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Dr. David Kahn, Director of Human Resources  
100 Australian Avenue  
West Palm Beach, FL 33401

April 28, 2025

Dr. Kahn,

Please accept this letter of interest and resume for the advertised position of County Administrator. As a West Palm Beach native and longtime County resident, this opportunity represents the ultimate opportunity to serve the community I love.

I have seen the County change and grow from my time attending Northmore Elementary, Roosevelt Middle and North Shore High School as well as most of my professional career. So much of this growth is what makes Palm Beach County so desirable and also presents challenges as we continue to progress. I could not be more excited about the opportunity to increase my role in shaping the County's future.

The position of County Administrator stands as a legacy position, one that sets the tone for many years to come. My core values stand for working to address issues and identify solutions that position the County in both the short and long term. Working for and with the Board of County Commissioners and delivering on their priorities is the opportunity I feel prepared for. A crucial job function of the County Administrator is working with and directing a staff of over 7,000 employees representing our Departments and offices. These talented and dedicated individuals make the County the success that it is. The Administrator must provide direction to all, moving forward the Boards priorities. Making difficult decisions and implementing them is a task I do not shy away from and I am keenly aware of how important that will be in this position. Another crucial element is the interaction with a variety of elected offices and other external agencies. The Administrator must provide direction as we address all measure of challenges we are presented. For the past 1.5 years, I have assumed the responsibilities of Administrator in her absence. This experience, be it in emergency declarations or in handling day-to-day operations, is part of what has prepared me for this position. I am fully prepared to hit the ground running on day 1.

#### **Proven experience at various levels of government**

My professional career is represented by progressively responsible positions, most notably within Palm Beach County government. At every turn and opportunity in my career, I have benefited from what I learned from those around me. In over 30 years of work at various levels of government, I bring a unique insight into what makes this County such a great place to live and work. This largely derives from my over 22 years working at Palm Beach County. I feel I have the institutional knowledge from working on countless issues, large and small, that guide our decision making today. This experience also helps me identify what can be done to position ourselves for even greater successes in the future. Much of what we benefit from today is the result of decisions made sometimes decades ago. As we look forward, the decisions we now make prepare Palm Beach County for a bright future. I see my service to the County as the next Administrator affecting those future generations of Palm Beach County residents.

We take a lot from previous experiences, be it different places we have worked or gleaning from our interaction with others in our current position. At every level I have worked, inside and outside the County, I have noted practices I felt valuable and include those in my application of work. My professional career began at the City

of Pembroke Pines as a Planner in 1994. During my time there, the City was one of the fastest growing municipalities in the State. The pace and demand of work taught me a great deal about time management and prioritization of tasks. The introduction to the world of local government, coordinating development review meetings with multiple City departments was educational. Those lessons and experience stand with me today.

My career moved to working in the private sector in an engineering and planning firm, Calvin, Giordano and Associates. Our firm was hired as the contracted staff for the new City of Weston. As the first Director of Development Services for the City, I had the unique opportunity to develop City codes, comprehensive plan and development processes from scratch. In my more than 5 years, I not only created and implemented new policies but dealt with many complex development scenarios. Working with City Administration and the City Commission, we addressed multiple complex issues reflective of a fast growing city. The uniqueness of being on the “ground floor” of a municipality taught me about efficiency and function. We operated in a space where our time was tracked and attributable to every project or function we performed. This provided great transparency for applicants as well as our Commission and the public.

I returned to Palm Beach County in 2003 as the Deputy Planning Director of the Planning Division. I worked in this position for over 13 years and had the opportunity to be part of numerous land use and policy issues. In a division of over 30 employees, I gained great insight into not just work product but also handling personnel issues. I learned about County functions and processes, developed relationships with other Departments and interacted with Commissioners in ways not typical at the municipal level. I gained an appreciation for how the County works.

In 2016 I was presented the opportunity to lead the Planning, Zoning and Building Department. This was a significant increase in responsibility and provided the chance to direct over 300 employees in a fast-paced environment of varying work functions. In this position, I was challenged with not only leading a large work group but also engaging and listening to their thoughts and concerns. One of the many responsibilities was preparing and managing a budget of \$70 million dollars. Meeting the needs and demands of a department while being fiscally responsible was a continuous challenge.

### **Experience and continuity in County Administration**

My promotion to the position of Assistant County Administrator in 2018 was a chance to grow further professionally while employing much of what I have learned and experienced. My direct report responsibilities included Engineering and Public Works, Environmental Resource Management, Planning Zoning and Building, Community Revitalization, Water Resources and Resilience. Collectively, these functions represent a broad scope of County operations that provide an opportunity to guide the County in a multitude of ways. In this position I had even greater opportunity and exposure to budgeting and responsibility for expenditure of our County resources. Investment in capital projects as well as investment in our natural environment were new areas for me. Working with my departments to balance their growing needs and requirements with funding boundaries has been a significant professional accomplishment. Another change was the interaction with Board members on a much greater level of administrative and policy development. This position required me to ultimately be responsible for every Board item, and be knowledgeable of the various functions for all of my direct reports.

Currently, I serve as the Deputy County Administrator. I was given this opportunity in December of 2023 and have learned to fully appreciate how much is required of a County Administrator. I continue to maintain responsibility for my direct report departments and offices but have been afforded the opportunity to experience the entire functionality of our County. The full scope of interaction amongst our Board, County

agencies, offices of our elected officials, municipalities and numerous external organizations is difficult to fully comprehend until it is experienced. One of the most important has been participating in the development of the annual budget. This process requires understanding the needs and challenges of all budgeted entities while providing the Board with a balanced budget. Another part of our fiscal health is our AAA bond rating. I have had the opportunity to be part of our bond rating agency calls. Hearing their questions, being part of our responses and understanding what drives their decision making has been highly educational. Labor relations is another significant aspect and familiarity with negotiations is additional experience I possess. Working with our unions and maintaining a focus on the “big picture” is crucial. I have also had a much greater opportunity to interact on issues of inter-departmental and inter-governmental scope. This requires understanding the needs and positions of other agencies while seeking to find solutions.

### **Vision and priorities**

Crucial to the role of County Administrator is having a vision. Such a vision would balance the direction of the Board of County Commissioners with a strategy of my priorities as the Administrator. I have developed 5 areas that I would prioritize if selected. These derive individually and collectively from the Board of County Commissioners strategic priorities which are:

***Public Safety***

***Infrastructure***

***Unsheltered Residents***

***Housing Development***

***Environmental Protection***

***Economic Development***

***Substance use and Behavioral Disorders***

#### **1. Enhance budget engagement**

As the most important aspect of County operations an Administrator oversees, the creation and implementation of a budget is a continuous function. The Board has indicated a desire to engage at a more detailed level and to meet that I would propose providing greater opportunity. As we continuously face budgeting challenges, many of which we have limited control of, our duty is to respond and provide the Board with the best recommendations to meet these. I would recommend a distinct opportunity in a retreat setting be scheduled where some or all departments could provide a deeper dive into their budgets. This could be done at the start of the time frame for annual budget development.

#### **2. Technology**

Technological advances provide a great opportunity to find and create efficiencies in our work. The key is finding those advances that are appropriate and can deliver greater value to the County overall. Many of our functions can benefit from emerging technologies and finding the right solution for the right function is what we should seek. Some of our departments are already implementing these changes while others are in various phases of assessment. Maximizing efficiency means understanding comprehensively where we stand. I would work with each department and office to identify where they feel enhancements and change could serve to benefit the County overall. A Countywide assessment of current capabilities and needs would be undertaken. This would be the start of assessing a framework for which we can move forward.

### **3. Interaction with our municipalities**

Palm Beach County is unique in so many ways and one of them is our municipal/unincorporated makeup. Broken down by population, approximately 57% of our residents live in cities while 43% reside in unincorporated Palm Beach County. By land area, the municipalities represent approximately 17% of the land area while unincorporated represents approximately 83%. The regulatory, public safety and service delivery functions they require fall into this complex mix. The Countywide Transportation Master Plan is prime example. This ongoing effort involves all of our municipalities and stakeholders to address an issue of overall County significance. Annexation is another significant inter-governmental issue which the BCC has addressed multiple times in the past few years. Much of what we do such as transportation, water resources, beach, parks, and so many of our shared community needs requires significant coordination and assistance. I believe my experience and abilities in collaboration would enhance the County's positioning to obtain effective results for the BCC.

### **4. Water Master Plan**

Protecting and providing for the essential resource of water has been an issue in South Florida for centuries. Whether it is providing for drinking water, agricultural water supply or addressing storm water the issues are complex and fall along multiple levels of government. Significant interaction and policy development issues reside with both the Army Corps of Engineers, the South Florida Water Management District, our drainage districts and our local potable water and storm water responsible agencies. Significant funding from a multitude of Federal and State agencies as well as Palm Beach County have been allocated and projects such as the C-18 reservoir, C-51 reservoir and the Corbett levee among others are underway. The long-term impacts of these, our unmet needs and our future responsibilities related to them have yet to be comprehensively evaluated. To meet this challenge I would recommend initiating a County Water Master Plan including all stakeholders to align ourselves for a successful future.

### **5. Staff support**

In an organization that employs over 7,000 hardworking individuals, attention and focus to their challenges and needs is paramount. Being asked to do more, understanding the need for new talent from inevitable turnover, and optimizing recruitment and retention while valuing the work being performed is a never-ending part of the job for a County Administrator. Advocating for our employees but providing boundaries is one of the more difficult aspects. I value being responsive when listening to ideas and concerns and have built long-standing relationships with staff members which is key to organizational success. Continued efforts, on all fronts, to make Palm Beach County the best place to work is a significant focus.

I cannot overstate how much I appreciate this opportunity. I have worked at four different positions in Palm Beach County and felt each one was a true professional milestone. Selection as the next County Administrator is something that would allow me to employ all that I have learned while seeking to grow and embrace new ideas. I feel imminently qualified to assume this responsibility and look forward to delivering on the policies our Board directs.

# PATRICK W. RUTTER, AICP

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PROFESSIONAL QUALIFICATIONS IN ALL ASPECTS OF LARGE GOVERNMENTAL ORGANIZATION, EXPERIENCE IN ADDRESSING COMPLEX AND MULTI-FACETED ISSUES, TIME MANAGEMENT AND PRIORITIZATION, MEETING DEADLINES AND HANDLING HIGH VOLUME WORK. COMBINE STRONG INTERPERSONAL AND RAPPORT-BUILDING SKILLS WITH ACHIEVEMENTS IN MEETING AND EXCEEDING ALL ORGANIZATIONAL GOALS AND OBJECTIVES.

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## EXPERIENCE

12/23-PRESENT

### PALM BEACH COUNTY ADMINISTRATION

#### DEPUTY COUNTY ADMINISTRATOR

RESPONSIBLE FOR ALL FACETS OF COUNTY OPERATIONS AS DIRECTED BY COUNTY ADMINISTRATOR. KNOWLEDGEABLE ABOUT ALL COUNTY FUNCTIONS AND ISSUES. STAND IN FOR COUNTY ADMINISTRATOR IN HER ABSENCE. PROVIDE DIRECTION ON ALL COUNTY ISSUES. WORK EXTENSIVELY WITH CIVIC AND OTHER INTEREST GROUPS, THE BUSINESS COMMUNITY AND THE PUBLIC. ADVANCED LEADERSHIP RESPONSIBILITIES INCLUDING IMPLEMENTING ADMINISTRATION AND BCC DIRECTION FOR ALL DEPARTMENTS AND OFFICES.

#### **SIGNIFICANT RESPONSIBILITIES:**

ENHANCED ADMINISTRATIVE RESPONSIBILITY: PROVIDE COORDINATION AND DIRECTION TO ALL COUNTY DEPARTMENTS AND OFFICES. ENGAGE IN ALL AREAS OF SIGNIFICANT POLICY INTEREST. REGULAR COMMUNICATION AND COLLABORATION WITH ALL BCC MEMBERS ON ALL ISSUES OF INTEREST.

BUDGET PREPARATION: PARTICIPATE AND REVIEW ANNUAL COUNTY BUDGET INVOLVING THE REVIEW OF ALL COUNTY DEPARTMENTS AND OFFICES SUBMISSIONS AS WELL AS THOSE OF EXTERNAL AGENCIES. PRIORITIZE EFFICIENT OPERATIONS AND TRANSPARENCY IN BUDGETING. ENSURE THAT BCC ADOPTED PERFORMANCE INDICATORS FOR STRATEGIC PRIORITIES ARE MET AND ISSUES IDENTIFIED AND COMMUNICATED TO THE BCC.

COUNTYWIDE TRANSPORTATION MASTER PLAN: UNDER DIRECTION OF THE COUNTY ADMINISTRATOR LEAD THE BOARD DIRECTED INITIATIVE TO DEVELOP PLAN INCLUDING COORDINATION WITH MUNICIPALITIES, EXTERNAL AGENCIES AND HIRING A CONSULTANT TO DEVELOP THE PLAN.

DIRECT REPORT RESPONSIBILITY: PERFORM DIRECT OVERSIGHT OF 6 DEPARTMENTS AND OFFICES. COLLABORATE WITH DEPARTMENT/OFFICE DIRECTORS TO ENSURE IMPLEMENTATION OF BCC DIRECTIVES AND PRIORITIES. PROVIDE SUPPORT ON CONSTITUENT ISSUE RESOLUTION.

EMERGENCY RESPONSE: ENGAGE IN MULTIPLE HURRICANE ACTIVATIONS REQUIRING 24/7 DUTY AND OVERNIGHT STAYS. PARTICIPATE IN CRITICAL PRE AND POST STORM DECISION MAKING. SERVE AS MEMBER OF THE EXECUTIVE POLICY GROUP RESPONSIBLE FOR CRITICAL DECISIONS BEFORE, DURING AND AFTER AN EMERGENCY EVENT.

5/18-12/23

## **PALM BEACH COUNTY ADMINISTRATION**

### ASSISTANT COUNTY ADMINISTRATOR

SUPERVISED 6 DEPARTMENTS AND OFFICES PROVIDING INPUT AND DIRECTION TO DIRECTORS ON VARIOUS FUNCTIONS. THESE INCLUDED PLANNING, ZONING AND BUILDING, ENGINEERING AND PUBLIC WORKS, ENVIRONMENTAL RESOURCES MANAGEMENT, OFFICE OF RESILIENCE, OFFICE OF COMMUNITY REVITALIZATION AND WATER RESOURCES TEMPORARY SUPERVISION OF HOUSING AND ECONOMIC DEVELOPMENT, RISK MANAGEMENT AND THE MEDICAL EXAMINER. PARTICIPATE IN DEVELOPMENT OF BCC AGENDA.

#### **SIGNIFICANT RESPONSIBILITIES:**

BUDGET PREPARATION: REVIEW AND PROVIDE DIRECTION TO ALL DIRECT REPORT DEPARTMENTS AND OFFICES. PARTICIPATE AND PROVIDE INPUT IN DEVELOPMENT OF ANNUAL COUNTY BUDGET.

WORKFORCE HOUSING PROGRAM: PROVIDED DIRECTION ON IMPLEMENTATION AND MODIFICATIONS TO THIS LONGSTANDING PROGRAM.

HOUSING BOND: ASSISTED IN IMPLEMENTATION OF BOARD DIRECTION TO FACILITATE ALL ASPECTS OF THE BOND, WHICH INCLUDED SIGNIFICANT INTERACTION WITH THE BUSINESS COMMUNITY IN SUPPORT OF SUCCESSFUL BALLOT INITIATIVE.

MOBILITY FEE: EMERGING ISSUE INVOLVING MULTIPLE MUNICIPALITIES CREATING PLANS AND FEES, ENGAGED IN MULTIPLE LEGISLATIVE INITIATIVES IMPACTING COUNTY AUTHORITY, SERVED AS CORPORATE REPRESENTATIVE IN LITIGATION.

LITIGATION: SERVE AS CORPORATE REPRESENTATIVE FOR THE COUNTY ON VARIOUS LAWSUITS. PARTICIPATE IN CASE DEVELOPMENT AND TESTIFY.

COORDINATION WITH EXTERNAL AGENCIES: PROVIDE SUPPORT AND DIRECTION TO A MULTITUDE OF EXTERNAL PARTNERS INCLUDING THE SOLID WASTE AUTHORITY, TREASURE COAST AND SOUTH FLORIDA REGIONAL PLANNING COUNCILS, AND MUNICIPALITIES.

EMERGENCY RESPONSE: LOGISTICS SECTION HEAD CONSISTING OF 3 BRANCHES AND 12 UNITS OF COUNTY PERSONNEL IN EMERGENCY MANAGEMENT SUPPORT. PLANNED, CONSTRUCTED AND OPERATED ALL COUNTY RUN TESTING AND VACCINATION SITES DURING THE COVID-19 ACTIVATION.

5/16-5/18

**PALM BEACH COUNTY PLANNING, ZONING AND BUILDING DEPARTMENT**

EXECUTIVE DIRECTOR

SUPERVISED 6 DIVISIONS CONSISTING OF APPROXIMATELY 300 EMPLOYEES PERFORMING A VARIETY OF COMPLEX AND CUSTOMER SERVICE DEPENDENT ACTIVITIES. EXTENSIVE KNOWLEDGE AND APPLICATION OF ALL CODES AND REGULATIONS. RESPONSIVE LEADERSHIP THROUGHOUT ALL DEVELOPMENT RELATED PROCESSES. SERVED AS LEAD OF DEPARTMENT FOR ALL BCC MEETINGS AS WELL AS A VARIETY OF ADVISORY GROUP MEETINGS.

**SIGNIFICANT RESPONSIBILITIES:**

DEVELOP AND IMPLEMENT BUDGET: BUDGET OF OVER \$70 MILLION AND OVER 300 EMPLOYEES.

RESPOND TO DEVELOPMENT CHANGES: MAINTAIN OVERALL RESPONSIBILITY FOR IMPLEMENTING BOARD POLICY WHILE COORDINATING STAFF RECOMMENDATION AND COMMUNITY INPUT.

PROVIDE DIRECTION AND SUPPORT FOR STAFF: SUPERVISE AND LEAD A LARGE STAFF ENSURING ACCOUNTABILITY TO AND RESPONSIBILITY FOR ALL EMPLOYEES.

MEET DEADLINES: ENSURE THAT IN A SIGNIFICANTLY TIME FRAME DEPENDENT DEPARTMENT ALL DEADLINES WERE MET WHILE ENSURING ACCOUNTABILITY, EFFICIENCY AND EFFECTIVE RESULTS.

2/03-5/16

**PALM BEACH COUNTY PLANNING DIVISION**

DEPUTY PLANNING DIRECTOR

SERVED UNDER THE DIVISION DIRECTOR OF 31 PERSON WORK UNIT. PROVIDED DIRECTION AND SUPERVISION TO ALL STAFF MEMBERS. COLLABORATED EFFECTIVELY WITH THE BOARD OF COUNTY COMMISSIONERS, COUNTY DEPARTMENTS, LOCAL GOVERNMENTS AND AGENCIES.

**SIGNIFICANT RESPONSIBILITIES:**

WORKFORCE HOUSING: RESPONSIBLE FOR CREATION AND IMPLEMENTATION OF MANDATORY INCLUSIONARY ZONING PROGRAM.

AMENDMENT REVIEW: SUPERVISE AND DIRECT THE REVIEW OF COMPREHENSIVE PLAN AMENDMENTS; PROVIDE DIRECTION TO APPLICANTS AND THEIR AGENTS.

AG RESERVE: DIRECT AND REVIEW VARIOUS POLICY MATTERS, COORDINATED THE BOARD OF COUNTY COMMISSIONERS DIRECTED "ROUNDTABLE" PUBLIC ENGAGEMENT PROCESS.

TRANSFER OF DEVELOPMENT RIGHTS (TDR): WORK COLLABORATIVELY WITH OTHER COUNTY DIVISIONS TO IMPLEMENT THE TDR PROGRAM.

9/97-2/03

**CALVIN GIORDANO AND ASSOCIATES, FT LAUDERDALE**

DIRECTOR OF DEVELOPMENT SERVICES

SERVED AS FIRST DIRECTOR OF DEVELOPMENT SERVICES FOR CITY OF WESTON (FIRM WAS CONTRACT AGENT FOR CITY).

**SIGNIFICANT RESPONSIBILITIES:**

SUPERVISED ALL PLANNING AND ZONING ACTIVITIES WITHIN THE CITY.

CREATED ALL PROCESSES FOR PERMIT ISSUANCE AND INSPECTION IN COORDINATION WITH CONTRACTED BUILDING SERVICES ENTITY.

PREPARED FIRST COMPREHENSIVE PLAN AND ZONING CODE FOR THE CITY.

10/94-9/97

**CITY OF PEMBROKE PINES**

PLANNER

PERFORMED REVIEW OF SITE PLANS, REZONING AND COMPREHENSIVE PLAN APPLICATIONS IN ONE OF THE FASTEST GROWING CITIES IN THE UNITED STATES.

**SIGNIFICANT RESPONSIBILITIES:**

REPRESENT PLANNING DEPARTMENT IN DEVELOPMENT REVIEW PROCESS.

PREPARATION AND REVISION OF COMPREHENSIVE PLAN AND ZONING CODE AMENDMENTS.

**MEMBERSHIPS**

FLORIDA ASSOCIATION OF COUNTY MANAGERS  
AMERICAN PLANNING ASSOCIATION  
AMERICAN INSTITUTE OF CERTIFIED PLANNERS  
URBAN LAND INSTITUTE

**EDUCATION AND ACTIVITIES**

MASTER OF URBAN AND REGIONAL PLANNING  
UNIVERSITY OF FLORIDA 1994

BACHELOR OF ARTS  
FLORIDA ATLANTIC UNIVERSITY 1990

TOWN OF JUPITER PLANNING AND ZONING COMMISSION 2006-2018