

MIAMI BEACH

February 25, 2021

Ralph Andersen & Associates
5800 Stanford Ranch Road,
Suite 410
Rocklin, California 95765
ATTENTION: Robert Burg

Dear Mr. Burg,

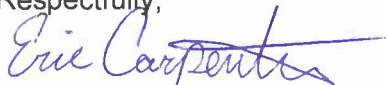
The purpose of this letter is to present my resume and express my interest in the City Manager position within the City of Miami Beach. I feel strongly that my 23 years of professional experience in both the public and private sectors provides me the perspective to apply bold leadership during both the good times and the challenging ones. I have been a steadfast part of the executive team at the City for approximately eight years. I have held the roles of Public Works Director, Assistant City Manager or both during my tenure, with oversight of a wide range of Departments and Divisions including Public Works, Parks and Recreation, Capital Improvement Projects, Parking, Building, Planning, Code Compliance, Transportation, Property Management, Environmental and Economic Development. I have managed operating budgets up to \$200 M and I have supervised up to 800 employees. I have worked hard to be a leader in the areas of infrastructure, service delivery, and community building.

The most important role of the City Manager is to provide an example of how the organization wants to be identified. In order to inspire individuals to be their best, you must show them that you are striving to be your best, every day. I am a firm believer in the strength of the human spirit and I also believe that there is an excellent group of individuals both inside the organization as well as the residents and business owners in Miami Beach. It would be my honor to be able to help them accomplish great things through lots of hard work; putting people in the best possible position to be successful; listening to the challenges; and setting very clear goals and objectives.

At this moment in time, most of the world is feeling isolated, worried about the future and unstable economically. It is at times like these that strong leadership is most needed to inspire confidence in the future, connect with people and show the way to a stronger economy. I believe that I am the person to serve that role. Since I was a child in the boy scouts, I have always gravitated to positions of leadership, and no matter what the endeavor, clubs, sports teams, professional organizations etc. I have held leadership positions. In each instance, when I engage in something, the end result involves leaving the situation better than I found it. I feel that I have already begun to accomplish this in my time here in Miami Beach between sea level rise adaptation, multiple public private partnerships to provide additional amenities to the City, sound planning for the future needs to continue the positive evolution of Miami Beach and building a customer focused approach to all of the services the City provides. I want to be able to take that to the next level in order to deliver even better results for the citizens of Miami Beach.

I thank you for taking the time to read this letter and consider my resume. I am available to discuss any questions that you may have and I hope to have the opportunity to compete for the privilege to be the next City Manager of Miami Beach.

Respectfully,



Eric Carpenter
Assistant City Manager
City of Miami Beach

ERIC T. CARPENTER, P.E.

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EXPERIENCE

City of Miami Beach, Miami Beach, FL

(May 2013 to Present)

Assistant City Manager/Director of Public Works

- Since August of 2015 I have served as an Assistant City Manager with an expanding portfolio of Departments and Divisions for which I have been responsible. These include Public Works, Parks and Recreation, Capital Improvement Projects, Parking, Building, Planning, Code Compliance and Economic Development. I report directly to the City Manager and oversee activities related to the infrastructure, public engagement, permitting and economic well-being of the City of Miami Beach, with significant direct interaction with the Mayor and Commission. That has included periods where I have been responsible for over 800 employees and at any given time there are more than 100 capital projects in different stages of planning, design and construction with a 5-year capital budget of nearly one billion dollars.
- I was the lead negotiator on several Development Agreements for projects valued more than \$750M that resulted in approximately 15 acres of additional park space within some of the most densely populated areas of Miami Beach, public improvements valued at more than \$75M as well as affordable and workforce housing units to provide additional opportunities to diversify the residential population of the City.
- I was heavily involved with the passage and implementation of a \$439M general obligation bond program. In addition, I was instrumental in finding a path to raise over \$300M in capital for the City of Miami Beach program for adaptation to sea level rise through creative methods such as tax increment financing and stormwater utility structuring. I oversaw the creation of a Community Redevelopment Agency in the North Beach area that will fund improvements to that area for years to come.
- I helped navigate the challenges of operating a primarily tourism economy through the Covid-19 pandemic with significant mid-year budget adjustments and furloughs of employees to avoid the need for more sweeping layoffs.
- I was heavily involved with the program to close out the renovation of the Miami Beach Convention Center, a nearly \$600M improvement of the 40 year old building to make it competitive for high end convention events that will continue to augment the economic stability of Miami Beach and Miami-Dade County.
- During my tenure as Public Works Director from May 2013 to April 2018 I was responsible to manage a Sanitation operation (providing municipal solid waste services as well as cleaning services for public spaces 19 hours per day seven days a week to keep a busy urban area and tourist destination clean); Property Management (responsible for maintenance and upkeep of over 4 million square feet of space within 96 buildings as well as managing boardwalks, beachwalks, and approximately \$3 Million annual capital renewal and replacement program); Engineering and Operations (that manage the operation and maintenance of approximately 23 million gallon per day water/wastewater system, a very complex stormwater system comprised of pump stations, gravity wells, outfalls and pollution control measures, 150 miles of roads, 23 city owned bridges, six miles of coastal dune, as well as management of the citywide Geographic Information System); Fleet Management (responsible for the maintenance, upkeep, operation and capital replacement of a fleet of approximately 1,200 vehicles and equipment); Transportation (responsible for a public transportation system and traffic engineering functions such as traffic signal modifications and expanding the citywide bicycle master plan) and Greenspace Management (responsible for planning and management of public landscape materials throughout the City including the regulation of all tree removal permits).

City of Doral, Doral, FL
Director of Public Works

(February 2006 to May 2013)

- In Doral I was able to build a four person maintenance operation into a full service Department handling operation and maintenance of approximately 55 miles of roads and landscaping, engineering, permitting, capital projects, creation of a stormwater utility, property management and public transportation. I was able to implement the first public transportation system in Doral, the Doral Trolley and played an integral role in the construction of a new \$22 million Government Center, \$8 million Public Works facility and approximately \$30 million in new parks construction.

Cherokee Enterprises Inc., Miami Lakes, FL
Project Manager

(July 2002 to February 2006)

- Entrusted to coordinate and implement a large-scale stormwater management and roadway restoration project. This project consisted of sites located throughout Miami-Dade County and involved the replacement of roadway drainage systems, roadway repairs as well as the maintenance dredging and improvement of canals damaged during severe storm events. Responsibilities on this project included: interfacing with different departments and officials within the County and various municipal entities to ensure the project was in alignment with the goals of each contributing entity; coordinating with design engineers, geotechnical engineers, and surveyors, to complete engineering designs in the most efficient manner possible; managing the work flow and backlog in order to expedite the design and construction of over 400 sites that met the funding requirements.

PMK Group Inc., Kenilworth, New Jersey
Project Manager

(November 1997 to July 2002)

- Responsible charge for multiple projects involving many facets of environmental and geotechnical engineering as well as construction management throughout the NY/NJ/CT area. Entrusted with managing large scale multidisciplinary engineering projects including site acquisition and redevelopment for several municipal entities, permitting and cost estimating for remediation and development of property with environmental issues including former Superfund sites; preparation of public bid documents; oversight of construction activities; and interfacing with regulatory agencies. Primary responsibilities included client relations, technical review for accuracy of work performed by colleagues, coordination of staff, and decision-making responsibilities for all aspects of project execution and billing.

CERTIFICATIONS/QUALIFICATIONS

- Florida Licensed Professional Engineer PE #0061421
- 14 years as member of Board of Directors for South Florida Branch of APWA (Chairman 2017-19)
- Awarded 2010 Government Engineer of the Year by Miami-Dade Branch of ASCE
- Florida Department of Transportation Intermediate MOT Certification
- Army Corp of Engineers Construction Quality Management for Contractors
- OSHA 40 hr, and 8 hr supervisor training

EDUCATION

- B.S. Engineering, Major in Civil, Minor in Chemistry, University of Maryland (Class of 1997)
- Continuing Education courses in Pressurized Water Flow, Pipe Design, Traffic Calming, Construction Quality Management, Construction Health and Safety, Issues in Design/Build Construction, New Developments in Greywater Irrigation, Problems and Risks Associated in Green Construction, Issues in Environmental Remediation, Brownfield Redevelopment, as well as Laws and Rules for Engineering Principles.

COMPUTER SKILLS

- MS Office, Microsoft Word, Excel, Access, Power Point, and Outlook, Microsoft Teams, GIS, Zoom

PROFESSIONAL AND PERSONAL REFERENCES

Available upon request