

City of Punta Gorda Online Application

Gardner-Young , Caryn - AppNo: 3116

Date Submitted: 4/9/2020

Personal Data

Name: Caryn Gardner-Young
(First) (Middle Initial) (Last)
Other name(s) under which transcripts, certificates, and former applications may be listed:

Other: Caryn Gardner
(First) (Middle Initial) (Last)

Email Address: Caryngyoung@gmail.com

Postal Address

Permanent Address	Present Address
Number & Street: 10874 Jefferson Way	Number & Street:
Apt. Number:	Apt. Number:
City: Boynton Beach	City:
State/Province: FL	State/Province:
Zip/Postal Code: 33437	Zip/Postal Code:
Country: United States of America	Country:
Daytime Phone: (561) 891-9788	Phone Number:
Home/Cell Phone: (561) 891-9788	

Employment Desired

Closed Vacancy Desired:	Date Last Submitted	Experience in Similar Positions
JobID: 480 Council Appointed: City Manager at City of Punta Gorda, Florida	4/9/2020	10 years

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Veterans Preference

* Are you claiming Veterans Preference?

NO

The state and its political subdivisions shall give preference in appointment and retention in positions of employment to:

**Disabled veterans who have served on active duty in any branch of the United States Armed Forces, have received an honorable discharge, and have established the present existence of a service-connected disability that is compensable under public laws administered by the United States Department of Veterans Affairs; OR

-

**Disabled veterans who are receiving compensation, disability retirement benefits, or pension by reason of public laws administered by the United States Department of Veterans Affairs and the United States Department of Defense.

-

**The spouse of a person who has a total disability, permanent in nature, resulting from a service-connected disability and who, because of this disability, cannot qualify for employment; OR,

-

**The spouse of a person missing in action, captured in line of duty by a hostile force, or forcibly detained or interned in line of duty by a foreign government or power.

-

**A veteran who has served on active duty at least one day during a war-time period, and separated with an honorable discharge.

-

**The un-remarried widow or widower of a veteran who died of a service-connected disability.

-

**A veteran in receipt of any Armed Forces Expeditionary Medal.

-

Branch of Service

Date of Entry

Date of Discharge

Please upload a copy of the DD214 and any other documentation you received when you separated from service that substantiates your claim for Veterans Preference.

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Basic Information - All applicants

* Have you ever been employed with the City of Punta Gorda before?

NO

If Yes, give date(s) and position(s)

* Do you have any friends or relatives that work for the City of Punta Gorda?

NO

If Yes, state name(s), relationship(s), and department(s)

* Are you currently employed?

NO

* Are you currently on lay-off from employment and subject to re-call?

NO

* Are you eligible to work in this country? Proof of citizenship or immigration status will be required upon employment

YES

* Date available to begin work

03/20/2020

* Desired Salary Range?

\$160,000

* Shift?

1 (Morning)
 2 (Afternoon/Evening)

* Type of Employment?

Full Time

* If required, can you travel?

YES

* Are you currently under contract with another employer?

NO

If you answered "Yes" to the question above, please name the employer.

If you answered "Yes" to the question above, when does the contract expire?

When may we contact your present employer?

Have you ever failed to be rehired, been asked to resign a position, resigned to avoid termination, or been involuntarily terminated (dismissed, not laid off) from employment?

NO

If you answered "Yes" to the question above, please explain.

* Do you have a valid Florida driver's license?

Yes

* Do you have a Commercial Driver's License (CDL)?

No

If you have a CDL, what class is it?

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Education

Please tell us about your educational background beginning with the most recent.

Highest Degree Attained: Ed.D/Ph.D/etc.

Colleges, Universities and Technical Schools Attended:

Name and location	Dates Attended: From - To	Major area of study	Degree	Date Conferred or Expected	Graduated
SUNY @ Binghamton	08/1978 06/1982	Geography/environmental studies	Bachelors	06/1982	Yes
FAU	09/1999 08/2002	Public Administration	Masters	08/2002	Yes
DePaul University	08/1982 06/1983	Law	Doctorate	06/1985	Yes

List honors, awards or distinctions you have earned:

Experience

Starting with your present or last job, please give your employment history for the last ten (10) years. Include any job-related military service assignments and volunteer activities. You may exclude organizations that indicate race, color, religion, gender, national origin, disabilities, or other protected status.

Current or Most Recent Position		Employer Contact Information			
City of Delray Beach Assistant City Manager		100 NW 1st street Delray Beach, Fl United States of America			
Date From - Date To:	03/2017 - 09/2019	Full or Part Time:	Full	Last Annual Salary:	
Reason(s) for Leaving:	Looking for stability and better work life balance.				
May we contact this employer?	No				
Responsibilities and Accomplishments at this Position	Oversight of almost all departments. Supervised over 250 employees. Successfully obtained \$300,000 grant from state for improvements at Beach, implemented new electronic lien program, reduced solicitation time for capital projects by three weeks, reduced retirement fund costs to employees and implemented downtown parking program.				

Previous Position Held		Employer Contact Information			
City of Parkland Management Consultant		6000 University Drive Parkland, Fl United States of America			
Date From - Date To:	12/2016 - 06/2017	Full or Part Time:	Part-Time	Last Annual Salary:	
Reason(s) for Leaving:	Contract expired				
May we contact this employer?	Yes				
Responsibilities and Accomplishments at this Position	Assist Acting City Manager on an as needed basis				

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Experience Continued

Previous Position Held		Employer Contact Information		
City of Parkland Interim City Manager and City Manager				
Date From - Date To:	02/2007 - 11/2016	Full or Part Time:	Full	Last Annual Salary:
Reason(s) for Leaving:	Looking for new challenges and opportunities			
May we contact this employer?	Yes			
Responsibilities and Accomplishments at this Position	Chief Executive Officer of 139 employees and \$46 million budget. Oversaw all departments including parks, planning and zoning, engineering, library, building, HR, IT, finance, public works, law enforcement and fire. Successfully maintained or reduced millage rate, improved ISO rating from Class 3 to 4/9, rewrote personal rules and regulations and created wellness program.			

Language and Translation Skills

* Do you know any language other than English?

No

IF YOU INDICATED "YES" ABOVE, PLEASE INDICATE YOUR OVERALL PROFICIENCY BELOW FOR THE LANGUAGE SPECIFIED.

Definitions of proficiency:

- * Beginner Level: You are basically a student of the language and enjoy working with it. You cannot be depended on to apply this language reliably in a real world situation.
- * Business Level: You are experienced enough with the language to conduct business in it. You are able to engage a native speaker of this language without offending them. You are able to take instructions in this language and carry them out without error.
- * Fluent Level: You are fully versed in this language, speaking, reading and writing it as well as a native speaker. You can keep up with a fast-paced dialogue between two native speakers of this language.

SPANISH

FRENCH

CREOLE

OTHER

Specify which language(s) other than those above in which you are proficient at a Business Level or Fluent Level.

In order to qualify for language translation premium, an employee must be able to communicate at the Business or Fluent Level.

Professional References

	Reference 1 of 5	Reference 2 of 5
Name:	Andy Berns	Burgess Hanson
Current Position:	Town Administrator for Southwest Ranches	Executive Director of Indian Trails Improvement District
Best Contact Number	954 471-6573	954 480-4263
Mailing Address:		
Email:	aberns@southwestranches.org	
Relationship to Candidate:	Friend and Fellow City Manager	Friend/ was City Manager of Deerfield Beach
Years Known:	Over 5 years	Over 5 years

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Professional References cont.

	Reference 3 of 5	Reference 4 of 5
Name:	Mark Weissman	Anna Marie Studley
Current Position:	Retired	VP
Best Contact Number	954 692-4745	954 448-8543
Mailing Address:		
Email:	electweissman@gmail.com	annamaria.studley@gehringgroup.com
Relationship to Candidate:	Friend/ ex commissioner	Friend/contractor relationship
Years Known:	Over 10 years	Over 10 years

City Manager Supplemental Questionnaire

1. How would you describe the relationship between an elected City Council and their appointed City Manager (chief executive)? Describe your experience(s) in managing that relationship. If your experience does not reflect a direct superior/subordinate relationship with elected officials, please describe your perception of this dynamic, and how you would go about ensuring that the relationship is positive and successful.
 2. What is your experience with open records laws, or as is colloquially known in Florida as "Sunshine" law? If you are not from Florida, please describe the standard for open records in the state(s) where you have served, and any challenges you may have had in complying with such laws.
 3. Please describe your experience(s) in dealing with the following agencies, the circumstances that drove your involvement with them, and the level of success you achieved in working with them:
 - FEMA
 - State regulatory agencies (please identify)
 4. The City of Punta Gorda's current City Manager has been in place for approximately 15 years. His group of direct reports has been stable, and has been in place for a minimum of two years, with several having served ten or more years. Describe the challenges you foresee with taking the place of the retiring City Manager and how you will approach this process.
 5. Please evaluate the following leadership traits, and determine which is most important to you. Why did you choose that characteristic? Describe a situation from your past that may have led you to feel this way.
 - Strong management skills and ability to develop, lead, and nurture high performance and a professional atmosphere.
 - Excellent writing and communication skills (including interpersonal communication).
 - Highly collaborative, organized, and efficient. Strong work ethic and demonstrated conflict resolution skills.
 - Strategic thinker and planner, problem solver, and ability to lead the council and staff in ongoing strategic planning and implementation efforts.
 6. As a coastal community, the City of Punta Gorda has been exposed to natural disasters over the past fifteen years, resulting in catastrophic damage to buildings and infrastructure throughout the community. What is your experience with emergency preparedness and recovery? If you do not have a natural disaster to use as a point of reference, you may use an organizational, public safety, or political crisis with which you had to deal. Please describe the actions you took, before (if applicable), during, and after the emergency, and the level to which you were successful.
 7. The City of Punta Gorda is currently engaged in a citizen-driven initiative focused on defining what the community and its leadership want the City to be, over the next several years, in terms of character, culture, and livability. A term that frequently is a focal point in the conversation is "managed growth." Explain what this means to you. What is your experience with respect to citizen master planning efforts, and how did you "manage growth?" To what level do you think your efforts were successful?
- Please click on the link that follows to upload the file(s) containing your responses to the questions.

[Punta Gorda Questions.docx](#)

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City Manager Job Description

Click the following link and read the file.

* Are you a member of the ICMA?

Yes

If you are a member of the ICMA, do you hold the ICMA Credentialed Manager designation?

Yes

If you hold the ICMA Credentialed Manager designation, please upload the document(s) you received from the ICMA certifying that you are credentialed.

[Certificates.pdf](#)

By clicking on the link below, I certify that I meet, or exceed all the minimum requirements as a candidate for this position. I also certify that all the information I have provided in this section is accurate and truthful.

X

Signed: **Caryn Gardner-Young**

Stamped: 3/12/2020 8:06:23 PM; 174.48.171.241; Applicant - #3116 - Caryn Gardner-Young;

Drug Free and Certification

The City's Drug-Free Workplace Policy is aimed at ensuring '0' tolerance to illegal drugs at all times and its alcohol-free policy to '0' tolerance under circumstances that affect or might affect the safety and well being of employees, citizens, and others, or the effective operation of City business.

Unless the law requires otherwise, the City will not hire an applicant who uses, possesses, sells, distributes or cultivates illegal controlled substances or has an alcohol-related problem that the City believes will or may adversely affect the efficient operation of City business. To the extent allowed by applicable law, the City, at its option, may require successful completion of one(1) or more drug screening tests as a condition of employment. Whenever applicants for employment are to be test for the presence of illegal controlled substances, they shall be informed of the test in advance and in writing.

By completing this application, the applicant certifies that he/she has received advance, written notification of testing for illegal, controlled substances.

I Certify that the answers given herein are true and complete. If I am employed, I understand that false or misleading information given in my application or interview(s) may result in discharge.

I understand, also, that I am required to abide by all rules and regulations of the City of Punta Gorda, and that my employment relationship with the City is 'at will,' which means that I may resign at any time and the City may discharge me at any time with or without cause. This 'at will' relationship may not be changed or modified for any reason unless specifically acknowledged in writing by an authorized executive of the organization.

I understand that this employment application becomes the sole property of the City of Punta Gorda, is a public record, and may be inspected by any member of the public for any reason.

Electronic Signature

X

Signed: **Caryn Gardner-Young**

Stamped: 3/12/2020 8:06:58 PM; 174.48.171.241; Applicant - #3116 - Caryn Gardner-Young;

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Release to Gather Credit Information

AUTHORIZATION FOR RELEASE OF CREDIT/PERSONAL BACKGROUND INFORMATION

I, the undersigned, hereby authorize any and all financial institutions, credit bureaus, credit processing companies or other credit assembling entities to provide a consumer report and documentation of my current credit status to the City of Punta Gorda for employment purposes. I also authorize the City of Punta Gorda to conduct a background check through access to law enforcement databases, including the National Criminal Information Center (NCIC) and Florida Criminal Information Center (FCIC). Because this authorization is used for pre-employment purposes, I, the undersigned, also grant permission for criminal records (including felony and misdemeanor records), motor vehicle records, and employment records, including worker's compensation investigations, medical records, and education backgrounds to be released to the City of Punta Gorda.

I authorize this release of information solely for the purpose of obtaining employment with the City of Punta Gorda and may only be used within the context of this employment application. I understand that all information obtained by the City from this credit/personal background check will be held in confidence by the City of Punta Gorda. This information will not be released to any other persons or organizations without my express written permission to do so, unless otherwise specified or permitted by applicable ordinance, statute, or law.

* Print Name:

Caryn Gardner-Young

* Present Street Address/Apt. No:

10874 Jefferson Way

* City:

Boynton Beach

* State:

Florida

* Zip Code:

33437

Signature:

X	Signed: Caryn Gardner-Young Stamped: 3/12/2020 8:24:03 PM; 174.48.171.241; Applicant - #3116 - Caryn Gardner-Young;
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* Date:

03/12/2020

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Legal Disclosures

* Are you eligible to work in the United States?

Yes

Have you ever been convicted of a felony or other non-traffic related crime?

No

If yes, explain, giving dates:

Please Note: A conviction will not necessarily bar you from employment. Facts, such as date of occurrence and rehabilitation will be considered. This information will be used only for job-related purposes and only to the extent permitted by applicable law.

Equal Opportunity Employer

City of Punta Gorda is an Equal Opportunity Employer. City of Punta Gorda ensures equal employment opportunities regardless of race, creed, gender, color, national origin, religion, age, sexual orientation, disability, or any other legally protected status.

Are you able to perform all the essential job functions of the position(s) for which you are applying, with or without reasonable accommodation?

YES

If you answered "No" to the question above, please list any reasonable accommodations that may be necessary to enable your to perform the essential job functions:

Applicant's Acknowledgment and Agreement

I hereby certify that all of the facts and information listed on this employment application are true and complete. I understand that any false, incomplete or misleading information given by me on this application is sufficient cause for rejection of this application. I also understand and agree that any such false, incomplete, or misleading information discovered on this application at any time after I am employed by the City may result in dismissal.

I hereby authorize the City of Punta Gorda to investigate all statements contained in this application, to interview the references and previous employers listed in this application. I authorize the references and previous employers listed to give the City all facts, opinions, and evaluations concerning my previous employment and any other information they may have, personal or otherwise, and release all such parties from any liability which may allegedly arise from furnishing such information the City, including, but not limited to, any liability for defamation or invasion of privacy. If I am selected for employment, I understand that the selection will be conditioned upon satisfactory results of a background investigation.

I understand, also, that I am required to abide by all rules and regulations of the City of Punta Gorda, and that my employment relationship with the City is "at will," which means that I may resign at any time and the City may discharge me at any time with or without cause. This "at will" relationship may not be changed or modified for any reason unless specifically acknowledged in writing by an authorized executive of the organization.

I understand that this employment application becomes the sole property of the City of Punta Gorda; it is a public record, and may be inspected by any member of the public for any reason.

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I, Caryn Gardner-Young , agree to all of the terms above.

X	Signed: Caryn Gardner-Young Stamped: 3/12/2020 8:08:22 PM; 174.48.171.241; Applicant - #3116 - Caryn Gardner-Young;
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Referrals

How did you hear about employment with us?

Company Web Site		
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DIRECTOR and MANAGER SUPPLEMENTAL INFORMATION

* Name of Company or Organization:	City of Delray Beach
* Address:	100 NW 1st Avenue
* City:	Delray Beach
* State:	Florida
* Zip:	33444
* Job Title/Position Last Held:	Assistant City manager
* Highest Annual Salary:	168,000

To whom do/did you report. If it was not an individual, but a Board or Committee, please state the name of the Board or Committee, and how it was organized:

Neal de Jesus - Interim City Manager

* What was the largest budget you administered?	83 million
* Total number of paid employees:	250

Describe the primary activities in which your organization was engaged, and the role of your work unit within the organization.

City government where I oversaw multiple departments including Development Services, Purchasing and was appointed Acting Public Owrks and Utilities Director.

If you are currently employed by this organization, what is your reason for leaving? If you have already left this employer, why did you leave?

I left for stability and a better work-life balance. In my 2 1/2 year tenure, there were 4 City Managers, 4 Assistant City Managers and 5 Director positions open. I agreed to handle Public Works/Utilities for 90 days but still there after 6 months

Name of Company or Organization:	City of Parkland
Address:	6600 University Drive
City:	Parkland
State:	Florida
Zip:	
Job Title/Position Last Held:	City Manager
Highest Annual Salary:	200,000

To whom do/did you report. If it was not an individual, but a Board or Committee, please state the name of the Board or Committee, and how it was organized:

Reported to a City Commission elected by the residents.

What was the largest budget you administered?	43 million
Total number of paid employees:	139

Describe the primary activities in which your organization was engaged, and the role of your work unit within the organization.

City Government - Chief Executive Officer

If you are currently employed by this organization, what is your reason for leaving? If you have already left this employer, why did you leave?

Change in City Commission and looking for new challenges and opportunities

City of Punta Gorda Online Application

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DIRECTOR and MANAGER SUPPLEMENTAL INFORMATION continued

To add employers in your application submittal, please click on the following link and provide that information as an uploaded attachment. Please ensure that all information required above is provided in the uploaded file(s).

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Please respond fully and completely to each of the questions below. Your responses must be included in the application packet you will submit online. There is an upload link at the end of this page. Submit your responses in Microsoft Word.

1. How would you describe the relationship between an elected City Council and their appointed City Manager (chief executive)? Describe your experience(s) in managing that relationship. If your experience does not reflect a direct superior/subordinate relationship with elected officials, please describe your perception of this dynamic, and how you would go about ensuring that the relationship is positive and successful.

Answer: The relationship between Electeds and the City Manager must be one of respect. Both parties must stay in their lane and understand that the City Council is the one who provides the policy while the City Manager implements the policy. The City Manager must communicate with the Electeds on a regular basis and provide his/her professional opinion even if the City Council does not want to hear it. Although I did not always agree with all the Parkland Commissioners, we always listened to each other and we never surprised each other at public meetings. Disagreements were handled behind closed doors and not through the press. Based upon this experience, my relationship with my Electeds has been a great one. Even though I have been out of Parkland over three years ago, I still meet with two of my former commissioners for lunch every month and I talk with two more on a regular basis. I have even been invited to their family weddings, graduations and births.

2. What is your experience with open records laws, or as is colloquially known in Florida as “Sunshine” law? If you are not from Florida, please describe the standard for open records in the state(s) where you have served, and any challenges you may have had in complying with such laws.

Answer: Sunshine laws are to provide the public access to public government documents. I have substantial experience with them. First, I have educated both my staff and City Commissioners on what is permitted and what is not. I have adopted policies and implemented a program in Parkland to retain text messages and emails located on personal phones or computers. I also made sure that at any meeting where City business would be discussed, and more than one Commissioner would be present that proper notice is posted.

3. Please describe your experience(s) in dealing with the following agencies, the circumstances that drove your involvement with them, and the level of success you achieved in working with them:

- FEMA
- State regulatory agencies (please identify)

Answer: While in Parkland and Delray Beach we submitted reimbursement requests to FEMA for hurricane damage. To place Parkland in the best position we would work closely with our debris monitor and removal companies. One issue we were dealing with FEMA was removal of first pushes in gated communities. The City Commission approved the removal even if no payment was received from FEMA. The first time we tried we did not receive any funds from FEMA for the push, but we were awaiting a response after we adopted an ordinance to show there was a policy for the removal. Also

due to inaccurate paperwork, we did have to refund some monies. Although the amount requested back from FEMA was far less than what we actually paid. In Delray Beach I dealt with the State Department of Environmental Protection (DEP) since we were a beach community. The issue we were working on was beach lighting. Turtle nests were located on our beach. DEP would only allow red lights to shine on the beach which were not bright enough for the visitors to our downtown shops across the street from the beach. A compromise was reached to use amber lights with timed turn off and turn on. We were waiting for the lights to come in so we could install them.

4. The City of Punta Gorda's current City Manager has been in place for approximately 15 years. His group of direct reports has been stable and has been in place for a minimum of two years, with several having served ten or more years. Describe the challenges you foresee with taking the place of the retiring City Manager and how you will approach this process.

Answer: The situation described would not be a challenge but an opportunity. Several concerns would need to be addressed - will the team feel comfortable with my management style, will the team adjust well to change and will staff remain with the departure of the long-term manager. I would approach my possible concerns with specific steps. First, I would let all the direct reports know that they are significant and important to the success of the City. I would evaluate all employees to determine their success in my organization. This will not occur instantly. I would get data from as many stakeholders as soon as possible to the good and bad of the direct reports. I would listen to the direct reports on how we are doing and what if any improvements should be imposed and acknowledge their feelings and concerns. I would communicate my plan, be clear that change is unavoidable, but we have a solution to make it through the turbulence. I would bring some calm to the situation

5. Please evaluate the following leadership traits and determine which is most important to you. Why did you choose that characteristic? Describe a situation from your past that may have led you to feel this way.

- Strong management skills and ability to develop, lead, and nurture high performance and a professional atmosphere.
- Excellent writing and communication skills (including interpersonal communication).
- Highly collaborative, organized, and efficient. Strong work ethic and demonstrated conflict resolution skills.
- Strategic thinker and planner, problem solver, and ability to lead the council and staff in ongoing strategic planning and implementation efforts.

Answer: All of the stated characteristics are important to be a successful manager. To provide the resident the services needed, an organization must be high performing. Communications is essential in our face paced society. If you communicate well, the public will trust you since you are not hiding anything. Being highly collaborative, organized, and efficient will ensure that staff is empowered and willing to stay and that the organization is accomplishing the goals and objectives of the Electeds. A strong work ethics will allow the manager to show his/her staff what needs to be done since he/she will not expect anyone to do something he/she would not do. But the most important characteristic for a City Manager is being a strategic thinker and planner as well as a problem solver. Anyone can run an organization but to be a strategic planner or big picture thinker makes you a leader. As a City Manager you need to lead employees with a plan that they can implement. You need to provide direction and to assist employees with coming to a solution for a problem or issue presented. Both in Parkland and Delray Beach I was involved with strategic planning. I saw how the process worked to make sure the organization was operating at its peak and going in the right direction. I also worked under a manager

who was completely big picture and with me as his chief of staff we were operating at peak level and everyone was happy to work there. In Parkland the use of strategic planning allowed me to provide direction to staff on what we should be working on and why. This provides staff empowerment and the willingness to excel in this work. Staff needs to trust that the City Manager knows what he/she is doing, and I knew with the strategic planning sessions that I held that I could provide that confidence.

6. As a coastal community, the City of Punta Gorda has been exposed to natural disasters over the past fifteen years, resulting in catastrophic damage to buildings and infrastructure throughout the community. What is your experience with emergency preparedness and recovery? If you do not have a natural disaster to use as a point of reference, you may use an organizational, public safety, or political crisis with which you had to deal. Please describe the actions you took, before (if applicable), during, and after the emergency, and the level to which you were successful.

Answer: As City Manager of Parkland, I was the incident commander. We had several tropical storms but one hurricane during my tenure. The hurricane caused minor damage and my responsibility was to assist the Electeds and address their needs as well as communication with the public. We activated our EOC with one day as prep for the storm and two days for recovery. For prep we used building staff to go to all active construction sites to ensure all items were tied down. Public works positioned equipment and prepared our debris site. Finance prepared all the necessary paperwork that would need to be submitted to FEMA. The Clerk prepared the Emergency Order to be signed by the Mayor. I coordinated action with other jurisdictions and the school board. After the storm we sent development services staff to evaluate the damage for reporting. We ensure that the monitoring and debris removal companies started their work. We had phones set up for questions and posted messages at three specific locations for residents to receive news. In Delray Beach there were two hurricanes. As Assistant City Manager during the first one my responsibilities were mostly recovery. I assisted in getting the City back to normal operations, so I was not involved in the EOC. The second hurricane I was Acting Utilities and Public Works Director and my time was spent preparing for the hurricane. We secured buildings, moved portable generators to pump stations and ensured proper set up of the EOC including computers.

7. The City of Punta Gorda is currently engaged in a citizen-driven initiative focused on defining what the community and its leadership want the City to be, over the next several years, in terms of character, culture, and livability. A term that frequently is a focal point in the conversation is “managed growth.” Explain what this means to you. What is your experience with respect to citizen master planning efforts, and how did you “manage growth?” To what level do you think your efforts were successful?

Answer: Managed growth to me is a common term to describe strategies and tools to regulate land use in urban areas. It is particularly used to counteract negative impacts of urban sprawl but also to frame future urban development. I worked in two municipalities where there was rapid growth - Parkland and Wellington. The first step in managing the growth was to review our Comprehensive Plan and make sure that the City Commission provided a vision and policy on where and what type of growth would be appropriate. We then amended our Code of Ordinances to empower the growth in the desired areas. For approved development, we worked with the developer if impacts needed to be addressed. For example, when an Assisted Living Facility was approved, the developer provided an ambulance to the City to address the additional 911 calls we expected. In another development, we included in the development order that the HOA created will maintain the swales and medians in front of their development rather than adding this cost to the City. Success of growth management is dependent on the will of the Electeds. In both Parkland and Wellington growth did occur. Overall, staff

met the vision of the City Commission but there were some projects approved that should not have been.

March 13, 2020

Re: Punta Gorda City Manager position

Dear Punta Gorda City Council:

Please consider this correspondence as my application for the City Manager's position for the City of Punta Gorda. I am interested in this position because I desire to work for a City which has a reputation for being progressive, caring, forward thinking and stable. As I reflect on the experiences I have had in local government and my understanding of the needs of a successful city, I am a natural fit for the position.

First, I exceed the education and experience requirements listed in the recruitment brochure since I have over fifteen years of progressively more responsible local municipal management and I am a Certified City Manager with a master's degree in Public Administration as well as possessing a Juris Doctorate. My career started out as a Zoning Administrator to almost ten years as the City Manager of Parkland which is a smaller municipality like Punta Gorda. My last position was Assistant City Manager of Delray Beach which I specifically took for experience with a larger municipality than Parkland and to learn oversight of functions of considerable size and complexity. However, after my tenure in Delray Beach, I determined that I prefer to work for a smaller municipality like Punta Gorda.

Punta Gorda needs a strong, passionate leader with executive skills in interpersonal communications, data driven decision making, results driven initiatives and strategic planning. I am that person. I am very interested in the City Manager's position and I am committed to making Punta Gorda the best it can be. First, I understand that there is a need to keep the small town feeling while growth is occurring. While in Parkland, the City increased its population by over 6,000 residents but we maintained our level of service despite the growth impacts. The same was true in the Village of Wellington. We even worked with developers to obtain monies or equipment (fire rescue for assisted living facility) to deal with the impacts of a development.

I am not afraid to handle capital projects. As Acting Public Works and Utilities Director for over six months in Delray Beach, I was responsible for the \$79 million Capital Improvement Budget. This required me to determine which projects to include based upon needs and when monies are available, which funds will pay for the project, assist with solicitations and ensuring that the projects are completed on time and in budget. I excel in capital projects because of my strong intergovernmental skills. In Parkland I was able to convince two County Administrators, two County Elected Bodies, multiple transportation experts, property owners in both Counties and even State Legislators that 1900 acres should be incorporated in Broward County from Palm Beach County. Although it took over two years, as City Manager of Parkland I was able to move the County line which did not happen in Florida for over sixty years. Also, in Broward County I worked to create a countywide communications system and started discussions on a possible northwest Fire District and a northwest health clinic to be shared by four municipalities.

As desired in the next City Manager, I possess strong communication skills. I have completed multiple presentations in front of various advisory boards, City Commissions as well as having been a speaker at professional conferences. Public speaking comes nature to me. I do not sit behind a desk. Although when I am in the office, I have an open-door policy, so I have created a strong relationship with the public in municipalities where I worked. I learned that effectively leveraging relationships with external stakeholders is extremely important. Thus, I am on the Board of Trustees for Northwest Medical Center and work closely with Chambers of Commerce and various not-for-profit organizations. I also connect with the community I work in by being involved in community events such as painting houses for Habitat for Humanity, sending care packages to soldiers overseas, and obtaining improvements for the Boys and Girls Club this year and a public-school last year with Office Depot.

In addition, throughout my career I have been successful in building a high-performance customer friendly organization which can only be accomplished by developing and mentoring employees, which are a city's most important asset and by not settling for second best. I believe in creating a culture of servant leadership that will result in talented

professionals working collaboratively to create partnerships with community stakeholders. I created working groups including a purchasing group so information can be disseminated within a department rather than through the Purchasing Department as well created interdepartmental groups such as a Placemaking and Livability Group which included members from various City Departments and community groups. My style encourages continuous improvements such as procurement changes that I implemented in Delray Beach that reduced our solicitation timeframe by three weeks.

Most of all, I understand the need to establish a strong relationship with the City Council. The City Manager must take policy direction from the Electeds and ensure that their vision is achieved. I know I can accomplish this with Punta Gorda. By using strategic planning, I have been able to incorporate and implement Parkland's and Delray Beach's City Commission goals and objectives as well as communicate to the residents how successful each city has been. In addition, I create strong lasting relationships with my Electeds. Although I left Parkland over three (3) years ago, I still meet with two of my former Commissioners once a month for lunch and have been invited to several of their family celebrations.

If selected, I will work diligently, tirelessly, and even more importantly work with and uphold the collective vision and direction that the City Council have adopted. I am confident that I possess the managerial, communication and interpersonal skills to proudly serve as Punta Gorda's next City Manager. As I look ahead to my next chapter in my career, I am open minded about going wherever I need to go in order to find the right opportunity, I want to find a position where I can utilize my extensive experience and do an incredible job. I believe the Punta Gorda's City Manager position is that job. Thank you for your consideration and I look forward to hearing from you.

Sincerely,

Caryn Gardner-Young
10874 Jefferson Way
Boynton Beach, FL 33437
(561) [891-9788](tel:891-9788)/caryngyoung@gmail.com

CARYN GARDNER-YOUNG, ICMA-CM, AICP, JD

10874 Jefferson Way
Boynton Beach, Florida 33437
E-mail: caryngyoung@gmail.com
Phone (561) 740-3286

QUALIFICATION SUMMARY

A seasoned manager with more than fifteen (15) years of innovative leadership expertise in public administration. Achievement-oriented, outcome focused and accountability driven, with proven communications, organizational and analytical skills. Demonstrated proficiency in successfully managing staff and professionals of all levels. Profound knowledge of government policies pertaining to budgeting, city planning and development, transparency, forecasting and municipal elections. Additional expertise in the following areas:

- Leadership and Organizational Management
- Customer Service
- Strategic Planning and Performance Measures
- Personnel Selection and Team Building
- Planning and Zoning
- Researching complex topics
- Fiscal Analysis and Budgeting
- Community Relations

RELEVANT PROFESSIONAL EXPERIENCE:

Assistant City Manager, City of Delray Beach, Florida

March 2017 to Sept. 2019

City of Delray Beach is a municipality located in the southern end of Palm Beach County with a population of over 65,000 residents. It covers approximately sixteen and a half (16.5) square miles which borders are Unincorporated Palm Beach County to the west, the Atlantic Ocean to the east, City of Boynton Beach to the north and the City of Boca Raton to the south. Full service municipal organization comprised of 847 employees with three (3) collective bargaining units. The Adopted Fiscal Year 2018-2019 Budget was over \$293 million including a \$133 million General Fund, \$79 million Capital Improvements Fund and \$56 million in Enterprise Funds including Water and Sewer, Stormwater Utility, Sanitation, City Marina located on the Intercoastal Waterway, and two (2) Municipal Golf Courses (Executive and 18 hole). During my time with the City, my duties and responsibilities included oversight for almost all the City's Departments including internal support Departments of Finance, Purchasing, and Human Resources Departments, Clerk's Office and Information Technology Department, community engagement Departments of Parks and Recreation and Neighborhood Services as well as Livability and Placemaking Departments of Economic Development, Development Services (Planning and Building Departments, Utilities and Public Works Departments).

ACCOMPLISHMENTS

- Successfully worked with the City's Lobbyist and obtained \$300,000 grant from the State of Florida for construction of a pavilion along the City's beach front

- Assisted with the reduction of the operating millage rate .1000 each year in order to achieve an overall millage rate reduction of one mill over ten years
- Coordinated the City's funding agreements with not-for profit organizations to ensure all performance measures were being met and created a better working relationship with the not-for profit organizations
- Developed and implemented new lien form and procedures to include electronic filing of liens and retrieval of lien information
- Reduced the time for completion of solicitations by amending the City's Purchasing Manual to address gray areas and inconsistencies and creating and standardizing solicitation templates
- Proactively represented the City on the Board of the Delray Beach Marketing Cooperative by watching expenses resulting in the organization dissolving to avoid duplicate services
- Assisted City Manager in implementation of a Strategic Planning process including hiring Strategic Planner, coordination of day and a half session with City Commission and drafting of final report
- Substantially reduced the fees imposed in the City's ICMA plans to provide savings to the City's employees
- Citywide data was successfully replicated from Delray Beach server room to offsite Disaster Recovery Data Center in Tallahassee to allow continued service in time of emergency
- Assisted in updating of City's Investment Policy to maximize investment returns
- Developed and implemented a City Warehouse Policy to create effective controls and efficient operations
- Successfully implemented a downtown parking program

CITY AWARDS RECEIVED

- The City was awarded the All American City Award
- The City was awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada

City Manager, City of Parkland, Florida
Interim City Manager

June 2007 to Nov. 2016
Feb. 2007 to June 2007

City of Parkland is the most northwestern municipality in Broward County with a population of over 28,000 residents. It covers approximately twenty-one (21) square miles which borders are the Everglades to the west, State Road 7 to the east, Palm Beach County line to the north and the Sawgrass Expressway to the south. My duties and responsibilities included operating as the City's Chief Executive Officer with 139 part-time and full-time employees and a \$46 million budget. Oversight responsibility for the following functions: law enforcement, fire/EMS services, parks and recreation, planning and zoning, finance, public works, library, engineering, building, and human resources.

ACCOMPLISHMENTS

- Maintained or decreased the City's millage rate every year as City Manager without impacting resident level of service
- Improved the Fire/Rescue services within Parkland to a level that supported an enhanced ISO insurance rating of Class 3 from a 4/9 rating
- Participated in Annexation effort (successful) to increase the physical size of City by over 1000 acres and lead successful transfer of 1900 acres from Palm Beach County to Broward County
- Represented the City in a successful collaborative effort of four entities (Broward County, MPO, City and FDOT) to form a joint effort in reconstruction of Lox Road
- Received no audit comments for four years in a row from the City's independent auditors (2 different firms) evaluating the City's financial records
- First Broward County municipality to initiate and deploy 65 gallon residential roll-out carts throughout the City for single stream recycling and the first Broward County municipality to have clean burning "CGN" (compressed natural gas) solid waste Collection trucks deployed in their community with Waste Management
- Completed re-write of City of Parkland's Rules and Regulations in-house
- Finalized real estate transactions for purchase of Beaty and 12 acre sites
- Negotiated five (5) year contracts with both Broward County Sheriff's Office and Coral Springs Fire Department to provide law enforcement and fire/EMS services
- Achieved the completion of two Fire Stations (over \$2 million each), the completion of the City's regional park including 2 synthetic fields, 2 playgrounds, a baseball diamond, 4 multi-use fields and 2 bathrooms (over \$7 million), and the completion of a new clay court Tennis Center (over \$4 million)
- Created an employee wellness program including participation in lunch and learns, physical activity and healthy snacks/lunches
- Improved Parkland's web page (www.cityofparkland.org) by a complete makeover four years ago and in the process of completing another one
- Launched a biannual resident survey to measure the effectiveness of city services and integrated this survey into the budget and the performance monitoring process
- Implemented quarterly operational and financial reporting that is tied to the City Commission's strategic objectives
- Implemented for the first time an investment policy for the City's monies
- Guided a complete revamp of organizational performance measures to those that are outcome focused and results oriented
- Instituted control measures during the recession including but not limited to hiring freeze, layoffs, budget reductions to ensure that City financial condition and outlook was good.
- Directed the development of the City's first long term capital replacement fund, infrastructure replacement fund, insurance deductible reserve and 10 year financial forecast to better predict future impacts on revenue streams so there is no need for a huge hike in the millage rate
- Established a comprehensive employee development, training and recognition program Focused on Department heads providing consistent and in-year performance recognition culminating in annual employee recognition awards
- Competitively contracted city services – median maintenance, tree trimming, right of way mowing, planning services, and fleet maintenance permitting the cost-efficient reallocation of employees to more productive assignments

- Completed in three months the transfer of the City's Community Center operations and programming from a private provider
- Implemented an across the board communications program that focused on internal and external resources. Utilized low cost high volume communication measures to inform citizens of city activities and issues. These included effective utilization of the City's Pipeline, E-mail Blasts, E-Newsletters, Facebook, message boards and banners
- Directed implementation of the City's Geographic Information System roll-out including resident access to City maps

CITY AWARDS RECEIVED

- Since 2007, the City was awarded Playful City USA designation by KaBoom!
- Since 2007, the City was awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada
- Since 2009, the City has received the lowest or second lowest crime rate in Broward County pursuant to the Florida Department of Law Enforcement
- 2010 – Awarded 5 Stars from Grey House Publishing for America's Top Rated Small Towns and Cities.
- 2012 – One of a limited number of local government organizations to receive Special Performance Measures Recognition from the G.F.O.A. in a budget document
- 2014 – the City was awarded the Florida League of Cities Municipal Achievement Award (City Spirit) for the City's Passport to Parkland event
- 2014 – the City was awarded the Healthy Weight Champion Award from the Florida Department of Health
- 2015 – the City was awarded the one of the top 10 places to Live in Florida from Telegraph Today
- 2015 – the City was awarded the 14th Best City for Young Families in Florida from NerdWallet
- 2015 – the City was awarded a Platinum Permitting City from the Greater Fort Lauderdale Alliance
- 2015 – the City was awarded the 5th Best Small City in the Nation for Families from NerdWallet
- 2016 – the City was awarded the 4th Most Successful City in Florida from Zippia

Assistant City Manager, Parkland Florida

Jan. 2006 to Feb. 2007

Partnered with the City Manager in administering the day to day operations of the City, in establishing and implementing long range planning, development of goals and objectives, preparation of the proposed budget document, project management, needs analysis, mentoring and development of subordinates. Departmental areas of responsibility included all city departments at various times with continued oversight in Development Services (Building, Engineering and Planning and Zoning) throughout my tenure.

ACCOMPLISHMENTS

- Implemented Code Red system which is an emergency notification system to residents.

- Created a city wide Communities for a Lifetime program which encourages communities to inventory the needs and current services available to its older population and identify needed improvements in the community. Participating communities use existing resources and state technical assistance to make crucial civic improvements in such areas as housing, health care, transportation, accessibility, business partnerships, community education, and efficient use of natural resources, volunteer opportunities, and recreation.
- Implemented an online resident request, report and complaint system that could be used by residents 24/7
- Coordinated with Broward County and all municipalities the implementation of a countywide school concurrency program

Development Services Director, Parkland Florida

Aug. 2005 to Jan. 2006

Supervised a thirteen (13) employee Department including Building, Planning and Zoning and Engineering Divisions for a municipality that was experiencing accelerated growth. According to Broward County, the City of Parkland, based upon the percentage of average annual growth (17.1%), was ranked number 1 as the fastest growing municipality from 2000 to 2010. My duties and responsibilities included: providing staff support to the Planning and Zoning Board, responding to and resolved difficult and sensitive citizen inquiries and complaints, preparation of agenda items for the City Commission and other committees, commissions and boards involved in planning and zoning, building safety, code compliance and housing and grants activities, directing the evaluation, selection and administration of outside consulting contracts for planning and development related services; representing the City on numerous regional organizations and boards, ensuring the City's interests were represented in a regional context on issues including transportation and emergency management and preparing and presenting the Development Services Department's budget to the City Commission.

ACCOMPLISHMENTS

- Implemented a new Community Bus Services in cooperation with Broward County

Planning and Zoning Director, Parkland Florida

Feb. 2005 to Aug. 2005

Supervised a two person Planning and Zoning Department for a municipality that had a population of 9,000 in 1990 to a population of 22,000 in 2005. In 2005 calendar year, there were over four hundred dwelling units constructed with an average cost of \$395,900. My duties and responsibilities included: planning, directing, supervising, and coordinating current and advanced land use planning for the City, supervising and participating in the preparation, revision and implementation of the City's Comprehensive Plan, preparing draft ordinances and resolutions relating to zoning, subdivisions, annexations, environmental review and related planning and zoning matters, including the preparation and presentation of reports and recommendations, conferring with architects, engineers, developers, and the general public on planning and zoning matters, making authoritative interpretations of applicable laws, regulations and policies, supervising and participating in the more complex and technical planning studies, attending meetings to represent the City and make presentations and coordinating planning activities with other City offices and departments and with outside agencies.

ACCOMPLISHMENTS: PARKLAND

- Implemented a new Community Bus Services in cooperation with Broward County
- Implemented a new Development Petition Review process to streamline development issues and create a one-stop process for landowners and developers for proposed projects
- Implemented a new Special Events Permit Review process

Additional previous experience

- Nov. 2004 to Feb. 2005 Planner Kilday & Assoc West Palm Beach, FL
- Aug. 2002 to Feb. 2005 Planning & Zoning Director Village of Wellington, FL
- Jan. 2001 to Aug. 2002 Planning & Zoning Manager Village of Wellington, FL
- Aug. 2000 to Jan. 2001 Principal Planner Village of Wellington, FL
- April 1999 to Aug. 2000 Zoning Administrator City of Greenacres, FL
- April 1998 to April 1999 Senior Planner, City of Greenacres, FL
- Aug. 1992 to Aug. 1998 Attorney/Bickley, Hart and Gardner

EDUCATION:

Master of Public Administration Degree,
Florida Atlantic University, Boca Raton, Florida 2002

Juris Doctorate

DePaul University, Chicago, Illinois 1985

Bachelor of Arts Degree in Environmental Studies and Geography
SUNY @ Binghamton, Binghamton, New York 1982.

PROFESSIONAL CERTIFICATIONS

- International City Management Association (ICMA) Credentialed Manager
- American Planning Association (APA) Certified Planner (AICP)

PROFESSIONAL AFFILIATIONS

- International City Management Association (ICMA) - member
- Florida City/County Management Association (FCCMA) - member
- Broward City/County Managers Association (BCCMA) - President served two terms; Secretary /Treasurer served one term and two terms as Vice President (2011-2016)
- Palm Beach City/County Managers Association (PBCCMA) - member
- American Planning Association (APA) - member
- American Planning Association Florida Chapter (FAPA) - member
- Florida Recreation and Parks Association (FRPA) – member
- Florida Government Finance Officers Association (FGFOA) - member

COMMUNITY AFFILIATIONS:

- Board of Trustees, Northwest Medical Center since 2015

REFERENCES AVAILABLE UPON REQUEST

City Manager Reference Survey

For: **Gardner-Young , Caryn**

Completed By: Reference - Anna Marie Studley

Sent On: 4/9/2020 7:43am CT

Sent By: cbuckles

Completed: 4/13/2020 1:11pm CT

Caryn Gardner-Young is an applicant for the City Manager position with the City of Punta Gorda, Florida. The information that you provide will help us make the decision for this critical position. Thank you for your time and input.

What was the nature of your relationship with the applicant?

Benefits Consultant working with City of Parkland and Delray Beach

How long have you known the applicant?

Was your relationship with the candidate such that you can objectively evaluate the characteristics listed in the following list? If the answer is 'NO'; ignore the list. If you are uncertain or uncomfortable rating a specific element, simply choose N/A.

Yes

Please Rate the Candidate in the following qualities

1. Professional Judgement

5 (High)

Comments

In my experience, Caryn has always exhibited a high level of ability in decision making and her recommendations to elected officials while balancing the needs of the City and their taxpayers and consistently focusing on the overall improvement of the community she serves, both internally and externally.

2. Professional Attitude

5 (High)

Comments

No matter what challenge or crisis was presented to Caryn as City Manager, she as always exhibited a positive, up beat and 'we can get it done' attitude while professionally and effectively communicating to all involved.

3. Cooperation

5 (High)

Comments

Caryn has always exhibited strong leadership through involving key individuals who were impacted by decisions she made through collaboration. She excels in her ability to remain open to discussion and input from others along with her ability to gain respect from those around her. In the past I have seen this done with all levels of individuals such as leadership, vendors working with the City, legal counsel, employees and retirees, surrounding public entities, taxpayers and elected officials.

4. Emotional Composure

5 (High)

Comments

As stated prior, no matter what situation Caryn was engaged in or her personal opinions, she is able to maintain her composure and stay focused on the best possible outcome while treating and communicating with others in a respectful and professional manner.

5. Time Management

5 (High)

Comments

Caryn possess the ability to prioritize a number of things that need to be completed at the same or with similar due dates (whether those items needing to be taken care of were anticipated or unexpected). My experience working with Caryn was that she was able to quickly shift priorities, as needed, while managing all area of responsibilities successfully in her position.

City Manager Reference Survey

For: **Gardner-Young , Caryn**
Sent By: cbuckles

Completed By: Reference - Anna Marie Studley

Sent On: 4/9/2020 7:43am CT
Completed: 4/13/2020 1:11pm CT

6. Knowledge in Field of Work

5 (High)

Comments

She has a very wide knowledge base of knowledge and past experience in the city manager role. Caryn also knows when to leverage areas she maintains strength in while seeking input and learn from others in areas she may not be. She has a very inquisitive mind and driving desire to always broaden and sharpen her skill set and not rest on the knowledge she already possess.

7. Planning and Preparation

5 (High)

Comments

The position of city manager always has the opportunity for the unexpected and as such, I have watched Caryn with past interactions plan and prioritize those that are already known. Prior to a meeting she was always prepared, able to communicate effectively the needs of the city she represented and did not hesitate to ask questions to ensure she had a holistic view of the project we were working on. I believe the success of our interaction was in large part due to her ability to prepare by establishing goals, expectations and timelines ensuring completion of a project either on or before the targeted due date.

8. Problem-Solving

5 (High)

Comments

In my opinion this is one of the strongest attributes Caryn possesses. She is one to dig in to determine how the problem occurred then seeking out all possible options when resolving a problem. She is not one to finger point or blame others but instead move forward in a positive manner to reach a favorable outcome.

9. Initiative/Personal Motivation

5 (Strong)

Comments

Another strong attribute of Caryn's is her internal drive and desire to always be the best she can be for those she serves.

10. Interpersonal Relations

5 (Great)

Comments

In past experiences and meetings I have seen Caryn maintain strong and positive relationships, even under less favorable circumstances, showing compassion, commitment and her desire to do whatever she could to help others be successful.

11. Communication skills

5 (Strong)

Comments

As shared in earlier comments, Caryn is clear and concise when communicating expectations and goals. She is there to not only pick others up when they may be down, but also quick to recognize the achievements of others while maintaining her level of professionalism.

City Manager Reference Survey

For: **Gardner-Young , Caryn**
Sent By: cbuckles

Completed By: Reference - Anna Marie Studley

Sent On: 4/9/2020 7:43am CT
Completed: 4/13/2020 1:11pm CT

12. Stress Tolerance

5 (Strong)

Comments

Not sure how she accomplishes what she has in a day while balancing the stress of dealing with varying needs and desires of those she supports but she does. She is able to maintain a clear mind and any stress she may be dealing with has not been visible to those of us around her.

Do you know of any reason why the applicant should not be employed as the City Manager at the City of Punta Gorda?

No

If you answered "YES" please explain why.

Can you think of anyone else who would be important to contact before making an employment decision regarding this applicant?

If you have further comments you would like the City of Punta Gorda to consider in making its decision, please make use of the text box below.

Caryn is a very hard working, dedicated & loyal individual who is able to balance a variety of priorities at one time while maintaining a humble and positive attitude. In the time I have known her, she has achieved a high level of performance and maintained long standing/positive relationships and would be an asset to any entity she joins.

City Manager Reference Survey

For: **Gardner-Young , Caryn**

Completed By: Reference - Andy Berns

Sent On: 4/9/2020 7:42am CT

Sent By: cbuckles

Completed: 4/9/2020 8:22am CT

Caryn Gardner-Young is an applicant for the City Manager position with the City of Punta Gorda, Florida. The information that you provide will help us make the decision for this critical position. Thank you for your time and input.

What was the nature of your relationship with the applicant?

Professional colleague

How long have you known the applicant?

8 years

Was your relationship with the candidate such that you can objectively evaluate the characteristics listed in the following list? If the answer is 'NO'; ignore the list. If you are uncertain or uncomfortable rating a specific element, simply choose N/A.

Yes

Please Rate the Candidate in the following qualities

1. Professional Judgement

5 (High)

Comments

Considers all options, makes thorough and reasoned decisions.

2. Professional Attitude

5 (High)

Comments

Remains always aware of professional responsibility and how others perceive her actions.

3. Cooperation

5 (High)

Comments

In my interactions as a fellow manager, I found her to be easy to work with and understanding of others.

4. Emotional Composure

5 (High)

Comments

See comment 2 above.

5. Time Management

5 (High)

Comments

I am not aware of anything that would suggest an issue in this area.

6. Knowledge in Field of Work

5 (High)

Comments

Extremely knowledgeable and capable manager with a solid background of experience.

City Manager Reference Survey

For: **Gardner-Young , Caryn**
Sent By: cbuckles

Completed By: Reference - Andy Berns

Sent On: 4/9/2020 7:42am CT
Completed: 4/9/2020 8:22am CT

7. Planning and Preparation

5 (High)

Comments

By nature and experience, Caryn is a planner.

8. Problem-Solving

5 (High)

Comments

She and I have discussed challenges we have faced over the years. I understand her approach and believe she is very good in this area. She has made suggestions to me in problems I have faced that have proven useful. I greatly value her as collaborator, particularly with difficult challenges.

9. Initiative/Personal Motivation

5 (Strong)

Comments

Ultimate professional.

10. Interpersonal Relations

4

Comments

Caryn is not afraid to make hard decisions and this can sometimes lead to disgruntled staff. She is very capable of building outstanding relationships with staff and co-workers.

11. Communication skills

5 (Strong)

Comments

Clear communicator, verbally and in writing.

12. Stress Tolerance

5 (Strong)

Comments

I never saw her flinch, despite the rigors of the job.

Do you know of any reason why the applicant should not be employed as the City Manager at the City of Punta Gorda?

No

If you answered "YES" please explain why.

Can you think of anyone else who would be important to contact before making an employment decision regarding this applicant?

No

City Manager Reference Survey

For: **Gardner-Young , Caryn**

Completed By: Reference - Andy Berns

Sent On: 4/9/2020 7:42am CT

Sent By: cbuckles

Completed: 4/9/2020 8:22am CT

If you have further comments you would like the City of Punta Gorda to consider in making its decision, please make use of the text box below.

I believe the City of Punta Gorda would be well served by employing Caryn Gardner- Young.

City Manager Reference Survey

For: **Gardner-Young , Caryn**
Sent By: cbuckles

Completed By: Reference - Mark Weissman

Sent On: 4/9/2020 7:42am CT
Completed: 4/9/2020 12:44pm CT

Caryn Gardner-Young is an applicant for the City Manager position with the City of Punta Gorda, Florida. The information that you provide will help us make the decision for this critical position. Thank you for your time and input.

What was the nature of your relationship with the applicant?

Elected Commissioner/ city manager

How long have you known the applicant?

15 years

Was your relationship with the candidate such that you can objectively evaluate the characteristics listed in the following list? If the answer is 'NO' ignore the list. If you are uncertain or uncomfortable rating a specific element, simply choose N/A.

Yes

Please Rate the Candidate in the following qualities

1. Professional Judgement

5 (High)

Comments

Always used good judgement and sought other opinions

2. Professional Attitude

5 (High)

Comments

Positive attitude toward all persons and situations

3. Cooperation

5 (High)

Comments

Built consensus and worked well with others

4. Emotional Composure

5 (High)

Comments

Always in control

5. Time Management

5 (High)

Comments

Never seemed to slow down. Always finished tasks in timely manner

6. Knowledge in Field of Work

5 (High)

Comments

Knew her job and it's boundaries

City Manager Reference Survey

For: **Gardner-Young , Caryn**
Sent By: cbuckles

Completed By: Reference - Mark Weissman

Sent On: 4/9/2020 7:42am CT
Completed: 4/9/2020 12:44pm CT

7. Planning and Preparation

5 (High)

Comments

Always was prepared for presentations and inquiries

8. Problem-Solving

5 (High)

Comments

Didn't take a my way or else approach. Sought opinions and consensus building

9. Initiative/Personal Motivation

5 (Strong)

Comments

Took her job seriously and worked to succeed

10. Interpersonal Relations

5 (Great)

Comments

Never a bad word for or from others

11. Communication skills

5 (Strong)

Comments

Always communicated either verbally and/or written what had happened was happening and timelines. Excellent communication was a huge strong point

12. Stress Tolerance

5 (Strong)

Comments

Never an issue

Do you know of any reason why the applicant should not be employed as the City Manager at the City of Punta Gorda?

No

If you answered "YES" please explain why.

Can you think of anyone else who would be important to contact before making an employment decision regarding this applicant?

If you have further comments you would like the City of Punta Gorda to consider in making its decision, please make use of the text box below.

Caryn would be a great asset to Punta Gorda!!!