

COLIN BAENZIGER  ASSOCIATES

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EXECUTIVE RECRUITING

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*Section 5*

*Caryn S. Gardner-Young*

*Winter Haven City Manager  
Candidate Report*

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*Cover Letter and Resume*

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## **Section 5**

November 1, 2016  
Colin Baenziger and Lynelle Klein  
Colin Baenziger & Associates  
2055 South Atlantic Avenue, Suite 204  
Daytona Beach Shores, Florida 32118

I am interested in the position of Winter Haven City Manager and have enclosed my resume and references for your consideration. I have always craved to be a part of a community which combines tempting work challenges while demonstrating an outstanding quality of life in a backdrop of remarkable beauty and lakes.

I am extremely skilled, high energy, achievement oriented leader and experienced public administrator with an award winning career. I have over fifteen years of progressively more responsible municipal management. Starting out as a Zoning Administrator to my current position of almost nine years as the City Manager of the City of Parkland, Florida. I still have the desire to work many more years and willing to make a long term commitment to Winter Haven and its community.

During my career I have demonstrated my skill to communicate within and outside the organization. In Parkland, we implemented a Commissioner weekly update e-mail, provided Talking Points to Commissioners so they possess the necessary information to have a discussion with the residents, and held one-on-ones with each Commissioner prior to a Commission meetings. I also kept a pulse on the community by attending HOA and Chamber of Commerce meetings. Although social media is an important part of government, I am old school and prefer face-to-face and verbal communications to avoid miscommunications.

As a City Manager, my efforts have centered on Strategic Planning so staff possesses a direction and vision from the Commission. However, as an attorney and "A" personality, I play close attention to details and ensure that the operations of the City parallels the City Commission's goals and objectives. This requires an open door policy, employee empowerment and training. As a matter of fact, I just starting development of Lean 6 Sigma program with the Senior Management Staff to not only create a cohesive team but to provide a process to conduct business and solve problems. I understand that to be successful, one must have a team (both above and below) which requires time and energy to create. Decisions are reached based on a consistent set of values and principles. Candor, fairness, thoughtfulness, innovation, integrity and follow-through, create a base which instills trust and creates a high performing team.

If hired, I would plan to set the standard for superior service to Winter Haven residents in the most efficient way imaginable. Throughout my career I have proven my ability to accomplish this as evidenced by high resident satisfaction and a high level of service while maintaining or decreasing Parkland's millage rate.

I am thrilled to apply for the Winter Haven City Manager position where there are numerous opportunities and challenges that we can tackle together. With my experience, skills and talent, I am certain that I can be significant and contributing member of the Winter Haven management team. I look forward to hearing from you.

Sincerely,

Caryn Gardner-Young  
[caryngyoung@gmail.com](mailto:caryngyoung@gmail.com)  
(561) 891-9788

**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:**

**City Manager, City of Parkland, Florida**  
**Interim City Manager**

**June 2007 to Present**  
**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](http://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 14<sup>th</sup> 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 5<sup>th</sup> Best Small City in the Nation for Families from NerdWallet
- 2016 – the City was awarded the 4<sup>th</sup> 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



- August 2000 to Aug. 2002 Planning & Zoning Manager Village of Wellington, FL
- Aug. 1999 to Aug. 2000 Zoning Administrator City of Greenacres, FL
- Aug. 1992 to Aug. 1999 Attorney/Bickley, Hart and Gardner

**EDUCATION:**

Master of Public Administration Degree,  
**Florida Atlantic University**, Fort Lauderdale, 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)
- Florida Notary Public

**PROFESSIONAL AFFILIATIONS**

- International City Management Association (ICMA) - member
- Florida City/County Management Association (FCCMA) - member
- Broward City/County Managers Association (BCCMA) - President from year 2015; served one term as Secretary /Treasurer and two terms as Vice President
- 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 AFFILLATIONS:**

- Board of Trustees, Northwest Medical Center since 2015

REFERENCES AVAILABLE UPON REQUEST



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*Candidate Introduction*

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**EDUCATION**

Master of Public Administration Degree,  
**Florida Atlantic University**, Fort Lauderdale, Florida 2002

Juris Doctorate  
**DePaul University**, Chicago, Illinois 1985

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

Certified City Manager – ICMA  
Certified Planner - AICP

**EXPERIENCE**

City Government Consulting, Parkland, Florida	Dec 2016 – present
City Manager, Parkland, Florida	2007 – Nov 2016
Interim City Manager, Parkland, Florida	Feb. 2007 – June 2007
Assistant City Manager, Parkland, Florida	2006 – 2007
Development Services Director, Parkland, Florida	2005 – 2006
Planning and Zoning Director, Parkland, Florida	Feb. 2005 – Aug. 2005
Planner, Kilday & Associates, West Palm Beach Florida	2004 – 2005
Planning and Zoning Director, Wellington, Florida	2002 – 2005
Planning and Zoning Manager, Wellington, Florida	2000 – 2002
Zoning Administrator, City of Greenacres, Florida	1999 – 2000
Attorney, Bickley, Hart and Gardner, Schaumburg, Illinois	1992 – 1999

**BACKGROUND**

The City of Parkland is the most northwestern municipality in Broward County with a population of over 28,000 residents. It covers 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. Parkland is predominately a family oriented bedroom community with the Broward County School Board being the largest employer within the municipality.

The City of Parkland’s General Fund budget is \$30.7 million and the total budget is \$46.4 million for the Fiscal Year 2016/2017. Included in the budget are Replacement Funds for infrastructure, capital and capital improvements as well as Special Revenue Funds. Parkland has 87 Full Time employees and 42 Part Time employees with 11 employees or contractual employees reporting directly to the City Manager. The City contracts with its neighboring municipality – Coral Springs – for fire and with the Broward Sheriff’s Office for law and code enforcement.

The three most significant issues facing the City of Parkland are:

- **School Capacity.** The City has grown from 9,000 residents in 1990 to over 28,000 in 2016. This growth has resulted in a substantial number of children entering the public schools. Although the schools are govern by the Broward County School Board, the City is concerned with students being bussed out of the City's limits. If this happens, the City's property values will decrease. The School Board cannot build more schools since it does not have the capital to do so. The City has donated land and money for school modular and additions. However, this space is still not enough for the expected students. The City will have to contemplate other options such as construction of a City operated charter school.
- **Traffic Movement.** The City's roads are currently one or two lanes. There is no desire to add more lanes to these roads even if there is space to do so. Thus, the traffic in the morning and afternoon rush hours is unbearable causing substantial delays for the residents. Since Broward County is in charge of transportation management within the City's limits, the City will have to work with Broward County to install and find the funding for traffic control measures such as traffic lights and lower speed limits.
- **Growth Impacts.** With the City's growth, there have been serious impacts upon the small town feeling within the City. The City needs to add more sports facilities or reduce access to the City's fields. In addition, the City will need to contemplate how to keep the crime rate low with the added population and how to provide events and programs that instill the small town feeling without dividing the City into old Parkland and new Parkland (east versus west).

### **GENERAL, MANAGEMENT STYLE AND EXPERIENCE**

Winter Haven is very similar to Parkland. They are both vibrant, safe places with a small town feeling. I feel that my experience in Parkland is a great match to the needs of Winter Haven. Both municipalities understand the needs for a relatively small but demanding population. But on the other hand, Winter Haven has so much more than Parkland. There is a municipal airport, a true downtown and an economy which is more diverse than just a bedroom community. I believe that Winter Haven will provide me a great opportunity to showcase what I have learned in Parkland but at the same time to offer exceptional opportunities to discover new talents and experiences.

Management style is so difficult to describe, but I think overall an outstanding manager provides clear direction and pretty much stays hands-off, but is prepared and willing to come forward with guidance, expertise and help when required. I adhere to this style by knowing when my team requires assistance by going to them. That means plenty of informal check-ins to both see how they are performing as well as provide coaching to ensure a success finished project.

I am pretty confident that my staff would describe me as straight shooter – I am always willing to tell them the good and bad – and a strong mentor – I am always willing to spend time with an employee so he/she can advance himself/herself. But most of all, they will say that I am tough but

fair. I have expectations for each employee that are expressed and need to meet and should they not be done there are consequences which are also expressed so there are no surprises.

My bosses would say that I am focused on what is right for the City and I am always willing to communicate what this is. This is recognized by the numerous performance awards over the years that Parkland has received from outside organizations both locally and nationally. That I am a strong leader, ethical, trustworthy, loyal and dedicated manager who is performance driven as reflected by the fact that Parkland has been able to maintain or reduce the City's millage rate every year without impacting level of service. In addition, the Elected Officials would say that I faced several obstacles and complex challenges where I never wavered. For example, I was able to bring together Broward County, Florida Department of Transportation, Metropolitan Planning Council and the City to construct a joint roadway project. Unheard of in Broward County.

I feel one of my greatest strengths is being a top notch communicator. I feel just as comfortable presenting to large groups as I do holding one-on-ones with Elected Officials or staff. Also I have a strong work ethic. When I commit to a job, I do what it takes to be successful. I am usually the first employee in the morning and the last employee to leave and will only require employees to do something that I am willing to do. I have been known to pick up litter, remove illegal signs and even experience a planned fire burn to see what firefighters must go through. Lastly, I have the ability to inspire others to achieve and accomplish more. There have been many employees who have been promoted from within and many who have been recognized by their peers including last year Parkland's Building Official receiving the Broward County Building Official of the Year.

I feel one of my weaknesses is having a difficult time disconnecting from technology. I always have my smart phone with me and of course, my IPAD at home. So, I regularly review my work email while I check my personal email. Of course, I do not check it while I am driving but I do check it often outside of working hours. I promised myself that I would cease being so preoccupied with technology and pay more attention to real life –to my family, my friends and what is occurring around me. I am even trying to read a book without interruptions. I think this is making me a more rounded person.

I am a strong supporter of performance measures. During my tenure at Parkland, I implemented SMART – specific, measurable, achievable, relevant and time bound. It is a part of the city's culture and practically used. I began to practice SMART during our Strategic Planning process which work was then used to create the city's annual budget. The budget includes performance measures for each department that are tracked during the year. Some measures are national standards such as response time for fire and law enforcement while others are measures created by the Department Head or City Commission such as responding to resident inquiries within 24 hours. During the year, I am constantly reflecting on the performance measures by adjusting the measure or behavior of the employee to ensure that the measure is being met. By creating, implementing and monitoring these measures, I was able to maintain a high resident satisfaction in all annual surveys done over almost 9 years (over 95% approval).

I have had several notable achievements in my career. However, the most notable accomplishment

was creating an environment for the city to rally for one of its own. The City became aware of an 18 year old resident who had cancer. He had but a few weeks to live. Rather than feel sorry for him, I created an event at a City Commission meeting where friends and relatives attended and cheered him. The Press was there to congratulate him and I was able to convince Florida Panthers Hockey Players to attend the meeting to support him. It was a magnificent event which brought such a warm and small town feeling. Unfortunately, he passed away two weeks later but to this day, residents still talk about that one magical evening.

My biggest failure was not recognizing quicker what it takes to truly build a strong management team. For many years Parkland's salaries were not in alignment with communities surrounding it. Thus, when open positions were posted, the quality of the candidate was not what the municipality needed. This resulted in the need to hire and fire 2 Parks Directors and 2 Public Works Directors. When I realized that we are hiring people based upon the knowledge and skills of the salary offered, I authorized a compensation study. We discovered that our employees' salaries were not market rate and although there was a cost involved, we increased the base salaries and reduced the number of pay categories. As a result, the most recent Parkland hires have done well and we have seen a marked improvement in the work and trust of the senior management team.

Yes, I have fired people. I handled it respectfully and professionally. HR is always involved and I would explain to the employee why they were terminated. Since I provide informal employee reviews during the entire year, I have never had a direct report employee who was surprised by the firing. Firing employees is never an easy thing but is a part of our job.

The challenges I see facing the City of Winter Haven are:

- Strategic Planning. Every municipality needs to be sustainable. It needs to plan what it will need to operate today and tomorrow versus what revenue it will bring in for the current year and forecast out to the future.
- Financing capital projects. Eroding infrastructure threatens residents' safety and quality of life. There needs to be a balance and a priority of projects based upon the need and costs
- Economic Development. Commercial businesses help to offset the costs of operating a government as well maintains and improves the residents' quality of life. For a municipality to be vibrant there needs to be a strong and diverse economic base.

During the first six months I would do the following

- Create a work-related transition plan – Meet with staff, Elected Officials, labor and community leaders or groups. I will be prepared to listen and observe to not only learn what is being said but also what is unsaid.
- Create a personal transition plan – Take a tour of the city to determine where to live, where stores are located, and settle in with my family.
- Learn the City's goals and objectives as well as the City's main priorities by reviewing documents and determine if these are being met
- Identify the "quick fixes" and complete them in a short time frame if possible
- Measure my progress and report to the City Commission

**Caryn Gardner-Young**

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Since I am professional and honest with the media, we have a good relationship. However, my experience has been to defer questions to the Elected Officials since they prefer to be quoted. I am not aware of anything in my background which would embarrass Winter Haven if it became public knowledge.

People are online talking about everything so using social media to communicate with the residents is a must. I have used social media to warn residents of hazardous conditions (Code Red) as well as announce Special Events (Facebook). I have also used social media to allow residents to submit complaints or compliments (Mobile App). However, I am still old school that I attend HOA meetings and community groups to provide information on the city face-to-face.

I am not aware of any community activists that may contact you.

In my spare time, I walk, travel with my family and go to the movies

**SIX ADJECTIVES OR PHRASES YOU WOULD USE TO DESCRIBE YOURSELF**

- Loyal
- Honest
- Motivated
- Communicative
- Confident
- Reliable

**REASON FOR LEAVING MOST RECENT JOB**

As of December 1<sup>st</sup>, I am no longer Parkland's City Manager. Instead I am a consultant to Parkland to assist with the transition to a new City Manager. During my tenure, the City accomplished so much. We built new and rebuilt facilities, created the largest Farmer's Market in Broward County, moved the county line from Palm Beach County to Broward County adding 1900 acres just to name a few. In addition, Parkland earned a national reputation for being a leader in many areas including – designation as Playful City since 2007, Top Rated Towns and City in 2010, and Top Ten Places to Live in Florida in 2015 and many more. The City is operating at its peak and running smoothly. It is hard to improve from here so I decided to leave to take the great skills I learned in Parkland to another municipality. The timing was right since there was a change in Commission and I believe they may want to go in another direction.

**CURRENT/MOST RECENT OR RELEVANT SALARY**

\$203,687



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*CB&A Background Checks*

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**Background Check Summary for  
CARYN S. GARDNER-YOUNG**

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**Criminal Records Checks:**

Nationwide Criminal Records Search	No Records Found
County	
Broward County, FL	No Records Found
Palm Beach County, FL	No Records Found
State	
Florida	No Records Found

**Civil Records Checks:**

County	
Broward County, FL	No Records Found
Palm Beach County, FL	No Records Found
Federal	
Florida	No Records Found

**Motor Vehicle**

Florida	No Records Found
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**Credit**

Excellent

**Bankruptcy**

No Records Found

**Education**

Confirmed

**Employment**

Parkland (2005 – Present)  
Kilday & Associates (2004 – 2005)  
***Confirmed***

Wellington (2000 – 2005)  
***Verifications Pending***

**Background Check Summary for  
CARYN S. GARDNER-YOUNG  
Personal Disclosure**

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**Personal Disclosure Questionnaire**

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Name of Applicant: Caryn Gardner-Young

The following questions are designed so that we will be able to make full disclosure to our client concerning your background. Please answer them honestly. Cutting corners or misrepresenting your past will result in you being eliminated from all further searches conducted by this firm. We understand that frivolous charges are sometimes made and that charges do not mean you were guilty. We also understand that you may have been wronged and needed to seek compensation. The bottom line is that we want to be certain that our client is fully informed. If you have any questions, please contact us for clarification.

**Please explain any yes answers on a separate sheet of paper.**

1. Have you ever been charged or convicted of a felony?  
Yes  No
2. Have you ever been accused of or have been involved in a domestic violence or abuse incident?  
Yes  No
3. Have you ever declared bankruptcy or been an owner in a business that did so?  
Yes  No
4. Have you ever been the subject of a civil rights violation complaint that was investigated or resulted in a lawsuit?  
Yes  No
5. Have you ever been the subject of a sexual harassment complaint that was investigated or resulted in a lawsuit?  
Yes  No
6. Have you ever been convicted of driving while intoxicated?  
Yes  No
7. Have you ever sued a current or former employer?  
Yes  No
8. Do you have a personal My Space, Face Book or other type of Web Page?  
Yes  No  (See Attached)
9. Do you have a personal Twitter Account?  
Yes  No  (See Attached)
10. Is there anything else in your background that, if made public, would cause you, our client or our firm embarrassment if it came to light through the press or any other mechanism?  
Yes  No
11. Please provide a list of any lawsuits in which you are or have been a party either as plaintiff or defendant.  
See Attached

Attested to:   
Signature of Applicant

Please email this form via PDF DOCUMENT to [Lynelle@cb-asso.com](mailto:Lynelle@cb-asso.com) or via fax to (888) 539-6531 no later than 5:00 PM PST 12/01/16.  
(Note: Please be sure to sign the form with your actual signature if you are sending Fax or PDF Document)

**Background Check Summary for  
CARYN S. GARDNER-YOUNG  
Personal Disclosure Explanation**

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Personal Disclosure Questionnaire

Question 8 – I created a Facebook account but I never activated it. I have an active LinkedIn account

Question 9 – I created a Twitter account but I never activated it.

Question 10 – I was personally sued in All Terrain Landscaping Inc. vs. Gardner-Young – Broward County, Circuit Court Case No. CACE-10-0088(25). The Plaintiff alleged that I interfered with All Terrain Landscaping Inc.'s ability to obtain a contract with North Springs Improvement District (NSID) (Special District utility company). Both NSID and I were prepared to defend vigorously since the claim was false. However, the City of Parkland ("City") City Commission settle this claim along with 2 other lawsuits brought by this Plaintiff against the City and City Commission.

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*CB&A Reference Notes*

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Reference Notes  
Caryn Gardner-Young

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**Burgess Hanson – City Manager, Deerfield Beach, FL 954-818-3437**

Mr. Hanson has known Ms. Gardner-Young since 2010. They work together on various issues pertaining to their communities which neighbor each other.

Ms. Gardner-Young's job performance speaks for itself especially because of her longevity as a City Manager in Parkland. In Broward County that is a rare occurrence. During the time that she was the Manager Parkland expanded its tax base considerably. She also serves as the President for the Broward City/County Managers Association. She has brought several initiatives forward which have helped with some regional issues in regards to emergency communications and solid waste.

In terms of strengths, Ms. Gardner-Young is excellent at the budgeting process and planning. She is detail oriented, but also understands the big picture. She has been able to keep the taxes low in Parkland while at the same time not skimping on the services provided to the residents.

On any item that Mr. Hanson has dealt with Ms. Gardner-Young she has always been a good decision maker. She is decisive but purposeful. Her thought process is intentional and she analyzes the facts given to her and then moves forward with a decision.

As far as being innovative and a change agent, Ms. Gardner-Young walked into the City Manager position when Parkland was changing and growing so those things were part of her tenure. The rural components of the City were changing into more of a suburban community and she understood how to handle those changes quite well. However, even throughout all of those huge changes she kept the daily operations of the City running at an extremely high level.

Ms. Gardner-Young is an open and honest communicator. She always communicated well with Mr. Hanson in regards to the situations and issues they worked on together. They dealt with many sensitive items with regards to both of their cities and she always maintained confidentiality.

From what Mr. Hanson has observed of Mr. Gardner-Young at their Managers Association meetings she deals well with others in the public. She is always polite and engaging at the meetings and regional conferences and is very easy to talk to and get along with.

Ms. Gardner-Young has a knack for resolving issues and solving problems. She could not have survived in a City like Parkland without that skill. The population has a high caliber of extremely successful and professional individuals who require much from their City's staff and government.

Mr. Hanson is not aware of Ms. Gardner-Young being involved in anything controversial since he has known her. To the best of his knowledge she has nothing in her past history that would be construed as embarrassing if the press were to go digging. He would absolutely hire her if he had the opportunity.

Reference Notes  
Caryn Gardner-Young

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**Words or phrases used to describe Caryn Gardner-Young:**

- Determined,
- Smart,
- Decisive,
- Engaging,
- Conscientious of the budget, and
- Does not put up with nonsense.

**Strengths:** A highly professional and talented manager who is smart, hardworking, and gets things accomplished.

**Weaknesses:** None identified.

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**David Rosenof – Former Commissioner, City of Parkland, FL 954-444-6986**

Mr. Rosenof has known Ms. Gardner-Young since approximately 2005. They worked together until he was term limited out of office in 2016. They continue to have some occasional contact.

Ms. Gardner-Young's job performance has been most excellent. She is always on top of everything at the City. She is talented at keeping on track with multiple issues at once while at the same time dealing with the needs of the elected officials. She communicated well with Mr. Rosenof and the Council and always looked out for them. She was extremely amicable and even when she and the Council Members disagreed on issues a compromise was always reached.

In terms of decision making, Ms. Gardner-Young consistently made solid decisions. She always made the best decision at the time and more turned out well than not. As to decisions she made when it came to hiring personnel she improved with time. She evolved and Mr. Rosenof is certain that in her next position she will do well in that regard.

Mr. Rosenof would describe Ms. Gardner-Young as someone who is always looking for continuous improvement. Something might be working well, but she looks for ways to accomplish a higher standard of service. She also strives to make improvements with her own performance and knowledge and has a genuine desire to develop her talents and knowledge base.

Ms. Gardner-Young is a leader who takes the vision of the elected officials and rallies the staff around it. She is a person who gets things done and inspires her employees to work hard alongside her to accomplish the tasks at hand and reach the goals set forth by the Commission.

Mr. Rosenof has no knowledge of any item of controversy involving Ms. Gardner-Young. He is not aware of anything in her background that would be looked upon as unflattering if the press were to investigate her past history.

Reference Notes  
Caryn Gardner-Young

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**Words or phrases used to describe Caryn Gardner-Young:**

- Thorough,
- Conscientious,
- Good listener,
- Takes charge,
- Empathetic with the elected officials, and
- Resilient.

**Strengths:** An excellent manager who listens, is thorough, and gets the job done.

**Weaknesses:** None identified.

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**Mark Weissman – Former Vice Mayor, City of Parkland, FL 954-692-4745**

Mr. Weissman first met Ms. Gardner-Young in 2006. They worked for many years together in Parkland until his term ended in 2016. They continue to have some occasional contact.

Ms. Gardner-Young's job performance was top notch. She works well with people and knows how to delegate to her staff. She is a self-starter who finds things that need to be done and then gets them done. She is adept at anticipating the needs of the community because she reaches out to the residents and truly gets to know them. She is always looking at new ways of approaching processes and practices to save the City money and help it to run more efficiently.

In terms of decisions and problem solving, Ms. Gardner-Young communicates the issues well and is inclusive with others in the thought process. She is also equally as talented at decisions when it comes to hiring personnel. She is a firm believer of promoting from within when and where the talent and opportunity presents.

Ms. Gardner-Young was consistently a fine communicator to Mr. Weissman and the rest of the Commission. She also did a fantastic job interacting with the public and did her best to keep the community abreast of what was happening in the City. She was a leader who was always out and about engaged with the community, attending HOA meetings, and attending to various groups in the City.

Mr. Weissman would characterize Ms. Gardner-Young as someone who is innovative, a change agent, and someone who maintains the organization at a high performance level. She saw that the City was growing and had growing needs. The City not only experienced a growth in population, but also in land that was needed for development purposes.

In terms of finances, Ms. Gardner-Young definitely has a good grasp. She instituted a program for each department as an incentive for saving money where the department heads who lowered



**Reference Notes  
Caryn Gardner-Young**

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their costs would share in the savings. All of the employees of the departments that were successful benefitted monetarily from the program and the taxpayers benefitted from lower taxes without a decrease in services.

Mr. Weissman is not aware of Ms. Gardner-Young being involved in any controversies since they have known each other. He is not privy to any information regarding anything embarrassing in her background. He would not hesitate to hire her if given the chance.

**Words or phrases used to describe Caryn Gardner-Young:**

- Self-starter,
- Motivator,
- Honest,
- Good communicator, and
- Shares credit with her team.

**Strengths:** A highly motivated manager who anticipates the needs of her community and works to make it a better place.

**Weaknesses:** None identified.

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**Jarod Moskowitz – Former City Commissioner & Current State Representative,  
Parkland, FL 954-600-4949**

Mr. Moskowitz first met Ms. Gardner-Young in 2006. He worked with her the entire 6 years he was there until 2012. He is still in contact with her on a regular basis as he is still serving the public as a State Representative in the area.

Ms. Gardner-Young did a most excellent job as the City Manager for Parkland. She did a wonderful job figuring out the different personalities of all the elected officials early on. They worked together fabulously the entire time and never had any issues. She is a consummate professional and she never made things personal even if they did not agree on something. She is mentally tough, in a good way.

During Ms. Gardner-Young's time as the City Manager Parkland experienced tremendous growth and was part of the largest land swap in South Florida where 2,500 acres were annexed into their City from Palm Beach County. She always understood what the residents wanted and was constantly engaged with the public.

Ms. Gardner-Young is someone who is innovative, a change agent, and someone who maintains the organization at a high performance level. She implemented some things that may sound small to some, but were big to the Parkland residents. She set up a Farmer's Market which has now

**Reference Notes  
Caryn Gardner-Young**

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become a huge even for the City. Additionally, when the Zika issue arose she immediately ensured that bug spray was available, at no charge, at all the parks. She knew that moms and children were out and about at parks and wanted to ensure they were protected. That program received rave reviews from the residents and showed that someone at the City was paying attention to their needs.

The residents in Parkland want direct access to the City Manager and anytime residents wanted to have an audience with her, email her, or speak to her over the phone, she made herself available. Once she was promoted to the City Manager position the Assistant City Manager position was cut, so she did not have anyone to pick up the slack for her. She was a dedicated and hardworking manager who genuinely cared about the residents and the community.

Mr. Moskowitz never felt out of the loop with Ms. Gardner-Young. She excelled at communicating with him and the other elected officials. She was communicative and kept them informed of what was happening in the City. He never experienced any surprises while she was in charge. He always knew where she stood on issues and ideas and she was a tremendous asset to the City.

In terms of finance, Ms. Gardner-Young has some background in that area. As the Assistant City Manager she dealt with the budget and her strongest hire as City Manager was the Finance Director. She was frugal with public funds and kept her eye on how much it cost to run the City as well as keeping it aesthetically pleasing. She did all of that while continuing with a high level of services and low taxes.

Ms. Gardner-Young is a leader who is out and about in the organization. As the CEO and Chairman of the Organization she set a good example to her staff members and ensured that the wishes of the Commission were carried out in each department. She definitely rallied the staff around the vision of the Commission and organization.

Problem solving came naturally to Ms. Gardner-Young. If she had a principled stance on an issue she would argue her position, but ultimately if the Commissioners decided to go another way she would carry out their wishes. She walked the line well between what she wanted for the City and what the Commissioners wanted and at the end of the day things usually worked out well for all involved parties.

Mr. Moskowitz is not aware of Ms. Gardner-Young being involved in anything controversial since he has known her. He has no knowledge of her having any embarrassing items in her background that would be detrimental to her good character. She understands that a City Manager should not be the focus in the media.

**Words or phrases used to describe Caryn Gardner-Young:**

- Dedicated,
- Smart,

**Reference Notes  
Caryn Gardner-Young**

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- Tough,
- Experienced,
- Organized,
- Pleasant, and
- Hardworking.

**Strengths:** An experienced professional who is dedicated to making her organization and community the best it can be for everyone.

**Weaknesses:** If Mr. Moskowitz had to be extremely critical he thinks her recruitment of talent could have been better, but that was not necessarily her fault. It most likely was due to what the Commission set as parameters on salary, etc. for open positions.

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**William Lawler – President, Parkland Chamber of Commerce, Parkland, FL  
954-234-8135**

Mr. Lawler met Ms. Gardner-Young when she first came on board with the City in 2005 as the Planning and Zoning Director. He had contact with her when he built his house. He also opened a bank in the City and when he started working in the community he had contact with her on a regular basis. Additionally, he works with her on the Farmer’s Market.

Mr. Lawler has been in the banking industry for 30 years and if he had a job opening he would give it to Ms. Gardner-Young. She is extremely bright, articulate, and politically savvy. She can look at a situation, get to the bottom of it, and then quickly move to resolve it. Parkland is not an easy place to govern, but she is intelligent and knows how to maneuver through the daily issues and make it a great place to live. She always has the City’s best interest at heart and much of what Parkland is today is due to her and her efforts. She is the whole package.

In terms of decision making, Ms. Gardner-Young makes solid decisions. She also is good at tackling the hard ones. She knows that some of her decisions may not be the most popular, but she does know that they are the best ones for the community. She thinks of every aspect of each decision and is analytical in her approach. She is direct in communicating the reasons why certain things are decided in a particular way ensuring that people understand the background of each decision.

Mr. Lawler would characterize Ms. Gardner-Young as someone who is innovative, a change agent, and someone who maintains the organization at a high performance level. She was responsible for starting the Farmer’s Market. Mr. Lawler now works with her on that project and he has seen it grow from a small 12 vendor event to an award winning market with 160 vendors. People from all over the tri-county area flock to the market on a regular basis. Parkland has thrived more than he could ever have imagined because of her and the Mayor’s efforts over the years. It is one of the most interesting places once can work and live in the area.

**Reference Notes  
Caryn Gardner-Young**

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Mr. Lawler is not aware of Ms. Gardner-Young having anything in her background that would cause any concern for any future employer. She has never been involved in anything controversial since he has known her. The only reason she is no longer with the City is because of a total turnaround of the entire City Council.

**Words or phrases used to describe Caryn Gardner-Young:**

- Intelligent,
- Articulate,
- Deals well with the public,
- Looks at all aspects of an issue, and
- Takes into account the needs and wants of the residents.

**Strengths:** A highly intelligent professional who understands her community and does what she can to make it a better place to live, work, and play.

**Weaknesses:** None identified.

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**Michele Mellgren – Contract Planning Director, City of Parkland, FL 954-593-0084**

Ms. Mellgren first met Ms. Gardner-Young when she was the Planning Director in 2005. She has worked with her on various planning items over the years and most recently has worked with Ms. Gardner-Young on a regular basis as the Contracted Planning Director.

Ms. Gardner-Young is one of the best City Managers. She is on top of everything at the City and has accomplished tremendous things in Parkland. She expects a great deal from her staff therefore maintaining a high performing organization. She is an agent for change especially when it comes to getting more from her staff.

Ms. Gardner-Young has ensured that the City is fiscally sound and has enough open spaces for the residents to enjoy. She has the organization running like a well-oiled machine. She has open discussions on how to improve things. She sets a goal to better the community and positions the City accordingly.

In terms of decision making Ms. Gardner-Young does an excellent job. She is smart and analyzes the facts at hand. She then creates a dialog and opens up the floor for discussion by all involved parties. Once the decision has been made she moves forward to carry it out. Additionally, she expects her staff to bring her solutions to any issues they bring to her. She makes decisions and solves problems in a collaborative manner.

**Reference Notes**  
**Caryn Gardner-Young**

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Ms. Gardner-Young is a talented public speaker. She communicates well with people in the organization, the businesses, and the community. She keeps the lines of communication open and always makes sure that the residents' concerns are heard and taken care of in a timely manner.

In regards to financial matters Ms. Gardner-Young has a keen understanding and interest in the organization's finances and how they work. She made it a habit to learn how each department truly works by attending local conferences so that she could understand all of the nuances and issues especially in the financial aspect.

Ms. Mellgren is not aware of Ms. Gardner-Young ever having been involved in anything controversial since she has known her. She also has no knowledge of any item in Ms. Gardner-Young's background that would be thought of as an embarrassment if it were brought to light after being hired. She would absolutely hire Ms. Gardner-Young if she were given the opportunity. In fact, it has been discussed in her office to hire her on a part time basis.

**Words or phrases used to describe Caryn Gardner-Young:**

- Extremely astute,
- Knowledgeable,
- Goal oriented,
- High achiever,
- Dedicated, and
- Problem solver.

**Strengths:** A hard working and extremely ethical individual who knows what she is doing when it comes to managing a municipality.

**Weaknesses:** Some might consider her to be a micro manager, but it is only because that is what the Commission in Parkland expects from her.

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**Erdal Donmez – City Manager, City of Coral Springs, FL 954-695-8990**

Mr. Donmez first met Ms. Gardner-Young in 2007 when she was the Interim City Manager for Parkland.

Ms. Gardner-Young is a well prepared professional who always has her City's best interest at heart. She has a great deal of energy and keeps her organization going at a high level. She is an extremely tough and savvy negotiator and the two have worked together extensively on contract negotiations for the Fire and EMS services.

As the President of the Broward City/County Managers Association Ms. Gardner-Young always manages the meetings well. She is positive and prepares herself well for the subject matter she

**Reference Notes  
Caryn Gardner-Young**

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will be discussing. She is also a clear and concise communicator who presents well in front of a crowd.

In terms of decisions Ms. Gardner-Young makes consistently good ones within the parameters that she is allowed by her Commission. She is smart and knows how to resolve issues in a professional and timely manner.

Mr. Donmez is not aware of Ms. Gardner-Young being involved in anything controversial since becoming acquainted with her. She has nothing in her background, to his knowledge, that would be thought of as unflattering if the press were to investigate. He would definitely consider hiring her if he had a position available for her.

**Words or phrases used to describe Caryn Gardner-Young:**

- Bright,
- Energetic,
- Focused,
- Hardworking, and
- Good negotiator.

**Strengths:** A very hardworking professional who knows how to manage a city well and has the best interest of her community in the forefront of her decision making.

**Weaknesses:** Can be a bit boisterous at times.

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**Michael Udine – Former Mayor of Parkland and Current County Commissioner,  
Parkland, FL 954-258-4397**

Mr. Udine first met Ms. Gardner-Young in approximately 2006. They worked together extensively on many issues and items while he was the Mayor. They continue to have some occasional contact.

Ms. Gardner-Young's job performance was top notch. Parkland was rated a #1 City and she was the reason for that. She is an organized, hardworking manager who gets things accomplished. She makes good decisions and resolves issues in order to move the City forward in the right direction towards the future.

Mr. Udine would characterize Ms. Gardner-Young as someone who maintains the organization at a high performance level. She carried out all of the policy directions from the Commission in accordance to their goals. She did a commendable job of keeping her staff focused on the end goal which helped to get the City to the level it is at today.

**Reference Notes  
Caryn Gardner-Young**

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Ms. Gardner-Young is a leader who is involved with her staff and the community. She has above average people skills and works well with people in the City. She was especially good at keeping Mr. Udine and the rest of the Commission informed of what was happening in the City.

In terms of financials Ms. Gardner-Young knows what she is doing. The City was consistent in receiving awards for its CAFR and she always ran the City with a surplus. Parkland is in excellent financial shape with much in reserves while at the same time lowering taxes.

Mr. Udine is not aware of Ms. Gardner-Young having any embarrassing items in her background that would come to light if the press were to go digging. He has no knowledge of her being involved in any controversies. She would be a very good fit for a small city that is looking towards the future and is in need of a valiant leader.

**Words or phrases used to describe Caryn Gardner-Young:**

- Hardworking,
- Dedicated,
- Loyal, and
- Financially savvy.

**Strengths:** An organized and professional manager who works hard to make her organization and community better.

**Weaknesses:** At times when dealing with her employees she could come across as heavy handed if she believes that they are not on her team. Hiring personnel was not her strong suit, but they are average.

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**Andy Maurodis – City Attorney, City of Parkland, FL 954-429-1440**

Mr. Maurodis has known Ms. Gardner-Young since 2005 when she was the Planning and Zoning Director.

Ms. Gardner-Young has done a very good job for the City of Parkland. She is hardworking, diligent, and cares about every aspect of managing the City. She is good decision maker who is bright and ensures to see all the sides of an issue before moving forward with any decisions.

Mr. Maurodis would characterize Ms. Gardner-Young as someone who maintains her organization at a high performance level. Additionally, she is open to innovation and change and often times thinks outside the box. Furthermore, she is tenacious negotiator who represents the best interest of the City.

Reference Notes  
Caryn Gardner-Young

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When it comes to communication, Mr. Maurodis is always well informed in regards to what he needs to know about at the City. They conduct bi-weekly meetings to communicate what is happening. She often seeks his counsel on items because he has been with the City since 1988 and knows the nuances of the people, the elected officials, and the organization.

Mr. Maurodis is not aware of Ms. Gardner-Young ever having been involved in anything controversial since he has been working with her. He is not privy to any information about any item in her past that would be cause for concern by any future employer. He would definitely consider hiring her if he had the chance.

**Words or phrases used to describe Caryn Gardner-Young:**

- Hardworking,
- Good on follow through,
- Prompt with meeting her deadlines, and
- Careful with City funds.

**Strengths:** A professional manager who genuinely cares about her organization and community.

**Weaknesses:** At times can be too narrowly focused on saving money.

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**Prepared by:** Heather Linares  
Colin Baenziger & Associates



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*CB&A Internet Research*

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**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Sun Sentinel  
November 3, 2016

**Parkland OKs payment deal with city manager as she readies to leave her post**

Author: Lisa J. Huriash

Parkland's city manager will leave City Hall on Nov. 30, but she'll continue to collect her salary working as an as-needed consultant. Rather than resign, **Caryn Gardner-Young** announced last month she wanted a separation agreement. She became city manager in 2007 and earns \$203,643.96. The agreement, which was agreed upon Wednesday by the city, calls for **Gardner-Young** to receive her salary and benefits, such as a car allowance, an iPad and cellphone, through Sept. 9. According to the deal, she'll be available to attend commission meetings, but not required to come to City Hall more than three times a week.

The contract also calls for a "non-disparagement" agreement where the commission can't bad-mouth her, and vice versa. Although **Gardner-Young** had requested her last day be Dec. 9, 2017, the commission suggested it be sooner. On Thursday, she declined to comment on the agreement or about her leaving. Parkland will now not only have a new CEO in charge of daily operations, but the five-member commission will be a majority of new faces as well after the November election. Three of the five members left or are leaving because of term limits or bids for other office.

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Sun Sentinel  
October 20, 2016

**Parkland city manager announces plans to leave, asks for separation deal**

Author: Lisa J. Huriash

Rather than resign, Parkland's city manager paved the way to keep working and collecting a paycheck while she begins a search for a new job. Under an agreement expected to be drafted by the city attorney, City Manager **Caryn Gardner-Young** will work as a consultant. Her annual salary is \$203,643.96. "I am not suggesting a resignation at this time but a separation agreement, assuming an agreement can be reached," **Gardner-Young** read from a prepared statement Wednesday night. "This would provide an opportunity for me and the city to transition to a new phase." City commissioners suggested the agreement not be more generous than the severance package built into her contract. If she were fired, her severance package would have been nine months' salary and benefits. The new agreement is expected to come back to the commission in November.

On Wednesday night, **Gardner-Young** listed some of her accomplishments as CEO: building a new fire station, creating a dog park and overseeing land annexation, which led to the construction of homes as the city became larger. "Our success is evident in that since I became city manager. Parkland is more livable, more sustainable, more family-oriented, safer and more vibrant," she said. "Although it is not easy to consider leaving the city manager's position and the city I love, it may be time for me to take my experience, knowledge and skills and apply them to new opportunities outside Parkland."

**Gardner-Young** originally was hired as Parkland's planning director in February 2005. At the time, she had been working as planning director in Wellington. She was promoted to development services director in November 2005, and the additional responsibilities of assistant city manager were added in January 2006. She became manager in 2007. "I have been thinking about this for a while," **Gardner-Young** said. "It may be time for me to consider discovering new challenges."

Parkland will now not only have a new CEO in charge of daily operations, but the five-member commission will be a majority of new faces as well after the November election. Mayor Michael Udine is stepping down to run for a county commissioner seat, another commissioner is leaving because of term limits, and a third who was scheduled to leave because of term limits left early because he moved out of the city. **Gardner-Young's** supporters credited her "continuity in leadership." "**Caryn** has been an integral part of that leadership team and has helped make Parkland the premier city [in] South Florida," said Udine. City Attorney Andy Maurodis said **Gardner-Young** wants to "leave on top when things are going great." "If this is what she wants," said Commissioner Christine Hunschofsky at the commission meeting.

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Sun Sentinel  
March 4, 2016

**Parkland closer to library expansion**

Author: Lisa J. Huriash

The city will likely add a wing to its overburdened library, which is on the same campus as City Hall. While no final decision has been made, several commissioners said this week they'd like to see an addition built on one side of the building and connected with a decorative bridge. "The library now is at full capacity," said its manager, Joe Green. Residents want more books and "overall an environment conducive to quiet."

A 2014 study called the facility "deficient," noting that seating was limited, there was only one meeting room, and the children's room was too small. A plan presented to the city commission Wednesday night by faculty and students from Florida International University would allow for a "children's wing" with areas reserved for quiet study and tutoring, and a cafe. There isn't proposed space for additional computers; Green said in Parkland most children bring their own from home.

Resident Carolyn Marks urged the commission to decorate the newest wing with unconventional, less institutional furniture. "A little bit more homey and a little bit more warm," she suggested. A study of expansion costs will come later. But City Manager **Caryn Gardner-Young** said it will be paid for with fees fronted by developers since 2012. The untapped fund has about \$900,000 in it.

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Sun Sentinel  
November 9, 2015

**Parkland to run community center where YMCA is now**  
Author: Arun Sivasankaran

Parkland's eight-year-old partnership with the YMCA will officially end on Dec. 31. The city has decided to operate the facility as a community center when the YMCA's lease there ends. The center opened in October 2007; the YMCA took over in January 2008 for an initial term of five years; the lease was later extended for three years. It was a mutual decision by the two parties not to extend the lease, said Mayor Michael Udine. "The city has grown over the years, and we need more indoor program space. I am confident that our residents will be happy with the programs that we offer."

"It is not what we wanted, but we respect the city's decision," said Sheryl Woods, YMCA of Broward County CEO and president. "The City Commission chose to go in a different direction. We are sad about it; our members are, too. It is a positive separation; I just wish we could do all of this together." The YMCA will continue to have program presence in Parkland and Coral Springs, Woods said. "We loved the partnership we had with the city, and we would love to continue serving the residents. The city will offer many programs similar to ours, and we will try to be the vendor of choice. We are also open to having a partnership with other cities in the region."

All of the current programs, with the exception of those that are Y-specific, will continue to be offered, even after the city takes over. These include the after-school program, which will continue until the end of the current school year, as well as the child-watching service. The city, however, does not intend to continue with the fitness facility at the center when the YMCA vacates the facility. "It wasn't a termination of the lease; it is a non-renewal of the lease," said **Caryn Gardner-Young**, the city manager. "The Y served us quite well; we were very happy with the services that they provided. However, the city has grown in the last few years; most cities of our size have a community center." The city will spend about \$500,000 annually to operate the facility, said **Gardner-Young**. "Some of that will be offset by the revenue that we will get," she said. "We will offer a broader variety of classes. It will be a combination of programs offered by city staff and by private entities."

The city had, in 2007, toyed with the idea of operating the center on its own when the facility opened, but the City Commission decided that it made financial sense to let a private organization run it. With the economy having recovered, and the city's finances in good shape, officials and staff believe the time is right for the city to take over. Despite its best efforts, the YMCA wasn't able to make a profit during its eight years in Parkland. The city helped offset some of the costs by waiving the lease payments and also offering subsidies; the total financial assistance provided thus amounted to \$445,000.

**Internet – Newspaper Archives Searches**

**Caryn Gardner-Young**

*(Articles are in reverse chronological order)*

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"We have been in the red every year, but we stayed committed to the city," Woods said. "It wasn't about the money; it was about serving the people. We have a reciprocal agreement with the YMCA of Palm Beach County; we would like our members in Parkland to use the YMCA in Boca Raton." The YMCA is committed to providing its staff job security, Woods said. "No full-time or part-time staff is going to lose their job in this process. We consider them a part of the Y family, and we will take care of them."

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Sun Sentinel  
June 29, 2015

**WCI launches sales at The Estuary in Heron Bay**

Author: Paul Owers

WCI Communities Inc. has started sales at The Estuary, the last housing development in Parkland's Heron Bay. Estuary, along Hillsboro Boulevard near the north entrance to Heron Bay, will feature 46 single-family homes priced from \$521,900 to the mid-\$700,000s. WCI said the three- to five-bedroom homes on 60-foot-wide lots will range from nearly 3,000 square feet under air conditioning to roughly 5,000 square feet, with suites, lofts and game rooms. Bonita Springs-based WCI has sold about half of the 60 homes in its Hawthorne development in Heron Bay. The builder has one home left in another development, Osprey Lake, where sales began in 2013.

Heron Bay, a 1,700-acre master-planned community, opened in the late 1990s off the Sawgrass Expressway at Coral Ridge Drive. WCI has built most of the nearly 3,000 homes. After these last neighborhoods are complete, only scattered lots for custom homes will remain. "There's not just pent-up demand, but continuous demand, for new homes in Parkland," said Jon Rapaport, division president for WCI. Buyers are attracted to Parkland for its top-rated schools and family-friendly activities. The northwestern suburb contains some of the last large tracts for homebuilding in Broward County.

Parkland City Manager **Caryn Gardner-Young** said Monday there are about 2,000 lots approved for construction, not including 750 undeveloped acres and a parcel on which WCI hopes to build about 550 homes in a community called Parkland Bay. The Parkland Bay property, south of Heron Bay off Hillsboro Boulevard, is in the process of being annexed into the city. "You're seeing some of the finishing touches on the buildout of Parkland," Mayor Michael Udine said. "People want to be here. They like what we're offering."

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Sun Sentinel  
April 15, 2015

**Shopping centers in Parkland begin to thrive**

Author: Arun Sivasankaran

New homes are being constructed in Parkland, and shopping centers in the city, which had high vacancy rates not so long ago, have started filling up. All five of the commercial centers in the city, except one, are either fully occupied or close to full occupancy. While the Shoppes of Parkland is fully occupied, Parkland Commons has an occupancy rate of 97 percent, while Parkland Town Center and Riverstone Shoppes are at 96 percent and 95 percent, respectively. Waterways Shoppes has a vacancy rate of 16 percent. "That is a dramatic increase over the last few years," Scott Davidoff, the city's public information officer, told city officials at a recent meeting. "Some of the centers have been down in the low 70s, some in the 60s, just two to three years ago."

The city attributes the high occupancy rates to measures it has introduced in the last few years to attract and retain businesses. "We have been working with the commercial centers to build a relationship," Davidoff said. "The sign code was amended in January last year; that was something that the centers were pushing hard for. We created a new economic development web page with information about the centers."

Another initiative is the business ambassador program by which new businesses are provided a single point of contact so that process is expedited. The city also waives the special event permit for grand openings. It also updates the business directory on a monthly basis and sends out welcome letters to new businesses. City staff meets with owners of the commercial centers on a quarterly basis. Mayor Michael Udine and Vice Mayor Stacy Kagan wanted the city to invite tenants as well to one of the meetings.

City Manager **Caryn Gardner-Young** said that staff was in touch with tenants. "Two times a year, we go door to door," she said. "I go door to door once a year. I talk about the programs we have and make sure we have a relationship with the tenants." "I want to make sure that we are not getting in, any way as a city, in the process of picking any businesses that are going in," said Udine. "That is not really our role. What we want to do is expedite the process for all."



**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Sun Sentinel  
March 17, 2015

**Parkland opts for LED streetlights along major roads**

Author: Arun Sivasankaran

It will cost the city a few extra dollars upfront, but Parkland has decided to go for LED streetlights along some of its major roads. At a recent meeting, city officials were unanimous in choosing LED lighting over the conventional high-pressure sodium vapor (HPSV) streetlights. The fixtures will be initially installed along University Drive and Nob Hill Road. It will cost the city an additional \$650,000 to install the LED fixtures city-wide, but there will be cost savings due to reduced energy consumption. The new technology also promises improved visibility, thus improving road safety. Many cities in the country have begun using LED streetlights, including Pompano Beach in Broward County.

It would cost an additional \$1,200 per fixture if the Parkland City Commission went ahead with LED lights, City Engineer Sowande Johnson told city officials. Using the new technology would mean installing close to double the number of poles that one would install for HPSV streetlights, he said. There will be an annual energy cost savings of \$4,300. LED lighting will help police officers determine the exact color of cars and other vehicles, something that is not possible in the case of HPSV lights, said Commissioner Dave Rosenof, who is an engineer by profession. "LED doesn't light the air; it lights the object. You get brighter streets. The technology is great."

Commissioner Mark Weissman expressed concern about the extra expenditure due to having to install more poles, but Vice Mayor Stacy Kagan and Commissioner Christine Hunschofsky were in support of the idea. "I like the idea of going with the latest technology that provides better visibility," said Kagan. "I like the technology," Mayor Michael Udine said. "If you are starting from nothing, you might as well get the best. If we are doing it, we should do it right from beginning. We need to find a way to budget for it." City Manager **Caryn Gardner-Young** had good news for the city officials. "It would require a budget transfer, but we have the money in reserves," she said.

It was in 2013 that the City Commission approved a city-wide plan for streetlights. The idea then was to use HPSV light fixtures; the change of plan happened after FPL introduced LED fixtures under its premium-lighting program. While the city would bear the cost of installing the poles and the light fixtures, FPL will maintain them.

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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icma.org  
January/ February 2015

**What’s your favorite piece of leadership advice?**

**Caryn Gardner-Young**  
City Manager  
Parkland, Florida  
cgardneryoung@cityofparkland.org

What advice did I receive? From the funny (make sure you put on the same color socks each day), to the serious (understand the politics of your organization). But the best leadership advice I received was from my mentor and that was to be open. He had worked in government for a long time and had been through many difficult situations. He implored me to be open to new ideas, to communication, and to just being open.

I took this to heart by having an open-door policy, and I am fortunate that employees take advantage of it. We have cry sessions when employees are having personal issues, we have laughs when we cannot believe what a resident just did, and we have serious times when problems need solutions. I feel the employees are comfortable in coming to see me because I do not sit at my desk. To be a leader, you need to be visible. I am lucky that my organization is fairly small so I can visit offices and employees in the field on a regular basis. That familiarity allows employees to know me and for me to know them. It always amazes me when I see a smile from an employee when I ask about his or her family, especially when I use family names. The value of employee support to me as the face and leader of the organization cannot be measured.

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Our Town News  
January 2013

**City Of Parkland Named  
A 'Tree City  
USA Community'**

*By Nicol Jenkins, Editor*

**P**arkland has been named a Tree City USA Community by the Arbor Day Foundation to honor its commitment to community forestry.

Parkland has met the four standards to become a Tree City USA community: a tree board or department, a tree care ordinance, a comprehensive community forestry program, and an Arbor Day observance. It is the 20th year that the City has received this national recognition.

"It's truly an honor to again receive this environmental recognition," said Parkland City Manager Caryn Gardner-Young. "It's an award that spotlights a commitment by our City Commission and residents to plant, maintain and protect trees so we can pass on an lasting legacy of a fundamental natural resource to future Parkland generations."

Parkland is also the recipient of the Tree City USA Growth Award for the second straight year, demonstrating progress in its community forestry.

The prestigious award recognizes environmental improvement and higher levels of tree care in Tree City USA communities.

The Tree City USA program is sponsored by the Arbor Day Foundation in cooperation with the National Association of State Foresters and the USDA Forest Service.

The Arbor Day Foundation is a non-profit, environmental educational organization of nearly one million members, with a mission to inspire people to plant, nurture and celebrate trees. If you have any questions, please contact Brian Archer at 954-753-5040 or [barcher@cityofparkland.org](mailto:barcher@cityofparkland.org).

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Sun Sentinel  
January 20, 2012

**Parkland imposes impact fees on new development**

Author: Arun Sivasankaran

With Parkland poised for substantial growth in the next few years, city officials have passed a law that requires developers to pay their proportionate share of the capital costs associated with providing additional infrastructure facilities. Leaders recently approved an ordinance that imposes a government buildings impact fee and a library facilities impact fee on developers looking to build in the city. This is in addition to the public safety impact fee and park impact fees that are already in place. With the 1,900-acre "wedge" now part of Parkland, the city's population – currently just over 23,000 – is expected to grow by 47 percent by 2020.

Many developers who own land in the wedge have already annexed into the city; others will follow suit in the next few months. While the government buildings impact fee will apply to both residential and non-residential development, the library facilities impact fee will only apply to residential buildings; that's \$598 for single family homes and \$332 for multi-family units. The building impact fee will be \$401.92 for single-family homes and \$222.63 for multi-family units. The fees were calculated by the city's consultant, Tindale-Oliver and Associates Inc. "Approval for impact fees is already in the city's comprehensive plan," City Manager **Caryn Gardner Young** said. "We needed to implement an implementing ordinance. We must wait 90 days before we can implement the fees. It will be charged at the building permit stage."

The city's Planning and Zoning Board unanimously approved the ordinance, Mayor Michael Udine said. "We always want new development to pay for itself," he added. "We have the wedge and new properties coming in. There are additional dollars that will now be coming in." City Attorney Andy Maurodis said, "This is another way of making development pay for itself. A lot of cities don't go through the trouble of doing this. This will really help with the wedge. This makes the developers give their fair contribution, which otherwise they would not."

According to a schedule approved earlier by the commission, developers will pay a \$431 fire impact fee and a \$159 police impact fee – a total of \$590 – per single-family home; for multi-family homes, the fee will be \$255 for fire and \$94 for police. The impact fee for non-residential buildings will be based on the building's square footage. For hotels, the developer will pay \$431 per room. The master plan for the wedge, which was prepared by Keith and Associates, calls for a school campus housing an elementary school and a middle school. Land has been set aside for a high school as well. There will about 77 acres of space for public parks, and Fire Station 109 will be moved. The master plan does not include a new library or police station.

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Sun Sentinel  
August 12, 2010

**Parkland hires trapper to catch, kill coyotes**  
**City budgets \$5,000 for the work**  
Author: Lisa J. Huriash

PARKLAND — Beginning Wednesday, the hunt is on for the coyotes that Parkland residents complain have been terrorizing their pets. City officials said Thursday a trapper has been hired and they are prepared to spend as much as \$5,000, depending on how many coyotes are captured over the next two weeks. City Manager **Caryn Gardner-Young** said her office decided to take action in part because of the "bold behavior exhibited by the coyotes." Residents said they have been complaining for a while that their sheep are being slaughtered by wild coyotes, but city and state officials dismissed their concerns.

The problem didn't become public until two sheep were killed at Leo and Marie Gosser's farm in Pinetree Estates. The couple live a block away from a city commissioner who was so alarmed that he asked **Gardner-Young** to post safety warnings on the city's website last month. Since then, other residents have said they, too, have chased away coyotes and even captured them on surveillance video. Another man in the Ranches even killed a coyote with a shotgun after a pack of them tried to dig under a barn to get to the lambs that were hidden inside.

Florida Fish and Wildlife Conservation Commission spokeswoman Gabriella B. Ferraro said Thursday that the trapper will use either snares that catch the coyote by its leg, or box traps. She said by law, the trapper must euthanize the coyotes and disposed of their bodies. The coyote cannot be relocated because it is a non-native species. Ferraro said her office confirmed that coyotes in Parkland killed one dog and at least one cat. No determination has been made about the dozens of sheep reported killed.

The dog was owned by Mary Ann Ricardez of the upscale CypressHead subdivision. She watched as her Chihuahua named Cinnamon was dragged into the woods and killed last month. "It's a step in the positive direction," Ricardez said Thursday. "I'm glad they are doing something. Hopefully it'll help." Joe Cook, of the Ranches, who said he's had 12 lambs killed since January and hears the coyotes howling, was also pleased. "Oh terrific," he said about the trapper. "I can tell them where the coyotes are. There has to be six of them right behind my house. So many people tell us they don't exist and I've chased them off and they do exist. Sooner or later someone is going to get hurt."

But Ferraro warned the problem isn't going away despite the city's best efforts. "We know coyotes are well established throughout Florida and it will help the problem temporarily, but most likely they will return at some point," she said. "It will not permanently help the situation. Residents of the state of Florida have to live with wildlife and coyotes are one of them."

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Sun Sentinel  
July 9, 2010

**Lawsuit against Parkland city manager sparks debate**

Author: Arun Sivasankaran

A lawsuit filed by a resident against Parkland City Manager **Caryn Gardner-Young** has triggered a debate among city officials on the extent to which they could interact with residents on controversial issues, including ones that involve lawsuits. Mike Squillace, who has been embroiled in a series of legal tussles with the city on various issues, alleges that **Gardner-Young** interfered to get North Springs Improvement District, with which his company All Terrain Landscaping had a contract, to cancel the deal. **Gardner-Young** is contesting the claim in court.

At a City Commission meeting, Squillace asked Commissioner Jared Moskowitz, who represents people in the Ranches, to interfere and ensure that he gets justice. "I don't appreciate the lies and deceit. It is your responsibility to confront them," Squillace said. "She had no business in interfering in my contract with North Springs. It hurts people's business, especially in this economy."

Commissioner Mark Weissman was not pleased with Moskowitz's interaction with Squillace on the topic. "I am displeased to hear that communication continues between individuals on the Commission and residents in spite of the fact that the Commission took a policy decision [on how to deal with such issues]," he said. "The Commission is telling me that if a resident in my district calls me, I can't talk," Moskowitz said. "If an issue comes up before the Commission, am I allowed to vote on it?" "So I can ask him how the weather is," Moskowitz said, after City Attorney Andrew Maurodis had intervened to say that city officials weren't allowed to discuss issues in litigation with residents. "I talk to Mike pretty often. There are several issues going on with Squillace. I'd like to settle a lot of those issues but I don't have Commission support for that."

"There is an ongoing litigation," Moskowitz said, referring to the lawsuit against the city manager. "That issue is going to go to a judge. They are going to do an investigation. I understand Mike wants to get to the truth faster. I am happy to do an investigation if the Commission is willing to let me do that. I want to help a resident who believes he has been wronged. But I believe people are innocent until proven guilty."

"I have spoken to Mike about a lot of issues," Mayor Michael Udine said. "There is a lawsuit filed against our city manager. It's public record. There have been affidavits filed. It's not a city lawsuit, it's a third party lawsuit. If it is proven that the city manager interfered, then there are going to be different actions that need to be taken."

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Sun Sentinel  
July 7, 2007

**Community News Roundup**

**Parkland**

**Commission OKs \$150,000 contract for city manager**

The City Commission on Thursday night approved a \$150,000 contract with its new city manager, **Caryn Gardner-Young**. Her contract calls for a \$575-a-month car allowance since she is on call 24 hours a day, or she can lease a car as long as it's \$575 or less, and there is a 15 percent city contribution to her 401(k) plan. The contract also includes a six-month compensation package if she is terminated. **Gardner-Young** has been serving as the interim manager since Mark Lauzier resigned in February. "**Caryn** has done an excellent job," said Mayor Michael Udine. More than 40 applications were submitted to City Hall for the job. **Gardner-Young**, of Boynton Beach, had served as Parkland's planning director, development services director and assistant city manager.

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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The Miami Herald  
May 13, 2007

**Broward to Expand by 1,900 Acres**  
**Hundreds of homes will be built in Parkland as Broward annexes land from Palm Beach County.**

Author: Amy Sherman

Broward County is about to get bigger. The Florida Legislature voted to give Broward a wedge-shaped, 1,900-acre chunk of southwestern Palm Beach County. Developers plan to build several hundred homes on about one-third of the land. Despite the growing pains the development will bring -- including the need to build more schools -- city and county officials have welcomed the addition, which eventually will increase the tax base. The triangle of land is north of the Palm Beach County line. But it's south of the Hillsboro Canal, rendering it inaccessible from the Palm Beach side without building a bridge or taking a long roundabout route, which is inefficient for ambulances and garbage trucks.

That's why Palm Beach County officials have been willing to give up the land, part of which will be annexed by Parkland, in Broward's northwestern corner. "We wanted to have natural boundaries of a city so we could have a say [in the development]," said Michael Udine, mayor of Parkland, which is currently home to about 22,000 residents. For now, there are only plans to build on about 660 acres -- the pieces that will be annexed by Parkland. The land is owned by two companies, one a Wayne Huizenga operation and the other controlled by the Mecca family. The rest of the Palm Beach County property, which will become part of unincorporated Broward, is owned by about 19 different entities.

Interim Parkland City Manager **Caryn Gardner-Young** said eventually that land could be incorporated into Parkland, but not all the property owners were ready to join. The exact number of single-family homes to be built on the Parkland site has not yet been determined. The overall density is 1.7 homes per acre, said Stephanie Toothaker, who is representing the landowners of the Parkland sites. That would mean a maximum of about 1,100 homes. Some of the land will be set aside for parks, trails and, potentially, a middle school. Construction is a few years away. Developers also plan to build about 25 acres of commercial property.

Palm Beach County or an organization that already supplies water in Parkland will provide the water for the wedge, **Gardner-Young** said. The Parkland site will require about one million gallons of water a day -- not a lot in water terms. Palm Beach County's southern water treatment facility, which serves about 200,000 people, supplies up to 30 million gallons of water a day. County Commissioner Stacy Ritter isn't worried about supplying water to the wedge. "It's way down the road before the first phase is going to go in the ground," said Ritter, who represents Parkland. "Hopefully by then we can solve the water crisis."

But Natalie Bigio, a Broward County Planning Council member from Parkland, questions how the city can handle the extra development. A year ago while running for City Commission, she



**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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argued that the city needs to fix roads and other problems before adding new homes, but she lost that race. "Continued growth means increased revenue, but somehow we need to balance that with failing and aging infrastructure," she said. And more homes will mean more students. At the beginning of the school year, Broward officials decided to delay building one of two elementary schools planned for Parkland because enrollment district wide dropped by about 8,300 from last year. The new homes could bring hundreds of new children, said Mike Garretson, the district's construction chief. Plans to build both schools will be presented to School Board members in the next few months.

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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The Parklander  
April 2007

**Meet Parkland’s Interim City Manager**

**Caryn Gardner-Young**, formerly Parkland’s Assistant City Manager, has been unanimously appointed by the City Commission to serve as the Interim City Manager. City Manager Mark Lauzier left his post on February 25, 2007 to pursue a career in the private sector as a government management consultant. Mark, the former Assistant City Manager and Budget Director for the City of Pompano Beach, remarked that he is hopeful the City will request his assistance in addressing the many major policy decisions the City will face in the coming years, particularly during budget time. He further stated that he is “proud that the city is situated for success” and he is confident that he is leaving the City in **Caryn’s** capable leadership.

The primary responsibilities of the City Manager/Interim City Manager are to assist the Commission with the implementation of major policy decisions, to advise the Commission on the City’s financial state and needs, to submit an annual budget for the Commission’s review, and properly administer affairs of the City as prescribed under the Charter, or that may be required by motion, direction, ordinance or resolution of the Commission for the proper administration of all affairs of the City, and to ensure the laws, ordinances and resolutions of the City are enforced and carried out.

In her position as Interim City Manager, **Caryn Gardner-Young** will continue working on the following current projects: the annexation of the “Wedge Piece” from Palm Beach County into the City; mitigation of traffic impacts of the proposed Coconut Creek Casino and hotel expansion; and, addressing property tax reform and the insurance crisis. **Caryn** originally served the City as its Planning Director but within a year was promoted to the City’s Development Services Director whose responsibility is to ensure coordination among the Planning and Zoning Department, the Building Department, and the Code Enforcement Department. As Assistant City Manager, she oversaw service areas comprised of Development Services, Communication, Code Compliance and Community Services, and she provided overall management direction and policy guidance to department directors that are assigned to their respective service areas.

**Caryn-Gardner Young** received a Bachelor of Arts both in Geography and in Environmental Studies from the State University of New York at Binghamton. She received her graduate level degrees of Juris Doctorate in Law from DePaul University and a Masters in Public Administration from Florida Atlantic University. **Caryn** is also certified as an American Institute Certified Planner. **Caryn’s** expectations of her performance remain at an insurmountably high level as she inspires her staff to aspire towards the highest level of performance that can be attained.

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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The Miami Herald  
April 7, 2007

**SOUTH FLORIDA DROUGHT: Parkland tops in water guzzling**  
**Super-dry South Florida weather means less lush lawns and low-flow toilets.**  
Author: Aliza Appelbaum

If the average Broward household uses about 120,000 gallons of water a year, what's going on in Parkland? The highest users there pumped out about 850,000 gallons last year. Water managers and conservationists say the greatest residential water sucker is the lawn -- and they grow big lawns in Parkland, where most homes sit on more than an acre. At least half of South Florida's drinkable water is used for landscaping, according to County Commissioner Kristin Jacobs. "It's a tremendous waste of potable water."

Compare the usage at a Parkland estate with that of Hollywood Mayor Mara Giulianti, who uses about 104,400 gallons a year -- well below average, even though her home is more than 3,000 square feet, according to the Broward County Property Appraiser website. The frugal mayor says she is very conscious of water use, waiting to wash clothes and dishes until she has full loads and being careful not to over-water her lawn. Since Phase 1 water restrictions went into effect March 22, water consumption in Plantation has declined about 22 percent, utilities director Hank Breitenkam said. Most of the decrease comes from the three-times-a-week limit on watering grass. Lawn watering is tough to give up in the West Broward Tree City U.S.A., whose very name evokes acres of greenery.

Plantation resident Kay Sommers wanted a yard that wouldn't waste water. She researched native plants that would attract birds and butterflies and created a dreamy backyard hideaway that thrives on natural rainfall without extra watering. "A lot of people think you need flowers from Home Depot to have beauty, but they don't realize that there are other ways to have nature all around you," said Sommers, who works in Broward County's environmental division. "My neighbors don't even realize what a wonderful Garden of Eden I have in my backyard."

**FOR XERISCAPING**

Fort Lauderdale Mayor Jim Naugle used just 91,000 gallons of city water last year. His lawn is watered from a well on his property. Naugle said he has suggested a city contest that would reward people for xeriscaping, the use of water-efficient landscaping. "We encourage people to plant lawns," Naugle said. "But I would like people to look into landscaping differently." Hotel magnate Linda Gill was traveling and could not be reached for comment on why she used 418,000 gallons of water -- four times the average -- at her Fort Lauderdale home last year. The Property Appraiser website indicates the home is fairly large -- 3,653 square feet -- and surrounded by large trees.

**IN PARKLAND**

But even that's not bad compared with the three top water users in Parkland, each of whom guzzles upward of 64,000 gallons a month. Parkland City Manager **Caryn Gardner-Young** said

**Internet – Newspaper Archives Searches**

**Caryn Gardner-Young**

*(Articles are in reverse chronological order)*

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the city follows state and county drought provisions. "We support water conservation," she said. "We enforce the restrictions imposed by South Florida Water Management District." County Commissioner Jacobs said that while lawns are the biggest water user, there are other important ways to save. "Just turning off the water when you brush your teeth can make a difference," she said.

Plantation's Breitenkam said he recently installed low-flush toilets that use about 1.6 gallons per flush instead of the normal 3.5 gallons. "I'm happy to make that change," said Breitenkam, who said he also has considered trading his shower heads for ones that use less water. Jacobs approved of making those more permanent changes and cautioned against returning to regular water consumption after the summer rains arrive.

**WATER-HOGGING**

"Last time they lifted the restrictions, everyone went back to their water-hogging ways," she said. "People don't realize that the hobbled-together system we have now truly relies on rainwater and that's not always reliable." Phase 2 water restrictions could go into effect later this month, forcing homeowners to limit watering their lawns to twice a week. "Be mindful of your water consumption," Breitenkam said. "Use what water you need and enjoy it, but don't waste it."

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Sun Sentinel  
February 25, 2007

**Assistant in Parkland to step in as manager**  
**She will serve in interim capacity, get salary boost**  
Author: Sallie James

PARKLAND — When City Manager Mark Lauzier officially steps down from his position this week, his assistant, **Caryn Gardner-Young**, will begin serving in an interim capacity until a replacement is found. Commissioners in February voted to bump up **Gardner-Young's** salary from \$105,146 to \$129,146 to compensate for the additional responsibility. **Gardner-Young** originally was hired as Parkland's planning director in February 2005. At the time, she had been working as planning director in Wellington. She was promoted to development services director in November 2005, and the additional responsibilities of assistant city manager were added in January 2006. **Gardner-Young's** pay would return to its original sum upon a return to the assistant city manager job.

"I think it will be hard to fill the shoes of Mark Lauzier, but I feel I will have the ability to do that and look forward to the challenge of doing that," **Gardner-Young** said. No time frame has been set for filling the city manager vacancy. "**Caryn's** been running the day-to-day operations of the city on the operational side. She was the logical choice to act as the interim city manager," Parkland Mayor Michael Udine said.

Lauzier, 45, of Coral Springs, announced he was resigning from his job on Jan. 25, after two years and three months to take a position as a government management consultant in the private sector. He gave the city 30 days' notice, making his departure official exactly a month later. Lauzier worked as an assistant city manager and budget director for Pompano Beach before coming to Parkland. He replaced Harry Mertz, who had served as Parkland's city manager for 16 years. The city is advertising the vacancy in municipal publications but is not using a headhunter to screen applicants or search for qualified applicants. Commissioner Tracey McGilvray suggested the city use a headhunter to move the search along but won no support from fellow commissioners. McGilvray said a headhunter could save the city time by sifting through applications and weeding out unqualified job candidates. The rest of the commission, including Mayor Michael Udine, were confident Parkland would receive enough qualified applications.

Deerfield Beach and Lake Worth also are looking for city managers. Lauderdale-by-the-Sea Town Manager Robert Baldwin has been chosen to serve as interim city manager of Lake Worth until a permanent replacement is found. And the town of Davie recently hired Pembroke Pines Assistant City Manager Gary Shimun to be its new city manager. Shimun replaces Chris Kovanes, who was fired a year ago amid allegations he embezzled \$460,000.

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Sun Sentinel  
October 15, 2006

**Feedback Now Just A Click Away**  
**Parkland To Go Online To Seek Residents' Opinions**  
Author: Sallie James

PARKLAND — Upset over a pothole? Curious about code enforcement? Soon city residents will be able to make their inquiries with the click of a mouse. The City Commission recently agreed to spend \$1,675 on a computer-based request tracking system from the Florida League of Cities called BetterPlace. The purpose of the system is to establish a citizen complaint and request tracking device.

"It's all Internet-based," Assistant City Manager **Caryn Gardner-Young** told commissioners at their Oct. 4 meeting. "Residents can go to it at any time and plug in the information." Most cities using it create a link at their municipal Web sites, which then connects residents to the tracking system, said Michael J. Taylor, in charge of BetterPlace for the league. Once connected, the system makes a request form for the resident to fill out, he said.

In addition, residents who file a complaint or request automatically are assigned a tracking number they can later use to check on the status, Taylor said. The system also accepts anonymous requests, he said. "You can run a variety of reports and see what reports are open, what reports are closed," Taylor said. "It's just a really simple system to use. It should take no time, no learning curve." Forty-three cities across the state use the system, including Oakland Park, Aventura, Wellington, Miami Lakes, Miami Beach and Greenacres, Taylor said.

During the meeting, Vice Mayor Tracey McGilvray asked who would keep the system up to date and worried about potential abuses. "I just don't want this to be used to be a tattletale on your neighbor," McGilvray said. Taylor said he hasn't seen a lot of problems with that. Commissioner Jared Moskowitz wondered whether the system could become an "avenue for frustration" if queries aren't updated in a timely manner. "I can see frustration mounting, People are checking on their complaints and there are no updates," Moskowitz said. City Manager Mark Lauzier and **Gardner-Young** said they will monitor the system's performance.

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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The Palm Beach Post  
November 3, 2004

**Village Proposes Nonresidential Uses on SR7**

Author: Angie Francalancia

Four years ago, Wellington's planners sat down with planners from Palm Beach County and neighboring cities to jointly plan the development of State Road 7. Those planners who participated suggested that the future eight-lane road should be the area's employment center, with offices, light industrial warehouses and perhaps a hotel. Last week, Wellington's Village Council took steps toward approving three projects that meet these goals, a significant break from the numerous residential projects Wellington has approved in the past few years. The projects could bring several office buildings to the road, and include many medical office buildings just north of Wellington Regional Medical Center. One project would bring medical laboratories, an assisted-living facility and a 300-student nursing school. "I'm very pleased with what I see," Mayor Tom Wenham said.

Only one other development will bring similar offices - an 18-acre medical office property about halfway between Forest Hill and Southern boulevards. Although the council has wanted fewer residential communities and more "employment centers" along the road, it has run into objections in the past from Palm Beach County and neighboring Greenacres about nonresidential projects. Palm Beach County still has objections about one of the three projects Wellington preliminarily approved, but Wellington Director of Community Service Paul Schofield said he thinks The Commons ultimately will be approved. He wants the focus of State Road 7 to address immediate traffic concerns. "We think you ought to be doing future land-use planning not based on what the (road) capacity is today but what the future needs of the area are," said Schofield. "The average Wellington resident gets in their car and drives to work. And the average commute is 35 miles. So the thing is to move their jobs closer to them."

In addition to the three nonresidential projects, the council gave tentative approval to two other State Road 7 projects that could bring about 500 more new homes to the corridor. Regardless of whether Wellington annexes the properties, owners have the right to build about two homes per acre on the land, Schofield said. "All those properties have had their basic entitlements since 1988," Schofield said, adding that regardless of the road's capacity, they can't be denied the right to build those homes. Two of the three new projects are mixed-use, with residential components included. While a mix of uses has been a trendy development pattern for downtowns and projects such as Abacoa in Jupiter, Wellington had to work with the state Department of Community Affairs to enact rules allowing it out west.

Mixed-use projects can keep trips off major roads by supplying work places and shopping within the development, said Planning and Zoning Director **Caryn Gardner Young**. Because of limited space for traffic on State Road 7, mixed-use is one way to get a project approved. "We're finding a trend now of developers wanting to do mixed-use. The intention is for the components to work

**Internet – Newspaper Archives Searches**

**Caryn Gardner-Young**

*(Articles are in reverse chronological order)*

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together. When we talk about residential, it's a broad category. It could be an ACLF. It could be a hotel."

On the east side of State Road 7, just north of the Stonehaven community, is a proposal for 53 acres to become a mix of homes and offices. The Commons of Wellington - once proposed to be a car dealership - is designed to put residential against neighboring Stonehaven and Whippoorwill Lakes to its south and rear and more intense developments to the north, where it will abut an industrial project. The third project is called Palomino Office Center. Located south of Pierson Road in front of the Versailles community, it proposes only offices on 12 acres of land.



**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Sun Sentinel  
October 22, 2004

**Wellington Public Art Plan Ok'd**  
Author: Ushma Patel

Bev Zimmer says her artistic impulse races every time she passes South Shore Boulevard in Wellington. She envisions a life-size sculpture of a horse gracing the lawn. "I keep picturing it. It's the beginning of the equestrian community," she said. Zimmer, a sculptor and equestrian, said equestrian artwork would be a natural focus for Wellington's new public art program. The Village Council approved the program Sept. 28. "I think that in the fast-paced society we have today, we need to slow down and enjoy different types of art ... and it's a good thing for us to reflect on," Mayor Tom Wenham said. "Art prominently displayed will add something to the community." Wellington is a latecomer to the concept of public art. Many major cities and local communities have had programs for years.

Earlier this year, a Boys & Girls Clubs fund-raiser, the "Gators Galore" public art exhibit, was on display throughout Palm Beach County. Delray Beach has started planning a public art program, and the city also had a Neighborhood Artist in Residency program. West Palm Beach's public art program dates to 1987. Under Wellington's new law, the town manager will select the members of a Public Art Advisory Panel, under the Department of Community Services. The panel will create an annual budget, help designate sites, choose artists and look for sources of funding. The council must approve its decisions.

**Caryn Gardner-Young**, director of planning and zoning, said officials originally considered raising money through the building permit fee, but that would have required doing a study and delaying the start of the program. Now, the village, private donations and grants will fund the program. During the budget process, council members may voluntarily set aside 1 percent of each capital improvement project for art, **Gardner-Young** said. The council has set aside \$130,000 through 2011, including \$14,000 in the 2004-2005 fiscal year.

The types of art include paintings, sculpture, stained glass, engravings, statues, bas-reliefs, carvings, frescos, mobiles, murals, collages, mosaics, tapestries, photographs, drawings, monuments and fountains. Ilene Adams, a muralist who lives in Wellington, said a public art program would be beneficial, especially because art is being minimized elsewhere in society. "It would be a nice way to exhibit it, but I don't know where they're going to put it since there's no public square," Adams said. Regardless of where it goes, public art will be good for Wellington and local artists, she said. "It would be good for the community to see what talent there is in the community and to beautify public places," she said.

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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The Palm Beach Post  
May 12, 2004

**Council OKs New Homes Laments School Crowding**  
Author: Angie Francalancia

The Wellington Village Council recently approved another residential community along State Road 7 - this time another high-end development, with two homes per acre and water-view lots. But the approval did not come before council members lamented another assault on crowded local schools and proof that school concurrency doesn't work for the Wellington area. The council approved it because it was destined to win approval whether it was within Wellington's borders or just on the edge. And the community's children would go to area schools. "This is nothing more than they had the right to build under the county guidelines," Planning Manager **Caryn Gardner-Young** told the council.

Students from Oakmont Estates, part of a larger area Wellington annexed in January, will attend school at Panther Run Elementary, Polo Park Middle and Palm Beach Central High schools. How can that be, considering Panther Run exceeds the district's cap of having no school greater than 110 percent of capacity by next school year, and Palm Beach Central also is expected to fill to capacity? The answer is under construction several miles north in The Acreage - a new high school on Seminole Pratt-Whitney Road and a new elementary school off Northlake Boulevard. Because of the way the school concurrency agreement was written, the district must look not only in the area where the development is being proposed but surrounding areas, said Angela Usher, who oversees the agreement for the school district. The agreement adopted by the school district and the county's municipalities was designed to ensure schools are in place before new construction takes place.

"Even though the schools close to where that development is located are over capacity, based on the agreement and the way we applied it, we can go to the contiguous concurrency service areas" to find capacity, Usher said. The county is divided into 21 so-called concurrency service areas. Since new schools in the Royal Palm/Acreage area will be providing space, developers will be able to continue building along State Road 7. Panther Run would be at 126 percent capacity, but a new classroom wing under construction will lower it to 104 percent, Usher said. Wellington High is at 120 percent capacity, "but we have a rule that if a school is under construction to relieve it, that overcrowded school can remain overcrowded for two years."

The nearest elementary, Equestrian Trails, will be at 116 percent capacity next school year, and it's getting portable classrooms to bring it into compliance, Usher said. "I would like in some fashion to figure out a way to get ahead of the overcrowding," Councilwoman Lizbeth Benacquisto said. "Is there a way for us? Now, we're almost at build-out. Maybe it will begin to even out." That won't be before at least one additional elementary school is built, said Paul Schofield, Wellington's director of community services, who participated in creating the school concurrency agreement. "I don't want the council or the people of this community thinking we have control over that issue," Schofield said. "Don't get me wrong. The school board has done

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**Caryn Gardner-Young**

*(Articles are in reverse chronological order)*

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phenomenal things. But In 1999, nobody thought that we were going to have the kind of explosive growth that we've had. "There are 200 units coming online from Oakmont. We have a letter saying there's capacity. It's hard for our residents to understand that development's still being approved and yet the schools are still over capacity."

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**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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The Palm Beach Post  
December 17, 2003

**White Pine Drive Area to Receive Police Program**

Author: Angie Francalancia

Sheriff's deputies know White Pine Drive well. So do code enforcement officials. The dead-end street in Wellington's oldest section is home to some of the village's oldest rental apartments. And it's home to a disproportionate amount of crime, ground zero of two sectors where about 25 percent of Wellington's calls for law enforcement service originate. Capt. Gregory Richter, who heads the Wellington district of the Sheriff's Office, said White Pine deserves its own deputy. The community will be Wellington's first to get a problem-oriented policing program.

Also known as community-oriented policing, the program is a throwback to the days when officers walked small beats and knew everybody, their kids and their problems. Usually found in more urban areas, the officers assigned such details can be found doing anything from playing basketball with the kids to cleaning weeds from storm drains. The idea is to change the neighborhood, including attitude and appearance, to make it less conducive to crime, Richter said.

"We can't stop people from being criminals, but what we can do is eliminate the opportunities for criminals," he said.

But don't get the impression everybody on White Pine is a criminal. Of all the calls for service the sheriff's office gets, 87 percent of them are for non-criminal help. For the past several months, deputies have been scanning the reports to categorize the problems there. A deputy will be hired by the end of the year to begin attacking the problems. Like with other community policing programs, one of the first approaches will be tackling the community's appearance. The sheriff's office will form partnerships with others who can help - such as the village's code enforcement officials. They'll even be getting in touch with Florida Power and Light because there's not enough light in the area, an invitation to crime, Richter said.

The village realized it had the same concerns as the sheriff's office when it began exploring the need for a rental license. "At one point the question became, "Is there really an issue with rental units in Wellington?" That's when the light bulb hit," said **Caryn Gardner-Young**, director of planning and zoning. The village's areas of concern exactly matched those of the sheriff's office. Code enforcement problems run the gamut from the minute, such as garbage cans being left out, to the more serious, like a roof in need of repair.

And while aesthetics are one aspect, the licensing ordinance, which is still being tweaked, would allow inspections inside the units, improving their safety, **Gardner-Young** said. While such programs are proven successes throughout the county, early statistics can be deceiving, Richter said. "Initially, you'll see crime go up because we'll be catching and identifying more, and more people, who normally wouldn't call the police will begin to call after we build their confidence," he said.

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**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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The Palm Beach Post  
September 3, 2003

**Sidewalk, Swale Illegal Parking to Bring \$25 Fine**

Author: Angie Francalancia

The guy with the long SUV and short driveway will have a problem complying with Wellington's new beefed-up parking regulations that prohibit parking on the sidewalk. So will the father with two car-owning teens who kept life manageable by parking on the street. And similarly strict rules are coming soon for commercial vehicle drivers. The village tentatively approved a new ordinance that clarifies the definition of commercial vehicles, basically prohibiting such lettered vehicles from being parked for more than one hour at a residential property. This does not apply to people on a job at someone's house.

Next month, the polite notes that sheriff's deputies and code enforcement officers have been leaving on windshields will give way to the real thing - \$25 parking violations for repeat offenders. Parking is prohibited on sidewalks, including the part that intersects driveways, streets, swales, horse trails or bike paths. The village is adopting the new parking ordinances for two reasons: safety and drainage. "The sheriff's department did not want parking on the street. Their concern was a child would dart out from between cars, and a driver would not be able to see the child or go anywhere to miss the child," said **Caryn Gardner-Young**, the district head of code compliance. "The issue of parking on swales came from the village's public works department. When people park in the swales, not only is it an aesthetic issue, but the swales begin to fail in their function of moving water."

Long-timers will see little that is different from Wellington's rules originally put in place by the developer's deed restrictions. "I don't think we ever had rules about parking on the street, but parking on grass and in the swale has always been against the rules," said Ernie Zimmerman. Zimmerman worked with the master developer, enforcing those early restrictions, and he's a code compliance officer with the village today. Several individual homeowners associations do prohibit on-street parking, through their own restrictions. Zimmerman said he gave out six notices in one day last week, warning people that parking in the street is prohibited.

Starting Oct. 23, code compliance officers and sheriff's deputies will begin enforcing both the residential and commercial ordinances. The first ticket will be a warning, **Gardner-Young** said. Thereafter, it will be a \$25 parking ticket for a second offense within a 12-month period. "Keep in mind there is the exception for a social event," such as a party, garage sale or open house, she said. Code compliance officers are supposed to knock on the homeowner's door to find out why cars are illegally parked if it's not evident from the road, **Gardner-Young** said. Anticipating enforcement, some people already are making adjustments to accommodate their cars, **Gardner-Young** said. They're requesting permits for expanded driveways, "and we are approving them."

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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The Palm Beach Post  
July 12, 2003

**Wellington Annexation Plan Ripped**

Author: Rani Gupta

Homeowners in suburban Wellington are protesting a company's bid to build a mixed-use commercial center on 47 acres near two residential communities. The land, a low-density residential area known as the Commons of Wellington, is on the east side of State Road 7 just north of Forest Hill Boulevard. Pebb Enterprises University Bank Building Inc. of Fort Lauderdale plans to develop the area as a combination of retail shops, offices and industrial space.

Several angry residents of the Whipoorwill and Stonehaven communities turned up at Wednesday's village Planning, Zoning and Adjustment Board meeting, where the board approved the annexation of the land, now a part of Palm Beach County, and voted to change its land use designation from residential to commercial, industrial and conservation. The village council will vote on the proposal July 22.

Board members said the development would be good for the area, creating 500 jobs and increasing the village's tax base by \$50 million. Residents complained the development would lower their property values and said the resulting noise, light and traffic would disrupt their lives. Pebb will set aside 10 acres on the east side to create a 330-foot buffer between the development and the Whipoorwill community, said planning consultant Bob Basehart.

Whipoorwill residents said that isn't big enough. "A 300-foot buffer is nothing," resident James French said. "My lot is 300 feet." Stonehaven residents also complained about the proposed 80-foot buffer to separate their neighborhood from the proposed center. Basehart said the company would expand the area, but noted that a canal and Dillman Road separate the planned center from the community.

Some objected to the company's emphasis on industrial over office space. Builders said they would alter their plans according to residents' wishes during the design stage. **Caryn Gardner-Young**, village planning and zoning director, said the project is compatible with the commercial development on the west side of State Road 7.

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**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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The Palm Beach Post  
January 10, 2002

**Polo Club Owner Returns to Court in Bid to Force Wellington to Widen Two Roads**  
Author: Meghan Meyer

The litigious owner of Palm Beach Polo and Country Club has started the year with yet another complaint against the village: a protest of the council's decision not to widen two roads in horse country that run through his property. On Monday, Glen Straub's lawyers asked the state Department of Community Affairs to overturn the village council's decision to leave Lake Worth Road and South Shore Boulevard at two lanes in the equestrian preserve area.

During the past two years, Straub has sued and has been sued over the infamous Peacock Pond filter marsh, the poor ecological state of the Big Blue Cypress Preserve and reclaiming land where Lake Worth Road was originally supposed to extend west, among other issues. His latest action comes after an October council decision that created a road classification for parts of Lake Worth Road and South Shore Boulevard to allow more congestion on the thoroughfares to avoid widening them to four lanes. Equestrians lambasted the plan. New plans call for a median and turn lanes to alleviate traffic. The DCA approved the change in December. "We don't feel the village council is looking out for the best interests of the rest of the Wellington community," Polo spokesman Mike Nelson said. "To allow it to remain at two lanes is really dangerous. It was always intended to be four lanes. The only reason it's two lanes is because of equestrian complaints."

Nelson said Straub is merely looking out for residents who drive to and from work on the roads every day. But the thoroughfares also cut through Straub's 958-acre Country Place development. All work on the undeveloped 331 acres is on hold until Straub files an updated master plan. Depending on the plan, the village could require him to build more roads to accommodate traffic. "That's uncertain right now," Planning and Zoning Manager **Caryn Gardner-Young** said. "We just don't know what kind of traffic impact any new development would have until they submit something." "I'm not sure what the village would make us do if they don't widen the road," Nelson said. "But that's not the issue. They should be widening the road."

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**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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The Palm Beach Post  
May 30, 2001

**High School Plan Angers Neighbors and Equestrians**

Author: Angie Francalancia

Correction: UNPUBLISHED CORRECTION: The Banyan Lakes Property Homeowners Association is outside the city limits of Wellington.

So the quest for a new high school to ease crowding at Wellington High has come down to this: equestrians complaining on the south, rich neighbors suing on the north, and final approval falling into the lap of the Wellington village council. Seems the proposed high school to go in Minto Builders' huge Forest Hill Boulevard development just can't stay clear of controversy. And it's all expected to land with the village council June 14 when the council considers amending the development's master plan to allow the high school at the northeast corner of Forest Hill Boulevard and Lyons Road extension.

Banyan Lakes residents, who live in homes of a half-million dollars or more on the property's north side, already have sued Minto and former owner Drexel Investments. They allege the district will endanger students because the property, a former tree nursery, has traces of arsenic on it. School district environmental experts say the homeowners are exaggerating the problem, which was created when fertilizer bags were formerly stored there. But the residents are adamant.

When the school district closes on the sale of the property later this week, the residents have promised to add the district to the suit. Wellington, they say, would come next, creating a court delay of no less than two years on the already overdue school.

"We don't think they have a basis for delay," said Bill Malone, chief executive officer for the Palm Beach School District. "If we start now looking at another site, though, we are 100 percent certain of delaying by a year." Attorney Gary Brandenburg, who represents the Banyan Lakes homeowners, said the easiest solution is to swap the proposed high school site with a trio of parcels on the southwest part of Minto's land now slated for a park, civic site and elementary school. That's the area expected to sit on the extension of Pierson Road. While the proposal sounds reasonable, it's not that simple, since Minto divided its property into three separate projects about three years ago to meet traffic laws. It's impossible to simply swap the land because the park and civic site were required where they are planned under Wellington's comprehensive land use plan, said Wellington Planner **Caryn Gardner-Young**.

But on top of that, the proposal would simply swap one controversy for another, Village Manager Charlie Lynn said. "You would simply trade the Banyan Lakes debate for the equestrians coming out against it, so no matter where you go, it's going to involve litigation and pain." In fact, Wellington's biggest equestrian property owners, Jeremy Jacobs and Gene Mische, already have challenged Wellington's comprehensive land use plan before the state Department



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**Caryn Gardner-Young**  
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of Community Affairs, because of the traffic they expect the Minto project to send into the equestrian preserve via Pierson Road.

The council meeting promises to be a battle royal. Despite the school district pushing hard for the site's approval, Banyan Lakes residents already have convinced Wellington's planning and zoning advisory board that the location is bad. Before a crowd of about 75 Banyan Lakes residents, the board split 2-2 over recommending approval to the council. And more recently, the council's education advisory board pondered hard whether its mission gives it the right to consider the site as an education issue. Ultimately, it voted 5-1 to endorse building the high school on the controversial land. But parents of Wellington students have learned of the threat to the school that will take students out of crowded Wellington High. A few attended the education committee's meeting recently, including Wellington High senior Jesse Stolow, who questioned the logic of Brandenburg's proposed land swap. "Everybody here seems to be opposed because of environmental issues. They don't want kids rolling around on the contaminated land. However, it's OK with them to put houses there or to set up an elementary school in that area," Stolow said. Stolow is expected to have company June 14 as Wellington parents come out in force.

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**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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The Palm Beach Post  
March 17, 2001

**Publix Having A Hard Time Pleasing Wellington With Plan**

Author: Meghan Meyer

The plan for a Publix Super Markets at South Shore Boulevard and Lake Worth Road includes a tower with a horse-shaped weather vane. But this nod to the rustic character of Wellington's southern area might not be enough to placate some residents who have sworn to oppose the first commercial development in the equestrian preserve area. Publix submitted a site plan to the village on March 9, outlining a proposal for a free-standing 44,000-square-foot store on a 5-acre patch of commercial-zoned land in the heart of horse country. The land, in the Wellington Country Place development, is owned by developer Glenn Straub's Two KS Development Corporation. If the site plan meets approval, Publix will buy the land, project planner Bob Basehart of Basehart Consulting in Wellington said. The Lakeland-based supermarket chain does not comment on real estate deals until it signs a lease.

"We don't need that part of the world to get clogged up any more than it already is," said Carl Johnson, a member of the Equestrian Committee. "If it comes before my committee, we're gonna vote that stinker right out." Basehart contends the store will fit right in with the tranquil equestrian preserve. "The project is well-landscaped and it's designated for this use," he said. "We've even got a weather vane in the shape of a horse on the roof."

But the equestrians' protests might not matter. Because the store is just under the 50,000-square-foot threshold, it probably doesn't need to go before the Planning, Zoning and Adjustment Board or the village council. Publix initially indicated it wanted an entrance at Lake Worth Road, for which it would have needed to apply for a variance. But instead it plans a right-turn-only driveway on South Shore Boulevard, near the intersection, allowing access to Lake Worth Road. Village planners are reviewing the site plan and investigating what should be done with it, planner **Caryn Gardner-Young** said.

**Internet – Newspaper Archives Searches**  
**Caryn Gardner-Young**  
*(Articles are in reverse chronological order)*

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Chicago Tribune  
November 15, 1996

**Some Meaty Tips on Meetings**

Author: Pamela Dittmer McKuen

If you've been elected to a tour of duty with your homeowner's association, mark your calendar. You'll spend a good number of hours in meetings. At the recent Fall Conference and Trade Show of the Association of Condominium, Townhouse and Homeowners Associations, a panel of attorneys explained the various types of meetings and gave tips on how to make them productive. Offering their expertise were **Caryn Gardner** of Bickley, Hart and **Gardner** in Schaumburg and Mark Pearlstein of Boehm, Pearlstein and Bright in Chicago. Pearlstein writes the Condominiums column that appears in the Tribune's Sunday Real Estate section.

The three most common gatherings are membership meetings, board meetings and executive sessions. The rules governing association meetings vary. Condominium associations must follow the Illinois Condominium Property Act and their declarations. If the two differ, the act takes precedence. Townhouse, single-family home and cooperative associations are not, except in certain instances, subject to the act. They must follow the provisions of their declarations, by-laws and rules. Membership meetings, which are open to all unit owners, are typically held once a year for the purpose of electing new board members, said **Gardner**. They may also be held on an as-needed basis, perhaps to review amendments to declarations or to remove board members from office. In addition, some non-condominium associations may require membership meetings to approve the budget or adopt rules and regulations. "In condominium associations, these activities are functions of the board," said **Gardner**.

Two criteria must be met for a membership meeting to be legal. First, owners must be given proper notice of not less than 10 days and no more than 30 days before the membership meeting. Second, a quorum of homeowners must attend before voting can take place. In condominium associations, 20 percent constitutes a quorum unless their declarations specify a higher number. In other associations, the governing documents preside. Typically, a majority is required.

The next meeting is the board meeting, which is where the board of managers or board of directors conducts its business by making decisions. Unit owners must be given 48 hours' notice of board meetings. "Condominium associations have to meet at least four times a year," said **Gardner**. "Townhouse and other associations have to meet whatever their declarations say. I don't see any reason to meet once a month unless you have a need. Most of my associations don't meet in December, either because the owners have gone to Florida or are in the middle of the holidays. They wait until January."

Unit owners are invited to attend board meetings but must remain silent, said Pearlstein. "They have a legal right to videotape or tape record the meeting but they cannot participate. The goal of the meeting is not to listen to everybody but to make decisions. That repair project can't be delayed two or three months. The decision to sue the developer can't wait two or three months."

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**Caryn Gardner-Young**  
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Prudent boards will set aside time to hear resident concerns, usually for a half-hour or so before regular board meetings. To prevent any one unit owner from monopolizing the forum, require that each person gets to speak once before anyone speaks twice. "If a specific subject must be discussed at length, call a membership meeting for that purpose," Pearlstein added.

Executive sessions are those that are closed to the unit owners. Call them rarely, if at all, the attorneys advised. "There should be no secrets in any association," Pearlstein said. "You are all neighbors and they are paying their assessments to the association to have you, the board, run the operation. The more meetings you have in the open, the better." Telephone votes--those in which board members make a decision via phone lines between meetings--aren't much better. What about a sale in which the board has the right of first refusal? The next scheduled meeting could be weeks away. "We all know that happens," said Pearlstein. "The real estate broker is breathing down our neck and the buyer wants to move in and the board knows in most cases it will not exercise its right."

In that situation, he advised boards to include in the minutes of the next meeting that a decision to waive the right of first refusal was ratified. "Board meetings can be held in 48 hours," **Gardner** told the audience. "Unless a pipe burst and you need to make a decision now, wait the 48 hours rather than make a telephone vote. The intention of board meetings is to take votes in front of the membership."

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**Caryn Gardner-Young**  
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Chicago Tribune  
May 3, 1996

**Class In Session**  
**Board Members Go To College To Learn Their Trade**  
Author: Pamela Dittmer McKuen

A few minutes before the start of the "Condominium and Homeowners Association" class at William Rainey Harper College in Palatine, the room is abuzz. A dozen or so board members from throughout the northwest suburbs compare notes on their respective situations. One community has a resident pyromaniac. Another has no money in the bank. Still another wants to get out of a sweetheart deal the developer made with a laundry company. **Caryn Gardner**, a Schaumburg attorney who has taught the course for three years, breezes in, toting thick documents. One week it's a copy of the Illinois Condominium Property Act complete with translation. The next, two thick booklets--"A Board Member's Guide to Collection of Assessments" and "A Board Member's Guide to Litigation."

Over a period of eight weeks, she covers a variety of topics--including insurance, management and rules--designed to help board members and association residents better operate their communities. "These people are dealing with budgets that can be in the millions of dollars," she says. "Often they have minimal knowledge of their responsibilities and duties. My philosophy is, if I can teach you to do something, I can save you some costs. Maybe you won't have to call an attorney or you can prevent litigation."

The class meets weekly for two hours. It is offered two or three times a year and costs \$45. Some associations foot the bill and some board members pay their own ways. At each session, **Gardner** talks at a fast clip and fills the chalk board at the same time. She encourages interruptions and questions. The class obliges her. During a discussion of reserve accounts, one board member says the community was recently turned over to the association by the developer. Not a cent was in reserves. "We're still running at a negative balance and sales are not brisk."

"Your situation is not unusual," **Gardner** replies. "Developers are responsible for paying assessments. They often lowball them to make sales and then the first board has to raise them by 20 to 30 percent." She advises the board to hire an independent auditor to determine whether the developer is deficient and by how much. Then it should look at the amount and decide whether a lawsuit is worth the aggravation. "As an attorney, I can tell you not to get into litigation until you know how much money you should have," she says.

As a general rule, she tells the class to avoid the courts whenever possible. "Really think about it and ask, 'What is the best business decision here?'" she tells them. "The only people who win are the attorneys because we always get paid. No one else has control over their outcomes. It takes time and effort to go to court. Someone has to testify and someone has to be there every day. It's not like the courts work on Saturday and Sunday." The exception, she says, is in the area of assessments, which boards are required by law to collect. They can set up payment plans but

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**Caryn Gardner-Young**

*(Articles are in reverse chronological order)*

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can't forgive overdue balances. Aggressive collection policies will prevent high delinquencies. By the time a lender forecloses on a resident's mortgage, the association usually has no hope of recouping its loss.

During another class she discusses the pros and cons of having the association maintain and make repairs to limited common elements or requiring unit owners to pay for their own. The association can do it with more control and at a better price, but assessments may have to be increased to cover the work, she says. If unit owners hire their own contractors or their brothers, the quality may be uneven. And if unit owners use board-approved contractors and the contractors don't perform well, the owners will want the board to correct any problems. "What if you make the unit owner responsible for the repair of his balcony and he says he isn't going to do it?" asks one of the board members. Most likely, the condo declaration authorizes the board to make the repairs and charge the cost back to the unit owner, **Gardner** tells her.

"I want them to make comments and ask questions," the attorney says. "They have to learn and I can explain the things that have happened to them. And if one person has experienced a problem, ultimately one or two will probably experience it, too." The participants agree the course is valuable to them. "I'd only been a resident three days when I was elected president of the association," says another. "I wanted to have some understanding of what our responsibilities are." "I think all board members should be required to take a class so they don't do something wrong," says another. "It's good to hear what other people are going through. Some of their troubles are scary. Sometimes I think my place isn't doing things quite right but it's really pretty good."

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