

**CARYN GARDNER-YOUNG, ICMA-CM, AICP, JD**

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**QUALIFICATION SUMMARY**

A seasoned manager with more than fifteen (15) years of innovative leadership expertise in public administration. Achievement-oriented, outcome focused and accountability driven, with proven communications, organizational and analytical skills. Demonstrated proficiency in successfully managing staff and professionals of all levels. Profound knowledge of government policies pertaining to budgeting, city planning and development, transparency, forecasting and municipal elections. Additional expertise in the following areas:

- Leadership and Organizational Management
- Customer Service
- Strategic Planning and Performance Measures
- Personnel Selection and Team Building
- Planning and Zoning
- Researching complex topics
- Fiscal Analysis and Budgeting
- Community Relations

**RELEVANT PROFESSIONAL EXPERIENCE:**

**Assistant City Manager, City of Delray Beach, Florida**

**March 2017 to Sept. 2019**

City of Delray Beach is a municipality located in the southern end of Palm Beach County with a population of over 65,000 residents. It covers approximately sixteen and a half (16.5) square miles which borders are Unincorporated Palm Beach County to the west, the Atlantic Ocean to the east, City of Boynton Beach to the north and the City of Boca Raton to the south. Full service municipal organization comprised of 847 employees with three (3) collective bargaining units. The Adopted Fiscal Year 2018-2019 Budget was over \$293 million including a \$133 million General Fund, \$79 million Capital Improvements Fund and \$56 million in Enterprise Funds including Water and Sewer, Stormwater Utility, Sanitation, City Marina located on the Intercoastal Waterway, and two (2) Municipal Golf Courses (Executive and 18 hole). During my time with the City, my duties and responsibilities included oversight for almost all the City’s Departments including internal support Departments of Finance, Purchasing, and Human Resources Departments, Clerk’s Office and Information Technology Department, community engagement Departments of Parks and Recreation and Neighborhood Services as well as Livability and Placemaking Departments of Economic Development, Development Services (Planning and Building Departments, Utilities and Public Works Departments).

**ACCOMPLISHMENTS**

- Successfully worked with the City’s Lobbyist and obtained \$300,000 grant from the State of Florida for construction of a pavilion along the City’s beach front

- Assisted with the reduction of the operating millage rate .1000 each year in order to achieve an overall millage rate reduction of one mill over ten years
- Coordinated the City's funding agreements with not-for profit organizations to ensure all performance measures were being met and created a better working relationship with the not-for profit organizations
- Developed and implemented new lien form and procedures to include electronic filing of liens and retrieval of lien information
- Reduced the time for completion of solicitations by amending the City's Purchasing Manual to address gray areas and inconsistencies and creating and standardizing solicitation templates
- Proactively represented the City on the Board of the Delray Beach Marketing Cooperative by watching expenses resulting in the organization dissolving to avoid duplicate services
- Assisted City Manager in implementation of a Strategic Planning process including hiring Strategic Planner, coordination of day and a half session with City Commission and drafting of final report
- Substantially reduced the fees imposed in the City's ICMA plans to provide savings to the City's employees
- Citywide data was successfully replicated from Delray Beach server room to offsite Disaster Recovery Data Center in Tallahassee to allow continued service in time of emergency
- Assisted in updating of City's Investment Policy to maximize investment returns
- Developed and implemented a City Warehouse Policy to create effective controls and efficient operations
- Successfully implemented a downtown parking program

### **CITY AWARDS RECEIVED**

- The City was awarded the All American City Award
- The City was awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada

**City Manager, City of Parkland, Florida**  
**Interim City Manager**

**June 2007 to Nov. 2016**  
**Feb. 2007 to June 2007**

City of Parkland is the most northwestern municipality in Broward County with a population of over 28,000 residents. It covers approximately twenty-one (21) square miles which borders are the Everglades to the west, State Road 7 to the east, Palm Beach County line to the north and the Sawgrass Expressway to the south. My duties and responsibilities included operating as the City's Chief Executive Officer with 139 part-time and full-time employees and a \$46 million budget. Oversight responsibility for the following functions: law enforcement, fire/EMS services, parks and recreation, planning and zoning, finance, public works, library, engineering, building, and human resources.

## ACCOMPLISHMENTS

- Maintained or decreased the City's millage rate every year as City Manager without impacting resident level of service
- Improved the Fire/Rescue services within Parkland to a level that supported an enhanced ISO insurance rating of Class 3 from a 4/9 rating
- Participated in Annexation effort (successful) to increase the physical size of City by over 1000 acres and lead successful transfer of 1900 acres from Palm Beach County to Broward County
- Represented the City in a successful collaborative effort of four entities (Broward County, MPO, City and FDOT) to form a joint effort in reconstruction of Lox Road
- Received no audit comments for four years in a row from the City's independent auditors (2 different firms) evaluating the City's financial records
- First Broward County municipality to initiate and deploy 65 gallon residential roll-out carts throughout the City for single stream recycling and the first Broward County municipality to have clean burning "CGN" (compressed natural gas) solid waste Collection trucks deployed in their community with Waste Management
- Completed re-write of City of Parkland's Rules and Regulations in-house
- Finalized real estate transactions for purchase of Beaty and 12 acre sites
- Negotiated five (5) year contracts with both Broward County Sheriff's Office and Coral Springs Fire Department to provide law enforcement and fire/EMS services
- Achieved the completion of two Fire Stations (over \$2 million each), the completion of the City's regional park including 2 synthetic fields, 2 playgrounds, a baseball diamond, 4 multi-use fields and 2 bathrooms (over \$7 million), and the completion of a new clay court Tennis Center (over \$4 million)
- Created an employee wellness program including participation in lunch and learns, physical activity and healthy snacks/lunches
- Improved Parkland's web page ([www.cityofparkland.org](http://www.cityofparkland.org)) by a complete makeover four years ago and in the process of completing another one
- Launched a biannual resident survey to measure the effectiveness of city services and integrated this survey into the budget and the performance monitoring process
- Implemented quarterly operational and financial reporting that is tied to the City Commission's strategic objectives
- Implemented for the first time an investment policy for the City's monies
- Guided a complete revamp of organizational performance measures to those that are outcome focused and results oriented
- Instituted control measures during the recession including but not limited to hiring freeze, layoffs, budget reductions to ensure that City financial condition and outlook was good.
- Directed the development of the City's first long term capital replacement fund, infrastructure replacement fund, insurance deductible reserve and 10 year financial forecast to better predict future impacts on revenue streams so there is no need for a huge hike in the millage rate
- Established a comprehensive employee development, training and recognition program Focused on Department heads providing consistent and in-year performance recognition culminating in annual employee recognition awards
- Competitively contracted city services – median maintenance, tree trimming, right of way mowing, planning services, and fleet maintenance permitting the cost-efficient reallocation of employees to more productive assignments

- Completed in three months the transfer of the City's Community Center operations and programming from a private provider
- Implemented an across the board communications program that focused on internal and external resources. Utilized low cost high volume communication measures to inform citizens of city activities and issues. These included effective utilization of the City's Pipeline, E-mail Blasts, E-Newsletters, Facebook, message boards and banners
- Directed implementation of the City's Geographic Information System roll-out including resident access to City maps

### **CITY AWARDS RECEIVED**

- Since 2007, the City was awarded Playful City USA designation by KaBoom!
- Since 2007, the City was awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada
- Since 2009, the City has received the lowest or second lowest crime rate in Broward County pursuant to the Florida Department of Law Enforcement
- 2010 – Awarded 5 Stars from Grey House Publishing for America's Top Rated Small Towns and Cities.
- 2012 – One of a limited number of local government organizations to receive Special Performance Measures Recognition from the G.F.O.A. in a budget document
- 2014 – the City was awarded the Florida League of Cities Municipal Achievement Award (City Spirit) for the City's Passport to Parkland event
- 2014 – the City was awarded the Healthy Weight Champion Award from the Florida Department of Health
- 2015 – the City was awarded the one of the top 10 places to Live in Florida from Telegraph Today
- 2015 – the City was awarded the 14<sup>th</sup> Best City for Young Families in Florida from NerdWallet
- 2015 – the City was awarded a Platinum Permitting City from the Greater Fort Lauderdale Alliance
- 2015 – the City was awarded the 5<sup>th</sup> Best Small City in the Nation for Families from NerdWallet
- 2016 – the City was awarded the 4<sup>th</sup> Most Successful City in Florida from Zippia

### **Assistant City Manager, Parkland Florida**

**Jan. 2006 to Feb. 2007**

Partnered with the City Manager in administering the day to day operations of the City, in establishing and implementing long range planning, development of goals and objectives, preparation of the proposed budget document, project management, needs analysis, mentoring and development of subordinates. Departmental areas of responsibility included all city departments at various times with continued oversight in Development Services (Building, Engineering and Planning and Zoning) throughout my tenure.

### **ACCOMPLISHMENTS**

- Implemented Code Red system which is an emergency notification system to residents.

- Created a city wide Communities for a Lifetime program which encourages communities to inventory the needs and current services available to its older population and identify needed improvements in the community. Participating communities use existing resources and state technical assistance to make crucial civic improvements in such areas as housing, health care, transportation, accessibility, business partnerships, community education, and efficient use of natural resources, volunteer opportunities, and recreation.
- Implemented an online resident request, report and complaint system that could be used by residents 24/7
- Coordinated with Broward County and all municipalities the implementation of a countywide school concurrency program

**Development Services Director, Parkland Florida**

**Aug. 2005 to Jan. 2006**

Supervised a thirteen (13) employee Department including Building, Planning and Zoning and Engineering Divisions for a municipality that was experiencing accelerated growth. According to Broward County, the City of Parkland, based upon the percentage of average annual growth (17.1%), was ranked number 1 as the fastest growing municipality from 2000 to 2010. My duties and responsibilities included: providing staff support to the Planning and Zoning Board, responding to and resolved difficult and sensitive citizen inquiries and complaints, preparation of agenda items for the City Commission and other committees, commissions and boards involved in planning and zoning, building safety, code compliance and housing and grants activities, directing the evaluation, selection and administration of outside consulting contracts for planning and development related services; representing the City on numerous regional organizations and boards, ensuring the City's interests were represented in a regional context on issues including transportation and emergency management and preparing and presenting the Development Services Department's budget to the City Commission.

**ACCOMPLISHMENTS**

- Implemented a new Community Bus Services in cooperation with Broward County

**Planning and Zoning Director, Parkland Florida**

**Feb. 2005 to Aug. 2005**

Supervised a two person Planning and Zoning Department for a municipality that had a population of 9,000 in 1990 to a population of 22,000 in 2005. In 2005 calendar year, there were over four hundred dwelling units constructed with an average cost of \$395,900. My duties and responsibilities included: planning, directing, supervising, and coordinating current and advanced land use planning for the City, supervising and participating in the preparation, revision and implementation of the City's Comprehensive Plan, preparing draft ordinances and resolutions relating to zoning, subdivisions, annexations, environmental review and related planning and zoning matters, including the preparation and presentation of reports and recommendations, conferring with architects, engineers, developers, and the general public on planning and zoning matters, making authoritative interpretations of applicable laws, regulations and policies, supervising and participating in the more complex and technical planning studies, attending meetings to represent the City and make presentations and coordinating planning activities with other City offices and departments and with outside agencies.

## ACCOMPLISHMENTS: PARKLAND

- Implemented a new Community Bus Services in cooperation with Broward County
- Implemented a new Development Petition Review process to streamline development issues and create a one-stop process for landowners and developers for proposed projects
- Implemented a new Special Events Permit Review process

### Additional previous experience

- Nov. 2004 to Feb. 2005 Planner Kilday & Assoc West Palm Beach, FL
- Aug. 2002 to Feb. 2005 Planning & Zoning Director Village of Wellington, FL
- Jan. 2001 to Aug. 2002 Planning & Zoning Manager Village of Wellington, FL
- Aug. 2000 to Jan. 2001 Principal Planner Village of Wellington, FL
- April 1999 to Aug. 2000 Zoning Administrator City of Greenacres, FL
- April 1998 to April 1999 Senior Planner, City of Greenacres, FL
- Aug. 1992 to Aug. 1998 Attorney/Bickley, Hart and Gardner

### EDUCATION:

Master of Public Administration Degree,  
**Florida Atlantic University**, Boca Raton, Florida 2002  
Juris Doctorate  
**DePaul University**, Chicago, Illinois 1985

Bachelor of Arts Degree in Environmental Studies and Geography  
**SUNY @ Binghamton**, Binghamton, New York 1982.

### PROFESSIONAL CERTIFICATIONS

- International City Management Association (ICMA) Credentialed Manager
- American Planning Association (APA) Certified Planner (AICP)

### PROFESSIONAL AFFILIATIONS

- International City Management Association (ICMA) - member
- Florida City/County Management Association (FCCMA) - member
- Broward City/County Managers Association (BCCMA) - President served two terms; Secretary /Treasurer served one term and two terms as Vice President (2011-2016)
- Palm Beach City/County Managers Association (PBCCMA) - member
- American Planning Association (APA) - member
- American Planning Association Florida Chapter (FAPA) - member
- Florida Recreation and Parks Association (FRPA) – member
- Florida Government Finance Officers Association (FGFOA) - member

### COMMUNITY AFFILIATIONS:

- Board of Trustees, Northwest Medical Center since 2015

REFERENCES AVAILABLE UPON REQUEST