

Brian J. Geoghegan

16362 Coco Hammock Way

Fort Myers, Florida 33908

c-732.684.6184

bjg184@gmail.com

City of Palm Coast
160 Lake Avenue
Palm Coast, FL 32164
City of Palm Coast, FL 33154

Re: City Manager recruitment

December 13, 2024

Dear Hiring Manager,

This letter is to express my interest in the City Manager position for City of Palm Coast, Florida.

Attached is my resume highlighting certain aspects of my career, all of which meet or exceed the traits expected of a progressive City Manager. I am sure that by this point you are receiving resumes and letters of interest from many viable candidates. While many of these candidates are undoubtedly well qualified, I can assure you that few can offer the variety and well-rounded experiences I would bring to City of Palm Coast, Florida. Aside from 25 years of experience in Law Enforcement, I bring forth experience in all fields of Emergency Services (Police, Fire, and EMS), by way of both volunteer and paid services, Management, and holding elected office. My formal education is highlighted by attaining my master's degree and completion of the Certified Public Manager Program as well as countless work-related training programs on the topic of Management and Supervision. Additionally, I am also an Adjunct Faculty member for Fairleigh Dickinson University, where I teach Graduate-level classes in Management and Supervision and mentor retired Law Enforcement Officers to pursue leadership positions in City Management.

My law enforcement position enabled me to gain the experience of initiating new projects while managing a highly technical unit as well as acting as a liaison to our Community Policing Program. My experiences span government administration, investigative work, inventory control, personnel instruction, training, policy and procedure development, law enforcement and emergency operations functions, and management operations of a governmental entity. I have been involved in labor relations and budgeting in addition to extensive grant management experience. Most of my law enforcement tenure was spent in an investigative and supervisory capacity requiring interaction with persons from all walks of life. Interaction with the public spanning from various professionals to those with little or no education was accomplished daily, through the delivery of excellent customer service.

My experiences as a small business owner and holding elected office have given me the unique perspective to be more fiscally responsible to the taxpayer and various stakeholders of an agency, through practicing personnel management and cost analysis. Through my various employment positions and holding elected office, I have learned to navigate through a political environment requiring the ability to provide guidance to an elected body even when the proper recommendation may not always be the popular one.

Most recently, I have served in the capacity of Township Manager for Howell Township NJ. Howell Township is a 61-square-mile town with a population of over 50,000 residents a \$55,000,000 operating budget and a \$7,200,000 Sewer Utility budget. I was able to successfully negotiate a resolution to our Affordable Housing obligation. During my tenure as a Manager, and previously as an Administrator, I have initiated several new programs that lend themselves to cost savings, efficient operations through inter-local agreements, and initiatives that mutually benefit the municipality's coffers and our local businesses, even terminating Shared Service Agreements after determining they were no longer cost-effective. Throughout my positions, I have guided the Municipality's recovery through the aftermath of 'Hurricane Sandy' and most recently during the COVID pandemic, which has led to an increase in recovered funding, through managing extensive insurance claims and FEMA reimbursements.

Based upon the needs of City of Palm Coast, I bring extensive experience in General Public Administration, and all facets of Emergency Services and working in a resort area. I also have experience in Finance and Labor Relations, as well as navigating the FEMA process of disaster recovery. Furthermore, I have served as an elected Fire Commissioner in Toms River and have implemented cost savings that reduced our overall budget by 10% in one year, without any reduction in services. Furthermore, I volunteer for a non-profit by serving on the Board of Directors of Silverton Emergency Medical Services.

I have contributed to the field of Management through my position as an Adjunct Faculty member of Fairleigh Dickinson University and mentoring other retired Law Enforcement Officers seeking to transition to a Manager/Administrator position.

In closing, I believe that you would agree that my combined experiences in both the public and private sectors, combined with my formal education would make me a viable candidate for the position of City Manager. I look forward to the opportunity to move forward in your selection process. I thank you for allowing me this moment to introduce myself and look forward to proving myself worthy of being an asset to the staff and stakeholders of the City of Palm Coast, Florida.

Sincerely,

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732.684.6184 | BJJ184@gmail.com | linkedin.com/in/BrianJGeoghegan

Management & Supervision / Public Safety / Government Affairs / Training

Dynamic Public Safety and Management Professional with extensive experience in organizational leadership and a strong focus on cost efficiency, risk mitigation, and training. Proven track record in investigations, labor relations, human resources, and instructional development. Skilled in fostering effective communication and problem-solving among employees and supervisors.

PROFESSIONAL EXPERIENCE

NCH Healthcare System, Naples, FL

2022-2024

PUBLIC SAFETY MANAGER- North Naples Hospital

- Supervise and oversee 24/7 Public Safety and Emergency Management operations across multiple campus locations, including a full-service hospital and free-standing Emergency Department.
- Develop and implement policies and procedures to ensure compliance with JCAHO, federal, state, and local regulations; collaborate with local government and agencies to enhance public safety coordination.
- Introduce advanced technologies, such as IP camera monitoring and badge access control systems, improving security operations and response efficiency.
- Lead comprehensive training initiatives for Security staff on Defensive Tactics, Handcuffing, Body-Worn Cameras, Tasers, and metal detection, enhancing overall team preparedness and response capabilities.

Howell Township, Howell, NJ (2018 pop. 52,414)

2017-2022

CITY MANAGER- Howell Township

- Managed daily operations, strategic planning, and policy oversight of a 61-square-mile town, implementing best business practices to achieve cost savings.
- Directed a professional and administrative staff of 350, overseeing personnel matters, labor relations, disciplinary issues, and negotiating collective bargaining agreements.
- Administered an annual combined operating and capital budget of approximately \$75 million, including oversight of a municipally owned Sewer Authority, focusing on cost efficiency and effective grant administration.
- Successfully negotiated with builders and the NJ Superior Court to fulfill the Township's Affordable Housing Obligation.
- Guided the Township through the COVID-19 pandemic, securing maximum funding through FEMA and leveraging grant opportunities.

Fairleigh Dickinson University, Teaneck, NJ

2014-2023

ADJUNCT FACULTY-School of Administrative Science

- Designed curriculum to meet University standards, delivering instruction on diverse topics in the School of Administrative Science.
Master of Arts in School Services Administration (MASSA): Instructed "Impact of Terrorism on College Safety."
Master of Administrative Science (MAS): Taught "Ethics and Values in Public Service Administration" and "Administrative Leadership in Complex Organizations."
- Mentored retiring police officers pursuing management positions in local governments across New Jersey, guiding career transition and leadership development.

Highlands Borough, Highlands, NJ (2019 pop. 4,768)

2016-2017

BUSINESS ADMINISTRATOR- Highlands Borough

- Managed daily operations, strategic planning, and policy oversight for the Municipal Government, reporting directly to five Governing Body members.
- Directed a professional and administrative staff, overseeing personnel matters, labor relations, disciplinary issues, and collective bargaining negotiations within a NJ Civil Service environment.
- Administered an annual operating budget of approximately \$11 million, including oversight of a municipally owned Sewer Authority, focusing on cost-saving best practices.
- Led recovery efforts post-Hurricane Sandy, overseeing the design, construction, and transition into a new Municipal Building.

Borough of Ship Bottom, Ship Bottom, NJ (2019 pop. 1,049/approx. 20,000 seasonal) 2014-2016

BUSINESS ADMINISTRATOR- Borough of Ship Bottom

- Managed daily operations, strategic planning, and policy oversight of a resort community, reporting to seven council members and addressing the challenges of a population that swells 20-fold during summer months due to heavy beachfront activity.
- Oversaw an annual operating budget of approximately \$7 million, including a municipally owned Sewer and Water Authority, implementing best business practices to achieve cost savings.
- Led recovery efforts from Hurricane Sandy, securing maximum FEMA and insurance benefits to support community restoration.

Jackson Township, Jackson, NJ 1994-2014

TRAFFIC BUREAU SUPERVISOR, POLICE SERGEANT (Retired)-Jackson Police Department

- Planned and managed large-scale events within the Township, including emergency responses, ensuring community safety and coordination.
- Led effective grant writing efforts, securing funding for various projects and enforcement details, while managing budgets for this unit and special projects.
- Conducted and oversaw investigations of criminal violations related to fatal and serious motor vehicle crashes, as well as fraudulent document cases.
- Acted as a liaison to government agencies and private sector representatives, fostering collaboration and resource sharing.
- Analyzed statistical data to coordinate and implement directed enforcement activities, designing new programs in enforcement, education, and engineering that significantly reduced fatal motor vehicle crashes.
- Recognized as a Subject Matter Expert in the “NJ Governor’s Teen Driver Study Commission Report” (Published March 2008).
- Served as a Management Team member and Instructor for the Incident Command System, trained to the Command General Staff, I-400 Level.

EDUCATION

M.S., Administrative Science , Fairleigh Dickinson University, Teaneck, N.J. Earned Certificates- Supervisory Management, Global Leadership Administration, Administrative Science	May 2008
B.S., Administration of Justice , University of Phoenix, Phoenix, AZ.	May 2006
Certified Public Manager , Fairleigh Dickinson University	May 2007
Mobile Intensive Care Paramedic , Ocean County College	April 1994

BUSINESS EXPERIENCE

Lamp Post Inn, Owner/ Manager, Pine Beach, NJ 2007-2020

- Co-owned and operated a full-service bar and restaurant with a capacity of 150 seats, providing catering services and operating seven days a week.
- Managed all administrative tasks, including bill payments, inventory control, and filing of required reports, ensuring operational efficiency.
- Oversaw a diverse staff of 25, including wait staff, bartenders, and kitchen personnel, fostering a collaborative and high-performing team environment.
- Developed and implemented menu selections and promotional strategies, enhancing customer engagement and increasing sales.
- Established vendor relationships to optimize product quality and cost-effectiveness.

SilverTin Properties, LLC, Owner/ Partner, Various locations throughout NJ, FL, and TX. 2002-2007

- Owned and managed a real estate partnership focused on purchasing, renting, and developing properties across three states.
- Coordinated rehabilitative and new construction projects, ensuring timely completion and adherence to quality standards.
- Interviewed and selected candidates for rental properties, fostering strong tenant relationships and maintaining high occupancy rates.
- Managed a portfolio of 17 properties, achieving an average return of over 150% on properties sold, demonstrating effective investment strategies and market insight.

TRAINING AND CERTIFICATIONS

Emergency Medical Technician	Firefighter- Level 1, Level 2	Mobile Intensive Care Paramedic
Basic Telecommunicator Training	SFST/DWI Enforcement	Breath Test Operator
Method of Instruction	Hazardous Materials- Level 2 Responder	Highway Drug Interdiction
Crash Reconstruction	Advanced Traffic Engineering	Arson Detection
Drug Recognition Expert (Instructor)	Incident Command System (I-400)	Interview and Interrogation
Criminal Crash Investigation	FBI- Leadership and Supervision	Port Security
Incident Command System- Train the Trainer	NJ Incident Management Level 3	Fire Company Officer 1 & 2

OTHER COMMUNITY INVOLVEMENT

Toms River Fire District #2, Toms River, NJ <i>CHAIRMAN, FIRE COMMISSIONER, Appointed/ Elected</i>	2015-2021
Silverton Emergency Medical Services, Toms River, NJ <i>BOARD OF DIRECTORS, LIFE MEMBER, VOLUNTEER EMT</i>	1987-Present
Silverton Volunteer Fire Company, Toms River, NJ <i>LIFE MEMBER, VOLUNTEER FIREFIGHTER</i>	1999-Present
Veterans of Foreign Wars- Sons of the American Legion, Toms River, NJ <i>MEMBER</i>	2007-Present

HONORS AND AWARDS

Excellent Police Duty Ribbon- for actions in apprehending a wanted felon and seizure of a large quantity of a Controlled Dangerous Substance, stemming from a motor vehicle stop

Police Achievement Ribbon- for actions related to the September 11, 2001 attack, where several officers volunteered time to escort counselors to assist Emergency Service Workers

Life-Saving Awards- recognized by several agencies for actions taken in a variety of incidents where my actions had a significant positive impact in the saving of a life.

Subject Matter Expert- "NJ Teen Driver Study Report", March 2008

Several Letters of Commendation and Achievement