

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING

Section 5

Kathie G. Brooks

*Bay Harbor Islands Town Manager
Candidate Report*

Cover Letter and Resume

Section 5

Kathie G. Brooks

Mayor and Council Members
Town of Bay Harbor Islands
Bay Harbor Islands, Florida

Dear Mayor and Council Members:

Thank you for the opportunity to apply for the position of Town Manager for the Town of Bay Harbor Islands.

I believe I provide a unique candidate for your Town with over 30 years of local government experience in the south Florida area and most recently in the nearby coastal City of Miami Beach, including City Manager and Assistant City Manager experience. During this time, I have built a strong reputation as fair and ethical, analytical and results-oriented, with excellent financial and communication skills which have been beneficial working with Commissioners, Committee members, residents and businesses in the community, as well as employees.

As shown in my attached resume, I have extensive experience with budgeting and bond financing, strategic planning and management, economic development and redevelopment, transportation planning, contract and labor negotiations, and resiliency. Skills which I believe will be beneficial to the Town.

In addition, I have long-standing working relationships with neighboring City Managers Jorge Gonzalez of Bal Harbour, Jimmy Morales of Miami Beach and Guillermo Olmedillo of Surfside, having worked for Jorge and Jimmy in Miami Beach and worked with Guillermo both in Miami Dade County and in his role as Surfside Manager. During my time in Miami Beach, I also worked closely with County officials to further City priorities, building on my prior working relationships.

Please accept my sincere thanks for considering my application.

Sincerely,

Kathie G. Brooks AICP

KATHIE G. BROOKS, AICP
kathiegbrooks@gmail.com

2019-Present Independent Consulting

Providing consulting services on an as needed basis:

- ✓ *Serving as part of the City of Miami Beach’s internal team to negotiate the development, purchase and sale, and restructured lease agreements for 300-344 Alton Road project between the City of Miami Beach, Marina Associates, Ltd., the current lessee of the Miami Beach Marina, and Alton Road Mixed Use Investments, LLC, which, if approved by the Commission in July, will be submitted to voter referendum in November 2020. The major elements of the public-private partnership agreements include:*
 - *A private luxury residential tower that would include approximately 60 residential units and approximately 275,000 gross square feet;*
 - *Upgraded dated and unattractive Marina facilities, with a total of approximately 45,000 gross square feet of enhanced neighborhood retail and office space; and*
 - *Substantial green space, including an at-grade “Marina Park” of approximately 1 acre open to the general public, as well as other improvements, including resiliency enhancements and improvements to the public baywalk along the Miami Beach.*
- The partnership provides the City with a rare opportunity to negotiate a new lease with improved terms for the Miami Beach Marina that deliver additional public benefits to the City over the existing lease which is otherwise in place for another thirty two (32) years.*
- ✓ *Provided sub-consultant input for the American Beach water and sewer connection project, planned to bring service to the historic American Beach community in Nassau County Florida, the first black beachfront community in Florida*
- ✓ *Serving, on a Pro Bono basis, as a member of the Miami-Dade County Evaluation Committee for the Request For Proposals for the Rapid Mass Transit Solution For The Beach Corridor Trunk Line*

2013- 2019 Assistant City Manager
City of Miami Beach

Oversaw the following areas: Organizational Development and Education; Transportation; Parking; Tourism and Culture, Economic Development, and Community Housing and Services. During her tenure as Assistant City Manager, Ms. Brooks also had responsibility for Human Resources, Procurement and Property Management.

Representative accomplishments include:

- ✓ *Member of City Manager’s resilience Team to evaluate impacts of all proposed capital projects*
- ✓ *City Manager’s liaison to the Neighborhood and Community Affairs Committee*
- ✓ *Re-engineered Procurement and Housing processes to address internal control deficiencies and ensure adherence to City Code*
- ✓ *Implemented Citywide trolley services in Miami Beach;*
- ✓ *Re-invigorated transportation planning initiatives, including a Commission adopted mode prioritization a transportation master plan; and funding strategies for the implementation of major elements of the plan*
- ✓ *Served as a key member of the Convention Center Renovation and Expansion Project team, taking the lead role in negotiating several complex interlocal funding agreements and playing a key role in the issuance of parking bonds, resort tax bonds, and community redevelopment agency bonds, providing funding for the \$600 million Convention Center project;*
- ✓ *Develop North Beach Economic Development Plan (Plan NOBE)*
- ✓ *Negotiated several lease agreements, including successfully negotiating major settlement agreements with condominiums providing parking for the Miami Beach Marina*
- ✓ *Worked on innovative strategies to address homelessness in Miami Beach*

**2012- 2013 Interim City Manager
 City of Miami Beach**

Served as Interim City Manager for the City of Miami Beach from July 8, 2012 through April 30, 2013, providing leadership during a challenging transition process.

Representative accomplishments included:

- ✓ *Led and finalized 2012-2013 labor negotiations with all 5 bargaining units in the City of Miami Beach, eventually resulting in significant pension reform for sworn employee groups*
- ✓ *Developed the City's first storm water master plan to incorporate the effects of sea level rise*
- ✓ *Prepared the FY 2012/13 budget ensuring that goals of millage reductions were achieved without impacting service levels*
- ✓ *Continued to move forward the development of the new Convention Center for Miami Beach*
- ✓ *Strengthened ethics policies, procedures and training for City employees*

**2004- 2012 Budget and Performance Improvement Director
 City of Miami Beach**

Served as part of the City Manager's Executive Staff, reporting directly to the Manager, overseeing budget, internal audit, strategic management, performance improvement, as well as organizational development and education initiatives -- participating as a key member in significant City initiatives.

Responsible for the City's operating and capital budget's totaling approximately \$500 million in FY 2011/12 and The Miami Beach Redevelopment Agency budget totaling approximately \$40 million. Responsible for full deployment of the City's excellence model including: community satisfaction surveys, environmental scan's and benchmarking analyses, development and updating of the City's Strategic plan, allocation of resources in support of the strategic plan through responsibility for the City's budget process, performance monitoring and reporting, performance improvement, organizational development and education initiatives. Served as City Manager's liaison to the City's Budget Advisory Committee and represented the City as a member of the Police and Fire Pension Board.

Representative Accomplishments:

- ✓ *Oversaw the development of the City's first Education Compact with Miami Dade Public Schools, including a citywide International Baccalaureate Program, health initiatives, coordination with feeder pattern schools in neighboring municipalities, and development of funding sources for the program*
- ✓ *Worked with the Budget Advisory Committee towards the development of the Financial Policies for the City in 2006, subsequently adopted by the City Commission*
- ✓ *Member of the negotiating team for labor agreements for the City in 2009 and 2010, focusing on employee givebacks and pension reform during the economic downturn for non-sworn employee groups.*
- ✓ *Developed the City's first Strategic Plan, providing a roadmap for the organization, as well as providing a tool for measuring accomplishments and holding government accountable.*
- ✓ *Formalized the performance excellence model for the City, with activities related to customer input, alignment and linkage of plans, measurable performance monitoring, data driven-performance improvement, and continuous feedback-- provided training to drive this culture through the organization.*
- ✓ *Maintained City service levels during the Great Recession at essentially the same as FY 2006/07 despite the impacts on the City's budget of property tax reform, significant declines in property value, and dramatic increases in pension costs – all without reducing the financial reserves.*
- ✓ *Worked closely with the Budget Advisory Committee to develop pension reform recommendations, explaining the financial impact of the various pension options and providing background information for pension reform which was ultimately presented to the City Commission for review and adoption.*
- ✓ *Improved department performance measures and measurement techniques and processes, including developing innovative measures in support of community priorities.*

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- *Developed the City's Cleanliness Index - a set of national/international best practices standards used to measure the cleanliness of the City target future improvements, and use available resources efficiently, resulting in a cleaner City and the Sterling Regional Team Showcase Award.*
- *Launched a service shopper program, and identified areas for improvement*
- ✓ *Established Information Technology Business Case Process to consistently evaluate benefits of IT projects*
- ✓ *Received the American Planning Association, Gold Coast Section, Outstanding Strategic Planning Award of Excellence for City of Miami Beach Strategic Planning Process 2007, and Performance Institute Award Winner for Transparent Budgeting 2006*

**2001- 2004 Assistant Director, Office of Strategic Business Management (2003-3004)
Strategic Plan Coordinator, Office of Performance Improvement (2001-2003)
Miami-Dade County**

Responsible for the development of the first-ever countywide Strategic Plan for Miami-Dade County. Responsibilities include outreach and consensus building with elected officials, County Manager's Assistants, Department Directors and the public at large; and developing work plans and managing consultants for the project – and for deployment of the plan: allocation of resources through the County's budget process, performance monitoring and reporting, performance improvement, organizational development

Representative Accomplishments:

- ✓ *Developed and simultaneously coordinated eight planning teams comprised of Assistant County Managers, department directors, planning support staff, community leaders, elected officials, business groups, etc.*
- ✓ *Conducted surveys, workshops and focus groups with residents, employees, elected officials, executives, etc.*
- ✓ *Assessed countywide trends and evaluated strengths, weaknesses, opportunities and challenges.*
- ✓ *Developed county government's first-ever mission statement, value statement, and nine priority themes to guide the process. These were endorsed by the Board of County Commissioners on May 21, 2002.*
- ✓ *Developed strategic goals covering all areas of service delivery including economic development, health and human services, neighborhood services, public safety, culture and recreation and transportation with performance objectives and measures for each goal incorporating input from the community event and planning teams. These were endorsed by the Board of County Commissioner on June 3, 2003.*
- ✓ *Organized and conducted the county's strategic planning community event, with several hundred participants to develop and prioritize recommended actions to achieve the goals.*
- ✓ *National Association of Counties 2003 Achievement Award Winner, Miami Dade County Strategic Planning Initiative*
- ✓ *Completely restructured the County's annual Proposed Budget document and department work plans to align with the Strategic Plan, focus on performance, and be more user-friendly.*
- ✓ *Responsible for plan deployment and other components of performance excellence including:*
 - *Dissemination of the plan throughout the community and the organization;*
 - *Coordination with Employee Relations regarding plan-related training enhancement to the County's employee orientation and supervisory training programs;*
 - *Coordination of interface to employee performance appraisal systems;*
 - *Enhancements to departmental quarterly performance reporting.*

**1989 – 2001 Assistant Director for Finance and Planning (1991-2001)
Chief, Management and Budget Division (1989-1991)
Department of Solid Waste Management, Miami-Dade County**

Managed the finance, budget, procurement, planning, information services and human resources divisions for the Department of Solid Waste Management, including coordination with external auditors and outside bond ratings agencies, operating and capital budgets of approximately \$200 million and \$20 million per year respectively, organizational reviews and efficiency studies, all departmental service and construction contract development and administration, development and implementation of 5/20 year financial and strategic plans, recruitment, labor

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relations and contract negotiation, and payroll. Member of the County Manager's Financial Advisory Committee. Responsible for managing 80 employees.

Representative Accomplishments:

- ✓ *Served as only solid waste issuer member of sub-committee for the development of the National Federation of Municipal Analysts (NFMA) published as Recommended Best Practices in Disclosure of Solid Waste Transactions (issued November 2001).*
- ✓ *Served as Department liaison with investment firms and bond rating agencies, including Standard and Poors', Moody's Investment Services, Fitch IBCA, MBIA,*
- ✓ *Served as the department liaison with the County Manager's appointed management team in developing the business plan to ensure the long-term stability of the Department in response to the changing environment of the 1990's -- due to changes in federal ruling, the department went into financial turmoil necessitating the creation of a new business model-- As liaison was an integral part of the team that resulted in an innovative plan that has kept the department solvent for last 30 years.*
 - *Organizational review and resulting rightsizing of the Department, with the successful reduction in \$28 million in costs and over a 20 percent reduction in the number of employees, as well as creative customer agreements.*
 - *An upgrade in the ratings for the county's solid waste revenue bonds.*
 - *Published "Strategic Planning for Municipal Enterprises" Government Finance Review, Volume 15, Number 3, April 1999*
 - *Received Solid Waste Association of North America, 1998 Planning and Financial Management Excellence Award, National Association of Counties 1996 Award Winner, and 1995 Strategic Plan for Metropolitan Dade County Solid Waste Management*
- ✓ *Negotiated Martin Luther King Metrorail Station innovative private-public partnership agreements with the BAC Funding Corporation (BAC); and various contract amendments with the private operator of the county's Resources Recovery Facility, an operation and maintenance agreement of \$60 million per year; AFSCME labor agreements pertaining to the solid waste employees for Miami-Dade County.*
- ✓ *Coordinated reimbursement of over \$100 million in Hurricane Andrew related expenses from the Federal Emergency Management Agency (FEMA), including negotiation of reimbursement scopes of work and estimated expenditure impacts, and documented actual expenses -- led the expedited procurement of the \$82 million Hurricane Andrew Debris Disposal contract.*
- ✓ *Developed and implemented long range plans for the Department of Solid Waste Management, including the Miami-Dade County Main Landfill Re-Use Study and interfaces with the county's Comprehensive Development Master Plan process and level-of-service standards*
- ✓ *Managed the 1995 Solid Waste Special Assessment District Study, including the development and implementation of a countywide survey of all solid waste generation in Miami-Dade County by land use type and 5-year financial projection to estimate potential assessment rates*
- ✓ *Implemented grants monitoring procedures of the department in association with the receipt of first time grants in excess of \$4 million per year.*
- ✓ *Managed the billing and collection functions for waste collection from approximately 260,000 residential and commercial customers, resolving billing deficiencies.*
- ✓ *Development of Departmental procurement and contract procedures to ensure compliance with County, State, and Federal procurement regulations and resolution of issues related to quality, timeliness, etc.*
- ✓ *Conducted a Variable Rates Feasibility Study evaluating the impacts of a rate system that charged users for waste collection in proportion to the amount of waste generated.*
- ✓ *Developed the Miami-Dade County Solid Waste Financial Capacity Modeling System (including revenue forecasting, capital replacement, debt service coverage, etc.)*
- ✓ *Negotiated and managed implementation of the County first-ever Curbside Recycling Contract, providing service to approximately 270,000 homes.*
- ✓ *Responsible for implementation of an automated garbage routing system for the Department*

1984 – 1989

**Manager, Transportation Planning and Metromover Development
Principal Planner/ Transit Research Supervisor
Miami-Dade Transit Agency, Miami-Dade County**

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Spearheaded the Department's effort in completing the planning and development for the expansion of the County's Metromover (people-mover) system in downtown Miami, Florida including coordination with public groups and funding contract negotiations with Federal and State governments. Managed updates to the transportation component of the Comprehensive Development Master Plan and data requirements for long range transportation planning and forecasting.

Supervised all research and modeling activities to evaluate transit service and forecast demand, including development and analysis of surveys and transit fare-ridership- elasticity models to determine the effects of fare changes on ridership and revenue.

Representative Accomplishments:

- ✓ Project Manager for the Miami Metromover Development, including federal acceptance for the Final Environmental Impact Statement or Metropolitan Dade County and the Local Perspective Report for the Completion of the Miami Metromover
- ✓ Development of the transit financial capacity models (including revenue forecasting, capital replacement, debt service coverage, etc.) – provided the interface to the models linking County travel behavior models and ridership forecasts to the financial models projecting revenues and expenditures.
- ✓ Project Manager for the South Miami Parking Garage Expansion Environmental Assessment and supporting South Miami Metrorail Parking Garage Expansion Report
- ✓ Published “Miami Downtown People Mover Demand Analysis”, Transportation Research Record, 1989 (with M. Sung)

1980-1983

Systems Planner Schimpeler Corradino Associates

Developed instruments, training manuals and procedures for travel behavior surveys, including home interviews, mail, on-board, and telephone surveys. Reviewed and analyzed results using statistical techniques to determine origin-destination travel paths, trip generation data, and mode choice information to calibrate travel demand models. Supervised the data processing section, providing technical support for the development of a broad range of computer applications. Published “Trip Generation by Cross-Classification: An Alternative Methodology”, Presented at the Transportation Research Board Annual Meeting, January 1983, Transportation Research Record (with P. Stopher).

EDUCATION

Master of Arts in Geography, 1983
Summa Cum Laude
University of Miami, Coral Gables, Florida
Urban Economics and Transportation concentration

Bachelor of Arts in Geography, 1978
Magna Cum Laude
University of Miami, Coral Gables, Florida
Environmental concentration

Member of American Institute of Certified Planners, and Certified Florida Public Pension Trustee

Candidate Introduction

KATHIE G. BROOKS

EDUCATION

Master of Arts in Geography, University of Miami
Bachelor of Arts in Geography, University of Miami
Member of American Institute of Certified Planners
Certified Public Pension Trustee

EXPERIENCE

Independent Consulting	2019 – present
Assistant City Manager, City of Miami Beach	2013 – 2019
Interim City Manager, City of Miami Beach	2012 – 2013
Budget and Performance Improvement Director, City of Miami Beach	2004 – 2012
Assistant Director, Office of Strategic Business Management, Miami-Dade County	2003 – 2004
Strategic Plan Coordinator, Office of Performance Improvement, Miami-Dade County	2001 – 2003
Assistant Director for Finance and Planning, Department of Solid Waste Management, Miami-Dade County	1991 – 2001
Chief, Management and Budget Division, Department of Solid Waste Management, Miami-Dade County	1989 – 1991
Manager, Transportation Planning and Metromover Development/ Principal Planner/ Transit Research Supervisor, Miami-Dade Transit Agency, Miami-Dade County	1984 – 1989
Systems Planner, Schimpeler Corradino Associates	1980 – 1983

BACKGROUND

The City of Miami Beach, located on the southeast coast of Florida, is a unique, historic, diverse, 24/7 community of approximately 92,000 residents and over 10 million annual visitors. The City has an average daily population of approximately 200,000 comprised of residents, hotel guests, day-tourists, and local visitors, and many times that number during peak activity periods.

In Fiscal Year 2019, the City of Miami Beach had over 2,100 full time positions and 331 part time positions. During my tenure as City Manager, the City had over 1,900 full time positions and 241 part time positions. I had eight positions reporting directly to me, including the Police and Fire Chiefs, two Assistant City Managers, the Human Resources Director, the Budget and Performance Director and the City's Chief Financial Officer/Finance Director.

As Assistant City Manager, my last portfolio supervised approximately 200 positions of which 7 directly reported to me, 5 of whom were department directors: Tourism and Culture, Economic Development, Parking, Transportation, and Housing and Community Services. I also oversaw

KATHIE G. BROOKS

Organizational Development and Education Initiatives.

In Fiscal Year 2019, the General Fund Budget for the City of Miami Beach was \$345 million. The total operating budget was \$631 million and the capital budget was almost \$49 million. This \$631 million operating budget includes \$29 million in TIF funds transferred to the Miami Beach Community Redevelopment Area (MBCRA); however, the total budget for the MBCRA was approximately \$86 million. The City Manager is the Chief Executive Officer for the MBCRA and City staff serves as staff support for the entity.

As Assistant City Manager the latest portfolio of departments that I managed included Tourism, Culture and Economic Development (including the Convention Center, the MBCRA, and the City's Resort Tax revenues); Housing and Community Services; Parking; Transportation; and Organizational Development and Educational Initiatives, with a total operating budget of approximately \$280 million.

The three (3) most important issues I see facing Miami Beach are:

Sea Level Rise/Resiliency: Miami Beach is at the forefront in the nation in addressing Sea Level Rise and Resiliency, working cooperatively with Miami-Dade County and the City of Miami as well as the Rockefeller Foundation, the Urban Land Institute, Harvard University and others to create a Resilient 305 Strategic Plan. While a significant component of the Plan addresses Sea Level Rise, other resiliency components such as transportation, affordable housing, etc. are identified. Managing the implementation of this Plan will be a challenge. Already implementation of storm drainage improvements have stalled in some neighborhoods and will need extensive community outreach and involvement.

Ensuring a Return on Investment for the \$600 million recently invested in the Miami Beach Convention Center: The return on investment is essential to the community as it is a driver for hotel occupancy, retail and restaurants in the City. We spent considerable efforts in developing booking policies for the new facility to ensure that the types of booking would generate the Maximum Economic Impact for the City. Managing this process will continue to be an ongoing priority. Unfortunately, less than a year after the newly renovated Convention Center fully reopened, the Center had to close due to the COVID-19 Pandemic. As more industries have the potential to use on-line approaches for training and networking rather than conventions, once the Center re-opens, health and safety protocols will need to be implemented in a manner that will give assurances to convention attendees and booking high quality conventions will be even more essential.

Economic Development: While many of the commercial areas of the City continue to do well it is important to focus on the future, Miami Beach has seen other vibrant commercial areas such as the Design District and Wynwood come on line in recent years, not challenged by the transportation connectivity issues of Miami Beach. In addition, certain areas of the City have not experienced the economic activity of South Beach. To

KATHIE G. BROOKS

that end we worked with the stakeholders of both the North Beach area and the 41st Street Corridor to develop vision plans with improved infrastructure for these areas and has been working with Miami-Dade County, Florida Department of Transportation and City of Miami to bring a mass transit connection between Miami and Miami Beach. These plans now need to be moved forward.

GENERAL, MANAGEMENT STYLE AND EXPERIENCE

I believe I provide a unique candidate for your Town with over 30 years of local government experience in the south Florida area and most recently in the nearby coastal City of Miami Beach, including City Manager and Assistant City Manager experience. I retired from the City of Miami Beach in June, 2019, and while I have spent the past year traveling and doing some consulting work, I believe that I have more to give in my career.

I have lived a few miles away from the Town for over 30 years and I am very familiar with the area. I have great working relationships the neighboring municipalities City Managers. I have reviewed the Town's job requirements and I believe that I would be a perfect fit for the position, particularly with my experience in extensive experience with budgeting and bond financing, strategic planning and management, economic development and redevelopment, transportation planning, contract, and resiliency.

My management style based on a strategic management approach using the vision and goals set forth by the Commission. These are incorporated into results-oriented action plans for the management staff. I allow management staff to utilize their knowledge, skills and abilities to accomplish set goals and grow within the organization

I believe in mentoring staff so that they continue to grow, presenting opportunities to individuals that, over time, with the proper coaching to demonstrate their capacity to do great work. I support staff when they make reasonable mistakes and give them the credit when they succeed.

My staff would say that:

- I strive to transfer my knowledge to them serving as a mentor/teacher
- I set clear expectations and let them take ownership of the projects
- I have high expectations but no more than I demand from myself, and challenging them while reassuring them that I am always available for guidance or support

Many staff that I have supervised over the years have become city managers or senior executives in public and private sector.

My elected officials would say that I am ethical, treat all members of the commission fairly and equally, am a strong negotiator, with strong financial and analytical skills, always give a full and honest opinion, and that I deliver on commitments.

KATHIE G. BROOKS

My greatest strengths are the ability to develop and maintain effective working relationships to earn people's trust, my analytical skills and results-oriented focus contribute to my ability to deliver projects and solve problems. I have gained a vast knowledge throughout more than thirty years of professional local government experience.

While my family tells me that I was painfully shy as a child and I continue to be somewhat reserved in public settings, I have used this as a challenge to making sure that I am as well prepared possible and to hone my public speaking and communication skills.

I believe in performance metrics that are outcome oriented and tied to the strategic goals of the organization which is essential for effective strategic management. In both Miami-Dade County and Miami Beach, I re-engineered the budget and performance measurement process to align with their strategic plans and to then tie to individual performance evaluations for management staff.

Over a long career, I find it difficult to name a single big achievement, however, the most relevant to this position would be my time as Interim Manager for the City of Miami Beach providing leadership during a challenging transition process where the long serving Manager resigned after dissention within the Commission. During that time I was able to provide the stability needed for the organization while allowing significant initiatives to move forward.

I am equally proud of the development of the first ever strategic plan for Miami-Dade County, including outreach and consensus building with elected officials, County Manager's Assistants, Department Directors and the public at large; and developing work plans and managing consultants for the project and for deployment of the plan: allocation of resources through the County's budget process, performance monitoring and reporting, performance improvement, organizational development.

A significant mistake in my career occurred in the mid-1990s with the Miami-Dade County Solid Waste Department. While we were in the throes of clean-up from Hurricane Andrew, we failed to quickly notice the declining waste volumes from our municipal customers – this occurred due to a U.S. Supreme Court ruling that de-regulated the flow of waste, the Department went into financial turmoil necessitating the creation of a new business model. As the Department's liaison with the County Manager, we developed an innovative plan that has kept the Department solvent for last 25 years, including:

- Organizational review and resulting rightsizing of the Department, with the successful reduction in \$28 million in costs and over a 20 percent reduction in the number of employees, as well as creative customer agreements with our municipalities.
- An upgrade in the ratings for the county's solid waste revenue bonds.

I learned from that experience that environmental factors, totally unexpected in your business environment can change overnight, and that you may have to look at innovative solutions and changes to your business model to address those situations.

KATHIE G. BROOKS

Over the course of my career, I have had to fire several individuals. With the rare exception of uncovering some unethical activity, I have made sure that individuals are aware of expectations and even or placed them in a position which may be a better fit. However, when a person needs to be fired, I do not take it lightly as someone's life is impacted and often the families and financial obligations as well. I try to approach the situation with compassion but firmness and provide clear understanding as to why they are being fired.

I see the challenges facing the Town as:

- **Economic Development:** The main street needs a new vision to bring life and vibrancy to the area. The effort will need to engage current stakeholders while taking into account the facets that drive today's commercial/retail including activation, amenities, walkability, etc.
- **Stability and Confidence:** The recent change over of key positions in the City (the Manager, Assistant Manager, Police Chief and City Attorney) has likely created some unease in both the community and the staff. It will be up to the incoming manager to help address this.
- **Sea Level Rise/Resiliency:** As with all low lying coastal communities in the country, the Town will need to focus on this area. Fortunately, surrounding communities have been working together and much can be learnt from and built on from this work. Early on in Miami Beach the focus was on hard infrastructure, often at the expense of greenspace. While Miami Beach went through the growing pains before incorporating more blue and green infrastructure components, the Town will have the benefit of this experience, allowing them to start further ahead in the process.

During my first six months in Bay Harbor Islands, I will gather an understanding of the Commission's goals and objectives; attend Committee and community meetings to get a better understanding of community concerns; meet with department heads to evaluate and understand organizational structures and budgets; familiarize myself with contracts and relevant City codes, and assess the infrastructure needs to identify key concerns, particularly related to sea level rise and resiliency.

I have worked with the media in the past, from very early in my career in Miami Dade County as well as in all my positions while in Miami Beach. I am not aware of anything embarrassing in my background.

I am not an extensive user of social media. However, I have found it effective in the past to have a public information officer working on my behalf engaging with the community and ensuring that the appropriate messages regarding the Town are reaching the community.

I am not aware of any community activists that are likely to contact the Town with "the dirt" on me.

KATHIE G. BROOKS

I spend time with my family, exercise, travel and read.

SIX ADJECTIVES OR PHRASES YOU WOULD USE TO DESCRIBE YOURSELF

Ethical
Fair
Committed
Analytical
Mentoring
Caring

REASON FOR LEAVING MOST RECENT JOB

I had to retire since I had achieved the maximum 5 years allowed once entering the City of Miami Beach Deferred Retirement Program.

CURRENT/MOST RECENT OR RELEVANT SALARY

My most recent salary with the City of Miami Beach was \$270,000 including car allowance.