

TERRANCE (TERRY) STEWART

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SUMMARY

A seasoned manager with innovative leadership expertise. Achievement-oriented, outcome focused and accountability driven, with proven communications, organizational and analytical skills. More than twenty-five years of upper management experience, including departmental and executive level positions. Specific expertise in the following areas:

- Leadership and Organizational Management
- Lean Government
- Strategic Planning
- Personnel Selection and Team Building
- Finance and Budgeting
- Management-Labor Relations
- Community Relations
- Public Safety

RELEVANT PROFESSIONAL EXPERIENCE:

City Manager, Cape Coral Florida

2002 to Present

The City of Cape Coral is a robust coastal community of just over 162,000 residents situated in southwest Florida. It is a peninsula bordered by the Caloosahatchee River on the east and Matlacha Pass and the Gulf of Mexico to the west and has over 400 miles of internal, navigable waterways. The community has a strong water sports orientation. In geographic size, it is Florida's third largest city at 120 square miles. The U.S. Census Bureau designated it as the fifth (5th) fastest growing city in the nation in 2006 and 2007. It is projected to grow to over 400,000. Because of its size and stage of development, portions of the Cape are almost rural in nature, with the majority being suburban and including a swiftly evolving downtown urban center. It is a full service city with a total budget for fiscal year 2006-07 of \$1.2 billion, a general fund of \$162 million. There were just fewer than 2,000 budgeted personnel positions. Due to today's economy the 2008-2009 employee count is down to approximately 1,500, with the overall budget at just under \$500 million.

It has been an honor to work with the Mayor and City Council in successfully guiding the City through an initial five-year growth period that saw the city's population increase by 55,000 residents. This was combined with a three hundred fifty percent (350%) increase in single-family home construction from 1,800 units in 2001 to nearly 8,000 units in 2005. The city is now battling the same difficult circumstances facing most cities as a result of the downturn in the national economy and we have managed to meet the challenge. The city suffered a \$27.5 million drop in revenue in 2008-2009 but has managed to keep services at or near previous levels.

ACCOMPLISHMENTS: CURRENT POSITION

- Implemented and continue to support the "Lean Government" process management initiative based upon concepts developed by the Toyota Corporation. Current ROI with this program is 13.5.
- Recently named by the International City Management Association (ICMA) as a recipient of its Strategic Leadership and Governance Award in recognition of the successful implementation of our "Lean Government" initiative.

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ACCOMPLISHMENTS: CURRENT POSITION (cont')

- Guided a complete revamp of organizational performance measures to those that are outcome focused and results oriented.
- Implemented Processed-Based Leadership training throughout the organization.
- Guided the implementation of a first ever “Business Plan” for the city.
- Implemented quarterly operational and financial reporting that is tied to the City Council’s strategic objectives.
- Established new and additional financial reporting publications to better enable the general public to grasp the complex municipal budget.
- Carefully guided the city through the 2004 and 2005 hurricane seasons that included a direct hit by Hurricane Charley and indirect impact from three other storms that left over \$650 million in property damage and cost the city over \$20 million in recovery and cleanup costs.
- Upon arrival in 2002, filled seven of the top ten department level positions within the first year and assembled a management team widely regarded in the community as being top-notch and exceedingly effective. This team works in a highly cooperative manner to serve the best interest of the community.
- Immediately recognized a failing Information Technology system. Brought in new management and worked with the city council toward investing several million dollars to bring it from the brink of collapse.
- With the direction of the policy makers, lead the City’s effort to establish a Municipal Charter School System. The first school opened August of 2005. The fourth, a high school just opened for the 2009-2010 school year.
- Implemented a routine weekly reporting process that helps to keep the elected officials well informed of ongoing and emerging issues.
- Florida Recreation and Parks Association 2009 Agency of the Year, Category II
- Worked to improve the Fire/Rescue department to a level that recently supported a change in the City’s ISO insurance rating from a 4/9 to a enhanced rating of Class 3
- Police Department both state and nationally accredited, and recognized as a “Flagship Agency.” Consistently ranked among lowest crime rates in Florida.
- Nationally recognized and award winning Fleet Management program.
- One of few local government organizations to receive special recognition from the G.F.O.A. for performance measures in a budget document.
- International and State Economic Development awards to the city
- The City’s Cape TV public information channel received two 2009 “Telly” awards (14,00 entries) and two Silver “Communicator awards (9,000) for excellence in programming
- Recently named as one of nation’s Top Ten Digital Cities for populations of 125,000 to 250,000

Assistant City Manager, Pembroke Pines, Florida

1994-2002

Partnered with the City Manger in administering the day to day operations of the City, in establishing and implementing long range planning, development of goals and objectives, preparation of the proposed budget document, labor negotiations, project management, needs analysis, mentoring and development of subordinates.

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Departmental areas of responsibility at various times included Finance, Information Technology, Parks and Recreation, Community Services, Police, Fire, Human Resources, and Risk Management/Insurance Services as well as being entrusted with final approval on all purchase requests and payments for all City departments. Also served as the City Manager's liaison with the Police/Fire Pension Board and played an active role in preparation of municipal pension legislation. Served as the CM's representative and hearing officer in all final disciplinary action hearings.

Assistant Fire Chief, City of Pembroke Pines, Florida

Responsible for coordinating and facilitating the efforts of all divisions, long range planning, budgeting, project assignments and management, personnel management, career development of subordinates, analysis of needs, development of goals and objectives, incident command and Acting Chief in the Fire Chief's absence.

During my final two years in this position, the City Manager would utilize my skills to complete special projects that his office lacked the manpower to accomplish. It was in this way that I was able to demonstrate the knowledge, skills and abilities that lead to promotion to Assistant City Manager.

Fire Chief, City of Lauderdale Lakes, Florida

Progressed through departmental ranks to Fire Chief.

OTHER EXPERIENCE

Adjunct Professor, Nova Southeastern University, Ft. Lauderdale, Florida

Adjunct Professor, Broward Community College, Ft. Lauderdale, Florida

EDUCATION:

Master of Public Administration Degree, Sigma Beta Delta National Honors
Nova Southeastern University, Fort Lauderdale, Florida 1998

Bachelor of Science Degree in Business Administration, (With Distinction), with a specialty in Legal Studies. Alpha Chi National Collegiate Honors
Nova University, Fort Lauderdale, Florida 1990.

A.A. Degree, with honors 1975, A.S. Degree in Fire Science Technology, with honors 1974
Broward Community College, Fort Lauderdale, Florida

PROFESSIONAL AFFILIATIONS

- International City Management Association (ICMA)
- Florida City/County Management Association (FCCMA) Board of Directors
 - Chair of Membership Committee 2009-2010
 - Co-Chair of Emerging Professionals Committee 2008-2009
 - Nominating Committee member 2007-2008
 - Current District VI Director

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PROFESSIONAL AFFILIATIONS (cont')

- Member, Florida Association of Counties
- Past member of the Broward City/County Managers Association: Served as Vice President for year 2000; served two terms as Secretary /Treasurer

GENERAL INFORMATION:

- Co-author of current NFPA Fire Protection Handbook 20th Edition Vol. II, Section 12, Chapter 12, Disaster Planning and Response Services
- ICMA Retirement Corporation Client Advisory Board member 2005-2008
- Lee County United Way Board of Directors, member and Leadership giver
- Board of Directors Cape Coral Chamber of Commerce beginning January 2009
- Founding member and past Governing Board member, City of Cape Coral Charter Schools
- Florida Gulf Coast University Public Administration Program Advisory Board member
- Past Lee County American Red Cross Board of Directors member
- Honorary Board member and amateur actor/singer with the Pembroke Pines Theatre of the Performing Arts.
- Former City Liaison with the City of Pembroke Pines Arts and Culture Advisory board
- Former Broward Addiction Recovery Center Advisory Board member
- Former member of the City of Pembroke Pines Labor Negotiations team negotiating with all three labor units: Police , Fire and General Employees, 1994 to 2002
- Miramar/Pembroke Pines Chamber of Commerce: Board of Directors 1997-1999, founding Chair of Diversity Committee, Leadership Class X graduate, Leadership Committee member. The Chamber's 1998 Pinnacle Award recipient and 1998 Distinguished Leadership Alumni
- Former State of Florida Worker's Compensation Employer's Advisory Committee member
- Past Board of Directors, Kiwanis Club of Pembroke Pines, President Elect upon departure
- High School Student Mentor through Nova Southeastern University's Enterprise Ambassadors USA program, 1996 to 2002, Broward County, Fl.
- United Way Campaign Chair for the City of Pembroke Pines, 1992 through 1999. Member of United Way of Broward Allocations Committee 1994-1996, Campaign Cabinet member Vice-chair of Government Committee 1998-1999
- Black belt practitioner of traditional Haiyashi-ha Shito-Ryu Japanese Karate
- Board of Directors, Dragon Club of SW Florida (Karate)
- Since 2002 emcee for the Cape Coral Council for the Arts and Humanities annual "Stars of Tomorrow" show
- National Anthem singer for various community and sporting events