

CHRISTOPHER M. ROSE

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November 24, 2020

Ms. Liz Mathis, Human Resources Director
City of Flagler Beach
105 South 2nd Street
Flagler Beach, Florida 32136
Via Email: hr@cityofflaglerbeach.com

Dear Ms. Mathis:

I am writing to apply for the position of City Manager of Flagler Beach, Florida. My twenty years of local government operational and administrative experience continues to prepare me for greater leadership. As such, I humbly ask that you consider me for this position.

I have been fortunate to have worked for, and with, some outstanding leaders in a relatively few jurisdictions throughout Florida at both the County and City level. I have had the opportunity to work directly in operations in the departments of Solid Waste Management and later Public Works and Waste Management. In three different Budget Offices (at the City of Miami, Miami-Dade County, and Leon County), I have had the pleasure of collaborating with, cooperating with, and connecting to mayors, commissioners, constitutional officers, citizens and citizen groups, managers, community redevelopment authorities, independent and dependent districts, department directors, union presidents, as well as state and federal agencies.

One of the most meaningful opportunities of my career was that of crafting, presenting, and working to adopt the Miami Forever Bond Program to fund and build \$400 million of capital projects in the areas of parks, flooding and sea-level rise, affordable housing, roadway improvements, and public safety. A second career highlight has been that of implementing a new curbside single-stream recycling program for 351,000 households, dealing with 11 municipalities, and navigating the policy decisions that surrounded this project before adoption. Then, mid-implementation, we terminated the contract for cart delivery due to poor performance, and briefly absorbed operations in-house while quickly getting another vendor in place to continue with minimum disruption. All wonderful challenges that resulted in a new, improved, and less expensive service to our residents.

It has been the highlight of my career to prepare the City of Miami Budget during financially healthy times and lean times, especially during a pandemic, a responsibility that has stretched and fulfilled me every single day. I am conservative in my estimations and projections, and that has served the City well in most cases.

My management philosophy is one of mutually high expectations, knowing that everyone can grow and contribute further. This involves meeting each person where they are and playing to their strengths. I continually tell my staff and my colleagues that “I’ll take care of you, and you’ll take care of me.” Neither is contingent on the other, “not ‘if’ you take care of me,” but rather I expect my staff to deliver great results and they expect me to provide them with clarity, protection, and understanding. This also carries with it the implicit agreement that I know and participate in their work, as one cannot lead without getting into the trenches with those who directly deliver services. I’ve filled potholes, ridden with enforcement officers, cut the hydrangea out of canals, gone on surprise inspections with building officials, performed data entry with my clerks, and required my administrative leaders to ride along with their respective operations staff. I know how to lead a team and encourage staff to improve their own customer service.

I have, at various times, supervised a staff ranging from 12 to 150 employees, encouraging many of them to progress to higher-level positions. While tending to the needs and improvement of staff at all levels of the organization is important, a City Manager must be most responsive to the ultimate directors, the City Commission. I have developed the technical skills to prepare available options, the emotional intelligence to deliver these options with diplomacy and clarity, and the courage to propose sometimes unpopular courses of action. I have found that even the worst news can be effectively delivered if done with directness and understanding of the audience, and that even the most delicate of subjects is appreciated best when taken with a measure of wry humor. But, not every situation in management is a happy one. It is with open eyes and an open mind that I approach difficult decisions, knowing that a City Manager must listen to the community without overstepping his or her place, a task best accomplished by remaining constantly professional and non-political.

Flagler Beach is a unique place, and I want to be a part of its future. It strikes me as a wonderful location for my wife and me to raise our children. I trust that this letter provides an idea of who I am and how I could help lead the team of professionals serving the Flagler Beach community. I look forward to hearing from you.

Sincerely,

Christopher Rose

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SUMMARY OF QUALIFICATIONS

- Analytical skills necessary to craft a multi-million-dollar budget at the City of Miami and the soft skills to explain both the big picture and the details to all stakeholders
- Diplomatic abilities of working directly with elected officials, department directors, labor unions, ratings agencies, and citizen groups
- Experience leading senior management as Director of Management and Budget of the City of Miami and Assistant Director of one of the largest departments in Miami-Dade County – the Public Works and Waste Management Department, with 1,729 employees
- Successful at rolling out new, publicly visible programs in high-pressure, deadline-driven situations such as the rollout of a new residential curbside recycling program
- Adept at diagnosing areas requiring culture change and implementing innovations
- Innovative and visionary in the application of process improvements via Six Sigma training and strategic technology improvements

PROFESSIONAL EXPERIENCE

City of Miami Office of Management and Budget, Director..... August 2013 – Present

- Responsible for the annual development and adoption of the City-wide operating budget of \$1.17 billion and the multi-year capital budget of \$762 million, and the monthly monitoring thereof
- Provide monthly written and oral presentations to the City Commission on the financial status of the City and regularly present to the volunteer Finance Committee and to all City directors during quarterly meetings
- Draft legislation ranging from budget resolutions to ordinance updates and financial transactions to continue compliance with multiple bond covenants
- Assisted in defense of prior City administration's actions during investigations by the Security and Exchange Commission and the Internal Revenue Service
- Part of the team of four senior executives that gained bond ratings upgrades from all three major ratings agencies over the last six years: Fitch, Moody's, and Standard & Poors
- Championed strategic planning, performance measurement, and financial transparency to elected officials, peer executives inside the government, and citizens/stakeholders in the City
- Successfully implemented new budgeting system and continued its usage and upgrades

Miami-Dade County Public Works and Waste Management Department

Assistant Director *December 2006 – July 2013*

- Oversaw, managed, and coordinated all aspects of administration, including accounts payable, accounts receivable, financial reporting, procurement, budget development, budget adherence, bond administration, human resources, strategic planning, records management, intergovernmental affairs, tracking of state and federal legislation, information technology, customer service, planning, outreach, legislative agenda coordination, and media relations
- Managed the merging of two departments for the Department Director, consolidating a largely engineering-oriented department of 823 positions (Public Works) with a daily-service-oriented department of 997 positions (Solid Waste Management) – two departments with different systems, methods, corporate cultures, and significantly varying employee personalities
- Implemented the single-stream residential recycling program to more than 351,000 households and more than doubled participation and collection of recycled materials
- Oversaw the production of the Comprehensive Annual Financial Report for two enterprise funds of the Solid Waste Utility for six consecutive years

Miami-Dade County Office of Management and Budget

From Management Intern to Capital Budget Coordinator *July 1998 – December 2006*

- Coordinated preparation and publication of the Capital Budget, including leading a team of two budget analysts. Ensured accurate presentation and reporting of capital projects and ordinances and departmental execution of capital plans
- Integrated the Capital Budget Development online system with the Capital Improvement Information System across departmental spans of control
- Analyzed departmental operating and capital budget submissions and recommended solutions to budget and process issues
- Negotiated interdepartmental disputes and responded to requests from the Board of County Commissioners, media, and citizens

The Word Christian Bookstore

Co-Owner and Co-Operator *November 1993 – August 1996*

- Began this retail business from the ground up after perceiving a market need in the community; successfully guided it through the first three years; profitable in the second year and following

EDUCATION

Master’s in Public Administration, Florida State University, Tallahassee, Florida*May 1998*

Bachelor of Arts in Political Science, Wheaton College, Wheaton, Illinois.....*September 1992*