

PALM BEACH COUNTY
BOARD OF COUNTY COMMISSIONERS

Item: #3A-1

AGENDA ITEM SUMMARY

Meeting Date: June 3, 2025 ☒ Consent ☐ Regular
 ☐ Workshop ☐ Public Hearing

Department: Human Resources Department

Submitted By: Palm Beach County Administration

I. EXECUTIVE BRIEF

Motion and Title: Staff recommends motion to approve:

A) the list from the Palm Beach County Administrator Task Force (CATF) of the applicants for the County Administrator position; and

B) the scheduled interviews with the selected applicants.

SUMMARY: On May 14, 2025, through a public process, the CATF selected seven (7) applicants from the applicant pool to move forward in the recruitment and retention process. On May 20, 2025, the BCC was presented six (6) applicants, due to the withdrawal of two (2) and directed staff to bring these applicants directly to the BCC for scheduled interviews. Due to an additional applicant withdrawal from a scheduling conflict, the number has changed to four (4) of the remaining applicants for consideration in the County Administrator recruitment and retention process. Staff is requesting authorization to continue with the scheduling of the meetings and interviews for the following dates: Monday, June 16, 2025, for one-on-one meetings with each of the Commissioners and a Public Reception, and Tuesday, June 17, 2025, for a public meeting where the BCC will interview the four (4) applicants. As indicated, presented to you for consideration are the applicants who have submitted their applications and have been determined to move forward from the applicant pool that met the prescribed minimum qualifications pursuant to Section 2.4, Palm Beach County Charter and the advertised job description. Countywide (DO)

Background and Justification: The current County Administrator has properly notified the BCC of their upcoming retirement effective May 31, 2025. In response, the BCC developed and accepted a Plan and a Resolution for the recruitment and retention process to fill the position. Pursuant to BCC's Plan and Resolution, county staff initiated and completed several steps of the process and are now at the point of interview and selection.

Attachments: Candidate Resumes

Recommended by:


Department Director


Date

May 27, 2025

Approved by:


Assistant County Administrator


Date

May 28, 2025

II. FISCAL IMPACT ANALYSIS

A. Five-Year Summary of Fiscal Impact:

Fiscal Years	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>
Capital Expenditures	_____	_____	_____	_____	_____
Operating Costs	_____	_____	_____	_____	_____
External Revenues	_____	_____	_____	_____	_____
Program Income (County)	_____	_____	_____	_____	_____
In-Kind Match (County)	_____	_____	_____	_____	_____
NET FISCAL IMPACT	_____	_____	_____	_____	_____

Is the Item Included in Current Budget? Yes _____ No X
Does this item include the use of Federal Funds? Yes _____ No X
Does this item include the use of State Funds? Yes _____ No X

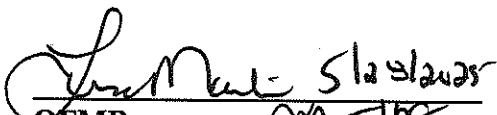
Budget Account No. Fund _____ Department _____ Unit _____ Object _____


B. Recommended Sources of Funds/Summary of Fiscal Impact:

C. Departmental Fiscal Review: _____

III. REVIEW COMMENTS

A. OFMB Fiscal and/or Contract Dev. and Control Comments:


OFMB
5/12/2025
GA 5128
HAF 5128


Contract Dev. and Control
5/28/25

B. Legal Sufficiency:


Assistant County Attorney

C. Other Department Review:

N/A
Department Director

This summary is not to be used as a basis for payment

April 20, 2025

Board of County Commissioners
Palm Beach County
301 N. Olive Avenue
West Palm Beach, FL 33401

Letter of Intent – Palm Beach County Administrator Recruitment

Mayor Marino, Vice Mayor Baxter, Commissioner Flores, Commissioner Powell,
Commissioner Sachs, Commissioner Weiss, and Commissioner Woodward:

Please accept this letter of intent and attached resume as my application for the position of County Administrator for Palm Beach County. While my resume outlines my experience and qualifications, I am highlighting key points relevant to this specific position to assist in navigating the resume.

As a graduate of the University of Florida (BA, economics) and the University of South Florida (MPA), I have key educational credentials. Beyond the MPA, I was given the opportunity to be an adjunct instructor in the USF MPA program – teaching both Public Financial Administration, and State and Local Budgeting. Both degrees are highly relevant to this position.

I have lengthy, relevant experience in a large, Florida county – Hillsborough County (Tampa). My roles included not only substantial direct support to the County Commissioners, but I also worked with each of the Constitutional Officers, the Circuit and County Courts, every department, each city, local and regional authorities, and several State agencies. Palm Beach County offers an incredible opportunity for your next County Administrator. Few candidates can hit the ground running using similar large Florida County experience but a fresh look at the organization and the issues it faces.

At the level of senior management or above, I have 32 years' experience, of which 25 was in Florida. At the executive level, I have over 12 years' experience. I have overseen the 9th fastest growing county in the nation, and my experience as both a county manager and as a city manager gives me perspective on inter-government issues from both sides of the table. We need not only for the County to be successful under your next County Administrator, but the cities and other local entities to be successful as well. To that point, I have served on the executive committee of both a county chamber of commerce, and a county United Way.

I applaud Mrs. Baker's recognition for achieving Aaa/AAA/AAA bond ratings for Palm Beach County. I have had similar success (and it takes a team to achieve it) in two counties – Hillsborough County, FL and Forsyth County, GA. The highest bond ratings directly lower costs to the community we serve. When my county issued \$100 million in bonds, we sold them at a true interest cost (TIC) of 0.95% -- less than one percent.

With a total of 33 years' county experience, I have represented the Florida Association of Counties on three projects, involving the Florida Department of Revenue, the

Department of Community Affairs, and the Governor's Office. I served on the National Association of Counties' finance committee, chaired the Government Finance Officers Association of the U.S. and Canada (GFOA) Budget and Management Committee, and served on the GFOA Executive Board. I worked on behalf of state and local governments for more than a decade in negotiating with key corporate representatives how Internet taxation can work for both government and business. At the same time, I taught budget and financial management seminars for 20 years and spoke at dozens of state, regional and national conferences. I would like to believe you will not find a stronger financial candidate for this position. Financial skills are critical for success at this level: negotiating economic development opportunities with developers that is critical to moving the community forward, ensuring we minimize our cost of borrowing in conjunction with the Clerk and Comptroller, fine-tuning our cost of doing business in the budget process to hold down taxes, and navigating how we pay for storm damage -- or Presidential protection. I think one example, specific to Palm Beach County, may help: Accounting standards require we disclose what the cost is for benefits we give our employees -- particularly when much of that cost is paid years later. In Hillsborough County, I took on our "other post-employment benefits (OPEB)" liability for retiree health care head-on. We managed what had been a hidden cost and reduced our unfunded liability. I did the same in Forsyth County, Georgia, and in the City of Norcross. In Norcross, the unfunded liability is one-half what it was when I was hired four years ago -- and will continue to drop. Why is this relevant to Palm Beach County? Because the most recent audit shows the County has an unfunded liability of \$280 million -- most for Sheriff's employees. As the Board of County Commissioners, you and your successors will have to levy the taxes and other revenues necessary to meet those obligations. It is worth developing a strategy now to contain and reduce those unfunded liabilities because the annual cost paid for retirees will accelerate in future years if we do not.

I know that as the County faces a variety of challenges moving forward, that you need a visionary who can use the institutional knowledge of the organization Mrs. Baker leaves, and apply new perspectives to guide County Commissioners in making strategic policy decisions. I have had the opportunity to take my Hillsborough experience and apply them in both a county and a city to drive economic growth and expedite processes. In Forsyth County, I dedicated a direct report to the County Manager to fast-track key development -- testing the concept on a 135-acre mixed use development (Halcyon Forsyth) combining residential, retail, office, and hotel development, with connectivity through a 26-mile greenway spanning three jurisdictions. For economic development, we adopted an ordinance that gave me the ability to offer developers incentives with subsequent ratification by the County Commission. It works when the incentives and what it takes to qualify for them are pre-defined by the BOCC. Facing rapid growth, we restructured our process for building and widening roads, and I collaborated directly with the Georgia Commissioner over GDOT (the equivalent of FDOT's Secretary) on prioritizing funding for state and local roads.

Coming out of the Great Recession, I developed a new strategic plan for Hillsborough that recognized that a focus on rebuilding the business sector would stimulate the nonprofit sector and give government the revenue needed to address our challenges. The plan considered local issues within the context of the broader region. Whether on the east

coast or the west coast, in Florida, we are interdependent on other counties within the region.

I later headed a community-wide discussion of transportation where we navigated how to address urban, suburban, and rural needs through more than five dozen meetings spread throughout the county – while briefing each mayor and each county commissioner monthly to keep them current on the discussion. A referendum was later passed.

As a county manager and city manager, I have been tested in assembling a team that can address current challenges. I look forward to sharing examples of strategic, but unique, hiring processes for key positions.

Finally, as we spur economic growth, we face challenges in providing affordable housing opportunities. I had the unexpected opportunity in Hillsborough County to take the lead on the County's programs on a day-to-day basis while overseeing other departments and programs. In Norcross, we supported an unusual number of successful federally funded developments for a city of our size: three 9 percent tax credit awards in two years.

I set high expectations for ethics and performance. I let my frustration get the better of me a few years ago. More recently, I withdrew from consideration for a county administrator opportunity in southeast Florida where I did not sense a good fit after the interview process concluded. Why is this important to share? I learn from my mistakes and, with a three-year contract at Norcross that has been extended out another four years, an interview process with Palm Beach County would be two-sided. I would come to Palm Beach County having determined it is in our mutual best interests. My job as your County Administrator is to use all the resources provided to me to ensure each of you is successful as you serve together as the Board of County Commissioners. At this point in my career, I seek to use my experience to materially help a community move forward.

I look forward to the opportunity to meet each of you, and to participate in an open forum or open house to introduce myself to the County organization and the community. I can be reached at (██████████), or eric.johnson.tampa.fl@gmail.com.

Sincerely,

/s/

Eric R. Johnson

Eric R. Johnson

– eric.johnson.tampa.fl@gmail.com

Summary

Thirty-two years' senior management experience in local government – primarily, urban Florida county government – including managing the ninth fastest growing county in the United States. Twelve years' experience as a county/city manager or assistant county administrator. Highly experienced speaker and trainer, serving on behalf of the Florida Association of Counties on State of Florida task forces while also serving on national task forces on behalf of local governments, and on the National Association of Counties finance committee. Initiated economic development tools including a "fast pass" process to expedite priority projects. Led major cross-jurisdictional projects and negotiated complex contracts. Led dozens of community meetings as input to key policymaking decisions. Cut millage rates numerous times to aid taxpayers and business. Degrees in economics (BA, University of Florida) and public administration (MPA, University of South Florida).

City Manager, City of Norcross, GA 10/20 – present

Developed strategies for use of federal funding – Cares Act, ARPA, and FEMA reimbursements.

Initiated citywide infrastructure upgrades in stormwater and transportation to address years of neglected major maintenance with a plan to upgrade or replace all stormwater pipes within three years and resurface all roads within 10 years.

Implemented the City's first comprehensive salary study, supported two affordable residential developments that received a total of three 9% federal tax credits through statewide competition, and retained designation as a Platinum level sustainable community through the Atlanta Regional Commission. Successfully replaced several key senior positions in a period of the "Great Resignation." Initiated process improvements, addressed the need for front-facing bilingual positions, began a conversion to hybrid and electric vehicles, and implemented a millage reduction. Managed an electric utility, stormwater utility, and solid waste utility. Shrank an unfunded liability for retiree health in half, and it will continue to phase down.

County Manager, Forsyth County (Cumming, GA) 9/2017 – 9/2020

Led the fastest growing county in Georgia (and the 9th fastest growing county in the United States since 2010) with a population of 254,000. Initiated measures to protect employees and customers in the face of the Covid pandemic. Successfully passed a countywide referendum on a local option sales tax after holding a series of community meetings.

Restructured the process to accelerate delivery of transportation projects after consultation with utilities, architects, construction companies, and the Georgia DOT. Upgraded infrastructure standards to reflect rising community expectations and introduced incentives to completing road projects. These required successful negotiations with the largest roadbuilder in the state, and one of the largest engineering firms in the world. Worked directly with the head of the Georgia Department of Transportation (equivalent to the Florida Secretary of Transportation) on joint funding of road and interchange projects.

Expedited economic development projects – and others – by creating “fast-pass” position within Planning, and another reporting directly to the County Manager with authority to cross department lines and resolve process issues. Proof of concept was expediting a 135-acre mixed-use development already in development – Halcyon Forsyth – involving retail, apartments, hotels, office space, townhomes, and single-family houses.

Moody's and S&P reconfirmed the County's stable Aaa/AAA bond ratings in 2019, and the County secured its first rating from Fitch Ratings – a stable AAA on water and sewer bonds – to join the elite group of AAA/AAA/Aaa governments. Issued the County's first bonds through a competitive process, resulting in a true interest cost (TIC) of 0.95% for \$100 million in sales tax-backed bonds. Issued \$170 million in utility bonds for water and wastewater expansion and to refinance existing utility debt.

Initiated incentives for cross-training and certifications in several departments to broaden employees' skills and productivity – a concept borrowed from Manatee County years ago – and to improve customer service. Implemented a new pay structure based on a comprehensive study of area governments -- addressing “pay compression” issues that had remained after earlier studies and set ranges at the 65th percentile to become a preferred employer.

Updated the County fleet and facilities and implemented technology projects – all targeted to improve employee productivity. Funding for these areas had languished since the recession.

Assistant County Administrator, Hillsborough County (Tampa, FL) 2015 – 2017

Hillsborough County served a population of 1.4 million, of whom 900,000 lived in unincorporated areas for which the County served as the municipal service provider, with an all-funds budget of \$3 billion.

As the lead on a cross-organizational transportation initiative, led 64 community meetings throughout three cities and the unincorporated areas while managing monthly briefings with each county commissioner and each mayor, and coordinating with two city managers and a chief of staff.

Transformed the Human Resources Department structure to better achieve success in attracting and retaining County employees in a more competitive market. Headed off accelerating costs in the \$80 million self-funded employee health care program while shoring up reserves that had been drained: instituted plan changes, increased contributions, and drove down costs through wellness initiatives that are broad in terms of participation -- but focused on where the organization can best manage costs while improving employees' and their dependents' quality of life.

Reduced the County's unfunded liability for current and future retiree health benefits – an issue that had languished while the liability grew.

Initiated formal grants management policies and procedures across all County departments consistent with new federal requirements, and covering more than \$80 million in state and federal grants. Successfully competed for new grants including a Homeland Security grant for a fire boat used primarily to serve boaters on Tampa Bay.

Tasked as Interim Director of Affordable Housing Services for seven months while maintaining all other responsibilities as Assistant County Administrator, managing a \$30 million program. Gained additional community development expertise in housing issues, particularly with non-profit developers, and in the use of federal tax credits to incentivize investments without local funds.

Director of Strategic Planning and ERP Implementation, Hillsborough County 2011 – 2015

Tasked with two substantial cross-organizational/cross-jurisdictional initiatives – development of a new County strategic plan in the aftermath of the Great Recession, and a joint technology project with the City of Tampa that reflected the largest IT project in the County's history – a \$34 million 5-year joint investment that, based on vendor pricing, saved Hillsborough County \$4.4 million, and the City of Tampa \$2.2 million.

Strategic planning involved close work with county commissioners, city mayors, the business community, local government agencies including the Tampa/Hillsborough Aviation Authority, Hillsborough Area Regional Transit, the Tampa Port Authority, the Sports Authority, the University of South Florida, and other regional leaders and citizens. It incorporated the County's first use of crowdsourcing technology for public engagement. The resulting plan reflected a heavy emphasis on economic development, recognizing that a strong economy not only benefits business, but also government and non-profits. A key takeaway was how to assist development projects by working with developers with a sense of urgency, which I also implemented in Forsyth County.

Initiated a grants management office and assumed oversight for a criminal justice unit. A greater focus on recovering overhead costs from grants yielded an added \$1.4 million in recurring annual revenue to the General Fund. New federal funding was obtained to support criminal justice diversion programs to reduce the Sheriff's inmate population and reduce recidivism. The process for applying for regional water management grants in support of stormwater management was centralized to ensure prioritization of projects, and to increase the potential for successful award of funding.

Management Services Administrator (assistant county administrator), Hillsborough County (Tampa, FL) 2008 – 2011

Served in the capacity of assistant county administrator directing employees in *seven* departments: Administrative Services, Management and Budget, Human Resources, Procurement Services, Information and Technology Services, Fleet Management, and Consumer Protection. Simultaneously served as Director of Management and Budget daily due to budget cuts.

Implemented substantial spending cuts due to Florida tax reform measures (\$43 million) and, one year later, due to the Great Recession (\$95 million). The variety and sophistication of cuts reflected use of a zero-base budget process coupled with a comprehensive set of financial policies. Minimized layoffs through aggressive placement of employees while cutting 1,150 positions – a 17.4% reduction in positions. Built reserves while creating "war chests" to ensure funding availability for two Board-identified priority areas: economic development (\$18.5 million) and affordable housing (\$6 million). Non-recurring savings were used to defease debt -- freeing up a portion of the County's recurring non-ad valorem revenues to sustain recurring operations in the aftermath of the recession.

Procurement received the highest national recognition from NIGP – the Pareto Award for Excellence. Fleet received national recognition from *Fleet Management Magazine* for the nation's best government fleet – twice. Received the County's first AAA bond rating from S&P, subsequently followed by similar ratings from Fitch Ratings, and Moody's. Appointed by the Florida Association of Counties to represent counties in an oversight committee formed by the State of Florida to address potential investment losses of state and local funds by the State Board of Administration because of investment in mortgage-backed securities.

Initiated a joint ERP project with the Clerk of Court and the City of Tampa to manage costs to replace outdated equipment and software.

Director of Management and Budget, Hillsborough County (Tampa, FL) 1993 – 2008

Developed budgets in excess of \$3 billion using a zero-base budget process to allow priority budgeting. Implemented the first biennial budget process in Florida and assisted other Florida governments switch to a biennial cycle. Facilitated a series of millage rate reductions that improved the county's bond ratings while mitigating a portion of the impact of increasing property values on taxes. While Save Our Homes helps homestead property owners, only millage reductions assist other taxpayers.

Built reserves and maintained multi-year financial forecasts – all oriented towards the County subsequently obtaining AAA/AAA/Aaa bond ratings. Received the highest recognition in government finance, the GFOA *Award for Excellence*, for creating the *Taxpayer's Guide to the Hillsborough County Budget* – which became a model for jurisdictions communicating with residents and businesses. Implemented cost reduction strategies, performance management, and a fleet replacement funding strategy that improved the quality of the County's fleet, reduced downtime and maintenance costs, and shrank the fleet size. Instituted random audits of performance metrics to ensure proper documentation of performance.

Served as a reviewer for GFOA's Distinguished Budget Presentation Award Program and taught national GFOA seminars on budgeting, performance measurement, service level evaluation, and revenue analysis. Appointed to state committees to oversee development of fiscal impact models for use by local governments, and to create a comprehensive communications services tax for local governments. Represented GFOA on the State and Local Advisory Committee to the Streamlined Sales Tax Project (collection of state and local sales taxes on remote Internet sales).

Education at Florida Universities

- **BA in Economics**, University of Florida, Gainesville, FL
- **MPA**, University of South Florida, Tampa, FL (Served as adjunct faculty member after graduation, teaching two courses in the MPA program at USF.)

Recognition

- Picot B. Floyd Public Service Award, American Society for Public Administration Suncoast Chapter
- Achievement Award, National Association of Counties
- Award for Excellence, Government Finance Officers Association of the United States and Canada (GFOA).
- GFOA Distinguished Budget Presentation Award, with Special Performance Measures Recognition and Special Capital Recognition
- Diversified Workforce Achievement Award, Hillsborough County
- Breakthrough Award, United Way of Forsyth County

Service

- Executive Board, Government Finance Officers Association of the United States and Canada (GFOA).
- Chair, GFOA Budget and Management Committee
- Executive Committee, and Board of Directors, Forsyth County, GA Chamber of Commerce
- Executive Committee, and Board of Directors, United Way of Forsyth County, GA

Dear Mayor and Board of County Commissioners,

With great respect for the institution and the community we serve, I submit this letter to formally express my interest in the position of County Administrator for Palm Beach County. This is a rare and deeply meaningful opportunity that aligns with my lifetime commitment to public service, my executive leadership experience, and my unwavering commitment to the residents of our county.

For the past four and a half years, I have served as the elected Clerk of the Circuit Court and Comptroller for Palm Beach County, where I serve not only as Clerk, but also as the County's Chief Financial Officer, Treasurer, Auditor, Official Recorder, Custodian of County Funds, and Clerk to the Board of County Commissioners.

Executive Leadership

I lead a team of approximately 650 employees and oversee the processing and safeguarding of nearly \$6 billion annually in public assets. I am responsible for conducting statutory pre-audit reviews on all county expenditures, managing payroll for approximately 7,000 employees every two weeks, reporting and analyzing the County's \$4.5 billion in fixed assets, and ensuring full legal compliance across financial operations. I hold fiduciary and financial authority under Article VIII, §1 of the Florida Constitution. I am also personally liable under Florida Statute §129.09, for the authorization of any illegal expenditure of County funds. This legal accountability reinforces the depth of my operational oversight and my commitment to transparency and integrity in public finance.

Under my leadership, Palm Beach County's \$5.6 billion investment portfolio has been managed with a proactive, disciplined approach, prioritizing both the protection of taxpayer dollars and the pursuit of strong returns.

Accomplishments-Driven Strategies and Accountability

When I first took office as Clerk and Comptroller, Palm Beach County was earning approximately \$27 million in investment income annually. Through strategic planning and restructuring, I guided our in-house investment team to achieve a record-setting \$172 million in Fiscal Year 2023. In Fiscal Year 2024, we earned another historic high of \$230 million, marking the second consecutive year of record gains. This represents an increase of more than 750 percent, directly contributing to the County's financial strength. These results reflect sound fiscal stewardship and a firm commitment to delivering real, measurable value for our taxpayers.

My leadership, however, extends beyond fiscal management. I have prioritized building community partnerships to improve access and equity across the County. I have worked with organizations like People of Purpose to support individuals without stable housing and partnered with County departments to expand services at accessible locations like the Vista Center. These efforts reflect my belief that our government should meet people where they are.

We modernized the office with robotic process automation and artificial intelligence to increase efficiency and cut costs. 15 years ago, we became the first public agency in the United States to earn CEFEX fiduciary certification and were honored with the GFOA Triple Crown Award for excellence and transparency in financial reporting and I have been able to maintain that over my tenure in office. These recognitions are not just symbols; they reflect a culture of accountability and performance that I have instilled at every level of our operations.

A Lifetime of Military and Local Public Service

My lifetime commitment to public service began in the United States Coast Guard Reserve, where I served as a Port Security Specialist from 2005 to 2013. It continued in the Florida Legislature, where I served in both the House and Senate and passed dozens of bills that became law. These included statewide programs like the Florida Silver Alert, Nicole's Law, the Yellow Dot Traffic Safety Program, and legislation protecting survivors of sexual assault. I served as Minority Whip in both chambers and held key leadership roles, including Vice Chair of the Committees on Finance and Tax and Commerce and Tourism, Chair of the Public Service Commission Nominating Council, and Chair of the Joint Legislative Auditing Committee. I know the people of Palm Beach County, our cities, the character of our people and have fought for the residents of our county. My work in the legislature has contributed to the success and quality of life we enjoy in Palm Beach County today.

I understand that Palm Beach County's community's strength lies in our economic, ethnic and cultural diversity, where every background and every industry have the opportunity to contribute to the unique fabric of our shared success.

History of Collaboration and Partnerships

During my time in the Florida House and Senate, I secured state appropriations that supported public safety, infrastructure, mental health services, and economic development, including funding for the Pahokee Marina Improvements, Glades Communities Street Resurfacing, and the Jerome Golden Center for Behavioral Health. I also authored and successfully passed over 50 bills covering a range of priorities including economic development, education, housing, public safety, transportation, mental health, water and environmental policy. I believe deeply in the power of collaborative legislation to meet real community needs, and I am proud to have consistently delivered results for Palm Beach County throughout my time in office.

I served on the Palm Beach County Health Care District Board and the County's Consumer Affairs Hearing Board, helping ensure fair and responsive local governance. I am a Certified Florida Clerk and Comptroller and am currently completing my Master of Legal Studies at Pepperdine University Caruso School of Law. I am a proud graduate of Lynn University, where I served as Student Government Association President, an early step in a lifetime commitment to public service.

Technology and Future Focused Administration

Through observing the leadership of your Board, I understand that Palm Beach County is not just growing, it is transforming. Our next chapter will be defined by how we manage complexity, leverage technology, and plan for long-term resilience. We must build on our financial strength to modernize operations, expand housing access, foster innovation, and remain competitive in a global economy. I have already championed many of these values as Clerk and Comptroller, bringing automation, AI, and transparency to core operations, and I am ready to do the same at scale, working alongside each of you, following and implementing your directives and advancing your priorities to shape a forward-thinking government that delivers lasting impact.

Proven, Tested and Ready To Serve

I know Palm Beach County, its neighborhoods, its institutions, and many of the dedicated employees who make it function every day. I have worked closely with our staff, constitutional officers, state and federal partners, and the Board. I know how this government works because I have helped make it work. I fully understand that the role of County Administrator is not to set policy, but to faithfully carry out the policies and priorities established by you and your colleagues that make up the board of County Commissioners.

I recognize that this pivotal moment requires not just administrative skill, but institutional understanding, steadiness, and deep personal investment in the people of Palm Beach County. If given the honor to serve as County Administrator, I will bring experience that is not theoretical, but tested, measured, and proven across every level of government. I am prepared to step into the role quickly and offer an opportunity for a seamless transition to ensure the county keeps moving forward. I am ready to lead today and committed to adapting and growing for our future.

It would be a privilege to support each of you in your leadership and serve your Board with energy, vision, and respect. My commitment is to be responsive, transparent, and deeply engaged in advancing your priorities, not my own, and to ensure that the Board's direction is carried out with integrity and precision.

Thank you for your thoughtful consideration. I bring a unique combination of statutory authority, financial acumen, operational leadership, and a deep commitment to public service. I am ready to bring that experience to the role of County Administrator and to continue serving the residents of Palm Beach County with integrity, transparency, and vision.

With deep respect,
Joseph Abruzzo

Joseph Abruzzo

Senior Public Service Executive Leader

| () | josephabruzzo@icloud.com

Strategic public sector executive with a proven record of fiscal excellence and innovative leadership, seeking to bring visionary administration to Palm Beach County as County Administrator.

EXECUTIVE PROFILE

Accomplished Palm Beach County executive with demonstrated expertise in public finance, strategic leadership, and governmental administration. Currently serving as the Clerk of the Circuit Court & Comptroller, responsible for nearly 650 employees and a \$70.5 million annual operating budget while overseeing \$5.6 billion in public funds. Proven history of fiscal management excellence, policy development, and successful intergovernmental relations across local, state, and federal levels. Dedicated to enhancing quality of life for Palm Beach County residents through innovative public service, economic development initiatives, operational and management strategies and transparent financial stewardship.

KEY ACCOMPLISHMENTS

Financial Leadership & Stewardship

- Manage the third-largest county investment portfolio in Florida (\$4.2–5.6 billion), generating \$230 million in investment income in 2024 and \$463 million since 2021.
- Delivered an estimated \$709 in taxpayer savings per parcel through prudent financial management.
- Maintained Palm Beach County's CEFEX fiduciary certification as Clerk and Comptroller, having sustained the office's 15 consecutive years recognition as the first government entity nationally accredited for fiduciary excellence.
- Responsible for ensuring ongoing legal compliance with all bond covenants and financial obligations tied to Palm Beach County's \$913 million in outstanding debt.
- Saved approximately \$2.5 million annually by managing the investment portfolio in-house versus outsourcing.

Operational Oversight & Efficiency

- Oversee 23 county bank accounts and bi-weekly payroll totaling \$19 million for 7,000+ employees.
- Serve in a role of personal legal liability under Florida Statute §129.09, requiring full legal and procedural compliance.
- Maintain the county's AAA bond rating through financial discipline and investment performance.

Technology & Innovation

- Spearheaded the countywide transition from Oracle to SQL systems, saving \$500K annually.
- Introduced AI and robotic process automation, resulting in over 1,700 staff hours saved annually.

Public Access & Transparency

- Launched the Palm Beach County Spending Tracker, the County's first real-time public financial transparency portal, empowering taxpayers to easily track how public funds are allocated and spent across departments and projects.
- Strengthened public trust by making detailed budget, spending, and vendor information accessible through an intuitive online platform.
- Digitized Board of County Commissioners meeting records dating back to 1888.
- Launched the office's first Community Engagement Team with a 268.9% increase in YouTube subscribers, 35.7% on Instagram, and 20.3% on Facebook (2021–2024).

FINANCIAL MANAGEMENT HIGHLIGHTS

Public Fund Oversight

- Managed over \$5.6 billion in public assets, ensuring transparency, accuracy, and compliance.

- Reconciled 23 county bank accounts and monitored 225 funds across county operations.
- Processed bi-weekly payrolls of \$19M (including PBC Fire Rescue and Palm Tran).

Financial Reporting & Recognition

- Prepared the Annual Comprehensive Financial Report (ACFR) and other state-mandated filings.
- Ensured compliance with IRS arbitrage rules for all county-issued debt instruments.
- Earned top Government Finance Officers Association (GFOA) honors:
 - Certificate of Achievement for Excellence in Financial Reporting (2021–2023)
 - Distinguished Budget Presentation Award (2021–2024)
 - Popular Annual Financial Reporting Award (2021–2023)
 - “Triple Crown” Award for exemplary financial reporting (2022–2023)

LEADERSHIP & COMMUNITY IMPACT

Civic Engagement & Equity

- Strengthened public trust and engagement, resulting in 30+ annual outreach presentations and significant growth across digital platforms.
- Expanded multilingual content delivery, with Spanish and Creole videos reaching 12,000+ viewers.
- Relaunched the Property Fraud Alert program, enrolling 12,858 residents in just five months.

Digital Services & Access Expansion

- Rolled out Florida’s first mobile court payment app and a suite of self-service options.
- Introduced E-Certification of records, deployed customer chatbots, and launched digital marriage licensing.
- Enhanced public access to records and services through expanded digital platforms and mobile tools.

Public-Private Partnerships & Workplace Wellness

- Developed service location partnerships with agencies like PBC Planning & Zoning.
- Launched public-private initiatives supporting individuals experiencing housing instability.
- Recognized for leadership in workplace wellness:
 - Top 100 Healthiest Workplaces in America (#35 in 2024)
 - #1 Healthiest Employer in South Florida (2024)
 - Bell Seal for Workplace Mental Health – Platinum (2025)

PROFESSIONAL EXPERIENCE

PALM BEACH COUNTY

Clerk of the Circuit Court & Comptroller | January 2021 - Present

- Serve as Constitutional Officer managing a 650-employee organization with responsibility for judicial administration, financial oversight, records management, and public accountability of 1.5+ million residents.
- Function as County’s Chief Financial Officer, Treasurer, Auditor, Clerk to the Board of County Commissioners, and Recorder, overseeing critical governance functions.
- Audits all County expenditures to ensure they are legal, serve a public purpose, and comply with the county’s budget.
- Prepare, maintain and distribute the official minutes of all BOCC and other committee meetings in accordance with the Rules of Procedure established by the Board of County Commissioners.
- Serve as Clerk of the Value Adjustment Board, organizing and facilitating the VAB process which settles disputes between taxpayers and the Property Appraiser.
- Drove record-setting investment income growth through strategic fund oversight.
- Implemented comprehensive financial controls that maintained the county’s strong fiscal standing and bond ratings.
- Led enterprise system migration from Oracle to SQL, optimizing IT infrastructure.
- Integrated AI-driven tools and RPA to enhance operational efficiency and reduce manual workload.

- Expanded self-service capabilities through innovative digital solutions including Florida's first mobile court payment app and online document processing systems.
- Improved transparency through historical records digitization.
- Expanded service locations throughout the county to improve public access to government services.
- Expanded community engagement channels and multilingual services to reach diverse constituents.

FLORIDA STATE GOVERNMENT

State Representative, Palm Beach County | November 2016 - November 2018

- Served as Democratic Ranking Member on Ways & Means Committee, PreK-12 Innovation Subcommittee, and Local, Federal & Veterans Affairs Subcommittee.
- Authored and passed significant legislation including airboat regulation, employment services for persons with disabilities, and infrastructure improvements for Palm Beach County communities.
- Secured crucial appropriations for Palm Beach County projects including Pahokee Marina Improvements, Glades Communities Street Resurfacing, and Jerome Golden Center for Behavioral Health.
- Successfully advocated for funding of the Palm Beach County Sheriff's Office Unmanned Aircraft System expansion.
- Secured appropriations for multiple municipal infrastructure projects throughout Palm Beach County.

State Senator, Palm Beach County | November 2012 - November 2016

- Appointed as Joint Legislative Auditing Committee Chairman, providing oversight of state agency audits, budget compliance, and program evaluations.
- Served as Chairman of the Public Service Commission Nominating Council, vetting candidates for Florida's utility regulatory commission.
- Led key fiscal policy development as Vice Chair of the Committee on Finance and Tax.
- Led multiple policy committees addressing environmental conservation, tourism, and economic development.
- Successfully authored and passed 20+ bills addressing economic development, housing, infrastructure, and governmental accountability.
- Secured critical funding for Palm Beach County infrastructure, environmental projects, and human services programs.
- Collaborated with federal, state and local officials to advance Palm Beach County initiatives through consensus-building and strategic partnerships.

State Representative, Palm Beach County | November 2008 - November 2012

- Served as Democratic Ranking Member of Business and Consumer Affairs Subcommittee.
- Appointed to leadership positions on education innovation and intergovernmental affairs committees.
- Successfully authored and passed 25+ pieces of legislation benefiting Palm Beach County residents.
- Secured vital appropriations for Palm Beach County priorities including transportation, water infrastructure, and community development.
- Led Palm Beach County Legislative Delegation as Chairman (2011-2012), coordinating county-wide legislative priorities.

HEALTHCARE DISTRICT OF PALM BEACH COUNTY

Commissioner | June 2010 - December 2012

- Appointed by Palm Beach County Board of County Commissioners to governance board overseeing a \$300+ million county healthcare system serving Palm Beach County residents.
- Provided policy direction and fiscal oversight for comprehensive healthcare programs including the county's Trauma System, school health nursing services, and safety-net insurance programs.
- Participated in the governance of Lakeside Medical Center, a rural teaching hospital serving the Glades region.
- Promoted initiatives to reduce health disparities and expand healthcare access for underserved communities.

- Collaborated with fellow commissioners to ensure transparency, fiscal responsibility, and quality healthcare outcomes.

ADDITIONAL EXECUTIVE EXPERIENCE

Principal, Strategic Consultant and Equity Owner, Abruzzo Issues Management, LLC | April 2013 - Present

- Privately held holding company and consulting entity supporting an ownership interest in Renew Smiles, a nationwide network of dental implant and denture centers specializing in full-arch restoration.
- Advised the founder and majority owner on strategic growth initiatives, helped secure over \$23.3 million in growth and operational capital.
- Arranged an additional \$60 million private equity-backed credit line to support national expansion and provided guidance on national expansion, clinical operations, and brand development.
- Serve as a business consultant, personal investor, and equity owner.
- Not involved in day-to-day management and Renew Smiles does not operate any locations in Palm Beach County.

Director of Government Relations, The Berman Law Group | November 2018 - November 2020

- Advised institutional clients on navigating complex regulatory environments and fostering public-private partnerships.
- Supported development of strategic economic development and community enhancement initiatives.
- Served as a liaison between private sector and community organizations.

Government Relations and Public Policy, Weiss, Handler, Angelos & Cornwell, P.A. | July 2011 – May 2013

- Assisted clients in planning major projects, community relations strategy and issue orientated research in security, infrastructure, healthcare, education, energy, and areas that are affected by municipal and federal government legislation or regulations.

Public Information Officer, Office of Conflict and Civil Regional Counsel | June 2009 - July 2011

- Provided high-level communications and administrative support to a major Palm Beach County legal services office.
- Served as liaison to local government agencies, media outlets, and community organizations.
- Developed educational materials to enhance public understanding of the criminal justice system.
- Represented the agency in intergovernmental relations and collaborative initiatives.

MILITARY SERVICE

United States Coast Guard Reserve | February 2005 - March 2013

- Conducted facility and vessel security inspections in compliance with the Maritime Transportation Security Act.
- Participated in cross-agency coordination for emergency preparedness and port security operations.
- Developed expertise in emergency management protocols, interagency coordination, and security planning.
- Awarded multiple commendations for performance excellence including the National Defense Service Medal, Global War on Terrorism Service Medal and the Coast Guard Good Conduct Medal.

AREAS OF EXPERTISE

- | | |
|---|--|
| • Strategic Administration & Policy Implementation | • Workforce Development & Leadership |
| • Government Finance Management & Fiscal Oversight | • Community Engagement & Public Outreach |
| • Budget Development & Financial Planning | • Technology Innovation & Digital Transformation |
| • Intergovernmental Relations & Legislative Affairs | • Infrastructure Planning & Capital Development |
| • Emergency Management Planning & Response | • Contract & Procurement Management |
| • Public-Private Partnership Development | • Environmental Planning & Sustainable Development |
-

EDUCATION & CERTIFICATIONS

- Master of Legal Studies (M.L.S.) - Pepperdine University Caruso School of Law (in progress, 2026) Coursework includes: Administrative Law, Regulatory Compliance, Public Sector Law, Negotiations & Dispute Resolution
 - Certified Florida Clerk and Comptroller (CFCC) - Florida Court Clerk and Comptroller Academy (2022) Comprehensive certification covering administration, finance, records management, and government operations
 - Bachelor of Arts (B.A.) - Lynn University, Boca Raton, FL (2003) International Communication, Minor in International Business
-

COMMUNITY AFFILIATIONS

- Palm Beach County Legislative Delegation, Chairman, 2011-2012
 - Palm Beach County Legislative Delegation, Vice-Chairman, 2010
 - Palm Beach County Consumer Affairs Hearing Board, 2008
 - City of Boca Raton, Education Advisory Board, 2002-2003
 - National Center for Missing & Exploited Children, Heroes' Circle
 - Washington, D.C. Martin Luther King, Jr. National Memorial, Founding Member
-

LEGISLATIVE ACCOMPLISHMENTS AND AWARDS

- Over the course of service in the Florida House and Senate, successfully passed over 50 legislative initiatives. Most were stand-alone bills, and some were strategic amendments to larger legislative packages. This record highlights a consistent record of delivering impactful results for Palm Beach County and Florida.

State Representative (2016–2018)

Sponsored Legislation & Appropriations Passed:

- HB 1211 (2018) – Airboat Regulation
- HB 1437 (2018) – Employment Services for Persons with Disabilities
- HB 3167 (2018) – Pahokee Marina Improvements
- HB 3179 (2018) – Glades Communities Street Resurfacing and Reconstruction
- HB 3389 (2018) – Jerome Golden Center Level II Residential Co-Occurring Disorder Unit
- HR 8017 (2018) – 70th Anniversary of Founding of State of Israel
- HB 401 (2017) – Notaries Public
- HB 791 (2017) – Public Records/Personal Identifying Information in Pleadings and Documents Filed with Court for Involuntary Assessment Under Part V, Chapter 397
- HB 1297 (2017) – Palm Beach County
- HB 2635 (2017) – Palm Beach County Lake Region Water Infrastructure Improvement Project
- HB 2841 (2017) – City of Belle Glade SW Avenue J Roadway Project
- HB 2843 (2017) – City of Pahokee Commissioners Park Improvements
- HB 2845 (2017) – City of South Bay Flood Control and Waterway Management
- HB 2931 (2017) – City of South Bay Emergency Shelter and Care Center
- HB 2933 (2017) – Palm Beach County Sheriff's Office Expansion of the Unmanned Aircraft System
- HB 2941 (2017) – City of Pahokee Glades Citizens Villa Stormwater Improvements
- HB 2943 (2017) – City of Pahokee East Lake Village Stormwater Improvement
- HB 3111 (2017) – Jerome Golden Center for Behavioral Health Level II Residential Co-occurring Disorder Program
- HB 3479 (2017) – City of Pahokee Marina Improvement
- HB 3579 (2017) – Habilitation Center for the Handicapped - Adults with Disabilities Program

State Senator (2012–2016)

Bills Passed into Law:

- SB 58 (2016) – Relief of Q.B. by the Palm Beach County School Board
- SB 380 (2016) – Violation of an Injunction for Protection
- SB 846 (2016) – Divers-down Warning Devices
- SB 1120 (2016) – Motor Vehicle Service Agreement Companies
- SB 1202 (2016) – Discounts on Public Park Entrance Fees and Transportation Fares
- SB 368 (2015) – Rights of Grandparents
- SB 732 (2015) – Sentencing
- SB 1116 (2015) – Literacy Jump Start Pilot Project
- SM 1422 (2015) – Iran/Economic Sanctions
- SB 262 (2014) – Motorist Safety
- SB 898 (2014) – Communications Services Tax
- SB 1176 (2014) – Divers
- SB 1472 (2014) – Personal Identification Information Theft
- SB 356 (2013) – Mutual Insurance Corporations
- SB 674 (2013) – Animal Shelters and Animal Control Agencies
- SB 788 (2013) – Criminal Gang Prevention
- SB 964 (2013) – Termination of Parental Rights
- SB 1042 (2013) – Public Meetings/Criminal Justice Commissions

State Representative (2008–2012)

Sponsored Legislation Passed:

- HB 1011 (2012) – Warranty Associations
- HB 1255 (2012) – Acme Improvement District and Lake Worth Drainage District, Palm Beach County
- HB 1287 (2012) – Voluntary Contributions on Registration, Driver License, and Identification Card Forms
- HB 1301 (2012) – City of West Palm Beach, Palm Beach County
- HB 1325 (2012) – City of West Palm Beach, Palm Beach County
- HB 1481 (2012) – Loxahatchee Groves Water Control District, Palm Beach County
- HB 75 (2011) – Offense of Sexting
- HB 215 (2011) – Emergency Management
- HB 513 (2011) – Missing Adults
- HB 225 (2010) – Controlled Substances
- HB 395 (2010) – Direct-Support Organization for the Department of Military Affairs
- HB 435 (2010) – Marketable Record Title
- HB 765 (2010) – Animal Protection
- HB 1331 (2010) – Transportation Projects
- HB 7219 (2010) – Corporate Income Tax
- HB 167 (2009) – Energy-efficient Appliance Rebate Program
- HB 169 (2009) – Equine Activities
- HB 717 (2009) – Hospitality Education Program
- HB 1063 (2009) – Lake Worth Drainage District, Palm Beach County
- HB 1541 (2009) – Pine Tree Water Control District, Palm Beach County

Legislative Recognition and Awards

- Florida Building & Trades Council, Appreciation Award (2016)
- Florida League of Cities, Inc., Legislative Appreciation Award (2016)
- Jewish Family Services, Recognition of Efforts (2016)
- Lake Clarke Shores, Key to the Town (2016)
- Palm Beach County Medical Society, President's Award (2010, 2016)
- 100% Voting Record in Session (2015)
- Ally for Equality Florida, Legislator of the Year (2015)
- Independent Colleges & Universities of Florida, Distinguished Alumni Award (2009, 2011, 2014, 2015)
- Palm Beach County League of Cities, Legislator of the Year Award (2015)
- Associated Builders and Contractors, Inc., Friend of Enterprise (2014)
- FAU College of Medicine, Legislative Appreciation Award (2014)
- Florida Prosecuting Attorneys Association, Senatorial Leadership Awards (2014)
- Jewish Family Services Appreciation Award (2014)
- Place of Hope Legislative Award (2014)
- Boynton Beach Mental Health Initiative & The Lake Worth Connection, Certificate of Appreciation (2013)
- Alzheimer's Community Care, Award of Appreciation (2012)
- Junior League of the Palm Beaches, Friend of the League Award (2012)
- National Association of Social Workers, Legislator of the Year (2012)
- Progressive Caucus of Florida, Middle Class Champion (2012)
- Fix Florida, Top Dog Award (2012)
- Voices of Hope, Legislator of the Year (2011)
- AIF Florida Maritime Council, Legislator of the Year (2011)
- Delray Citizens for Delray Beach Police, Award of Appreciation (2011)
- Florida Alliance for Retired Americans, Legislator of the Year (2010)
- Florida Restaurant and Lodging Association Legislative Award (2009, 2010)



DR. ISAMÍ C. AYALA- COLLAZO

Ph. [REDACTED]
iayalacollazo@pbc.gov

April 1st, 2025

LETTER OF INTENT AND APPLICATION COUNTY ADMINISTRATOR VACANCY

This constitutes **my letter of intent and application** for the County Administrator position which will become vacant effective May 31, 2025, upon the retirement of Mrs. Verdenia C. Baker. Applying to serve **as the County Administrator of Palm Beach County** is a decision that requires profound introspection. With the benefit of having thoroughly and seriously considered the responsibilities of the position and the skills necessary to successfully perform the job duties, allow me to share what sets me apart from other candidates.

Unique Educational Background

I am a professional **chemical engineer**, an **attorney** and a **doctor of public administration**; a combination that is inherently rare and which equips me with the formal training required to assess complex problems from multiple perspectives. The result is a proven and tested ability to find unconventional solutions.

Experience that Matches Education

Twenty-four years of working in the public and private sectors. I obtained **both graduate degrees** while holding **full time jobs** and **building a family**. My professional path reflects consistent and progressive evolution, from working as a graduate engineer upon attainment of my undergraduate degree to serving as Assistant County Administrator for Palm Beach County.

SUBMITTED TO:

Dr. David Kahn, Director

*Department of Human Resources
Palm Beach County*

100 Australian Avenue
West Palm Beach, FL 33401



Commencement Ceremony
University of Baltimore
December 2023



Palm Beach, FL



Groundbreaking Fire Station 40
January 2022



Central County Housing Resources Center
2024

Selected Through a National Search

My recruitment into Palm Beach County occurred in 2019, as **Deputy Director for the Facilities Development and Operations (FDO)** department. At the time, the County retained the services of an executive search firm (Helbling & Associates) to identify a suitable candidate to serve as FDO's Deputy Director given the impending retirement of the Director that had led the department for over 30 years. I joined the County in July 2019 and in December 2020, was **promoted to the Director position**.

Comparable County Experience

Prior to joining Palm Beach County I was employed by **Montgomery County Government (MCG)** in Maryland as the **Chief Operating Officer** and **Deputy Director** for its Department of General Services. Based on the U.S. Census, 2023 American Community Survey data, MCG's population nears 1.1M with an area median income of \$125,371 and an employment rate of 66.9%, while PBC's stands at 1.5M with an area median income of \$84,921 and an employment rate of 57.3%. The similarities between the two counties were a key consideration for my recruitment into PBC and greatly minimized the learning curve.

Three out of Four Levels of Government

Each level of government has its nuances, a skillful professional can effortlessly transition and perform across levels. I have successfully held positions at the **state, county and local** levels of government.



NACO Achievement Award 2018

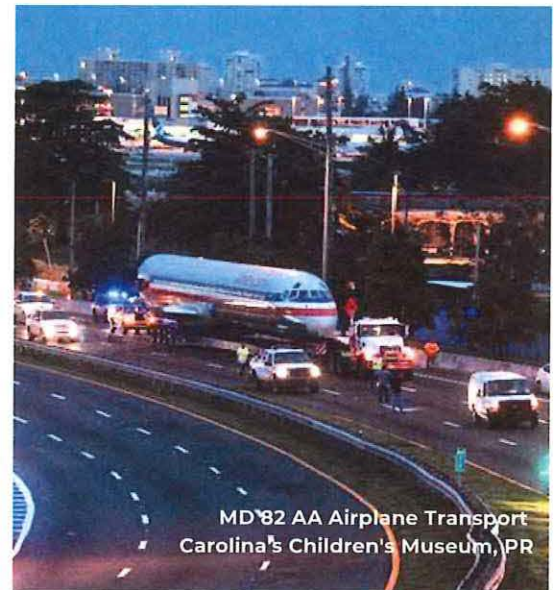
Environmental Stewardship

A professional career that started as a graduate engineer for the Puerto Rico **Environmental Quality Board**; coupled with 45 credit hours of doctoral coursework in environmental sciences and hands-on experience as a water utilities, environmental, health & safety engineer.

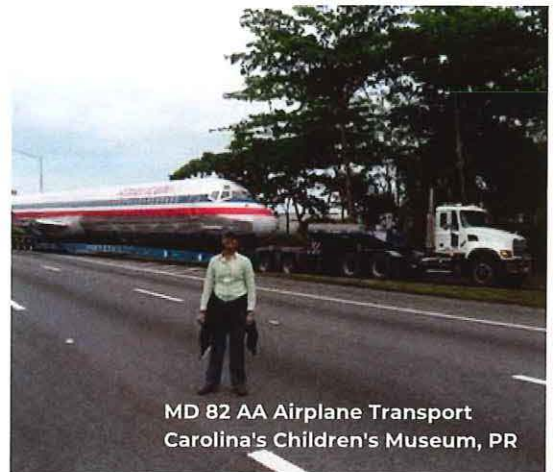
Proficiency in Public Infrastructure

My capital improvements project portfolio includes, but is not limited to, **hospitals, museums, libraries, stadiums, apartment complexes, parks, pools, office buildings, water treatment plans, roads and bridges**. I have personally performed every phase of project management, from serving as the field engineer, to selecting architects and contractors, **negotiating contracts**, acquiring real estate, conducting **site inspections**, delivering equipment, conducting **community outreach efforts**, handling audits by external agencies, and presenting projects to elected officials. The complexity of tasks I have handled spans from simple renovations to literally transporting a commercial airplane to convert it into a permanent exhibit at a children's museum. I have delivered **multimillion dollar projects** under the most pressing circumstances serving all types of needs, from unsheltered individuals to business development.

“The complexity of tasks I have handled spans from simple renovations to literally transporting a commercial airplane”



MD 82 AA Airplane Transport
Carolina's Children's Museum, PR



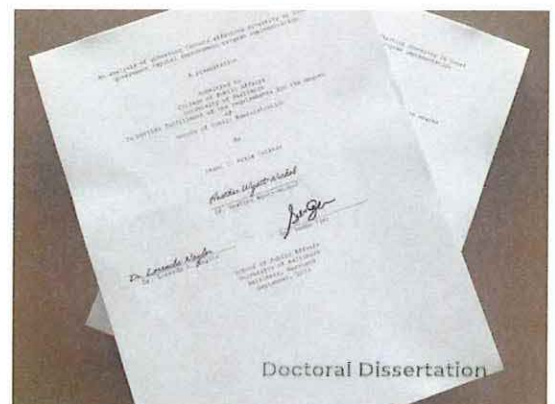
MD 82 AA Airplane Transport
Carolina's Children's Museum, PR



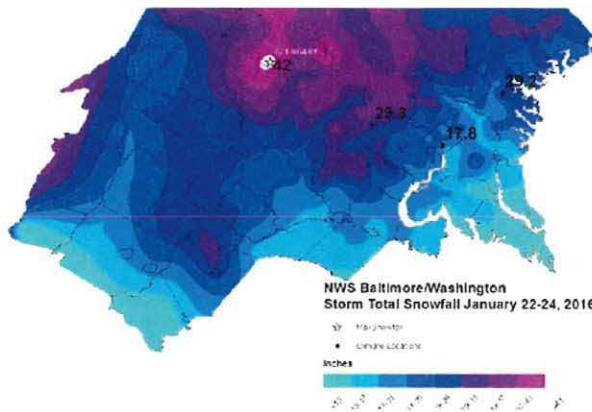
Doctors' Center Hospital, PR

Mind Equipped for Complex Data Analysis

Doctoral dissertations are solo enterprises; they are a test of ability and endurance. My **doctoral dissertation** was based on a mixed methods research design entailing the review and analysis of 10 years' worth of capital improvement data for Florida's four largest counties (i.e., almost 16,000 data points).



Doctoral Dissertation



Performance and Accountability Equates Trust

From 2007 to 2016, I served as the Infrastructure Manager for the Municipality of Carolina in Puerto Rico; the island's third largest local unit of government with a population of 150,000, an annual budget of \$300M and a workforce of 1,500 employees (approximately). Following direct appointment by the Mayor (and ratification by the legislature), throughout the duration of my employment with the municipality, the Mayor repeatedly entrusted me with serving as **Acting Mayor** during his annual leave of absence. Navigating the inner workings of an elected office without being an elected official requires finesse, diplomacy and self-awareness. That is, the only role is to safeguard the office; decisions must reflect the elected official's policies, not one's own; a true test of character and discipline.

Mission Attainment in PBC

July 2025 will mark my sixth year in Palm Beach County. I have approached my time at PBC with the respect it deserves. In doing so, I have dedicated countless hours to understanding the organization, an essential step to be able to support it and deliver on its mission. As FDO Director, I recommend approximately 20% of all agenda items that are considered by the BCC on an annual basis. I led the revision of the County's Purchasing Ordinance which impacts the entire breadth of County operations, and which required close collaboration with the Clerk's Office and industry stakeholders. At the BCC's direction, I led the negotiation team in securing development deals with the University of Florida, and later with Vanderbilt University.

Proven Emergency Management Skills

I have led multiple teams and served as part of governmental leadership groups through emergency management responses in varied scenarios: from **hurricanes** in the Caribbean and Florida, to **blizzards** in Maryland, inclusive of nationwide **pandemics**, and local **flood**ing events.

Collective Bargaining Negotiator

Some things can only be learned while sitting at the table; some abilities can only be proven while executing; theory will never suffice to instill the skills needed to successfully participate in collective bargaining. I served in MCG's 2017 and 2019 **collective bargaining teams**. As a separate effort, I successfully negotiated with MCG's union, and brought to resolution, a protracted dispute regarding compensation levels (pay equity adjustments) for the automotive technicians.

Dual-Role Resilience

The County Administrator position requires a level of accountability and resoluteness exceeding standards. Such a commitment can be easier spoken of than shown. Since December 2023, I have successfully held a dual role in the County; I serve as an **Assistant County Administrator** and as FDO's Director. As Assistant County Administrator I oversee the operations of the Department of Airports, the Tourist Development Council and Special Projects. As FDO Director, I support all County operations and constitutional offices spread throughout 800+ facilities, representing 14M sq. ft. of government space; I can confidently state that around-the-clock operations come as second nature.





Leader Amongst Leaders

I was one of only ten individuals of MCG's Management Leadership Service chosen by the Chief Administrative Officer to constitute the **Leadership Development** Working Group, a think-tank tasked with developing a framework for ensuring leadership development within the county government.

Professionalism

The five attached reference letters round the picture of who I am and the skillset I bring to the table. Note that three of them are part of my personnel file with PBC and were procured back in 2019 directly by Helbling and Associates without my involvement. Intentionally, I didn't procure reference letters from PBC stakeholders. The County Administrator should be a **unifying figure**, willing and able to serve all community members equally. The search underway will attract several local candidates. I see no value in encouraging allegiances that may be the source of disruption if I were not the chosen one. This County deserves to be treated with respect, a smooth and stable transition process is the least any potential candidate should be willing to offer. My **ethical compass** has a clear north, and my commitment to advocate for the County's best interests is unconditional.



Consistent Core Competencies

Most candidates would never include with a job application a 20+ years' old reference letter. I have. The avid reader will identify the word patterns across 25 years' worth of reference letters: *exceeded expectations, exceptional quality, accuracy, intelligent, calmed/remains in control*. My performance level is an intrinsic value, meeting the standard has never been an option. I have purposefully chosen, and successfully traveled, the path labeled from **good to great**.

Final words

In closing, I am stepping forward and submitting my application for consideration to fill the above-referenced impending vacancy out of: 1) an unquestionable respect for the Board of County Commissioners that sets the policy and the County staff that operationalizes it, 2) an unwavering commitment to Palm Beach County's mission, and 3) a deep-seated belief that the County deserves a principled, skilled, experienced, even-keeled hand to continue the outstanding 34-year work done by the previous two County Administrators.

Respectfully,

Isami Ayala Collazo

Dr. Isamí C. Ayala-Collazo



ISAMÍ C. AYALA-COLLAZO

EDUCATION

2017-2023 University of Baltimore Baltimore, MD

Doctor of Public Administration

- Dissertation Title: An Analysis of governing factors affecting diversity in local government capital improvement program implementation (<http://hdl.handle.net/11603/30033>)

2006-2016 Universidad del Turabo Gurabo, Puerto Rico

Environmental Sciences Doctoral Program

- Credits approved: 45

2001 - 2006 University of Puerto Rico Río Piedras, Puerto Rico

Law School, Juris Doctor

1996 - 2001 University of Puerto Rico Mayagüez, Puerto Rico

Bachelor of Science in Chemical Engineering

- Graduated Magna Cum Laude

WORK EXPERIENCE

12/2023- Present Palm Beach County Government, Florida

Assistant County Administrator

- Appointed by the County Administrator, dual role while continuing to serve as the Director for the Facilities Development & Operations department.
- Responsible for the oversight of three County departments: Tourist Development Council, Department of Airports, and Facilities Development & Operations.
- Appointed as the County Administrator's designee on the Tourist Development Council Board of Directors.
- Manage special projects as assigned by the County Administrator including spearheading the implementation of the County's new Purchasing Ordinance and negotiating complex real estate/economic development deals.

12/2020- Present

Palm Beach County Government, Florida

Director, Facilities Development & Operations

- Appointed by the County Administrator, ratified by the Board of County Commissioners.
- Facilities Development & Operations (FDO) is a team of 400+ employees, overseeing the County's portfolio of over 800 buildings, 14 million square feet of institutional space and a county fleet of approximately 3,500 units. The department is a countywide internal services provider comprised of seven divisions: Facilities Management, Fleet Services, Electronic Services and Security, Capital Improvements, Strategic Planning, Business Operations, and Property & Real Estate Management.
- Responsible for the implementation of the County's general government capital improvements plan which includes planning, design, development, construction, and maintenance for all general government functions (e.g., Youth Services, Community Services, Libraries, Palm Tran) as well as constitutional officers (i.e., Sheriff, Courts, Property Appraiser, Supervisor of Elections, Tax Collector, Clerk of Courts).
- Responsible for planning and management of federal funding used towards implementation of general government capital improvements plan (e.g., ARPA, CARES).
- Serves as Support Branch Director during activations of the County's Emergency Operations Center.
- Representative initiatives and projects led:
 - Negotiation of a development and conveyance agreement with the University of Florida to facilitate the construction of an educational facility.
 - Renovation of the Sheriff's headquarters facility carrying a project implementation cost \$50M+
 - Construction of the new facility for the Supervisor of Elections carrying a project implementation cost of \$60M+
 - Master planning and programming of a redevelopment plan for the South County Administrative Complex at an estimated cost of \$200M+.
 - Completion and final approval of the County's Judicial Master Plan, projecting judicial facilities needs into year 2040.
 - 12+ years old legacy project involving a significantly complex conveyance of County-owned real estate valued at \$50M for a transit-oriented development (TOD).
 - Implementation of an electric vehicle pilot program.
 - Management and implementation of a capital improvements program with 600+ open projects carrying an aggregated value of \$400M (approx.) plus and additional \$500M (approx.) projected value for the 5-year CIP.

7/2019- 12/2020

Palm Beach County Government, Florida

Deputy Director, Facilities Development & Operations

- Responsible for assisting FDO's Director in the daily operation and policy implementation of the department. Five divisions assigned under the operational umbrella: Facilities Management, Fleet Services, Electronic Services and Security, Capital Improvements, and Property & Real Estate Management.
- Served as Acting Department Director during the Director's absence.

1/2018 – 7/2019

Montgomery County Government, MD

Deputy Director/ COO, Department of General Services

- Served as the Chief Operating Officer (COO) for the Department of General Services with direct responsibility over budget preparation and management, as well as human resources. DGS has 435 approved positions, its budget has appropriations under the general fund, two internal service funds and two Non-Departmental Accounts (NDAs), totaling approximately \$156MM.
- Four Divisions/Offices assigned for direct supervision under the operational umbrella: Fleet Management Services, Facilities Management, Central Services and Contracts.
- Responsible for overall coordination of the DGS' Emergency Operations Team during weather-related and other declared emergencies.
- Served as the Department's representative on the County's 2017 and 2019 Collective Bargaining Agreement negotiation team.
- Served as the Champion for the LEARNS module of the MLS LEADS program implemented by the County Government as advised by the Leadership Development Working Group.
- Selected among County's Leadership to collaborate in the design and implementation of County-wide surveys.
- Served as a member of the Arts and Humanities Council of Montgomery County CIP Grant review panel (since 2018).

1/2016 - 1/2018

Montgomery County Government, MD

Chief, Division of Facilities Management, Department of General Services

- Responsible for overseeing the maintenance and operation of over 400 County owned and leased facilities covering 10MM square feet. The Division's personnel complement includes approximately 115 FTEs (union and non-union employees), providing 24/7 services with an annual budget of \$26MM. Typical service areas include: all major building systems (e.g., plumbing, HVAC, electrical, fire alarms), environmental services, pest control, refuse/recycling collection, grounds keeping, emergency operations and snow removal, among others. The Division also leads CIP efforts for: HVAC Improvements, Resurfacing, Roof Replacement, Life Safety, Environmental Compliance, Building Envelope Repairs, Planned Lifecycle Asset Replacement (PLAR) and Elevator Modernization.

- Responsible for procurement oversight and administration for all the Division's contractual resources.
- Responsible for leading the Division's response during emergency situations as part of the County's Emergency Management Group.
- Implemented an initiative to restructure the Division's operations attaining statistically significant improvements.
- Served as the Department's representative on the County's Collective Bargaining Agreement negotiation team, contributing to attaining a successful (and uneventful) negotiated agreement.
- Selected among County's Management Leadership Service (MLS) base as one of only ten individuals to constitute the *Leadership Development Working Group*, a think-tank tasked with developing a framework for ensuring leadership development within the County government.

12/2007-1/2016

Carolina Municipality, PR

Infrastructure Manager

- Appointed by the Mayor, to oversee infrastructure development for a municipality with approximately 180,000 citizens over an area of 47 square miles, including 4 miles of coastal shore. Responsible for the administration of city's infrastructure development and maintenance. Six departments assigned under the operational umbrella with approximately 350 employees: Planning (Social, Economic, Environmental and GIS sub-programs), Permits, Public Works, Municipal Aqueduct (drinking and wastewater treatment plants), Maintenance and Projects.
- Managed a combined budget of over \$400MM in capital projects, including key stages of site selection, planning, permitting, A/E services retention, contractor selection, project development, opening, and eventually day-to-day maintenance. Managed the construction of programmatic projects including museums, recreational facilities, and housing developments.
- In-depth understanding and proven proficiency at managing government bidding and contracting procedures with local, state and federal funds.
- Working knowledge of federal and state regulations regarding grant administration. Served as the Municipality's Point of Contact for all federal funding.
- Appointed by the Mayor as the Responsible Officer for Environmental Reviews, including compliance under NPDES MS4 permit, Emissions permits, among others.
- Key accomplishments:
 - Established coalitions with the City's business associations for the coordination of public works at the avenues where their businesses are located thus allowing us to minimize economic impact associated with construction projects.
 - Established state-level memorandums of agreement for the redevelopment of public housing and state infrastructure

maintenance.

- Managed over \$400 million in capital projects without any findings from the Puerto Rico's Comptroller Office
 - Supervised the design, construction and maintenance of several new facilities including Puerto Rico's largest Children's Museum, a History and Art Museum and a Contemporary Art Museum
 - Successfully supervised the maintenance of an intricate network of primary, secondary, and tertiary roads.
 - Supervised the maintenance of over 200 municipal facilities, ranging from parks and community centers to coliseums, museums, water parks, stadiums, and the City Hall.
 - Sustained a high approval rate on permits, mainly driven by a highly effective pre-submission orientation process aimed towards assuring citizens' knowledge of the statutory requirements prior to presenting their applications.
 - Managed the design and construction of a 109-bed public tertiary hospital, \$52MM investment including \$9MM worth of medical equipment.
 - Managed the operation of two water supply plants and one water treatment plant with overall capacity exceeding 2MGD.
 - Maintained and revised, as necessary, the Territorial Ordainment Plan, the document that under Puerto Rico law governs municipal development.
 - Effectively managed and implemented programs under American Recovery and Reconstruction Act, Federal Transit Administration, Corporation for National and Community Service, Department of Energy, HOME and CDBG grants.
- Served as Acting Mayor.

9/2007-12/2007
Litigation Associate

E. Umpierre-Suarez Law Firm, PR

- Litigation Division. Construction law, civil litigation and financial industry practice. Secondary notary public functions.

10/2005-9/2007
Environmental, Health & Safety Engineer

Osram Sylvania, PR

- In charge of overseeing company's operations as related to environmental aspects including but not limited to: PRASA, EQB, DOT & EPA regulations. Job duties also include implementation of OSHA's requirements regarding employee health and safety.

8/2004-10/2005
Assistant Director

Carolina Municipality, PR

- Land Use and Infrastructure Division, Municipal Aqueduct Department. In charge of overseeing Department's technical operations. Typical duties included budgeting, personnel evaluation,

supervision and task assignment, allocation of human and material resources for attaining Department's objectives and administration of external contracts for operation and maintenance of the Department's facilities.

9/2002-7/2004

Carolina Municipality, PR

Engineer In Training

- Land Use and Infrastructure Division, Municipal Aqueduct Department. In charge of overseeing Wastewater Treatment Plant Operations and assuring WWTP NPDES permit compliance. Also provided support for the Drinking Water Plant Operation, Dual Water System Operation, Gas Extraction and Flare Unit Project, and for the Anti Saline Intrusion Barrier Project. Typical duties included preparation of reports and DMRs to be submitted to EPA and PREQB, selection and coordination of equipment acquisition procedures including budget administration, review of laboratory results regarding WWTP operation, consultation and coordination with regulatory agencies regarding permit implementation, supervision of maintenance and repair jobs, administration of operation and maintenance contracts, supervision of maintenance employees, development and implementation of maintenance programs, overseeing contractor's jobs and supervision of field personnel, among others.

7/2001-8/2002

PR Environmental Quality Board

Graduate Engineer

- Worked for two divisions Water Quality Area, Underground Storage Tanks Management Division and Land Pollution Regulation Program, Hazardous Waste Permitting Division. In charge of coordinating the technical area for one of the top projects of the Division. Coordination performed included personnel management and scheduling (about 7 environmental scientists), materials management, data analysis, work assignment and follow-up as needed. Other related duties included evaluation of corrective action work plans and project implementation and permitting procedures for facilities with underground storage tanks under PR-EQB regulations, evaluation of technical data and laboratory analyses for soil and groundwater contamination and of proposed remedial technologies. Compliance inspections (field visits and oversights) for selected sites were included within job requirements. Facilities under evaluation included gasoline service stations, storage areas, among others.

6/2000 – 12/2000

Kimberly Clark Co., WI

Intern Engineer

- Child Care Division. Job duties included research and development of new products, manufacturing plant operations support and coordination, supervision of skilled personnel during hand preparation of research products and supervision of personnel in charge of setting and preparing focus groups for product analysis.

BAR ADMISSIONS

Puerto Rico

ACCREDITATIONS AND LICENSES

Florida State Board for Professional Engineers, License No.88333

Maryland State Board for Professional Engineers, License No. 49482

Puerto Rico Department of State Engineers and Land Surveyors Board,
Professional Engineer License. No. 19070

Puerto Rico Department of State, Class IV Drinking Water Plant Operator
License No. P-1920 (Inactive)

Puerto Rico Department of State, Class IV Wastewater Plant Operator
License No. U-2120 (Inactive)

Puerto Rico Supreme Court Notary Public No. 16515 (Inactive)

Puerto Rico Supreme Court, Mediator Certification No. M-0588 (Inactive)

AWARDS

2024 Palm Beach County Golden Palm award

2018 NACo Award, Montgomery County, Using GIS Maps to Improve
Contract Management

Puerto Rico Engineers and Land Surveyors College, 2010 *Mujer de
Vanguardia* award

ORGANIZATIONS

Class of 2023, Leadership Palm Beach County



DEPARTMENT OF GENERAL SERVICES

Marc Elrich
County Executive

David Dise
Director

March 31, 2025

Dr. David Kahn
Director, Human Resources
100 Australian Ave.
West Palm Beach, FL 33401

Re: Dr. Isami Ayala-Collazo

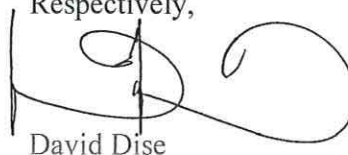
Dr. Kahn,

It is with pleasure that I write this letter of reference concerning Dr. Isami Ayala-Collazo (Isami) with whom I worked for many years in the Montgomery County Department of General Services. Isami came to us as Chief of DGS' Division of Facilities Maintenance (DFM) In this position, Isami transformed an underperforming operation into one that became recognized as efficient, customer service oriented and professional. Maintaining an inventory of over 10M square feet of owned and leased commercial, industrial, and office space in over 400 facilities and with limited fiscal resources, she vastly improved materials management, field order completion and overall efficiency. As the first woman to lead this operation, she was highly respected by professional and trades staff.

Because of her superior performance as DFM Chief and knowing the wealth of experience she brought from prior positions before coming to Montgomery County, I did not hesitate to promote her to Deputy Director and Chief Operating Officer as soon as that position became open. As COO she assumed responsibilities over Fleet Management, Budgeting, Contracting, Archives and Records Management, Print/Mail services, as well as her DFM portfolio. Leading a diverse team of skilled craftspeople and professionals with an operating budget exceeding \$150M and 385 full time positions for over two years, Isami once again excelled and improved every aspect of the operations through detailed analysis, decisive leadership and clear communications.

My only disappointment with Isami was when she informed of her intent to take employment in Palm Beach. I have no doubt she has made it a better place, and strongly encourage you to consider her for any task to which she applies.

Respectively,



David Dise



OFFICE OF HUMAN RESOURCES

Marc Elrich
County Executive

Traci L. Anderson
Director

March 31, 2025

Dr. David Kahn
Director
Department of Human Resources
Palm Beach County
100 Australian Avenue
West Palm Beach, Florida 33401

Dear Dr. Kahn

I am writing to strongly recommend Isami Ayala-Collazo for the position of County Administrator. I've known Isami since 2018, and over the years I have observed her to be a diligent and exceptional leader, attentive to the needs of employees at all levels of the organization, and one who does not shy away from challenging issues.

Isami and I worked in partnership during 2018-19, when I led the County's labor and employee relations activities. During the fall of 2018, Isami, as the Deputy Director and Chief Operating Officer in Montgomery County's Department of General Services, played a critical role in addressing several longstanding issues that vexed the department. The employees' union was critical of the department's compensation for mechanics and had filed several grievances in the matter. Isami developed a comprehensive salary recommendation, including recognition of past experience and accounting for a measure of backpay. Isami actively participated in the County's negotiations with the employees, during which a settlement was reached to perfect salaries for mechanics. Isami's leadership and contributions to this work resulted in the union's withdrawal of the grievances, and assured an equitable pay schedule for employees, which continues to serve as the framework for mechanics' pay today. I can attest that this work laid a foundation for the County's continuing partnership with employees and their representatives to address wage equity.

Moreover, Isami demonstrated exceptional skill in labor relations, during the County's term bargaining in 2019. She was able to navigate the often-inhospitable negotiations environment and promote productive discussions with union representatives. Isami led bargaining subcommittees, delving deep into areas of disagreement and used data-driven recommendations to reach agreement. She operated with transparency and clarity of purpose, and her voice, patience and singular focus on getting to center, greatly aided us in successfully reaching agreement with the union.

Letter of Recommendation – Isami Ayala-Collazo

March 31, 2025

Page 2 of 2

Isami is a leader who tirelessly advocates for good government, service to the community, balance and fairness in handling employee issues, and recognizes that employees are the single most important asset to our organization's success. I have no doubt that Isami will bring tremendous resolve, a wealth of expertise and commitment, as Palm Beach County's next County Administrator.

Please feel free to contact me if you have questions or would like to discuss this recommendation further, by cell at [REDACTED] or by email at Traci.Anderson@montgomerycountymd.gov.

Sincerely,

A handwritten signature in blue ink, appearing to read "Traci Anderson", followed by a period.

Traci L. Anderson

Director

Office of Human Resources



Friday, May 3, 2019

PERSONAL AND CONFIDENTIAL REFERENCE ON: **Isami C. Ayala Collazo**

Submitted by: Helbling & Associates, Inc.

By: Mr. Angel Matos-Garcia
40th District Representative
Commonwealth of Puerto Rico House of Representatives
[REDACTED]

Summary of Comments:

Angel has known Isami for approximately 12 years. Angel and Isami partnered on many projects while Angel served within the Mayor's Cabinet. Projects ranged from museums and hospitals to schools and infrastructure projects. Occasionally, Angel and Isami attended galas / award ceremonies for the projects they worked on. Isami acted the same outside of the office as she did internally day-to-day.

Overall, Isami is extremely top notch. She was the best employee Angel has ever worked with.

In regards to Isami's work ethic, she is very driven and dedicated. Isami works within the schedule without excuses. If Isami only has 24 hours to achieve a deadline, she is willing to put in the time and effort to ensure the utmost quality and precision.

As a leader, Isami has a strong and straight arrow management style. Isami respects individuals at every level within an organization. Additionally, she handles the truth with accuracy. Employees under Isami's umbrella of leadership greatly appreciated her abilities and methodology.

Angel does not have any criticism pertaining to Isami nor could he confidently indicate any areas for improvement. Isami is approachable and always open to discussions. Furthermore, she is calm and even-keeled. Angel never saw Isami become angered / mad. Most importantly, Isami upholds the best interest of any organization she serves. Angel witnessed this first-hand during Isami's tenure with the Carolina Municipality in Puerto Rico.

With that said, Angel firmly believes regardless of one's rank, everyone should seize opportunities to broaden their skills and abilities.

In relation to verbal and written communication, Angel gives Isami 20 out of 10 rating. In addition to Isami's technical intelligence, she understands her audience and how to approach them. Whether Isami interacts with the Mayor or a laborer, she is engaging and always on point. Isami is simply the best.

If the opportunity presented itself, Angel would absolutely hire Isami. Angel would love for Isami to return to Puerto Rico, but Angel knows the island's salaries cannot compete with the United States'.



HELBLING
& ASSOCIATES, INC.

Tuesday, April 30, 2019

PERSONAL AND CONFIDENTIAL REFERENCE ON: **Isami C. Ayala Collazo**

Submitted by: Helbling & Associates, Inc.

By: Mr. Jorge Ferra
Consultant – Civil Engineering
[REDACTED]
jorgeferra@mac.com

Summary of Comments:

Jorge has assisted the Mayor of Carolina, Puerto Rico since 2007 as a Civil Engineering Consultant for the municipality.

Jorge has known Isami since 2003. At that time, she worked with the water department. However, Jorge and Isami partnered on several projects. In 2007, the Mayor hired Isami to become the Infrastructure Manager for the municipality. Examples of notable projects Jorge and Isami completed include a children's museum, which won "Best Public Work of the Year" in 2012, and a hospital project in Carolina. Isami served as the manager on behalf of the Mayor and Jorge served as the advisor.

Jorge greatly enjoyed his time working with Isami. Jorge believes she was the best person to work with. Isami is very intelligent. She is capable of leading multiple tasks and completing them quickly.

Isami clearly communicates objectives and her expectations. Similarly, if a superior gives Isami a project, she will complete it to their standard(s). However, Isami is not hesitant to share her opinion(s). Her employees respected these qualities because everything was "on the table". Isami does not hide anything.

One characteristic that sets Isami apart from others is her calm approach to situations or problems. Jorge and Isami faced many obstacles, and there was not a single problem she could not solve. Additionally, she is extremely intelligent. Isami is both an engineer and lawyer by trade, so the way she thinks and finds resolutions is unique. Isami always remains in control and thoroughly contemplates all aspects. Isami never jumps to conclusions or overreacts. Overall, Jorge thinks highly of Isami.

Jorge and Isami also interacted outside of work. For example, they visited existing building designs in Ohio and Maryland during the beginning stages of children's museum project. After observing the sites scheduled for that day, Jorge and Isami gathered for dinner and / or drinks.

In relation to a potential area for improvement, Isami is a perfectionist. In some instances, this is a great quality. However, Jorge believes perfection is not needed in every situation.

Isami can do whatever she sets her mind to; there is nothing that she cannot do in Jorge's opinion.



Tuesday, April 30, 2019

PERSONAL AND CONFIDENTIAL REFERENCE ON: **Isami C. Ayala Collazo**

Submitted by: Helbling & Associates, Inc.

By: Mr. Fernando Bonnin, AIA
Founder and President
BMG Consulting PSC
[REDACTED]
arqfrbo@gmail.com

Summary of Comments:

Fernando has been in the architectural industry for 25 years. Fernando first met Isami in 2012 when they partnered for over five years on a 109-bed hospital project in Puerto Rico.

Isami is a "one of a kind" employee who brought a disciplined attitude to the work place. She is sharp and "to the point". Isami was the driving force and benchmark on the hospital project and an extreme workaholic. She had high expectations for her staff and held them accountable. Isami proved to be a great asset on the project. The project involved converting an existing building into a hospital. Fernando and his firm were extremely impressed with Isami's performance, attitude, and discipline. She is a force to be reckoned with. Fernando has never worked with anyone like her; Isami maintains control at all times.

As a leader, Isami is extremely professional; she is all business and no joking around. In the Latin culture, her attitude was unique, because there is a tendency to work while also kidding around. Isami supervised many employees and expected them to operate with her same level of professionalism. She commands and garners the respect of her employees, and she respects them in return. Isami's work ethic mirrors that of a military leader. When Fernando first met Isami, he quickly realized that she had high demands. After a few months of partnering together, Isami and Fernando discovered newfound respect for each other as they were both strongly invested in the project. The work Isami and her team performed was very complicated, but she upheld extreme fairness with her demands.

Isami is both an engineer and a lawyer by trade, which brings a unique combination of skills to a project. As a communicator, every word she spoke and every email / letter she wrote was clear and concise. Her oversight included many areas such as construction, equipment, inspections, etc. Isami strives for positive results and will put in the hours necessary to complete a task / project. If eight hours is not enough time in the day, Isami will work 10 to 12 hours, whatever it takes. She is devoted 100% to her work, which is a characteristic Fernando does not see in most people on the island. Isami's drive is never ending.

In regards to Isami's ability to handle pressure and criticism, Fernando believes she composed herself exceptionally well. If Isami was ever nervous, she never showed it. She always remains calm and

collected. Isami understands that some situations are inevitable, but she never raises her voice or becomes frustrated. She takes time and careful consideration to determine the best solution.

Fernando seldom interacted with Isami outside of the workplace. Isami tended to avoid mixing her personal and professional life. Occasionally, Fernando saw Isami at an event or out and about, but they did not socialize. Isami was always pleasant, but that is just the way she operated.

Fernando could not indicate any areas for Isami to improve on. One can guarantee Isami will deliver on every job.

Fernando was not surprised to learn Isami may consider a new opportunity. Isami always seeks new challenges. If something piques Isami's interest, she will go after it. Fernando was extremely sad when Isami left Puerto Rico. Isami is excellent, and the island needs her talent. If the organization offers Isami the position and she accepts, they won the lotto. As previously mentioned, she is a one-of-a-kind workhorse who is extremely intelligent. She also possesses the "soft skills" to deal with people and not just the engineer component of the job or the "hard skills".

Technical Experience:

While working at Kimberly-Clark, Isami led high profile projects related to fastener performance and skin wellness. Her research supported the development and launch of HUGGIES® PULL-UPS® Disposable Training Pants with Easy Open Sides®. Some of her activities included:

- supporting trials
- leading an on-going weekly test panel
- conducting product aging studies
- performing small scale clinical studies and a large scale consumer use test

Throughout her work term, she demonstrated strong skills in designing studies, testing products, analyzing complex data, making product design recommendations, and documenting results in reports. All of her work was completed on or ahead of schedule and exhibited exceptional quality and accuracy.

Supervisory Experience:

In order to complete her numerous project activities, Isami utilized and directed numerous individuals from various functions including operations, product preparation services, quality labs and testing agencies. She effectively directed and interacted with individuals. Many enjoyed working with her and appreciated her skills in managing people and providing clear work direction.

For a young scientist, Isami effectively managed people and projects. She analyzes complex data, draws meaningful conclusions, and makes appropriate recommendations. She is has been an exceptionally talented employee. If you have any questions, please contact me by phone at ([REDACTED]) or by email at mruman@kcc.com.

Marci Ruman

Marci Ruman
Research Scientist
Kimberly-Clark Corporation



USA

Patrick Rutter
prutter@pbc.gov

Dr. David Kahn, Director of Human Resources
100 Australian Avenue
West Palm Beach, FL 33401

April 28, 2025

Dr. Kahn,

Please accept this letter of interest and resume for the advertised position of County Administrator. As a West Palm Beach native and longtime County resident, this opportunity represents the ultimate opportunity to serve the community I love.

I have seen the County change and grow from my time attending Northmore Elementary, Roosevelt Middle and North Shore High School as well as most of my professional career. So much of this growth is what makes Palm Beach County so desirable and also presents challenges as we continue to progress. I could not be more excited about the opportunity to increase my role in shaping the County's future.

The position of County Administrator stands as a legacy position, one that sets the tone for many years to come. My core values stand for working to address issues and identify solutions that position the County in both the short and long term. Working for and with the Board of County Commissioners and delivering on their priorities is the opportunity I feel prepared for. A crucial job function of the County Administrator is working with and directing a staff of over 7,000 employees representing our Departments and offices. These talented and dedicated individuals make the County the success that it is. The Administrator must provide direction to all, moving forward the Boards priorities. Making difficult decisions and implementing them is a task I do not shy away from and I am keenly aware of how important that will be in this position. Another crucial element is the interaction with a variety of elected offices and other external agencies. The Administrator must provide direction as we address all measure of challenges we are presented. For the past 1.5 years, I have assumed the responsibilities of Administrator in her absence. This experience, be it in emergency declarations or in handling day-to-day operations, is part of what has prepared me for this position. I am fully prepared to hit the ground running on day 1.

Proven experience at various levels of government

My professional career is represented by progressively responsible positions, most notably within Palm Beach County government. At every turn and opportunity in my career, I have benefited from what I learned from those around me. In over 30 years of work at various levels of government, I bring a unique insight into what makes this County such a great place to live and work. This largely derives from my over 22 years working at Palm Beach County. I feel I have the institutional knowledge from working on countless issues, large and small, that guide our decision making today. This experience also helps me identify what can be done to position ourselves for even greater successes in the future. Much of what we benefit from today is the result of decisions made sometimes decades ago. As we look forward, the decisions we now make prepare Palm Beach County for a bright future. I see my service to the County as the next Administrator affecting those future generations of Palm Beach County residents.

We take a lot from previous experiences, be it different places we have worked or gleaning from our interaction with others in our current position. At every level I have worked, inside and outside the County, I have noted practices I felt valuable and include those in my application of work. My professional career began at the City

of Pembroke Pines as a Planner in 1994. During my time there, the City was one of the fastest growing municipalities in the State. The pace and demand of work taught me a great deal about time management and prioritization of tasks. The introduction to the world of local government, coordinating development review meetings with multiple City departments was educational. Those lessons and experience stand with me today.

My career moved to working in the private sector in an engineering and planning firm, Calvin, Giordano and Associates. Our firm was hired as the contracted staff for the new City of Weston. As the first Director of Development Services for the City, I had the unique opportunity to develop City codes, comprehensive plan and development processes from scratch. In my more than 5 years, I not only created and implemented new policies but dealt with many complex development scenarios. Working with City Administration and the City Commission, we addressed multiple complex issues reflective of a fast growing city. The uniqueness of being on the "ground floor" of a municipality taught me about efficiency and function. We operated in a space where our time was tracked and attributable to every project or function we performed. This provided great transparency for applicants as well as our Commission and the public.

I returned to Palm Beach County in 2003 as the Deputy Planning Director of the Planning Division. I worked in this position for over 13 years and had the opportunity to be part of numerous land use and policy issues. In a division of over 30 employees, I gained great insight into not just work product but also handling personnel issues. I learned about County functions and processes, developed relationships with other Departments and interacted with Commissioners in ways not typical at the municipal level. I gained an appreciation for how the County works.

In 2016 I was presented the opportunity to lead the Planning, Zoning and Building Department. This was a significant increase in responsibility and provided the chance to direct over 300 employees in a fast-paced environment of varying work functions. In this position, I was challenged with not only leading a large work group but also engaging and listening to their thoughts and concerns. One of the many responsibilities was preparing and managing a budget of \$70 million dollars. Meeting the needs and demands of a department while being fiscally responsible was a continuous challenge.

Experience and continuity in County Administration

My promotion to the position of Assistant County Administrator in 2018 was a chance to grow further professionally while employing much of what I have learned and experienced. My direct report responsibilities included Engineering and Public Works, Environmental Resource Management, Planning Zoning and Building, Community Revitalization, Water Resources and Resilience. Collectively, these functions represent a broad scope of County operations that provide an opportunity to guide the County in a multitude of ways. In this position I had even greater opportunity and exposure to budgeting and responsibility for expenditure of our County resources. Investment in capital projects as well as investment in our natural environment were new areas for me. Working with my departments to balance their growing needs and requirements with funding boundaries has been a significant professional accomplishment. Another change was the interaction with Board members on a much greater level of administrative and policy development. This position required me to ultimately be responsible for every Board item, and be knowledgeable of the various functions for all of my direct reports.

Currently, I serve as the Deputy County Administrator. I was given this opportunity in December of 2023 and have learned to fully appreciate how much is required of a County Administrator. I continue to maintain responsibility for my direct report departments and offices but have been afforded the opportunity to experience the entire functionality of our County. The full scope of interaction amongst our Board, County

agencies, offices of our elected officials, municipalities and numerous external organizations is difficult to fully comprehend until it is experienced. One of the most important has been participating in the development of the annual budget. This process requires understanding the needs and challenges of all budgeted entities while providing the Board with a balanced budget. Another part of our fiscal health is our AAA bond rating. I have had the opportunity to be part of our bond rating agency calls. Hearing their questions, being part of our responses and understanding what drives their decision making has been highly educational. Labor relations is another significant aspect and familiarity with negotiations is additional experience I possess. Working with our unions and maintaining a focus on the "big picture" is crucial. I have also had a much greater opportunity to interact on issues of inter-departmental and inter-governmental scope. This requires understanding the needs and positions of other agencies while seeking to find solutions.

Vision and priorities

Crucial to the role of County Administrator is having a vision. Such a vision would balance the direction of the Board of County Commissioners with a strategy of my priorities as the Administrator. I have developed 5 areas that I would prioritize if selected. These derive individually and collectively from the Board of County Commissioners strategic priorities which are:

Public Safety

Infrastructure

Unsheltered Residents

Housing Development

Environmental Protection

Economic Development

Substance use and Behavioral Disorders

1. Enhance budget engagement

As the most important aspect of County operations an Administrator oversees, the creation and implementation of a budget is a continuous function. The Board has indicated a desire to engage at a more detailed level and to meet that I would propose providing greater opportunity. As we continuously face budgeting challenges, many of which we have limited control of, our duty is to respond and provide the Board with the best recommendations to meet these. I would recommend a distinct opportunity in a retreat setting be scheduled where some or all departments could provide a deeper dive into their budgets. This could be done at the start of the time frame for annual budget development.

2. Technology

Technological advances provide a great opportunity to find and create efficiencies in our work. The key is finding those advances that are appropriate and can deliver greater value to the County overall. Many of our functions can benefit from emerging technologies and finding the right solution for the right function is what we should seek. Some of our departments are already implementing these changes while others are in various phases of assessment. Maximizing efficiency means understanding comprehensively where we stand. I would work with each department and office to identify where they feel enhancements and change could serve to benefit the County overall. A Countywide assessment of current capabilities and needs would be undertaken. This would be the start of assessing a framework for which we can move forward.

3. Interaction with our municipalities

Palm Beach County is unique in so many ways and one of them is our municipal/unincorporated makeup. Broken down by population, approximately 57% of our residents live in cities while 43% reside in unincorporated Palm Beach County. By land area, the municipalities represent approximately 17% of the land area while unincorporated represents approximately 83%. The regulatory, public safety and service delivery functions they require fall into this complex mix. The Countywide Transportation Master Plan is prime example. This ongoing effort involves all of our municipalities and stakeholders to address an issue of overall County significance. Annexation is another significant inter-governmental issue which the BCC has addressed multiple times in the past few years. Much of what we do such as transportation, water resources, beach, parks, and so many of our shared community needs requires significant coordination and assistance. I believe my experience and abilities in collaboration would enhance the County's positioning to obtain effective results for the BCC.

4. Water Master Plan

Protecting and providing for the essential resource of water has been an issue in South Florida for centuries. Whether it is providing for drinking water, agricultural water supply or addressing storm water the issues are complex and fall along multiple levels of government. Significant interaction and policy development issues reside with both the Army Corps of Engineers, the South Florida Water Management District, our drainage districts and our local potable water and storm water responsible agencies. Significant funding from a multitude of Federal and State agencies as well as Palm Beach County have been allocated and projects such as the C-18 reservoir, C-51 reservoir and the Corbett levee among others are underway. The long-term impacts of these, our unmet needs and our future responsibilities related to them have yet to be comprehensively evaluated. To meet this challenge I would recommend initiating a County Water Master Plan including all stakeholders to align ourselves for a successful future.

5. Staff support

In an organization that employs over 7,000 hardworking individuals, attention and focus to their challenges and needs is paramount. Being asked to do more, understanding the need for new talent from inevitable turnover, and optimizing recruitment and retention while valuing the work being performed is a never-ending part of the job for a County Administrator. Advocating for our employees but providing boundaries is one of the more difficult aspects. I value being responsive when listening to ideas and concerns and have built long-standing relationships with staff members which is key to organizational success. Continued efforts, on all fronts, to make Palm Beach County the best place to work is a significant focus.

I cannot overstate how much I appreciate this opportunity. I have worked at four different positions in Palm Beach County and felt each one was a true professional milestone. Selection as the next County Administrator is something that would allow me to employ all that I have learned while seeking to grow and embrace new ideas. I feel imminently qualified to assume this responsibility and look forward to delivering on the policies our Board directs.

PATRICK W. RUTTER, AICP

J [REDACTED] [REDACTED]

PROFESSIONAL QUALIFICATIONS IN ALL ASPECTS OF LARGE GOVERNMENTAL ORGANIZATION, EXPERIENCE IN ADDRESSING COMPLEX AND MULTI-FACETED ISSUES, TIME MANAGEMENT AND PRIORITIZATION, MEETING DEADLINES AND HANDLING HIGH VOLUME WORK. COMBINE STRONG INTERPERSONAL AND RAPPORT-BUILDING SKILLS WITH ACHIEVEMENTS IN MEETING AND EXCEEDING ALL ORGANIZATIONAL GOALS AND OBJECTIVES.

EXPERIENCE

12/23-PRESENT PALM BEACH COUNTY ADMINISTRATION

DEPUTY COUNTY ADMINISTRATOR

RESPONSIBLE FOR ALL FACETS OF COUNTY OPERATIONS AS DIRECTED BY COUNTY ADMINISTRATOR. KNOWLEDGEABLE ABOUT ALL COUNTY FUNCTIONS AND ISSUES. STAND IN FOR COUNTY ADMINISTRATOR IN HER ABSENCE. PROVIDE DIRECTION ON ALL COUNTY ISSUES. WORK EXTENSIVELY WITH CIVIC AND OTHER INTEREST GROUPS, THE BUSINESS COMMUNITY AND THE PUBLIC. ADVANCED LEADERSHIP RESPONSIBILITIES INCLUDING IMPLEMENTING ADMINISTRATION AND BCC DIRECTION FOR ALL DEPARTMENTS AND OFFICES.

SIGNIFICANT RESPONSIBILITIES:

ENHANCED ADMINISTRATIVE RESPONSIBILITY: PROVIDE COORDINATION AND DIRECTION TO ALL COUNTY DEPARTMENTS AND OFFICES. ENGAGE IN ALL AREAS OF SIGNIFICANT POLICY INTEREST. REGULAR COMMUNICATION AND COLLABORATION WITH ALL BCC MEMBERS ON ALL ISSUES OF INTEREST.

BUDGET PREPARATION: PARTICIPATE AND REVIEW ANNUAL COUNTY BUDGET INVOLVING THE REVIEW OF ALL COUNTY DEPARTMENTS AND OFFICES SUBMISSIONS AS WELL AS THOSE OF EXTERNAL AGENCIES. PRIORITIZE EFFICIENT OPERATIONS AND TRANSPARENCY IN BUDGETING. ENSURE THAT BCC ADOPTED PERFORMANCE INDICATORS FOR STRATEGIC PRIORITIES ARE MET AND ISSUES IDENTIFIED AND COMMUNICATED TO THE BCC.

COUNTYWIDE TRANSPORTATION MASTER PLAN: UNDER DIRECTION OF THE COUNTY ADMINISTRATOR LEAD THE BOARD DIRECTED INITIATIVE TO DEVELOP PLAN INCLUDING COORDINATION WITH MUNICIPALITIES, EXTERNAL AGENCIES AND HIRING A CONSULTANT TO DEVELOP THE PLAN.

DIRECT REPORT RESPONSIBILITY: PERFORM DIRECT OVERSIGHT OF 6 DEPARTMENTS AND OFFICES. COLLABORATE WITH DEPARTMENT/OFFICE DIRECTORS TO ENSURE IMPLEMENTATION OF BCC DIRECTIVES AND PRIORITIES. PROVIDE SUPPORT ON CONSTITUENT ISSUE RESOLUTION.

EMERGENCY RESPONSE: ENGAGE IN MULTIPLE HURRICANE ACTIVATIONS REQUIRING 24/7 DUTY AND OVERNIGHT STAYS. PARTICIPATE IN CRITICAL PRE AND POST STORM DECISION MAKING. SERVE AS MEMBER OF THE EXECUTIVE POLICY GROUP RESPONSIBLE FOR CRITICAL DECISIONS BEFORE, DURING AND AFTER AN EMERGENCY EVENT.

5/18-12/23

PALM BEACH COUNTY ADMINISTRATION

ASSISTANT COUNTY ADMINISTRATOR

SUPERVISED 6 DEPARTMENTS AND OFFICES PROVIDING INPUT AND DIRECTION TO DIRECTORS ON VARIOUS FUNCTIONS. THESE INCLUDED PLANNING, ZONING AND BUILDING, ENGINEERING AND PUBLIC WORKS, ENVIRONMENTAL RESOURCES MANAGEMENT, OFFICE OF RESILIENCE, OFFICE OF COMMUNITY REVITALIZATION AND WATER RESOURCES TEMPORARY SUPERVISION OF HOUSING AND ECONOMIC DEVELOPMENT, RISK MANAGEMENT AND THE MEDICAL EXAMINER. PARTICIPATE IN DEVELOPMENT OF BCC AGENDA.

SIGNIFICANT RESPONSIBILITIES:

BUDGET PREPARATION: REVIEW AND PROVIDE DIRECTION TO ALL DIRECT REPORT DEPARTMENTS AND OFFICES. PARTICIPATE AND PROVIDE INPUT IN DEVELOPMENT OF ANNUAL COUNTY BUDGET.

WORKFORCE HOUSING PROGRAM: PROVIDED DIRECTION ON IMPLEMENTATION AND MODIFICATIONS TO THIS LONGSTANDING PROGRAM.

HOUSING BOND: ASSISTED IN IMPLEMENTATION OF BOARD DIRECTION TO FACILITATE ALL ASPECTS OF THE BOND, WHICH INCLUDED SIGNIFICANT INTERACTION WITH THE BUSINESS COMMUNITY IN SUPPORT OF SUCCESSFUL BALLOT INITIATIVE.

MOBILITY FEE: EMERGING ISSUE INVOLVING MULTIPLE MUNICIPALITIES CREATING PLANS AND FEES, ENGAGED IN MULTIPLE LEGISLATIVE INITIATIVES IMPACTING COUNTY AUTHORITY, SERVED AS CORPORATE REPRESENTATIVE IN LITIGATION.

LITIGATION: SERVE AS CORPORATE REPRESENTATIVE FOR THE COUNTY ON VARIOUS LAWSUITS. PARTICIPATE IN CASE DEVELOPMENT AND TESTIFY.

COORDINATION WITH EXTERNAL AGENCIES: PROVIDE SUPPORT AND DIRECTION TO A MULTITUDE OF EXTERNAL PARTNERS INCLUDING THE SOLID WASTE AUTHORITY, TREASURE COAST AND SOUTH FLORIDA REGIONAL PLANNING COUNCILS, AND MUNICIPALITIES.

EMERGENCY RESPONSE: LOGISTICS SECTION HEAD CONSISTING OF 3 BRANCHES AND 12 UNITS OF COUNTY PERSONNEL IN EMERGENCY MANAGEMENT SUPPORT. PLANNED, CONSTRUCTED AND OPERATED ALL COUNTY RUN TESTING AND VACCINATION SITES DURING THE COVID-19 ACTIVATION.

5/16-5/18

**PALM BEACH COUNTY PLANNING, ZONING AND BUILDING
DEPARTMENT**

EXECUTIVE DIRECTOR

SUPERVISED 6 DIVISIONS CONSISTING OF APPROXIMATELY 300 EMPLOYEES PERFORMING A VARIETY OF COMPLEX AND CUSTOMER SERVICE DEPENDENT ACTIVITIES. EXTENSIVE KNOWLEDGE AND APPLICATION OF ALL CODES AND REGULATIONS. RESPONSIVE LEADERSHIP THROUGHOUT ALL DEVELOPMENT RELATED PROCESSES. SERVED AS LEAD OF DEPARTMENT FOR ALL BCC MEETINGS AS WELL AS A VARIETY OF ADVISORY GROUP MEETINGS.

SIGNIFICANT RESPONSIBILITIES:

DEVELOP AND IMPLEMENT BUDGET: BUDGET OF OVER \$70 MILLION AND OVER 300 EMPLOYEES.

RESPOND TO DEVELOPMENT CHANGES: MAINTAIN OVERALL RESPONSIBILITY FOR IMPLEMENTING BOARD POLICY WHILE COORDINATING STAFF RECOMMENDATION AND COMMUNITY INPUT.

PROVIDE DIRECTION AND SUPPORT FOR STAFF: SUPERVISE AND LEAD A LARGE STAFF ENSURING ACCOUNTABILITY TO AND RESPONSIBILITY FOR ALL EMPLOYEES.

MEET DEADLINES: ENSURE THAT IN A SIGNIFICANTLY TIME FRAME DEPENDENT DEPARTMENT ALL DEADLINES WERE MET WHILE ENSURING ACCOUNTABILITY, EFFICIENCY AND EFFECTIVE RESULTS.

2/03-5/16

PALM BEACH COUNTY PLANNING DIVISION

DEPUTY PLANNING DIRECTOR

SERVED UNDER THE DIVISION DIRECTOR OF 31 PERSON WORK UNIT. PROVIDED DIRECTION AND SUPERVISION TO ALL STAFF MEMBERS. COLLABORATED EFFECTIVELY WITH THE BOARD OF COUNTY COMMISSIONERS, COUNTY DEPARTMENTS, LOCAL GOVERNMENTS AND AGENCIES.

SIGNIFICANT RESPONSIBILITIES:

WORKFORCE HOUSING: RESPONSIBLE FOR CREATION AND IMPLEMENTATION OF MANDATORY INCLUSIONARY ZONING PROGRAM.

AMENDMENT REVIEW: SUPERVISE AND DIRECT THE REVIEW OF COMPREHENSIVE PLAN AMENDMENTS; PROVIDE DIRECTION TO APPLICANTS AND THEIR AGENTS.

AG RESERVE: DIRECT AND REVIEW VARIOUS POLICY MATTERS, COORDINATED THE BOARD OF COUNTY COMMISSIONERS DIRECTED "ROUNDTABLE" PUBLIC ENGAGEMENT PROCESS.

TRANSFER OF DEVELOPMENT RIGHTS (TDR): WORK COLLABORATIVELY WITH OTHER COUNTY DIVISIONS TO IMPLEMENT THE TDR PROGRAM.

9/97-2/03

CALVIN GIORDANO AND ASSOCIATES, FT LAUDERDALE

DIRECTOR OF DEVELOPMENT SERVICES

SERVED AS FIRST DIRECTOR OF DEVELOPMENT SERVICES FOR CITY OF WESTON (FIRM WAS CONTRACT AGENT FOR CITY).

SIGNIFICANT RESPONSIBILITIES:

SUPERVISED ALL PLANNING AND ZONING ACTIVITIES WITHIN THE CITY.

CREATED ALL PROCESSES FOR PERMIT ISSUANCE AND INSPECTION IN COORDINATION WITH CONTRACTED BUILDING SERVICES ENTITY.

PREPARED FIRST COMPREHENSIVE PLAN AND ZONING CODE FOR THE CITY.

10/94-9/97

CITY OF PEMBROKE PINES

PLANNER

PERFORMED REVIEW OF SITE PLANS, REZONING AND COMPREHENSIVE PLAN APPLICATIONS IN ONE OF THE FASTEST GROWING CITIES IN THE UNITED STATES.

SIGNIFICANT RESPONSIBILITIES:

REPRESENT PLANNING DEPARTMENT IN DEVELOPMENT REVIEW PROCESS.

PREPARATION AND REVISION OF COMPREHENSIVE PLAN AND ZONING CODE AMENDMENTS.

MEMBERSHIPS

FLORIDA ASSOCIATION OF COUNTY MANAGERS
AMERICAN PLANNING ASSOCIATION
AMERICAN INSTITUTE OF CERTIFIED PLANNERS
URBAN LAND INSTITUTE

EDUCATION AND ACTIVITIES

MASTER OF URBAN AND REGIONAL PLANNING
UNIVERSITY OF FLORIDA 1994

BACHELOR OF ARTS
FLORIDA ATLANTIC UNIVERSITY 1990

TOWN OF JUPITER PLANNING AND ZONING COMMISSION 2006-2018

Dr. Keith Clinkscales

[REDACTED]
[REDACTED]
kclinkscales@gmail.com

4/16/2025

Board of County Commissioners

Palm Beach County

301 N. Olive Avenue

West Palm Beach, FL 33401

Dear Members of the Board,

I am writing to formally express my interest in the position of County Administrator for Palm Beach County. With over three decades of leadership experience across public and private sectors — including my current role as the Founding Director of Strategic Planning and Performance Management for Palm Beach County — I bring a proven track record of operational excellence, cultural transformation, and results-driven strategic leadership.

Throughout my career, I have demonstrated the ability to lead complex organizations through transformational change. My work in Palm Beach County over the past several years is a testament to this: I was entrusted with building the County's strategic planning and performance management infrastructure from the ground up. Today, that framework is fully operational, integrating over 30 departments under a unified performance management system. With initiatives like the enterprise KPI (eKPI) platform and County-wide strategic planning workshops, we have established a culture of accountability, collaboration, and measurable results. I have worked closely with the Board of County Commissioners, the County Administrator, and departmental leadership to ensure alignment between organizational goals and community priorities.

Prior to my public sector service, I held senior positions in management consulting with top-tier firms such as PRTM and PA Consulting, where I led large-scale operational and performance improvement initiatives for Fortune 500 clients. I've also served in executive roles across various industries, from manufacturing to transportation, building high-performing teams, reducing operational costs, and improving service delivery.

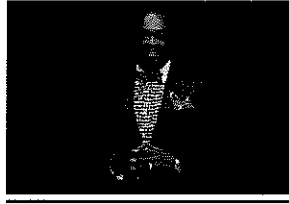
As a certified Lean Six Sigma Black Belt with a doctorate and a lifelong dedication to continuous improvement, I lead by example. My leadership philosophy is grounded in the belief that **"culture eats strategy for breakfast"**—that meaningful, lasting change is only possible when strategic vision is aligned with deep cultural engagement. I also hold firm to the principle that doing the same thing and expecting different results is, by definition, ineffective. Palm Beach County is ready for bold, transformative leadership. We must embrace innovation, including the integration of artificial intelligence and a commitment to becoming a truly paperless organization. We must challenge traditional thinking, prioritize transparency, and empower visionary, out-of-the-box leaders to do their work—without fear or favor. I believe I am the leader who can guide Palm Beach County into its next era of excellence.

I am deeply passionate about the future of Palm Beach County — a place my family and I are proud to call home. I remain committed to serving our residents, employees, and community partners with integrity, transparency, and a forward-thinking approach. It would be a true honor to build upon the strong foundation we've established and to lead this exceptional organization into its next chapter.

Thank you for your time and consideration. I welcome the opportunity to further discuss my candidacy and how my leadership experience aligns with your vision for the future of Palm Beach County.

Respectfully,

Dr. Keith Clinkscales



DR. KEITH A. CLINKSCALES

kclinkscales@gmail.com

EXECUTIVE BIOGRAPHY

Strategic Leadership, Change & Performance Management and Continuous Process Improvement

Dr. Keith Clinkscales is a recognized **Lean Six Sigma Black Belt** and **Operational Excellence Executive**, known for designing and implementing best-in-class **strategic performance management systems** across both public and private sectors. With over 30 years of progressive leadership experience, Dr. Clinkscales has built a distinguished career leading cultural transformation, driving measurable improvements, and delivering cost-saving initiatives within complex organizations. As both a seasoned industry executive and a former management consultant, Dr. Clinkscales brings a rare combination of **technical expertise, strategic insight, and leadership acumen**. His core competencies include **change management, cultural transformation, executive coaching, process improvement, benchmarking, Total Quality Management (TQM), Balanced Scorecards, Business Process Reengineering, strategic planning**, and the development of **high-performance teams**. His ability to engage stakeholders across all levels of an organization — from frontline staff to the executive suite — has been central to his success in navigating resistance and achieving buy-in. He believes that **"culture eats strategy for breakfast"** and that sustainable change demands alignment of both.

Experience Roadmap (The Journey)

Digital Equipment Corporation (DEC) 1984-1992— At DEC, as part of the External Products Group (EPG), Keith had the opportunity to improve the performance of multiple suppliers across various commodities. At the very start of his career he assessed numerous organizations performance, audited their processes, and provided improvement recommendations. As a Principle Supplier Engineer, Keith demonstrated the ability to quickly diagnose root causes and to implement best practices. He worked with over 100 suppliers in various capacities. **While at DEC, Keith held the following titles, Quality Engineer, Sr Quality Engineer, and Principle Supplier Quality Engineer.** He led process improvement, TQM, Benchmarking, Six Sigma, and Business Process-Reengineering initiatives.

Pittiglio Rabin Todd & McGrath (PRTM) 1992-2000– At PRTM, Keith developed a more complete and systemic approach to Operations and Performance Management Improvement. Engagements included establishing balanced scorecards, goal-setting, managing re-organizations, establishing Joint Service Agreements (JSAs) between corporations and suppliers to improve performance, rationalizing Supply-Bases and ultimately developing performance management best practices. He was fortunate to work with some of the top Fortune 500 companies including IBM, AT&T, Lucent, Merck, Mead Johnson and BASF, Millipore, Siemens, Mallinckrodt and Perkin-Elmer to name a few. As a Principle Consultant, Keith sold, implemented and managed substantial performance improvement and supply-chain management solutions. **While at PRTM, Keith held the following titles: Associate Consultant, Consultant, and Principle Consultant.**

PA Consulting 2000-2003– After PRTM, Keith was recruited by PA Consulting to help establish their Life Science's Operational Excellence Practice. While serving as Associate Partner, he developed a team of consultants chartered to help clients with strategic planning, goal-setting, balance scorecards, high-performance teams, Total Quality Management and process improvements. In addition, Keith played an "advisory" role to key executives looking to answer strategic issues: What is our vision? What are our short-term and long-term goals? How do we recognize success? How do we get the organization motivated and involved? While at PA Consulting, Keith delivered staggering results for his clients.

Office Depot 2004-2008 – After an 11 year career in Management Consulting, Keith decided to make a significant career and life-style change. Keith sought to find an industry position with significantly less travel while moving his family to Florida. With only a few Fortune 100 companies in South Florida to choose from, Keith chose Office Depot. At Office Depot, while managing a professional team of 8 and additional warehouse personnel, he *strategically sourced MRO products and services for over 1100 stores, Supply-Chain Centers, and Sales Offices. As a Senior Manager, he was responsible for the supply-chain and inventory management of a 6000 item warehouse.*

Most notable accomplishments:

- *Effective Spend Management of \$800 million*
- *Reduced supply-chain management cost by over 40%*
- *Consolidated/Reduced supply-base by over 30%*
- *Reduced supplier lead times by over 40%*
- *Increased supplier performance from 76% to 98%*
- *Negotiated major contracts totaling 52 million in cost savings enabled through Ariba on-line RFIs, RFPs and RFQs events.*
- *Reduced Supplies Warehouse inventory value by 50% and doubled inventory turns.*
- *Increased Supplier Diversity spend by 40%*

A&Associates Staffing and Security 2008-2014 – As head of Operations, Keith wore many hats and was responsible for improving overall performance. This included assessing current operations, understanding

the needs of the clients, documenting processes and procedures and implementing improvement solutions throughout the company. Keith served as an ongoing coach and advisor to the owner of the company.

Oxygen Development 2014-2015 – Head of Production, Keith managed three shifts of LEAN cosmetic manufacturing responsible for pressing cosmetics prior to compact assembly. Responsible for the management and productivity of over 300 machine operators, process engineers, business analysts and mechanical personnel, he increased production from 1.5 million pieces to 3 million pieces per week. Schedule achievement of 98% to 100%. Keith went from Team Leader., to Process Engineer to Production Manager. Keith implemented the Total Quality Management, Plan Do Check Act (PDCA) methodology across production.

Palm Tran - 2015-2018 - Performance Management Manager

With a strong desire to enter public service, Keith began his career at Palm Tran as a dispatcher for Palm Tran Connection, where he immersed himself in the operational and customer-facing aspects of Paratransit. When the opportunity arose to compete for the newly created Performance Manager role, Keith was fully prepared—and earned the position against a competitive field of candidates. As Palm Tran's first Performance Manager, he established and led the agency's inaugural Performance Management Office, quickly becoming a recognized expert in transit performance. He tackled challenges related to ridership, customer service, on-time performance, and safety, while leading county-wide organizational change. Through executive coaching, benchmarking, balanced scorecards, and strategic goal-setting, Keith held departments accountable and drove measurable improvement. He created and published Palm Tran's monthly Balanced Scorecards of Key Performance Indicators and launched the Palm Tran Statistics (PTSTAT) Program—an innovative, data-driven initiative that brought together nine cross-functional teams to break down silos and identify process improvements. Keith also founded the Quality Assurance Management Program (Q-AMP), which elevated quality awareness through internal audits and continuous improvement efforts. His expertise in change management and cultural transformation proved vital in achieving buy-in across the organization and embedding a lasting culture of performance excellence.

Palm Beach County, Board of County Commissioners 2018-Present – Director, Strategic Planning and Performance Management

Keith currently serves as the Founding Director of Strategic Planning and Performance Management for Palm Beach County, a role established in 2018. Tasked with building the county's strategic planning and performance management framework from the ground up, Keith has successfully navigated organizational resistance and cultural challenges while integrating over 30 departments into a cohesive, performance-driven system.

To initiate this transformation, Keith led a comprehensive county-wide SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to assess and articulate the organization's capabilities. This effort uncovered significant silos and cultural barriers across departments. In response, he redefined the County's Vision, Mission, and Strategic Priorities, securing the support of the County Administrator and the Board of County Commissioners (BCC) through the inaugural Strategic Planning Workshop.

Keith now oversees all aspects of strategic planning across the County and provides direct support to the BCC, the Executive Leadership Team, Department Directors, and staff in the development of goals, objectives, strategies, and action plans. He also led the development of the County-wide Enterprise Key Performance Indicator (eKPI) methodology, a comprehensive performance measurement platform built in collaboration with the Information Systems Services (ISS) department. The eKPI system enables departments to define and track performance indicators aligned with management priorities, including program workloads, operational statistics, cost metrics, and grant reporting requirements.

Recognized as a key driver of strategic planning, continuous process improvement, organizational development, and performance management, Keith plays a pivotal role in shaping and advancing county-wide initiatives. For the past seven years, he has been actively involved in the annual budget process, producing the County's Performance Management Book of Metrics and evaluating departmental supplemental requests for alignment with established metrics and the BCC's strategic priorities.

Accomplishments Include:

- Creation of the county's annual Strategic Planning and Performance Management Manual
- Integrated over 30 departments into the strategic plan with six strategic priorities
- Broke organizational "silos" by creating six "cross-departmental teams (CDTs)" for each of the six strategic priorities
- Creation of the Grants Cross Departmental Team
- Established input and support from key internal stakeholders
- Regularly conducts SWOT Analysis of departments to evaluate business and system processes, environmental landscape conditions and organization capabilities
- Established the yearly Strategic Planning Workshop with the Board of County Commissioners where the six CDTs review key strategic priorities and update the county on the execution of the strategic plan
- Trained staff on high performance teams, operational excellence, metrics and strategic planning
- Developed and established the eKPI system that allows every department to measure and manage key performance indicators. Each metric is tied to at least one of the six strategic priorities
- Created the Feed Your Mind (FYM) Series that provides monthly training and cultural transformation lunch and learns to all county employees to aid in establishing buy-in
- Conducts workshops and training for the leadership and departments on strategic initiatives and related activities
- Created the annual Executive Leadership Retreat to boost leadership skills at the top of the organization
- Integrated/aligned departmental strategic plans into the County's Vision, Mission and Strategic Priorities.

- Speaks and conducts workshops internally and externally sharing the successes and challenges of the County
- Consistently integrates best practices and benchmarks from experience and research

Keith brings a wealth of experiences from the private sector to the public sector. He recognizes “passive” resistance and cultural challenges that impede strategy implementation. His approach has been successful but informs executives that it requires tenacity, high level leadership support and willingness to change.

Education & Credentials

- Ph.D. in Strategic Leadership, Concordia College and University (Life Experience Ph.D.)
- Executive MBA, Quantic School of Business & Technology
- Bachelor of Science in Electrical Engineering, Boston University
- Lean Six Sigma Black Belt Certification

Affiliations

- National Society of Black Engineers (NSBE)
- National Forum for Black Public Administrators (NFBPA)
- Conference of Minority Transportation Officials (COMTO)
- BE Modern Man Honoree
- Kappa Alpha Psi Fraternity, Inc.