

# JOHN E. WOODRUFF

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February 22, 2021

Robert Burg, Executive Vice President  
Ralph Andersen & Associates  
5800 Stanford Ranch Road, Suite 410  
Rocklin, California 95765

Dear Mr. Burg:

Please find attached my résumé in order to be considered for the position of City Manager with the City of Miami Beach. During my tenure with the City of Miami Beach, I have gained valuable experiences and developed firsthand insights that would help me be a great City Manager for this unique and iconic world-class community.

I am an innovative and results-oriented leader with 23 years of local government experience in large and complex organizations at both the city and county level. I developed a solid foundation in my 6 years at the City of San Antonio, the seventh largest city in the United States. During my 10 years with Pinellas County Florida, I rose through the ranks and served as Budget Director during the Great Recession, acquiring invaluable experience during a very difficult time. In my 7 years with the City of Miami Beach, I have worked directly for the City Manager as Chief Financial Officer and Budget Director and have a strong understanding of the key issues facing the community and have compiled a proven track record of accomplishments. All of these experiences have prepared me well for the unique challenge of serving as City Manager for the City of Miami Beach.

There are several key challenges facing the City at this time, including addressing public safety issues, stimulating the economic recovery from COVID-19 as quickly as possible, and effectively planning and implementing resiliency improvements. I am currently proactively working with the Police Command Staff to creatively use one-time funds from the CARES Act reimbursement to: add 17 officers over a 3 year period, accelerate installation of security cameras in the Art Deco Cultural District, and facilitate the creation of a real time crime center as quickly as possible. My team has implemented several initiatives to help local businesses recover from the economic impacts from COVID-19 including: waiving penalties and interest on resort tax and utility payments for 9 months, extending business tax receipt (BTR) expiration dates and splitting payment dates, and pro-rating BTR payments for businesses serving alcohol after midnight. My team and I continuously work closely with the Chief Resiliency Officer, Grants & Governmental Affairs, and Public Works to identify and create funding plans to support the stormwater neighborhood improvements plan that includes critical needs for water and sewer infrastructure to reduce current and anticipated flooding in the community.

In summary, I am confident that my experience and skills, familiarity with key issues, intimate knowledge of the organization, and strong grasp of the dynamics of this unique community make me a compelling candidate for City Manager of Miami Beach. I welcome the opportunity to discuss my qualifications further for this amazing opportunity to lead one of the best cities in the world! Thank you for your time and consideration.

Sincerely,



Attachment  
Personal résumé

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## PROFILE

*Innovative and results-oriented leader with 23 years of local government experience with particular expertise in leadership, budget & financial management, and strategic planning & performance improvement. Proven expertise in developing and implementing strategies and processes to resolve complex operational and financial challenges. Ability to combine measures-driven analysis with practical management knowledge to streamline operations, improve quality, and minimize costs. Significant experience managing billion-dollar budgets as well as managing change and fostering continuous improvement.*

## FUNCTIONAL EXPERTISE

**Leadership:** In Miami Beach, currently serve as member of Executive Team, liaison to Finance & Economic Resiliency Committee, liaison to citizen's Budget Advisory Committee, member of G.O. Bond Oversight Committee, and pension trustee for Miami Beach Employees Retirement Plan. Previously served as liaison to G.O. Bond Advisory Panel, member of GMCVB Finance Committee, chair of Capital Improvements Team, chair of IT Steering Committee, and member of ERP Executive Steering Committee. Led program development and education campaign for the 2018 G.O. Bond Program and part of team currently working with the County to create the new North Beach CRA. Go-to person in Pinellas County to implement key initiatives including: transition to outcome-based performance measures using Balanced Scorecard strategic framework, transition to program budgeting (activity-based costing), participation in national and state benchmarking, development of customer satisfaction surveys, and development of training programs. Chaired several cross-departmental teams including Strategic Planning Team, Cost-Savings Team, Revenue Team, CIP Action Team, ERP Implementation Team, and Technology Steering Committee.

**Budgeting and Financial Management:** In Miami Beach, during COVID-19 swiftly created budget balancing plans for FY 2020 and FY 2021 that helped maintain the City's strong credit ratings of AA+ (Standard & Poor's) and Aa2 (Moody's). Led the update of the General Fund and Resort Tax reserve policies in 2018 which helped the City to successfully navigate the COVID-19 crisis. Implemented innovative budget concepts including the City's first program budget (activity-based costing), zero-based budget exercises, new budget-in-brief, automated CPI increases to the City's fees, and reformatting of the budget documents to increase user friendliness. Completed a comprehensive update of the City's Investment Policy resulting in a ratings of AA+ and "S1" the highest possible rating by Standard and Poors, and Certified by the Association of Public Treasurers of the USA and Canada. In Pinellas County, crafted unique budget processes to address dramatic revenue challenges resulting from recession-driven market changes and legislative action. Successfully oversaw a 35% or \$150 million budget contraction with minimal impact to customer service and quality measures. Created a new ten-year rolling forecast for ten major funds that was used to model and implement multi-year reductions.

**Strategic Planning and Performance Improvement:** In Miami Beach, facilitated major update of the strategic plan to reflect significant changes resulting from new City Commission priorities such as traffic, sea-level rise, and replacing the convention center. Improved customer service in the Budget department to 96% of respondents are satisfied or extremely satisfied with the customer service provided. Implemented customer service feedback keypads in the Customer Service Center with 98% excellent ratings. Reduced average voice mails per month to the City's customer service call center to 40 from 400 by implementing a new automated call distribution system with several customer service enhancements. Improved the annual BTR renewal process to 81% from 49% by using call center staff to proactively contact operators by phone and through email, thus significantly reducing code issues following the deadline. In Pinellas County, led implementation of the County's first strategic plan and coordinated first management competition program. Created balanced scorecard and performance measures for each department and participating agencies. Led the County's participation in ICMA's national benchmarking initiative and founding member of the Florida Benchmarking Consortium.

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## PROFESSIONAL EXPERIENCE

### **Chief Financial Officer, Finance Department**      **February 2017 – Present** **City of Miami Beach**      **Miami Beach, Florida**

*Report directly to the City Manager and serve as member of the Executive Team. Oversee the Finance Department, Office of Management & Budget, and the City's Customer Service Center. Develop financial strategies and provide policy support to the Mayor and City Commission. Oversee the development and administration of a \$687.3 million operating and capital budget. Lead a team of 67.*

- Led development of the \$439 million 2018 G.O. Bond Program that was approved by 70% of the voters; included developing the project list, project prioritization with the community and G.O. Bond Advisory Panel, education outreach community meetings, creating G.O. Bond website with interactive project map and property tax calculator.
- Created the G.O. Bond project dashboard with IT, CIP, and City Manager's Office to create high level of transparency and accountability with Miami Beach residents: <https://www.gombinfo.com/projects/>.
- Implemented new customer service enhancements at the Customer Service Center including average wait times in the lobby and on-line for different types of transactions, dedicated express lane for faster turnaround times for simple transactions, ability to schedule appointments for residents with limited time availability and complex transactions, customer service feedback pads at each stations for immediate feedback, and partnership with Miami-Dade County Transit for residents to apply for Golden and Patriot passports.
- Enhanced utility bills with increased billing information from 2 water meters up to 25 meters, added type of meter, added size of meter, new 12-month usage chart, and opt-in for electronic bills instead of paper bills through the mail.
- Led the update of the General Fund and Resort Tax reserve policies in 2018 which allowed the City to successfully navigate the COVID-19 crisis in 2020 and 2021 and helped the City maintain its credit ratings despite the City's high dependence on tourist revenues.
- Maintained the City's strong credit ratings of AA+ (Standard & Poor's) and Aa2 (Moody's) despite the dramatic revenue losses from COVID-19 and the recent inclusion of climate change risk to the ratings criteria by both agencies.
- Implemented innovative budget concepts including the City's first program budget (activity-based costing), zero-based budget exercises, new budget-in-brief, automated CPI increases to the City's fees, and reformatting of the budget documents to increase user friendliness.
- Successfully issued the first tranche of the \$439 million General Obligation (G.O.) bond program totaling \$162 million, with lower than anticipated interest rates, which generated \$28 million of savings in lower total payments over the 30 year life of the bonds. Also successfully refunded prior G.O. bond debt, which generated a savings of \$4.9 million.
- Completed a comprehensive update of the City's Investment Policy resulting in a ratings of AAf and "S1" the highest possible rating by Standard and Poors, and Certified by the Association of Public Treasurers of the USA and Canada.
- Improved customer service in the Budget department to the point that 96% of respondents are satisfied or extremely satisfied with the customer service provided by OMB.
- Improved the annual BTR renewal process to 81% from 49% to by using call center staff to proactively contact operators by phone and through email, thus significantly reducing code issues following the deadline.
- Implemented customer service keypads in the Customer Service Center with 98% excellent ratings.
- Reduced average voice mails per month to the City's customer service call center to 40 from 400 by implementing a new automated call distribution system with several customer service enhancements.
- Successfully implemented all 62 BDO report recommendations, recovered all \$3.6 million stolen from the City, and stabilized the Finance Department during a turbulent time with significant staff turnover.
- Led MUNIS HR/Payroll software project implementation on-time and on-budget.

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## PROFESSIONAL EXPERIENCE CONTINUED

### **Director, Office of Management & Budget City of San Antonio**

**March 2016 – October 2016  
San Antonio, Texas**

*Responsible for the development, implementation, and monitoring of the City's \$2.5 billion operating and capital budget. Work closely with the executive leadership team and department heads to provide high-level financial and data analysis to ensure that operations are properly funded and that community resources are efficiently and effectively utilized. Led a team of 19.*

- Successfully implemented fiscal transparency software with five years of data in both English and Spanish: <https://sanantoniotx.opengov.com>.
- Supported five citizen committees selecting \$850 million of capital projects for the FY 2017 to FY 2022 Bond Program consistent with the new SA Tomorrow comprehensive plan.
- Helped implement Variable Rate Pricing, also known as Pay as You Throw, in Solid Waste to help reach the City's goal of increasing the residential recycling rate to 60% by FY 2025.
- Generated cost impact analyses for new collective bargaining contract with the San Antonio Police Officers Association approved on September 1, 2016 following several years of contentious bargaining.
- Produced fiscal impact analysis for two annexations adding more than 38,000 new residents into the city.

### **Director, Office of Management & Budget City of Miami Beach**

**June 2013 – March 2016  
Miami Beach, Florida**

*Reported directly to the City Manager and serve as member of the Executive Team. Oversaw budget, internal audit, strategic planning, and grants management divisions. Presented all budget-related items to the City Commission and brief Commissioners as needed. Oversaw the development and administration of a \$550 million operating and capital budget and the City's strategic plan. Led a team of 20.*

- Served as interim CFO from September 2015 to January 2016 and oversaw the successful bond issuance process for the \$600 million renovation of the City's convention center consisting of Resort Tax, CRA, and Parking bonds. Also held two staff retreats and implemented positive changes that dramatically boosted the morale in the Finance Department.
- Helped implement financial funding plan for \$400 million upgrade to storm water system from gravity-based to pumped system to mitigate daytime flooding issues from sea-level rise. Coordinated grant funded efforts to identify long-term resiliency and adaptation strategies to address sea-level rise.
- Supported negotiations with Miami-Dade County to extend City Center CRA, increase share of Convention Center Development Tax, and remove restrictions on former South Pointe CRA funds for storm water and other needs outside the former district.
- Streamlined and chaired IT Technology Committee that funds and facilitates implementation of key tech projects such as the new ERP system, the Miami Beach app, and body-worn cameras for Police, Building Inspectors, Code Inspectors, Fire Inspectors, and Parking Enforcement.
- Successfully stabilized Budget Division that had experienced significant staff turnover and low morale over the previous three years.

### **Co-owner, Panama Realtor Property Mgmt. Svcs. Panama Realtor**

**July 2012 – June 2013  
Panama City, Republic of Panama**

*Founded a property management business handling residential and commercial properties. Provided comprehensive real estate solutions to clients, primarily Americans, Canadians, and Europeans.*

- Sold and leased properties.
- Led business development activities and created a blog to complement real estate activities.
- Handled all financial transactions and prepared reports for clients.
- Provided high quality customer service to both property owners and tenants.

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## PROFESSIONAL EXPERIENCE CONTINUED

### **Director, Office of Management & Budget Pinellas County Administration**

**April 2007 – July 2012  
Clearwater, Florida**

*Oversaw the development and administration of a \$1.6 billion operating and capital budget, a ten-year rolling forecast, strategic plan, and special projects including revenue enhancements, cost reductions, and an ERP implementation. Led a team of 16.*

- Addressed dramatic revenue decreases from the Great Recession by crafting budget processes reducing the organization's position count by 35%, while maintaining key service levels in high priority programs.
- Successfully adapted budget processes for three different County Administrators in four years and addressed State legislation doubling the homestead exemption and mandatory millage rate roll-backs and subsequent decrease in property values.
- Over five years successfully used different reduction approaches including uniform across the board reductions, customer percentages based on mandatory and discretionary programs, a variation of zero-based budgeting, and program budgeting (activity-based costing).
- Coordinate the implementation of the organization's first formal strategic plan and chaired the executive team driving the strategic planning goals and action items.
- Created organization's first ten-year rolling forecast for ten major funds that significantly enhanced forecasting information to improve long-term decision making; presented forecast methodology at Transforming Local Government national conference in 2012.
- Created and chaired cost-savings and revenue enhancement cross-departmental teams resulting in over \$5 million in savings and over \$3 million in additional revenue.

### **Management & Budget Manager, OMB Pinellas County Administration**

**April 2002 – July 2007  
Clearwater, Florida**

*Managed the capital budgeting process totaling over \$500 million, managed department operating budgets of over \$100 million, and special projects including performance measurement and benchmarking. Oversaw the issuance of new debt and compliance with ongoing reporting requirements. Supervised 3 analysts.*

- Coordinated the "Penny for Pinellas" effort for voter approval of \$1.9 billion of sales tax revenue for capital improvement projects over ten years. Made presentations in the community, forecasted anticipated revenue stream, recommended program allocations for new ten-year cycle, coordinated update of allocations following Great Recession.
- Led the transition of the organization to outcome-based performance measures using the Balanced Scorecard framework by creating department-level balanced scorecards for each County department and linking departmental performance measures to the Strategic Plan.
- Implemented and coordinated the County's participation in benchmarking programs including the ICMA Center for Performance Management national benchmarking program and founding member of the Florida Benchmarking Consortium benchmarking program; website: <https://www.flbenchmark.org/>.
- Created and chaired the Capital Improvement Program cross-departmental team that increased the percentage of projects that were on-time and on-budget.
- Coordinated the development of new Employee Incentive Program resulting in the organization's first managed competition program (mowing function) of in-house employees competing with the private sector resulting in savings of \$750,000 and better service levels.
- Significantly improved return on investment of the County's technology initiatives as Chair of new IT governance structure and created new self-scoring business case template for IT projects that greatly simplified and sped up the decision-making process by making it more straightforward and transparent.

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## PROFESSIONAL EXPERIENCE CONTINUED

**Senior Budget & Management Analyst, OMB**      **February 2000 – April 2002**  
**City of San Antonio**      **San Antonio, Texas**

*Managed the capital budgeting process totaling over \$300 million, managed department operating budgets of over \$100 million, and supervised 2 analysts, and completed several special projects.*

- Enhanced arbitrage compliance by improving the accuracy of the linkage between the six-year capital budget and the long-term debt plan.
- Created a transparent funding process that improved the effectiveness and accountability of the Facilities Improvement & Maintenance Program.
- Chaired staff-level Capital Improvement Teams meetings.
- Coordinated the development of the Budget Development Manual, budget training, and budget forms.
- Reviewed all capital-related requests for accuracy and availability of funds.

**Budget & Management Analyst, OMB**      **January 1998 – February 2000**  
**City of San Antonio**      **San Antonio, Texas**

*Managed department operating budgets of over \$50 million and completed several special projects.*

- Assisted with development of budget balancing plan to address dramatic loss in hotel/motel tax revenue due to impact of the 9-11 attack on tourism.
- Ensured that department expenditures were compliant with approved appropriations and regulations.
- Evaluated program/service delivery through development and analysis of department performance measures.
- Provided support to various department performance reviews including: Convention & Visitor's Bureau, Code Compliance, and Development Services.

## INTERNSHIPS

**U.S. Department of Commerce**, District Export Assistance Center, San Antonio, Texas      **1997 - 1998**  
*Promoted export opportunities for U.S. companies worldwide.*

**Mayor's Office**, City of San Antonio, San Antonio, Texas      **1996 - 1997**  
*Worked with City Council offices and City departments to resolve constituent issues.*

**International Affairs Department**, City of San Antonio, San Antonio, Texas      **1996**  
*Promoted business matchmaking between companies in Texas and Mexico.*

## EDUCATION

**Master of Business Administration in International Business**      **1997**  
University of Texas at San Antonio, GPA 3.6/4.0

**Bachelor of Arts in History**      **1993**  
University of Texas at Austin

**Public Administration Graduate Studies**      **1998 - 1999**  
University of Texas at San Antonio, GPA 3.7/4.0 (Completed 21 of 33 credit hours)

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## CORE COMPETENCIES

- Leadership
- Strategic planning
- Team-building and staff development
- Collaborative management style
- Applying business concepts to local government
- Streamlining and improving processes
- Implementation of initiatives
- Communication skills
- Getting results
- Project management
- Managing change
- Building consensus
- Performance management
- Bilingual – English & Spanish

## ACTIVITIES

- International City/County Management Association member
- Florida Pension Plan Trustee certified
- Clearwater Rotary Club – 2011 Rotarian of the Year
- Florida Benchmarking Consortium – Co-founder, Executive Steering Committee, Strategic Planning Chair
- Town of Belleair Civic Association – Board member
- Urban Management Assistants of South Texas – President-Elect, Treasurer
- Youth Coach – basketball, baseball, flag football
- Hobbies – basketball, mountain biking, SCUBA diving