

JOSEPH NAPOLI

June 19, 2019

Dear Mr. Burg,

I am pleased to submit my resume for the City Manager for Delray Beach. I believe my broad experience, vast leadership capabilities and organizational talents will not only provide the necessary stability to the City staff, but with the direction of the Mayor and Commission, help lead Delray Beach and its residents to a bright and prosperous future. I am a highly respected and collaborative leader offering impeccable integrity and exemplary experience with the US military as a retired US Army Colonel leading small to extremely large complex organizations throughout the US and globally; at Miami International Airport, one of the largest airports in the U.S with over 1,500 employees and an operational budget of \$1.1B; and the City of Miami, one of Florida's largest and most diverse cities with over 450,000 residents, 4,400 employees and an operational budget of \$1.1B. I bring proven results in building cohesiveness, improving morale and productivity while maximizing the capabilities of organizations and its employees.

Regarding the qualities you seek in your City Manager, similar to Delray Beach, I am the Deputy City Manager for Miami, a coastal city, in which tourism and hospitality are critical to the City's economy. While the City has a thriving and growing downtown and many affluent and exclusive communities, it also has some of the region's most impoverished and destitute communities. As a leader, I firmly believe in leading by example, giving clear direction and guidance, yet empowering subordinates to maximize their talents and creativity. I am open, engaging and accessible, and know that setting a clear vision, mission, and core values that employees can identify with, embrace, and feel a part of, are imperative to an organization's success.

Based upon my record of accomplishment, I was hired to my current position as the Deputy City Manager for the City of Miami, to rapidly develop and establish sound business practices due to a lack of effective executive level direction and oversight of the City staff, processes, and procedures. As in my previous positions, we have done so by instilling a culture of innovation and collaboration, introducing technological advances, streamlining processes and procedures, revamping public relations, and working closely with the Mayor and Commissioners to establish a clear vision and strategy for the future. In light of the recent turmoil in Delray's City's government, I will immediately bring experienced leadership and together with the staff assess strengths and weaknesses in policies and procedures and make those adjustments necessary to rapidly stabilize the organization. It will also be necessary to quickly establish a close and cohesive working relationship with the Mayor and Commission with a thorough understanding of expectations, priorities and issues of importance. Once done, we can continue along a common path to greatness for Delray Beach.

I understand that Delray Beach needs a strong and experienced City Manager, not only to provide stability in the short term, but to provide the vision, prioritization and leadership for the City staff for the long term. I also understand that the City Manager takes direction and must work closely with City Commission as well as an absolute protector of the City Charter and City Code. As such, I strongly feel my dynamic talents will provide the integrity, experience, leadership and governmental engagement that will allow Delray Beach to realize its extraordinary potential in the future while decisively address any impending challenges it may face. I enthusiastically submit my resume for your City Manager and look forward to the opportunity to serve you and your residents.

Sincerely yours,

Joe Napoli

JOSEPH NAPOLI

Seasoned city leader applying years of nuanced, vast, and diverse experience to lead a functional and progressive city. Experienced at building, guiding and coaching top-flight cross-disciplinary teams of 1000+. Deliver results by maximizing collaboration, organizational effectiveness and sustainability. Concise, insightful and articulate communicator able to facilitate sensitive negotiations and deliver key presentations to diverse business, political and government figures and groups. Inspirational and innovative servant leader recognized for an exemplary work ethic and repeatedly promoted to roles of progressive responsibility.

— PROFESSIONAL EXPERIENCE —

DEPUTY CITY MANAGER, City of Miami, Florida

2018-Present

Direct and supervise the daily administration of the City of Miami, a diverse and complex City of 450,000 residents and its 4,400 employees in accordance with the policies determined by the City Manager, City Commission, City Charter, and State laws. Supervise Assistant City Managers, City Departments, offices, and agencies. Develop and implement administrative principles, practices, and techniques designed to improve the effectiveness and efficiency of City services. Ensure that the City remains in compliance with ordinances, rules, and regulations within respective areas. Oversee the preparation of the City's annual \$1.1B budget and its presentation to the City Commission for approval. Manage the development of strategic plans and performance indicators for the City. Oversee Disaster/Emergency planning and implementation. Engage and address residents and businesses at frequent community meetings, town halls, and associations on behalf of the City.

- Championed a *Service City, Safe City, Future City* strategic framework and vision for the City as a global leader in technology, innovation, and resiliency to focus, prioritize, and motivate the City staff's efforts.
- Provided needed organizational leadership and instituted efficiencies that rapidly reduced budget by \$6.5M, completed 23 process improvements, and increased responsiveness to residents while improving morale and effectiveness of employees.
- Focused on immediate impact for residents with the successful launch of an innovative expedited permit process. This resulted in a 70% faster review time for over 50 types of residential and commercial permit types.
- Spearheaded efforts to develop a strategy and institutionalize resiliency and sustainability into all facets of planning, zoning and operations to prepare City for and reduce investment risk from the effects of sea level rise and climate change.
- Effectively heightened staff collaboration and performance by deconstructing communication stovepipes, optimizing processes and procedures, and introducing organizational performance metrics stimulating increased morale, collaboration, and productivity.
- Preserved the City's strong bond ratings and financial sustainability by leading negotiations to settle 3 open labor contracts as well as several outstanding settlements that saved the City over \$370M in potential damages.

CHIEF of STAFF, Miami International Airport (MIA), Miami Dade County, Florida

2014- 2018

- Organized and directed administrative, financial, and operational activities for largest US airport for international freight, 3rd largest for international passengers, 10th largest for overall traffic, and 26th globally with 1500 direct staff and 37,500 indirect employees. Oversaw management of \$1.1B operating budget for airport with 120K passengers daily, 3,230 acres of land and property, and annual economic impact of \$33.7B. Managed diverse staff of aviation experts, technical land management and facility engineers, financial specialists managing multi-billion dollars in contracts and transactions, project managers of multi-million-dollar programs, and human resources professionals. Led the development of priorities, policies, and strategic initiatives to ensure that the airport continued to grow as Miami Dade's leading economic engine and global gateway.

- Masterfully developed and articulated a clear vision and strategy for the future that was adopted by the Board of County Commissioners and county leadership.
- Represented Miami Dade County, delivered presentations and conducted sensitive negotiations throughout the world to attract new business and expand the airport's global reach and connectivity, yielding 8.5% increase in passenger volume and 23 new airlines with economic impact of \$900M+ into native economy.
- Catapulted exposure through social media, press, marketing, and community engagement propelling MIA's recognition as a global leader and industry model.
- Through adept interaction and engagement with local, state, and federal officials, significantly increased grants for federal and state funded investment and infrastructure projects.
- Developed the strategy, promoted innovation and oversaw the introduction of new technologies that enabled the airport to stay ahead of competitors, maximize efficiencies and revenues, and be recognized as a global leader and industry model.
- Drove an increase in cargo business by 9.5% through innovative initiatives leading to the airport being designated as the 1st pharmaceutical hub in the Western Hemisphere, positioning the airport as an e-commerce hub and transforming the airport into a Foreign Trade Zone.

MANAGING DIRECTOR, SOUTH FLORIDA, Booz Allen Hamilton, Miami, Florida 2010–2013

South Florida manager for a global strategy and technology consulting firm for business, government, and defense sectors. Responsible for all aspects of the South Florida market, to include P&L, business development, contract management and sales lifecycles. Director of Miami office while providing organizational consultations to South Florida clients. Hired and managed talented staff, growing staff from 23 to 85.

- Effectively oversaw the budget of the Miami office, maximizing revenue by limiting overhead costs and streamlining processes while growing business and fulfilling significantly increased demands for staff and administrative requirements.
- Developed and executed an expansive South Florida business development and marketing strategy that catapulted business and revenue from \$850K in 2010 to over \$12M annual revenue in 2013.
- Effectively branded the firm's name and reputation among key clients and organizations leading to an increase in top quality staff to meet client demands and expanding business requirements
- Program Manager for large scale contracts supporting US Government operations in South Florida and Latin America
- Directed illicit activities analysis study for US Government to align national strategy and resources in Africa region
- Lead member developing a whole of government approach to counter illicit trafficking activities in the Mexico, Guatemala and Belize border area

UNITED STATES MILITARY (Retired as a Colonel) – *Advanced through multiple vital, high-profile roles spanning increasing levels of senior and executive management responsibilities for the U.S. military and government. Most recent assignments:*

Chief, Commander's Action Group US Southern Command, Miami, FL 2009-2010

Served as core advisor to Commander (CEO) on all matters pertaining to operations throughout Latin America and the Caribbean. Led a top flight team of senior officials in preparing strategic themes, Congressional testimony, briefings, studies, and articles for use with senior level Department of Defense, Congressional and interagency officials as well as civilian and military leaders throughout Latin America and the Caribbean. Partnered with broad leadership base spanning U.S. government, military, Congress, think tanks and academia in formulating policy and strategy.

- Commended for exhibiting an exemplary capacity for leadership and strategic thinking in navigating complex political negotiations and formulation of critical regional partnerships.
- Instrumental in driving effective communications with Secretary of Defense, Chairman of the Joint Chiefs of Staff, Department of Defense, Department of State, subordinate commanders and U.S. and foreign officials across 32-country area of responsibility.
- Liaised directly with high-level executives and U.S. government officials in devising and disseminating enterprise strategic framework, vision, goals, and objectives
- Cultivated strategic relationships with and participated in meetings with U.S. Ambassadors and Latin American / Caribbean senior leaders.
- Drafted and presented more than 50 highly complex speeches, strategic level documents, and congressional testimonies in support of U.S. interests in Latin America and the Caribbean.
- Played integral part in crisis action and contingency plans in response to Haiti earthquake by coordinating and integrating interagency, non-governmental organizations, and partner nations response efforts.

Chief of Staff, Strategic Effects, Multinational Force – Iraq (MNF-I) Baghdad, Iraq 2008-2009

Directed conceptualization and execution of MNF-I's and U.S. government's political, economic, governance, and diplomatic strategic initiatives in the Iraq Theater of War. Expertly led large-scale, peak-performing team comprised of 270 military and civilian personnel. Acted as key point of contact and principal coordinator / synchronizer of strategic political, economic, governance, and diplomatic efforts through direct partnership with U.S. Embassy-Iraq, the Government of Iraq, U.S. Military commands, U.S. government agencies, United Nations, coalition governments and non-governmental organizations. Contributed directly to inter-agency and inter-governmental military consultations and negotiations.

- Orchestrated planning and execution of joint efforts between U.S. government and Government of Iraq's multibillion dollar reconstruction, reconciliation, and economic development programs.
- Spearheaded support for successful provincial elections to reintegrate Iraqi coalition movements into the Government of Iraq; efforts were critical to securing democracy, peace and stability through reconciliation of warring elements in Iraq.
- Integral player in preparation and implementation of Strategic Framework Agreement, a pivotal document that fostered long-term partnership with Government of Iraq and allowed for continued presence of US forces.
- Effectively coordinated the tactics for implementing policies in economic recovery and diplomacy by negotiating with U.S. Embassy-Iraq, Iraqi Government, U.S. Military commands, government agencies, the U.N., and NGOs.

Commander US Military Group/Senior Defense Official, US Embassy Buenos Aires, Argentina 2005- 2008

As Senior Military official in Argentina was fully accountable for overseeing U.S. Defense Security Cooperation and Assistance Programs including military sales, training, logistics, education, exercises, humanitarian assistance, and exchanges. Directed and coordinated force protection, sustainment, support and housing of all US military, families, and DOD civilians throughout Argentina. Advised and supported U.S. Ambassador on operational matters and served as principal member of U.S. Embassy country team. Served as liaison to senior Argentine government officials, conducting all meetings and interactions in Spanish.

- Effectively leveraged strategic understanding of U.S. policies/ objectives and in-depth acumen in Argentine politics and cultural nuances to deliver steadfast leadership within a challenging political environment.

- Strengthened regional security, non-proliferation, and counterdrug international assistance programs.
- Instrumental in coordination of major logistics effort including visit by the President of the United States and entry of multiple vehicles, aircraft and security teams into Argentina without incident.
- Received zero deficiencies during vital quality control inspection, the first time this had ever occurred in all inspections conducted throughout the Latin America region.

Other career military highlights:

Executive Officer, United Nations. Hand-picked to represent the United States and deliver critical support to build a peak-performing team of international military officers at the United Nations headquarters. Drove United Nations peacekeeping operations involving 17 missions and more than 75,000 global team members. Coordinated recruitment and human resources functions for staff of more than 170 international officers. Launched round-the-clock operations center for provision of emergency response services.

Battery Commander, Republic of Korea. Commander of a 250 person organization responsible for all facets of operations, administration, logistics and a \$5.5M budget.

Senior Training Manager, Joint Readiness Training Center. Headed team of 50 senior leaders in overseeing large-scale training operations in Fort Polk, Louisiana.

Operations Officer, U.S. Embassy/Military Group Caracas, Venezuela. Championed vital security and counterdrug international assistance programs for Venezuelan military while drafting and driving U.S. training and logistics program.

— **EDUCATION** —

- Masters of Arts, International Relations, Columbia University, New York, New York
- Masters of Science, Strategic Studies, U.S. Army War College, Carlisle, Pennsylvania
- Bachelors of Science, General Engineering, U.S. Military Academy, West Point, New York

— **PROFESSIONAL AFFILIATIONS** —

- International City/County Management Association
- Board of Directors Greater Miami Convention and Visitors Bureau (2014-2018)
- West Point Society of South Florida
- Columbia University Club of South Florida
- FBI Miami Citizens Academy Alumni Association
- Veterans of Foreign Wars