

FRANK ROLLASON



PROFESSIONAL EXPERIENCE

- 2006 - present **Rodriquez and Quiroga Architects Chartered**, Coral Gables, FL
Architect's Representative
- 1966 - 2006 **City of Miami**, FL
Executive Director, Southeast Overtown/Park West, Omni Redevelopment District and Midtown Community Redevelopment Agencies (2003 – 2006)
Assistant City Manager for Operations (2000 – 2003)
Director, Building Department (1999 – 2000)
Deputy Fire Chief for Administration (1998 – 1999)
Interim City Manager (1997 – 1998)
Director, Department of General Services Administration (1997)
Director, Department of Risk Management (1992 – 1997)
Manager, Hurricane Andrew Recovery Task Force (1992 – 1997)
Fire Marshal, Division Chief for Firefighting, Fire Prevention Bureau, Support Services Divisions (1983 – 1992)
Deputy Fire Marshal & Rescue Ops Officer (1981 – 1983)
Firefighter, Fire Lieutenant, Fire Captain, Chief Fire Officer (1966 – 1983)

SALARY

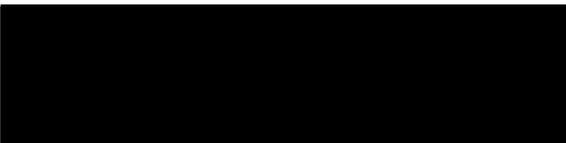
Mr. Rollason reports a previous salary of \$150,000.

EDUCATION

- 1986 B.S., Fire Science & Safety, Florida International University, Miami, FL

FRANK K. ROLLASON

RESUME OF QUALIFICATIONS



CAREER SUMMARY

Over 40 years of experience in municipal government, last 20 in the management ranks, and the last three as Executive Director for the Southeast Overtown/Park West, Omni Redevelopment District, and Midtown Community Redevelopment Agencies for the City of Miami with demonstrated areas of expertise in: Team Building, Employee Morale Building, Customer Service, Capital Planning, Financial Management, Organizational Change, Development and Transformation, Organized and Non-union Labor Relations, General Municipal Operations and Project Management, Community Relations and Outreach, as well as Strategic Management. After retiring from the city of Miami, I made an unsuccessful run for office seeking the District 2 Commission seat for the City of Miami in November of 2006. In December of 2006, I was hired by the A&E firm of Rodriquez and Quiroga Chartered to perform the duties as an Architect's Site Representative for various large capital projects.

Rodriquez and Quiroga Architects Chartered – Job Assignments

2010-2012 – MIA Automated People Mover Train Station (new construction)

2006-2010 – MDCPS Miami Central Senior High School (Renovation/new construction)

LOCAL GOVERNMENT EXPERIENCE – CITY OF MIAMI, FLORIDA

Executive Director for the Southeast Overtown/Park West, Omni Redevelopment District, and Midtown Community Redevelopment Agencies	01/2003 – 8/2006
Assistant City Manager for Operations	May 2000-2003
Director, Building Department	1999-2000
Interim City Manager	12/1997 – 1/1998
Director, Department of General Services Administration	3/1997-12/1997
Director, Department of Risk Management	1992-1997
Manager, Hurricane Andrew Recovery Task Force	1992 – 1997
Fire Department – Deputy Fire Chief for Administration	1998-1999
Fire Marshal, Division Chief for Firefighting, Fire Prevention Bureau, Support Services Divisions.	1983-1992
Deputy Fire Marshal & Rescue Ops Officer.	1981-1983
Firefighter, Fire Lieutenant, Fire Captain, Chief Fire Officer.	1966-1983

LOCAL GOVERNMENT EXPERIENCE DETAILED

My career with the City of Miami has spanned 40+ years beginning in the Fire Service to the present position which I hold as Executive Director for the City of Miami's Community Redevelopment Agencies. It has been a great experience and little did I realize when I started out as a Fireman in 1966 where the path would lead. Part of my experience and opportunities have come about as a result of planning, but the most interesting twists and turns have occurred by pure happenstance and being in the right place at the right time.

Hurricane Andrew was probably the single most significant event that took me off the path of the Fire Service. The City Manager, at the time, asked me to head up the **City's Hurricane Andrew Recovery Team (HART)** which exposed me to a whole new world of city government. Within weeks of that appointment, the Manager asked me to take over **Risk Management and Group Benefits**. These positions allowed me to cut across all departmental lines and gain a firm understanding of the inter-relationships amongst all the functions of the City.

It is no secret that the City of Miami has had tumultuous times in recent years, and I was flung into the midst of it all. With the arrival of a new Manager, I was appointed to the position of **Director of the Department of GSA** with the responsibility for Light Fleet, Heavy Fleet, Risk Management, Group Benefits, Graphic Reproductions, Radio Communications, Property Maintenance, City-Wide Safety Program, Disaster Recovery, City-wide Purchasing, Conferences, Conventions & Public Facilities, Information Technology, and Asset Management.

Within a year, however, the political climate changed and a new Manager came onboard. His tenure was short, and one Friday afternoon, I received a call from the new Mayor who **asked me to become the new Manager**. I accepted and relinquished my previous role and appointed an individual to take my place in GSA. As I stated, those were tumultuous times, and within a month or so, the new Mayor decided to replace me as Manager with a new Manager; and I returned to the Fire Service.

Within 6 months, however, we had the most recent Mayoral election overturned by the courts and a new Mayor came into power and, you guessed it, with him a new Manager. The new Manager asked me to become the **Director of the Building Department** which I gladly accepted and was working contently in that position when we had a change of Managers, once again. This time, the new Manager asked me to become the **Assistant City Manager for Operations** - the position which, again I gladly accepted.

Assistant City Manager for Operations – In this position, I was responsible for seven departments – Department of Neighborhood Enhancement Teams (NET), Department of Conferences, Conventions, and Public Facilities, Department of General Services Administration, Department of Public Works, Department of Solid Waste, Department of Parks and Recreation, and the City's Homeless Assistance Program. The combined responsibility for these seven departments equates to **1,019 employees and a total annual operating budget in excess of \$63 million**. It was exciting, interesting, and challenging.

Executive Director for the Southeast Overtown / Park West, Omni Redevelopment District, and Midtown Community Redevelopment Agencies – as Executive Director for the Southeast Overtown/Park West, Omni Redevelopment District, and Midtown Community Redevelopment Agencies for the City of Miami I was responsible for a total annual budget of **\$26,109,222.00** and a potential bond issue of between **\$250,000,000.00 and \$300,000,000.00 for capital projects**. These agencies are a creature of the State under Chapter 163 with the primary mission of removing slum and blight from depressed areas with the intention of returning the properties to a productive status on the tax rolls for both the City of Miami and Miami-Dade County. The Board of Directors for the CRAs in the City of Miami are the same individuals who hold the position of City Commissioners. In this capacity, I worked directly for the Boards much the same as a City Manager works for the Commission. In my capacity as the Executive Director, it was my responsibility to coordinate capital projects dealing with infrastructure improvements above and below the ground as well as improving and creating affordable and workforce housing. Above, you will find a chronological synopsis of my different positions; and coupled with this explanation of events, one can gain a grasp of the wide and varied career I have been fortunate to experience over the past forty years.

SIGNIFICANT ACCOMPLISHMENTS

- Implementation of the \$1.4 Million Dollar Performing Arts Center Super Block Streetscape Project - 2006
- Completion of the historic rehabilitation of the Overtown Ward Rooming House - 2006
- Complete renovation of the Overtown Just Right Barber Shop - 2005
- Design and construction of the Park West Grand Promenade in the 24 Hour Entertainment District - 2004
- Recipient of Florida Redevelopment Association Roy Kenzie Award for Overtown 9th Street Pedestrian Mall Extension Project - 2004
- Completion of the Overtown 9th Street Pedestrian Mall Extension Project – 2004
- Recipient of Florida Redevelopment Association Roy Kenzie Award for Margaret Pace Park Project - 2003
- Completion of the \$4 Million Dollar renovation to Margaret Pace Park - 2003
- Elimination of all CRA outstanding audit findings for previous years - 2003
- Lead Coordinator for City/County General Election 2002 Operations
- Operations Coordinator for Raceworks, LLC/City of Miami Gran Prix Lease Agreement - 2002
- Lead Negotiator for City approved Bus Bench Contract - 2002
- Team Leader for voter approved \$255 Million Bond Program Task Force - 2001
- Lead Negotiator for City approved Newsrack Ordinance - 2001
- Designed & implemented salary & benefit upgrade program for Building Trades Inspectors-1999
- Designed & implemented City's first Personnel Light Duty Program - 1995
- Implemented City's first City-wide Safety Program - 1995

FRANK K. ROLLASON

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FORMAL EDUCATION

Bachelor of Science in Fire Science and Safety, College of Engineering and Applied Sciences,
Florida International University – 1986

PROFESSIONAL CONTINUING EDUCATION

Anti-Terrorism Incident Command Training/Nuclear, Biological, and Chemical Weapons –
14 hours – Department of Defense, U.S. National Domestic Preparedness Program, Miami – 1998

Academy for Strategic Planning – 56 hours, College of Urban and Public Affairs, Florida
International University – 1997

Integrated Emergency Management/Hurricane – 32 hours, Emergency Management Institute,
FEMA, Miami – 1995

Disaster Response and Recovery – 24 hours, Emergency Management Institute, FEMA, Maryland
– 1994

Disaster Preparedness – 24 hours, Emergency Management Institute, FEMA, Maryland – 1992

Executive MicroComputer Course – 40 hours, City of Miami Department of Computers – 1986

Organizational Analysis & Renewal Program – 80 hours, National Fire Academy, FEMA,
Maryland – 1986

Interpersonal Dynamics – 80 hours, National Fire Academy, FEMA, Maryland – 1984

Information Management – 80 hours, National Fire Academy, FEMA, Maryland – 1982

Management of Emergency Medical Services – 80 hours, National Fire Academy, FEMA,
Maryland – 1980

Executive Development III – 80 hours, National Fire Academy, FEMA, Maryland – 1980

Fire Department Administration & Management – 80 hours, Florida Atlantic University,
College of Business and Public Administration – 1975

MILITARY EXPERIENCE

U.S. Army – drafted in 1969 – served one year in the United States and one year in Vietnam –
Bronze Star Recipient.

Reference Questions

Client/Position: City of Miami Beach, City Manager

Candidate Name: Frank K. Rollason

Reference Name: How long and in what capacity have you known the candidate?

Mayor Carlos A. Gimenez (appointed me to Assistant City Manager) – best way to contact is through his Office Manager, Ms. Rita Lagace [REDACTED]

I have known Frank since January 1975. I have known him throughout our careers as firefighters. Frank was my Deputy in the Fire Department and years later the Director for the Building Department for the City of Miami. He was my boss at times, and I was his boss at times. We go back a long way.

Vice Mayor Ed Marquez (appointed me to Director of GSA and continued my position as Manager for the Hurricane Andrew Recovery Task Force) [REDACTED]

I have known Frank since 1996. I was the City Manager for the City of Miami and Frank was a Fire Chief back then. I have also had the pleasure of dealing with Frank when he was on various committees for the City.

Albert Ruder – Director of Parks and Recreation during the time I was Assistant City Manager [REDACTED]

I have known Frank for about 25 years. I first knew Frank when he was a Fire Chief, and I worked for the City of Miami as the Parks Director.

Evelyn Herbello – served as my Exec Asst. during the time I was the manager of Miami's Hurricane Andrew Recovery Team [REDACTED]

I have known Frank for over 20 years. I have known him from working for the City of Miami, and I also worked directly for him in the Fire Department as his executive assistant for 15 years.

Jason Walker-El Portal Village Manager (was Chief of Staff for Commissioner Johnny Winton who was one of the CRA Chairmen while I was CRA Executive Director – I dealt directly with Jason on a daily basis on both CRA issues and City issues while I was Assistant City Manager) [REDACTED]

I have known Frank since 1999. He was the Assistant City Manager of Operations for the City of Miami. I was the Chief of Staff for the City Commissioners.

Commissioner Audrey Edmonson – current Miami-Dade County Commissioner (she is the County Commissioner for our residential community. I deal with her on local issues for our neighborhood requiring county intervention. She has also appointed me to the Aircraft Noise Abatement Advisory Board, of which I am currently the Chairman) [REDACTED]

I have known Frank for 10 years. I knew him when he was working for the City of Miami. I really got to know him when I became a Commissioner. He is a very active resident in the community, and I have used him on certain issues with FDOT.

How would you characterize Frank's management style? How are his interpersonal skills?

His interpersonal skills are very straightforward, and he sets his expectations of personnel very high. He was head of the Community Redevelopment Agency (CRA) for the City and his staff liked him. He is also a very well organized individual.

His interpersonal skills are excellent. He gets along well with me and the residents. The residents look up to him for suggestions and recommendations regarding their issues and concerns. They follow his directives. He manages people well, and he was very helpful to me with the FDOT. Frank was instrumental in negotiating with FDOT to reach our goals.

His management style is one of the best I have seen and experienced in my 20 years in government. He worked as an Assistant City Manager, and he was excellent. His interpersonal skills are great. He gets along well with everyone and is highly respected. He deals well with subordinates as well as his superiors.

He is not a micro manager, and he lets you do your job. You could always go and talk with him about any issues you may need to discuss. He has a hands-on approach but gives you your space and is available for his guidance if you need it. He is a very responsible person. He is very straightforward and will let you know what he thinks. He gets along well with people.

He is very competent and diligent. He has been very responsive to our office when we have requested information and updates on various projects. He ran a tight ship in the various departments which he was over such as Public Works, Solid Waste and Parks and Recreation.

Frank is very hands-on, empowering and also demanding. He expects you to do your job. He is good at fixing things and very organized. I would consider him a very good manager.

What is his technical experience and knowledge as related to the position?

When he was the Director of CRA, he was involved with city planning, development, coordinating and working with the public. He has not been a City Manager with the City of Miami but was the Interim City Manager for a couple of months. However, he has been exposed to city government for about 25-30 years. To be an effective City Manager, two of

the best qualities are to be consistent and well organized and Frank has those qualities. He also has a very good handle on finances and budgets.

I think he would make an excellent manager. He is aware of the community itself. He knows the operations of the County and has worked for the City of Miami. He would be a great asset to the City of Miami Beach.

He was the Assistant City Manager for Operations for about three years. He has had 30 plus years in city government and has held several different management positions. Every time there was an area that needed to be fixed, they called Frank. Frank got it running, turned around and got the job done. Regardless of what is going on, they would always call Frank. I honestly have a great deal of respect and admiration for him for everything he has done and accomplished as a Manager with my experience with city government for 25 years.

Frank has excellent experience. Frank was the Executive Director for the Southeast Overtown/Park West Omni Redevelopment, Assistant City Manager for Operations, Director of the Community Redevelopment Agencies and several other managerial positions. Frank knows the workings of a city and what it takes to be a City Manager. The City of Miami Beach has a couple of CRA's and Frank has the experience necessary to run city government. He has good relationships with all the different departments. He is very well prepared to be the City Manager for the City of Miami Beach.

He has never been a City Manager, but has been an Assistant City Manager of Operations and had several departments such as Solid Waste, Parks and Recreation and Public Works that reported to him. He has run his own department when he was the Director of the Building Department, and he was also chosen as the Director of the Community Redevelopment Agency (CRA) in Miami. He has a lot of knowledge on how municipal departments operate.

He was briefly the Interim City Manager, the Deputy Fire Chief and the Assistant City Manager of Operations for Miami. I got to know him as the CRA Director in 2003-2004. He turned the CRA around in Miami-Dade County, which was pretty substantial. The CRA had a history of poor management and fiscal audits. Frank was appointed by the Commissioners to be the Director, and he turned it around. He got the projects up and running and off the ground. He is a very good manager and does a great job.

How does he relate with the Council, City or County Manager, or those he reports to?

He related well with the City Council. The City Council appointed him as the Director of the CRA and he did a very good job. He brought projects up and they were approved. I did not observe him in other capacities.

I have never sat in on those meetings, so I cannot speak to his abilities in this regard.

He got along great with all of them. He told them the truth, as it is. If he sees something that is not correct that would hinder or harm you, he will come and tell you. They all respected him, and he got along great with the commissioners, managers and mayors.

My observation is from afar because I have not been in those meetings. The City Manager had faith in him when he was appointed to be the Assistant City Manager, and later he became the CRA Director. The Commissioners obviously supported Frank because they are responsible for the appointment of the CRA Director. He was a long time fireman and later left that area and came into administration and has continued to advance in managerial positions.

Frank related well with everyone. He has a very easy going disposition about him. He never had any issues with the Commissioners except for one that he encountered some issues with. He got along well with all the board members of the CRA.

He related very well. We have been friends for a very long time. Frank has quite a portfolio underneath him. Frank was called when something needed to be fixed, and he got the job done. He communicated well with the elected officials. He was always very respectful and straightforward. Frank is a straight shooter. He will recommend what he thinks is the right thing to do. He is a terrific and honest person.

How does he relate with the other Department Heads? What about with peers, community groups or the public?

I have observed him with community groups, and he does very well. They look to him for direction when it comes down to government issues. Frank is well versed on the issues and, if not, he will research it out and then make his recommendations on how to proceed.

He relates well with everyone. He develops trust with people and when people get to know him, they really like him. He is thoughtful, well organized and communicates very well. He is honest and has very strong managerial qualities.

He deals with everyone in an excellent manner. I never knew of any issues with the department heads. In fact, they came to him for guidance. He was the Director for the CRA which is placed in areas where there are a lot of problem areas that need to be redeveloped. Frank dealt well with all the community leaders and the activists. Even after he retired from the CRA, they still came to him for advice.

He had good relationships with all the departments. He related well in the community and with his peers. Frank was very cooperative and did not place stumbling blocks in the way. He will tell you what he thinks, and that sometimes is not appreciated and can backfire.

He has a happy-go-lucky attitude about himself. I don't know of any problems he had with anyone. When there were constituent issues, he helped people out which a lot of people might not know about. Frank goes out of his way to help people.

He works well with the public and behind closed doors at staff meetings. He will tell you what his opinion is when there are differences. Frank carried a lot of weight in my administration, and he was a team player. He always carried out any ultimate decisions.

What would you say are Frank's significant accomplishments?

Surviving Miami politics is the greatest accomplishment, and there is a lot to be said for that. He works well with people from different diverse backgrounds with different educational levels. His strongest suit is his ability to relate and communicate information.

From my understanding, he has been an excellent employee for the City of Miami. During his tenure there, I always received good comments when he was working in my district, and he has done very well. I have not observed him in a working environment, so I cannot answer about anything else.

From what I have observed when I worked with him, he has been able to take departments with major problems and bring them where they need to be within a short period of time. When he was the Director of Risk Management, he privatized the organization, fixed it and had it running top notch. The CRA had a lot of problems and one of the commissioners ended up being indicted, so there was a lot of bad press and a very poor public image. Frank came in and fixed the problems, regained the trust of the community and did incredible things.

I think he did a good job of managing all departments that reported to him, such as Solid Waste, Police and Fire and Parks and Recreation. I was the Director of Parks and Recreation, and we had 500 employees. From what I heard, Frank did a good job at the CRA in turning some things around. It was a real mess, but he straightened things out. He did a good job as the Assistant City Manager. He was instrumental in some big bond issues to make capital improvements when voters mistrusted the government and did not want to vote for bond issues for capital projects. Frank came along with the City Manager and several other people and sold it and brought in capital dollars to a very poor city that was struggling financially. The bond issue brought about \$250-\$350 million dollars for capital projects. In 1996, the Governor had to bring an oversight board to try and survive the financial crisis. Frank was involved in this role and managed the day-to-day problems and kept the City going.

His greatest accomplishment was turning the CRA around. Because of this turn around, a lot of development took place that Frank never got the credit for. Because of his administrative skills, many areas including redevelopment of 11th Street prospered.

Frank had a lot of accomplishments in Fire Services. He was an innovator. He was the guy that took care of straightening out the department. He is not afraid to try new things. He stretches the envelope but not in a careless fashion. If there is a better way, Frank will do it. He is great at fixing things that are broken. He has a clear vision of what the departments need to do in order to function in an excellent way. All the divisions worked well with Frank.

Please tell me about anything that Frank could improve upon. Are there any areas where he might not have a strong skill set or might not have had as much exposure to? What are his weaknesses?

I am not aware of any weaknesses. He is very well organized from being in the Fire Department. He would be a good City Manager.

No, I am not aware of any weaknesses.

I don't know of any weaknesses. He is so well rounded that I don't see him as having any weaknesses. He will not let himself be walked on, and he tells it like it is.

He obviously has not been a City Manager except for a short tenure of about 30 days when the City of Miami dismissed the previous City Manager. He has worked for the City for 30-35 years and is very familiar with the City, the administration, and the different communities. I think that he has probably been exposed to all the different departments. Again, he is a straightforward person, and sometimes people may not like it.

I don't know of any weaknesses.

I think on the human services side with regard to public housing, he did not have as much exposure to that but probably got more of that through being the Director of the CRA. He worked with a wide variety of different departments and knows the functions of the City. He is well prepared. I don't believe there would be any new situations that would come from the City of Miami Beach that he would not be able to handle. I don't know of any weaknesses even though we all have some. He is great with budgets and numbers.

We will be conducting a very thorough search of newspaper articles as well as a Google search on Frank. To your knowledge is there anything out there whether true or not that warrants an explanation? Anything that would embarrass our client?

Not that I am aware of.

No. To my knowledge, I don't know of anything.

No. I don't know of anything at all.

There is one unfortunate incident that happened when he was the Director of the CRA. On Frank's time off, he took his assistant to the County facility in which the police department kept their horses, and they went riding. His assistant was thrown off the horse, and she eventually died. He was never charged criminally or anything like that, but it was a tragic accident. I don't know of any thing else.

No. I don't know of anything.

No, absolutely not. Frank has always been outspoken. He is not afraid to offer his opinions.