

## **HORACE A. McHUGH, ICMA-CM**

[Horace.McHugh@gmail.com](mailto:Horace.McHugh@gmail.com)

Cell: (954) 940-1972

### **CAREER SUMMARY**

Experienced public administrator with over thirty-three (33) years of municipal experience, including twenty-one (21) years as a senior executive, directing administrative, operational, and strategic activities; demonstrating strong leadership, management skills and a broad knowledge of municipal functions.

### **PROFESSIONAL EXPERIENCE**

#### **Deputy City Manager**

City of Deerfield Beach,

Population:87,325; Employees:401FT/99PT; Budget:\$376MM;

**6/2022 to 6/2025**

Deerfield Beach, Florida

General Fund:\$165MM

- Supported the City Manager in framing the strategic direction of the City; development of policy and long-range plans; oversight of daily operations/projects; development and implementation of the capital and operational budget.
- Directed the development of the Annual Budget, the 5-year \$227M CIP, and the completion of the ACFR, during the vacancy of the CFO and Assistant Finance Director.
- Coordinated the development of long-term operational and capital plans, funding strategies and multi-year rate recommendations for the three major enterprise funds (Water, Stormwater, Solid Waste) to ensure fiscal health, auditor compliance, regulatory compliance, and implementation of critical infrastructure projects.
- Provided strategic input in critical policy matters, such as conversion of Stormwater billing to non-ad valorem; fleet replacement plan for Solid Waste equipment; executive compensation; pay & classification study; and the recruitment for hard-to-fill positions.
- Coordinated executive recruitment for several directors/assistants and provided key leadership to the departments during vacancies of their executive leaders.
- Coordinated the response to concerns in the Auditor General's (AG) operational audit and prepared corrective actions to address findings.
- Collaborated with multiple departments to initiate the Downtown Redevelopment and Town Center initiative, including receiving proposal for needs assessment, and partnership with ULI to engage community input.
- Coordinated the implementation of the \$3.5 million Enterprise Resource Program (ERP) to replace existing financial software and generate process improvements, with anticipated go-live for two (2) modules in FY25.
- Finalized the development of the 5-year Strategic Plan and the City's Core Values.

#### **Interim City Manager & Assistant City Manager**

City of North Miami Beach,

Population:42,900; Employees:365FT/160PT

Budget:\$167MM;

**1/2020 to 9/2021**

North Miami Beach, Florida

General Fund:\$65MM

- Lead the organization through a transition period that included: departure of the City Manager and recruitment of a replacement; on-boarding of an Interim City Attorney; developing Solid Waste operational alternatives; labor negotiations; recruitment of key directors; and appointment of police chief.
- Provided executive support in leading the organization through a pandemic; insourcing the water utility operations; census community outreach; ransomware attack; and other major operational and policy challenges.
- Supervised and provided strategic direction to the departments of: Building; Economic Development & CRA; and Development Services (Planning, Zoning & Code).
- Guided the development of a CRA 5-year Strategic Financial Action Plan and Incentive Programs, designed to spur redevelopment and growth of the CRA's tax base.

**Deputy City Manager****2/2019 to 1/2020**

City of Coral Springs,

Coral Springs, Florida

Population:130,000; Employees:873FT/200PT Budget:\$298MM; General Fund:\$134MM

- Supervised and provided strategic direction to the departments of: Budget & Strategic Planning; Public Works & Utilities; Building; Economic Development & CRA; Development Services (Planning, Zoning & Code); Communications & Marketing, and ensured that departmental activities were aligned with city's strategic goals.
- Merged CRA with Economic Development Department, as a means of providing greater support and efficiencies in both areas and generating cost savings.
- Developed a comprehensive Stormwater Management Plan and obtained adoption of a Stormwater Fee to fund the Plan. Obtained \$2.8M in related grants.
- Guided the five-year financial model used to project future actions with millage, rates, expenditures, capital and future planning.
- Provided general policy guidance for development of an early retirement program; employee compensation study; restoration of a historical bridge; solid waste contract extension; city hall security hardening; and economic development study.

**Chief Administrative Officer/CAO (City Manager)****4/2015 to 2/2019**

City of Plantation,

Plantation, Florida

Population:92,000; Employees:800FT/200PT; Budget:\$225MM; General Fund:\$151MM

- Directed the preparation and administration of the City's operating & capital budgets, major policies, long range plans, strategic initiatives, departmental operations, and labor relations, based on general direction from the Mayor and Council.
- Initiated a \$60 million capital bond process, including: community outreach, bond marketing, bond validation, bond ratings, bond sale, project design and construction.
- Initiated revision of the land development codes, area studies, safe neighborhood district studies, and concept plans.
- Served as Recovery Director in charge of the \$21 million hurricane debris removal and oversaw the \$18.5 million reimbursement from FEMA.
- Initiated business development, business attraction, relocation incentives, and project development activities.
- Oversaw classification/compensation study for staff and the pay adjustments to achieve salary equity; and executive recruitment, including recruitment of 6 directors.

**Assistant City Manager****11/2008 to 4/2015**

City of Oakland Park,

Oakland Park, Florida

Population:43,000; Employees:286FT; Budget:\$97.9MM; General Fund:\$43.8MM

- Directed the daily activities of city departments (including organizational effectiveness and process improvement), based on general direction from the City Manager.
- Directed the preparation and administration of the City's operating and capital budgets, strategic plan, business plan and annual project initiatives.
- Provided oversight of labor relations, including four bargaining units, the Civil Service group and contract employees.
- Developed a \$27MM water-sewer improvement program replacing 80,000 lineal feet of substandard lines; initiate design, permitting and construction.
- Established strong bond rating (AA-) from Fitch and Standard & Poor's rating agencies.
- Secured \$27MM financing from sale of municipal bonds to fund capital improvements.
- Achieved national accreditation of the Parks & Leisure Department, meeting 143 of the 144 standards of measure.

**Assistant City Manager**

City of Miami Gardens,

Population:110,000; Employees:525FT; Budget:\$152MM; General Fund:\$71MM

**3/2004 to 11/2008**

Miami Gardens, Florida

- As the city's first Assistant City Manager (and fifth employee), provided executive support in developing policies, service levels, establishing priorities, negotiating contracts, addressing revenues, financial issues, Council liaison and community interaction.
- Established and provided line responsibility for the following departments: Financial Controls; Purchasing; Human Resources & Risk Management; Information & Technology; Fleet & General Services; and Events & Media Relations.
- Member of Executive Team responsible for setting up the financial structure; securing over \$33MM in grant funding; obtaining CDBG designation for the city; adopting the city's first CDMP, Town Center Plan, Park's Master Plan and Strategic Plan; implementing the city's first bond sale; and initiating the startup of a 225+ member police force.
- Recruited the executive staff; developed Personnel Procedures; established health insurance; implemented electronic HR system, claims & liability processing.
- Developed the data network, phone & voicemail network, security alarm & access control, website and audio-visual systems.
- Acquired the \$6.1MM cars, trucks and heavy equipment used by the city and the required replacement schedule, maintenance, servicing and fueling requirements.
- Developed a centralized Purchasing Division, participating in state & co-op contracts, providing business outreach and developing preferences for local vendors.
- Established Accounting & Financial Controls, which included accounts payable, accounts receivable, cash handling, processing of payroll and retirement.
- Developed the Communications, Special Events & Media Relations areas, including: newsletter, special events, festivals, website publication and media relations.
- Managed property acquisition, relocation of City Hall, design and construction of expansion facilities, lease and property maintenance.
- Implemented equipment and connections for setting up a new 24/7 Police Department, including phone & data network, mobile laptops, and other communications devices.
- Implemented \$1MM Voice over Internet Protocol phone system over city facilities.
- Implemented a \$1MM financial software system, necessary to support the general ledger, parcel & permits, payroll, human resources and other systems.
- Produced annual 2-day, \$1MM international jazz festival, attracting 25,000 attendees.

**Assistant to the City Manager**

City of Fort Lauderdale,

Population:170,000; Employees:2,500; Budget:\$601MM; General Fund:\$415MM

**3/1992 to 3/2004**

Fort Lauderdale, Florida

***Fire-Rescue Department* 2001 to 2004**

- Acquired daily experience in the administration of the Fire-Rescue Department.
- Oversaw the agency's "accreditation" designation by Commission on Fire Accreditation International (CFAI), by conducting a self-assessment of the department's operations (governance, administration, staffing, equipment, facilities, etc.).
- Administered the imposition of the department's annual \$9.9M Fire Assessment fees.
- Initiated & oversaw \$40MM construction & facility improvements to the 13 fire stations.
- Project manager for the \$130MM public safety bond initiative to address capital needs of the Fire-Rescue and Police Departments.
- Developed comprehensive 10-year replacement and funding plan for the Fire-Rescue department's equipment and \$9MM apparatus needs.
- Increased revenues through delinquent EMS Transport billing procedures, EMS Transport fees and Fire Assessment rate adjustments.

*Public Services Department*    **1999 to 2001**

- Acquired daily operational experience in Public Works & Utilities, including infrastructure repairs; capital planning; facilities expansion; establishing utility rates; water-wastewater treatment; distribution & collection systems; environmental services; engineering and architecture.
- Project manager for comprehensive hazard assessment required by US EPA, to address regulated chemicals used in our utility treatment facilities.
- Project manager for comprehensive analysis of the maintenance and operation of the sewer systems (pump stations, equipment, plants, etc.), as required by US EPA.
- Implemented a \$7.5MM utility meter replacement program for 60,000 meters, generating a 15% utility revenue enhancement.
- Developed stabilization plan and managed the \$275,000 redevelopment of a 100-year-old, abandoned, historic, community cemetery.
- Implemented a Community Transit Program, which involved 9 routes and 30,000+ annual riders, to areas of the city underserved by the county's Mass Transit system.

*City Manager's Office*    **1992 to 1999**

- Performed strategic planning, policy formulation, citizen response and administration of interdepartmental projects.
- Established and operated a Homeless Safe Zone and worked with the County, business and residential communities to establish a regional Homeless Assistance Center.
- Organized public and private sector efforts to implement bus shelters, park & ride services, downtown circulators, week-end shuttles and other Downtown traffic mitigation & received \$1.7MM operating grant to assist in funding.
- Conducted pay equity study for 150 unionized job classes (representing 950 employee positions) as well as employee assessments, position audits and grievance deliberations for personnel in both the management and professional categories; Developed alternative, innovative and cost-effective strategies for service delivery, as a member of cooperative labor-management team.

**Bank Manager, Division Supervisor, Funds Control Clerk****5/1980-8/1991**

Manufacturers Hanover Trust Bank,

New York, NY

- Managed the daily department's operations (2,500 transactions, \$6BB, 25 employees), performing International Fund Transfers, Electronic Wire Transfers, and daily overnight investments in international overseas accounts.

**EDUCATION**

- Senior Executive Orientation (SEO) Program – Leadership Broward Foundation
- ICMA Senior Executive Institute – Univ. of Virginia's Darden Business School, Va.
- Credentialed Manager – ICMA Credentialing Program
- MBA - Financial Management, Pace University, New York, NY
- BBA - Corporate Finance, Pace University, New York, NY

**PROFESSIONAL AFFILIATIONS**

- ICMA - ACAO Committee, Ethics Committee, Conference Planning Committee
- FCCMA-Ethics Committee, Past President, President, Secty/Treasurer & Board Member
- Broward City & County Management Association (BCCMA)
- Miami Dade City & County Management Association (MDCCMA)
- Leadership Broward Foundation, Inc. (LBF) & Leadership Fort Lauderdale (LFL)