 employees. Managed the Office's administrative operations and supervised the Managers of the Offices of Ceremonial Services, International Affairs and Protocol, Public Records and Archives, Notary and Authentications, and Documents and Administrative Issuances.

Key Accomplishments:

- Increased Revenue in Notary and Authentication.
- Coordinated with the South African Embassy, the Nelson Mandela US Memorial Service.

GOVERNMENT OF THE DISTRICT OF COLUMBIA, WASHINGTON, DC

7/2004 - 4/2008

CHIEF OPERATING OFFICER – DEPARTMENT OF PARKS & RECREATION

Pop: 712,816

Managed an annual combined operating and capital budget of over \$97 million and supervised 210 of the agencies' 850 employees, of which 60% were Union employees. Directly supervised the Offices of Human Resources, Information Technology, Development and Evaluation, Communications, Contract & Procurement, Risk Management, and Labor Management.

Key Accomplishments:

- Completed Construction of multi-year delayed Natatorium.

DIRECTOR OFFICE OF NEIGHBORHOOD ACTION & COMMUNITY EMPOWERMENT

Oversaw a budget of \$10.2 Million with 87 employees. Directed the city's strategic planning process, community engagement, and the Citizen Summit (Town Hall). Supervised five Mayoral Offices: Neighborhood Action, Partnership & Grants, Volunteerism (Serve DC), Youth Advisory Council, and Boards & Commissions.

Key Accomplishments:

- Managed the 4th Annual City-wide Citizen Summit with over 2,000 participants.
- Coordinated a Trade and Cultural Mission to the Countries of Ghana, Senegal, and South Africa.

CHIEF OF STAFF DEPUTY MAYOR FOR CHILDREN, YOUTH, FAMILIES & ELDERS

Managed the budget of the Deputy Mayor's Agencies, consisting of the Departments of Human Services, Health, Mental Health, Family Services, Parks & Recreation, Library, and Aging, with a combined budget of \$1.08 Billion and over 4,000 employees. Managed the internal team and the Homeless, Healthcare Privacy and Confidentiality, Re-Entry, Juvenile Justice, and Medicaid Programs.

Key Accomplishments:

- Developed "Juvenile Unauthorized Use of Vehicle Plan" addressing youth car theft.

CITY OF SUNNYVALE, CALIFORNIA

1/2002– 7/2003

ASSISTANT TO THE CITY MANAGER

Pop: 152,358

A Silicon Valley city with a total budget of \$179 Million and 900 employees. Coordinated the administrative functions of the City Manager's Office, including budget management, performance/outcome management system, and special projects. Oversaw the City's Legislative Action Policies process and city administrative policy consolidation project.

Key Accomplishments:

- o Developed a redevelopment environment assessment for the BRAC-closed Moffett Field.
- o Developed Annual Legislative Agenda and a Legislative Tracking System to enable management of the city's legislative priorities and pending legislation.

CHICAGO HOUSING AUTHORITY, ILLINOIS

7/2000– 1/2002

DEPUTY CHIEF OF STAFF

Residents: 100,000

Supported the Chief Executive Officer in managing over 1,400 employees and implementing the \$1.6 Billion "Plan for Transformation" to build and rehabilitate 25,000 housing units, demolishing existing units and replacing them with new mixed-income communities with contemporary townhomes and low-rise buildings. Administered the Executive Department's budget and managed the directors of five administrative departments: Business Services, Intergovernmental Affairs, Communications, Constituent Services, and Information Technology Services.

Key Accomplishments:

- o Developed Technology Strategic Plan and Staffing Restructure.

CITY OF CHICAGO, ILLINOIS

8/1997– 7/2000

ASSISTANT CHIEF INFORMATION OFFICER

Pop: 152,358

Managed all City Document Management and Imaging Projects. Served as partnership manager for the Department of Water and Sewer, the City Clerk's Office, and the Reference Library. Analyzed the departments' operations and assisted in business process re-engineering. Managed all aspects of the city-wide document management and retention initiative.

Key Accomplishments:

- o Designed, developed, and began implementing a city-wide document management and retention strategy; oversaw the selection of imaging systems for various departments; and assisted the Water Department in implementing a new Collections and Billing System.
- o Implemented a new system City of Chicago Benefits Management System to manage the administration of medical, dental, and related benefit programs for over 40,000 individuals.

STATE OF MARYLAND, ANNAPOLIS, MARYLAND

1/1995– 4/1997

ASSISTANT TO THE GOVERNOR'S CHIEF OF STAFF

Pop: 152,358

Represented the Chief of Staff at community and business events; utilized statistical data to define racial and gender trends in staffing and appointments; prepared program budgets; created presentations and speeches for the Chief of Staff. Developed partnerships with technology vendors; initiated innovative programs to encourage greater public utilization of technology; directed employees in implementing the Governor's initiatives.

Key Accomplishments:

- o Coordinated the 1st Maryland Technology Showcase.
- o Planned the implementation of Logan Online, an educational partnership to place computers in the home of an entire 3rd Grade Class and each classroom at Logan Elementary School in the City of Baltimore.

OTHER EXPERIENCES & INTERNSHIPS

Adjunct Faculty	TARRANT COUNTY COLLEGE	2010
Executive Trainer	STRATEGIC GOVERNMENT RESOURCES	2009-20015
Assistant County/City Administrator	LOS ALAMOS COUNTY	2003-2004
Management Intern	PRINCE GEORGE'S COUNTY	1994-1995
Graduate Fellow & Intern	CENTRAL INTELLIGENCE AGENCY	1989-1995

EDUCATION & TRAINING

HOWARD UNIVERSITY, WASHINGTON, DC
Master of Arts in Public Administration
International Development, 1997

SOUTHERN UNIVERSITY, BATON ROUGE, LA
Bachelor of Arts
Political Science, 1992

UNIVERSITY OF VIRGINIA
 CHARLOTTESVILLE, VA
Senior Executive Institute, 2019

NATIONAL FORUM FOR BLACK PUBLIC
 ADMINISTRATORS, WASHINGTON, DC
Executive Leadership Institute,
1999

HAROLD WASHINGTON COLLEGE/CITY
 OF CHICAGO, CHICAGO, IL
Intergovernmental Executive
Development Program, 2002

AFFILIATIONS & HONORS

CURRENT

- National Academy of Public Administration, Fellow
- International City and County Management Association (ICMA)
- Texas City Managers Association, Member
- Goodwill Dallas, Board Member
- National Forum for Black Public Administrators (NFBPA)
 - Previous National President, 1st Vice President, 2nd Vice President, Secretary-Treasurer, and Board Member, Chicago Chapter President, Council of Presidents Vice President
- Rotary International – Duncanville, Member
- Lions Club – Duncanville, Member
- Duncanville Chamber of Commerce, Board Member
- Alpha Kappa Alpha Sorority, Inc., Life Member
- Leadership Southwest, Graduate

PREVIOUS

- South Central Wastewater Authority, Board Member/Vice Chair
- Appomattox River Water Authority, Board Member
- Crater Planning Commission, Chair and Board Member
- Petersburg City School Partnership, Co-Chair
- Crater Youth Care Commission, Board Member, Vice Chair, and Chair
- Riverside Regional Jail Authority, Treasurer and Board Member
- DC Commission on National & Community Service, Commissioner
- 2002 Young Public Administrator of the Year Award (NFBPA)
- 2011 City of Atlanta's "Phoenix Award."
- 2017 Marks of Excellence Award Winner (NFBPA)
- 2021 American Society for Public Administration Elliot Richardson Lecture Keynote

HEATH PAPKOV

Joanna Flores

From: Heath Papkov <hpapkov@fiu.edu>
Sent: Tuesday, May 30, 2023 8:04 AM
To: Joanna Flores
Subject: Resume for City Manager position (UNCLASSIFIED)
Attachments: Heath Erik Papkov Cover Letter.pdf; Heath Papkov Resume 2023 City Management.pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

CLASSIFICATION: UNCLASSIFIED

Dear Mrs. Flores,

I am excited to have this opportunity to apply for my future career in City Management with the City of Opa-Locka. I have met with City managers throughout South Florida to gain insight into their success and gain support as I transition out of a successful 23-year career in the military. I've attached my cover letter as well as my resume to this e-mail. I am happy to provide any additional supporting documentation that you may need. Thank you for your time.

v.r.

Heath

Heath E. Papkov, MSPM
Lieutenant Colonel, U.S. Army Cadet Command Corps of Engineers Director / Professor of Military Science & Leadership
Army ROTC - Florida International University
Office: [REDACTED]
Cell: [REDACTED]

FIU.FAU.UM.MDC.BC.BARRY.FMU.PBA.NOVA

<https://www.linkedin.com/in/heath-papkov/>
https://linkprotect.cudasvc.com/url?a=https%3a%2f%2farmyrotc.fiu.edu%2f&c=E,1,WUH0HG1hOnc-XJ190gemagOeul4ZFyulhn5vQJMC4-yL-p0LV1p2rnJfl4OznYof9abzZu_Fdq-b7UGlhcpcnChrBlN9YgGvkzStcn_mEhKnw&typo=1

CLASSIFICATION: UNCLASSIFIED

Heath Erik Papkov

Director | Professor | 23-year Veteran

CONTACT

[REDACTED]
Pembroke Pines, FL 33028

[REDACTED]
Heathpapkov@gmail.com

Opa-locka City Hall
777 Sherezade Blvd
Opa-locka, FL 33054

Dear Hiring Manager,

It is my honor to have this opportunity to join the Opa-locka, FL, city government. I am applying for your organization's City Manager position. As a seasoned professional who has dedicated their career to innovation and growth, I am excited to use my skills to help your organization reach its strategic short and long-range objectives.

Since I am an active duty commissioned officer retiring after 23 years, I have an excellent opportunity to start this exciting career with the city without pay for several months to allow you to validate my selection as a permanent employee of the city. My experience spans over 23 years in leadership, vision, innovation, and stakeholder management. Passionate about serving people, I have used my background in analytics to drive impactful change and growth in my current capacity.

- Trailblazer in innovation and strategy
- National Award-winning organizational leader
- Visionary with a tireless work ethic

I am eager to discuss how my experience and qualifications can benefit your organization. I look forward to hearing from you and arranging an interview to discuss further how I can help your organization reach its goals.

Thank you for taking the time to consider my services.

Sincerely,

Heath Papkov

HEATH ERIK PAPKOV

Florida 33028 | [REDACTED] | heathpapkov@gmail.com | <https://www.linkedin.com/in/heath-papkov>

A results-driven professional with 23 years of experience providing budgetary analysis, business management, complex project planning and oversight, program management, and planning operations to meet governmental regulations and strategic objectives globally. A proven leader with the interpersonal skills to get the most out of teams and individuals. An innovative thinker who can integrate into new organizations and create dynamic outcomes while strengthening client relationships. Motivated to seek a position in City Government and City Management.

SKILLS

- Leadership | Teamwork
- Project Budget | Financing and Funding
- Analytical | Problem-solving
- Presentations | Reports
- Risk Management | Exercises
- Data Collection | analysis
- Project Management
- Customer Relations | Word processing
- Continuous Process Improvement
- Public Speaking | Public Engagement

PROFESSIONAL EXPERIENCE

Florida International University | Department Chair / Dean

May 2019 – Current

- Developed new techniques and processes to improve over \$3.5 million in annual grant submissions, reducing grant application waiting periods and improving cost expenditures by over 20% while increasing productivity by over 25%.
- Supervised an average of 250 employees annually, significantly improving employee satisfaction by developing Key Performance Indicators (KPI), enabling employees to understand their performance goals and quality better while matching managers with projects that maximize their talents.
- Led a team of 20 planners and developed a complex 90-day operation supporting over 6,500 customers and synchronizing multiple agencies and stakeholders, providing leadership bi-monthly operational health and budgetary reports that enabled quicker decisions and risk reduction.
- Accelerated the organizational growth model by 20% through an effective public administration plan, practical procedural analysis, and improving communication plans with key stakeholders, private sector organizations, and university leadership.
- Provided separate annual presentations to five executive stakeholders outlining the organization's health, financial reports, and performance, generating increased financial support of over \$2 million annually.
- Oversaw human resources, budget preparation, hiring and firing of employees, and public relations.

Mission Command Training Program | Group Director of Operations

June 2016 – June 2019

- Successfully led a global team of professional subordinates to provide organizations' strategic planning and planning collaboration resulting in improved efficiency and synchronizing multiple stakeholders through executive analysis and reports, significantly increasing interagency cooperation.
- Conducted organizational performance evaluations on 15 large companies, increasing overall workflow, team outputs, and performance through executive reports and presentations on process improvement and employee workflow.

United States Army | Chief of Operations (COO)

July 2014 – May 2016

- Restructured a large-scale organization within scope and budget through process improvement of the maintenance and accountability process involving over \$80 million in equipment, and an operating budget of \$3 million, supporting 950 employees.
- Developed the company safety practices and ensured all subordinate organizations met the standards of OSHA, resulting in 100% passing of all annual safety inspections and zero operations accidents.
- Prepared four quarterly and two annual performance reports using data collection and analysis, maintaining 100% accountability of budgets, operations, training, and employee performance.

University of Southern California | Leadership Instructor

January 2010 – May 2013

- Operated and oversaw training, teaching, and resourcing of a 175-employee program with an annual budget of more than \$175,000 through written and verbal guidance, meeting 100% employee satisfaction rates while meeting all procedures and policies required of the organization.
- Interfaced with local, state, and federal agencies to share resources, reducing operational costs.

Corps of Engineers | Project Manager | Commander

December 2007 – December 2009

- Managed and provided leadership, training, and resources to support a 122-employee organization comprised of over \$60 million in equipment and responsible for immediate response to customer needs, improving the employee proficiency in job quality by over 25% percent annually through adequate supervision and vision.

United States Army | Project Manager | Project Officer

July 2005 – August 2006

- Planned facility and construction requirements for a 1 million dollar communications company building, conducting data analysis and assessments to provide the customer with requested capability six months ahead of schedule and saving over 25 million dollars.
- Project manager for a 1.4-million-dollar repair/replacement to the Kuwait Naval Base pier, approved through a congressional review and executed on time, within the scope, and \$600,000 under budget.
- Successfully provided team services while leading a team of employees and Corps of Engineer professionals to plan and execute a \$45.2 million Kuwait-wide Relocatable Building construction contract, completing the project within scope and on time.

EDUCATION | CERTIFICATIONS | TRAINING

M.S., Project Management | Kansas University
 B.A., Political Science | University of Albany
 B.A., Communication | University of Albany
 Command and General Staff College | Ft Leavenworth
 FEMA Safety | Emergency Management Institute
 Managerial Safety & Health | FEMA - EMI

Project Management Professional (PMP) | PMI
 Lean Six Sigma | Lean Six Sigma Institute
 Common Faculty Instructor Development (80hr)
 Sexual Harassment / Assault Cert (80hrs)
 Workforce Management | Leading Change (80hrs)

AWARDS | HONORS | AFFILIATIONS

- Bronze Star Medal
- 2020 National Director of the Year Award
- 2013 National Instructor of the Year
- Order of Saint Michael Aviation Award
- Engineer De Flurry Medal
- Project Management Institute member
- Florida City & County Management Association
- 23-year US Army Veteran

JOHN RAUBACK

Joanna Flores

From: J F RAUBACK <jfrauback1@bellsouth.net>
Sent: Thursday, June 1, 2023 3:08 PM
To: Joanna Flores
Cc: John Rauback
Subject: Cover Letter and Resume for the City Manager Position
Attachments: John Rauback's Cover Letter for the City of Opa-Locka 06012023.doc; John Rauback's Resume for the City of Opa-Locka 06012023.docx

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Ms. Flores,

Please see the attached.

Thank you,

John Rauback

John Fitzgerald Rauback
[REDACTED]
Port St. Lucie, Florida 34987
Cell [REDACTED]

June 1, 2023

Dear Ms. Flores:

Please accept my resume as application for the position of City Manager for the City of Opa-Locka, FL. I most recently served as the Director of Finance for Bryan County, Georgia. In this senior management position, I reported to the County Administrator and a six-member Commission. In my role, I was responsible for the management and administration of the finance, accounting, \$266 million budget, treasury, \$100 million in investments, benefits and contracting functions for the County.

I have over thirty years work experience with fifteen years of local government experience. All thirty years in finance/accounting and 19 years of human resources and benefit management experience. I am a Certified Public Manager and a Senior Certified Professional with the Society of Human Resources Management. I believe my financial, human resources, and administrative experience, in both private and government sectors in large, medium, and small organizations provides me with the practical experience and extensive knowledge to successfully lead and manage as the City Manager for the City of Opa-Locka, FL.

I grew up in Palm Beach Gardens and graduated from Palm Beach Gardens High. I also had a condo on Singer Island for the last fifteen years while I was living in Georgia and would visit frequently. I consider South Florida my home and would love to work for the Town of Palm Beach.

I look forward to hearing from you concerning the possibility of scheduling an interview. Should you need additional information in support of my application, please do not hesitate to contact me at [REDACTED].

Thank you in advance for your time and consideration.

Sincerely,

John F. Rauback

JOHN FITZGERALD RAUBACK

MBA, AAE, SCP-SHRM, CPM

[REDACTED], Port St. Lucie, Florida 34987

[REDACTED] (mobile)

jfrauback1@bellsouth.net

Bryan County Board of Commissioners, Bryan County, Georgia

Finance Director (February 2018 to April 2023)

Job Duties & Responsibilities:

Comprehensive oversight and management of the County's accounting, finance, procurement, contracts, and IT departments

Manage the County's \$266 million annual budget and capital program

Manage cash flow by reviewing and evaluating billing and accounts receivables, accounts payable, and payroll with detailed cash flow reports

Manage the County's \$100 million in short- and long-term investments

Assist with preparation of agenda for the County Administrator's presentation to the Commission at monthly meetings

Liaison with the County attorney and auditors

Work with bankers and attorneys to issue & refinance County bonds

Manage the 457 retirement fund and pension plan

Manage the County's risk management & insurance programs

Results & Accomplishments:

In 2021, managed over \$100 million of the County's cash to maximize investment income while maintaining liquidity

Since 2018, changed the County's investment strategy which resulted in an increase to the County's interest income by over \$5 million in the last 5 years

Part of the team that applied and received \$225 million in Federal & State Grants from ARPA & BBB funding for a regional water & sewer expansion for the Hyundai mega site

In April 2022, the County's Courthouse, North Administrative Building, Hendrix Park & Gym, and several other building and facilities were hit by a F4 Tornado, I was an integral part of the management team to help rebuild the facilities with approximately \$17 million worth of insurable damages with little to no cost to the County

In 2019, assisted in the creation of a new branch of government in the State of Georgia by forming the Bryan County Public Facilities Authority (May 2019)

Since 2018, facilitated the issuance of 5 bonds, 2 bond refundings GEFA loans, and grants worth over \$425 million, with a combined weighted average interest rate of 1.0%

The leveraging of the debt against inflation will save the County over \$30 million dollars over the life of the bonds

In 2019, aided in the creation of the Local Victims Assistance Program (LVAP) Committee to diversify funding distributions to approved CJCC LVAP organizations from the 5% funds that are collected from traffic fines (March 2019)

Since 2018, improved and standardized the County's contracting and procurement. This simplified and streamlined the contracting and procurement process, which lead to negotiating and signing over 180 contracts in the last 5 years

Since 2018, replaced an aging fleet of County vehicles by purchasing 75 vehicles worth over \$2.5 million. By utilizing competitively bid state-wide contracts, this saved the County over \$750k in the last 5 years on these purchases

Since 2018, completely updated and modernized the County's Roads Department by purchasing over 28 pieces of equipment valued at more than \$5 million thru in-house issued RFPs

Since 2020, planned, navigated, and managed cashflow during the worldwide pandemic (Covid-19). We applied for, and complied with, federal grants funds, procured hard to find safety supplies and equipment (including state of the art temperature scanners), used technology and gyms to continue to conduct Public Commission Meetings, while working in the office

In 2021, bid the water & sewer pipe project (over \$8 million) separately and then prepared an installation contract vs having the contractor purchase the pipe and mark it up. This saved the County between \$800k and \$1.2 million

Since 2018, analyzed the County's medical insurance and raised the HRA limits to reduce the County's medical insurance premium costs to save over \$1.5 million dollars in insurance premiums over the last 5 years

Since 2018, saved the County over \$27,000 utilizing a commercial purchasing card/AP cashback program with Commerce Bank

City of Savannah

Savannah Airport Commission

Savannah / Hilton Head International Airport

Assistant Executive Director (February 2014 to January 2018)

Director of Administration and Finance (July 2008 to February 2014)

Job Duties & Responsibilities:

Comprehensive oversight and management of the airport's accounting, finance, human resources, procurement, contracts, and legal functions/departments

Complex analysis, forecast, evaluation, and recommendations concerning the airport's strategic plan and priorities

Negotiate and implement the airport's employee benefits programs

Develop and monitor the airport's annual and monthly budgets and capital program

Manage cash flow by reviewing and evaluating billing and accounts receivables, accounts payable, and payroll with detailed cash flow reports

Revise, establish, and implement internal controls, policies, and procedures to safeguard airport assets, cut costs, enhance accountability, ensure efficiencies, and lower audit risk

Attend commission meetings to present complex analyses and recommendations

Liaison with airport attorney, federal, state, and local agency heads

Act as airport executive director in his absence

Establish airport's rates and charges and negotiated a new 5-year airline agreement

Negotiate new 5-year rental car contract, manage the finances of the CFC program, and attend quarterly meetings

Work on over \$750 million in contracts for Gulfstream Aerospace with airport director, attorneys, and Savannah Economic Development Authority (SEDA)

Work with investment bankers and attorneys to refinance airport bonds

Manage all grant programs (AIP and PFC) and the airport's investments

Manage the 457 retirement fund and pension plan

Manage all property and procurement activities/functions

Manage the airport's risk management program

Negotiate airport's concession's contracts and upgrades

Served as the airport's DBE Liaison Officer

Results & Accomplishments:

Selected and implemented new accounting program in first 6 months of employment with the airport

Selected and implemented new electronic time clock and software system

Implemented new MS Access contracts and statistics databases

Implemented new paperless document management system

Refinanced airport bonds

Saved over \$1 million in labor costs (finance and administration) the last 9 years

Saved over \$500,000 on the airport's medical renewal in 2016

Consolidated the Director of Administration and Finance and Director of Operations duties and responsibilities into one position (as Assistant Executive Director) saving over \$150,000 per year in salary expenses

Savannah Air Center, LLC
Chief Financial Officer (October 2004 to April 2008)

Job Duties & Responsibilities:

Managed accounting, finance, risk management, and human resources

Developed an executive dashboard for daily financial data retrieval for owners

Worked with external auditors to secure first audited financial statements for the company to secure larger lines of credit

Developed various financial models in Excel to track, analyze, and report financial data to owners and Board of Directors

Developed banking relationships to secure lines of credit and various types of financing for long term debt and capital projects

Managed the company's cash flow by reviewing and evaluating billing and accounts receivables, accounts payable, and payroll with detailed cash flow reports

Implemented internal controls, policies, and procedures to safe guard company assets, cut costs, enhance accountability, and lower audit risk

Tax planning and preparation

Administered employee 401k/profit sharing programs

Analyzed and selected cost effective employee benefit programs

Negotiated and selected insurance carriers for worker's compensation, general liability, health, dental, life, aviation, D&O, umbrella, business interruption, auto, and property coverages

Outsourced and implemented payroll systems

Worked with Savannah Economic Development Authority (SEDA) and bank to issued Industrial Revenue Bonds to finance new hangar

Results & Accomplishments:

Leveraged up the company and completed sale to Jet Aviation, Inc.

Cleaned up and produced first audited financial statements in 2004 and 2005

Increased line of credit from \$500k to \$3.2 million

Switched banks from BB&T to Wachovia, lowered interest rates by 1.5% on over \$3 million of long term debt, which saved approximately \$45,000 year in interest expense

Worked with tax credit consultant to obtain manufacturer status which resulted in Georgia tax credits with estimated worth of \$800k over next 5 years

Worked with CPA and discovered problem with owners' equity account which resulted in restating the financials, producing a tax refund to the owner partners of approximately \$300k in tax refunds

Developed revenue recognition spreadsheet to recognize revenue properly (match revenue and costs in the same period to properly evaluate profitability)

Developed a forecast spreadsheet which allowed the company to forecast and budget one year in advance

Worked on bond financing with Wachovia to save up to \$600,000 in interest expense on a new hangar

Worked with Savannah Economic Development Authority (SEDA) on reducing the ad valorem tax on new hangar to save approximately \$50,000/year (over \$250,000 over the next 5 years)

Additional Employment History:

Williams Earth Sciences, Inc.

Tampa, Florida

Engineering Consulting Firm. Major Client: Florida Department of Transportation (FDOT)

Senior Vice President and Chief Financial Officer

January 2000 to October 2004

Handex, Inc.

Engineering Consulting Firm. Major Clients: FDOT, EPA, Amoco, BP

Orlando, Florida

National Reimbursement Manager

March 1998 to January 2000

Regional Controller

January 1996 to December 1996

Universal Studios, Inc.

Los Angeles, California and Orlando, Florida

Financial Analyst

January 1997 to February 1998

Harding Lawson Associates, Inc.

Engineering Consulting Firm. Major Client: Texaco

Orlando, Florida

Regional Controller

January 1995 to December 1995

Westinghouse

Engineering Consulting Firm. Major Clients: FDOT, EPA, and Chevron)

Tampa, Florida

Accounting Manager

January 1994 to December 1994

Project Accountant

August 1991 to January 1994

EDUCATION:

MASTER OF BUSINESS ADMINISTRATION (MBA)

University of Central Florida; Orlando, Florida

May 1999

BACHELOR OF SCIENCE, BUSINESS ADMINISTRATION (BSBA)

Specialization in Accounting

University of Central Florida; Orlando, Florida

December 1990

ASSOCIATE OF ARTS (AA)

Engineering Major

University of Florida; Gainesville, Florida

June 1988

PROFESSIONAL ACCREDITATIONS, MEMBERSHIPS, and CIVIC ORGANIZATIONS:

- Accredited Airport Executive (AAE) certification, American Association of Airport Executives (AAAE) - 2013 to present
- Senior Certified Professional (SHRM-SCP), Society for Human Resource Management - 2016 to present
- Certified Public Manager (CPM), Carl Vinson Institute of Government at The University of Georgia - 2019
- Past President, Kiwanis Club of Savannah
- Member, United States Propeller Club, Port of Savannah
- Leadership Savannah Graduate - 2011
- Secret Clearance status with the U.S. Department of Defense (DOD), expired
- Working toward Certified Public Finance Officer (CPFO) certification with the GFOA
- Navy ROTC (1984-1987)

MANAGEMENT and SUPERVISION:

- Over 32 years' professional, managerial, and administration experience
- Direct supervision and management of accounting, finance, human resources, administration, contracts, legal, information technology, project/cost accounting, and property management
- Exceptional data analysis, critical thinking, quantitative evaluation, and problem solving skills
- Compliance with federal, state and local regulations, policies, and procedures
- Extensive experience training, developing, and coaching staff
- Demonstrated expertise in managing multiple demands and shifting priorities in a fast-paced environment

SOFTWARE and DATABASE SYSTEMS:

Microsoft Office (Excel, Word, PowerPoint, Access), Great Plains Accounting, Peachtree Quantum, Sage 50 Accounting Software, Edmunds Accounting Software, Microsoft Project, ADP, Paychex

PRESENTATIONS and PUBLICATIONS:

- August 2014: AAAE Unison CIP Conference presentation "The JetBlue Effect"
- May 2014: SEC AAAE Annual Conference presentation "Airport as an Economic Engine"
- October/November 2013: Airport Magazine published article "How to Land the Big One"
- September 2012: AAAE Unison CIP Conference presentation "North Aviation Development Project"
- July 2012: ACI Small Airports Conference & March 2012: SEC AAAE Finance & Administration Conference presentation "Seeking Efficiency Through Automation"
- February 2011: SEC AAAE Conference & April 2009: ACI Economic and Finance Conference presentation "Alternative Airport Revenues"

BRUCE MILLER

Joanna Flores

From: Bruce Miller <bruce.t.miller.2.42@gmail.com>
Sent: Thursday, June 1, 2023 12:01 PM
To: Joanna Flores
Subject: City Manager
Attachments: Bruce Miller - Cover Letter- Opa-locka, City Manager.docx

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Good Morning Ms. Flores.

I have attached my cover letter, resume and list of references as my expression of interest in the City Manager opportunity.

If I can provide you with any further information, please let me know.

Thank you for your time and consideration.

Sincerely,
Bruce Miller


Joanna Flores

From: Bruce Miller <bruce.t.miller.2.42@gmail.com>
Sent: Friday, June 2, 2023 1:15 PM
To: Joanna Flores
Subject: Re: City Manager

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Good morning Joanna;

I do not know the current situation with the City and if there is any interest, but please let me know if the City would be interested in the idea of hiring me as an interim City Manager during the search period.

Since Opa-locka is within commuting range, albeit on the long side, if the need exists I could provide direction/insight for the budget and audit, as issues highlighted in job posting, along with other needed functions.

In addition to 30 years of municipal finance experience, I also have four years of experience working with federal agencies providing banking receivership and conservatorship services which may provide relative experience during Opa-locka's current relationship with the state.

If you would please forward / discuss this idea with the appropriate decision makers, I would appreciate your assistance.

Sincerely,
Bruce

On Fri, Jun 2, 2023 at 10:04 AM Joanna Flores <jflores@opalockafl.gov> wrote:

Good morning Mr. Miller,

Received – thank you.

Sincerely,

Joanna Flores, CMC

City Clerk

City of Opa-locka

780 Fisherman Street, 4th Floor

Opa-locka, FL 33054

Tele: (305) 953-2800

Cell: (786) 877-4038

Email: jflores@opalockafl.gov



Connect with us



opalockafl.gov

The city of bright opportunities

From: Bruce Miller <bruce.t.miller.2.42@gmail.com>

Sent: Thursday, June 1, 2023 12:01 PM

To: Joanna Flores <jflores@Opalockafl.gov>

Subject: City Manager

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Good Morning Ms. Flores.

I have attached my cover letter, resume and list of references as my expression of interest in the City Manager opportunity.

If I can provide you with any further information, please let me know.

Thank you for your time and consideration.

Sincerely,

Bruce Miller



June 1, 2023

RE: Job Posting, GFOA Job Board

City Manager

City of Opa-locka, FL

Ms. Joanna Flores, City Clerk

jflores@opalockafl.gov

Good afternoon Ms. Flores;

I am submitting my resume for consideration as Opa-locka's City Manager. As my resume outlines, I have been a municipal Finance Director since 1993. During this time, I have had the pleasure of leading successful finance departments and achieving many accomplishments across multiple municipal functions within complex organizations. Before transitioning into municipal finance, I gained invaluable skill sets working in the Banking and Thrift Industry, including the last 4 years in the industry providing conservator and receivership services to the Resolution Trust Corporation- a federal agency responsible for managing the thrift crises which included closing and selling failed savings banks.

Because of the many different aspects of municipal finance, the career has always been challenging and very rewarding. As such, it is my ambition to continue my career in public administration/ municipal finance within an organization whereby I can leverage my experience and be a value-added employee. Since being a Finance Director for thirty years, it has provided me with significant knowledge in accounting, budget and fiscal operations but also operational knowledge of proprietary/enterprise and fiduciary funds. Enterprise funds that I am familiar with include; Electric, Water, Storm Water, Wastewater, Transportation, Zoo, Harbor/Port, and Nursing Home. Additionally, with the support from staff, I have accomplished many goals during my career that touch most aspects of municipal finance, including but not limited to: multiple debt issuances backed by general obligation, ad-valorem; and revenue bonds; balance sheet restructuring; improving credit agency ratings and external audit opinions; enhancing cash and investment management practices; developing new budgeting, capital and strategic planning processes; creating, revising, and implementing city-wide comprehensive financial policies; many bank and ERP implementations; and labor negotiations. I am also familiar with managing City commercial real estate, including negotiating leases, and working with the City's Planning Department and executive teams associated with real estate development. Because of this extensive background, I feel that I will be a value-added resource for the City of Opa-locka.

In addition to the activities listed above, I believe I am a successful leader who believes in effective vertical and horizontal communication in order to build collaborative relationships throughout the organization and with external stakeholders. Additionally, I enjoy mentoring staff to build a "best practice" department and organization.

Upon review of the bullets listed on the job posting, I am confident that my experience provides me with the tools and foundation to successfully manage each bullet. As such, I very much look forward to discussing this opportunity with you. If I can provide any additional information, please do not hesitate in contacting me.

Below are my resume and references.

Thank you for your consideration,

Bruce T. Miller

Bruce T. Miller

EDUCATION: University of Baltimore, BS Accounting; Clark University, Master's in Public Administration (50% Complete)

EXPERIENCE

Director of Municipal Finance

I have managed integrated Municipal Finance Departments since 1993. Oversight responsibilities include the offices of: Accounting, Assessing, Budgeting, Capital Planning, Collecting, Treasury, Grant Administration, Pension Administration, Procurement, Information Technology, Geographic Information Systems, Recorder of Deeds, Compliance, Risk Management and Statistical Performance Measurement. As part of managing these offices, underlying responsibilities include; internal and external financial reporting, audit, debt management, operating and capital budgeting plus long-term strategic planning, payroll and accounts payable. The above responsibilities apply to all funds, including; School District, Electric, Storm Water, Wastewater, Water, Solid Waste, Airport, Zoo, Transit, Parking, Nursing Home and Harbor enterprise funds, plus Cemetery, Golf, Pool, Beach and Market House revenue funds. Additionally, responsibility for the Town's self-insured Health Trust and General Liability Funds. Familiarity with union labor relations and negotiations, and a frequent speaker on various financial issues, Pension Trust investment and fiduciary responsibilities. Positions included board membership as follows; Pension Trustee for, Police, Fire, and General Employees Municipal Retirement Boards, Vice Chairman of City Investment Committee with \$300M in managed assets, Chairman of Pension Rules Committee, Providence Port Authority, Water Authority, and a founding board member of the Maryland Association of Counties OPEB Board.

MAJOR ACCOMPLISHMENTS

Balance Sheet restructuring realizing cash flow and NPV savings * Pension & OPEB Plan restructuring including Interest Based Bargaining * Employee Benefits Administration Program worth \$4 million in annual savings * Time & Attendance implementations with \$1 million annual savings * Multiple implementations, including; software/module applications, land-based and ERP implementations, including; Munis ERP and Munis pension applications worth \$1 million in combined budgetary and actuarial savings * Extensive rewrite of City financial policies, including; budget, debt management, fund balance, investment and operating policies * Enhanced cash management and banking procedures including the use of expanded e software applications resulting in annual cost savings, increased interest revenue, decreased risk exposure, and improved customer service * Implemented inter and intra-departmental restructuring initiatives to increase operational effectiveness, efficiencies and customer/tax payer service while focusing on improving the internal control environment * Improved financial and budgetary reporting * Updated reporting compliance associated with changing GASB statement requirements * Successful in obtaining first time and maintain GFOA's distinguished reporting and budgeting awards * Implemented long-term IT master plan consisting of building a wireless and fiber optic wide area network covering 100 square miles * Implemented long-term strategic planning for both capital and operating budgets * Budget development and management during difficult economic conditions, including the loss of PILOT payments, local and state receipts exceeding \$50 million * Implemented tax collection policies and procedures yielding over \$6 million in revenue * Created a GIS department * Improved audit opinion * Improved credit ratings * Multiple Bond Issuances and Pension Obligation Bond evaluations * Successful sale of Revenue Bonds - second municipality in State of MD to do so.

EMPLOYMENT HISTORY

Finance Director for the following Cities and Towns:

- City of Lake Worth Beach; \$170,000,000 aggregate operating budget, July 2018 to January 2023
- City of Annapolis: \$120,000,000 aggregate operating budget, October 2011 to May 2018
- City of Providence: \$800,000,000 aggregate operating budget, October 2007 to October 2011
- Town of Plymouth: \$155,000,000 aggregate operating budget, July 2004 to October 2007
- Town of Provincetown: \$30,000,000 aggregate operating budget, August 2000 to July 2004
- Town and County of Nantucket: \$100,000,000 aggregate operating budget, October 1993 to October 1999

Resolution Trust Corporation: 1989 to 1993

Working with the Resolution Trust Corporation, a Federal Agency, I provided conservator and receivership management services to insolvent thrift institutions with assets exceeding \$8 billion and annual revenues exceeding \$1 billion. Services included; accounting, information systems, operations, internal audit, corporate protection, bank re-organization and acquirer preparation which included selling bank assets and branch networks via senior management teams.

Bank Management: 1980 to 1989; and 1999 to 2000

Ten years of progressive management responsibilities including the positions of: Vice President and Controller, Treasurer, Director of Operations and Staff Accountant. Responsible for the relevant functions of each position, including; accounting, financial reporting, internal and external audit, regulatory compliance, information systems, budgeting, general ledger, treasurer operations, wire transfer, cash management and bank operations.

PROFESSIONAL AND CIVIC ORGANIZATIONS

- Government Finance Officers Association, National and Local Chapters
- ICMA
- Treasurer, Coalition for the Homeless
- Vice President, Nantucket Housing Authority
- Board of Directors/Council Member, Congregational Church, Harwich MA and Providence RI
- Board of Directors, Outer Cape Health
- Treasurer- Board of Directors, Mid-Atlantic Plan Sponsors
- Boys Soccer Coach for YMCA of Talbot County and Boys Lacrosse coach for; Broncos, Darkhorse, Elite, True and Ninja

Bruce T. Miller
References

Mike Mallinoff; City Manager, City of Annapolis, MD – *Professional*
Work, [REDACTED]
mmallinoff@annapolis.gov

Joe Mason; Sr. Vice President, Davenport- Municipal Financial Advisors – *Professional*
Mobile, [REDACTED]
Work, [REDACTED]
jmason@investdavenport.com

Kyle Laux; Sr. Vice President, Davenport- Municipal Financial Advisors – *Professional*
Mobile, [REDACTED]
Work, [REDACTED]
klaux@investdavenport.com

Thad Fletcher; Partner; Client Services and Business Development – *Professional*
Cooke and Bieler, Institutional Investment
Mobile, [REDACTED]
Work, [REDACTED]
tfletcher@cook-bieler.com

Melissa Leaman; Finance Director- *Was my Deputy Finance Director at Annapolis*
State of Maryland, IT Department
Mobile, [REDACTED]
MelissaLeaman19@gmail.com
Melissa.Leaman@Maryland.gov

Chris Gallo; Grant Administrator- *Staff Member, City of Lake Worth Beach*
Mobile, [REDACTED]
cgallo@lakeworthbeachfl.gov

John Hernandez Wellington High School Lacrosse Coach
Mobile, [REDACTED]
Johnny.hernandez@palmbeachschools.org

Alan Noonan; *Personal- Father of Son that I coached lacrosse.*
Mobile, [REDACTED]

KIMBERLY VANEGAS

Joanna Flores

From: Kimberly Vanegas <kimvanegast16@gmail.com>
Sent: Saturday, June 3, 2023 3:01 AM
To: Joanna Flores
Subject: City Manager Position
Attachments: Opa-Locka CL.pdf; Resume_Kim Vanegas.pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Dear Joanna Flores,

I hope this email finds you well. I am writing to express my interest in the position of City Manager for the City of Opa-Locka, FL. With a strong passion for public service and a desire to make a positive impact on the community, I am eager to contribute my skills and expertise to the growth and development of Opa-Locka.

Please find attached my cover letter and resume, which provide more detailed information about my qualifications and experiences. While I may not have previous experience as a City Manager, I am confident that my diverse background and skill set make me well-suited for this role. I bring a strong foundation in leadership, strategic planning, and community engagement, along with the ability to adapt quickly and collaborate effectively with diverse teams.

I recently made the decision to relocate to the Miami-Dade area, and I am excited about the opportunity to become an integral part of the Opa-Locka community. The city's rich history and potential for growth align perfectly with my career aspirations, and I am committed to contributing my utmost to its success.

I would greatly appreciate it if you would consider my application for the City Manager position. I am available for an interview at your convenience to discuss how my qualifications align with the needs of Opa-Locka. I am confident that my passion, dedication, and commitment to excellence would make a positive impact on the city and its residents.

Thank you for considering my application. I look forward to the possibility of contributing to the continued success of Opa-Locka. Should you require any additional information, please do not hesitate to contact me.

Sincerely,

Kimberly Vanegas

Phone: [REDACTED] | E-mail: kimvanegast16@gmail.com

Kimberly M. Vanegas Torres

[REDACTED]
North Miami, FL, 33161
kimvanegast16@gmail.com

[REDACTED]
06/03/2023

Joanna Flores
City Clerk
City of Opa-Locka

Opa-Locka, FL, 33054

Dear Joanna Flores,

I am writing to express my strong interest in the position of City Manager for the City of Opa-Locka. As a highly motivated and dedicated professional with a passion for public service, I am confident in my ability to contribute to the growth and development of Opa-Locka and the surrounding Miami-Dade community.

While I may not possess direct experience as a City Manager, my diverse background and skill set have prepared me for this challenging role. Over the years, I have developed a solid foundation in leadership, strategic planning, and community engagement, which I believe are vital for effective city management. Additionally, my ability to adapt quickly, learn new concepts, and collaborate with diverse teams have allowed me to succeed in various demanding environments.

Having recently decided to relocate to the Miami-Dade area, I am eager to become an active member of the community and contribute my expertise to the local government. Opa-Locka's rich history, vibrant culture, and its potential for growth make it an ideal place for me to apply my skills and make a positive impact on the lives of its residents.

Throughout my career, I have consistently demonstrated my commitment to public service. As an active member of the Punta Cana community, I had the opportunity to work closely with government officials and community stakeholders, where I developed a deep understanding of the intricacies involved in managing public resources, implementing policies, and fostering collaboration among various departments. I have a proven track record of successfully managing complex projects, streamlining processes, and driving efficiency while maintaining a strong focus on transparency and accountability.

Furthermore, my exceptional communication skills have allowed me to establish and maintain strong relationships with community members, local businesses, and other stakeholders. I strongly believe in the power of collaboration and actively seek opportunities to engage and involve the community in decision-making processes. I am confident that my ability to listen, understand diverse perspectives, and find common ground will contribute to building trust and fostering a strong sense of unity within the City of Opa-Locka.

I am excited about the prospect of joining the City of Opa-Locka and am confident in my ability to bring fresh ideas, a strong work ethic, and a dedication to excellence to the role of City Manager. My passion for public service and my desire to make a positive impact align perfectly with the goals and values of Opa-Locka.

Thank you for considering my application. I would welcome the opportunity to discuss how my qualifications and vision align with the City of Opa-Locka's needs in more detail. Please find my attached resume for your review, and feel free to contact me at your convenience. I look forward to the possibility of contributing to the continued success of Opa-Locka and the Miami-Dade community.

Sincerely,

Kimberly Vanegas

PROFESSIONAL EXPERIENCE

Real Estate Agent

Aug 2022 – Present

Tezoro RD – Punta Cana, Dominican Republic

- Point of contact between property owner and prospect buyer
- Facilitate prospect buyers with the best property matches
- Look out for the best interest of the property owner and prospect buyer during the negotiation process

General Manager

Jan 2018 – Present

Kenzen – Punta Cana, Dominican Republic

- Supervise and coordinate housekeeping and maintenance personnel
- Manage 15+ properties of varying sizes at a time
- Manage rental channels and communicate with guests on a daily basis
- Train and oversee new managers and supervisors

Operations Manager

Jan 2016 – Aug 2022

Bana Sala de Belleza y Estetica – Punta Cana, Dominican Republic

- Oversee 40+ employees on a daily basis to ensure they carry out their activities in a timely manner
- Work closely with area managers and supervisor to ensure excellent quality customer care

Passenger Service Agent

Jan 2016 – Jan 2018

Envoy Air – Punta Cana, Dominican Republic

- Worked closely with airline passengers during their check-in and boarding process
- Assisted passengers with ticketing issues and sales

Lead Station Agent

Jan 2013 – Dec 2015

Envoy Air – Pittsburgh, Pennsylvania

- Oversaw 10+ employees at any given shift to ensure a smooth operation and assisting of passengers
- I was in charge of decision making and problem solving during operation processes and performed time sensitive tasks
- Supported the airlines as a Ground Security Coordinator (GSC) to ensure we were in compliance

Passenger Service Agent

Nov 2007 – Oct 2011

American Airlines – Santo Domingo, Dominican Republic

- Worked closely with airline passengers during their check-in and boarding process
- Assisted passengers with ticketing issues and sales

EDUCATION

Teach English as a Foreign Language Certificate

Apr 2020 – May 2020

International TEFL Academy

Bachelor of Arts in Marketing

Sept 2007 – Jul 2011

Universidad Iberoamericana – UNIBE

SKILLS

- Fast-paced experiences focused on marketing, time management, customer service, and problem solving.
- Team oriented
- Fluent in Spanish/English
- Microsoft Office: PowerPoint, Word, Excel, Canva, Squarespace, Facebook/Instagram Insights, Google Analytics, Google Sheets

MARK MOELLER

Joanna Flores

From: mark moeller <markaldenmoeller@gmail.com>
Sent: Thursday, June 8, 2023 12:57 PM
To: Joanna Flores
Subject: ATTN: Joanna Flores RE: City Manager position
Attachments: MoellerResume23.pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hello Joanna Flores,

I'm interested in taking on the great responsibility that is the City Manager position for Opa-Locka, FL.

I look forward to hearing from you regarding next steps.

Best Regards,

Mark Moeller

Mark A. Moeller, MPPA, CMFO

Bookworm, Coffee Roaster, D&D Adventurer, Duolingo Learner, Lego Builder, NPR Fan

markaldenmoeller@gmail.com | [REDACTED] | www.linkedin.com/in/MarkMoeller94

Education

MASTER OF PUBLIC POLICY AND ADMINISTRATION | MAY 2022 UNIVERSITY OF TENNESSEE

In depth analysis of Public Administrative Decision Making, Budgetary Research and Analysis, Organizational Internal Controls, Tennessee Law surrounding Municipalities, the Policy Process, and Quantitative Policy Analysis.
Experience using STATA, SPSS and Excel Plug-ins.
Classwork included hands on experience reviewing ACFRs and forecasting revenues and expenses.

BACHELOR OF ARTS IN ECONOMICS, MINOR IN POLITICAL SCIENCE | DEC 2016 UNIVERSITY OF NORTH FLORIDA

Formulated innovative economic policy recommendations and presented to eight federal and international agencies in D.C. regarding Arctic policy.
Led the study of economic benefits of further trade routes weighted against the costs and environmental impact.
Article "*U.S. needs stronger policy in the Arctic*" published in the Florida Times Union.
Conducted quantitative monetary research using federal data.
Studied Financial Accounting, Game Theory, Calculus, Labor Economics, Macro and Microeconomics.

EXCHANGE STUDENT | 2015 TECHNISCHE HOCHSCHULE UNIVERSITÄT, COLOGNE, GERMANY

Studied International Business and Trade Theory with an emphasis on the European Union and United States.

Certification

CERTIFIED MUNICIPAL FINANCIAL OFFICER | MAR 2023 TENNESSEE COMPTROLLER TO THE TREASURY

Knowledge of Cash and Grant management, Purchasing and Risk management, and Municipal Accounting.

Experience

TENNESSEE COMPTROLLER TO THE TREASURY | LEGISLATIVE AUDITOR | AUG 2022-CURRENT

Conducted interviews with Commissioners, Assistant Commissioners, and Division Employees in Tennessee governmental organizations. Crafted memos to document understanding of organizational processes. Reviewed standard operating procedures and internal control practices for effectiveness. Verified organizational compliance with Tennessee rules and regulations by recreating account reconciliations, and documented and presented issues to Assistant Commissioners and Organizational Controllers.

EAST TENNESSEE DEVELOPMENT DISTRICT | CONTRACT EMPLOYEE | DEC 2021-AUG 2022

Assisted in filling environmental impact forms and CDBGs. Verified municipality agendas were published in the town newspaper to ensure civil engagement and ensure compliance with Tennessee sunshine laws, and spoke with public officials around East Tennessee regarding project progress.

BRIDGE REFUGEE SERVICES | VOLUNTEER | JAN 2021-AUG 2022

Provided transportation to English language classes, moved furniture into apartments, cleaned apartments, purchased groceries for new refugee families. Lessened culture shock of moving to a new country by being a first friend and assisted in the creation and development of community.

21ST MORTGAGE | LEAD CREDIT ASSISTANT | DEC 2017-AUG 2021

21ST MORTGAGE | INSURANCE ESCROW REPRESENTATIVE | MAY-DEC 2017

Communicated with applicants and mobile home dealerships regarding application requirements and credit decisions. Reviewed applications for completion, took on additional responsibilities in home valuations, and analyzed escrow account trends to forecast future balances.

DANIEL FINZ

Joanna Flores

From: Daniel F. <dfinz954@gmail.com>
Sent: Sunday, June 11, 2023 10:03 PM
To: Joanna Flores
Subject: Letter of interest and resume for the City Manager Position
Attachments: Daniel Cover Letter Opa-locka.pdf; Resume. Daniel Finz 6.9.23.pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hello Ms. Flores,

I am pleased to submit my cover letter and resume for the position of City Manager for Opa-locka. I very much look forward to the opportunity of discussing with you my background and qualifications for this position, if interviewed. If you need any additional information (references/recommendation letters, etc), please let me know. Thank you for your time and consideration.

Sincerely,
Daniel Finz


Daniel Finz

Purcellville, VA 20132

June 11, 2023

Dear Sir/Madam,

For the past few years, I have been working outside local government in the marine infrastructure, construction, and development industries. I intend to return to my former profession in local government, utilizing the skills I have acquired recently in the private sector. I believe having a background in both the private and public sectors could be beneficial to the City of Opa-locka.

I have ten years of public and private sector management experience and a Masters Degree in Business and Public Administration. I am attracted to this position because of my belief in public service, my passion for helping local government achieve their goals, and my desire to advance my professional career.

In addition to my actual local government experience, I have worked as a Senior Management Consultant for the Finz Company, a local government consulting firm which has worked with several jurisdictions in the Commonwealth of Virginia.

My previous roles included Town Manager of Lawrenceville VA (population 1,500), and as the Assistant to the City Manager in Manassas Park, VA, a full service rapidly growing City of over 17,000 residents located in the Washington D.C. Metro area. Prior to that time, I worked as an Assistant District Manager in Florida, administering 20 Community Development Districts (Special Taxing Districts), as well as managing several Master Planned Communities with a total population of approximately 15,000 residents.

I served in the U.S. Marine Corps Infantry with an honorable discharge after four years of service to our country.

My skills include Operations, Performance Management, Strategic Planning, Succession Planning, Finance and Budgeting, Economic Development, Public Safety, Project Management, Emergency Management, and Operations support for Water and Wastewater.

I know that I will bring great energy as well as a strong work ethic to the city. I was raised in Broward County. I have a brother who is a Paramedic/Firefighter/Instructor for Marion County. In addition, I've been in several emergency management operations (EM/EOC) roles off the Atlantic Coast, other bodies of water, as well as having knowledge of nearby lands and waters.

Thank you for the opportunity to apply for the position of City Manager of Opa-locka, Florida. I can be reached at [REDACTED] or via email at dfinz954@gmail.com. I look forward to hearing from you soon.

Sincerely,
Daniel Finz

Cell: [REDACTED]**E-Mail:** Dfinz954@gmail.com

SUMMARY

7-10 years of Local Government experience, including serving as a Town Manager, Consultant to Town's, Assistant to City Manager of full-service City's. Managed and directed several Special Taxing Districts, Master Planned Communities, and Departments in the Public Sector. Worked with several elected officials on many local government related issues. My expertise lies in the following areas:

- | | |
|------------------------------------|---------------------------------|
| - Operations & Project Management | - Utilities/Facility Management |
| - Field Supervision/Emergency Ops | - Financial and Budget Analysis |
| - Code Enforcement and Compliance | - Strategic Planning |
| - Leadership & Succession Planning | - Economic Development |

EDUCATION

- **Strayer University**, Loudoun County, VA. Master's Degree, MBA/MPA, Graduated with Honors in Public Administration, GPA 3.83, June 2016
- **Auburn University**, Auburn, AL, Bachelor of Liberal Arts, Criminology, Dec. 2008

EXPERIENCE

Senior Management Consultant/Town Manager 2019-2022 pop: 1,500

As an independent consultant to Local Government working for Finz & Associates, a consulting firm specializing in local government services, I worked with several jurisdictions in the Commonwealth of Virginia, including Loudoun County, Prince William County, Brunswick County, the Towns of Lovettsville, Hamilton, Quantico, and Lawrenceville, Virginia. With the Finz Company, I have worked on several projects in various municipalities since early 2019 and have been performing consulting services including evaluating and reorganizing operations, establishing priorities with elected officials to implement cost effective strategies.

The Town of Lawrenceville, Virginia, in early 2020, hired me as Town Manager to serve on an Interim basis to provide operational support and management to the Town including managing several departments with a total of 40 employees. My duties and accomplishments during my tenure with the Town included:

- Updated Employee Manual developed a performance evaluation system, organizational structure and chart and proposed a restructuring of Town Administration offices, duties, and responsibilities for more efficient and cost-effective operations.
- Oversaw the constitutional officer positions of Town Treasurer and Town Clerk
- Identified and implemented several Grant opportunities to increase Town funding.
- Upgraded Information Technology for Town (hardware and software)
- Evaluated Water and Sewer agreements between County, the IDA, and Town of Lawrenceville and prepared recommendations as to how to proceed and consolidate agreements.
- Served as Town Liaison on Brunswick County Committee to reevaluate Water and Sewer Contracts with the IDA
- Evaluated Water and Sewer capacity in order to promote future Economic Development.
- Coordinated with Planning Commission to present alternative proposals for the Town's Streetscape Project
- Participated in the recruitment of several businesses on behalf of the Town.
- Met with existing businesses to maximize business retention at a time of economic downturn.
- Planned, prepared, and initiated the bid and construction management for capital improvements, including pedestrian walkways and Water and Wastewater infrastructure.

- Facilitated discussions and coordinated economic development/Planning and Zoning efforts with Brunswick County and IDA regarding future use of the vacant HBCU parcel and commercial parcels.
- Completed an Economic Development Marketing Package including a revitalization plan, a Town branding program, and future contact list.
- Initiated a Town Branding Program for use on Vehicles, Town Signage, Apparel/Uniforms, and Letter Head
- Prepared a COVID expenditure plan and distributed COVID funds with the Town Council authorization.
- Initiated a Capital Improvement Plan, defining future projects, funding sources, and responsible parties or agencies.

Assistant to City Manager, City of Manassas Park, VA 2018 – 2019 pop:16,500

Served under the City Manager for Manassas Park, VA, a full-service municipality with a budget of over \$89M. Took the lead in strategic planning and performance management working with departments and doing outside research. Assisted the City Manager on a Downtown development project – engaging developers, managing marketing firms, and attending business meetings. Only Assistant to CM under newly developed Financial Plan to Improve Bond rating and Increase Reserves. Work Performed is as follows:

- Policy Analysis and Legislative Research
- Economic Development Analysis
- VEDP Block Grant and managing other State and Federal Monies
- Fleet analysis- conversion to consolidated lease program
- Demographic Research/Comprehensive Plan Analysis
- Social Services Facility Project Manager for Public Private Partnership
- Co-Managed the Emergency Operations Center during Hurricane Florence

Assistant District Manager, Field Services Manager, Governmental Management Services of South Florida, Public Infrastructure Management 2016 – 2018 pop: 15,000

Reported to and served at the pleasure of five-member elected Board's of Supervisors. As a member of the Management Team, I worked alongside the District Engineering Firm, the District Counsel, and Field Supervisors to manage assets, operations, and debt service for each District ranging from \$50,000 to \$15 million in assets. In addition, supervised and managed the field services for these 15 Community Development Districts (CDD) and Master Planned Communities in Miami-Dade, Broward, Palm Beach, Orange, and Osceola Counties. This included the operation and maintenance of a number of Clubhouse facilities, Public Parks, Roads, Lakes, and other parcels of land. The total population of all of these Districts was about 15,000 residents, with about 7,000 landowners of commercial, residential, and industrial properties.

- Planned, organized, and presented Capital Improvement Projects, proposed budgets to the Board, managed finances and worked with the District Engineer and District Counsel to manage development contracts
- Responsible for Field Operations including supervising team members performing operations and maintenance of Public Parks, Lakes, Roads, and Public Facilities.
- Project Coordination, Financial Analysis for Bonds.
- Implemented Capital Improvement Projects- Project Management.
- Responsible for preparing agendas/packets for monthly Board Meetings.
- Annual Hurricane Preparation.
- Maintained a safe and aesthetically pleasing community for 15,000 residents.
- Refinanced public infrastructure bonds generating savings to the community.
- Economic Development, including acquisition, financing and construction of residential and non-residential facilities
- Code Enforcement; including review, interpretation of governing documents, identifying violations, issuing citations, and pursuing enforcement

Community/Portfolio Manager, Property Management People, Inc, Frederick, MD 2015 – 2016 pop:5,000

Served as the Management of staff and contractors providing services to six communities in Northern Virginia (5K residents) including O&M, project management, emergency services, trash removal, security, etc. Prepared budgets, financial reports, management reports, contracts for approval, etc. Operations management for both public safety & for clearing snow from roads.

Site/Facilities Manager, Fimiani Development Corp, Opelika, AL (Sagauhatchee Square Plaza) 2014 – 2015

Redevelopment, Operations, and Maintenance support for a regional shopping center in East Alabama.

Independent Contractor 2010 – 2014

Worked on several projects while in the USMC Reserve, including but not limited to services in the Trades of facilities management, boat mechanics/commercial fishing, boxing and martial arts, carpentry, and private security.

Lance Corporal (LCPL), United States Marine Corp Reserves 2009 – 2013

As a Marine, I went to various schools and specialized training for deployments. I was a machine gunner in a squad of Marines and served as a fire team leader. Specialized in weapons, mountain warfare, and land navigation.

Owner/CEO, FBL Security, Auburn, AL 2005 – 2008

Operations, CAO, Chief Financial Officer, and New Business Development.

TIM DAY

Joanna Flores

From: Tim Day <timday1212@gmail.com>
Sent: Tuesday, June 13, 2023 1:16 PM
To: Joanna Flores
Subject: Manager Applicant
Attachments: CityOfOpalocka2023.pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hi Ms. Flores,

I appreciated the phone call earlier today, you seem so nice. I have attached my resume, cover letter, and references for the Mayor and Commissioners review. Should you need anything further you only have to ask...

Congratulations on your children's success and be proud.....Kids will never admit it but we all have a part in it..... lol

Respectfully,
Tim Day


Timothy J. Day

Cape Coral, Florida 33909

Honorable Mayor and Commissioners City of Opa Locka,

I would respectfully ask that the Mayor and City Commission consider me for the current city manager position for the City of Opa Locka. My sincere interest in this position is because I have a passion to make communities I serve better. The residents and City Commission deserve nothing less than a manager that has the desire to serve its people and the compassion to truly understand their issues. This is not a buzz word, when any issue affects the people of a community the manager must be the driving force who finds alternatives to solve the issue. Quality of life must be regarded as the top priority and meeting with residents and groups is the only way I know to stay in touch with what is affecting the community. I am not the type of manager who sits in an office making decisions without feeling how those decisions affect our people. One of the city's greatest assets is its employees and understanding their positions is vital to the functioning of all staff. The motivation of staff is paramount to doing a job that exceeds expectation and not just putting their time in because they feel nobody really cares. I have direct experience of working with members in every department and listening to employees and acting on ideas that they have that make more sense. I do not believe that any one person has the answers to all issues but eliciting ideas from the community and employees demonstrates government cares. Over the course of the last year, I have been through the City of Opa Locka many times and I have seen positive changes but realize there are challenges ahead. My goal if fortunate enough to become part of the community would be to work closely with the Commission to work through issues. I would want the Mayor and Commission members to always feel free to contact me immediately when they have a concern or issue, not waiting to speak at a meeting.

My background is very diverse, having served in law enforcement, elected official, city/town manager and as a community association manager. I have the ability to manage every municipal department because I have done it. Although my elected experience comes from being part of an extremely large community, Cape Coral 200k population. My city/town manager experience comes from working in smaller communities. In smaller communities the manager must be a hands-on person who cannot pass the buck to staff members and takes responsibility. The manager must be able to step in when necessary to manage departments under their supervision, I have that ability.

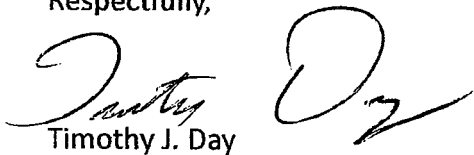
I gain personal satisfaction from seeing an idea evolve from a thought to the project coming to fruition. Over the years I have successfully written dozens of grants which brought in a large amount of funds to make the communities I served a better place. I am sure I would be able to do the same here in the City of Opa Locka.

Currently, I am managing 6 taxing districts in the State of Florida in the Broward and Dade counties. Those communities have a total general fund of over 60 million dollars, and I report directly to the Board of Supervisors and manage the same activities a city/town manager would manage. The only exception is I am not responsible for police/fire services in those taxing districts. I manage everything from a municipal utility district to a large commercial industrial district.

Over the course of my years of service in the State of Florida I have managed through the difficulties of hurricanes and even a tornado. That experience is significant because getting life back to a semblance of normalcy after a major event reduces the fears of our residents. The public can never believe we are in a state of turmoil because it only adds to the difficulties.

If you decide to advance me further in the selection process, I want to promise the Mayor, Commissioners and residents that I will always demonstrate the highest level of respect and service each day. I would consider it an honor to speak with the Commission further over my credentials.

Respectfully,


Timothy J. Day



TIMOTHY JAMES DAY

Cape Coral, FL 33909

timday1212@gmail.com

ADMINISTRATOR CITY/TOWN

Demonstrated leader with more than 30 years of experience directing programs and teams to achieve goals and objectives by ensuring organization standards of performance are developed and met. Having experience in many different areas: City/Town Manager, Law Enforcement/ Fire Management, and as a Community Association Manager has allowed me to gain expert management and leadership skills. Leading the day-to-day operations of facilities and programs include budgeting, human resources, and organizational planning. Results-driven professional with a history of driving decision-making and process improvements to boost the bottom line or solve issues. Coaching teams on responsibilities and policies to ensure procedural compliance while ensuring the public comes first.

- Financial Transactions
- Operations Streamlining
- Process Improvements
- Administrative Procedures
- Capital Improvement Projects
- Business Development
- Problem Solving
- Conflict Management
- Attention to Detail

Licensed Community Association Manager CAM39746
Real Estate Sales SL3433381

PROFESSIONAL EXPERIENCE

Special Taxing District Manager District Manager

06/2022 - present

Currently I serve as the District Manager for 6 Special Taxing Districts in Palm Beach, Broward and Dade Counties. The districts have an elected board of supervisors that represents each district. These boards are responsible for public funds and function exactly how any other city or town governments function. As the district manager I am the chief employee of the Board of Supervisors and currently I have approximately 62 million dollars in General Funds under my supervision. My responsibilities are design and administration of the budget, staffing, land use, contractors and staff. My employer is the Inframark Corporation who contract with these districts for services.

CITY OF BOWLING GREEN, FL City Manager-Interim

04/2021 - 11/2021

I was the Interim City Manager of the City of Bowling Green. I was responsible for all city departments, police, public works, utilities, HR, recreation and finance. During this time, I was very active in obtaining grants for the city from state and federal agencies as well as managing all staff and budget. I did not accept the position on regular status although it was offered. In early November I was able to find the commission another city manager that was satisfactory to their needs.

COMMUNITY ASSOCIATION MANAGER,

8/2017-2/2021

I have been managing commercial and residential property for more than 12 years full/part-time. I am licensed as a Community Association Manager in the State of Florida and I have managed an R.V. Park, Homeowners Associations, Condominium Associations and a Co-Op. I had over 1097 condominium units under my responsibilities and served as the General Manager of Seven Lakes Golf and Tennis Community and Orange Harbor Mobile Home/RV Park. (Florida License CAM39746)

TOWN OF MELBOURNE BEACH, FL Town Manager

2015 - 2017

I served as the Town Manager of Melbourne Beach, Florida. I am responsible for all aspects of government, Police, Fire, Public Works, Parks, Human Resource, Grants and Budget. I have re-written the towns Policy and Procedure Manual, Updated the Land Development Code, re-designed the Computer System, re-organized the Fire Department and made many upgrades to the physical environment I have also developed a comprehensive Capital Improvement Plan which

was never been done prior to my appointment. I have also implemented an employee evaluation process which highlights employee strengths and weaknesses. During my tenure the Public Works Director left his position and I assumed the role of Public Works Director along with being the Town Manager. I worked with FEMA, St. Johns Water District, Army Corp of Engineers, Department of Environmental Protection, and Florida Department of Transportation.

TOWN OF GREENVILLE, FL**2015****Interim Town Manager**

I served as the Interim Town Manager for the Town of Greenville, Florida. I am responsible for the following areas of government; Budget, Personnel, Water, Sewer, Human Resources, Fire Department, Parks, Garbage Removal, Economic Development and Cemetery. I am also responsible for grant writing and proposals. During my tenure I have also made important recommendations in the CDBG application was recently approved. I was also approved for an FDOT grant application on 9/24/2015. My goal for this position was to develop upgrades which I accomplished, and it was not to be there long term. The Town Council wanted this position to be Part-time and I wanted a Full Time Position. I was offered the position but declined.

SOUTHWEST FLORIDA PUBLIC SERVICE ACADEMY, Fort Myers, FL**2002 – 2012****Director**

Accountable for managerial, operational, and administrative duties for the program as well as establishing standards of performance for all staff members across counties such as Lee, Collier, Charlotte, Hendry, and Glades.

- Developed and managed an adopted budget of \$ 5.5 million-plus, directing all financial transactions accordingly
- Supervised 140 full and part-time staff including law enforcement, firefighter, and corrections officers
- Achieved numerous perfect financial audits and performance audits through detailed reporting and processes
- Led all human resources functions for staff including coaching, evaluating, hiring, and firing

CITY OF CAPE CORAL, Cape Coral, FL**2000 – 2009****City Councilman/Mayor Pro-Term**

Lawfully governed the city of more than 163,000 residents and 1,600 full-time employees as an official elected to serve two consecutive terms. Reviewed and approved total annual budget of more than \$500 million as well as set the tax levy.

- Established and modified goals and objectives for the municipality
- Responds to constituent requests for information or assistance with problem resolution
- Formulated policies, developed programs, and sponsored laws to solve current and future issues
- Instrumental in leading large-scale land use changes to attract businesses to the area

FLORIDA DEPARTMENT OF LAW ENFORCEMENT, Fort Myers, FL**1997 – 2002****Regional Field Representative**

Served as a liaison for law enforcement agencies with a focus on implementing administrative and leadership processes to improve operations.

- Created the Marco Island Police Department, drafting policies, procedures, and execution schedule
- Developed and implemented new programs for collecting, using, and verifying criminal justice data
- Led management studies and surveys of criminal justice programs to identify improvement areas
- Supervised new hire training and certification of more than 5,000 officers and reviewed all records to ensure compliance with federal and state laws

CITY OF PROVIDENCE RHODE ISLAND, Providence, RI**1985 – 1996****Police Officer**

Ensured effective operations while serving in numerous roles, including Patrol Officer, Organized Crime Division Office, and Administrator - during which I worked directly with the Police Chief to establish policies and procedures.

- Received numerous awards and commendations including Lion's Club Police Officer of the Year for saving 16 people in a burning house fire, and the American Legion Metal of Valor

STATE OF RHODE ISLAND PARK POLICE, RI**1983 – 1985****Police Officer**

Law enforcement officer charged with performing uniform patrol duties across state parks, beaches, and campgrounds.

EDUCATION & CREDENTIALS

Bachelor of Arts , Rhode Island College, Providence, RI
Associate of Science in Administration, Roger Williams University, Bristol, RI
Florida Licensed Community Association Manager, #CAM39746
Florida Certified C.J.S.T.C. Instructor
Florida Certified Guardian
Certified Police Officer in Rhode Island & Florida

AWARDS & DISTINCTIONS

Florida Department of Law Enforcement Flawless Audit: 2002, 2004, 2006, & 2008
Florida Department of Law Enforcement Award for Outstanding Performance
Lions Club Police Officer of the Year
American Legion Metal of Valor
Providence City Council Certificate
Department Commendations (Four)

PROFESSIONAL AFFILIATIONS

Florida Domestic Security Task Force-appointed by Governor
Boys Head Soccer Coach Oasis Middle School
Cape Coral Soccer Association Coach/Board of Director
Member of Southwest Florida Police Chiefs Association
Certified Criminal Justice Standards and Training Instructor
Florida Training Center Directors Association
Metropolitan Planning Organization
Southwest Florida League of Cities
Cape Coral Transportation Advisory Committee
Little League Baseball Coach
Edison College Criminal Justice Advisory Board
Space Coast League of Cities-Director
Brevard County School District Capital Improvement Committee
Space Coast Public Managers Association
Space Coast League of Cities

REFERENCES

Ms. Nancy Wilson	Town Clerk, Lady Lake	[REDACTED]
Mr. Cliff Repperger	Attorney	[REDACTED]
Ms. Barbara Crowley	Ret. Lee County School District	[REDACTED]
Ms. Elizabeth Mascaro	Town Manager, Melbourne Beach	[REDACTED]
Jerry Dejonge	Ret. Tampa Police/Police acad. Director	[REDACTED]
Ivetted Basora	FDLE	[REDACTED]

JOHN E. PATE

Joanna Flores

From: John E. Pate M.S. <john.edward.pate@gmail.com>
Sent: Friday, June 16, 2023 7:56 PM
To: Joanna Flores
Subject: City Manager Search - Applicant
Attachments: City Manager Executive Profile John E. Pate (Package).pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Ms. Flores,

Please see the attached letter of interest and resume for the position of City Manager.

Kindest Regards,

John E. Pate, M.S.

John E. Pate, M.S.

Chicago, IL 60652 | [REDACTED]
john.edward.pate@gmail.com
www.linkedin.com/in/JohnEPate

TARGET POSITION: CITY MANAGER

Community Development | Public Safety | Economic Development

Innovative, forward-thinking law enforcement executive administering cumulative \$37.8M budget, planning issue resolution, developing policy and procedure, and leading 1,889+ staff members.

January 31, 2021

Dear Search Committee:

Do you sometimes wonder what strategic plans will result best in improving issues in the community?

As a law enforcement executive with a 10-year trajectory in **city management and public safety**, I would like to execute proven strategies to reduce or eradicate community issues. Together with a 15-year military background, my wealth of applied and results-oriented expertise would be ideal in the capacity of a public or private sector executive. While working at the second largest sheriff's office in the country, I led the organization to resolve **operational, fiscal, and personnel issues**.

Addressing issues, such as youth services and emerging matters involving the legalization of cannabis have been a part of my agenda in collaboration with 60 other government entities. Through well-honed leadership and communication tactics, I have produced a trail of achievements recognized by respected professionals included on my reference list.

A few examples of results I have produced include:

- **Led village to recover \$6.7M a year and acquired funding** for economic development incentive purposes by transforming resident and stakeholder loss of faith.
- Selected for competitive conference consisting of 50 attendees **focused on police and youth engagement** regarding school to prison pipeline, youth advisory council, and moderation of challenging conversations.
- **Decreased death in custody incidents 75% and reduced legal liability related to avoidable incidents 47%** by serving key role in audit/review of "Death in Custody" process.

How will this benefit you? As I spearhead several departments including police, fire rescue, and information technology, I am chosen to **represent the organization in meetings with the mayor, board of trustees, stakeholders, and federal agencies**. During these meetings, I have the opportunity to present budget administration and cost-saving strategies to increase funds.

I invite you to call me to talk more about how I can use my achievement record of working on complex policy, projects, and programs as a public or private sector executive at your organization. In the meantime, I have enclosed bottom-line results and my professional achievements on my resume for you to review.

Sincerely,

John E. Pate

John E. Pate, M.S.

P.S. You can learn more about me at LinkedIn – www.linkedin.com/in/JohnEPate.

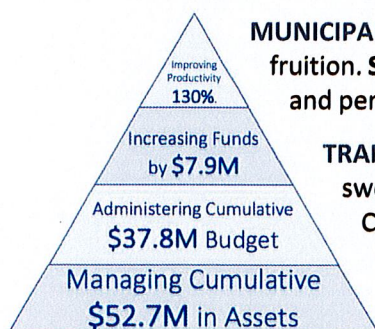
JOHN E. PATE, M.S.

MUNICIPAL GOVERNMENT EXECUTIVE

*Quoted on
The Miami
Times,
The Miami
Herald, &
Chicago
Tribune*

COMMUNITY DEVELOPMENT | PUBLIC SAFETY | ECONOMIC DEVELOPMENT

9 years managing cumulative **\$52.7M in assets**, increasing **funding by \$7.9M**, & improving **productivity 130%**.



MUNICIPAL GOVERNMENT EXECUTIVE optimizing solutions and spearheading projects towards fruition. **Sought after by committees and department heads** for advice regarding, operational, fiscal, and personnel issues.

TRANSFORMATIONAL AND DIVERSIFIED leader training 1,889+ uniform and non-uniform, sworn and non-sworn police officers. Served as police inspector (deputy director) at Cook County Sheriff's Office, **2nd largest county sheriff's office in the country consisting of over 6,900 employees**. Overhauled police department by replacing underperforming Command Staff including Chief of Police.

BUSINESS ACUMEN: Unlocked problems involving **\$45M in fiscal management** and **138+ member workforce operations**. **Improved relationships between city administration and State of Florida** through continuous communication with Governor's Office and appointed Financial Emergency Board. **Remained fully staffed without lay-offs** in spite of \$600,000 in lost revenue during pandemic.

OPERATIONS IMPROVEMENTS: Revitalized **operational effectiveness across 29 divisions**. Spearheaded update for procurement procedures including legislative ordinance. **Implemented checks and balances** for staff accountability. Enforced performance reporting system with quarterly achievement evaluations.

The Miami Times

BUDGETS ON THE BRINK

Local governments avoid layoffs as COVID-19 bleeds reserves

Source: Miami Herald, John Pate, Times Contributor, March 9, 2020, accessed March 9, 2021.
Opa-locka's City Manager, John Pate, also said his city's reserves have come in handy. Opa-locka lost about \$600,000 in revenue that it would have otherwise received without the pandemic, but it has neither laid off employees nor cut services so far. Pate expects the city's reserves to cover both services and salaries next year. He does not, however, rule out the possibility that budget cuts may be necessary as the pandemic continues to impact revenues in the long term.

Business administration skillset includes: Workforce Management / Diverse Business Portfolio / Administrative Functions / Organizational Operations / Negotiation Skills / Budget Analysis / Performance Improvement

CAREER TRAJECTORY

CHIEF ADMINISTRATIVE OFFICER (CITY MANAGER) & DIRECTOR OF PUBLIC SAFETY, City of Opa-Locka, FL, 10/2019 to 1/2022

Miami Herald

As COVID-19 rages on, this Miami-Dade city continues to fight for its financial life

Pate, the city manager, said the city has not had to furlough or lay off any workers amid the pandemic. But the economic downturn will ultimately affect Opa-locka's tax revenues, said Pigatt, a concern [shared by cities across South Florida](#).

*Chosen for delivering results with **strong business focus, financial eloquence, and operations strategies**. Collaborated with Mayor, Vice Mayor, and Commissioners on finances, infrastructure, and operations. Managed COVID-19 pandemic, flooding emergencies, and community crime. Lead 180 employees. Administer \$45M budget.*

- Administered **\$89M in resources to create efficient growth** in finance, infrastructure, and operational audit.
- Negotiated **\$5.2M release of bank-retained surplus funds** resulting from financial emergency city status leading to defaulted municipal bonds.
- Created **additional \$2.5M in revenue-generating source** for enterprise fund by discovering inefficiencies in wastewater billing through storm water utility rate study conducted in October 2019.
- Projected to invest **\$1.8M to upgrade technology infrastructure** hardware and software throughout five years for city-wide improvements to support operations and business administration.
- Directed **sidewalk infrastructure project for all residents, \$0.6M budgeted for FY 20 and FY 21, with potential for additional \$1.1M** towards end five-year plan, adhering to Americans with Disabilities Act (ADA) guidelines.

Miami, FL 33179 | [REDACTED] | john.edward.pate@gmail.com | www.linkedin.com/in/JohnEPate

*Improved performance measures and addressed concerns expressed by 35% staff members, 5 elected officials, and 8 citizens groups. **Removed city from state of financial emergency** after five-year collapse and multi-million-dollar delinquency. Received Florida Governor's Designee full approval for five-year financial management plan and Fiscal Year 2021-2022 budget without modification. Created financial blocks to preserve and grow reserves in preparation for future issues.*

- **Reorganized citywide staffing of 140 members** including finance, building and licensing, and code enforcement, implementing staff accountability standards following 99 findings from State of Florida Auditor General audit.
- **Reduced staff turnover by 80% and revamped city compensation plan increasing staff salaries by 10%** over 5 years removing city from ranking at the lowest for staff pay rates.
- **Negotiated 50% release of restricted cash from City National Bank** for use in city operations while completing annual budget, fiscal year 2019 to 2021 submitted by Ordinance to Governor's Designee.
- **Brought in 15% in funds** by overseeing Annual Municipal Compliance Reports, fiscal year 2019 to 2020 submitted to Citizen's Independence Transportation Trust (CITT) regarding ½ Cent Penny Tax Distribution to Municipalities.
- Spearheaded 8-member team for **certification on TRIM Legislation in Compliance with FY 2019-2020 Florida Department of Revenue**, ensuring city access to hundreds of thousands of funding otherwise withheld from city.

Village of University Park, University Park, IL, (9/2015 to 10/2019)

CHIEF ADMINISTRATIVE OFFICER (CITY MANAGER) & DIRECTOR OF PUBLIC SAFETY (8/2017 TO 10/2019)

CHIEF OF POLICE (9/2015 TO 8/2017)

*Brought on board to tackle malfeasance, misappropriation on tax dollars, and theft of services. Charged with **overturning operating budget from negative \$1.7M to \$296K deficit**. **Cultivated superior award-winning staff**. Report to mayor and board of trustees. Led 89 members in departments including police, fire rescue, and information technology.*

Quoted 3Xs in 2018 on Chicago Tribune regarding tax increment financing (TIF) operations and auditing.

- **Discovered 35%/\$14M in questionable bank transfers unjustified based on Tax Incremental Financing laws** via forensic auditing firm.
- **Led village to recover \$6.7M a year** and acquire funding for economic development incentive.
- **Acquired, managed, and maintained \$52.7M worth of assets** including 15+ vehicles, computers, and servers to improve municipal infrastructure and to protect stakeholder(s) interest.
- **Yielded 180° transformation in staffing issues during 18-month period and captured fiscal liability upfront** by collaborating with three collective bargaining units consisting of 16 to 18 members per unit.
- **Drove overall staff productivity about 73%** by re-engaging staff through team building, interdisciplinary work, and direct leadership, leading by example and applying creative management measures.



POLICE INSPECTOR (DEPUTY DIRECTOR), Cook County Sheriff's Office, Chicago, IL, 11/2010 to 9/2015

***Second largest sheriff's office in the country.** County government organization with departmental budget of \$91.6M and 4,500+ employees. Supervised 15 to 35 investigators charged with conducting administrative and criminal investigations. Reported to executive director, supervised 1,800 law enforcement and civilian members based on operational priorities.*

- **Increased productivity 57%** by improving operational and administrative strategy, converting hostile environments into cooperative communities conducive to law enforcement and police-community relations.
- **Reduced risk management issues by 35%** and implemented change by addressing historically catastrophic issues including addressing fiscal inefficiencies, lack of direct supervision, and non-adherence to policies.
- **Identified 149 non-compliance issues** through random sampling based on nationally recognized audit and inspection strategies before spearheading reorganization process.
- **Eliminated compliance violations by 61%** in security breaches outside and within Cook County Sheriff's Office (CCSO) computer network by acting as principal writer of the Criminal Justice Information System Policy.

- **Decreased death in custody incidents 75% and reduced legal liability related to avoidable incidents 47%** by serving key role in audit/review of "Death in Custody" process, advising 20 senior management on causation.
- **Reviewed 85 to 110 incidents per year** from inception to completion to ensure all procedures were followed and no employee misconduct occurred, reducing the totality of annual incidents.

POLICE LIEUTENANT (OPERATIONS & ADMINISTRATION), Village of Phoenix, Phoenix, IL, 3/2007 to 11/2010

Municipal government. Selected to reduce high crime and shortage of law enforcement personnel. Reorganized agency from top to bottom focusing on administration, operations, and professional development. Reported to chief of police.

- **Established positive one on one relationship(s) with 2,300** town residents while increasing resident interaction and policing accountability.
- **Increased limited finances 35%** through grant opportunities and intergovernmental agreements allowing use of various equipment from local, county, state, and federal partners.
- **Improved investigation outcomes 45%** by emphasizing data-driven policing strategies along with crime mapping and other statistical resources using big data when more crimes were documented and reported on time.
- **Raised employee attendance 39%**, ensuring law enforcement personnel maintain legal mandated requirements and training, resulting in 100% compliance in law enforcement operations and administration.
- **Reduced violent crime 80% and property crimes 20%** by allowing officers to transition to proactive instead of reactive enforcement model.

ADDITIONAL LAW ENFORCEMENT

SPECIAL AGENT, Norfolk Southern Railway Company, Chicago, IL, 9/2012 to 9/2013

Intermodal rail transportation company. Recruited during major cargo theft and shrinkage to reduce theft and property crime. Reported to special agent in charge. Selected among two special agents to reduce cargo theft.

- **Reduced cargo theft and trespassing 35% within eight months** through data-driven policing strategies, police-community relation activities, and intergovernmental work.
- **Lowered insurance claims 40%** through intermodal carriers, preventing businesses from transferring to other railroads through major arrest of cargo theft group consisting of 8 people in collaboration with 13 members.

FEDERAL INVESTIGATOR, Equal Employment Opportunity Commission (EEOC), Chicago, IL, 11/2009 to 11/2010

*Charged with resolving equal employment opportunity (EEO) violations and investigations. Reported to supervisory federal investigator. **Increased efficiency 65% in case management and legitimate investigations** by reducing story manipulation, interviewing potential litigants before informing them of administrative and legal rights/responsibilities.*

MILITARY

UNITED STATES ARMY, Chicago, IL, Human Resources Operations Instructor/Manager, Captain, 2000 to 2015, Retired, Honorable Discharge, Recognitions: Army Commendation Medal, Army Achievement Medal, Army Presidential Unit Citation

EDUCATION, PROGRAMS, & AFFILIATIONS

MASTER OF BUSINESS ADMINISTRATION in Management, GPA: 3.7/4.0, Governors State University, University Park, IL, In-Progress

MASTER OF SCIENCE in Criminal/Social Justice Studies, GPA: 3.7/4.0, Lewis University, Romeoville, IL, 8/2014

BACHELOR OF ARTS in Interdisciplinary Studies, GPA: 3.6/4.0, Governors State University, University Park, IL, 12/2009

POLICE EXECUTIVE MANAGEMENT PROGRAM (Class# 44), Northwestern University, Evanston, IL, 2017

ENDURING, SURVIVING, & THRIVING AS LAW ENFORCEMENT EXECUTIVE IN 21ST CENTURY, Western Illinois University, Macomb, IL, 2016

TARGET POSITION: CITY MANAGER

Community Development | Public Safety | Economic Development

References

Dennis L. Donna

Senior Lecturer at Lewis University
Chief of Police, Retired; Mesa, AZ Police Department
Years known: 6 Years
Lewis University
[REDACTED], Romeoville, IL 60446
donnade@lewisu.edu
[REDACTED]

*"He is not only self-motivated, ... it is evident he is a leader, **taking on challenges and fixing problems** while providing people with a good example."*

Michael McGuigan

Commander
Years known: 6 Years
Bartlett Police Department
[REDACTED], Bartlett, IL 60103
mmcguigan@bartlett.org
[REDACTED]

*"In my opinion, the ability to self-reflect shows a **high degree of emotional intelligence**. I feel it is a trait necessary if an individual wants to become chief of police...One value that struck me the most was the emphasis he places on the **diversity he has at work**. Mr. Pate related that in such a large organization where culture, ethnic, gender, and race awareness is crucial."*

Lauren Anne Freeman

Assistant State Attorney
Years known: 9 Years
Cook County State's Attorney's Office
[REDACTED], Room 13B50, Chicago IL 60628
freebirdiv@sbcglobal.net
[REDACTED]

*"I have worked as an assistant state attorney for 27+ years and have worked with John in ... **complex and sensitive criminal cases** involving ... employee criminal misconduct. John's law enforcement skills ... are **superior to any criminal investigator** I have worked with."*

Carol A. Gibbs

LEADS Program Manager

Illinois CJIS Systems Officer

Years known: 6 Years

Illinois State Police

[REDACTED], Springfield, IL 62703

carol_gibbs@isp.state.il.us

[REDACTED]

*"Ensuring appropriate authorization and access to protected criminal justice information represents a major component of an agency's compliance responsibility. John Pate's **leadership, action-oriented, and problem-solving skills** contributed to the success of this effort, resulting in a high level of compliance with LEADS access policy."*

Henry Hemphill

Deputy Director

Years known: 9 Years

Sherriff's Office of Cook County

[REDACTED], Chicago IL 60608

henryhemphill@gmail.com

[REDACTED]

*"John has always been an **advocate for law enforcement training and development and community service**. He holds the highest level of integrity, leadership, professionalism, accountability, and commitment to service that I have had the honor to personally observe. He always has focused on and **ensured that the goals, mission, and values** of the Cook County Sherriff's Office are **met regardless of the circumstances**."*

EDWARD WALKER

DEAN

Joanna Flores

From: EW Dean <ewdeanholdingsllc@gmail.com>
Sent: Monday, June 19, 2023 12:45 PM
To: Joanna Flores
Subject: Opa-locka City Manager
Attachments: Edward Walker Dean Cover Letter.pdf; EDWARD WALKER DEAN Resume.pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Attn: Joanna Flores, City Clerk
City of Opa-locka

I have attached my resume and cover letter for the Opa-locka City Manager Position.

I am looking forward to meeting with you soon.

Sincerely,

Edward Walker Dean



Haines City, FL 33844

Edward Walker Dean

Haines City, Florida 33844

EdwardWalkerDean@gmail.com

Date: June 19, 2023

To Whom It May Concern:

I am writing to express my interest in the City Administrator position for the City of Opa-locka. I have extensive knowledge on the day-to-day operations related to administrations. I have over twenty years of experience working with local, state, and federal government, as well as private corporations to effectively represent municipalities and accomplish goals.

My work experience includes managing budgets, implementing policy changes, and creating strategic plans related to sustainability, economic development, and education. I am skilled at developing and cultivating an inclusive culture while also maintaining fiscal responsibility which are critical for the success and growth for any city. I am familiar with current trends, strategies, and technologies in municipal management.

My past experiences reflect my leadership qualities and how I have handled difficult and challenging situations making me an ideal candidate for the position. I am ready to take on any challenge that comes along with building a better community for everyone in the City of Opa-locka and look forward to the opportunity to come before the board and discuss the City Administrator position. Please call me at [REDACTED] or email me at (EdwardWalkerDean@gmail.com).

Best Regards,

Edward Walker Dean

EDWARD WALKER DEAN

edwardwalkerdean@gmail.com

Haines City, FL 33845

Summary

Proficient City Manager utilizing over twenty years of experience working with local, state, and federal government, as well as, private corporations to effectively represent municipalities and accomplish goals. Skilled at developing and motivating cross-functional teams, while supporting and enhancing operations, and maximizing individual department effectiveness. Familiar with current trends, strategies, and technologies in municipal management. A collaborator with a great work ethic and positive disposition.

Core Competencies

- Organizational Development & Management
- Program Developer & implementation
- Capacity Builder & Political Strategist
- Managing & forecasting budgets
- Critical thinker & active listener
- Advocate for knowledge sharing & idea generation
- Developing, evaluating, & improving systems
- Outstanding conflict & crises management
- Demonstrated public speaking & presentation
- Great organizational & coordination
- Able to make sound judgments & decisions
- Community revitalization & planning

Summary

10/2021 - 05/2022
City of Haines City
Haines City, FL

City Manager

Collaborated with community groups, government entities and general public to advance goals and operational effectiveness. Maintained full compliance with city ordinances, state and federal governments applicable to city operations. Planned, organized, directed, and managed all activities of City, and performed duties which included but were not limited to those contained in the City's Municipal Code. Upheld operational standards by evaluating current procedures and worked with Directors to adjust according to changing demands. Prepared recommendations and advised City Commission on matters about City services, needs and issues related to City affairs and items requiring legislative action. Coordinated, developed, and planned City goals, long-range plans, and developed workload indicators to measure progress toward goal achievement. Procured \$5.9 million for infrastructure from the Florida Legislature for wastewater systems improvements.

01/2008 - 09/2021
Edward Walker
Dean
& Associates, Govt
Liaison
Kissimmee, FL

Sr. Strategist

Procured over \$10 million in federal government appropriations, and several public and private grants. Developed funding strategic plan while studying funding trends and patterns for clients. Pursued public-private partnerships that produced quantifiable results. Secured meetings with key legislators, foundation decision-makers, and staff. Drafted congressional and private foundation concept papers and proposals.

10/2017 - 07/2020
Town of Greenville
Greenville, FL

Town Manager

Chief Executive Officer of the municipality. Hired staff and oversaw all administrative tasks necessary for town's operation. Retained consulting firm to organize and codify town's ordinances. Developed annual budget and supervised all city departments. Consulted with state government and local entities to develop strategic partnerships. Implemented first annual Greenville Day at Florida Capitol. Spearheaded development of municipal complex which would include full-line grocery store, senior citizens center, children's splash pad, and youth recreation center. Upgraded infrastructure by bringing online new wastewater treatment plant. Increased utility revenue by obtaining grant to convert 50% of community from septic tanks to town's sewer system. Implemented plan to convert town's volunteer fire department to paid, full-time dual certified firefighter-paramedic. Staved off closing of largest local employer, Greenville Elementary School, by utilizing crisis management skills.

4/2003 - 12/2008
Florida A&M
University,
Government Affairs
Tallahassee, FL

Director

Served as Chief Liaison between federal government agencies, congress, and private foundations, with academic institution's president and board of trustees.

Worked independently, and collaborated with university stakeholders to obtain over \$50 million in funding for federal government and private foundation initiatives. Funding organizations included, but not limited to United States Departments of Homeland Security, Housing and Urban Development, and Transportation. Drafted proposals, testimony, talking points, press releases, support letters, and presentation packages to support funding initiatives.

10/1997 - 3/2002

United States

Congress

Washington, DC

Sr. Policy Advisor & Special Assistant

Conceptualized, developed, and executed federal government legislative and executive branches strategic plans for three Members of Congress: U.S. Representatives F. Allen Boyd 97-98, Carrie P. Meek 98-99, & United States Senator Bill Nelson 2001-2002. Formulated their policy positions, initiatives, budgets, and messaging based on constituent needs, capacity, and current federal government trends. Received prestigious White House political appointment from President Bill Clinton in 2000. Served as Special Assistant to National Chairman of the Democratic National Committee during 2000 presidential campaign.

Education and Training

Columbus, OH

Master of Arts in African American Studies

Ohio State University

Tallahassee, FL

Bachelor of Science in Social Work – Honors

Florida Agricultural and Mechanical University

Accomplishments

- City of Haines City: Procured \$5.9 million for infrastructure from Florida Legislature for waste water systems improvements.
- Town of Greenville: Implemented first annual Greenville Day at Florida Capitol; Obtained grant to increase utility revenue by converting 50% of community septic tanks to town's sewer system; Implemented conversion of town's volunteer fire department to paid full-time dual certified firefighter-paramedic.
- Secured broadband grant for the City of Madison
- Florida A&M University: Collaborated with university stakeholders to obtain over \$50 million in funding for federal government and private foundation initiatives.
- Received prestigious White House political appointment from President Bill Clinton in 2000.

CHARNAY PEARCE - PUDDIE

Joanna Flores

From: Charnay Puddie <charnaypuddie@gmail.com>
Sent: Tuesday, June 20, 2023 11:51 AM
To: Joanna Flores
Subject: City Manager Position: Resume
Attachments: Cover Letter_City of Opa Locka .pdf; Manager Resume.pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Dear Joana Flores,

I am interested in Applying for the City Manager position with the City of Opa Locka. Please find attached my resume and cover letter for your consideration.

With at least a decade of experience in leadership, problem solving, instructing & presenting, communication, and adaptability I believe I would be a strong fit for this position.

Thank you for reviewing my resume. I look forward to hearing from you regarding the next steps.

Your sincerely,

Charnay Pearce-Puddie

Charnay Pearce

██████████ | Charnaypuddie@gmail.com | Miami, FL

June 20, 2023
City Manager
City of Opa Locka

DEAR HIRING MANAGER:

Dear Joana Flores,

I am writing to apply for the City Manager position. I am an educational professional with over a decade of experience supporting our organization through managing development programs, having excellent communication, building strong relationships, and teamwork. My experience as an educator has prepared me exceptionally well for the duties and responsibilities of the Management position at your company.

While at-a-glance, education and working in Management may not seem to be similar, I am writing you this letter to share with you the ways that I am a great fit for this position because of my experience in education. With my Educational Leadership Master's Degree, I have experience with developing projects, writing grants, managing programs, working with budgeting, and overseeing staff. In fact, in seven hours of the day, communicating with staff and students, I have proven my interpersonal communication, organizational, time management, critical thinking, and empathy skills countless times. I am deeply familiar with managing multiple, multifaceted projects at once, and maintaining an organized, timely workflow. This is something that I learned to do as an educator. At any given point in my day I am performing 1-on-1 and small group trainings, developing materials, collecting data, managing groups of people, and effectively communicating with my coworkers and supervisors.

Throughout my work, I constantly employ feedback methods to improve student engagement, retention, and relationship building. I use attention to detail in nearly every minute of my work.

I would be thrilled if presented with the opportunity to bring my skills and experience to the City of Opa Locka as a Manager. I am confident that I possess the skills, knowledge, and professionalism that your team is looking for. I look forward to hearing from you.

Thank you for your consideration.

Sincerely,

Charnay Pearce-Puddie

Charnay Pearce

██████████ | Charnaypuddie@gmail.com | Miami, FL

PROFESSIONAL PROFILE

Versatile, organized, supportive, coaching professional with 10+ years experience in leading engaging trainings, the delivery supporting the success of multiple multifaceted programs, as well as strategy, planning and design. I am looking forward to a position where I can continue to achieve overall company goals and exceed expectations, while continually learning.

EXPERIENCE

EDUCATOR

Sea Castle Elementary School, Miramar, FL | August 2016- Present

- Delivered staff training in groups and one-to-one, while adjusting to learning styles and abilities
- Planned a variety of programs from start to finish, all of which involved deadlines, milestones and processes.
- Supervised all staff involved in the classroom to improve processes, provide feedback and resolve complex problems.
- Communicated the duties, responsibilities, and expectations to a group of professionals.
- Managed excel spreadsheets records for data
- Managed multiple projects at a time, while remaining committed to promoting positive interpersonal relationships among staff members.
- Developed trainings with guidelines, course materials such as visuals and handouts
- Administered training programs and mentored new teachers

EDUCATOR

Sunland Park Elementary, Sunrise, FL | August 2012- June 2016

- Collaborated with leadership and teammates on training and recruitment strategies, development plans, performance management, and engagement to improve retention rates by 14%.
- Studied and implemented findings from manager-generated reports to determine solutions, progress, and issues.
- Assisted with new student onboarding, and ensured all 26 enrollment forms were completed within 72 hours.
- Worked with class members 1-on-1 and in small groups to enhance student performance and expectations.

EDUCATION & CERTIFICATIONS

Master's Degree | Barry University| Educational Leadership | 2016- 2018

Bachelor's Degree | Florida State University| Family & Child Sciences| 2008-2012

KEY SKILLS

- | | | |
|---------------------------|---|----------------------------|
| • Strategic mindset | • Excellent communicator, both written and verbal | • Training & Design |
| • Project planning | • Team building | • Creativity |
| • Project management | • Leadership & Management | • Data Analysis |
| • Organization | • Leadership Development | • Empathetic |
| • Problem-solving skills | • Multi-tasking | • Analytical |
| • Instructor-led Training | | • Google & Microsoft suite |

KEMARR L. BROWN

Joanna Flores

From: Kemarr Brown <kemarrbrown@gmail.com>
Sent: Wednesday, June 21, 2023 10:11 AM
To: Joanna Flores
Subject: City Manager Candidate- Kemarr L. Brown
Attachments: Kemarr L.Brown-Letter of Interest.pdf; Kemarr_L._Brown_Resume-6.6.23.pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Good Morning Ms. Flores,

I trust this email finds you well. As required, please find attached my letter of interest and CV for consideration for the City Manager position w/the City of Opa Locka.

Should you have any questions, please do not hesitate to contact me.

Best Regards,

Kemarr L. Brown, M.A.I.A., LL.M.

Entrepreneur

Phone Contact: [REDACTED]

"To be great, you will be placed in situations that requires you to consistently come to a higher place within oneself. Decide to act and then actually take action." -Kemarr Brown



KEMARR L. BROWN

JUNE 21, 2023

Florida, United States

kemarrbrown@gmail.com

CITY MANAGER

City of Opa Locka

780 Fisherman Street
Opa-locka, FL 33054

Greetings Board of Commissioners,

I trust this email finds you well. By way of this correspondence, I would like to introduce myself and proffer my Curriculum Vitae (CV) for consideration for the City Manager opportunity with the City of Opa Locka.

As a former Assistant City Manager and Chief of Staff-Strategic Enterprise Program Manager for two municipalities in South Florida, one being the City of Miami, an organization with a \$1+ billion dollar general budget, I am well positioned given my 15+ years of experience in leading municipal organizations through large-scale strategic initiatives that leverages technological solutions to streamline processes and procedures for internal operations. My natural ability to meet people where they are and inspire them to buy into a transformative vision is unmatched. My ability to simplify and streamline complex issues and implement human-centric processes while ensuring employees have clarity on how they contribute is what sets me apart as a senior executive. In my most recent former role, I served as the Assistant City Manager-Chief Operations Officer, in conjunction with the City Manager, I administered a \$164+ million dollar annual general fund budget and a \$39+ million capital program, led the implementation of a new sanitation contract, negotiated bargaining agreements for civilian and sworn officers, oversaw the annual budget and timely ACFR regulatory process, oversaw and implemented strategic programs and projects, some of which were stalled for more than 8 years, led the legislative priorities in consultation with the City Manager and City Commission.

I am proud to be described as a disciplined, charismatic, innovative, results driven, bridge builder public administrator with extensive technical expertise in planning and zoning, permitting, code compliance, affordable housing, economic development, transportation, utilities (water plant management), vertical and horizontal infrastructure improvements, enterprise level program management, communication and process reengineering.

Upon review of my CV, should my professional background and skill sets align with what you are looking for in your next City Manager, I would welcome an opportunity to meet and discuss what I can bring to this role. I can be reached at kemarrbrown@gmail.com and [REDACTED].

Best Regards,

Kemarr L. Brown, LL.M MA,IA



KEMARR L. BROWN

CHARISMATIC, INNOVATIVE, RESULT DRIVEN PUBLIC ADMINISTRATOR WITH TECHNICAL EXPERTISE IN DEVELOPMENT SERVICES, ECONOMIC DEVELOPMENT, STRATEGIC ENTERPRISE LEVEL PROGRAM MANAGEMENT, COMMUNICATION & PROCESS REENGINEERING FOR STATE & LOCAL GOVERNMENT

Miami/Ft. Lauderdale, FL

kemarrbrown@gmail.com

www.kemarrbrown.com

CORE STRENGTHS + ATTRIBUTES

15+ years in State/City management experience including responsibilities in all phases of government operations and services. Extensive experience in implementing citywide strategic initiatives that requires consensus building and technology to deliver constituent services and improve city operations, budget development, community and economic development, land use and development services, sanitation, infrastructure and public utilities, organizational development, and social services. Demonstrated excellence in change management at all levels, purpose driven performance, team-building, and public relations. Assistant City Manager of 550+ employees and an annual operating and capital improvement budget of \$164+ million. Excellent presentation skills; speaker at local, and corporate partners national conferences.

Highlights of Organization Competencies: Strategic Business Planning and Execution, Portfolio & Program Management, Organizational Process Transformation, Capital and Operating Budget Planning, Labor Union Negotiations- AFSCME & IUPA, Public Utilities & Sanitation Integration, Transition, & Management, Contract Compliance, Business Process Modeling and Notation, Process Re-Engineering, CORE Methodology + Governance, Change Management, Development of Organization Road Map, Decision Making, Business and Data Analysis, Talent Training and Development, Vendor Management, Risk Management, Performance Metrics, State & County Legislative Policy, & Grants Management

WORK EXPERIENCE

CITY OF NORTH MIAMI BEACH

FEBRUARY 2022 - MAY 2023

Assistant City Manager

Responsible for the day-to day city-wide operations for a full service city with a permanent population of approximately 46,000, 550+ employees, operating budget of \$164+ million, \$39+ million capital improvement budget, and \$68.7 million special revenue funds. Served as Chief Operating Officer. Responsible for coordination of policy development, planning and implementation of City goals and objectives; policies and procedures for providing City services; management and economic analysis of programs and services. Supervised the preparation and execution of the City's annual operating, capital and grant program budgets. Represented the City to business organizations, civic associations, developers, other governmental entities and the general public. Served as City Manager during absence of the City Manager.

- o Direct management responsibilities for providing leadership and strategic direction to the departments of Building, Public Works, Community Development, Procurement, Information Technology, Communications, and Community Redevelopment Agency.
- o Coordinated the preparation and execution of the City's annual operating, capital and grant program budgets which totaled approximately \$164 million. Negotiated land development contracts, land acquisition for parks, public facilities, housing and economic development projects for the City and Community Redevelopment Agency.
- o Rebalanced and restructured the Sanitation Fund to eliminate \$6M deficit in five years.
- o Manage the second-largest Water Utility in Miami-Dade County, servicing over 180,000 customers. Managed the procurement of the Norwood Water Treatment Plant \$34M dollar capital project, which entailed rehab of major components in the lime softening process, additional storage capacity, and needed electrical and instrumentation system improvements.
- o Influenced an innovative problem solving culture through the use of technology. Resulted in the removal of manual punch cards for time and attendance tracking and implementation of Executime, a solution the City has tried to implement for 5+ years. To reduce the time for review and contract execution, DocuSign was implemented to streamline this process. Implemented enterprise citizen's services platform through the use of Energov, a project that was on hold for over eight years. To reduce the time customers needed to wait, we implemented Tyler Cashiering, a platform to facilitate online payment for city related services.
- o Managed and orchestrated one successful building evacuations (Bayview 60) due to unsafe structural and electrical concerns. Partnered with Owner's Representative and the Miami-Dade County Homeless Trust to ensure residents had housing options if needed.
- o Oversaw \$21+ million of ARPA projects
- o Supervised the citywide emergency response for 2022 Hurricane season. Standardized citywide emergency response through the development and implementation of a COOP.
- o Assisted in negotiation of the bargaining agreements between the City of North Miami Beach and the American Federation of State County and Municipal Employees, Local 3293, Bargaining Unit ("AFSCME"), and International Union of Police Associations ("IUPA").
- o Worked with elected officials to adopt public policy (living wage, public utility water bill relief, property rights element, affordable housing legislation, active design standards, administrative site plan review process, fee structure updates, Right of

Way abandonments and maintenance, community/public benefits, Multi-modal Transportation Solutions)

- Refunded a General Obligation Note, Series 2022, in the amount of \$9,190,000. The refinancing of this bond resulted in savings of \$1,379,164, or 15.32%, over the remaining life of the loan to the residents.
- Improved the CRS classification from an eight to a seven, which resulted in residents receiving a 15% discount on their FEMA insurance premiums..
- Revamped a dormant CRA, which the Florida Redevelopment Association awarded the 2022 Cultural Enhancement Award.
- Facilitated land and building acquisition to increase the City's portfolio with a vision of eliminating slum and blight from the community and constructing new Parks & Recreation facilities.
- Created and implemented the City Managers Monthly Report to provide transparent communication outlet on city operations.
- Led the City's employee evaluation process to allow employees to receive meaningful feedback regarding their performance while providing an opportunity for a formal process to receive step increases in pay.
- Oversaw a taskforce to address homelessness throughout the City through partnership with the Administration, Police Department, Public Works and sanitation vendors.
- Spearheaded The Children Trust (TCT) grant application and award process. Awarded \$2.5 million dollars for children programming in City ran facilities.

CITY OF MIAMI

JULY 2019 -
FEBRUARY 2022

Assistant Director, Planning/Enterprise Program Manager

- Directly supervised department employees to ensure the accomplishment of established department goals and objectives.
- Managed annual department operating (\$5.9 million), capital (\$1.9 million), and special revenue (\$26 million) budget.
- Directed, planned and administered day to day operations and oversee the work of professional planners across general planning, land development, comprehensive planning, neighborhood planning, urban design, historic and environmental preservation, environmental resources as well as hearing boards.
- Mentored and provide guidance to planning staff on day to day activities of land regulations, policies and procedures.
- Developed and planned department goals and programs to ensure the most cost effective means of service delivery that enhance the quality of life and aligned with the City's strategic plan.
- Prepared, review, and socialize Miami 21 text amendments and City resolutions with Commissioners, City Administrators, special interest groups, and constituents.
- Designed and developed in coordination with the Department of Innovation & Technology (DoIT) a GIS Application to track permit activities across all phases of the development process.
- Designed and developed the department's first end to end online application to administer special permits and entitlements administered by the Planning and Zoning Departments.
- Managed day to day activities, business process and procedures of Miami 21, the city's award winning form-based zoning ordinance.
- Provided guidance to investors, brokers, developers, land use attorneys, architects, small business owners on applicable regulations for proposed development.
- Led a joint interdepartmental committee to resolve cross-departmental inefficiencies.
- Prepared annual efficiency and compliance report.
- Established community engagement problem to inform and engage with residents and constituents on proposed city and private developments.

CITY OF MIAMI

JUNE 2017 - JULY 2019

Chief of Staff/Strategic Enterprise Program Manager

- City of Miami lead for all citywide transformation process changes and technology implementations.
- Enterprise Program Management Function Lead the development of strategy and execution plan for citywide business and technology changes.
- Managed city portfolios and provide recommendations to senior leadership of programs and projects that are ripe to initiate consider public interest, funding, resources and strategic alignment with organization priorities.
- Developed and implement a change management framework that improves stakeholder adoption. Manage projects using agile, waterfall or a hybrid methodology depending on the initiative.
- Established a governance process for department assets (templates, change requests etc.)
- Electronic Plans Review and Capital Construction Program Management (eBuilder) Lead program-change manager for City of Miami \$10 million enterprise implementation of Electronic Plans Review program.
- Re-engineered processes to streamline the City of Miami's development (building, planning and zoning, public works, fire) and public utilities.
- Presented and reported department and program activities to community leaders, industry practitioners, Mayor, and City Commissioners.
- Lead more than 100+ community meetings to ensure there was clear understanding of external/community stakeholders needs.
- Managed 7,140 lines of communication with more than 120 stakeholders.
- Lead Project Manager for a \$2 million remodeling capital construction project for the ePlan implementation.
- Lead technical project manager for the upgrade of the City's technology infrastructure (enterprise firewall, network, internet) to ensure the City's departments had the necessary throughput to manage expected volume and traffic.
- Conducted gap analysis in current processes to identify areas for process improvements.
- Authored 80 system enhancements for city applications that included iBuild, iPublic Works, ArcGIS, DocuSign, Point of Sale (POS), LaserFiche etc.)

- Engineered enterprise process to deploy digital certificates across the City of Miami using Federal Public Key Infrastructure (FPKI)
- Evaluated and establish policies and procedures for the City of Miami to assess the scope of implementation of an identity and access management system (IAMS) to be compliant with federal state regulations.
- Developed business process, data flow, system integration, customer journey maps and info-graphs using Microsoft Visio to represent processes, systems, and the customers interactions in the process.
- Created and implement future state processes for departments by facilitating joint application design sessions, with subject matter experts (SMEs).
- Conducted elicitation sessions to capture business, functional requirements.
- Developed and executed project communication plan that included more than 100 focus group, project status updates, community outreach, training sessions with impacted stakeholders,
- Created a one-stop shop process for customers who may need City of Miami and Miami-Dade County approvals for their permits by partnering with Miami-Dade County Department of Regulatory and Economic Resources.
- Created and influenced adoption of the user-centered design methodology.
- Oversaw and optimized the Electronic Plans Review platform, architect the integration points between three home- grown solutions and third party cloud solution.
- Oversaw vendor contract and implementation duties and responsibilities throughout project implementation phase.
- Participated in development of RFPs. Develop strong relationship with City employees at all levels to aid in the strengthening the value of enterprise projects approach.
- Developed, implement and execute change management plan for all projects within Enterprise Program Develop training program with curriculum delivered in-person, videos, or webinar.
- Facilitated round-table workshops for end user(s) to provide feedback on progress of implementation, implemented change etc. Communicate complex technical solutions, structures and interfaces to business leaders using layman (nontechnical) manner.
- Managed dependencies with business process, legacy systems (homegrown or third party) during implementation of change. Conduct user Experience Sessions with City of Miami staff and external customers.
- Conducted construction project data migration.
- Designed Project Request Creation, Contract Compliance, Request for Leave, Project Status Update, processes using eBuilder application.

FIRST SERVICE REALTY
MARCH 2017 - PRESENT

Real Estate Advisor

Licensed Florida real estate sales associate and property management professional empowering home ownership and investments.

CITY OF MIAMI
SEPTEMBER 2015 -
JUNE 2017

Business Analyst Manager

- Analyzed developed, and improved managerial policies, processes, practices, methods, and procedures; conducting organizational studies; identify business services that could benefit from digitization; recommend innovative solutions to address business and community needs; and forecasting the financial impact of future Information Technology system investments.
- Develop and enforce governance over critical business processes, standards and policies and procedures documentation referenced for the implementation of department/citywide software solution.
- Plan, organize, direct, and control programs and projects with Citywide implications; provide expert professional assistance to City management staff;
- Review and incorporate city code, administrative policies, procedures, and operations in processes and solutions; ensure that internal and externally imposed program requirements are met.
- Championed change management efforts for technology solution implementations.
- Reviewed and develop RFP, RFQs, Sole Source scope, evaluation criteria matrix
- Developed preliminary cost estimates for budget allocations.
- Managed teams in the identification of business requirements, functional design, process design (scenario design, flow mapping), prototyping, testing, training and defining support procedures.
- Performed business evaluations on innovative technologies for possible investment.
- Prepared, presented and communicated progressive project status reports related to programs and activities.
- Spearhead the assessment, procurement and implementation of an enterprise-wide initiative to improve the City's permitting process.
- Oversaw and ensured that integration efforts were performed to delivery improved services to constituents and businesses within the City.
- Developed online homeless service application for Miami Police Department in conjunction with IT Department to capture encounters and document services rendered.

THE FRESH LINEN CLUB
MAY 2019 - PRESENT

Founder & CEO

The Fresh Linen Club is a residential, commercial cleaning and professional organization company that delivers convenience to busy professionals, families, and companies alike. Our goal is to connect customers with reliable and experienced cleaning professionals to deliver the best clean after every visit.

Founder & Principal Consultant

Digital transformation and change management consulting firm that provides professional managed services to local and state government organizations and service business industries. Professional Managed services includes:

- Software Development & Integration Services
- User Interface (UI)/User Experience (UX)
- IT Managed Services (Implementation, Business Process Re-engineering & Documentation), Business Analysis, Data Analysis, Performance Management Services, Customer Journey Mapping, Program & Project Management, Training Services)

Customer Relations & Mediation Manager

- Slashed -\$80,000 in firm cost by implementing an outlook shared calendar and alert system to eliminate missed mediation hearings.
- Established and maintained strong business relationship with 67 county court appointed ADR organizations to ensure law firm had the most updated communications in order to comply with judicial/court orders;
- Communicated and tracked department(s) progress made in meeting firm's KPI.
- Streamlined work process by implementing department standardized process and procedures;
- Developed business efficiencies by utilizing six sigma lean methods- to ensure timely deliverable per client's requirement(s);
- Created Mediation playbook that included client-specific compliance requirement;
- Served as special projects coordinator for portfolio scrubs and backlog;
- Automated reporting to reduce duplication remove waste from work production;
- Increased productivity and department business practices that resulted in being ranked the number one firm for compliance and metric deliverable for five consecutive months;
- Oversaw personnel for fee approval, new hire orientation, and circuit training;
- Prepared and published compliance and quality assurance audits monthly.

Florida Gubernatorial Fellow- Agency Redesign Consultant

- Supported senior staff with general project planning and professional development for agency wide re-structuring from 14 areas to 7 regions.
- Served as the direct liaison for State of Florida Agency for Persons with Disabilities to the State of Delaware, New Mexico, California, State of Ohio, Tennessee, and New York in conducting due diligence research for CRM technology.
- Supported the development and implementation of department goals and programs ensuring the most cost effective means of service delivery that enhance the quality of life and self-sufficiency of the most underserved- persons with disabilities (critical care).
- Developed uniformed policies and procedures for 7 regional offices including documentation product.
- Coordinated and spearheaded process mapping sessions with agency experts.
- Oversaw administrative functions and offered primary assistance to the Director of Performance and Business Accountability.
- Developed training curriculum (Identifying Victims of Human Trafficking) for service providers, waiver support coordinators within the Agency for Persons with Disabilities.
- Conducted strategic planning with state agencies central office for Human Trafficking Awareness Month.
- Identified gaps and worked with internal staffs to train the gaps to improve agency Quality Assurance for group home and nursing home facilities that houses minor children.
- Identified communication tools to assist in ensuring early detection of minors in threat of being trafficked institutionally.
- Assist in the development of measurable performance based outcomes.
- Analyzed quarterly data retrieved from Human Trafficking Department of Children & Families reporting hotline to determine claims.
- Coordinated outreach (in-person, radio, and TV) and message development to communicate the effect the issue of Human Trafficking has on Floridians to legislators.

EDUCATION AND CERTIFICATIONS

Masters of International Administration, University of Miami, 2013

Masters of Law in Intercultural Human Rights Law, St. Thomas University School of Law, 2010

Bachelor of Arts – Government & Political Science, St. Thomas University, 2008

Executive Project Management – Florida Atlantic University

Certified Scrum Master (CSM)-KnowledgeHut Solutions, Pvt. Ltd

Certified Business Analysis Professional (CBAP) – Watermark Learning, an International Institute Business Analysis accredited institution, 2017

**PROFESSIONAL
AFFILIATION &
ACTIVITIES**

International City/County Management Association (ICMA) Member

National Forum for Black Public Administrators

Florida League of Cities Member

National League of Cities Member

Project Management Institute (PMI)

National Association of Realtors

TECHNICAL SKILLS

Program Management

Project Management (Agile & Waterfall Methodology)

Planning + Forecasting

Communication & Collaboration

UI/UX Design

Customer Experience centered design approach

Group/One-on-One Facilitator

Strategy Development

Team Management

IT Business Process Analysis (Requirements Gathering & Business Process Documentation)

SOFT SKILLS

Leadership

Avid Reader

Business Relationship Development

Adaptability

Teamwork

Collaboration

Self Motivation

Decision Making

Time Management

Creativity

Conflict Resolution

Communication

SOFTWARE

Project & Team Management: Slack, Asana, Trello, Office 365, (Word, Excel, PowerPoint, Publisher, Teams, One Drive, Skye Microsoft Projects etc.) DropBox, Google Docs.

Business Process Mapping & Documentation: SharePoint, Microsoft Visio, JIRA, Confluence, iRise, PowerPoint, Microsoft Visual Studio Team Foundation Server (TFS), Photoshop, Indesign, Illustrator, Jotforms

Graphics and Prototyping: iRise, Adobe Creative Cloud (Photoshop, Illustrator, InDesign, XD)

Reporting & Data Analysis: Excel, Tableau, Google Analytics, Survey Monkey, Typeform, Power BI, Power Pivot

Marketing & Meeting Tools: Zoom, MS Teams, Skype for Business, Youtube, Vimeo, Gotomeeting, Eventbrite, Mailchimp, Constant Contact, Adobe Spark

Enterprise Systems: Tyler Technology (EnerGov, Munis, Tyler Cashiering), ExecuTime, Granicus, OpenGov, Salesforce (BMC Remedyforce & Client Management), Oracle Financial/POS, ArcGIS, ProjectDox, Online Application Submission (OAS), Blue Beam, eBuilder, LaserFiche, iBuild, iPublic Works, EnerGov, MiamiBiz.

JAMES B. WRIGHT

Joanna Flores

From: James <james@wright-worldwide.com>
Sent: Wednesday, June 21, 2023 2:20 PM
To: Joanna Flores
Subject: Cover Letter and CV of James Wright/ City Manager
Attachments: Application of J.Wright City Mgr.pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Good Afternoon Ms. Flores –

Attached, in PDF format, is a cover letter expressing my interest in the City Manager's position for the City of Opa-Locka.

Have a great day.

James B. Wright, CAO
Wright Worldwide Inc.

[REDACTED] Miami, FL 33169

C: [REDACTED] | F: [REDACTED]

FL Licenses: B1400232 B2500131

Council Member, PIRSAC FL Dept of Agriculture & Consumer Services

<https://wrightworldwideprotection.com/>



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| Miami, Florida 33169 | | Fax |

June 21, 2023

Honorable Mayor John H. Taylor, Mayor
Honorable Natasha L. Ervin, Vice Mayor
Honorable Veronica Williams, Commissioner
Honorable Sherelean Bass, Commissioner
Honorable Joseph Kelley, Commissioner

Dear Mr. Mayor and members of the Opa-Locka City Commission:

I am pleased to present my qualifications for consideration for appointment as City Manager for the City of Opa-Locka. I learned of the announcement and application process via the City's website. No stranger to public service, I have spent my entire adult life in public service. Serving the public and volunteering has been a lifetime passion for me. It is fulfilling, rewarding, and the reason for my application. My roots are imbedded in the city beginning with my upbringing at Soul Saving Station Church located at 1880 Washington Street and continued through service as the City's police chief and interim city manager.

I am a respected, well-known, and highly accomplished energetic leader with more than 30 years of distinguished public service in the South Florida community. As a lifetime Floridian, I have a strong understanding of multiculturalism and its impact on social, economic, and business factors. Proven experience in financial management, organizational development, community outreach, special event management, emergency and reputation management, and operational leadership. Track record of implementing effective and efficient policies and providing insightful analysis to make financially-sound decisions and develop innovative solutions to complex issues. I have built and maintained strong working relationships in this community at every level of government. Proven ability to build rapport with elected officials, as well as governmental stakeholders, media outlets, fellow public administrators, and high-level officials in both the public and private sectors. My research and analysis skills coupled with my oral and written communication skills allow me to deliver content to the highest levels of audience. I have a diverse background in policing complex urban societies, including experience at supervisory and management levels within the Miami-Dade Police Department and as Chief of Police for the City of Opa-Locka, FL.

In 2014, I founded Wright Worldwide Protection LLC. In 2019, I founded Wright Worldwide Inc, a full-service security guard firm, parent company to Protective Services International, Inc., which I purchased in 2019. We provide information to clients for them to assess risks accurately as well as provide top tier services for them to transact their lives without interruption.

James B. Wright, President



██████████ | Miami, Florida 33169 | ██████████ | Fax ██████████

Aside from the incredible work I have already accomplished in the city, to date, these are my greatest professional accomplishments:

- Candidate for appointment to FEMA National Advisory Council
- Appointment in 2020 to a five-year term to the Florida Department of Agriculture and Consumer Service's Private Investigation, Recovery, and Security Advisory Council
- Appointment in 2006 to the Transition Team of Florida's 44th Governor - Charlie Crist
- Appointment in 1998 by Treasury Secretary Robert Rubin to serve on the Nation's First Citizens (CAP), now Taxpayer Advocacy Panel (TAP) for the Internal Revenue Service, a Federal Advisory Committee. Served on the Performance Improvement Subcommittee
- Numerous awards and recognitions by Miami-Dade County, and Federal Law Enforcement agencies

I look forward to hearing from you and the Nominating Council. My references are listed at the end of my abbreviated Curriculum Vitae.

Sincerely,

JAMES B. WRIGHT

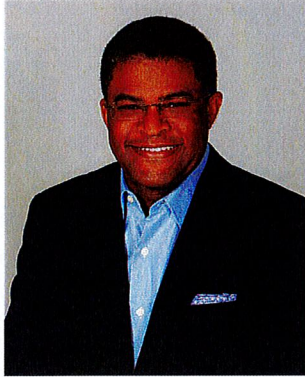
James B. Wright, President

JAMES B. WRIGHT, MPA

██████████ Miami Gardens, FL 33169

Email: james@wright-worldwide.com

Cell ██████████



EDUCATION:

Barry University - Miami Shores, Florida

Master of Public Administration

December 2009

Barry University - Miami Shores, Florida

Bachelor Public Administration

December 1998

University of South Florida

C.A.R.V.E.R Target Analysis/Vulnerability Assessment Certification

March 2023

PROFESSIONAL EXPERIENCE:

09/14-Present

WRIGHT WORLDWIDE INC.

Miami, Florida * Principal

Parent company to Wright Worldwide Protection LLC, and Protective Services Intl, Inc. We provide full spectrum security services, including Anti-Piracy services, executive protection, risk, target analysis, vulnerability assessments, to a wide range of clients to include, corporate executives, high-net-worth individuals, non-profit organizations, and the Motion Picture Association.

CITY OF OPA-LOCKA, FL

01/22-04/22

Interim City Manager

Responsible for overseeing and providing leadership to a large portfolio of departments, including Police, Parks, Public Works, Finance, Human Resources, Business Development, Building and Licensing, Budget, Information Technology Code Enforcement, Capital Improvement Projects, Environment and Sustainability, Housing and Community Services, Marketing and Communications, Transportation and Mobility, Procurement and Purchasing.

- Significant accomplishments

- Resolved the outstanding AFSCME Bargaining Agreement in less than 2 months.
- Had the FBI Civil Rights Division to instruct law enforcement personnel in the area of civil rights to mitigate claims in that area.
- Required City Staff to undergo Ethics Training by the Commission on Ethics and Public Trust.
- Established frequent and ongoing communications with the State Oversight Committee to expedite the City's exit in financial oversight.
- Began beautification projects by obtaining funding for median tree planting, a butterfly garden, increased enforcement by Miami-Dade Solid Waste, and Miami Dade Police for illegal dumping.
- Began negotiations to defer payment on outstanding \$2 million dollar water meter repayment and at zero interest.

- Identified and began to implement a plan of action to redesign antiquated processes, systems, and processes to improve efficiencies in City government.

02/05-01/08

Chief of Police

- Significant accomplishments

- Served as acting city manager in the manager's absence.
- Established the first strategic plan in the City of Opa-Locka Police Department.
- Revised job task analysis and streamlined the Department to reduce redundancy and increase efficiencies and implemented a 'Minimal Staffing Level' directive to ensure optimal officer-safety.
- Reduced crime from 20% - 50%, three (3) consecutive years in a row, by utilizing internal and external resources.
- Dismantled a drug trafficking organization and established a partnership with the United States Attorney's Office to have a portion of the city designated as a 'Weed & Seed Site.'
- Enhanced community policing/relations by creating a Citizens Crime Watch Program and "Chief's Night Out".
- Attended, held, and facilitated community forums serving the city's student population, and obtained funding for an 'Anti-Bullying' program.
- Boosted morale by partnering in mutual aid agreements, and obtaining federal funding to purchase a records management system, mobile laptop computers for patrol vehicles, new police vehicles, hand-held radios, trunk-mounted radios, and firearms.
- Redesigned the Department's uniform patch. Redesigned color scheme and layout of patrol vehicles to make them more identifiable. The new color scheme served as a "Tipping Point" that caused other departments to follow suit in changing the color of their patrol vehicles.
- Obtained City Commission approval to allocate \$400,000 to renovate the Department's Headquarters, to include adding closed-circuit television, access control, and a badging and identification card system.
- Increased starting salary for entry-level police officers and launched a new work schedule.
- Partnered with the State Attorney's Office to provide in-house training for courtroom demeanor and presentation, crime scene investigations and report writing for departmental personnel.
- Maintained open and ongoing relationships with the US Attorney, FBI, and State Attorney's Office to prevent public corruption.
- Restored credibility and integrity to the human resources process by establishing a strict hiring protocol for new hires.
- Outsourced the internal affairs section to a private investigation firm to ensure sound practices.
- Obtained City Commission approval for a \$1 million field training program with another department to train new hires.
- Partnered with the Miami-Dade Homeless Trust to prevent homelessness within the City; and
- Streamlined the disciplinary process to improve labor management relations.

12/08-08/16

MIAMI-DADE COUNTY

Miami-Dade Water and Sewer

Security Supervisor

A highly responsible, professional, and managerial position in planning and directing complex and diversified security operations and activities for one of the Nation's largest public utility companies. Emphasis of the work is on operational regulatory compliance activities and the protection of critical infrastructure. Supervision was exercised over approximately 250-armed contracted security officers.

I presided over security vendor compliance by conducting site visits for integrity checks, outlined, and identifying specific and detailed tasks and responsibilities in the form of post orders. I investigated accidents and other incidents involving employee thefts, malfeasance and misconduct as well as assisting local, state, and federal law enforcement with respect to investigations, arrests and emergencies for mitigation and review of security posture and initiating tabletop exercises and external integrity checks.

01/85-02/05

MIAMI-DADE POLICE DEPARTMENT

Police Officer

Promotions: Lieutenant (2001); Master Sergeant (1994); Sergeant (1992); and Corporal (1991)

I served in a responsible supervisory law enforcement capacity supervising police sergeants, officers, public service aides, and police crime analyst specialists. Coordinated dignitary requests for visiting heads of states at the request of the United States Secret Service. Responsible for overseeing and directing all investigations to include street-level narcotics and prostitution, residential and commercial burglaries, aggravated assaults/batteries, petit and grand theft, embezzlements, selected frauds, auto thefts and criminal gangs. Oversaw and managed a probation and parole squad responsible to maintain the whereabouts of those released on community control in conjunction with the Florida Department of Corrections. Responsible for collating data and providing intelligence-driven strategies to the Department's leadership on efforts to reduce crime. Developed and oversaw the unit's budget and confidential informant program and disbursements for same. Reviewed and approved all search warrants for legal sufficiency and oversaw the execution of same. Responded to emergencies, critical incidents, barricaded subjects, and hostage scenes and assumed command level responsibilities.

08/96-02/09

FINANCIAL INDUSTRY REGULATORY AUTHORITY

Chairperson/Arbitrator

New York, New York

The Financial Industry Regulatory Authority is the largest securities dispute resolution forum in the world. I participated in pre-hearing conferences and pre-hearing discovery conferences. Determined issues of credibility, ruled on issues regarding the submission of evidence presented and prepared written legal orders, reviewed pleadings, made rulings on requests for adjournments, general motions, preliminary decisions, and issued rulings on behalf of an arbitration panel. Conducted hearings, ruled on objections, initiated panel discussions through executive sessions and lead deliberations with other panelists, prepared final awards, and chaired Title VII employment-related arbitration cases.

CIVIC AND PROFESSIONAL ACTIVITIES

(Partial List)

- Present** Member, International City Manager's Association
- Present** Appointee, Council Member- PIRSAC Florida Dept of Agriculture
Appointed by Florida Commissioner of Agriculture & Consumer Services, Nikki Fried, for a 5-year term. The council meets at least four times a year to advise FDACS and make recommendations relative to the regulation of the private investigative, recovery and repossession, and private security industries in Florida.
- Present** Appointee, Trustee – Price University, Tulsa, Oklahoma
- Present** Appointee, Treasurer – Scott Lake Crime Watch City of Miami Gardens, FL
- Present** Appointee, Member - Miami-Dade Economic Advisory Trust (MDEAT) EDAC Committee
- Present** Role Model, 5000 Role Models of Excellence Project
- Present** Associate Member, Miami-Dade Association of Chiefs of Police
- Present** Appointee, Board of Directors - Jesus People Ministries Family Enrichment Center

2006 Appointee, Transition Team - Charlie Crist Governor - Elect of Florida
Served on Charlie Christ's, Florida's 44th Governor, Transition Team when he was elected to statewide office. Provided a complete review of the Department of Corrections to provide the Governor-elect, Lieutenant Governor-elect, and key advisors, with information needed to make strategic policy, budgetary, and personnel decisions prior to the inauguration.

2005 Appointee, Statewide Public Safety/Policy Council - Attorney General Charlie Crist

2005-2010 Chairman, North Dade Health Center Advisory Board

1997-2001 Finance Chair, North Dade Health Center Advisory Board

2003-2009 Appointee, Community Relations Board/Police Community Relations SubCmte

2000-2001 Appointee, Board of Directors - Front Porch Florida

1998-2001 Appointee, IRS Taxpayer Advocacy Panel
Treasury Secretary Robert Rubin appointed me and eleven other Floridians to serve on the Nation's first Taxpayer Advocacy Panel, a Federal Advisory Committee. The Department of the Treasury was tasked with formulating this Presidential Initiative. I attended meetings, workshops and provided on-camera interviews, provided input on budgetary issues, made recommendations on improving customer service within the IRS, tracked the progress of issues, traveled, on behalf of TAP, to Georgia, Washington, D.C., and Maryland, and committed over 300 hours of volunteer time to the TAP.

REFERENCES

Reverend Jason Murray, Pastor
Soul Saving Station Church
[REDACTED]
Opa-Locka, FL 33054
P: [REDACTED]

Honorable Dr. Dorothy Bendross-Mindingall, Member
Miami-Dade County Public School Board
[REDACTED]
Miami, FL 33132
P: [REDACTED]
District2@dadeschools.net

Honorable Dr. Alix Desulme, Mayor
City of North Miami, FL
[REDACTED]
North Miami, FL 33161
P: [REDACTED]
adesulme@desulme.com

FRED F. VENTRESCO

Joanna Flores

From: Fred Ventresco <f.ventresco@gmail.com>
Sent: Wednesday, June 21, 2023 3:06 PM
To: Joanna Flores
Subject: City Manager position
Attachments: ApplicationMaterial_Opa-lockaFL_Ventresco.pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Please find attached my cover letter and resume (in the one attachment) to apply for the City Manager position.

If you would be so kind as to confirm receipt, just so I know you received it OK, it would be greatly appreciated.

Much thanks!

Sincerely,

Fred

--

Fred F. Ventresco
[REDACTED]
Pinetops, NC 27864
[REDACTED]

Fred F. Ventresco

Pinetops, NC 27864

f.ventresco@gmail.com

June 10, 2023

Joanna Flores, City Clerk
City of Opa-locka
Via email to: jflores@opalockafl.gov

RE: City Manager position

Dear Ms. Flores, And Honorable Mayor And Commission of Opa-locka:

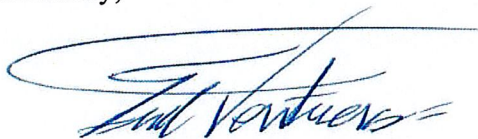
I am writing to apply for the City Manager Position. My résumé follows this letter.

In addition to a passion for public service and a dedication and desire to always strive for the best, I can offer all of the qualifications in your announcement and brochure for the position. I would bring all of the experience, skills, knowledge base, leadership/management style, and other qualities and inclinations you outline for the "ideal candidate" and for those outlined in the Charter. Indeed, I offer experience and knowledge delivering all of the expectations common for the Position and Profession. Please see my résumé for details of my qualifications and history.

I would greatly value an opportunity/interview to discuss my serving of Opa-locka as City Manager. Of course, should you have any questions, please do not hesitate to contact me by the means most convenient to you.

I look forward to the possibility of our future contact and discussion!

Sincerely,

A handwritten signature in blue ink, appearing to read "Fred Ventresco", with a large, sweeping flourish above the name.

Fred Ventresco

Fred F. Ventresco

Pinetops, NC 27864

f.ventresco@gmail.com

Profile/Introduction

Well-rounded manager, leader, hard-working, team-oriented public servant offering 15 years' experience managing full-service municipalities in multiple states. Overall 18 years' public sector administrative experience in local and state government. Before change of career focus to municipal management and government worked in retail management, banking, and university/college administration. Much actual, on-the-job experience; formal education; and continual professional development training throughout working career in all areas of government and business management and administrative operations such as (not exhaustive list):

>Finance	>Procurement	>Project Management
>Budgeting	>Contracting	>Economic Development
>Assessing	>Planning	>Community Development
>Personnel/HR	>Recreation	>Organizational Behavior
>Organized Labor (Unions)	>Grants	>Change Management
>Legal Affairs	>Land use	>Leadership
>Public/Stakeholder relations	>Emergency Management	>Management

Employment Experience

(Please review all of work history to see breadth of local government and management experience. Have managed larger communities than at most-recent positions.)

Town* Administrator.

Town of Pinetops, NC

(3/22-present)

Head administrator of full-service municipality, with all customary departments/functions and dept. heads. All usual duties of Municipal Manager. Responsible for all operations and staff.

City Administrator.

City of Milan, Milan, MO

(9/19-3/22)

Head administrator of full-service, county-seat City. Population 2,200, with daily influx into city much larger due to presence of Smithfield plant. Budget 6.9M. All customary departments with dept. heads. Responsible for all operations and staff including (not exhaustive list) budget/finance; public/press relations; HR/personnel; procurement; grants; economic-community development; legal affairs; advisor/informer for Mayor and Council; all other duties and expectations common of Municipal Manager of full-service community.

Some Projects/Experiences/Accomplishments:

- ❖ Updated zoning code and maps to accomplish City's long-attempted project to create clarity and accuracy for City officials and users and more fully accomplish plans/desires of community.
- ❖ Changed risk-management carrier for significant savings, yet enhanced benefits.
- ❖ Collaborated with chamber and community group to begin process to become Main Street city.
- ❖ Managed infrastructure repair/rebuild from flood and drought using FEMA, CDBG, and other funding; City was lead applicant for funds to repair regional drought issues as well.
- ❖ Managed/coordinated fiber rollout throughout city.

Employment Experience, Continued

Town* Administrator.

Town of Sandisfield, Sandisfield, MA

(10/17-8/19)

Managed and led full-service municipality in the Berkshires. Population 1000 year-round, 3000+ seasonal/second-homeowners. Budget 4.8M. All customary departments with dept. heads. Responsible for all operations and staff including, but not limited to, budget/finance; public relations; HR; procurement; economic-community development; legal; advisor/informer for Board/Council; all other duties and expectations common of Municipal Manager of full-service community.

Some Projects/Experiences/Accomplishments:

- ❖ Obtained grants for transfer station equipment, emergency preparedness for climate change, and roadway safety improvements.
- ❖ Assisted in team effort to gain Green Community status to bring in funds to improve building energy usage and plan for such future efforts to help Town and environment.
- ❖ Oversaw rebuild/replacement of public works facility and equipment after winter fire; managed situation in interim to assure of continued public service.
- ❖ Modernized budgeting process working with finance committee, Board, and staff.

Town* Manager.

Town of Limestone, Limestone, ME.

(1/15-10/17)

Managed and led full-service municipality, home to nationally ranked and award-winning Maine School of Science & Mathematics, and the former Loring Air Force Base. Population 2,200. Budget 2.5M. All customary departments with department heads. Responsible for all operations and staff including (not limited to) budget/finance; HR; procurement; public/press relations; economic-community development; advisor and informer to Board/Council; all other duties common for Municipal Manager of full-service community.

Some Projects/Experiences/Accomplishments:

- ❖ Recruited, trained, mentored many staff in most departments upon arrival due to retirements.
- ❖ Cut Town's liability insurance/risk management costs in first year by changing policy and updating safety practices.
- ❖ Managed project to construct new sand-salt shed (grants, permits, engineers, contractors ++).
- ❖ Helped coordinate successful community effort to bring new business and interest to Town.
- ❖ Reestablished functioning Planning Board and updated land use codes.
- ❖ Enhanced communication and cooperation with one of Town's largest organizations, the Loring Development Authority (LDA), a decommissioned Air Force base.

Explanation of Period of Time.

(6/09-1/15)

During this time period took time off from "9-5"-type work to be available/close to family. During this time, my involvement included:

- 2009-2012, Full-time graduate student, and worked freelance/consultant with Municipal Resources Consulting (MRI), Meredith, NH, assisting on projects for municipalities, as needed.
- 2012-2014, Continued consulting as needed with MRI, and pursued a second masters.
- 2014-2015, Took temporary positions with 1) City of Keene, NH and 2) the State of New Hampshire Dept. Human Services.

Employment Experience, Continued

Town* Administrator.

Town of Weare, Weare, N.H.

(6/06-6/09)

Led and managed full-service “bedroom” community 65 miles north of Boston and within 30-minutes’ drive of two of NH largest cities, including the state capital. Diverse population of 9,000. Staff of 55-60 (responsible for 80+ with committees and volunteers). Budget \$17M. All customary municipal departments with department heads. Responsible for all operations and staff including (not complete list) budget/finance; HR/personnel; public/press relations; procurement; grants; economic-community development; land use/zoning; assessing; legal affairs; advisor and informer to Board/Council; all other duties common for Municipal Manager of full-service Town.

Some Projects/Experiences/Accomplishments:

- ❖ Upon arriving, caught up with much backlogged paperwork and updated/realigned Administration, Finance, and HR functions due to Town’s having gone a year without Administrator and only PT finance/HR person.
- ❖ Reestablished presence of Administrator/Manager into culture and chain of command.
- ❖ Led successful team effort to bring Town into financial-audit compliance within one year, as Town was three years behind in audits upon arrival.
- ❖ Implemented risk management program, improvements to facilities, best-practices to increase Town safety-ranking metrics, lower insurance premiums, and improve safety and staff morale.
- ❖ Negotiated new union contract at the onset of difficult period, 2008 beginning of Recession.
- ❖ Emergency Manager during 2008 ice storm, coordinating with FEMA, CERT Team and others.
- ❖ Updated Town’s computer network, introducing firewalls and other data-security measures.

Town* Manager.

Town of Madawaska, Madawaska, ME.

(6/04-5/06)

Led and managed full-service community, mostly bilingual, on US-Canadian boarder. Population 4,600, five-mile-radius population of 20,000+ when Edmundston, N.B. (Canada) is included. Budget 10M. Staff of 50-75, not including schools. All customary departments with dept. heads. Responsible for all operations and staff including (but not limited to) budget/finance; HR/personnel; public/press relations; procurement; grants; community-economic development; legal affairs; land use/zoning; advisor and informer to Board/Council; all other duties common for Municipal Manager of full-service community.

Some Projects/Experiences/Accomplishments:

- ❖ Managed successful effort to re-open Town’s Community-Economic Development Department, and recruited new director.
- ❖ Helped initiate effort to gain recognition of Town as one of the Four Corners of contiguous U.S. for nationally recognized tour that includes Key West, FL; San Ysidro, CA; and Blaine, WA.
- ❖ Working with chamber, other groups spearheaded efforts to get local stakeholders/businesses involved in marketing community and implementing recent SWOT analysis aimed at such efforts.
- ❖ Streamlined building-permit process to improve citizen service and desired/measured growth.
- ❖ Maintained open, cooperative relations with New Brunswick, Canada, border city to U.S.
- ❖ Partnered with neighboring towns to form regionalization committee to consider sharing of services to save taxpayer dollars.

Employment Experience, Continued

Town* Manager.

Town of Milbridge, Milbridge, ME.

(2/01-7/04)

Managed and led full-service coastal Town with population 1,300 year-round, 2,500 seasonal. Staff 16. Budget 2.0M. Small but quite diverse community with life-long commercial fishing segment as well as significant seasonal/retirement population. All customary municipal departments. Responsible for all operations and staff including, not limited to, budget/finance; HR/personnel; public relations; purchasing; grants; economic-community development; legal affairs; advisor/informer to Board; all other duties common for Municipal Manager.

Some Projects/Experiences/Accomplishments:

- ❖ Brought Town's fund balance reserve into compliance with auditor's recommendations, increasing it by 120% in first two years as manager.
- ❖ Cut General Fund expenditures approximately 12% without sacrificing community services.
- ❖ Achieved \$400,000 CDBG Housing grant two years in a row.
- ❖ Led successful effort to gather grants and garner support to rebuild economically vital Town pier, working with elected delegation, granting agencies, and other stakeholders.

Education

Master of Public Administration (MPA), University of New Hampshire.

B.A. Public Management and Business Administration, University of Maine, Orono.

Many courses in various fields well beyond requirements for awarded degree.

Affiliations/Professional Associations

- Full member International City/County Management Association (ICMA), over 14 years.
- Full member North Carolina City/County Management Association (NCCCM).
- Former full-member of state managers professional associations in all states in which I managed during my tenures: Maine, New Hampshire, Massachusetts, Missouri, and North Carolina.
- Normally represent municipality/employer on a number of boards/committees/associations.

References and Recommendations

Immediately available upon request.

* "Towns" in New England states and in North Carolina tend to provide the same services (in some cases more when smaller communities are compared state to state) as "Cities" in other parts of the country, and thus are similar in complexity.

DARVIN E. WILLIAMS

Joanna Flores

From: Darwin Williams <darwin1@icloud.com>
Sent: Wednesday, June 21, 2023 4:59 PM
To: Joanna Flores
Subject: "Williams Letter of Interest"
Attachments: Williams Letter of Interest.pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Please see attached.

Darvin E. Williams, JD, MBA, MPH

[REDACTED]
Miami Gardens, FL 33169

[REDACTED]
darwin1@me.com

June 21, 2023

Mayor and City Commission
780 Fisherman Street, 4th Floor
Opa-locka, FL 33054

Subject: Letter of Interest - City Manager Position

Honorable Mayor and Members of the Commission,

I write to express my keen interest in the City Manager position for the City of Opa-locka. As an accomplished and dedicated professional with a strong background in administration, my skills and experience align perfectly with the requirements of this crucial role.

I have served as your Assistant City Manager under three separate administrations and I have served as your Interim City Manager for over a year. This experience has afforded me valuable expertise in effectively managing diverse city operations, fostering community engagement, and driving organizational growth. My previous positions CEO and COO in the private sector has also equipped me effective personnel management skills and a comprehensive understanding of the complexities involved in financial oversight of complex operations. As a veteran, my time served as a military intelligence officer of the United States Army, has afforded me with leadership skills to engage the most difficult of situations.

For your consideration, please review the list of my accomplishments while serving the city:

- wrote and prepared a financial recovery plan that would render the city solvent within three years of plan implementation.

- oversaw the preparation and submit of the city's FY 2020 Comprehensive Annual Financial Report (CAFR), which identified \$17 million in surplus.
- hired the first Finance Director for the City of Opa-locka in over five years.
- hired the first Procurement Officer in over eight years.
- presented plan to Governor's office for the City of Opa-locka to complete four CAFRs for FY 2020, 2021, 2022, and 2023 in 24 months to bring the City of Opa-locka current.
- successfully responded to State Operational Audit and reduced 99 findings to 33 findings.
- secured over \$10 million in grant funding in less than nine months.
- prepared plan to have the City of Opa-locka out of state financial oversight by fourth quarter 2024.
- successfully negotiated two union contracts.
- hired ten city depart heads in 90 days, including Chief of Police, Human Resources, Building & Licensing, Code Enforcement, Parks & Recreation, Internet Technology, Beautification & Building Maintenance, Capital Improvement Projects, Community Development, and Finance.
- at \$15 per hour, established the first minimum wage in the City of Opa-locka.
- negotiated a \$10,000 pay increase for police officers to make hiring more competitive for the city.
- purchased new police vehicles for officers to aid in officer retention.
- developed and implemented the first affordable housing initiative for the City of Opa-locka which spurred over \$320 million in prospective development in nine months.
- oversaw a revival of historic preservation with the support of historic home ownership within the city and the rehabilitation of Historic City Hall and the Historic Fire Station.
- developed and implemented sidewalk project to provide sidewalks throughout the entirety of the city.

Throughout my career, I have demonstrated a proven ability to develop and implement strategic initiatives that enhance community services, optimize resource allocation, and achieve fiscal responsibility. I possess a deep knowledge of local government procedures, budget management, policy development, and intergovernmental relations. I am adept at collaborating with various stakeholders, including elected officials, community leaders, and department heads, to ensure the successful execution of municipal projects and policies.

In addition to my technical skills, I bring a strong commitment to transparency, ethical conduct, and public service. I believe that effective leadership is founded on active listening, open communication, and fostering a positive work environment. I am confident in my ability to inspire and motivate staff, build consensus, and make tough decisions that benefit the city and its residents.

Furthermore, I am well-versed in the challenges faced by the City of Opa-locka, including sustainable development, infrastructure improvement, affordable housing, and emergency preparedness. I am confident that my passion for the City of Opa-locka, combined with my skills and experience, will enable me to continue to make a positive impact on the city's growth and development if selected for the permanent position.

I welcome the opportunity to discuss how my qualifications align with the vision and needs of [City Name]. Thank you for considering my application. Enclosed is my resume for your review. I look forward to the possibility of contributing my expertise to the continued success of [City Name] as its City Manager.

Yours sincerely,

Darvin E. Williams, JD, MBA, MPH
Interim City Manager

Joanna Flores

From: Darvin Williams <darwin1@icloud.com>
Sent: Wednesday, June 21, 2023 5:00 PM
To: Joanna Flores
Subject: "Darvin E Williams CV "
Attachments: Darvin E Williams CV .pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Please see attached.

Darvin E. Williams

Miami, FL 33169

darwin1@me.com

LinkedIn: Darvin Williams

PROFILE

Healthcare executive with nearly twenty years of experience in strategic planning, mergers and acquisitions, implementing network development strategies, establishing and maintaining provider relationships, and improving corporate top line. Expert in analysis of regulatory laws including Medicare and Medicaid; and health care regulatory compliance. Author of graduate-level curriculum *Market Impacts of the Affordable Care Act*, corporate training program *Influencing Stakeholders*, and education program *Medicare 101*.

EDUCATION

George Washington University School of Law; Washington, DC — **J.D.** *concentration in Health Law*. 2006.

George Washington University School of Medicine; Washington, DC — **M.P.H.** *concentration in Health Policy*. 2006.

University of Miami School of Business; Coral Gables, FL — **M.B.A.** *concentration in Healthcare Administration and International Business*. 2009.

Campbell University, Buies Creek, NC; — **B.S.** *in Psychology*. 1999.

Campbell University, Buies Creek, NC; — **A.A.** *in Education*. 1997.

Defense Language Institute, Monterrey, CA; — Diploma in Spanish Linguistics. 1993.

EXPERIENCE

City Manager, City of Opa-locka; Opa-locka, FL - 4/6/22 - Present

Serves as the Chief Administrative Officer (CAO) for the municipality. Oversees all departments including Police, Human Resources, Community Development, and Public Works. Responsible for the appointing, hiring, promoting, supervising, and removing of all city employees. Prepare and submit proposed annual budgets and capital programs. Prepare and submit annual reports covering the finances and administrative activities of the City.

President, Wellspring Community Resources, Inc; Miami, FL - 4/1/18 - 4/5/22

Provide leadership and strategic vision in the expansion of nonprofit healthcare services and education in underserved communities. Developed a self-sustaining community complex model to include health and wellness services, food bank, housing for seniors, a senior center, a healthy food eatery, and childcare services center. Developing medical education programs. Developing nutrition support programs. Awarded \$2.8 Million grant from Miami-Dade County to develop health and wellness complex.

CEO, Med Optimization, LLC; Miami, FL - 1/1/15 - 4/5/22

Consult health service providers with revenue cycle management, patient engagement, population health management, and clinical access. Develop cost-saving strategies by identifying high-spend patients and developing individual coordinated care plans. Conduct analyses of proposed and existing Medicare and Medicaid legislation to determine impact on client program operations. Coordinate development of operational policies to improve private and government reimbursements. Evaluate provider delivery systems to improve models of care for private and federal program beneficiaries. Successfully develop and implement strategies to improve physician network. Train and assist key personnel with influencing political, government, and other stakeholders in the healthcare marketplace.

Assistant City Manager, City of Opa-Locka; Opa-Locka, FL - 2/20/17 - 3/30/18

Serves as the COO for the City of Opa-Locka. Provides operational oversight of the various departments of the City, including Finance, Human Resources, Information Technology, Building & Licenses, Parks & Recreation, Community Development, Police, and Public Works. Directly reports to the City Manager, who serves as the City's Chief Administrative Officer. Taking specific oversight of the City's financial audits, five year financial recovery plan, and community development projects.

Assistant Chief of Staff, Miami Veterans' Affairs; Miami, FL 6/2014 - 6/2015

Provided support to the Chief of Staff. Developed a reorganization plan for the entire Medical Services Department. Developed and submitted productivity standards for medical staff in each medical services department. Provide review and recommendations to improve access to hematology and oncology services and cancer treatments for veterans.

CEO, Worldwide Medical Partners, LLC; Miami, FL — 10/01/07- 12/31/13

Developed and submitted proposals to clients to facilitate improvements in the effectiveness of care to beneficiaries of private plans and federal programs. Monitored narrow network designs of private payers and made recommendations to effectuate change to improve access to private plan and federal program beneficiaries. Negotiated and drafted fee-for-service contracts. Developed and implemented ancillary services contracts including patient concierge services, pharmacy benefit, and patient after-care. Developed and led implementation of new service lines. Recruited, trained, evaluated, and retained medical and administrative staff, including medical director and comptroller. Directed capital investments. Implemented patient-centered care by delivering strategic business plan incorporating near-sourcing. Developed and managed contracted clinical research sites. Contracted with large drug makers to develop network of clinical research sites for all phases of drug trials. Developed and implemented direct-to-patient marketing strategy. Supervised accounting and financial reporting of organization.

Board Chairman, Phoenix Healthcare Foundation, Inc; Miami, FL — 01/01/08-10/31/11

Establish mission to aid medically underserved populations in Latin America and the Caribbean. Successfully prepared application for and achieved 501(c)(3) status from IRS. Plan and execute

medical mission to Ganthier, Haiti post earthquake. Successfully collaborated with United States Southern Command, the Clinton Foundation, and the Greater Miami Jewish Foundation to execute Operation Unified Response. Plan and execute medical mission for Pajarito Azul, a private orphanage in Managua, Nicaragua for disabled children abandoned by families unable to care for their special needs. Successfully executed first annual event fundraiser.

COO, Worldwide Managed Care Partners, LLC; Miami, FL — 01/01/07-10/31/11 Perform third party administrator duties for international indemnity plans such as AIG, MAPRE, and AXA. Design, implement, and evaluate payer procedures for elective care to realize cost-saving measures by identify high-spend patients utilizing population health data. Increased average in network claim discount experience to 20% of charges. Negotiate, draft, and execute managed care agreements with network administrators, provider groups, and hospital organizations. Negotiated out of network agreements with providers to realize an average claim discount of 45% of charges. Develop and lead implementation of new service lines. Market product lines of preferred providers to payers and patients. Negotiate, draft and execute contract with pharmacy benefit provider. Coordinate the development of operational policies and procedures for conversion to electronic health records for company staff and payer clients. Recruit, train, evaluate, and retain medical and administrative staff, including patient care director, director of claims management, and comptroller. Supervise accounting and financial reporting of organization. Manage company financials. Increased annual revenues from \$600K to \$15M within 18 months. Direct capital expenditures based on risk and liquidity.

Senior Claims Analyst, UnitedHealth Group; Miami, FL — 01/01/06-12/31/06

Review medical claims of international patients for correct billing and upcoding. Negotiate one-time payments/reimbursement contracts with domestic providers. Develop procedures to facilitate improvements in the effectiveness of analysis of hospital and physician claims utilizing Medicare DRG codes and TIN reimbursement data.

Healthcare Administration Intern, George Washington University Medical Center; Washington, DC — Summer 2005 Support Office of General Counsel by providing technical analysis of antitrust law, Stark violations, certificate of need, and other issues inherent in sale of a nonprofit medical facility to a for-profit entity. Conduct analyses of proposed or existing Medicare and Medicaid legislation to determine impact on client program operations. Work with Risk Management in assessment of malpractice claims. Develop and present briefing materials, legislative summaries, and background papers.

Health Law Clerk, Hogan Lovells, Health Law Practice; Washington, DC — Summer 2004 Conduct analyses of proposed and existing Medicare and Medicaid legislation to determine impact on client program operations. Preparing memorandum in support of higher Medicare reimbursement from CMS for skilled nursing facilities. Prepare guidance brief for selection of certain brand and generic drugs for future drug formularies under Medicare Part D. Utilize public

health evaluation tools and legal analysis to publish review of governmental response to HIV/AIDS epidemic in Washington, DC.

Health Law Clerk, Epstein, Becker & Green; Washington, DC — Summer 2003

Conduct analyses of proposed and existing Medicare and Medicaid legislation to determine impact on client program operations. Assist with \$430M Pfizer settlement for off-label drug promotion. Analyze, and evaluate hospital purchases of physician practice groups. Assess anti-kickback risk and denial of medical claims by CMS. Analyze and review the role of nurse practitioners in hospice settings. Prepare commentary to CMS regarding reimbursement of skilled nursing facilities. Develop and present briefing materials, legislative summaries, and background papers.

Healthcare Administration Intern, Center for Medicare & Medicaid Services, Department of Health & Human Services; Baltimore, MD — Summer 2002

Conduct analyses of proposed and existing legislation to determine impact on Medicare or Medicaid program operations. Coordinate the development of operational policies or procedures to solicit Medicare or Medicaid models of care. Assist with development and coordinate implementation of training to lower medical malpractice risk for participating providers and increase quality of care. Conduct physician feedback forums.

Substance Abuse Counselor, Cumberland County MHC, Fayetteville, NC —

05/15/00-07/31/01 Perform individual and family counseling, screening, intake, assessment and referral services. Develop and implement treatment plans. Conduct community outreach. Effectively implement SAMSHA/Ryan White comprehensive treatment program for substance abusing patients with comorbid HIV/AIDS. Assist psychiatrists in research and publication of findings in the study of somatizing patients and patients with hypochondrial concerns.

Mental Health Coordinator, Southern Regional AHEC, Fayetteville, NC —

01/01/99-05/01/00 Develop and implement CME and clinical training programs for regional psychiatrists and mental health professionals in association with the University of North Carolina - Chapel Hill and Duke University.

Behavior Specialist, Community Innovations; Fayetteville, NC — 01/01/95-12/31/97

Provide counseling, support, and behavioral therapies to SPMI patient population. Update medical records with treatment and progress notes. Conduct intake for mental health patients eligible for group home treatment.

Military Intelligence Linguist, United States Army; Ft. Bragg, NC — 07/01/92-12/01/98

Train company linguists. Manage combat-ready field team. Provide transcriptions and translations of foreign Spanish communications. Conduct airborne paratrooper combat missions. Effectively analyze and evaluate training programs in support of mission and operational plans. Maintain Top Secret Security Clearance (TS/SCI).

PUBLICATIONS

Metro, Joseph W., Darvin E. Williams, et al. "Beyond Gainsharing: Physician Ownership of Medical Product Distribution Channel Entities." Health Law Monitor 9.3 (2005). 1-9. Print.

Valdivieso, V., Darvin Williams, et al. "HIV/AIDS in the Nation's Capital: Improving the District of Columbia's Response to a Public Health Crisis." DC Appleseed HIV/AIDS (2005). Print.

Markenson, Ari J and Darvin E. Williams. "CMS Clarifies the Role of Nurse Practitioners in Hospice Settings." National Health Law Practice Special Alert (2003).

Holder-Perkins, Vincenzo, Thomas Wise, and Darvin E. Williams. "The Somatizing Patient." Current Psychiatry Reports 2.3 (2000): 234-40. Print.

Holder-Perkins, Vincenzo, Thomas Wise, and Darvin E. Williams. "Hypochondriacal Concerns." The Primary Care Companion to The Journal of Clinical Psychiatry 02.04 (2000): 117-21. Print.

LANGUAGES

Fluent in written and conversational Spanish

PROFESSIONAL REFERENCES

- Ronald L. Johnson, Major General (Retired).
tel: [REDACTED] email: rjohnsoni@AOL.com
- Vincent DeGennaro, MD. Chief of Staff Miami VA Healthcare System.
tel: [REDACTED] email: vincent.degennaro@va.gov

RESOLUTION NO. 23-XXXX

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA AUTHORIZING EXPENDITURES FOR TRAVEL RELATED COSTS FOR THE TOP THREE SHORTLISTED CANDIDATES FOR THE CITY MANAGER POSITION; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, pursuant to Resolution 23-002, the City established a search committee to select a permanent City Manager, which consisted of the City Commission of the City of Opa-Locka, consistent with City of Opa-Locka Code of Ordinances; and

WHEREAS, the City Commission will be conducting interviews of the top three candidates for the position of City Manager; and

WHEREAS, the City Commission recognizes that some or all candidates may need to travel in order to attend interviews outside of the tri-county area of Palm Beach, Broward and Miami-Dade counties; and

WHEREAS, the City Commission has determined that it is in the best interests of the City and its residents to authorize the expenditure for travel, lodging and meal expenses for those candidates who will be required to travel outside of the tri-county area to interview of the City Manager position. Upon request, candidates may request reimbursement for reasonable travel, lodging and meal expenses.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF OPA LOCKA, FLORIDA:

SECTION 1. RECITALS ADOPTED.

The recitals to the preamble herein are incorporated by reference.

SECTION 2. AUTHORIZATION

The City Commission of the City of Opa-Locka, Florida hereby authorizes expenditures for travel related costs for the top three (3) shortlisted candidates for the City Manager position for those candidates travelling outside of the tri-county area for interviews.

SECTION 3. SCRIVENER'S ERRORS.

Sections of this Resolution may be renumbered or re-lettered and corrections of typographical errors, which do not affect the intent of this Resolution may be authorized by the Interim City Manager, following review by the City Attorney,

without need of public hearing, by filing a corrected copy of same with the City Clerk.

SECTION 4. EFFECTIVE DATE

This Resolution shall take effect upon the adoption and is subject to the approval of the Governor or Governor's Designee.

PASSED and **ADOPTED** this _____ day of _____, 2023.

John Taylor, Mayor

ATTEST:

Joanna Flores, City Clerk

APPROVED AS TO FORM AND
LEGAL SUFFICIENCY:

Burnadette Norris-Weeks, P.A.
City Attorney

Moved by: _____

Seconded by: _____

VOTE:

Commissioner Bass	_____ (Yes)	_____ (No)
Commissioner Kelley	_____ (Yes)	_____ (No)
Commissioner Williams	_____ (Yes)	_____ (No)
Vice Mayor Ervin	_____ (Yes)	_____ (No)
Mayor Taylor	_____ (Yes)	_____ (No)

RESOLUTION NO. 23-002

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, ESTABLISHING A SEARCH COMMITTEE CONSISTENT WITH CITY OF OPA-LOCKA CODE OF ORDINANCES SECTION 2-8.4; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, on April 5, 2022, the City Commission appointed Darvin Williams as Interim City Manager for a term not to exceed nine (9) months starting on April 5, 2022 and ending approximately January 5, 2023; and

WHEREAS, the City of Opa-Locka City Commission desires to conduct a search for a permanent City Manager; and

WHEREAS, Section 2-8.4 of the City of Opa-Locka's Code of Ordinance (applicable code) requires a five member search committee for the purpose of soliciting, screening and recommending candidates for the position of city manager and all other appointed city officials; and

WHEREAS, the applicable city code also provides that the City Commission may serve as the City's search committee and City Commission desires to appoint itself as the search committee with the sole authority to select a permanent City Manager for the City of Opa-Locka; and

WHEREAS, within seven (7) days, the City Commission hereby authorizes the City Clerk to engage with the Florida League of Cities, the Florida City and County Management Association or other similar group to obtain a viable solicitation document that can be utilized for the search of a permanent city manager; and

WHEREAS, the solicitation document shall be presented to the City Commission at or before its January 25, 2023 Regular Commission meeting for Commission approval; and

WHEREAS, thereafter, City Commission will make all efforts to review applications, conduct interviews and select a permanent City Manager.

NOW, THEREFORE, BE IT DULY RESOLVED BY THE CITY COMMISSION OF THE CITY OF OPA- LOCKA, FLORIDA:

SECTION 1. The recitals to the preamble herein are incorporated by reference.

SECTION 2. AUTHORIZATION

The City Commission of the City of Opa-Locka hereby establishes a search committee consistent with City of Opa-Locka Code of Ordinances Section 2-8.4 and further authorizes the City Clerk to engage with the Florida League of Cities, the Florida City and County Management Association or other similar group to obtain a viable solicitation document that can be utilized for the search of a permanent city manager and presented no later than January 25, 2023 regular City Commission meeting.

SECTION 3. SCRIVENER'S ERRORS

Sections of this Resolution may be renumbered or re-lettered and corrections of typographical errors, which do not affect the intent of this Resolution may be authorized by the Interim City Manager, following review by the City Attorney, without need of public hearing, by filing a corrected copy of same with the City Clerk.

SECTION 4. EFFECTIVE DATE

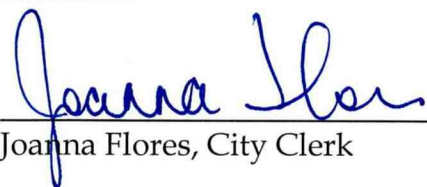
This Resolution shall take effect upon the adoption and is subject to the approval of the Governor or Governor's Designee.

PASSED and ADOPTED this 11th day of January, 2023.



John Taylor, Mayor

ATTEST:



Joanna Flores, City Clerk

**APPROVED AS TO FORM AND
LEGAL SUFFICIENCY:**



Burnadette Norris-Weeks, P.A.

Moved by: Commissioner Kelley

Seconded by: Vice Mayor Ervin

VOTE: 5-0

Commissioner Bass	YES
Commissioner Kelley	YES
Commissioner Williams	YES
Vice Mayor Ervin	YES
Mayor Taylor	YES