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**SUMMARY OF
BACKGROUND**

Experience in various positions with increasing management, planning, economic development, labor relations, financial problem solving and decision-making responsibilities: City Manager, City of Coral Gables, Florida, from 2009-2014. City Manager, City of Sunrise, Florida, from 1990-2008. County Manager, Cobb County, Marietta, Georgia, from 1987-1989. County Manager, Chatham County, Savannah, Georgia, from 1985-1987. Assistant County Manager, Volusia County, Daytona Beach, Florida, from 1980-1985. Progressively responsible management positions with the City of Oklahoma City, Oklahoma, from 1975-1980.

**EXPERIENCE
2009 - 2014**

CITY MANAGER, City of Coral Gables, Florida, (pop. 50,000) Served under a five-member city commission elected at large. The City Manager is the chief executive officer and accountable to the Mayor and Commissioners for the proper administration of the City's affairs. Coral Gables, The City Beautiful, stands out as a rare pearl in South Florida. Early city planners and visionaries were influenced by the esthetics of the City Beautiful Movement that swept across America in the early 1900's. Inspired by the works of landscape architect Frederick Law Olmstead, who designed New York's Central Park, The City Beautiful Movement encouraged the use of wide tree-lined avenues, monumental buildings, winding roadways, green space, plazas, and fountains. All these elements of style have been and continue to be incorporated throughout the city. The downtown is vibrant and active, with an abundance of boutiques, retail shops and more than 110 restaurants – all within walking distance of the central business district. The city has a large daytime population and is considered one of the premium office markets in South Florida, with approximately 11 million square feet of office space. Coral Gables was designed to be an international city and is home to 21 consulates and foreign government offices and approximately 150 multi-national corporations. It is also home to a myriad of cultural venues, including galleries, theaters, cinemas, museums, and concert settings, which attract visitors from around the region and beyond. Coral Gables is a growing full-service city with approximately 800 full-time employees and an annual budget of approximately \$195 million. The assessed value of property in the city is \$14 billion. Listed below are a few of the major programs/projects that I have implemented or overseen:

- Developed an unprecedented course of action for the city called the Neighborhood Renaissance Program. This \$27.5 million, five-year program consists of 17 projects focusing on neighborhood recreation, community facilities, streetscapes and landscaping, street resurfacing, traffic calming and historic preservation. The City Commission approved the refinancing of the city's variable rate debt at favorable fixed rates and provided new funds to implement the program without increasing the city's annual debt service payments.
- Successfully facilitated and encouraged an international developer to acquire and develop a new mixed-use, world-class development on an assembled seven-acre parcel in the downtown. The developer's plan includes a five-star hotel, class A+ office building, ultra-luxury retail, spa and restaurants as well as magnificent condominiums and townhouse residences, which will continue to add to the cache of the Gables. The total project value is anticipated to be \$500+ million. An economic impact study of the effect of this project on properties within a half-mile radius determined residential values would increase by approximately 10 percent.

- The City has an organic and historic main street that is the heart of the community and experiencing competitive economic challenges from neighboring sub-markets in Miami. I developed a comprehensive financing and developmental plan for \$20 million in streetscape improvements that had eluded the city, as neither the residents nor merchants wanted to pay for it. A detailed plan to establish a special assessment for the business community to contribute 50% of the financing and the city to finance the other 50% has been presented and approved by the city.
- Negotiated a 20-year development agreement with the University of Miami that includes paying the city \$22 million over the term of the agreement, and provides for orderly development of the University, while enhancing the protection of adjacent neighborhoods. The agreement also provides free tickets for residents to football, basketball, and baseball games, concerts, lectures and other cultural events sponsored by the University. Such an agreement had eluded the City and University for approximately 15 years.
- Through prudent fiscal policy and management, the budget for 2013-2014 reduced the property tax millage rate for the third consecutive year. It's the first time in more than 20 years a three-year rate reduction has taken place.
- The City has been able to establish healthy fund balances in its various funds. For example, the unreserved and undesignated general fund balance has grown from \$4.5 million during my first year to approximately \$29 million today.

RECOGNITION

Recipient of a "Key to the City" presented by the Mayor in recognition of my dedicated service to the city, in April 2014.

Recipient of an award from the Gables Good Government Committee in honor of my service as city manager.

Recipient of the "Outstanding Community Service Award" from the Gables by the Sea Homeowner's Association "in recognition of my openness, responsiveness and sense of community that makes Coral Gables such a world-class city", in March 2013.

Honored to have the University of Miami name its onion ring appetizer at a popular, on-campus restaurant "SalernOrings" after me in January 2014.

1990 – 2008

CITY MANAGER, City of Sunrise, Florida, (pop. 90,000) Served under a five-member city commission elected at large for overlapping four-year terms. The City Manager is the chief administrative officer and accountable to the Mayor and Commissioners for the proper administration of the City's affairs. The City of Sunrise is a growing full-service city with approximately 1,300 employees (1,000 FT & 300 PT/Temp) and an annual budget of approximately \$380 million. During my tenure, the City became a major entertainment-corporate-retail destination in the State, while maintaining the heart and soul of a small town. Its major corporate park is the largest in South Florida and the sixth largest in the State of Florida. The City also hosts a large number of visitors, who visit the fourth largest shopping mecca in the country and attend events at the BB&T Center, the second largest arena in the country. The BB&T Center is consistently a top 15 worldwide venue in ticket sales. In addition, *Business Week* magazine ranked Sunrise among Florida's top three cities for families. Served as Acting City Manager for several months prior to permanent appointment.

Listed below are a few of the major programs/projects that I have implemented or overseen:

- Developed and proposed a comprehensive plan that demonstrated the financial feasibility of building a "world class" arena in Broward County and then successfully competed against several other cities that were intensely vying to be the site for the BB&T Center. This \$225-million multi-purpose venue was funded by the county and hosts 100+ events per year. The Center has 20,000+ seats, 74 private suites and three private clubs. Since opening in 1998, the Center has been the home of the National Hockey League's Florida Panthers and has hosted such performers as Celine Dion, Madonna, the Rolling Stones, Barbara Streisand, Luciano Pavarotti and Paul McCartney. Adjacent to the arena, a 250-room hotel is being planned and a 330,000 square foot entertainment/restaurant complex, known as *The Oasis*, has opened. The Center is projected to have an economic impact of \$4.4 billion over 25 years.
- Conceived the idea for creation of an urban village on 27 acres near the BB&T Center. Convinced the landowner to abandon plans for a traditional strip center and to pursue an upscale mixed-use project. The approximately \$250-million project, known as "Metropica," is to include four high-quality office buildings of six and seven stories (totaling 500,000 sq. ft.) with upscale retail, five to seven restaurants and more than 360 luxury condominiums in two buildings of eight stories or more. Parking for the office buildings would primarily consist of structured parking (2,125 spaces) and on-street parking. The development also would include a central park and tree-lined promenade connecting smaller thematic plazas. Negotiated an agreement that committed the landowner to the project, which would generate an estimated total annual economic output of approximately \$365 million, in exchange for certain incentives.
- Developed an unprecedented course of action called the Community Enrichment Program (CEP) after nearly a year of research. This plan called for the revitalization of City facilities and services over five+ years. Improvements included the construction of a civic center, senior center, library, tennis center, four fire/rescue stations, two community centers, a new park and expansion of two parks, 23 miles of median improvements, as well as the renovation of a community center, two parks, and replacement of water lines and resurfacing of all public streets in the older portion of the City. These improvements, totaling \$75+ million have been completed. These enhancements have enriched the quality of life for every resident and were accomplished without an increase in taxes or fees. Based upon the success of the CEP, the City initiated a new, \$40+ million, three-year program called the Neighborhood Renaissance Program (NRP), which consists of 30 projects focusing on neighborhood recreation, streetscape improvements and redevelopment. In addition, the City has made other substantial capital investments, ranging from infrastructure improvements, to open space acquisition. When combined with the CEP and NRP, these improvements represent approximately \$325 million in investments completed or funded over the past 10+ years.
- In the course of the last 10 years, Sunrise has emerged as the destination of choice for corporate business in Broward County. Over the past 5+ years, Sunrise set the pace among Broward County cities, including Fort Lauderdale, in terms of job growth.
- Through prudent fiscal policy and management, the City has reduced the property tax rate for the last 13 consecutive years.

- Working in partnership with a major national developer, directed the City's efforts to bring about a mixed-use project that integrates a 250,000 sq. ft. office building and a 10-story, 250-room Crowne Plaza Hotel with a 1,250 space parking structure. The complex was recognized by the *South Florida Business Journal* as the "Best Real Estate Deal of the Year" in the new development - suburban office category for 2000.
- Developed a comprehensive incentive package that successfully attracted NORTEL, a leading global manufacturer of telecommunications equipment to build a regional world headquarters in Sunrise. This highly sought after project brought 750 jobs to an 185,000 sq. ft. corporate office complex, from which they serve 47 countries in the Caribbean and Latin America. Other regional headquarters are located in London, Hong Kong, and Toronto. This project was selected as South Florida's "Best Real Estate Deal of the Year" in the new development - office building category by the *South Florida Business Journal* for 1994, in large part, due to the city's efforts in facilitating this project and creating an attractive environment to locate.
- During my tenure, the city has been able to establish healthy fund balances in its various funds. For example, the unreserved and undesignated fund balance in the general fund has been significant, averaging 40% of expenditures over the past 10 years. In my last two years, the percentage has increased to 50% or \$45 million.

RECOGNITION

Recipient of a sculpted crystal award from the City in appreciation for my dedicated service to the community 1990-2008.

Recipient of the Sunrise Chamber of Commerce's, first-ever, "Man of the Decade" award for achievements in improving the City's quality of life, in October 2000.

Recipient of an award in appreciation for my contributions and dedication to the City from a civic organization called, "ACTION" (Active Citizens Taking Issues on Now), in May 1998.

Recognized by the City Commission for making the BB&T Center a reality by naming a major roadway that connects an expressway to the arena, "Pat Salerno Drive," in April 1998.

Named to a list of "The 50 Most Powerful People in Broward County" (pop. 1,650,000) published by *Gold Coast Magazine* (May/June 2002 edition). This survey considered an individual's "ability to influence political, social, charitable, educational and business decisions as they shape Broward County." I was honored to be the only city manager out of 26 in the County named to the list. This recognition is a reflection of the commitment by the Mayor and Commissioners to the ongoing success of the City.

Recipient of a Proclamation expressing the City Commission's appreciation for my hard work and leadership provided to the community over the past seven years, in November 1997.

Recipient of an award for "Visionary Leadership" from the Sunrise Chamber of Commerce, in November 1997.

1990

ASSISTANT CITY MANAGER, City of Sunrise, Florida Assisted and advised the City Manager on all matters relating to his duties and responsibilities, especially those pertaining to operational and financial activities, productivity improvement, program development and analysis, economic development, and growth management. Served as Acting City Manager in the Manager's absence.

1987 - 1989

COUNTY MANAGER, Cobb County, Marietta, Georgia (pop. 450,000)

Served under a five-member Board of Commissioners; the Chairman is elected countywide and four commissioners are elected from districts. The County Manager is the chief executive officer and accountable to the Board for the proper administration of the County's affairs. Cobb County was the 10th fastest growing County in the country and fortunate to be a thriving part of the metro-Atlanta region, located just north of the City of Atlanta. Within its borders, Cobb had six municipalities ranging in size from 4,000 to 40,000. Nearly 80% of the County's total population lived in unincorporated areas. The County offered a full range of municipal-type services with 4,000+ employees, an annual budget of \$475 million and a capital improvement program of \$2 billion through the year 2000. Listed below are a few of the major programs/projects that I have implemented or overseen:

- Implemented the first transit system in the County, which will include both commuter and local fixed route service. Service will be provided through a contract with a private corporation, and the system will be the first in the country to obtain buses and facilities on a leased basis under a federal privatization initiative.
- Developed an implementation plan for the development of a 950-acre lakefront golf course, amphitheater, and a recreation complex on property leased to the County from the Army Corps of Engineers.
- Developed several enterprising communication programs to help keep citizens informed about their government, build awareness of its programs and services and improve responsiveness. Based in part on the marketing theme "Take Stock in Cobb," these programs capitalize on the community as a center for corporate headquarters and remind citizens that just as stockholders invest in a business, they have an investment in county government.
- Implemented the first Community Improvement District in the State, which allows an additional property tax millage up to five mills, per year, to be levied exclusively on commercial property owners in the District for infrastructure improvements - generating \$2.5 million annually.

1985 - 1987

COUNTY MANAGER, Chatham County, Savannah, Georgia (pop. 220,000)

Served under a nine-member Board of Commissioners; the chairman is elected countywide and eight commissioners are elected from single-member districts. The County Manager is the chief administrative officer and accountable to the Board for the proper administration of the County's affairs. Chatham County was a growing urban-suburban coastal community with the 10th busiest seaport and the largest historic district in the country. The County provided a full range of services with an annual budget of approximately \$108,000 million and over 1,200 employees, in addition to a five-year capital improvement program of over \$200 million. Countywide services included: Police, Public Works, EMS, Libraries, Civil Defense, Animal Control, Sheriff, Mosquito Control, Solid Waste Disposal, Parks and Recreation, Health, Courts, Elections, Property Tax Appraisal/Collection, Mass Transit and Harbor Construction/Maintenance. Listed below are a few of the major programs/projects that I have implemented or overseen:

- Implemented a new administrative structure. Raised employee morale and developed an effective management team through forceful and diplomatic leadership, constant counseling, and a clear interest in the employees' needs and opinions.

- Directed staff efforts in support of an additional one-percent (1%) sales tax referendum that resulted in an affirmative vote (70%) and \$20 million annually for right-of-way acquisition and road/bridge construction.
- Development of a new structure for providing mass transit that combines the efficiencies of a private enterprise with a dedicated source of local funding and a policy board directly responsible to the voters.
- Development of a model cost sharing agreement with the Army Corps of Engineers to widen Savannah Harbor at a cost of \$15 million in order to expand an economically important industry.
- Development of an innovative County indigent health care program. The primary purpose of this program is to shift the cost of care to the State Medicaid program. Without sacrificing the level and quality of medical care, this program resulted in savings to the County of \$4 million annually.

1980 - 1985

ASSISTANT COUNTY MANAGER, Volusia County, Daytona Beach, Florida (pop. 330,000) Assisted and advised the County Manager on all matters relating to his duties and responsibilities, especially those pertaining to operational and financial activities, productivity improvement, program development and analysis, and growth management. Volusia County is home to the Daytona Beach International Speedway and NASCAR's most prestigious race, the Daytona 500. County government is structured according to the Council-Manager Plan established by Charter. Direct responsibility for supervising the operations of the following line and staff departments: Public Works, Sheriff, Corrections, Finance, Personnel, Data Processing, Medical Examiner, Civil Defense and Port/Marina. Volusia County was a full service county comprised of 2,000 employees and an operating budget of approximately \$90 million, in addition to the capital improvement program of \$249 million. Served as Acting County Manager in the Manager's absence. Listed below are several of the major programs/projects that I have implemented or overseen:

- Development of a Civic/Convention Center with a seating capacity of 10,000, at a cost of approximately \$40 million; a \$22 million, 600-bed pretrial detention facility (jail); and a \$17 million County Government Administrative Center.
- Co-sponsored the County's Quality Circles program, called "Quest for Quality" (Q2). Q2 offers unlimited possibilities to identify problems, study their causes and work to solve them in a team environment.
- Development of non-profit corporation approaches to providing countywide economic development activities and emergency medical transportation services.
- Coordinated staff efforts in support of an additional one-cent per gallon gasoline tax referendum that resulted in an affirmative vote and an additional \$1.5 million annually in road construction/maintenance revenue.

1975 - 1980

VARIOUS MANAGEMENT POSITIONS, City of Oklahoma City, Oklahoma, (pop. 420,000) Began as a Management Intern and progressed to hold various senior management positions for the City's operations related to budget (approx. 3 years), police (approx. 1 year) and public works (approx. 1 year).

EDUCATION

UNIVERSITY OF OKLAHOMA, Norman, Oklahoma. Master's Degree in Public Administration

UNIVERSITY OF MIAMI, Coral Gables, Florida. B.G.S. Degree, major in Politics and Public Affairs

PERSONAL

Marital Status: Married

Children: One daughter & son