FRANCINE L. RAMAGLIA, CPA, AICP, ICMA-CM

[redacted]

FrancineRamaglia@gmail.com

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August 27, 2016

Mr. Colin Baenziger
Mr. David Collier
Colin Baenziger & Associates

Re: Port St. Lucie City Manager Position

Dear Mssrs. Baenziger and Collier:

In response to your advertisement for the City Manager position for Port St. Lucie, my resume is attached. I am a demonstrated leader in all facets of local government with over 30 years' local experience, not only as a practitioner but also in providing a myriad of professional services to clients in the public sector.

I am quite passionate about public service and all that we do. I enjoy collaborative engagement, partnering with a wide range of people and finding creative, innovative yet practical ways to communicate and deliver services. My extensive financial background combined with strong operational skills gives me a unique perspective. I have the ability to rapidly find solutions to existing problems as well as the ability to foresee potential problems and design/implement strategies to avoid them. I am a leader and a teambuilder and am always willing to try something new, or to do something differently, to make traditional approaches deliver better results. I love a challenge and I have proven my ability to transfer knowledge into action. I am forthright, yet diplomatic. Further, I am extremely comfortable and effective in making presentations and synthesizing sometimes complicated matters into easy to use and understand information. I am recognized for my positive outlook, energy, enthusiasm and ability.

Having spent my career in a "go to" position at two of the largest and most dynamic cities in Palm Beach County, I have had the opportunity to establish and/or to manage virtually all municipal operations at one time or another and to implement a wide variety of systems and programs. I have also been mentored by one of the most highly regarded City Managers in the profession and 20 year Port St. Lucie City Manager, Mr. Donald B. Cooper, for the last two years in Delray Beach. Perhaps most importantly, I was privileged to design and to implement the financial framework that enabled Wellington to achieve fiscal sustainability while maintaining significant reserves at one of the lowest tax rates in the state and with an AA+ and Aa3 bond rating from Fitch and Moody's, respectively. Wellington's capital program (which included property acquisition/land sales, long term master planning and partnering with developers, businesses and other community agencies) was implemented with limited debt, all of which will has already been retired.

The Port St. Lucie City Manager position appeals to me as it offers a unique opportunity where both my experience and my personal commitment are well suited to lead the organization and to serve the community while at the same time it offers tremendous professional learning and growth. I look forward to the opportunity to take the successes along with lessons learned in my career as an Assistant

Manager and to bring them to the next level as City Manager in Port St. Lucie. I hope that you will give me the opportunity to do so! I very much look forward to hearing from you soon.

Best regards,

Francine L. Ramaglia

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PROFILE

An innovative, creative, energetic senior leader recognized for passion for public service, entrepreneurial spirit and technical expertise along with ability to build consensus, manage change and guide the organization towards its mission, vision and goals. 30 years local government experience, from both a public and private sector perspective, in a "Go To" position with demonstrated success in:

- Strategic organizational alignment, from planning framework to service delivery model to funding hierarchy/budget to performance management to transparent reporting
- Financial sustainability based on data-driven analysis, results-oriented solutions, cost effective funding alternatives, service adjustments as well as long-term planning and forecasting
- Human resource and performance management, organizational design, employee engagement, enablement and development
- Open government accessible, collaborative, participative and transparent to/with residents, local businesses and other stakeholders
- Economic development and community development, including all aspects of long-range and current planning, zoning & building to community engagement to business/project development and neighborhood resources to strategic partnerships

Unique career opportunity incorporating my own hometown community to a full service municipality from a special purpose taxing district. Designed, crafted/authored, implemented and updated legislative framework, policy, programs, structure, systems and processes in virtually every area of local government finance/administrative services, operations and service delivery. Strong background in special assessments and alternative funding models.

CORE COMPETENCIES

- Strategic Planning /Alignment/Execution
- Integrating Technology & Business Service Model
- Budget, Financial Management and Capital Planning
- Communications/Cross-Functional Collaboration/Leadership
- Organizational Culture, Development and Change
- Economic Development
- Community Outreach and Engagement
- Customer Service
- Project/Program Management
- Outsourcing/Contract Negotiations
- Talent Management and Training

SELECTED CONTRIBUTIONS AND ACCOMPLISHMENTS

- Have acted in capacity of Assistant City Manager for over 20 years:
  - Directly support CM in all aspects of organizational management, internally & externally, including program oversight and evaluation; task forces, special projects and policy proposals/updates; strategic planning, budget development and capital planning; develop/negotiate/manage

EXPERIENCE

Assistant City Manager
Delray Beach, Florida
2014-Present

Budget: $175 million
Employees: 800 FTE
Population: 66,000

Assistant City Manager
Wellington, Florida
1994-2014

Budget:
Operating: $78 million
Capital: $80 million
Employees: 290 FTE
Population: 58,000

Senior Manager
KPMG, South Florida Practice 1984-1994

Selected Clients:

Cities of Ft. Lauderdale, Plantation, Hallandale, Coral Springs

Various Special Districts and Pension Trusts

Port Everglades Authority, Downtown Development Authority Performing Arts Center Authority

INDUSTRY RECOGNITION

Bond Ratings:

Moody's	Aa3
Fitch	AA+

Certificate of Achievement for Excellence in Financial Reporting; Popular Reporting

Distinguished Budget Presentations Awards

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interlocals and other operator contracts & agreements; serve as Acting Manager.

- Key city contact/executive board member/liaison to wide variety of external organizations, groups and efforts including: CRA, DDA, Delray Beach Marketing Cooperative (DBMC), Old School Square (OSS), Arts Garage, other cultural/business/grassroots/civic groups and community agencies/NGOs; key city contact for wide variety of groups/organizations.
- Key member of transition team to establish and link level of service to cost of service; build accountability & transparency into operations; evaluate, redesign and implement updated organizational structure, service delivery methods, citywide technology and capital infrastructure, etc; negotiate/renegotiate agreements/contracts; update policies, procedures & systems citywide; served as acting department director in various departments while reorganizing and recruiting new management team.

- Established and provided line supervisory responsibility for the following departments: Economic Development, Strategic & Long-term Planning; Planning, Zoning & Building; Community Services; Special Events; Communications and Social Media; Information & Technology; Financial Management & Budget; Customer Service; Human Resources & Risk Management; Purchasing & Business Services; Audit & Compliance; Clerk; Executive Office.
- Developed strategic plans and corresponding LOS-driven budgets, action/business plans/capital improvement programs and messaging
- Formulated and led Economic Development initiatives; actively led master planning efforts, corridor studies, formation of a medical arts district, creation of a residential overlay zoning district, flex zoning district, with associated expedited permitting process, as well as addition of a sustainability and other specialized elements to Comprehensive Plan
- Coordinated and managed numerous community outreach programs including volunteers, Residents Academy, Budget Challenge; created Safe Neighborhoods Office; facilitated numerous community led and grassroots efforts such as Human Powered Delray
- Evaluated, redesigned and implemented updated organizational structure, service delivery methods, citywide technology and capital infrastructure
  - Facilitated organizational redesign and technology implementation to increase services while eliminating positions and reducing annual budget by over 40% or $50 million
  - Developed and executed both a reduction-in-force strategy based on performance as well as an early retirement strategy resulting in over 50 departures over a 2 year period
  - Developed organization-wide systems to improve efficiencies and productivity; performed benchmarking analyses and cost benefit analyses including studies of privatizing versus publicizing various functions and services
  - Modernized utility function to include entire meter-base change out and implementation of a fixed-based reading system through municipality-wide wireless broadband system.
  - Led variety of initiatives from SAS to virtualized servers to mobile/cloud

since 1995 with outstanding and special recognition several times

Gold Leadership Circle for Government Transparency

Gold LEED City Hall/Gold LEED City

PRESENTATIONS

Active presenter and panel member at National, State and regional level for variety of organizations

Taught courses in transparency, open government, budgeting & finance, capital planning, benchmarking & performance management, succession planning, and strategic alignment, GIS, employee & community engagement, economic development, urban planning

PROFESSIONAL AFFILIATIONS

Alliance for Innovation/Transforming Local Government - Partner Program

International City/County Management Association (ICMA); Florida City/County Association (FCCMA); Palm Beach County City/County Managers Association (PBCCMA)

Women Leading Government Coalition

American Society of Public Administration

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computing to open data to crowd sourcing to engagement tools and software solutions such as ESRI, Sharepoint, Granicus, Laserfiche, NeoGov, Clearpoint
  - Revamped Customer Service philosophy and delivery systems, from e-government to queuing and lobby management to cross training to customer satisfaction
- Maintained strong financial position (general fund reserves > 30%, Disaster Reserves at $3 million, Building Reserves at 50%, Enterprise Funds reserves > 25% with replacements reserves fully funded) while maintaining one of the lowest millage rates (under 2.5 mills) in Palm Beach County and holding user rates at competitive levels based on regular rate studies
- Guided all debt financing programs including refinancing, eliminating restrictive bond covenants while realizing savings, and implemented early retirements to lower future debt service costs
- Participated in labor negotiations; served on General Employee Pension Board
- Implemented market-driven performance pay plan along with career progression and performance management plan
- Redesigned recruiting and selection efforts aimed at hiring well qualified, "right fit" candidates while providing an opportunity for succession planning and employee advancement
- Designed and implemented all employee benefit programs including conversions from/to defined benefit plans, offering consumer driven health plans and conducting focus group efforts to evaluate alternative benefits
- Structured employee driven initiatives for technology solutions, engagement, recognition and wellness including policy and program development
- Implemented programs to supplement current staffing levels through volunteers, professional internships, fellowships, and partnerships with local universities and colleges

EDUCATION

Florida Atlantic University, Boca Raton, Florida

Bachelor of Business Administration-Accounting, with Honors

Graduate Studies, Business Administration/Public Administration/Urban Planning (40+ hours non-degreed)

International City and County Managers Association Credentialed Manager

American Institute of Certified Planners

PERSONAL

Professional Auntie, life-long learner, traveler, ballroom dancer, gardener and wine enthusiast

REFERENCES

Available upon request

(ASPA)

American Planning Association, Economic Development & Technology Sections (APA); Florida American Planning Association (FAPA); Palm Beach County Planning Congress

Government Finance Officers Association (GFOA) – Economic Development and Capital Planning Committee. Instructor for professional development programs.

Florida Government Finance Officers Association (FGFOA)– Served on Board of Directors for 10 years; chair and member of variety of FGFOA committees; Past President of Palm Beach County Chapter. Frequent speaker/instructor at past annual conferences & School of Government.

Florida League of Cities Municipal Finance and Taxation committee

Investment Advisory Board of the Florida Municipal Investment Trust, a $1+ billion local Government Investment Pool

Wellington Charter Review Task Force