

**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

CITY COMMISSION

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**CITY OF FORT LAUDERDALE, FLORIDA
CITY MANAGER**

CITY COMMISSION INTERVIEWS

April 20, 2011

Interview Schedule

**CITY OF FORT LAUDERDALE, FLORIDA
CITY MANAGER**

**FORT LAUDERDALE CITY COMMISSION
INTERVIEW SCHEDULE**

Location:
City of Fort Lauderdale, City Hall
100 North Andrews Avenue
Fort Lauderdale, Florida 33301
8th Floor Conference Room
(954) 828-5005

Wednesday, April 20, 2011

10:30 a.m. – 11:15 a.m.	Lee Feldman
11:20 a.m. – 12:05 p.m.	Mike Levinson
12:10 p.m. – 12:55 p.m.	Pat DiGiovanni
<i>1:00 p.m. - 1:30 p.m.</i>	<i>Debriefing</i>

Pasquale DiGiovanni

PASQUALE "PAT" DIGIOVANNI

210 W. Lullwood Ave., San Antonio, TX 78212, Home 210-314-1387

Email patdigiovanni@hotmail.com

PROFESSIONAL EXPERIENCE

- 2006 - present **City of San Antonio, TX**
Deputy City Manager
- 2005 - 2006 **Kalamazoo Valley Community College/Michigan Technical
Education Center (MTEC), MI**
Director of Economic and Community Development
- 1991 - 2005 **City of Kalamazoo, MI**
City Manager, 1997 - 2005
Acting City Manager, 1997
Deputy City Manager, 1993 - 1997
Assistant City Manager of Operations, 1991 - 1993
- 1986 - 1991 **Town of Surfside Beach, SC**
Town Administrator
- 1984 - 1986 **City of North Myrtle Beach, SC**
Assistant to City Manager/Director of Revenue
- 1982 - 1984 **City of McKeesport, PA**
Director of Finance

SALARY

Mr. DiGiovanni reports a current annual salary of \$200,000.

EDUCATION

- 1982 M.A., Public Administration, University of Pittsburgh, PA
1980 B.A., Political Science, Sociology, Northeastern University, Boston, MA

Suggested Interview Questions
City of Fort Lauderdale, Florida
City Manager

1. We have all had an opportunity to review your resume. Tell us about your overall responsibilities in your current or most recent position, and what have been the recent high priority issues?
2. What have you found to be the keys to effective relationships between the City Manager and a City's elected officials? Between the City Manager and staff?
3. Describe your experience building partnerships with business leaders and relationships with various constituencies of the community.
4. What ideas do you have about making government accessible, transparent, and responsive to citizens?
5. Please provide an example of when you participated in the formation of a management plan that involved the setting of goals, establishment of targets, and measurement of results.
6. Describe your experience analyzing and restructuring department and division operations. How do you determine which business units to review? How do you determine the criteria used to analyze each functional unit?
7. What criteria do you use in hiring department managers? What qualities and characteristics are important to you?
8. Describe your experience in planning, preparing and managing a City's budget. How will you determine where and how deeply cuts should be made if faced with serious financial shortfalls? What process would you use to determine if outsourcing/privatization is a viable option?
9. By the end of the first 90 days, 6 months and first year, what would you expect to have accomplished as the new City Manager?
10. What are your short- and long-term career goals?
11. Why are you interested in the City Manager position with Fort Lauderdale? Is there anything you would like to add before we conclude? Do you have any questions of us?

PASQUALE "PAT" DIGIOVANNI

210 W. Lullwood Ave.
San Antonio, Texas 78212

Home: (210) 314-1387

Office: (210) 207-8871

Mobile: (210) 373-0010

patdigiovanni@hotmail.com

PROFESSIONAL SKILLS AND KNOWLEDGE

- ◆ Twenty-eight years of experience in municipal government
- ◆ Ability to work with city councils, citizens, business community and government agencies
- ◆ Experience administering comprehensive financial programs, capital improvement projects and organizational development initiatives
- ◆ Strong communicator with reputation for accessibility to all employees and citizens
- ◆ Inclusive, participative and creative management style
- ◆ Maintains high expectations and standards

PROFESSIONAL ACHIEVEMENTS

Financial Management and Budgeting

- ◆ Assisted in the development of a financial strategy that allowed San Antonio to achieve a AAA from all three major rating agencies and restore a healthy financial reserve.
- ◆ Managed a reduction in costs of city government services program that resulted in 10% recurring cost savings
- ◆ Developed a non-profit model to assume the six municipal golf courses that were subsidized by General Fund revenue. Those courses today are self supporting and offer superior quality to the citizens.

Employee and Labor Relations

- ◆ Lead the City's efforts to enhance the employee pension system; working closely with the State as well as current and retired employee taskforces.
- ◆ Initiated an institution-wide cultural assessment and implemented diversity training for all employees.

Economic Development

- ◆ Facilitated the redevelopment of the Broadway Corridor; initiated a Master Plan for the area and negotiated economic development incentive package for key revitalization projects in the area
- ◆ Initiated multiple redevelopment projects within Downtown San Antonio including the Master Planning and redevelopment of the City's major urban park space, HemisFair Park.
- ◆ Prepared a successful partnership proposal between the city and University to construct a 265 acre Business Technology and Research Park which has created 400 jobs and increased the city's tax base by \$45M.
- ◆ Collaborated with private economic development partners to submit a successful proposal to Pfizer Corporation to retain its Downtown research and development facilities; saving approximately 1,000 jobs.

Community Reinvestment

- ◆ Established the Fort Sam Houston – Community Development Office focused on implementing the recommendations of the Fort Sam Houston Growth Management Plan in preparation for the influx of 12,000 military related jobs due to the 2005 round of Base Realignment and Closure

(BRAC). Engaged in the Walter's Street Charrette to identify revitalization efforts for the area's major thoroughfare, launched the "emBRACe BRAC" PR Campaign, and spearheaded the Eastside Summit meetings and the resulting catalytic projects for the revitalization of San Antonio's east side.

- ◆ Successfully managed the planning process for redevelopment of a neighborhood immediately adjacent to the Central Business District (River North area)
- ◆ Established a federally recognized brownfield program that has returned abandoned contaminated property to the tax rolls, created 1,200 jobs since 1996 and generated \$120M in private investment.
- ◆ Launched a new asset based community redevelopment strategy/model called Partners Building Community to rebuild inner city neighborhoods.

Quality of Life

- ◆ Successfully re-engineered the delivery of key city services (Animal Care, Solid Waste, Code Enforcement, and Police) to significantly improve the quality of life for a traditionally underserved and blighted area.
- ◆ Collaborated with community groups to build an inner city full service grocery store serving a predominately minority population.
- ◆ Partnered with the business community to rebuild Downtown Kalamazoo through infrastructure improvements and other incentives that has increased property values by 1000% since 1990.

Public Safety

- ◆ Instituted the City's first Citizen Review Board
- ◆ Successfully merged city and county crime labs, and district courts resulting in substantial cost savings.

PROFESSIONAL EXPERIENCE

City of San Antonio, Texas

Population of over 1.3 million, the 7th largest city in the nation; encompasses over 500 square miles largely due to urban sprawl; diverse community with strong cultural and historic ties; nicknamed "Military City USA" as it is home to three military bases as well as two former bases; has over 30 higher education institutions including local branches of the University of Texas and Texas A&M University; Council-Manager form of government incorporated in 1837; \$2.3 billion operating and capital budget; over 12,000 municipal employees

Deputy City Manager, March 2006 - Present

One of two Deputy City Managers with direction over departments to include the Office of Military Affairs, Office of Cultural Affairs, San Antonio Airport Systems, Convention Sports and Entertainment Facilities Department, and the Center City Development Office. Responsible for the oversight and coordination of redevelopment efforts within the inner city to include master planning; master development agreements; management of Tax Increment Refinancing Zones; and economic development projects. Also responsible for managing the City's real estate portfolio, leveraging City property to spur needed redevelopment and the creation of a City Land Bank.

Kalamazoo Valley Community College/ Michigan Technical Education Center (MTEC)

The college was established in 1966 as a two year comprehensive public institution. It offers a broad array of programs and courses designed for immediate employment as well as transfer to a four year institution. Enrollment is 12,000 students each semester.

MTEC was established in 2000 as an economic development initiative. The college received a \$5.0 million grant from the State of Michigan to build a training center for the local workforce. MTEC vision is to work in partnership with local and state economic development agencies in assisting companies to maintain and grow their business in southwest Michigan.

Director of Economic and Community Development, September 2005- March 2006

Chief economic development officer assisting the college president and MTEC staff with planning and coordinating a manufacturer led retention and growth initiative. Responsible for establishing locally based consortium of manufacturers interested in developing a future workforce pool in southwest Michigan through marketing, traditional and advanced curriculum development and advanced manufacturing strategies. In addition, responsible for the oversight and coordination of three community development initiatives including sports/entertainment arena and performing arts center, and growing the assets of the community redevelopment fund which was established to provide grants, loans and program related investments to solve critical issues facing the City of Kalamazoo's neighborhoods.

City of Kalamazoo, Michigan

Population of 80,277; urban core community and county seat; diverse community with active neighborhood associations and strong tax base; home to Western Michigan University (enrollment of 27,000) and Kalamazoo College; full city services with largest public safety department (combined police and fire) in the U.S.; state-of-the-art water filtration and water reclamation plants; regional bus transportation system; commission/manager government since 1917; \$140 million operating and capital budget; 900 municipal employees

City Manager, December 1997 to May 2005

Chief Administrative Officer; assists city commission with policy development, provides information and recommendations to commission; ensures implementation of all commission policies and decisions; manages annual operating and capital budgets.

Acting City Manager, January 1997 to December 1997

Performed duties of Chief Administrative Officer; oversaw search efforts for new city manager; ensured implementation of all commission policies and decisions; managed annual operating budgets; maintained all operations and relationships during transition period.

Deputy City Manager, April 1993 to January 1997

Coordinated budget; represented city on committees and boards, directed department heads on all financial and budget matters; prepared grant and funding proposals; conducted financials studies and made recommendations.

Assistant City Manager for Operations, July 1991 to April 1993

Directed general administration of public works, utilities and transportation; managed budget development for these departments and was responsible for all major decisions; represented city on related committees and boards.

Town of Surfside Beach, South Carolina

Population of 4,000 permanent, 20,000 seasonal; resort oceanfront municipality south of Myrtle Beach; diversified residential community with commercial and residential growth, second fastest growing municipality in county; full range of services including water and sewer; annual budget of \$4 million; 75 employees

Town Administrator, October 1986 to July 1991

Chief Administrative Officer; managed all municipal programs; achieved town's first unqualified audit and Certificate of Excellence within two years of incumbency; developed new budget and financial reporting system; improved overall communications (written and oral) to governing body; developed

five-year capital improvement program; planned long-term regional surface water treatment plant (20MGD); streamlined sanitation services resulting in 50% reduction in staff; renovated park system and built South Carolina's first adapted All Children's Park.

City of North Myrtle Beach, South Carolina

Population 9,000 permanent, 100,000 seasonal; diversified resort community with complex political environment, significant citizen participation; full service community with water and sewer and system; annual budget of \$20 million; 200 municipal employees

Assistant to City Manager/Director of Revenue, April 1984 to October 1986

Supervised three divisions within finance department; assisted in preparation, analysis and development of city's operating budgets; forecast revenues and expenditures; developed comprehensive investment policy; handled community relations for city manager's office.

City of McKeesport, Pennsylvania

Population 30,000; suburban community southwest of Pittsburgh; diversified residential community with steel manufacturing plant; complex political, fiscal and economic environment; significant citizen participation; traditional municipal services; \$9.3 million operating budget; 200 employees

Director of Finance, March 1982 to April 1984

Responsible for four divisions; assisted city administration with preparation, analysis and development of city's operating budget; negotiated tax anticipation notes; developed programs for services cutback to reduce fiscal deficit; prepared studies for mayor and city council.

PROFESSIONAL AFFILIATIONS AND ACTIVITIES

International City Managers Association — Member

1998	Conference Presenter — "Role of the Acting City Manager"
1995	Conference Presenter — "Meeting the Challenges of the Evolving Organization"
1992-93	Member, Assistants Steering Committee
1992	Member, Superfund Consortium & Environmental Mandates Task Force

Michigan Local Government Management Association — Member since 1991

1993	Chairman, Assistants Committee
2004	Member of the summer conference committee
2005	Member of the Policy committee

South Carolina City/County Managers Association — Member since 1984

1985	Chairman, Membership and Training Committee — Project to institute professional certification program for managers
1991	Planning Committee delegate to ICMA Conference

EDUCATION AND PROFESSIONAL DEVELOPMENT

1982 University of Pittsburgh, Graduate School of Public and International Affairs
Master of Public Administration, Special Certificate in Urban Management

1980 Northeastern University, Boston, Bachelor of Arts — Political Science, Sociology

ICMA recognized credentialed Manager since 2005

**CITY OF FORT LAUDERDALE, FLORIDA
CITY MANAGER
RATING SHEET**

Pasquale "Pat" DiGiovanni

	Fair	Good	Superior	Outstanding
1. Job Preparation – <i>background, technical knowledge and training appropriate for this level of position; demonstrates understanding of local and regional service delivery issues</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Leadership Skills – <i>personal style appropriate for this job; "big picture" viewpoint; collaborative, team-oriented approach; risk-taker; innovative; goal-oriented</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Interpersonal Skills – <i>able to form effective relationships, both inside and outside the organization; persuasive; positive; diplomatic; empathetic; approachable</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Oral Communication and Reasoning Skills – <i>clear and effective communicator; presents well-organized, logical flow of thoughts and information; strong problem-solving skills</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Organizational Fit – <i>management style and approach compatible with the City; flexible; creative; strong customer service, team/community orientation</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Greatest Strengths for this Position:

Areas of Hesitation/Concern:

Lee Feldman

LEE FELDMAN

1871 Amberwood Drive SE, Palm Bay, FL 32909, Home 321-956-2991

Email lfeldman1@cfl.rr.com

PROFESSIONAL EXPERIENCE

- 2002 - present **City of Palm Bay, FL**
City Manager
- 1989 - 2002 **City of North Miami, FL**
City Manager (1996-2002)
Deputy City Manager (1989-1996)
- 1985 - 1989 **City of North Miami Beach, FL**
Assistant City Manager
Assistant to the City Manager (1985-1986)

SALARY

Mr. Feldman reports a current annual salary of \$168,000.

EDUCATION

- 1986 M.P.A., Governmental Administration, University of Pennsylvania,
Philadelphia, PA
- 1984 B.A., Public Policy, Washington and Lee University, Lexington, VA

Suggested Interview Questions
City of Fort Lauderdale, Florida
City Manager

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11. Why are you interested in the City Manager position with Fort Lauderdale? Is there anything you would like to add before we conclude? Do you have any questions of us?

Lee R. Feldman, ICMA-CM

1871 Amberwood Drive SE, Palm Bay, FL 32909

Home: (321) 956-2991 Cell: (321) 403-9818

E-mail: lfeldman1@cfl.rr.com

More than 25 years of experience in public sector administration, distinguished by providing progressive vision and decisive leadership to local government organizations. Dedicated to creating strong communities and neighborhoods; establishing a sense of place; promoting strong civic engagement; and, restoring trust in government. Proven expert in developing strategies, executing actions and resolving organizational issues while meeting diverse and highly complex political agendas. Possesses strong business acumen and core management competencies in all aspects of organization, program and team leadership.

Employment

City Manager, City of Palm Bay, Florida

October 2002 – present

Population: 107,000; Employees: 800+(FTE); Annual Budget: \$115 million

Full Service City with Water and Wastewater Utility; Community Redevelopment Agency; and, Municipal Charter School (Pre K-12)

- Developed strong community partnerships with neighborhood and business associations through the facilitation of projects with common interest. Examples of these efforts include:
 - The NICE (Neighborhood Investment Cooperative Effort) program of effectively leveraging federal and state resources with neighborhood groups that promote a shared vision for their community.
 - A public participation program in land use matters that will be heard before the City Council which requires applicants to engage the surrounding community before applying to the City for approval.
 - Quarterly meetings with the representatives of various community groups to discuss issues affecting the City and provide a forum for matters of mutual interest.
- Promoted greater civic engagement in the City and government transparency through:
 - Creation of OpenPalmBay which provides an on-line interactive checkbook – recognized as Florida's first on-line government checkbook.
 - Implementation of Telephone Town Hall Meetings which regularly engage over 5% of the City's households in an one-hour dialogue with City officials.
 - Establishment of the only 3-1-1 neighbor service call center in Brevard County resulting in one telephone number that citizens can call for non-emergency city services.
- Championed the creation of "place" in the City and strongly promoted a City-wide sustainability effort.
 - Prepared the City's first Sustainability Master Plan designed to guide municipal operations over a five year planning horizon in activities based upon achieving results meeting the triple bottom line of environment, economy and (social) equity.
 - Incorporated the concepts of creating place and enhancing the Public Realm into Public Works projects and other elements of the City's Community Investment Program.
 - Direct coordination of City efforts, working closely with the developer, to create a 1600-acre (Emerald City Project) new urbanistic downtown area of Palm Bay incorporating sustainable practices, transit oriented design and LEED principals. The project has been approved by the Department of Community Affairs and land use regulations are being drafted based upon the precepts of the SmartCode.

Lee R. Feldman, ICMA-CM

- Employed the assets and talent of the Parks and Recreation Department to promote an ongoing emphasis of quality of life through creative programming and community-based special events. Created the annual Palm Bay Play Day to celebrate the importance of play in the lives of citizens through the production of 100 events in one day – many done in partnership with community groups and local businesses.
- Provided strong fiscal leadership through sound financial practices and innovative approaches resulting in significant budgetary savings for the City. Notable programs include:
 - Creation of an energy price risk management program (fuel hedging) that enabled the City to lock in gasoline and diesel prices through the purchase of commodity futures.
 - Implementation of a Purchasing Card program designed around large purchases which will result in an estimated \$300,000 in financial rebates to the City.
 - Restructured Employee Health Care System resulting in an estimated \$4.4 million savings over the next three fiscal years.
- Developed the Palm Bay Volunteer Service Corps; a program designed to utilize volunteers throughout the organization resulting in over \$250,000 in added peoplepower to the City government.
- Implemented department accountability through the creation of the PALMSTAT performance management system. This system requires departments to regularly report on strategies to address various performance deficits. PALMSTAT has resulted in numerous cost reductions and increased efficiencies in municipal operations. PALMSTAT has received the Certificate of Distinction from the ICMA Center for Performance Measurement.
- Fostered professionalism of various departments and operations within the City through an aggressive program of accreditation, certification and recognitions.
 - Police Department accredited through Florida Commission on Law Enforcement Accreditation.
 - Public Works Department accredited through American Public Works Association.
 - Parks and Recreation Department accredited through Commission for Accreditation of Park and Recreation Agencies and named a Playful City USA community in 2008, 2009 and 2010.
 - Water and Wastewater Utility certified as an ISO 14001 organization.
 - Five time winner of the National Purchasing Institute's Achievement of Excellence in Procurement award, 2006-2010.
- Effectively represented the City before the State Legislature and US Congress resulting in over \$4.5 million in state appropriations and \$4.9 million in federal appropriations for stormwater, public safety and transportation projects over the last five years.

City Manager, City of North Miami, Florida

May 1996 – October 2002

Deputy City Manager, City of North Miami, Florida

October 1989 – May 1996

Population: 59,880 (2002); Employees: 571+(FTE); Annual Budget: \$98 million
Full Service City with Water and Sewer Utility (Fire/Rescue provided by County)

- Prepared annual budget for all operations. Over a six-year period achieved a 4% decrease in the total tax rate and increased General Fund Balance by over 19%. Instituted City's first program budget and restructured five-year capital improvement plan.

Lee R. Feldman, ICMA-CM

- Oversaw design, construction and renovation of facilities including a new police station, art museum, community center, 2 wet tot lots and downtown façade program.
- Established innovative alternative revenue streams for general governmental operations, including over \$500,000 in conduit financing fees and over \$100,000 in passport application fees.
- Restructured City's unfunded pension liability resulting in a present value savings of over \$1,000,000.
- Negotiated innovative franchise agreements with utilities and cable television provider, including the first natural gas franchise agreement in Florida to base revenues upon consumption rather than revenue.
- Developed comprehensive approach to stormwater management through master planning and higher regulatory standards. Achieved Flood Insurance CRS Class 5 rating (then highest in Florida) resulting in 25% insurance discounts for City property owners.
- Managed the successful de-listing of a municipal landfill from the Federal Superfund List. Secured \$20,000,000 grant from Miami-Dade County for remediation and clean up of the landfill site. Negotiated public/private development of the site as a \$1 billion residential/mixed-use project.
- Promoted recreational programming with an emphasis on cultural diversity. City was awarded 1st place Cultural Diversity (2001 Award) from National Black Caucus of Local Elected Official for its outdoor concert program and National Alliance for Youth Sports Excellence Award for its recreational programming.
- Implemented and developed technology infrastructure for the City that included the City's first internal computer network, laptop computers in police cars and other city vehicles, web page and cable television channel.

Assistant City Manager, City of North Miami Beach, Florida

April 1986 – October 1989

Assistant to the City Manager, City of North Miami Beach, Florida

May 1985 – April 1986

Served as one of two primary assistants to the City Manager. Responsible for budget preparation, personnel administration, collective bargaining and risk management. Negotiated and implemented first privatized Rescue Squad in Miami-Dade County.

Lieutenant Commander, Supply Corps, United States Naval Reserve

Direct Commissioned in 1987. Honorable Discharge in 2002. Past Assignments included US Southern Command J4; Operations Officer – Cargo Handling Battalion 11; Commanding Officer – NAVSTA Norfolk 208; Military Sealift Command.

Education

Masters of Governmental Administration, Fels Scholar,
Fels Center of Government, University of Pennsylvania, May 1986

Certificate, Senior Executives in State and Local Government,
Kennedy School of Government, Harvard University, February 2001

Bachelors of Arts (Cum Laude), Public Policy,
Washington and Lee University, June 1984

Lee R. Feldman, ICMA-CM

Organizational Activities

International City and County Management Association (ICMA), Full Member

Credentialed Manager (ICMA-CM) since 5/2002
Vice President (Southeast Region) – 2010 - present
Member (Chair 2007-2008) Governmental Affairs and Policy Committee (2002 – present)
Member Sustainable Communities Advisory Group (2007 – present)
Member Conference Planning Committee (2006-2007)
Member Task Force Community Tools for Ending Racism (2001 – 2002)
Member Conference Evaluation Committee (2000-2001, 1997-1998)
Member Assistant's Steering Committee (1993 – 1996)

United States Federal Emergency Management Agency National Advisory Council

Member (2008 – present)
Stafford Act Working Group - Chair (2010)
National Response Framework Working Group - Chair (2010)

Florida City and County Management Association (FCCMA), Full Member

President (2006 – 2007)
President-Elect (2005 - 2006)
Secretary/Treasurer (2004 – 2005)
Board of Directors (2007 – 2008, 2003, 2001 – 2002, 1993-1995)

Miami-Dade County City Management Association, President (1992)

National League of Cities

Member (Chair 2010, 2009, Vice-Chair 2008), CityFutures Panel (Public Finance) (2004 – present)
Member, Public Safety and Crime Prevention Policy and Advocacy Steering Committee (2009 – present)
Municipalities in Transition Committee (1998 – 2002)

Florida League of Cities

Board of Directors (2007 – 2008)
Instructor, Institute of Elected Municipal Officials (2003 – present)
“Taxes and Other Sources of Revenue”
Member Finance and Taxation Committee (2008 - 2009)
Member Home Rule Council (2006 – 2007)
Member Urban Administration Policy Committee (1998 – 2006, 2009 - present)
Member Environmental Quality Committee (2002)

Greater Palm Bay Chamber of Commerce

Board of Directors (2002 – present)

University of Central Florida Public Administration Advisory Board

Member (2007 – present)

United Way of Brevard County

Board of Directors (2008 – present)

Odyssey Charter School

Board of Directors (2008 – 2010)

Lee R. Feldman, ICMA-CM

Major Awards and Recognitions

Florida League of Cities – City Manager of the Year (2006)

Florida City and County Management Association (FCCMA) – President’s Award (2008); Michael J. Roberto Career Development Award (2009)

University of Central Florida Public Administration Department – Exemplary Public Service Award (2007-1st Recipient)

Greater Palm Bay Chamber of Commerce – Distinguished Service Award (2004)

1871 Amberwood Drive SE
Palm Bay, Florida 32909

March 15, 2011

Ms. S. Renee Narloch
Vice President
Bob Murray & Associates
6753 Thomasville Road, #108-242
Tallahassee, Florida 32312

Dear Ms. Narloch:

Thank you for taking the time the other day to call me regarding the position of City Manager of the City of Fort Lauderdale.

Based upon our conversation and the vision that you shared with me regarding the future of the City of Fort Lauderdale, I am particularly intrigued about the possibility of joining their team as City Manager. You will find that I am dedicated to creating strong communities and neighborhoods; establishing a sense of place; promoting strong civic engagement; and, restoring trust in government.

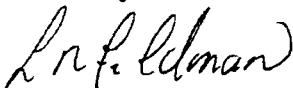
In addition, you will find upon review of my experience that I complement my community building activities with a strong emphasis on public finance and organizational management. During my current tenure with the City of Palm Bay I have developed a performance measurement system known as PALMSTAT, which has been recognized as a model municipal accountability system. In addition, I have reformed the City's budget into a process that is outcome focused; reduced the unfunded liability of pension plans; and, have personally handled for the City the issuance of over \$200 million in bonds, loans and other debt.

Please accept this letter as my application for the position of City Manager of the City of Fort Lauderdale. Enclosed, you will find a copy of my resume which will provide you further insight into my background. Additionally, upon your request, I will be able to furnish the appropriate references.

I look forward to speaking with you as the selection process commences.

Thank you for your consideration.

Sincerely,



Lee R. Feldman, ICMA-CM

**CITY OF FORT LAUDERDALE, FLORIDA
CITY MANAGER
RATING SHEET**

Lee Feldman

	Fair	Good	Superior	Outstanding
1. Job Preparation – <i>background, technical knowledge and training appropriate for this level of position; demonstrates understanding of local and regional service delivery issues</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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5. Organizational Fit – <i>management style and approach compatible with the City; flexible; creative; strong customer service, team/community orientation</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Greatest Strengths for this Position:

Areas of Hesitation/Concern:

Michael Levinson

MICHAEL S. LEVINSON

11200 Northwest 2nd Manor, Coral Springs, FL 3307, Home 954-258-4900

Email mlevinson@rethinkgov.com

PROFESSIONAL EXPERIENCE

- 1993 - 2010 **City of Coral Springs, FL**
City Manager (1995 – 2010)
Assistant City Manager (1993 – 1995)
- 1989 - 1993 **Innovative Financial Services Inc., Dallas, TX**
Managing Director/Vice President
- 1987 - 1988 **Dallas Area Rapid Transit Authority, Dallas, TX**
Assistant Executive Director, Real Estate and Development
- 1983 - 1986 **Office of the City Manager, Dallas, TX**
Economic Development Director/Economist
- 1978 - 1983 **Office of the City Manager, Miami, FL**
Development Finance Administrator
- 1975 - 1976 **Office of the City Manager, New Haven, Connecticut**
Assistant to the City Manager, Housing and Economic Development

SALARY

Mr. Levinson reports a recent annual salary of \$217,000.

EDUCATION

- 1975 M.S., Urban Economics, Southern Connecticut State University, New Haven, CT
- 1973 B.S., Economic and Business Administration, Quinnipiac University, Hamden, CT

Suggested Interview Questions
City of Fort Lauderdale, Florida
City Manager

1. We have all had an opportunity to review your resume. Tell us about your overall responsibilities in your current or most recent position, and what have been the recent high priority issues?
2. What have you found to be the keys to effective relationships between the City Manager and a City's elected officials? Between the City Manager and staff?
3. Describe your experience building partnerships with business leaders and relationships with various constituencies of the community.
4. What ideas do you have about making government accessible, transparent, and responsive to citizens?
5. Please provide an example of when you participated in the formation of a management plan that involved the setting of goals, establishment of targets, and measurement of results.
6. Describe your experience analyzing and restructuring department and division operations. How do you determine which business units to review? How do you determine the criteria used to analyze each functional unit?
7. What criteria do you use in hiring department managers? What qualities and characteristics are important to you?
8. Describe your experience in planning, preparing and managing a City's budget. How will you determine where and how deeply cuts should be made if faced with serious financial shortfalls? What process would you use to determine if outsourcing/privatization is a viable option?
9. By the end of the first 90 days, 6 months and first year, what would you expect to have accomplished as the new City Manager?
10. What are your short- and long-term career goals?
11. Why are you interested in the City Manager position with Fort Lauderdale? Is there anything you would like to add before we conclude? Do you have any questions of us?

MICHAEL S. LEVINSON
11200 Northwest 2nd Manor
Coral Springs, Florida 33071
954-258-4900
mlevinson@rethlnkgov.com

Professional Summary

For the past 15 years, I have led the City of Coral Springs' quest for excellence culminating in its receipt of the Malcolm Baldrige National Quality Award. The City remains the only local or state government to receive this Presidential Award for corporate excellence. During my tenure as City Manager, Coral Springs received and maintained a AAA bond rating - Stable Outlook from all three rating agencies on Wall Street. Under my stewardship, the City became the first corporation in Florida to become a two-time recipient of the Governor's Sterling Award for Performance Excellence. I continue to serve as First President Emeritus of the Florida Sterling Council.

Now retired from my post as City Manager, I am a highly sought after speaker and advisor to local governments worldwide. With over 30 years of management experience in both the public and private sectors, I bring to the table PROVEN, practical approaches to improving organizational performance and bottom line results. I also advise local governments on structuring public/private partnerships to accomplish strategic goals, otherwise financially unattainable.

Employment History
1995 to 2010

City Manager, Coral Springs, Florida.

Chief Executive Officer for a full-service municipal corporation (135,000 population) overseeing all operations across 14 departments and numerous public-private partnerships, including the Marriott Hotel and Conference Center, Incredible Ice, Coral Springs Center for the Performing Arts, and Coral Springs Museum of Art. Coral Springs has achieved a AAA credit rating with a stable outlook from all three agencies on Wall Street in addition to a 97% satisfaction rating both from residents and employees and a 96% business satisfaction rating. The City is also the two-time recipient of the Florida Governor's Sterling Award for performance excellence.

First President Emeritus, Florida Sterling Council. Advancing corporate excellence throughout the State of Florida by promoting the Baldrige criteria and the Council's assessment tools.

Instructor (volunteer), Florida International University, Academy of Strategic Management. Topics include strategic and business planning; performance based budgeting; and corporate ethics.

Financial Advisor (volunteer), Coral Springs Economic Development Foundation. Structure financial packages, including industrial revenue bond financings, loans, and loan guarantees to attract corporations to Coral Springs.

1993 to 1995

Assistant City Manager, Coral Springs, Florida

Served as advisor to department directors toward improving core business processes and bottom-line results. Subsequent to developing the City's business model for economic development, served as financial advisor for the newly-formed Economic Development Foundation.

Consultant, International City/County Management Association and the United States Agency for International Development. Local Government and Housing Privatization (USAID Project #180-0034). Assignments included the structuring of a credit facility for small business lending in Bulgaria, capitalized through the sale of former Communist assets, to provide financing for newly emerging, private businesses.

Financial Advisor, Southern Dallas Development Corporation (Dallas, Texas). Prepared financial feasibility analyses to evaluate real estate development/redevelopment partnerships.

1989-1993 - Managing Director/Vice President, Innovative Financial Services Inc. (Dallas, Texas). Financial advisory services specializing in the development of real estate-based public/private partnerships; special district financing for infrastructure development; sports facility financing; and, mass transit financing. Noteworthy clients included the Perot Group, Ed. J. Bartolo Corporation, Faison Development Corporation, Texas High Speed Rail Authority, Dallas Area Rapid Transit, City of Dallas (to attract the Texas Rangers professional baseball team to downtown Dallas), and the City of Grand Prairie, Texas (to structure the financing for the first Class A horserace track and simulcast facility in Texas).

1987-1988 - Assistant Executive Director Real Estate and Development, Dallas Area Rapid Transit Authority (Dallas, Texas). Responsibilities included the acquisition, leasing, and management of all real estate to accommodate the development and operations of a light rail system throughout Dallas County with connection to Fort Worth, including the purchase of railroad rights of way. Responsibilities also included construction management, negotiating/contracting for the installation of fiber optics within acquired right of way, and the solicitation of private sector development around transit stations.

1983-1986 - Economic Development Director/Economist, Office of the City Manager (Dallas, Texas). Responsible for attracting business and commerce to Dallas. Managed and structured financings for the Dallas Industrial Development Corporation and the Dallas Small Business Corporation. Prepared economic and financial reports and delivered presentations to the rating agencies on Wall Street in connection with the issuance of municipal debt. The City maintained a AAA credit rating during my tenure. Recipient of the City of Dallas Commitment

to Excellence Award (1985). Adjunct Lecturer, University of Texas at Dallas, Graduate School of Political Economy.

1978-1983 – **Development Finance Administrator, Office of the City Manager (Miami, Florida)**. Responsible for the preparation of the development and financial plans for the Downtown Park West/Overtown project. Prepared real estate development prospectuses for private sector development opportunities surrounding Miami's Metro Rail stations. Providing economic and financial information to the rating agencies on Wall Street. Adjunct Lecturer, Florida International University, Department of Economics.

1975-1976 – **Assistant to the City Manager, Housing and Economic Development, Office of the City Manager (New Haven, Connecticut)**. Adjunct Lecturer, Southern Connecticut State University, Department of Economics; University of New Haven, Graduate School of Business.

Education

1977-1978 – **Yale University Graduate School of Economics**. Coursework toward Ph.D. degree; awarded Yale University Fellowship.

1974-1975 – **Southern Connecticut State University Graduate School of Economics, Master of Science with Honors**. Concentration, Urban Economics. Master Thesis Honors.

1969-1973 – **Quinnipiac University, Bachelor of Science in Economic and Business Administration with Honors**. National Honor Society of Business Administration; Wallace Silversmith Award for Academic Excellence and Community Service; and, Who's Who Among Students in American Colleges and Universities

Corporate Awards and Recognitions (please see attached for full listing)

Malcolm Baldrige National Quality Award Recipient (2007). First and only local or state government in the nation to receive this Presidential award for corporate excellence.

Money Magazine's 100 Best Places to Live (2006 and 2010). Coral Springs was ranked best place to live in the State of Florida.

Safest City Awards (2005-2010). Coral Springs is ranked the safest city in Florida and one of the safest cities in the nation (Morgan Quinto Press).

100 Best Communities for Young People (2005-2010).

50 Fabulous Places to Raise Your Family (2005).

Florida City of Excellence Award (2004). First city in Florida to receive this award from the Florida League of Cities.

Florida Governor's Sterling Award for Performance Excellence (1997 and 2003). Coral Springs is the first corporation, public or private sector, to win the State's most coveted business award two times.

National Performance Review Best Practice for Local Government (1999).

Number One (Kid-Friendly) City in Florida (1999).

Individual Professional Awards and Recognitions

Tribute, Florida House of Representatives (2010), presented for dedication and managerial excellence.

Michael Levinson Appreciation Day (October 30, 2010), Board of County Commissioners of Broward County, Florida, for 15 years of exemplary service as the City Manager of Coral Springs.

Dr. Ralph Lewis Award for Exemplary Public Service (2010), Florida, International University, Academy for Strategic Management

Civics in Action Award (2009), League of Women Voters of Broward County

Leader of the Year Award (2008), Leadership Broward Foundation, Inc.

Excellence in Leadership Award (2008), Coral Springs Chamber of Commerce

Leading Man Award (2006), Cystic Fibrosis Foundation, presented for outstanding community leadership

Best Real Estate Deal of the Year: Alternative Use (1999), South Florida Business Journal for the Coral Springs Charter School

References Supplied Upon Request

Year	Recognition
1997	<ul style="list-style-type: none"> ● Florida Governor's Sterling Award
1998	<ul style="list-style-type: none"> ● Sterling Team Showcase Award ● 4th Place National Quality Team Showcase ● SFMA Team Showcase Award ● Multi-Cultural Advisory Committee named "Promising Practice" by One America in the 21st Century—The President's Initiative on Race
1999	<ul style="list-style-type: none"> ● National Performance Review "Best Practice" ● NUSA Neighborhood of the Year—Forest Hills ● National Safety Council Safe City of the Year ● #1 "Kid Friendly" City in Florida
2000	<ul style="list-style-type: none"> ● FGCA Crystal Award (1st Place) for Best External Publication (<i>Citizen Magazine</i>) ● 3CMA/NLC Savvy Award (1st Place) For Best Employee Training Publication for "Employee Guide to Benefits" ● AAA Bond Rating
2001	<ul style="list-style-type: none"> ● Digital Cities "Top 10" Best Website in the Nation (#9) ● American Society of Landscape Architects' Award of Excellence—Sandy Ridge Sanctuary
2002	<ul style="list-style-type: none"> ● Digital Cities "Top 10" Best Website in the Nation (#9) ● FRPA Media Excellence Award for Best Recreation Catalog (1st Place)
2003	<ul style="list-style-type: none"> ● Florida Governor's Sterling Award (2nd) ● Legal Aid Services of Broward County "For the Public Good" Diversity Award ● Latin Chamber Estrellas Award—Leadership in the Hispanic Community ● NATO/Discovery Networks Excellence in Government Programming Awards—Best Overall Television Station ● FGCA Crystal Award (1st Place) for "Pediatric Drowning Prevention PSAs" ● National Recreation & Parks Association—Best Overall Communicator ● Digital Cities "Top 10" Best Website in the Nation (#2) ● National Private Industry Awards—Telly Award for Best Sports Video, Telly Classic Award for Best PSA, "Drowning Prevention" and Telly Classic Award for Best Social Issues Programming, "Sex, Drugs & Alcohol"
2004	<ul style="list-style-type: none"> ● IACP Community Policing Award ● Florida City of Excellence ● ICMA CPM Certificate of Distinction ● FGCA Crystal Award (1st Place) for Best Annual Report ● Florida Print Awards—Award of Excellence, "2003 State of the City Report"
2005	<ul style="list-style-type: none"> ● 100 Best Communities for Young People ● Safest City Awards, 23rd in Nation ● 50 Fabulous Places to Raise Your Family ● ICMA CPM Award ● FWCPA Safety Award ● Sterling Team Showcase Award ● SFMA Team Showcase Award ● South Florida Chapter, American Society for Quality, Quality Practitioner of the Year—Chris Heflin ● NATO/Discovery Networks Excellence in Government Programming Awards—Best Overall Television Station

Year	Recognition
2006	<ul style="list-style-type: none"> ● 100 Best Communities for Young People (2nd) ● Safest City Awards, 10th in Nation ● Advanced Life Support Team 1st Place ● APQC Best Practice ● Money Magazine 100 Best Places to Live
2007	<ul style="list-style-type: none"> ● Tree City USA ● GFOA Distinguished Budget Award (16 consecutive years) ● GFOA Achievement in Financial Reporting (27 consecutive years) ● Malcolm Baldrige National Quality Award Recipient (First state or local government to receive Award)
2008	<ul style="list-style-type: none"> ● National Black Caucus of Local Elected Officials Award (2nd Place) - 2007 Eid Celebration "Muslims In America: The Truth and Misconceptions." ● Neighborhoods USA - Best Neighborhood Program of the Year for the Street Tree Subsidy Program ● 100 Best Communities for Young People ● National Partnership for Reinventing Government Best Practice - Performance Measurement and Budgeting System ● GFOA Distinguished Budget Award (17 consecutive years) ● GFOA Achievement in Financial Reporting (28 consecutive years) ● ICMA Center for Performance Measurement Certificate of Distinction ● Communication Center received CALEA Accreditation - First local agency in Florida to receive this accreditation. ● Fire Academy of the Year Award
2009	<ul style="list-style-type: none"> ● 100 Best Communities for Young People ● GFOA Distinguished Budget Award (18 consecutive years) ● GFOA Achievement in Financial Reporting (29 consecutive years) ● ICMA Center for Performance Measurement Certificate of Excellence ● The Cultural Foundation of Broward Moretti Award for Artistic Achievement - Barbara O'Keefe
2010	<ul style="list-style-type: none"> ● Tree City USA (15 consecutive years) ● Outstanding Achievement in Law Enforcement Volunteer Programs Award ● GFOA Distinguished Budget Award (19 consecutive years) ● GFOA Achievement in Financial Reporting (30 consecutive years) ● ICMA Center for Performance Measurement Certificate of Excellence ● 100 Best Communities for Young People ● Money Magazine 100 Best Places to Live ● American Heart Association "Start! Fit Friendly Company" Gold Level Recognition ● LEED Gold Certified Building - Fire Station 80.

**CITY OF FORT LAUDERDALE, FLORIDA
CITY MANAGER
RATING SHEET**

Michael "Mike" Levinson

	Fair	Good	Superior	Outstanding
1. Job Preparation – <i>background, technical knowledge and training appropriate for this level of position; demonstrates understanding of local and regional service delivery issues</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Leadership Skills – <i>personal style appropriate for this job; "big picture" viewpoint; collaborative, team-oriented approach; risk-taker; innovative; goal-oriented</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Interpersonal Skills – <i>able to form effective relationships, both inside and outside the organization; persuasive; positive; diplomatic; empathetic; approachable</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Oral Communication and Reasoning Skills – <i>clear and effective communicator; presents well-organized, logical flow of thoughts and information; strong problem-solving skills</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Organizational Fit – <i>management style and approach compatible with the City; flexible; creative; strong customer service, team/community orientation</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Greatest Strengths for this Position:

Areas of Hesitation/Concern:

Ranking Chart

Fort Lauderdale, Florida
City Manager
Ranking Chart

Candidate Name	Rank
	1
	2
	3

**Suggested Interview Questions
City of Fort Lauderdale, Florida
City Manager**

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**Reference Questions
(updated)**

Client: City Manager, City of Fort Lauderdale, Florida
Candidate: Pat DiGiovanni

Reference Name: How long and in what capacity have you known the candidate?

Dr. Marilyn Schlack, President
Kalamazoo Valley Community College
6767 West O Avenue
Kalamazoo, MI 49009
269-488-4200

I have known Pat as City Manager in Kalamazoo. I have been President of Community College for 15 years.

Ms. Mattie Jordan-Woods, Executive Director
Northside Association for Community Development
1308 North Burdick Street
Kalamazoo, MI 49007
269-344-5490

I have known Pat for over 15 years. He was the City Manager and I am the Director of the Neighborhood Association. I have known him personally because we worked together on neighborhood issues.

Mr. Bob Cinabro
City Attorney
241 W. South Street
Kalamazoo, MI 49001
269-267-4352

I have known Pat since 1990. He came to Kalamazoo as Deputy City Manager and was later promoted to the City Manager. I was City Attorney and worked with Pat at City.

Mr. Ken Nacci, President
Downtown Kalamazoo, Inc.
157 South Kalamazoo Mall
Kalamazoo, MI 49007
269-344-0795
waiting on call back

Dr. Hannah McKinney, Vice Mayor
City of Kalamazoo
241 W. South Street
Kalamazoo, MI 49001
269-337-7024
waiting on call back

Mr. Frank Sardone, President & CEO
Bronson Healthcare Group
Bronson Healthcare Group
One Healthcare Plaza
Kalamazoo, Michigan 49007
269-341-6000
waiting on a call back

How would you characterize Pat's management style? How are his interpersonal skills?

His management style is direct and he is very clear on what his expectations are. His interpersonal skills are great. He is a very caring person. He wants to make a difference and is willing to come out of the box.

I would say Pat is very successful as a City Manager. He likes to engage people in discussion, he is task oriented, focused and he works hard on what he thinks is the right thing to do.

His management style is efficient, intelligent and very effective. I had the pleasure of working with him for many years and he is a wonderful guy. His interpersonal skills are great. He has excellent communication skills and interacts well with all elements of the community. He is the best manager I have ever worked with.

Pat thinks far above on issues and projects and is not afraid to instruct, guide or implement teaching the staff. He has a wide range of levels of activities from problem solving to number crunching and is very capable of doing both. There are no problems with his interpersonal skills. I have not always agreed on approaches to different projects, but we can walk away from a meeting and still remain professional and still be friends. He has the ability to take a position, hold his position and not let that affect his relationships whether with the organization or the individual.

What is his technical experience and knowledge as related to the position?

I would say his expertise is he has been over a city that has a 2 billion dollar budget and knows about the budget and how to make cuts. He knows the budgeting process.

He is an outstanding City Manager and he went from Kalamazoo to San Antonio, and he is the Deputy City Manager because he's very talented. He gets the job done. He understands how to work with people, what the laws are, what it takes to move a project forward, and works well with the Commissioners.

Pat is very good at economic development. He helped engineer a huge project in Kalamazoo with a University Research and Development Park. He helped with the development of a new public safety facility in the City. He faced challenging times with budgeting problems which he overcame. I serve on the City Commission now and his

financial management skills are excellent, and he is a very good manager. I would not hesitate to endorse him.

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How does he relate with the Mayor, Council or those he reports to?

I thought he related quite well. The prior Mayor, Mr. Bob Jones, died last year. They had a very open relationship. In Kalamazoo, the Mayor and City Council have the same power, and he was very open with them. Pat is very direct and upfront and tells them what he sees and then gives them his recommendations.

The Mayor, at that time who has passed on, was the kind of Mayor that was everywhere. Robert Jones always showed up at every event. Pat was gracious and introduced the Mayor, they went to meetings in the public together. They had a great relationship.

He always had excellent communication with the elected officials. He has a strong personality and asserts himself in an appropriate manner. I never saw anything inappropriate.

Here in Kalamazoo, they change every two years. With any position there will be controversy at times, but Pat did a good job of working with the City Commission which consisted of seven members. The top vote is elected as the Mayor. Pat served as City Manager under several of those City Commissions and completed several major projects. His success is an indicator that he worked well with elected leadership.

How does he relate with the other Department Heads, peers, or the public?

The Department Heads were under him. They saw him as a person who knew what he was doing. Pat had to make a lot of cuts. He told the Department Heads to make the cuts. There was an economic crisis in our city and Pat had to make some tough decisions. Pat would tell them to show him the numbers or cut it. He was great with the public. He had no problem with meeting with anyone that needed to discuss an issue with him. He had the capacity to pull together other resources because the City did not have the funds. He brought other people to the table.

In the public, he did an outstanding job. He worked with the County and surrounding municipalities with economic development which in the past had failed. He worked tirelessly with the downtown development authority and found ways to work cooperatively.

I thought he did a wonderful job. He helped lead a lot of efforts with our union relations. There were challenges mid-term as City Manager so he implemented an early retirement plan to try and balance the budget. He accomplished that plan. Pat was always outreaching. He is a very dynamic person, energetic and charismatic in nature in the community and employees groups as well.

Pat was out in the public quite a bit and worked very well in that respect. He worked well with his peers. As far as Department Heads, my staff worked with his staff and I did not hear anything negative from any of the Department Heads on his watch.

What would you say are Pat's significant accomplishments?

His significant accomplishments from a neighborhood perspective was keeping the public safety stations open even though drastic budget cuts were coming. He made sure not only the wealthy got something out of the budgeting process but the less fortunate. He put in a format where neighborhood residents met with the City Commission on a bi-monthly basis. There were 18 different neighborhood associations, from all economic backgrounds. Everybody wanted everything they wanted. The Commissioners met with the groups ahead of time. The neighborhood residents could call early to get answers ahead of time to avoid unpleasant Commission meetings. This made the process of speaking to City government more open.

Getting the University Research and Development Park up and going and finding ways to make it happen was significant. He found a way to keep the engineering school here instead of moving it to another community. He was instrumental in making the downtown area strong. There was strong competition between Portage and Kalamazoo. Pat took the lead to lay out initiatives so that we could put aside our differences to move the whole community forward. The Up John Company headquartered here and Pat worked tirelessly to find a way to minimize the fallout from that move. He worked hard to bring in animal health and keep scientists here for a new innovative center.

When he was in Kalamazoo, he helped develop a University Business Research and Technology Park. He consolidated our faculty department into a new headquarters which was located on a declining property and renovated the whole area with a new court system. He faced challenges with a tight budget in Michigan but he was still able to provide the services that our community needed. He is a very hard worker. No one works harder than Pat.

His greatest accomplishments would be in the business and research along with forging strong relationships with the private and non-profit sectors. He made major strides between the City and the University. There were numerous projects that he worked on in which he negotiated through some difficult issues such as removing adult entertainment from our core neighborhood. He brought in a national multiplex theater chain into downtown which has really enhanced the area.

Please tell me about anything that Pat could improve upon. Are there any areas where he might not have a strong skill set or might not have had as much exposure to? What are his weaknesses?

Yes, I think that part of his weakness has to do with being direct. People do not like to hear bad news but someone has to deliver it. Earlier in his career, I think he was too trusting with some people, but he learned.

Pat can get intense at times. He gets past it quickly and does not hold grudges, but he can be intense.

This is not a technical weakness but he has a strong personality. He is a leader and energetic. He is not a wall flower. He calls it as he sees it. He is a superb City Manager. He is not a pushover. He is somewhat aggressive but I don't consider it a weakness. He is a pro. He has been in a lot of different situations. He has a huge amount of responsibility in San Antonio, and he has proven that he can do the job and do it well. He is honest and a person of high integrity.

**Reference Questions
(updated)**

Position: City Manager, City of Fort Lauderdale
Candidate: Michael Levinson

Reference Name: How long and in what capacity have you known the candidate?

Sam Goren, Esq. 954.610.7152 (c); 954.771.4500 (w).

I have known Mike for 18 years. I met him in 1993 and I was the City Attorney for Coral Springs until January 2011.

Dr. Rick Jensen, Internationally recognized performance consultant. 954.242.2469 (c); (954.752.3333 (w).

I have known Mike for 17 years as the City Manager for Coral Springs. I was a consultant for the City for 20 years.

Merrett Stierheim, Former Miami-Dade County Manager/Former City Manager Miami/Former Superintendent of Miami-Dade Schools. 305.255.8100 (c).

I have known Mike for around 10-12 years. He is one of the top managers in the country. I first knew him when he became City Manager of Coral Springs. He was the manager of a city that received a two-time Governor's Sterling Award and was the first city in United States that received the Malcolm Baldrige National Quality Award. He is a good personal friend.

Roy Gold, Mayor of Coral Springs. 954.383.5555 (c); 954.971.4040 (w).

I have known Mike for 18 years since he came to Coral Springs. I was a community volunteer and I met him when he was Assistant City Manager for Coral Springs.

Ron Ernest-Jones, IBI Group/Former Mayor of Coral Springs. 954.234.3759 (c); 954.344.9855 (w).

I have known Mike for 20 years. I knew him first as an Assistant City Manager and then as the City Manager of Coral Springs. I was Mayor for two of those , and I was also the Chairman of the Planning and Zoning Board before that. We have remained personal friends.

Rhonda Calhoun, Executive Director Broward League of Cities. 954.729.6400 (c).

I have known Mike since 1994, and I am a former City Commissioner in Coral Springs.

How would you characterize Michael's management style? How are his interpersonal skills?

His management style and interpersonal skills are very strong. He is a definite leader, innovator, cutting edge in management technology and very creative at putting finance packages together for public improvements. He even built a charter school in Coral Springs.

He is the best City Manager I have ever been around. His competitive level is incredible. I have worked in City government for 20 years. Mike is fantastic at empowering the people around him to do what they do well. He is good at hiring and selecting key directors for the different departments. He does not have to micro-manage his staff. He hires real solid people. Mike is good about having the person who is responsible for a line of business present to the Commission. He is confident in speaking on their behalf but can put his people in front of the Commission. The Commission feels confident about him and what he is doing. He is one of the most assertive City Manager's with the City Commission that I have encountered. He does not fear losing his job and has a high level of confidence. He can assert his point of view. He is not passive.

His management style is deliberate, it is coordinated, it is thoughtful and his relationships are engaging and uplifting.

He has always commanded a lot of loyalty. He has a great management style. Mike hires extremely good people and then he delegates responsibilities to them allowing them to perform their job. He is a delegator. His interpersonal skills are excellent. He has a loyal group of people. He thinks carefully about issues but maintains a strong position.

Dealing with him as a manager, he was always very willing to listen to me and some of the crazy ideas that we Commissioners come up with. He was highly respected by his senior staff. He is extremely thorough, has a good head for numbers and creativity to think outside the box.

I would say his management style is one of cooperation and collaboration to bring best people up to the task. He is a very good listener, strong leader and is good at developing ideas that other people don't think of. His interpersonal skills are very good. He made sure he was involved with not only the groups that worked with the cities but potential elected officials. That made Mike a very good leader. He gave of his time, is very dedicated and developed those skills before coming to Coral Springs.

What is his technical experience and knowledge as related to the position?

He has the academic requirements, investment banking experience and was the City Manager of Coral Springs for 15 years. He is definitely qualified. He is very competent and an efficient manager.

My role with Mike in working with the Commission was running their Commission retreats and leadership programs and at that level of leadership he is phenomenal. He has won all types of awards. His process management, driving results and developing leadership within the organization has made the City of Coral Springs what it is today. His technical experience with financial due diligence reduction in revenue was another area of expertise.

I don't really say this about most people, but Mike would be exceptional as the City Manager for Fort Lauderdale and his characteristics and skill set would take them to a new level they have never seen before.

He was an award winning City Manager for the City of Coral Springs for 17 years and to be exact, he is an economist. Mike led the City to two Governor Sterling Awards and led them to receive the Malcolm Baldrige Award. His City Manager skills are tremendous along with his financial and economical skills.

He was the City Manager for 15 years in Coral Springs and now does outside consulting to other local governments in Broward County, Texas and South Lake Tahoe to help with strategic planning.

How does he relate with the Mayor, Council, or those he reports to?

He related very well with the Mayor and Council.

He reported to the entire Commission and got along great with everyone. The Commission has changed over the last 20 years. I have seen how well he interacts with the Commission in terms of a retreat. He has a really good relationship with them. He also had a great relationship with the Mayor. Some Commissioners that are elected may not be the easiest people to deal with, but Mike is willing to go down a road that no one wants to go. Mike is excellent at using data to provide evidence as to why their initiatives might not be supported.

He relates in a professional manner. He is a strong manager and manages the operation very well. He related well with the Mayor and Council.

He spends a great deal of his time as City Manager with the elected officials and their concerns were always addressed. He is extremely strong with one on one contact making sure their voices are heard.

He related very well. Mike always listened to each Commissioner, and he always made sure that if there was something that needed to be discussed, he would call each one of us individually. I never felt left out or excluded.

Mike was very approachable in the community. We had approximately 750 city employees who had a deep respect for him and the job he did. He made them feel comfortable and felt it was important to let the employees know that their jobs were protected and safe. He was responsible for creating a number of programs that made Coral Springs what it is nationally. He benchmarked practices from other cities to check out what they thought was important to them and matched and exceeded them. He has a great ability to direct people in accomplishing what they need to do. The City received the Sterling Award twice along with the Malcolm Baldrige Award. He has excellent business practices and policies which are outstanding. The senior staff worked together because of his leadership.

How does he relate with the other Department Heads, peers, or the public?

He related very well with Department Heads, his peers and the public.

Department Heads like him because he makes good hires and expects a lot of them. He has great expectations but a real nice demeanor with his Department Heads. He allows them to be experts in their line of business. He sees himself as the CEO but allows the Directors to run their departments.

I think he is protective of his staff. He is deliberate with them, listens to them and accepts their recommendations but in the end, he will make his own decisions of what he feels is right. He can be strong, temperate but very deliberate.

He has tremendous loyalty with Department Heads. He is very good with the public. He is a good speaker and presenter. He has realized the importance of a good public relationship department. Many of the communications are through the public relationship department or through elected officials but when needed he communicates well.

He related very well with everyone. He was voted last year in Coral Springs in the local newspaper as the "Best City Official." He won that award. That is how the public felt about him.

Mike chose all the Department Heads. He had expectations of them and would tell them what he expected and then let them run their departments. He had great relationships with all of them. I was very impressed with the people he brought on. He advanced people from within the organization. His peers very much respected Mike. He won an award from the League of Women Voters for his leadership. He has spoken at conferences worldwide and is very well respected. He related very sincerely and very directly with the public. He didn't try to skirt questions or not give answers. Mike set up a common system called "Slice of the Springs" for the public in which they could be online or call up with their questions, concerns or complaints. The public had the opportunity to meet with Department Heads to discuss their issues instead of coming to City Hall. It was a stop gap measure.

What would you say are Michael's significant accomplishments?

As stated earlier, receiving a two-time Governor's Sterling Award for the City of Coral Springs along with the fact that Coral Springs was the first City in United States to receive the Malcolm Baldrige National Quality Award.

His greatest accomplishments would be the recognition that the City has received through the quality awards. A city while under his watch won these awards which were judged by people outside the organization. They had process reviewers come in and review them.

He has taken the City of Coral Springs to new heights. The City has received the Sterling Award two times and the Malcolm Baldrige Award but it was also the excellence in performance in government management and corporate structuring that Mike obtained. A result of all those behaviors revolutionized how the government worked in Coral Springs.

The greatest one would be that he took the City of Coral Springs and made them solvent. The second was that he led the City government in receiving two times, the Governor's Sterling Award and the Malcolm Baldrige National Quality Award.

His greatest accomplishment was winning the Sterling award two times and also the Malcolm Baldrige Award.

His most recent accomplishment is building the new public safety fire station and police station. He built a gymnasium with world class features, a sports complex and built two new schools with land donated from the City. He also built our first charter school which for seven years in a row has been rated an "A" school. He created the CRA to build a downtown area. He led the City in receiving the Governor's Sterling Award twice and the Malcolm Baldrige Award. I have a lot of respect for him.

Please tell me about anything that Michael could improve upon. Are there any areas where he might not have a strong skill set or might not have had as much exposure to? What are his weaknesses?

I am not aware of any faults.

I don't know of any technical weaknesses. There are some who say he needs to be more political savvy. He is willing to be assertive even at the risk of not agreeing with a boss of his. Mike walks that line. He is willing to say to a Commissioner that his initiative is not supported by the business survey or data that is there. There are some that walk the fence better than Mike.

I am not aware of any that I could articulate. Earlier in his career there were opportunities to learn more about pensions and labor negotiations but over time, all the disciplines whether it be pension planning issues, police and fire issues or any other issues, Mike learned them over time and they became his skill set.

I am really not. He relates well to people and does a good job and for that reason he lasted 16 years and voluntarily retired with the City of Coral Springs last year.

No, not really. He is very good operationally, financially, strategically and has great communication skills.

**Reference Questions
(updated)**

Position: City Manager, City of Fort Lauderdale, Florida
Candidate: Lee Feldman

Reference Name: How long and in what capacity have you known the candidate?

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Mr. Stierheim is currently Senior Associate with Government Services Group and is the former County Manager of Miami-Dade County; the City Manager of the City of Miami; and, the Superintendent of the Miami-Dade School District as well as other public positions.

I have known Lee for 22 years. He is a man of outstanding integrity. He is a pro. He has always been a gentleman. He is smart and intelligent. He works well with elected officials.

Howard Premer
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Mr. Premer is the former Mayor of the City of North Miami from 1995 to 1999, when I was City Manager.

I have known Lee for over 20 years. I worked in North Miami Beach and knew him when he was the Deputy City Manager when I was Vice Mayor. I also knew him from when he was my City Manager, and I was Mayor of the City of North Miami Beach. We have stayed in touch over the years, and I have followed his career.

John Dellagloria
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Mr. Dellagloria is the former City Attorney for the City of North Miami (during my entire tenure as City Manager of the City of North Miami) and currently serves as General Counsel to the Bayfront Community Redevelopment Agency (in the City of Palm Bay).

I have known Lee since 1983. At the beginning of our working relationship, Lee was an intern at the City of North Miami Beach when I was Deputy City Attorney. I am now the Attorney for the Bayfront Redevelopment Agency. Lee Feldman is as honest, dedicated and intelligent and the best professional City Manager that Fort Lauderdale could hope for. He is innovative and is always seeking ways to save money for the City.

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Mr. Berger is the current United States Marshal for the Middle District of Florida and is the former Police Chief for the City of Palm Bay Tampa, (2005 – 2011).

I have known Lee for about 23 years. At that time, he was Assistant to the City Manager in North Miami Beach. He is always a professional in all relationships.

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I have known Lee for 20 years. I knew him as Deputy City Manager of City of North Miami and as the City Manager for North Miami and then City Manager of Palm Bay, Florida. I am the Executive Director of the Florida League of Cities.

How would you characterize Lee's management style? How are his interpersonal skills?

He is a team leader. He knows how to delegate. He is not a one man band, and he appreciates other professionals and treats them well with respect and dignity. He was Deputy for John Lewis, City Manager of North Port, and was with him for many years. He was John's right hand man for at least five years.

His management style is extremely contemporary. He's a cutting edge manager. I have worked for three City Managers, and he is the best. He is very smart and when a new trend comes along, he jumps on it right away. His interpersonal skills are great. He is a people person. You know he is the boss, but in an informal way. He has great respect from all the people he works with. He commands respect in a subtle way.

Lee is strong but in a consensus way. He is not a boastful City Manager but has excellent knowledge of city government. Lee was very familiar with management approaches and is strong technically speaking. He made sure the elected officials always got credit along with his Department Heads. He had low ego. He's very goal oriented. His management style was low key but extremely assertive in getting to the goal. Lee was an exceptional City Manager. He lowered our millage rate which takes about 12 months, and Lee was successful and very good at that. Lee did not play favorites with the Council members. Everybody was clued in at agenda meetings and individual meetings and Lee ensured that. Every Councilman felt they were getting the strong support from staff. Lee valued his staff and

was very protective of his staff. Lee's character is outstanding. Lee served time in the military and achieved in that regard. He was an exceptional student and is family oriented. Other City Managers called him to get advice so he was actually a mentor to other City Managers. He was also President of the City Manager's Association.

Lee has a hands-on type management style and he is very detail oriented. I worked with him in North Miami and his staff was loyal to him. Lee was always in contact with them. He did not have a closed door to management.

His interpersonal skills are flawless. He is just extremely well liked, makes a great presentation and a great leader. I really have no knowledge of his management skills since we did not work together.

What is his technical experience and knowledge as related to the position?

He has been a City Manager for 21 years. That is a lot of experience and speaks for itself.

He is one of the smartest men I know. His technical skills with finances and the state statutes are extraordinary. He knows the laws at the federal and state level.

Economic development is critical for Fort Lauderdale, and Lee's skill set in understanding that would be significant to that City. Lee faced those challenges in North Miami, and he embraced the concept of schools and cities being important in economic development. New companies and businesses look at your schools when making decisions to become a part of a community. He embraced our schools and the School Board was aggressive to improve the schools. As a result, we accomplished a lot in the way of economic development. Lee is extraordinary in finance and managing the budget of the government.

Lee has had over 25 years of technical experience in the public sector. He is the City Manager of Palm Bay and before that he was City Manager of North Miami. His background in finance and organizational management has proven itself in every aspect of city government. He created Florida's first on-line government checkbook called "Open Palm Bay." He is very creative, very intelligent and his track record speaks for itself.

Lee has been involved in management in cities since 1983. He was an intern and has an undergraduate degree in management. He attended Harvard management seminars. He was the Assistant City Manager at North Miami for six to seven years and later the City Manager for Palm Bay, Florida. He has spent his career in civil management.

I would say he is the smartest guy you will interview. His approach to problem solving is very intellectual and creative.

How does he relate with the Mayor, Council or those he reported to?

He had excellent relations with elected officials. He was very highly respected.

He relates very well. Again, the process changes periodically and new people come and he always has tremendous respect for them. When there is a new Council person, Lee meets with them and gets to know them. They respect him very much. They don't agree all the time, but they still respect him. There were never contentions with any of the Council. Lee knows how to work successfully with Council and Department Heads.

He relates well by not playing favorites. Lee made sure that every Council person had access to the challenges that were facing us and not just long term but short term also. We met every two weeks. He made sure all the Council members understood all the situations that were on the agenda review meetings. He would take every Councilman and answer any questions beforehand and so the pre-preparations made the meetings go well with no hidden surprises. As a result of his preparations, there was a positive environment for the actual meeting itself. Lee has a great temperament, low ego and is very goal oriented.

Lee is aware that a City Manager should be in touch with the Mayor and Council on a daily basis. Lee constantly informs them as to the management of the City and has had very good relationships with his former and current employers. I still conduct business in North Miami, and Lee is very fondly remembered by the Mayor and Council.

I dealt with the City officials he worked for and never heard a bad word. I would not have the knowledge if there were any conflicts.

How does he relate with the other Department Heads, peers, or the public?

He is highly respected by Department Heads and his peers. Lee was called upon by the City Manager of Dade County and the City Manager of North Miami on numerous occasions for advice. If the city managers have some problems, they called him for advice. Lee is wise beyond his years. He's relatively young, but very mature and knowledgeable when it comes to city management.

He has excellent relations with all Department Heads and the public. He gets along well with everyone.

With the public, he initiated something that did not exist. He had meetings on his own to bring them up to date on what the current challenges were that day. There were significant environmental challenges with EPA which threatened sanctions which would have been devastating, but he remained open with everyone. Lee had regular meetings and updates. He was very protective of his Department Heads but yet still demanding. The Police Department had some issues that were racially motivated which could have been explosive in a multi-cultural city like ours, but he reached out to the African activists in the City and managed a very volatile situation. There is a Community Relations Board which still exists today in the City of North Miami which Lee started as a result of this situation.

Again, Lee just has an extremely open door policy. He held weekly staff meetings to go over all the agenda items. He was accessible to the public, touring the city and speaking to people who were out in the neighborhoods.

I have no knowledge of about this question since I did not work directly with him in these capacities.

What would you say are Lee's significant accomplishments?

I think from my experience, he's innovative, has excellent budgetary skills, financial skills, leadership. He's motivated, and he is a role model ethically and professionally.

Lee was named as City Manager of North Miami when he was only 35 years old which was significant. He has been President of the State's City Managers Association and selected as ICMA's Regional Vice President.

One great accomplishment was keeping his eyes on the millage rate which brought about lower taxes. He is instrumental in helping the City of Palm Bay work with a developer to create the Emerald City Project which is a 1,600 acre new downtown area of Palm Bay which will help boost the economy by providing jobs and tourism. Lee is great in economic development and works hard to keep the environmentalist happy. He was responsible for the building of several new schools. Lee is very strong in budgetary issues and as a result has brought about significant savings for the City.

The first most significant accomplishment was re-acquiring a 200 acre parcel of land in North Miami and getting that land to be development in such a way as to put the City on a sound financial basis, perhaps forever based on the amount of money the development would bring in. Lee over saw the environmental clean up of that site. The second accomplishment was paving the way for Dade County to build three new schools in the City of North Miami.

Again, to move between cities and be successful is a great accomplishment. He is on the ICMA Recruitment Board and the ICMA Board of Directors representing the Southeastern United States. He has strong recognition from his peers. If you are not honest, successful and intelligent, you don't get this type of recognition.

Please tell me about anything that Lee could improve upon. Are there any areas where he might not have a strong skill set or might not have had as much exposure to? What are his weaknesses?

I am not aware of any. He is a colleague and professional.

I am not aware of any.

Nothing. He is a good man, generous. He handles himself very professionally.

The only weakness that I can think of is that he takes his job too seriously. I don't know if you would really consider that a weakness.

I am not aware of any weaknesses. He is a strong City Manager.

Nothing, that I can think of. His character is beyond reproach. His character is very strong, and he is a very moral person. Maybe there are those that didn't always agree with Lee but the one thing you could never question is his character.