

**Jay Boodheshwar, M.P.A.**

3876 Hamilton Key  
West Palm Beach, Florida 33411  
jboodheshwar@gmail.com  
561.313.3321

February 23, 2021

TRANSMITTED VIA EMAIL  
apply@ralphandersen.com

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

Re: City Manager Recruitment for the City of Miami Beach

Dear Mr. Burg,

It is with great excitement to submit this letter of interest and attached resume for consideration in the recruitment process for the City of Miami Beach's next City Manager. After reading the position announcement, researching the history of the storied Miami Beach community, and obtaining a high-level understanding of the city's challenges and opportunities in the years ahead, I look forward to making the case for why I may be the best fit for this critically important position.

It was a little over 15 years ago when I wrote a cover letter, similar to this one, to the Town of Palm Beach expressing my enthusiasm for moving our young family from Ohio to join the senior management team of that storied barrier island community. After many years of dedicated service to the residents of Palm Beach, I am hopeful the Mayor and City Commission of the City of Miami Beach will consider my desire to start the next chapter of my public service career leading their one-of-a-kind community as its next City Manager. Please allow me to begin by first demonstrating that my unique and desirable mix of experience, education, and intangibles check every box for your ideal candidate, in terms of the technical requirements and soft skills necessary to be successful in this position.

To summarize the scope and scale of my current fiscal and supervision responsibilities as Deputy Town Manager for the Town of Palm Beach, I offer the following. The total FY2021 general fund budget, of which I am responsible for managing, is approximately \$81,000,000 and the total FY2021 budget is approximately \$275,770,000, which is inclusive of CIP appropriations, enterprise funds, and other funds/reserves. The total FY2021 number of full-time equivalent employees within my chain of command is approximately 345.5. Dozens of contractual employees also provide support services to various departments.

My public service experience in local government spans over 25 years, with 20 years in senior management roles. I have also held volunteer leadership positions with numerous non-profits and professional associations, the most recent as Chairman of the Board of Trustees for the Palm Beach

United Way and as President of the Palm Beach County City Management Association. The areas of local government that I possess significant experience and sound knowledge, include but is not limited to general administration, budget development and management, special assessments, parks and recreation, engineering, utilities, construction, coastal management, procurement, human resources, emergency management, public safety, risk management, climate change resilience and sustainability, and information technology. I also have extensive experience working with state and federal lobbyists to help shape legislation beneficial not only to Palm Beach but other coastal communities that must have home rule authority to address specific environmental and quality of life issues that are not germane to in-land communities. I have a Master of Public Administration and possess a FEMA certification in emergency management, with a specialty in the management of tropical storm impacts to coastal communities.

The overall breadth and depth of my experience and education have thoroughly prepared me to serve the City of Miami Beach as its next City Manager, but I would like to focus on what may set me apart from the field of qualified candidates you will have the difficult task of selecting from. Simply put, my experience and achievements with the Town of Palm Beach should make the transition to the City of Miami Beach fairly seamless, in terms of understanding and fulfilling the high expectations for service delivery of such a similar coastal community.

From the gilded age of Palm Beach's founder, Henry Flagler, to today's cosmopolitan Palm Beach, the history, architecture, and beauty of Palm Beach are arguably comparable to the storied community of Miami Beach. I suspect the residents, business owners, and visitors of Miami Beach have similar expectations as they do in Palm Beach, desiring their next City Manager to have a high degree of capability, professionalism, transparency, discretion, kindness, collaboration, empathy, decorum, and proven leadership. I am proud to say that if asked, my current colleagues, elected officials, and the residents I serve would confirm that I have exceeded expectations in all of these areas during my time in Palm Beach and would bring the same traits to the City of Miami Beach, and so much more.

Through my experience in Palm Beach and the other communities I have had the honor and privilege to serve, my leadership skills, business acumen, political savvy, and communication range have matured to the level a prestigious and diverse community like Miami Beach will require of its next City Manager. Earning the trust of a community that desires a leader dedicated to balancing the efficient delivery of high-quality services with fiscal stewardship is not an easy task, but it's one I've achieved throughout my career and a challenge accepted with open arms if I am lucky enough to be selected. Earning the trust and loyalty of my teammates has been easy for me, as my employee-centric approach to management has created a sense of team, trust, mutual respect, pride, and appreciation. I possess a high degree of emotional intelligence and I am solutions-oriented and results-driven. I have a coach's mindset and firmly believe I work for the team (the upside-down organizational chart analogy) and bear the responsibility for providing inspirational leadership and the necessary resources to produce the results expected by the community and themselves. The traits you seek for this position are the very traits I possess. From being a forward-thinking visionary to an accessible team-builder, I believe I would greatly complement Miami Beach's team of dedicated professionals.

Having thoroughly reviewed the City Manager's recruitment brochure, the City's website, budget documents, and organizational structure, as well as listening to several city commission meetings, I am very excited at the prospect of serving this internationally known community and making the City of Miami Beach our new home. I am clear there will be challenges in the transition from Palm Beach to Miami Beach, but I believe these challenges will be easily surmounted, as the skills and experience I possess are all transferable and scalable. If selected, I look forward to earning the trust of the Mayor and City Commission, the city staff, the community's active citizenry, and its business and hospitality communities.

The challenges facing Miami Beach will test its next City Manager, but I see opportunities in challenges and not challenges in opportunities. The issues outlined in the position announcement are all issues I've had experience with and look forward to leading the city's team of capable professionals in executing the Mayor and City Commission's policies related to infrastructure and the environment, community mobility, quality of life, and improved community communications. I also look forward to working with the city's elected leaders, staff, and business/hospitality communities to enhance activity at the convention center and address market forces adversely impacting Lincoln Road and Ocean Drive.

I am especially excited at the prospect of leading and further developing a diverse team of dedicated public servants, as we look for opportunities for service delivery improvements that will make the community proud. Anytime a community experiences change in senior leadership, there is a certain level of anticipation and anxiety for staff. I am a firm believer that success does not happen by chance, it happens by choice, and my employee-centric approach to leadership will achieve success for the community while promoting a culture of kindness, respect, integrity, and service among the city staff. My style can also be described as collaborative and collegial, with a focus on the importance of open and timely communication, the development of staff, and motivation through inspiration.

It is understood that the Mayor and City Commission previously outlined 17 substantial goals for its former City Manager, including completion of the former Par 3 park, completion of Phase 1 of 600 Alton Park, completion of North Beach Oceanside Park, completion of the Beachwalk, completion of the Convention Center Hotel, completion of the Lincoln Road renovation, and removing the "pause" on the City's sea level resiliency program. It is also understood your next City Manager will be expected to shepherd these projects to fruition, (all of which I have related experience with) while providing leadership to address the many challenges detailed in the position announcement.

As a life-long public servant, I have had the opportunity to serve multiple communities in various capacities, ranging from front-line positions in low-income and blue-collar communities to the Deputy Town Manager in one of the most prestigious zip codes in America. Some of the guiding principles that inform my leadership style include a dedication to service, successful execution of policy, fiscal responsibility, adaptability, employee-centered management, and a commitment to the community. These are the principles learned through my experience in the communities I have served and I look forward to my continued growth as a professional and an individual in the next chapter I seek to start. Please see the attached resume, highlighting some of my career achievements that are reflective of these principles. Also attached is information about my current

compensation and benefits, as well as a list of references who will be more than happy to speak to you about my transparent leadership style, work ethic, integrity, professionalism, energy, emotional intelligence, creativity, and dedication to always exceeding expectations. They will also speak to my active listening and critical thinking skills, as well as my innate ability to solve problems (big and small) through collaboration and collegiality.

In closing, I would like to acknowledge that my pursuit of opportunities beyond Palm Beach has been very limited but the opportunity to serve as the next City Manager for Miami Beach is one I just could not pass up. The Town of Palm Beach would be a very difficult place to leave, but the unbelievable opportunity to lead the well-respected team of Miami Beach public servants and the thought of an empty nester lifestyle in this exciting community would certainly lure me away. I am hopeful to be granted the honor to meet with the Mayor and City Commission to demonstrate why I would be the best choice as their next City Manager. Please do not hesitate to contact me with questions at 561.313.3321 or via email at [jboodheshwar@gmail.com](mailto:jboodheshwar@gmail.com).

All the Best,

A handwritten signature in blue ink, appearing to read 'Jay Boodheshwar', with a long horizontal flourish extending to the right.

Jay Boodheshwar, M.P.A.

Attachments

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# JAY BOODHESHWAR, MPA

3876 Hamilton Key  
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## PROFESSIONAL EXPERIENCE

### *TOWN OF PALM BEACH, FLORIDA*

Deputy Town Manager	01/2015 - Present
Director of Recreation and Special Projects / Assistant Town Manager	07/2010 - 01/2015
Acting Director of Public Works	04/2010 - 07/2010
Director of Recreation	01/2006 - 04/2010

### Form of Government:

Council/Manager

### Town Population:

Approximately 8,500 year-round and 23,000 seasonal

### Departments:

Finance, Fire-Rescue, Human Resources, Information Technology, Town Clerk, Planning, Zoning & Building, Police, Public Works, Recreation

### Current Position Responsibilities:

- Provides leadership and accountability for high quality service delivery to the residential and business community from the Town's departments.
- Responsible for the successful development of annual budgets for the Town Manager's Office as well as all departments and divisions under my direction, and assists with the development of the Town-wide operating and capital improvement budgets.
- Conducts research, writes reports and provides a variety of presentations on myriad of matters to the Mayor and Town Council, including but not limited to resolutions, ordinances, home rule positions, etc.
- Oversees Town-wide communications, including public outreach, community engagement, the Town website and social media programs.
- Coordinates parking programs and enforcement with the Parking Enforcement Division of the Police, Finance, and Public Works departments. Serves as Chair of the Parking Committee.
- Serves on Development Review Committee for site plans, special exceptions, and variances.
- Facilitates Ordinances, Standards and Rules Committee of the Council and County Budget Task Force.
- Assists Town Manager with various projects, including the multi-year Town-wide Undergrounding project.
- Monitors activities and legislative issues at the County, State and Federal levels and works with lobbyists to ensure Town interests are considered in potential legislation.
- Participates in Palm Beach County City Manager's Association to stay abreast of issues facing the county's cities, including potential collaborative opportunities.

### Major Accomplishments in Palm Beach:

- Assigned as staff lead in developing plan to prepare for and respond to the COVID-19 Pandemic, through collaboration with County, State and Federal agencies.
- Developed Racial Equity education plan for Town Employees, following the national call for more action to address issues of societal inequities in and outside of the workplace.

- Currently leading project team for the \$40 million reconstruction of the Town Marina, which is anticipated to be the leading superyacht facility in the Southeast United States.
- Led project team to build the \$14 million Morton and Barbara Mandel Recreation Center, which was funded by \$9.3 of private donations to match the Town's 1/3 share of the project costs.
- Led staff effort in preparing for and responding to Hurricane Dorian in 2019 and served as Co-Chair for a Bahamas Relief Fund, in which over \$700,000 was raised and distributed to our Bahamian neighbors.
- Led comprehensive salary and benefits market study to ensure employee compensation practices and policies were adjusted to address significant attrition rates, especially in the public safety departments.
- Worked closely with the Information Technology Director to transform our IT systems, infrastructure, network, security, project management, and end user support to a current generation model.
- Led parking services improvement initiative, which included the launch of Park Mobile, the replacement of all parking kiosks, the completion of a town-wide on-street space inventory GIS map, and the completion of a GIS mapping tool for right-of-way enforcement by field personnel.
- Provided staff leadership in approval of voter referendum to fund an 8-phase \$100,000,000 project to underground all overhead utilities, to include power, cable and phone lines.
- Provided staff leadership in response to the ZIKA Virus threat to public health, including the development and deployment of public education and prevention plans which were lauded by Palm Beach County.
- Provided leadership to ensure Town preparedness and a successful response to Hurricane Irma in 2017 and represented Town on various local and national news outlets (print and cable TV).
- Provided leadership to ensure Town preparedness and a successful response to Hurricane Matthew in 2016, secured emergency State grant to remove a beached vessel prior to the arrival of the storm and represented the Town on various local and national news outlets.
- Secured \$350,000 State grant for the restoration of the historic Addison Mizner Memorial Park/Fountain.
- Completed numerous initiatives to ensure sufficient pre-referendum public information for the Town-wide Undergrounding project, as well as various design and easement acquisition efforts.
- Led development efforts for the Town's website in 2013 and re-design in 2017 (Civic Plus platform).
- Served as Acting Director of Public Works and provided interim leadership to maintain progress of a \$40 million accelerated capital improvement program, which included miles of force main, pump stations, and various streetscape projects.
- Led major revision of Town's procurement policies and procedures, including the development of project management systems to organize and sequence multi-year capital improvement projects.
- Facilitated Recreation Advisory Commission in the completion of a comprehensive privatization study of recreational facilities/services, resulting in the re-positioning of the department for long-term success through leveraging the private sector for contractual labor where appropriate.
- Led a multi-year planning effort for the Town's Centennial, which resulted in numerous season-long activities funded by private donors (over \$1.5 million), culminating with three major community events that attracted thousands of residents to Mar-a-Lago, the Breakers and the Flagler Museum.
- Updated the Town's Comprehensive Emergency Management Plan (CEMP) and Storm Emergency Response Plan (SERP), funded by a \$50,000 Federal grant.
- Worked with the Par 3 Foundation to raise approximately \$2.25 million of private funds towards the construction of a \$3.5 million clubhouse at the Par 3 Golf Course, overlooking the Atlantic Ocean and secured restaurant operator (Al Fresco), which is now grossing over \$5,000,000 annually in revenues.
- Returned Palm Beach Par 3 Golf Course to profitability (now netting over \$700,000 annually) through management model changes and new marketing priorities.
- Facilitated the Par 3 Foundation in a private fundraising effort to complete \$5 million in renovations to the world famous Palm Beach Par 3 Golf Course, in conjunction with Hall of Famer, Raymond Floyd.
- Completed a \$1.4 million renovation of the Seaview Park Tennis Center.

**CITY OF MASSILLON, OHIO**  
Director of Parks and Recreation

11/2000 - 01/2006

**Form of Government:**  
Mayor/Council

**City Population:**  
Approximately 32,000

**Departments:**

Mayor's Office, Building, Civil Service, Community Development, Engineering, Fire, Health, Housing, Income Tax, Municipal Court, Police, Parks & Recreation, Sewer & Solid Waste, Street

**Position Responsibilities:**

- Managed day to day operations of all department facilities and staffing.
- Managed department budget and served as management representative for labor negotiations.
- Coordinated long-term planning for park, trail, and facility development/renovations.
- Represented department before the Parks & Recreation Board and City Council.
- Promoted department programs and facilities among general public through various efforts.
- Researched and prepared grant proposals for the department.
- Interacted with various community organizations.

**Major Accomplishments in Massillon:**

- Expanded department with increased programs and services, and the addition/improvement of various facilities following a voter referendum approval of a .3% local income tax increase for parks and recreation services.
- Designed and constructed a 69,000 sq. foot community recreation center, including fitness center, indoor aquatics, and multipurpose gymnasium.
- Coordinated the improvements and expansion of various neighborhood and regional parks, as well as miles of multipurpose trail construction.
- Completed environmental improvements to the city's reservoir, including dredging, planting of new riparian buffers, and fish stocking.

**CITY OF EAST CHICAGO, INDIANA**  
Assistant Director of Parks and Recreation

06/1998 - 11/2000

**Form of Government:**  
Mayor/Council

**City Population:**  
Approximately 30,000

**Departments:**

Mayor's Office, Building, Bus Transit, City Clerk, Controller, City Court, Code Enforcement, Economic Development, Engineering, Emergency Management, Fire, Health, Housing, Human Resources, Information Technology, Law, Parks & Recreation, Police, Public Works, Solid Waste, Utilities

**Position Responsibilities:**

- Assisted Director in the management of all department operations, budgets and staffing.
- Managed facilities, youth programs, community events, adult and senior services, sports and aquatics.
- Promoted department programs and facilities among general public through various efforts.
- Researched and prepared grant proposals.
- Interacted with various community organizations.

**Major Accomplishments in East Chicago:**

- Assisted Director with the renovation of numerous parks and facilities, including the construction of 2 neighborhood water parks and improvements to the municipal golf course.
- Assisted Director with the re-opening of neighborhood recreation centers by developing programming and staffing structures to engage thousands of at-risk children throughout the year.
- Coordinated and assisted with various grants, including awards of CDBG funds over \$1,750,000.
- Prepared the department’s five-year master plan for 2000-2005.

***CITY OF BLOOMINGTON, INDIANA***

**Youth Services Area Manager**

**10/1996 - 06/1998**

***TOWN OF MUNSTER, INDIANA***

**Recreation Services Supervisor**

**01/1995 - 10/1996**

***CITY OF KETTERING, OHIO***

**Work/Study Administrative Internship**

**05/1994 - 08/1994**

**EDUCATIONAL BACKGROUND**

**Florida Atlantic University - Boca Raton, Florida**

Master of Public Administration

**Indiana University - Bloomington, Indiana**

Graduate Studies in Administration

**Bowling Green State University - Bowling Green, Ohio**

Bachelor of Science in Education (Major: Recreation & Parks Administration)

**Federal Emergency Management Administration**

Hurricane Readiness for Coastal Communities Certification

National Incident Management System (ICS100, 200, 300, 400, 700, and 800 Certifications)

**PROFESSIONAL ASSOCIATIONS**

- International City/County Management Association 03/15 - Present
- Florida City and County Management Association 02/15 - Present
- Palm Beach County City Management Association – Past President 01/15 - Present
- Pi Alpha Alpha – National Honor Society for Public Affairs and Administration 04/12 - Present
- National Recreation and Park Association 04/94 - 01/15
- Florida Recreation and Park Association 01/06 - 12/14
- Ohio Parks and Recreation Association - Board of Directors 01/94 - 01/06
- Indiana Parks and Recreation Association - Executive Committee Member 01/95 - 12/00



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## COMMUNITY INVOLVEMENT & VOLUNTEER SERVICE

- Oxbridge Academy – Board of Trustees 10/20 – Present
- Friends of Guyana - Board of Directors 09/19 - Present
- Town of Palm Beach United Way – Former Chairman of the Board of Trustees 01/08 - Present
- Pinehurst Homeowners Association - Vice President 01/07 - 12/12
- Village of Royal Palm Beach Recreation Board 03/07 - 12/11
- Town of Palm Beach Centennial Commission 08/09 - 04/11
- Greater Stark County, Ohio United Way 07/04 - 12/05
- City of Massillon Medal of Honor Memorial Committee 06/04 - 12/05
- Massillon Rotary Club 01/03 - 12/05
- AHEAD Education Foundation - Board of Trustees 01/02 - 12/05
- Ohio & Erie Canal Corridor Taskforce 12/00 - 12/05
- East Chicago Weed & Seed Safe Haven Site Committee Chairperson 01/99 - 12/00

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## PROFESSIONAL RECOGNITIONS & AWARDS

- Town of Palm Beach - 15 Year Service Recognition Award 2021
  - Town of Palm Beach United Way Chairman's Award 2017
  - Garden Club of Palm Beach - Appreciation Award 2011
  - Massillon Area Chamber of Commerce Member - J.S. Sanders Award 2005
  - City of East Chicago - Appreciation Award 2000
  - National Recreation and Park Association - Young Professional Award 1999
  - Town of Munster - Appreciation Award 1996
-