

JEFFREY I. NAFTAL, ICMA-CM

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December 24, 2009

Town of Fort Myers Beach
Ms. Anne Dalton, Esquire
2044 Bayside Parkway
Fort Myers, FL 33901
(239) 337-7900
adalton@daltonlegal.com

RE: Fort Myers Beach Interim Town Manager Position

Dear Ms. Dalton:

Thank you for contacting me about the Interim Town Manager position in Fort Myers Beach, Florida. I am happy to submit my resume for consideration by you, Mr. Green and the Town Council. With 20 plus years of executive management experience in managing all aspects of municipal government, even under difficult financial circumstances and providing an unsurpassed ability to hire the best and implant a culture of service and pride, I feel that I have the professional skills, innovative thinking and personal ethics the Town of Fort Myers Beach is seeking.

My extensive background in all facets of local government has rendered me uniquely qualified to assess internal operations and define organizational structure. I have successfully managed beachfront communities throughout my career including the barrier island communities of Surfside, Juno Beach, and Hillsboro Beach. I am highly adept at analyzing municipal operations to develop procedural modifications that reduce costs while optimizing efficiency. With the anticipated continuation of the trend towards lower revenues in Florida, this is especially important. Moreover, my talent for strategic planning and problem solving enables me to deliver extraordinary project and program outcomes while remaining on schedule and under budget. Beach renourishment for example is a project I have seen through to completion three times in my career. Because of these skills and more, I have built a remarkable track record of implementing innovative procedural and technological enhancements to promote the Council's objects and to ensure the organization maximizes its potential.

My success as a city manager also derives from my rare aptitude for organizational leadership and team building. I excel in workforce optimization and am highly proficient at selecting, recruiting, and training quality personnel. I have successfully filled senior positions at all levels of government. Moreover, my ability to devise professional enrichment, assessment, and incentive programs ensures that the Town will continue to benefit from the outstanding performance of its employees. These talents for team building extend to my relationships with key figures beyond the office door; my aptitude

for building productive and enduring relationships with town leaders, union organizers, citizens, and key third parties enables me to promote Town business and the Town's vision through the strategic cultivation of mutually beneficial partnerships. I am now seeking to bring these skills to bear for Fort Myers Beach.

Among my most significant achievements in local government are:

- Utilized strategic planning skills, staff resources and technological innovation to meet reduced revenue goals based on State mandates and the recession without having to cut staff or services or raise the millage rate.
- Expanded tax base using creative zoning techniques, a Community Redevelopment Agency and extensive grant funding for business.
- Coordinated with the County and State to implement and complete beach renourishment projects in conjunction with the US Army Corps of Engineers.
- Optimized organizational efficiency through team building, policy development and process reengineering.
- Successfully completed multiple capital improvement projects within the first 18 months of appointment. This avoided over \$2M in revenue loss from grant expiration. Many of these projects were 2 to 3 years behind schedule.
- Directed culture change through policy modification and new reporting techniques including enhanced weekly updates to the Council and weekly updates on the Council's annual goals.
- Devised town-wide Wi-Fi program promoting public safety and generating revenue growth through its use by emergency personnel and private citizens.
- Spearheaded a \$2.8M design-build parks renovation project.

As demonstrated by my resume, I am an ICMA credentialed, results-oriented city manager with 22 years of executive leadership success in managing diverse cities and I am committed to transparent and ethical government. In summary, I think I have the necessary skills, knowledge, abilities, education and work experience to be the Interim Town Manager who can move the Town through its election and budget cycles. I am excited about the prospect of working for another beachfront community like the Town of Fort Myers Beach.

Thank you for your consideration.

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CITY MANAGER

Over 22 years of local government executive management experience with expertise in the following areas:

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|-------------------------------|--------------------------|----------------------------|
| ★ Budgeting | ★ Team Building | ★ Communications |
| ★ Strategic Planning | ★ Personnel Recruitment | ★ Operations Analysis |
| ★ Community Redevelopment | ★ Personnel Selection | ★ Project Management |
| ★ Economic Development | ★ Performance Evaluation | ★ Information Technology |
| ★ Program Design/Implementing | ★ Labor Relations | ★ Purchasing & Procurement |
| ★ Commission Goal Setting | ★ Union Negotiations | ★ Consultant Management |

A take charge, innovative, hands-on professional who gets the job done while understanding the balance between public and private interests. A can-do, team player, who is able to work independently within an organization and is experienced in all aspects of local government, with practical experience in diverse communities.

PROFESSIONAL EXPERIENCE

SPECIAL ASSIGNMENTS ● 2008 – Present

City of Lake Worth, Florida: An ocean front community with a budget of \$167 million. The City is known for its diverse culture and many historic properties including City Hall.

GENERAL MANAGEMENT

- ❖ Grant Writing – Responsible for application for the Local Energy Assurance Planning grant through the U.S. Department of Energy and Recovery Act funding (\$110,000) for the Electric Utility and for a FEMA Pre-Disaster Mitigation grant (\$187,500) to protect the historic City Hall building from hurricanes. Also research additional grant opportunities for the Electric Utility, historic municipal structures, pocket parks and youth ball fields, and community transportation needs.
- ❖ Project Assistance – Assisted with the creation of the City’s Electric Utility Energy Audit Program.

HUMAN RESOURCES

- ❖ Labor Relations – Assist the City Manager in reopening all labor contracts due to citywide financial emergency. Chief spokesperson and lead negotiator for the City in all labor negotiations. Responsible for evaluating and costing proposals from both sides.
- ❖ Job Classification – Create job descriptions for senior level positions. Write new job descriptions and rewrite out of date job descriptions.
- ❖ Performance Evaluation – Produced a performance evaluation for citywide usage.

SPECIAL ASSIGNMENTS continued:

- ❖ HTE Governmental Software – Responsible for software application implementation and training.

INTERIM RISK MANAGER

- ❖ Risk Management – Evaluate all City insurance policies and implement contract modifications saving the City at least \$100,000 annually in premiums.

Town of Hillsboro Beach, Florida: An ocean front community with a budget of \$4.8 million. The Town is known for its quiet lifestyle and beautiful beaches.

- ❖ General Management – Assist the Town with selection and recruitment of a Town Clerk and financial services contractor, coordination of beach renourishment project, agenda preparation, minutes, departmental reorganization, and technology enhancements.

TOWN MANAGER - TOWN OF JUNO BEACH, FLORIDA • 2005-2008

Served as Chief Executive Officer for an ocean front community with a \$6M annual budget. The Town provides Police services, Public Works, Planning and Zoning. Fire, solid waste, utilities, and parks and recreation services are contracted out. The Town is known for maintaining 43% of its land area as Environmentally Sensitive Lands and for its sea turtle nesting, one of the world's densest nesting areas. They pride themselves on their small town atmosphere and had one manager since incorporation prior to my appointment.

Budget and Finance: Ensured the short and long-term financial integrity of the Town through budget development, monitoring, regular reporting on the financial condition of the Town, and, effective management of its fiscal resources. Preparation of the Town budget involved a comprehensive analysis of all revenues, expenditures and capital improvement projects. Accomplishments included:

- ❖ Utilized strategic planning skills, staff resources and technological innovation to meet reduced revenue goals based on State mandates and the recession without having to cut staff or services or raise the millage rate.
- ❖ Lowered the millage rate in 3 years from 3.40 to 2.80 while adding the key position of Project Coordinator, enhancing Police services and Code Enforcement and maintaining all other services.
- ❖ Successfully completed multiple capital improvement projects within the first 18 months of appointment. This avoided over \$2M in revenue loss from grant expiration. Many of these projects were 2 to 3 years behind schedule.
- ❖ Member of Palm Beach County Impact Fee Review Committee.

Community Development: Developed, implemented and evaluated redevelopment strategies including the use of mixed use zoning for the center of Town and scaled residential zoning for other areas of the Town. Accomplishments included:

- ❖ Attended all meetings of the Development Review committee to ensure that proposed developments were in line with Council policies.

TOWN OF JUNO BEACH Town Manager continued:

- ❖ Collaborated with all interested parties to produce quality developments that would enhance the character of the community by maintaining its small-town feel. Projects included mixed-use retail/commercial/condominium; single family homes offering buyers multiple design options, and townhomes located on or overlooking the ocean.
- ❖ Completed a \$2.7 million upgrade of the medians along the Town's main road. Grant funding accounted for \$2 million of the total. This project replaced the medians and landscaping with a native vegetation project and was approved by both the State of Florida Department of Transportation and Palm Beach County.
- ❖ Launched one of Florida's only town-wide Wi-Fi Networks to include public safety component and residential pay for service program. This \$150,000 project was projected to reach profitability within 2 years of implementation.
- ❖ Installed pedestrian lighting along the ocean to provide pedestrian and bicycle riders with light all year, including during turtle nesting season when most lights are prohibited. This involved significant negotiations with the State of Florida and Palm Beach County as well as state and local environmental groups.
- ❖ Successfully completed numerous grant-funded projects including hardening the Town Center with new windows/doors, roof and generator to protect against hurricanes; recreational projects such as gazebos, fountains, and beach access improvements.
- ❖ Privatized the building permit process for the Town. This resulted in expedited review of plans and faster permitting plus increased annual revenues of \$100,000.

Community-Council-Manager Relations: Provided executive leadership through sound management principles and community participation while implementing Council policies and priorities to ensure the effective delivery of service to the Town's residents. Supervised the operation and management of the Town including: finance; intergovernmental relations; police; community development; and, community relations. Accomplishments included:

- ❖ Directed culture change through policy modification and new reporting techniques including enhanced weekly updates to the Council and weekly updates on the Council's annual goals.
- ❖ Modernized the Town's website making it more user friendly and adding features that would benefit the residents and others including software for service requests and complaint tracking.
- ❖ Successfully updated the Town's Code of Ordinances which had not been done for over 25 years. This involved working with the Council and residents at multiple public workshops.
- ❖ Mediated resident disputes that had escalated to police actions and Council concerns.
- ❖ Participated in all Town events including those sponsored by the Marinelifelife Center (sea turtle research) and the Chamber of Commerce as well as regular attendance at Chamber of Commerce meetings, Friends of the Arts art shows and other meetings of importance to the Town.
- ❖ Member of Seacoast Utility Authority Board of Directors

TOWN OF JUNO BEACH Town Manager continued:

Human Resources and Labor Relations: Fostered positive employer-employee relationships which promoted high employee morale. Established and maintained effective and harmonious relationships with management, labor and elected officials by demonstrating a sincere interest in the intrinsic value of all employees and the jobs they perform. Accomplishments included:

- ❖ Led negotiations with the Police Benevolent Association on the first union contract for the Town. These negotiations resulted in a police union contract overwhelmingly approved by the union and Council.
- ❖ Restored operational functionality and efficiency to all departments.
- ❖ Strategically recruited and trained top talent, including Police Chief, Public Works Director, Town Clerk, Deputy Town Clerk, Senior Planner and Project Coordinator, all of whom are still employed by the Town.
- ❖ Rewrote employee assessments and tied employee assessments to budgeted merit increases so that increases were based on "pay for performance".
- ❖ Led all hiring, training, dismissal, and performance evaluations for town employees and external support staff.
- ❖ Enhanced code enforcement during off hours by adding a part-time officer for nights and weekends.
- ❖ Updated all personnel policies for the Town.
- ❖ Established weekly senior staff meetings empowering staff and facilitating coordination between departments.

CITY OF HALLANDALE BEACH, FLORIDA • 1996-2005
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Assistant City Manager (1998-2005)

Assistant Personnel Director (1996-1998)

Served as Assistant to the Chief Executive Officer for a full-service municipality with a \$39M annual budget. Services provided include Police, Fire/Rescue, Water, Sewer, Storm Water, Sanitation, Public Works, Parks and Recreation, Planning and Zoning, Human Services and Information Technology. The City is a diverse, ocean front community, known for its pari-mutuels as it has both a horse track (Gulfstream Park) and dog track (Mardi Gras), the only city in the State with two such operations.

Budget and Finance: Improved the short and long-term financial viability of the City through efficient management of fiscal resources, detailed budget development, comprehensive expenditure monitoring, and regular reporting on the financial condition of the City. Preparation of the City budget involved a comprehensive analysis of prior history as well as all revenues, expenditures and capital improvement projects. Accomplishments included:

- ❖ Assisted in and periodically assumed sole supervision of city budget and project planning.
- ❖ Successfully applied for more than \$4M in grants including for parks and recreation, human services and public works.

CITY OF HALLANDALE BEACH Assistant City Manager continued:

- ❖ Saved \$100,000 per year by coordinating the privatization of the city's aquatic operations. This change not only saved the City significant money but also improved service to the public including training and responses to emergencies.
- ❖ Saved \$20,000 per year in lost time expenditures through implementation of automated time clock system facilitating more accurate and expeditious tracking of city employee work hours.
- ❖ Rescued \$5,000 per year in revenue through installation of innovative telephone system.
- ❖ Participated in numerous contract negotiations for waste management, recreation and other areas.
- ❖ Implemented a revised fee structure for all parks and recreation programs.

Community Development: Developed, implemented and evaluated redevelopment strategies including the use of the City's Community Redevelopment Agency and targeted zoning for the areas of the City which were in need of redevelopment. Accomplishments included:

- ❖ Led negotiation and development of the city's first affordable housing project of 238 units which also brought \$750,000 in revenue to the city through the sale of 13+ acres of vacant land owned by the city.
- ❖ Participated in negotiations with the City's pari-mutuels for the creation of casinos as allowed by the State. Negotiations dealt with hours of operation, revenue to the City, and enhancements to facilities.
- ❖ Directed City's first design-build capital improvement project, a \$2.8M project which renovated the City's largest park and significantly improved 3 additional parks in the city.
- ❖ Boosted public safety through launch of mobile computing program for police department. This program installed laptops in police vehicles enabling on-site computing and increased police presence in communities.

Community-Council-Manager Relations: Provided executive leadership to the City Manager through sound management principles and community participation while implementing Commission and City Manager policies and priorities to ensure the effective delivery of service to the City's residents. Supervised the operation and management of the City including: finance; intergovernmental relations; police; fire/rescue; community development; parks and recreation; public works; information technology; the City Clerk's office; and, community relations. Accomplishments included:

- ❖ Acted for the City Manager in his absence.
- ❖ Assumed direct responsibility for key city departments which were deemed in operational trouble. Departments managed include Personnel, Information Technology, Public Works/Utilities/Engineering, Parks and Recreation, and the City Clerk's office. In each of these departments, I evaluated the situation, made organizational and operational changes as necessary, and left the department stable and ready for a permanent director.
- ❖ Managed Information Technology department, responsible for all computer hardware and software including the City's AS/400, HTE, Inc. governmental software, and Kronos time management software.

CITY OF HALLANDALE BEACH Assistant City Manager continued:

- ❖ Administered multiple elections at the request of the City Manager and Commission to ensure an election with no issues at a time when the County was unable to guarantee a successful election.
- ❖ Designated by the City to lead the startup of the new city of West Park, Florida, acting in a good neighbor capacity. Duties included coordinating city staffing, budgeting, and planning from the ground up. West Park has over 12,000 diverse residents and has built their city from scratch including all services and revenues.
- ❖ Defined agendas and conducted presentations for Commission meetings.
- ❖ Regularly attended senior staff and City Council meetings.

Human Resources and Labor Relations: Promoted organizational excellence through organizational design and performance evaluation. Established and maintained harmonious and successful relationships with management, labor unions and elected officials by establishing rapport and recognizing the importance of all employees and the jobs they perform. Accomplishments included:

- ❖ Led all aspects of collective bargaining with the Police Benevolent Association, International Association of Fire Fighters, and American Federation of State, County and Municipal Employees.
- ❖ Created culture of excellence in the departments of Information Technology, Parks and Recreation, and Human Services and then led successful searches for permanent department directors.
- ❖ Coordinated records retention and database maintenance including optimizing staff use of available software.
- ❖ Managed applicant testing, personnel selection and employee training.
- ❖ Rewrote the outdated Civil Service Ordinance to reflect modifications required by law or requested by the City Manager and Commission, ensuring its ratification by the Civil Service Board and City Commission.
- ❖ Coordinated the operations of the Civil Service Board.
- ❖ Coordinated staffing activities for Manager's office including hiring support staff.

ASSISTANT TOWN MANAGER/TOWN CLERK - TOWN OF SURFSIDE, FLORIDA • 1987-1996

Served as Assistant to Chief Executive Officer of full-service municipality with a \$6M annual budget. Services provided include Police, Planning and Zoning, Water, Sewer, Sanitation, Public Works, Recreation, and Library. The Town is an ocean front community known for its small town feel and its vibrant business district. Accomplishments included:

- ❖ Managed the budget process and details for all departments and all capital projects for the Town.

TOWN OF SURFSIDE Assistant Town Manager/Town Clerk continued:

- ❖ Successfully managed the business district's multi-million dollar renovation including all hardscape, landscape and parking improvements. At the same time, encouraged and facilitated business owner participation in a County grant program improving their facades.
- ❖ Implemented changes to zoning and comprehensive plan protecting the Town's height restrictions while creating tiered developments buffering the multi-family area from the single family area.
- ❖ Secured over \$2M in funding through grant writing enhancing beach access, improving Town parks and addressing storm water concerns.
- ❖ Led all aspects of collective bargaining with the Police Benevolent Association.
- ❖ Rescued \$20,000 in annual insurance expenditures by reducing town's experience modification rate for liability insurance from 10% to less than 2%.
- ❖ Assumed all risk management duties, including administering all health, liability and workers' compensation insurance programs. Duties included working with legal counsel preparing defenses and attending trials as necessary.
- ❖ Saved \$10,000 in Information Technology costs by replacing town's obsolete computer system with state-of-the-art technologies still in use more than 20 years after adoption.
- ❖ Directed various grant-funded capital improvement projects including street end parks and playground renovations.
- ❖ Supervised emergency management, floodplain management, ADA administration, and municipal elections.
- ❖ Implemented the County's two bin recycling program within the Town.

EDUCATION

Master of Science in Public and Human Resource Management
St. Thomas University, Miami, Florida

Bachelor of Arts in Political Science
George Washington University, Washington, D.C.

PROFESSIONAL AFFILIATIONS

ICMA Credentialed Manager

International City/County Management Association

Florida City and County Management Association: Technology Committee

Palm Beach County City Managers Association: President, Vice-President,
Secretary/Treasurer