

Michael C. Cernech

June 28, 2019

Mr. Robert Burg
Executive Vice President
Ralph Anderson and Associates
5800 Stanford Ranch Rd., Suite 410
Rocklin, CA 95765

Dear Mr. Burg,

It was a pleasure to speak with you about the exceptional opportunity at the City of Delray Beach. As the City Manager of Tamarac, FL and a dedicated public servant for 25 years my resume reflects a record of achievement consistent with the expectations of Delray Beach's Mayor and City Commission. Tamarac is a multi-generational, multi-ethnic, majority minority community of 70,000 just south of Delray Beach in western Broward County. Tamarac's 500 plus dedicated public employees serve the community by providing \$200,000,000 worth of services, programs and capital improvements every year. Our commitment, **To Excellence Always**, shows through in the accomplishments of the organization we've all had the privilege to serve, in my case for the last 18 years.

Delray Beach needs a strong, passionate leader with executive skills in interpersonal communications, data driven decision making, results driven initiatives and strategic planning. Tamarac has a record of utilizing results-driven approaches to the successful management of the organization and City. We have demonstrated experience in proactively monitoring and evaluating the efficiency and effectiveness of our service delivery methods and procedures while identifying opportunities for improvement. For these efforts we are yearly recipient of ICMA's Performance Management Award. Our team collectively possess a thorough understanding of municipal finance, economic development, urban planning, public safety, and other aspects of municipal service delivery. For the last 18 years this engaged organization with a culture of excellence responds to the customer, creates and innovates, works as a team, achieves quantifiable results and most importantly improves the quality of life of the people we serve every single day.

Where others see challenges in Delray Beach I see only opportunities. To achieve the goals' set by Delray Beach's Elected leadership the municipal organization must be stabilized, the current leadership vacuum must be eliminated, and the organization must be put back to work building community. Internal talent must be identified and empowered to achieve positive outcomes and exceptional professionals must be recruited to vacant positions to achieve the best results for the community we will all serve. Creating a culture of servant leadership will result in talented professionals working collaboratively to create partnerships with community stakeholders. This will allow us to demonstrate values of service above self and cultivate community engagement in an environment where many tough decisions will be made easier with the support of customers, stakeholders, and the community.

As desired in the next City Manager, I possess a calm, patient and collaborative style. This promotes candid discussions, embraces diversity of thought and seeks sustainable solutions by fostering a dynamic organizational culture which encourages strategic thinking and planning. Honesty, ethics, diversity,

Michael C. Cernech

transparency and integrity are values near and dear to me and the organizations I've served. Please consider my personal and professional values and commitment to being a man for others as you assist the Mayor and City Commission in Delray Beach select the next City Manager. I look forward to participating in your process going forward.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Michael C. Cernech', with a long horizontal flourish extending to the right.

Michael C. Cernech

MICHAEL C. CERNECH, CM, CPM

SUMMARY

More than 25 years of local government and professional experience with expertise in the following areas:

- * High Performance Organizational Change
- * Servant Leadership
- * World Class Customer Service
- * Financial Operations and Budgeting
- * Strategic Planning and Operational Analysis
- * Labor Relations
- * Systems Design and Implementation
- * Media Relations

An innovative leader with demonstrated organizational, analytical and communications skills. Experienced in managing change and specializing in developing new organizational cultures. Achievement-oriented with foresight; a dedicated team player who is able to work independently within the organizational framework. A true servant leader dedicated to making communities better.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

City Manager, City of Tamarac, FL **01/2011 - present**

Deputy City Manager, City of Tamarac, FL **04/2004 - 12/2010**

- Interim Director of Financial Services 11/2008 - 01/2010
- Interim Director of Community Development 08/2006 - 01/2007
- Interim Director of Financial Services 07/2004 - 03/2005

Assistant City Manager, City of Tamarac, FL **10/2001- 04/2004**

- Interim Director of Public Works 03/2003 - 09/2003
- Interim Director of Finance 01/2002 - 10/2002

Tamarac (population 65,000) is an urban city in Broward County, Florida (population 1.8 million/31 municipalities) covering approximately 13 square miles with a total budget of \$200 million.

Duties and Responsibilities as City Manager:

- Serve as CEO, reporting to the Mayor and City Commission, overseeing all municipal operations and be the focal point for executive leadership and organizational direction, working with the Mayor and City Commission to ensure Policy, City Programs, and Operations reflect the City Commission's goals and objectives. Lead Tamarac's Executive Team in a manner which provides a cohesive and innovative high performance approach to all aspects of municipal operations.
- Provide a collaborative environment where Executive Team members contribute equally without traditional boundaries. Team members' problems, concerns, and successes become the problem, concern, or success of the team. This collaborative High-Performance approach has fostered a greater sense of communication, understanding, and collective organizational satisfaction.
- Direct all contract negotiations associated with municipal operations, Municipal Water/Wastewater/Stormwater Utilities, all Bargaining Units, Neighborhood Improvement Districts (NID) and the Main Street Community Development District (CDD).
- Directs Tamarac's Capital Improvement Plan (CIP) Committee to set citywide agenda for CIP projects, see to timely construction of funded projects, provide funding recommendations for future projects, manage CIP referendums, and establish 5 & 10 year plans to be adopted as a component of the annual budget through the City's strategic planning process.
- Represent the City of Tamarac before the Broward County Commission, the Broward County School Board, the Metropolitan Planning Organization, the South Florida Regional Planning Council, Florida State Legislature and the offices of Federal Officials.

Achievements:

- International Palladium Award - Tamarac is the third city in the nation to receive the Palladium honor. The Palladium award honors organizations throughout the world who translate strategic concepts into measurable results. Tamarac has developed programs and services which produce higher resident satisfaction, improved employee performance, a strong financial outlook and increased engagement of the workforce. Tamarac clearly articulates priorities and uses a balanced scorecard process to link strategy to daily operations. Scorecards successfully help guide Tamarac.
- 2017 National League of Cities Digital Cities award for technological excellence – 1st City to repeat.
- 2016 National League of Cities Digital Cities award for technological excellence.
- Florida League of Cities 2013 and 2014 MARCON Award – Demonstrating measured success in communications and public relations.
- 2015, 2016, 2017 International City Management Association Performance Management Award.
- World Class Customer Satisfaction - Residents in Tamarac are significantly more satisfied with City services than those across the country: 23 percentage points above the national average. Tamarac has surveyed its residents, businesses and employees for 15 years. The City is setting the standard for customer service, resident satisfaction, business satisfaction, employee satisfaction and communication. The recurring satisfaction surveys measure the effectiveness and necessity of city services. These surveys are integrated into the Strategic Plan, Budget and the performance measurement/monitoring process.
- Bond Rating Increase - Successfully visited all Wall Street Ratings Agencies to affirm the City's current financial situation and solicit new ratings for refinanced debt resulting in a ratings upgrade to AA.
- Debt Service Reduction - Successfully restructured 90% of Tamarac's existing debt to lower annual debt service by \$10 million dollars annually and identified future refunding opportunities wherein debt can be refunded or repaid either lowering payments or allowing the issuance of new debt without increasing the existing debt service payments.
- Tamarac's Water Utility has won multiple awards including the Florida DEP Excellence Award multiple times, the AWWA Outstanding Water Distribution System, the Broward County DEP Emerald Trophy for the City's commitment to preserving and protecting the environment, and most recently the Florida Section of the American Water Works Association's Water Conservation Award for Excellence, Best in Class.
- Shifted organizational focus from "competitive budgeting" to investing in the future through a series of ongoing replacement programs, infrastructure investments and investments in people.
- GFOA Distinguished Budget Award – 20th year in a row, GFOA Excellence in Financial Reporting – 30 years in a row.
- Successfully merged Public Works and Utilities Departments creating a streamlined, efficient Public Services Department with a reorganized management structure, fewer layers, increased manager span of control and absorbing the maintenance division of Parks and Recreation.
- Completed construction of the new Tamarac Recreation Center, sports fields renovations, and parking lot renovation/revisions in conjunction with Broward County School Board/Tamarac Elementary School.
- Florida Recreation and Parks Association Showcase Award for the Tamarac Sports Complex Expansion/renovations.
- Completed Tamarac Public Services Complex including construction of a new Fire Station which houses Tamarac's new Emergency Operations Center, and an expanded Public Services building which houses Tamarac's "1 Stop" Development Center.
- Completed \$4.5 million worth of stormwater pump station replacements which were 75% funded with State grants from the South Florida Water Management District.
- Tamarac won 2 NLC Community Excellence Awards for in-house design of two unique street projects (70th Avenue and Southgate Boulevard) which serve as the first of several comprehensive traffic calming projects linking parks and neighborhoods.

- 2016 Center for Digital Government - Digital Government Achievement Award – Tamarac Gift Card

Program

- 2016 Center for Digital Government – Best of the Web – City of Tamarac Website
- 2016 Florida Recreation and Parks Association Facilities Showcase Award – Mainlands Park and Tamarac Sports Complex synthetic turf fields.
- Negotiated \$150 Million Dollar public/private after 3 year property assemblage by the City of Tamarac to include 400 apartment units and 100,000 square feet of new mixed use commercial development.
- Negotiated \$110 Million Golf Course redevelopment with Woodmont Country Club and Pulte Homes
- Negotiated \$60 Million City owned Golf Course redevelopment with Marriott, Billy Casper Golf and the City of Tamarac.
- ICMA Local Government Program Excellence – Strategic Leadership and Governance, Cities 50,000 and larger
- ICMA Certificate of Excellence in Performance Management – Performance Measurement, Cities 50,000 and larger
- Tamarac Fire Rescue ISO “1” rating, the best of the best, top 1%

City Manager, City of Shavano Park, TX

04/1997 - 10/2001

Shavano Park (population 5,000) is an interior suburb of San Antonio, TX (population 1 million) covering approximately 12 square miles with a total budget of \$5,250,000 for all funds.

Duties and Responsibilities as City Manager:

- Chief Executive Officer reporting to a six-member City Council responsible for all day-to-day operations including: Police, Fire, Public Works, Streets, Water Utility, Finance, Municipal Court and Administration with a budget of \$5.25 million.
- Served as the first City Manager after a highly controversial election to change to the Council/Manager form of government.
- Provided for an environment which was highly responsive to the customer.

Achievements:

- Designed a Capital Improvement program to overhaul 75% of the municipal water system.
- Reconstruct/recondition 100% of city streets.
- Oversaw construction of a New City Hall and Police Station.
- Upgrade in the city's credit rating to A3 from Baa by Moody's.
- Police Department reorganization resulting in the restructuring of all supervisory positions followed by a Texas Ranger investigation, culminating in the termination of the Chief of Police and several subordinates.
- Establishment of a comprehensive, employer-paid, benefits package for all full-time employees.
- Implementation of a lease purchase program to replace 70% rolling stock over a 3 year period.
- Negotiation of voluntary annexation agreements bringing 100% of the city's ETJ (1000 acres) into the city limits under a 20 year master planned development scenario.
- Elevation of fire protection services from a combination paid/volunteer department to that of a paid, 3 shift, 24/7 department.
- Led the City Council/citizens committee through a 20-year master planning process to address redevelopment.
- Implemented a revised budgeting process resulting in a budget document receiving four consecutive GFOA recognition for outstanding presentation awards.

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Assistant to the City Manager, Belton, Texas

10/1995 - 04/1997

Belton (population 25,000) is a full service city in Bell County, Texas. Located in the geographic center of the State, 9.4 million people (55% of the states population) live within a 150 mile radius of Belton. Belton's annual budget is \$30,000,000 for all funds.

Duties and Responsibilities as Assistant to the City Manager:

- **Served as the Human Resources Director**
- **Civil Service Director**
- **Risk Manager/ADA Coordinator**
- **Cable TV Franchise Coordinator**
- **Public Information Officer**

Achievements:

- Represented Belton on the Board of Directors of the Texas Coalition of Cities on Franchised Utility Issues.
- Directly responsible for the implementation of Chapter 143 of the Local Government Code (Police & Fire Civil Service).
- Development of Belton's World Wide Web Homepage.
- Implemented Computer and Information Technology Procurement replacement funds.
- Implemented computerized grant applications, administration, and tracking.
- Assisted in a complete reorganization of the Police Department.
- Performed a wide variety of other duties as assigned by the City Manager.

OTHER PROFESSIONAL EXPERIENCE

**Director of Special Projects, The Downtown Alliance - San Antonio, Texas
04/1994 – 10/1995**

Researched and coordinated special projects for the Director. Calculated yearly assessment for Downtown Improvement District. Represented the Alliance on various City Council appointed committees. Maintained, updated, and expanded large geographic information system. Coordinated with various city departments and local developers to encourage economic development in the downtown.

**Consumer Relations Manager, General Motors/Electronic Data Systems, Detroit, Michigan
07/1991 – 09/1993**

Independently managed a service district including 92 GMC Truck dealerships for General Motors. Assisted dealership management in all aspect of dealer operations, trained dealership management and employees in accordance with GM policies and procedures. Responsible for overall customer satisfaction measures for the district.

**Internal Sales Manager, General Motors Corporation, Detroit Michigan
05/1989 – 07/1991**

Ordered company vehicles for GM Executives at the Corporate Headquarters in Detroit, Michigan. Worked with a team to facilitate the sale of company vehicles to employees of the corporation and the collection, logistics, transport and final sale of vehicles sold to rental car companies all over the country.

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EDUCATION

July 2013

Harvard University, Cambridge, Massachusetts
John F. Kennedy School of Government – Senior Executives in State and Local Government

July 2004

University of Virginia, Charlottesville, Virginia
Weldon Cooper Center for Public Service – Senior Executive Institute

June 2000

Southwest Texas State University, San Marcos, Texas
Certified Public Management certification program

May 1995

Trinity University, San Antonio, Texas
Master of Science, Urban Administration

May 1991

University of Detroit, Detroit, Michigan
Bachelors of Science, Finance & Management

PROFESSIONAL AFFILIATIONS

Member of the International City/County Management Association (ICMA)
 Credentialed Manager
 ICMA Performance Management Advisory Board

Member of the Florida City/County Management Association (FCCMA)
 FCCMA President 2018/2019
 FCCMA President Elect 2017/2018
 FCCMA Secretary/Treasurer 2016/2017
 FCCMA Director-at-large 2014/2015
 FCCMA District V Board Member 2012/2013
 Legislative Affairs Chairman 2015
 Finance and Budget Chairman 2014
 Conference Host Committee 2013
 Conference Planning Committee 2012, 2010, 2008

Florida League of Cities (FLC)
 Board of Directors 2018/2019/2020

University Hospital Board of Trustees – Tamarac, Florida
 Board Chairman 2017/2018/2019
 Board Member 2011-2019

Florida Excellence Awards – Naples, Florida
 Board of Directors – Vice Chairman 2017

Tamarac Chamber of Commerce – Tamarac, Florida
 Board of Trustees

Former Member of the Texas City Management Association (TCMA)
 Former Vice President (TCMA) Region 8