

April 1, 2022

Joseph Napoli, City Manager
City of Cooper City
9090 SW 50th Place
Cooper City, FL 33328

Re: Utilities Director Position, City of Cooper City

Dear Mr. Napoli:

Through your Public Works Director, I learned very recently that you are in the process of hiring a new Utilities Director for the City. Not knowing where you are in this process, I am submitting my resume for your kind consideration. If our mutual needs converge, I would be happy to be a part of your Team.

I am a registered **Professional Engineer** and **Certified General Contractor** in the State of Florida with a **Master's Degree** in Civil Engineering. As the **Public Works/Utilities/Engineering Director for 28 years** in the Cities of Fort Lauderdale, Coconut Creek, Tamarac and Cocoa Beach, I have applied my analytical skills in management and engineering to provide an effective leadership in many facets of the local government. In all the Cities I have worked for, I have delivered exemplary results. Specifically, I have:

- Managed complex organizational, financial and employee issues to deliver excellent services
- Restructured departments and mentored employees to improve efficiency
- Participated in pay and classification studies, cost allocation studies and union negotiation
- Amended and updated charter, ordinances and policies to remove unnecessary controls
- Developed programs through visioning sessions to improve quality of life
- Secured grants to supplement infrastructure projects and support other capital programs

At my most recent job as the Director of Public Works at City of Fort Lauderdale, I managed \$140 million operating budget and 650 employees, approximately. In a very short span of 17 months, I successfully:

- Managed completion of over \$100 million of construction work, including 7.5 miles of 54" force main
- Managed approximately \$100 million of design work
- Negotiated two (2) consent orders with Florida FDEP, offsetting \$3 million General Fund (GF) fines by using non-GF matching dollars and saved \$30 million by eliminating redundant projects
- Obtained \$10 million stormwater grant and managed other grant-funded projects
- Established groundwork for over \$3-billion infrastructure improvement program spread over 10 years
- Contributed in developing schematics of the tunnel proposed by Elon Musk's Boring Company

As a consultant, I have assisted the Cities of Deerfield Beach, North Lauderdale, Lauderdale Lakes and Cocoa Beach with various types of engineering and management assignments/projects. As the Consultant Municipal Engineer for Deerfield Beach, I resuscitated and successfully managed LAP, CDBG and DOJ mandated ADA compliance projects. In my resume, I have described my management and related experiences first (pages 1-3), followed by engineering/public works experience (pages 4-6).

My consulting firm, Total Municipal Solutions, Inc. is still registered and I would like to keep its registration current. I have one pro-bono development project in Davie where I am assisting a close friend put together teams in various stages of a townhouse project. This work is mostly done over the weekends or after hours and there should be no conflict of interest. If I am determined to be the successful candidate, I will put my consulting work on hold and not seek any new assignment unless approved by the City Manager in advance.

Please contact me for additional information at Rajvdavie@gmail.com or my cell, (954) 448-9056.

Sincerely,


Raj Verma, PE

RAJ VERMA, PE
2901 W. Abiaca Circle
Davie FL 33328 | (954) 448-9056
E-mail: Rajvdavie@gmail.com

EXPERIENCE OVERVIEW

30 years, including 28 years of senior administrative and professional work in planning, directing and supervising various operations of public services in management, finance, human resources, information technology, public safety, capital projects, project management, design, permitting, transportation, traffic, water, wastewater, stormwater, grant management, building maintenance, fleet, solid waste, landscaping, etc.

EDUCATION

- MS, Civil Engineering, Florida Institute of Technology, Melbourne, FL
- BS, Civil Engineering (Honors), MA College of Technology, Bhopal University, India

LICENSES

- Professional Engineer, State of Florida
- Certified General Contractor, State of Florida

WORK HISTORY

- Total Municipal Solutions President, 1/24/12 to Present
- City of Fort Lauderdale Public Works Director, 1/20 to 7/21, Assistant Public Works Director / Consultant Liaison, Infrastructure Task Force (Temporary, Part-Time), 12/17 to 1/19
- City of Deerfield Beach Municipal Engineer Consultant (Part-Time), 2/17 to 12/17 and CCNA Consultant, 1/18 to 1/21 (There may be slight variations in the timeline)
- Broward County Project Manager IV, Highway/Bridge Div. 5/14 to 5/15 (Short-term Assignment)
- City of Coconut Creek Utilities, Engineering and Public Services Director, 01/03 to 08/13
- City of Tamarac Public Works Director, 11/94 to 01/03
- City of Cocoa Beach Public Works Director and City Engineer, 05/87 to 11/94

EXPERIENCE

Management:

As the head of Public Services, Public Works, Utilities and Engineering departments:

- Prepared, presented and managed operating budgets between \$2 million and \$140 million
- Advised city commissions and various boards on financial, personnel, and capital programs
- Interacted effectively with elected and non-elected officials, residents and other groups
- Participated actively in strategic planning to develop long term goals for the communities
- Participated actively in charter review committees; implemented changes in codes for efficiency
- Streamlined departments and divisions for financial sustainability and maximum productivity
- Privatized inefficient operations but expanded critical in-house functions to optimize resources
- Developed infrastructure master plans to include roads, water, wastewater, stormwater, sea-level rise
- Developed high-performing work-groups through mentoring and "leading by example"
- Generated comprehensive reports and made presentations to various boards and groups
- Delivered exemplary and responsive public services through open communication

Finance:

- Analyzed budgets, reduced expenditures and improved productivity
- Identified new revenue sources to support various programs and made operations self-supporting
- Analyzed and recommended funding mechanisms for several capital programs
- Served on committee that recommended issuing revenue bonds for capital programs
- Participated actively in cost allocation studies; financed and completed additional capital projects
- Served on employee pension board
- Served on committee that designed early retirement program with positive results

In my first stint at Fort Lauderdale as a part-time/acting Assistant Director, I performed organizational assessment of the Engineering Division. The Division was experiencing some complex personnel issues with a deep disconnect between the “old” and “new” professionals. I successfully provided my findings and recommendations for reorganization. As an added responsibility, I provided the staff liaison services to the Infrastructure Task Force – first as the acting Assistant Director and later as a consultant.

In my second stint at Fort Lauderdale as the Public Works Director, I managed approximately \$140-million operating budget and 650 employees with main focus on infrastructure rehabilitation. In a very short span of 17 months, I successfully: managed completion of over \$100 million of construction work, including 7.5 miles of 54” force main pipes, managed approximately \$100 million of design work, negotiated two (2) consent orders with Florida Department of Environment Protection (FDEP), offsetting \$3 million General Fund (GF) fines by using non-GF matching dollars, obtained \$10 million stormwater grant and managed other grant-funded projects, established groundwork for over \$3-billion infrastructure improvement program over 10 years, saved \$30 million in identifying and eliminating redundant projects, and contributed in developing schematics of the tunnel proposed by Elon Musk’s Boring Company.

In Coconut Creek, I successfully streamlined utilities and engineering operations, which provided direct relief to the General Fund for approximately \$400,000 per year. Seeing the value and success of my efforts, the City Manager merged public works with utilities & engineering and directed me to bring the same efficiency to the expanded department. By mentoring and tapping into employee talent, I improved productivity using fewer resources. This resulted in additional savings to the General Fund in the amount of approximately \$500,000 per year. My streamlining efforts played a major role in avoiding employee layoffs during the Great Recession. In 2004, I successfully planned, designed and implemented the stormwater fee (enterprise fund) with limited participation of consultants. With the new revenue of \$1.3 million per year, I successfully implemented new programs and re-allocated costs to provide additional relief to the General Fund.

In Tamarac, I created an environment and team-spirit that developed the maximum potential of the employees. This helped the City complete many projects in-house, resulting in savings worth over \$2 million. In the area of enterprise fund, I analyzed, established and expanded stormwater utility fee to generate revenues up to approximately \$3 million annually to fund several stormwater programs, and provided relief to the General Fund through cost reallocation.

Human Resources:

- Served on the negotiating committee with blue collar employees union; earned respect for fairness
- Served on the personnel manual (equivalent of civil service code) revision committee
- Served twice on pay and classification study committee
- Served twice on employee benefits committee
- Managed union contracts and imposed discipline while maintaining competitive productivity
- Assessed and transformed with positive results employee issues affecting trust, productivity and morale
- Created a congenial work environment through honesty and open-door policy
- Encouraged participation of employees in all work related matters
- Expanded training of employees to reduce personnel cost and enhance productivity
- Mentored employees at all levels for personal and organizational growth

In Coconut Creek, Tamarac and Cocoa Beach, I inherited departments that were plagued with inefficiency and low morale. By providing a strong leadership, I transformed the work culture and induced a sense of ownership that resulted in exemplary customer-service by the employees. Through honesty, I was successful in developing trust among most employees. This brought out the best in them, including their commitment to their jobs and responsibilities.

Community Development / Redevelopment:

- Participated actively in developing high-density, mixed use main street project
- Revised ordinances to remove unnecessary controls and make approval process user-friendly
- Participated in developing and updating comprehensive plans
- Reviewed over 200 development (site and engineering) plans
- Participated in assessing establishment of community redevelopment agency (CRA) corridor

Master Plans:

- Streamlined and managed 10-year, \$3-billion infrastructure rehabilitation program in Fort Lauderdale
- Developed master plans for integrated and comprehensive road improvement program in Coconut Creek and Tamarac to include water, wastewater, stormwater, roadway, medians and landscaping
- Directed development of reclaimed water master plan for Coconut Creek
- Developed and managed stormwater master plans for the National Pollutant Discharge Elimination System (NPDES) permit/program in Coconut Creek, Tamarac and Cocoa Beach
- Developed a 10-year maintenance dredging master plan of waterways in Cocoa Beach
- Served as staff liaison for committee that developed their first 50-year aquatic preserve in Cocoa Beach

Information Technology:

- Served on various committees to identify, analyze and implement automation needs
- Assisted in developing long range plans
- Supervised mapping and data collection of public infrastructure for Geographic Information System (GIS)

Public Safety:

- Assisted in planning and upgrading police and fire station facilities
- Coordinated installation of emergency signals to enhance safety
- Developed public works and engineering elements of emergency plans
- Created and managed response teams for pre-storm and post-storm cleanup
- Participated in financial analysis for fund allocation between fire/rescue service and public works

Parks and Recreation:

- Designed, secured permits and grants, and supervised construction of several parks
- Redesigned and/or supervised construction of three (3) sports complexes

Grants:

Since 1987, initially as the Cities' Director and later as a consultant, secured and managed grants worth over \$16 million for various types of projects including undergrounding of overhead utilities, reclaimed water, wastewater, stormwater, roads, park facilities, landscaping and dredging of channels/canals.

Fort Lauderdale

- Designed and won \$10-million competitive stormwater grant to mitigate flooding in old neighborhoods
- Identified and made applications for other grants otherwise slated for funding by the City

Deerfield Beach

- Designed and managed CDBG grant for a sidewalk project
- Managed two (2) Florida Department of Transportation (FDOT) Local Agency Program (LAP) projects
- Assisted in planning and securing Safe Route to School (SRTS) grant from FDOT

Cocoa Beach

- Planned, designed, obtained permits, secured and managed grants from Florida Inland Navigation District (FIND) for dredging of public channels first as the Public Works Director/City Engineer from 1987 to 1994 and then as a consultant (Total Municipal Solutions) from 2008-2017
- Designed and obtained permits for dredging of muck from public residential canals to help restore seagrass in the Banana River / Indian River Lagoon. This region-wide project was funded by FDEP

Coconut Creek

- Planned, designed, secured and managed grant/project from FEMA / FDEM for undergrounding projects. They were the first utility distribution hardening projects in Broward County.
- Managed and closed out three (3) critical facility hardening and other roadway projects impacted by Hurricane Wilma and funded through FEMA / FDEM.
- Qualified, re-designed and managed grants/projects from FDOT for three (3) LAP projects, including resolving complex design and construction issues related to a disputed major arterial roadway
- Planned, designed, secured and managed grants/projects from the Florida Department of Environmental Protection (DEP/CBIR) for stormwater and reclaimed water projects

- Managed grant from FDOT for landscaping project on SR 7 with \$400,000 savings during the Great Recession. This helped save many jobs at the City
- Planned, secured and managed grant for American Recovery and Reinvestment (ARRA) project.
- Planned, designed and managed CDBG grant for a sidewalk project

Tamarac

- Secured and managed grant from the Florida DCA to partially build 4-lane Hiatus Road to stimulate economic development
- Secured and managed several roadway and landscaping projects through FDOT/ISTEA grants

Capital Improvement Program/Major Public Works, Utilities and Engineering Projects [1987-2021]:

Total Municipal Solutions

- **\$1 million Sidewalk / X-Walk Projects, City of Deerfield Beach** – Designed, coordinated and supervised construction of several FDOT/LAP, CDBG and ADA compliance projects throughout the City
- **\$8 million Ocean Rescue Headquarters, Miami-Dade County** – Managed subconsultant to design structural and civil engineering components of the 8,000 SF facility
- **Pioneer Grove Activity Center, City of Deerfield Beach** – Re-evaluated planning study performed by a major engineering firm for adequacy of infrastructure improvements to support redevelopment of downtown area, updated cost estimates and recommended funding alternatives
- **\$1.6 million 200 Channel, Spoil Island Development and 400 Channel Dredging, City of Cocoa Beach** - Performed full program management, including planning, environmental assessment, design, permitting, grant management, specification development, CEI and closeout
- **\$2.8 million Residential Canal Muck Cleaning, Subconsultant, City of Cocoa Beach** – As a subconsultant to the City, prepared permit application (ERP) for the FDEP’s grant-funded regional initiative of dredging muck from 36 residential canals to restore seagrass in the Banana River
- **Operations Assessment for Public Works and Infrastructure Task Force Support, City of Fort Lauderdale** - Provided assessment of City’s Engineering Division/PW and suggested improvements, acted as department liaison for City’s Infrastructure Task Force Committee responsible for recommending infrastructure projects worth over \$3 billion
- **Operations Management and Employee Development for Engineering Division, City of Deerfield Beach** - Guided and assisted engineering personnel in managing different types of in-house and contracted projects, reviewing engineering plans, supervising two LAP and one CDBG projects, designing in-house projects, and acting as liaison between the City and regulatory agencies
- **Operations Assessment and Blue-Collar Supervisory Development for Highway Bridge Maintenance Division, Broward County** – As Project Manager IV assisted Division Director in developing management skills of blue-collar supervisory personnel; provided support for general management including job reviews, hiring and disciplinary actions; supervised setup of Fleet Services
- **\$35 million 100-foot high Hilton Hotel, Private Development, Fort Lauderdale** – Acted as owner’s representative for a new Hilton Hotel. Responsibilities consisted of full program management, including development of scope of work for subconsultants, design/permitting/platting assistance and development of various technical and financial agreements
- **Traffic Engineering Consulting, City of Deerfield Beach** – Acted as City’s traffic engineering consultant, both directly and through subconsultant, for new development and FDOT projects
- **Canal Bank Evaluation and Seawall Construction, City of North Lauderdale** – Planned, developed investigative concepts, developed specifications for specialty subconsultants and evaluated findings. Prepared final report, recommending repair and restoration of the fractured canal bank across three (3) properties. Managed construction through specialty subconsultant
- **Solid Waste Recycling Issues Study, Broward County** – Was a subconsultant to Arcadis US, Inc. (prime consultant) that developed a White Paper entitled “Solid Waste and Recycling Issues Study” to increase recycling to 75% in Broward County

- **Relocation of Fumigation Facility, Miami International Airport**, subconsultant to FONS Architecture – Prepared site plan, performed civil engineering design calculations and assisted in obtaining permits
- **Street Evaluation Study, Hawaiian Gardens, City of Lauderdale Lakes**- Performed pavement analysis, including stormwater, water and wastewater infrastructure, and recommended rehabilitation strategies in stages to save monies
- **Development of GIS Map, City of Lauderdale Lakes** – Through subconsultant, developed GIS data base and map for their stormwater infrastructure to prepare NPDES compliance report
- **Rehabilitation of Pier/Boat Dock, City of Deerfield Beach** - Designed and obtained permits for boat dock at Pioneer Park

City of Coconut Creek

- **\$2 million per year Stormwater Utility Fee** – Introduced new stormwater fee; did most groundwork in-house; updated and re-arranged capital projects and provided relief to General Fund
- **\$32 million 7-Year Comprehensive Street Improvement** – Completed planning studies using in-house resources
- **\$3.5 million Education Corridor (Coconut Creek Parkway)** - A Federally funded LAP Project reassigned to me due to cost overrun and eight (8) years behind schedule. Under my direct supervision, the project was substantially re-designed, permitted and fully funded. The project was completed under the successor Department Director
- **\$5 million Overhead to Underground (of FPL distribution lines, ATT and Comcast)** - Partially funded by FEMA, the project required extensive coordination with several utilities. Supervised planning, design, grant management and substantial completion
- **\$6.5 million City EOC-BSO Regional Flee-to Building Project** – Planned; performed feasibility analysis for sharing the facility with BSO as a future regional facility; supervised design; and managed budget. The project was completed under the successor Public Works Director and won national APWA award
- **\$5.8 million Water Tank and Utilities Administration Building** – Planned; analyzed hydraulic feasibility; and supervised construction. The project was completed with less than 1% change orders.
- **\$4.5 million Coconut Creek High School** - A joint project with the School Board, it was reassigned to me as part of reorganization to control substantial cost overruns and delays. The project was completed without additional change orders
- **\$3 million Lyons Road Comprehensive Improvement** - Planned, supervised design, and obtained grant funding for this multi-phased project. One phase was completed under my supervision, which included installation of reclaimed water lines; upgrades of stormwater system; construction of new ADA complaint sidewalks; and resurfacing
- **\$1 million Lift Station Rehabilitation** – Planned; and supervised design and construction. The project was undertaken to improve capacity and hydraulic performance of the wastewater system. It was completed under budget
- **\$1 million SCADA System Upgrade** - Planned and coordinated with IT Department to make the system both wireless and radio based
- **\$2 million Canal Maintenance Dredging** - Coordinated permitting with Cocomar District (Broward County) and managed the dredging operation using in-house staff. Obtained permit for the second phase using in-house staff
- **\$1 million State Road 7 Landscaping** - Supervised design and construction of this grant-funded FDOT project using in-house resources; saved approximately \$400,000

City of Tamarac

- **\$1 million per year Stormwater Utility Fee Increase** - Performed cost-analysis to enhance maintenance of residential canals and re-appropriated department budget to provide relief to General Fund
- **\$15 million 7-Year Comprehensive Street Improvement** - Completed planning studies using in-house resources, developed program budget and coordinated with Finance Department, the issuance of revenue bonds to fund construction. The project included upgrades / rehabilitation for water, wastewater and stormwater systems; sidewalks / curbing, where necessary; milling / resurfacing; median enhancements and landscaping. The project was substantially complete when I moved to Coconut Creek

- **Hiatus Road Expansion, between Commercial Boulevard and McNab Road** - Obtained grant and supervised design / construction. The project was completed on time and provided impetus to new development in City's Commerce Park
- **Community Center** - Provided technical and administrative support to the consultants and contractor
- **Groundwater Contamination Mitigation** - Coordinated remediation with the State and Broward County
- **\$500,000 Team Sport Complex** – Supervised design and construction of the earliest phase of the project. The complex has since expanded significantly
- **Park Projects: Caporella and Linear Park** - Planned and performed site work using in-house resources.
- **\$2 million Stormwater Master Pump Station Reconstruction / Replacement** - Supervised design; identified funding; and resolved issues as the master pump stations were located on FPL easement
- **\$1 million Citywide Sidewalk FDOT Grant Funded** - coordinated design and provided professional guidance to the FDOT consultants in public meetings and construction

City of Cocoa Beach

- **\$1 million per year Stormwater Fee** - Provided technical support to the consultant to implement one of the first stormwater fees in the State and Brevard County. Developed capital program; performed analyses; and re-appropriated General Fund expenses
- **Maintenance Dredging Master Plan** - Developed long-term master plan for public channels and residential canals using in-house resources. Obtained grants from Florida Inland Navigation District (FIND). Supervised construction of spoil sites and dredging of six (6) channels connecting to AICW
- **NPDES Master Plan** - In anticipation of National Pollutant Discharge Elimination System (NPDES) permit, planned capital projects to upgrade stormwater management systems using resources from Florida Institute of Technology (FIT) and in-house; and installed pollution control devised at all outfalls discharging into Banana River, an Outstanding Florida Water Body (OFW) / Aquatic Preserve
- **Reclaimed Water Project** – Provided engineering support during construction of reclaimed water project, which was funded by the Florida Department of Environmental Regulation (DER, new name DEP). Cocoa Beach was one of the first agencies in the State to pursue the reuse concept, behind St. Petersburg, Florida
- **Team Sports Complex** - Due to sizable cost overrun, the project was re-assigned to the in-house staff instead of outside contractor. Re-designed the entire project; provided on-the-spot training to the City employees; and completed construction within budget
- **Park Projects: Shepard Park, Ramp Road and Constitution Bicentennial** – Planned; designed; obtained permits from Florida DER using in-house resources; and supervised construction

Teaching:

- Taught applied mechanics; surveying, materials and structures labs as adjunct faculty and graduate teaching assistant respectively at Florida Institute of Technology, Melbourne, Florida

DISTINCTION

- Served as Staff Liaison to Infrastructure Task Force Committee, City of Fort Lauderdale
- Served on Employee Pension Board, City of Cocoa Beach
- Served on Benefits Committee, City of Tamarac
- Served on Technical Advisory Committee, Water Task Force, Broward County
- Served on Technical Advisory Committee, Resource Recovery Board, Broward County
- Served on Construction Review Committee, Broward County School Board
- Served on Technical Advisory Committee, Metropolitan Planning Organization (MPO) Brevard County
- Appeared in Marquis Who's Who in Science and Engineering