

LARRY L. COLLINS

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November 25, 2020

Ms. Liz Mathis
HR Manager
City of Flagler Beach, FL
by email: hr@cityofflaglerbeach.com.

RE: City Manager position – Flagler Beach, FL

Dear Ms. Mathis:

In reviewing the recruitment brochure for the City Manager position, it is clear that Flagler Beach is a community known for its thriving sea-side businesses, extensive amenities and an excellent resident quality of life. I am intrigued by the possibility of joining the management team as City Manager.

I am currently the City Manager in Louisville, Ohio, a small full-service community of nearly 10,000 citizens, with an annual budget of \$12,000,000 and 80 employees in northeastern Ohio. I also offer considerable progressive management experience in a variety of municipalities, including a large Florida county. I have successfully managed at various levels in communities with populations from 10,000 to 600,000. In urban areas and rural areas, in government positions with budgets ranging from \$16 million to \$435 million, in positions managing 80 employees to over 800 employees and, in communities with economies based on high tech, the military, higher education, manufacturing, fossil fuels, the service industry and tourism. Past and present municipal service areas managed include police; fire/EMS; city attorney's office; public works (including water and waste water utilities and roads); parks and recreation; HR; planning, zoning and economic development; building-inspectional services, and; budget and finance.

After reviewing the position brochure, I believe I am uniquely qualified for the City Manager position. I therefore submit the following additional information specifically addressing some of the desired characteristics noted in the recruitment brochure:

Budget & Finance

- I am highly proficient in municipal budgeting and finance. As noted above, I have successfully managed in government positions responsible for budgets ranging from \$16 million to \$435 million.
- As a recent strategic example regarding financing, my team and I in Louisville have saved our local taxpayers over \$5.2 million dollars during the first two phases of a roughly \$20 million water and waste water facility upgrade project. We did this by securing grants, zero interest loans and ultra-low interest state loans.
- Secured agreement with Washington DC consulting firm to assist city in securing federal grants for economic development: infrastructure; downtown development, public safety needs, workforce development, etc. Several million dollars of grants applied for with results pending
- While in Brevard County, FL, I implemented Zero-Based-Budgeting methodologies coupled with performance metrics (Balanced Score Card) for all sections of the organization to better gauge efficiency and effectiveness and enhance accountability. Adopted similar performance management budgeting strategies while in Ann Arbor and now in Louisville

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- Responsible for current community's annual multi-million-dollar Capital Plan. Developed and implemented capital replacement plan for Brevard County Fire-Rescue (BCFR) fleet, and Capital Replacement Plan (CIP) for department facilities. Constructed and up-dated several capital facilities projects in several communities.
- My department in Brevard County, FL was recognized with a 2014 National Association of Counties (NACO) Achievement Award for innovative government in the "Financial Management" category.
- Strong budgeting and fiscal management experience, including the sustainment of service delivery in a declining economic environment while maximizing financial resources to meet changing needs through prioritization of services, service delivery re-configuration and deployment changes.
- I have taught municipal budgeting and finance, among other public administration and business courses, at the university level.

Strategic, Operational & Business Planning

- I have considerable experience with both long-range community-based strategic and master planning and internal departmental strategic and operational planning, including Emergency Management and preparedness and Homeland Security considerations. I recently led development and implementation of a community-based strategic plan to guide the city's future direction in Louisville, OH. I was intimately involved in development of strategic plans for the City of Ann Arbor and for the Fire Departments in Dayton, OH, Brevard County, FL, and Ann Arbor MI.
- Managed the City's Office of Emergency Management (OEM) as a component of the Fire Department in Ann Arbor. While Fire Chief in Dayton, served as the City's Emergency Manager responsible for emergency operations planning and disaster management for entire city organization, including community preparedness for acts of domestic terrorism and NIMS compliance. In Brevard County, served on the County's Emergency Management Policy Team for planning and at the EOC during times of crisis.
- Responsible for ocean rescue for the seventy-two (72) miles of beaches on the Atlantic Ocean in Brevard County.
- In conjunction with the Strategic and operational plans, I implemented performance measures with the annual budget process to better measure progress and improve service outcomes by city staff; included development of annual customer service survey which has also been melded into the budget and the performance management processes.
- Through the City of Louisville's CRA, our efforts to secure federal economic development (EDA) grants, the utilization of historic tax credits, and following a newly developed Master Plan we are redeveloping and rebranding our historic downtown. As we work to diversify our economy, we are also in the planning stages of a mixed-use town center complex consisting of independent senior living units, retail, office space, and dining venues. Further, we are expanding our industrial park through increased development of shovel-ready sites. To the point: I have experience managing complex projects while working cooperatively with other agencies and organizations, both private and public. Further, throughout my career, I have been successful in obtaining millions of dollars in state and federal grants for local community projects and programs.

Management Style & Experience

- I enjoy a challenge and am committed to accomplishing organizational goals. Overall, I work well with political bodies, city staff and the community at large and look to build relationships across all boundaries, both internal and external.
- I am a leader-manager dedicated to developing subordinates. I believe in the team concept and provide my team members the opportunity to grow and thrive in a supportive environment where reasonable risk taking is encouraged. I manage with an “open door” policy. I hold a weekly staff meeting with Directors to foster cooperation and communications across the entire organization. Importantly, while I very much value and embrace the benefits of strategic and operational planning, I am not one to sit behind a desk all day making plans and shuffling papers. My time working in larger organizations has me geared to an up-tempo environment where concurrently handling multiple tasks, engaging in the community, tracking performance outcomes and ensuring deadlines are all crucial for the success of vibrant communities.
- I have had considerable success with hiring highly skilled staff members and developing high performing teams and organizations. I have led organizational transformations leading to considerable cost savings.
- From a Labor-Management & HR standpoint, my past responsibility and experience includes adjudication of grievances under three major labor contracts (Rank and File & Supervisors Units, & AFSCME), conducting disciplinary hearings and deciding findings; conducting employee performance evaluations; rewarding employees; developing and implementing policy; managing risk management and insurance provider negotiations; and conducting labor union contract negotiations, etc. I am formally trained in Interest-Based bargaining by the Ohio State Employee Relations Board (SERB). I have successfully negotiated numerous labor agreements.

I am an experienced city manager who has a demonstrated track record for providing effective leadership and management - one who offers a proven ability for forming, supporting and moving teams toward results, and who brings experience managing innovation and moving agendas forward through excellent relationship building qualities and a commitment to best practices in public administration and service delivery. I am an ardent proponent of exceptional basic services propelled by a strong customer service orientation by staff (and expect no less from my team members and employees) and have an unwavering commitment to the community I serve. I also understand the critical value of partnerships and the need for and benefits from building strong alliances and relationships with one's neighbors and the broader community.

Thank you for taking the time to review my resume and qualifications for the position of City Manager in Flagler Beach. While there is little doubt that this position will draw considerable interest from many highly qualified candidates, I would welcome a personal interview to further discuss how my knowledge, experience, and leadership can be of assistance to the Flagler Beach community as it strives to attain its current and future goals. Finally, I would mention that this opportunity is very appealing to me not only because of the match with my professional background and the cultural and high quality of life characteristics the community offers, but also because I would like my next place of employment to be in a community where I can settle for an extended period. Please reach me at the above listed telephone number or email address at any time. Thank you for your time, attention and consideration. I wish you the very best with your City Manager search process.

Sincerely,
Larry L. Collins

LARRY L. COLLINS

Email: LCol113081@aol.com

Professional Summary

Results-oriented public manager with proven leadership, collaboration, communication, fiscal, operational, analytical and problem-solving skills. Over 30 years of progressive local government experience with a demonstrated commitment to the business of good government through construction of transparent, innovate and responsive organizations. A public servant passionate about building a great community in partnership with citizens, neighborhoods, elected officials, civic and business groups, employees and other vested stakeholders. Responsibilities include significant oversight in the following areas:

Project Management	Strategic and Operational Planning
Budget/Fiscal Stewardship	Organizational Change and Development
Contract Negotiations and Management	Process and Performance Management
Public Works Management	Intergovernmental Collaboration
Economic Development	Public Safety/Emergency Management

Education and Training:

- DBA (Doctorate of Business Administration) Saint Leo University, FL
- MS Operations Management (W/Business Certificate), University of Arkansas, Fayetteville, AK
- B.S. Public Safety Management, Franklin University, Columbus, OH
- A.S. Fire-Rescue Administration, Sinclair Community College, Dayton, OH
- Urban Fellow, University of Dayton, School of Public Administration, Dayton, OH
- LEAD Program, University of Virginia, Charlottesville

Work History

City Manager 2018-Present	City of Louisville	Louisville, Ohio
Fire Chief 2015--2018	Ann Arbor Fire Department	Ann Arbor, MI
▪ Interim Assistant City Administrator/SAA		
▪ Acting City Administrator, as needed		
Fire Chief 2009 – 9/2014	Brevard County Fire-Rescue	Brevard County, FL
Director and Chief 1997 – 2008	Dayton Fire Department	Dayton, Ohio

Relevant Government Experience

City Manager
Louisville, Ohio

2018 - Present

Louisville, Ohio, located in northeastern part of the state, has a population of nearly 10,000 citizens, and covers roughly 5.5 square miles. The city is in Stark County, Ohio, which serves a population of 350,000 residents. The city's economy is dominated by Gas and Oil concerns (Encino Corp maintains its east coast Shale HQ here), a mix of light to moderate manufacturing industries, and the service industry. Growth and economic development within the city are a major focus as Louisville works to redefine and market itself to other potential business concerns.

Key Duties and Responsibilities:

- CEO of a municipal government with 111 authorized employees and a \$25 million all-funds budget.
- Successful management of city's day-to-day operations as well as long term planning for future issues.
- Annual operating and capital budget preparation, and on-going administration of same.
- Provide strategic leadership and management to the following municipal departments: police, Fire/EMS, planning, zoning, economic and community development, roads, water and sewer utilities, stormwater, parks and recreation, law department, budget and finance, and personnel management.
- Implementation of City Council policies. Manage high level issues with elected officials, preparation of council agenda items, conduct council briefings and make formal council presentations, community presentations, and press conferences and briefings. Represent and serve as the face of the city at various community and business meetings.
- Ensure compliance with County, State and Federal regulations.
- Maintain open lines of communication with city council on important matters impacting the community and suggest potential strategic solutions to emerging issues for their collective consideration. Information concurrently shared equally with all members.
- Negotiation with private and public concerns on issues ranging from economic development to labor agreements with city unions.

CM Achievements:

- Led development and implementation of community-based strategic plan to guide city's future direction. City re-branding initiative currently under way.
- Implemented performance measures in conjunction with annual budget process to better measure progress and improve service outcomes by city staff; included development of annual customer service survey which has also been melded into the budget and the performance management processes. Implemented new IT solutions to improve operational effectiveness and efficiency.
- Undertook Heritage Ohio Study (the Ohio version of Main Street, USA) which has provided the impetus and structure for revitalizing city's historical downtown.
- Oversaw development of "Main Street Business Committee" to help guide economic development in City's historic downtown; engaged OHM consulting firm for the development of a Downtown Revitalization Master Plan to accomplish recommendations by committee and citizens.
- Saved local taxpayers an estimated \$5.2 million dollars during the first two phases of a roughly \$20 million water and wastewater facilities upgrade project. Also oversaw development of an Asset Management Plan for ensuing future on-going funding and maintenance of city's water and waste-water utilities and infrastructure.
- Secured agreement with Washington DC consulting firm to assist city in securing federal grants for economic development: infrastructure; downtown development, public safety needs, workforce development, etc. Several million dollars of grants applied for with results pending.
- Established a City Manager's Business Advisory Committee comprised of the city's top corporate executives to help guide, support and identify important projects and needs for the city. Has not only provided valuable insight, direction and support for the city, but has provided an opportunity for the executives to network on a routine basis.

- Reorganized city structure and management team, improving moral through high performance organization techniques and investment in employee training and educational opportunities. Implemented organizational structure putting proper support in key areas to ensure future success.
- Implemented community-based City Charter Review Commission process. City Charter has not been updated in over 20 years. Recommendations passed by electorate, including an income tax amendment increasing council spending flexibility, during November 2020 election.
- Developed and implemented fiscal contingency plan for dealing with income tax revenue shortfalls from COVID-19 pandemic. Basic strategy involves wage freezes, no new hires, no overtime, deferment of all non-essential expenditures before layoffs, etc. Also, realigned staff (many worked from home or staggered shifts) for personal and citizen safety.

**Assistant City Administrator, Interim (SAA)
Ann Arbor, Michigan**

2015 - 2016

Home to the University of Michigan, Ann Arbor has a resident population of nearly 120,000, but a daily population of over 250,000 given daily business inflow and the student population. The city's economy is dominated by education, high tech, and biotechnology. Growth and economic development within the city are at an all-time high. The city provides comprehensive municipal services in support of the university and the community with an annual budget of \$320 million and a workforce of nearly 750 employees.

Key Duties and Responsibilities:

Assigned from fire department to serve as Interim Assistant City Administrator (referred to as a Service Area Administrator-SAA) for the Community Services Area. Directly responsible for the leadership and management of over 100 FTEs plus 200-part time employees and a \$26-million-dollar budget. Provided strategic leadership to the following municipal departments: City Planning Department, includes Zoning and Historic Preservation; Building Services, Inspections and Plan Review; Economic Development; Parks and Recreation Department, includes Open Space /Park Land Preservation; and Community Development, including the Housing and Human Services segments of the City's government. Served in this capacity for 6 months.

ACA Achievements:

- Led development and implementation of strategic and business plans for successful turnaround of an underperforming city organization.
- Performed a comprehensive assessment of the city's building inspection, code enforcement functions and planning department leading to wide-ranging operational changes improving efficiency and effectiveness.
- Maintained positive relationships with and between the development community and city's elected policy body as tensions had mounted over lack of performance by the building department.
- Implemented performance measures so that better data-driven decisions were made regarding operational performance and outcomes and to measure progress in all managed areas.
- Invested in technology (field-based inspection and reporting computer technology) and training to improve efficiency and effectiveness and the ability of personnel to make better decisions using the data collected.
- Embraced a strong customer service attitude to improve service delivery across the board to the community, significantly reduced contractor complaints regarding service delivery.

- Reduced a 4-week building inspection backlog down to a 24 hour turn around in most cases; re-established a positive relationship with the area's builder and contractor association as a result.
- Spearheaded the efforts to develop an economic development strategic plan for the city (and area) as it grappled with rapid growth and development.

**Fire Chief
Ann Arbor Fire-Rescue**

2015 – 2018

The Ann Arbor Fire Department provides an all hazard level of service to the community, including fire suppression, fire prevention, medical first responder service and Haz/Mat and Technical Rescue response. The department staffs five fire stations with 88 total members and a \$16 million annual budget.

Key Duties and Responsibilities:

- Chief executive reporting directly to the city manager, responsible for personnel management and leadership of an 88-member municipal fire department and for development, negotiation and administration of \$16 million annual operating.
- Hire and terminate employees as necessary, adjudicate grievances under two major labor contracts (rank and file and supervisors), conduct disciplinary hearings and decide findings, conduct employee performance evaluations, reward employees, develop and implement policy, conduct contract negotiations, etc.
- Maintain programs and formulate and implement policies ensuring operational readiness and personal safety, accountability and emergency risk management techniques for line personnel operating at various emergency incidents, and for maintaining or increasing the safety of the citizens of Ann Arbor.
- Responsible for the City's Office of Emergency Management and Preparedness

AAFD Achievements:

- Performed a comprehensive assessment of the city's fire department leading to significant operational changes improving efficiency and effectiveness and safety to both firefighters and the community.
- Devised a strategy and vision for the organization and built a community-based strategic plan to guide the department in keys areas of service delivery into the future, including a fire station location master plan, national accreditation; improved dispatching model; improvements in fire prevention efficiency and effectiveness, deployment analysis and configuration improvements; modernized diversity, recruitment and hiring initiatives, etc. Plan formally adopted and supported by City Council.
- Improved department's ISO rating resulting in lower Fire insurance premiums for residents and businesses.
- Built a system of performance measures so that better data-driven decisions are made regarding operational performance and outcomes to measure progress; invested in technology and training to improve the ability of personnel to make better decisions using the collected data. Emergency response times improved by 1-2 minutes on average as a result
- Identified and corrected deficiencies in existing training, facilities, command procedures, apparatus and equipment and helped to secure over \$2 million in federal grants.

**Director & Chief
Brevard County (FL) Fire-Rescue**

2009 – 2014

Brevard County is located on the Atlantic Ocean 35 miles east of Orlando, FL. Affectionately known as the Space Coast, it has a population of around 600,000 residents. The department provides comprehensive all-risk Fire and emergency services to a diverse urban-suburban-rural mixed county, the 10th largest and one of the fastest growing in the State of Florida. The department had over 800 members, + \$80 million annual operating budget and covered over 1000 square miles from 33 fire/EMS stations.

Key Duties and Responsibilities:

- Chief executive reporting directly to the county manager, responsible for personnel management and leadership of an over 800-member county fire department and for development, negotiation and administration of \$80 million annual operating and capital budget. Hire and terminate employees as necessary; adjudicate grievances under two major labor contracts; conduct disciplinary hearings and decide findings; conduct employee performance evaluations, reward employees, develop and implement policy, conduct contract negotiations, etc.

BCFR Achievements:

- Led a comprehensive review and reorganization of the fire rescue department. Devised a strategy and vision for the organization and built a strong multi-year strategic plan, prioritized by need over several budget years for its achievement; made remarkable progress with its implementation resulting in improved service delivery and customer service to the community.
- Built a system of performance measures (using the Balanced Score Card) so that better data-driven decisions were made regarding operational performance and outcomes to measure progress; invested in technology and training to improve the ability of personnel to make better decisions using the collected data.
- Responsible for the construction and expansion of four fire stations and a new training facility.
- Identified and corrected deficiencies in training, facilities, apparatus and equipment while saving nearly \$17 million over 4 years as department and county navigated through tough economic times brought on by the great recession. Created 5-year capital equipment replacement plans and CIP plans for department.
- Implemented Zero-Based-Budgeting methodologies coupled with performance metrics (Balanced Score Card) for all sections of the fire department organization to better gauge efficiency and effectiveness and enhance accountability.
- Department recognized with a 2014 National Association of Counties (NACO) Achievement Award for innovative government in the “Financial Management” category.
- Successful in overcoming existing poor relationships with neighboring cities; able to overcome years of ill-will between the county and municipal departments by seeking win-win partnerships versus turf-based confrontations.
- Implemented modern testing/hiring and promotional processes within BCFR; diversity increased as a result. Secured \$3.7 million Federal Safer Grant to assist in the hiring of active duty vets returning from Afghanistan and separating from military service. Secured over \$7 million in total Federal and State grants while fire chief.

**Director & Chief of Fire
Dayton, Ohio**

1997 - 2008

The City of Dayton, Ohio is a dense, diverse inner city urban community of nearly 200,000 citizens within a 56 square mile area. As Fire Chief, led a Fire Department which provided comprehensive emergency and support services, including fire suppression; EMS transport; Haz/Mat; US&R technical rescue services; emergency 911 dispatch; and fire prevention to the community. Served as City's Emergency Manager. Retired from department after 30 years of service.

Key Duties and Responsibilities:

- Chief executive reporting directly to the city manager, responsible for personnel management and leadership of an over 400-member inner city, urban fire department and for development, negotiation and administration of \$38 million annual operating budget.
- Hire and terminate employees as necessary, adjudicate grievances under two major labor contracts, conduct disciplinary hearings and decide findings, conduct employee performance evaluations, reward employees, develop and implement policy, conduct contract negotiations, etc.
- Managed high-level issues with elected officials, preparation of agenda items, conducted commission briefings and formal commission presentations, community presentations and press conferences and briefings.
- Worked closely with City neighborhoods in development of programs and resolution of health and safety related problems and issues. Served on various community boards and committees addressing these same and similar issues.

DFD Achievements:

- Developed and implemented community-based strategic and master plans and internal departmental strategic and operational plans, including Emergency Management and preparedness plans and Homeland Security considerations. Past member of the FBI's Southwest Ohio Terrorism Task Force Executive Committee.
- One of only three department directors who served as member of Dayton City Manager's Budget Advisory Committee--responsible for recommending service and fiscal priorities to city manager for balancing city's overall \$435 million annual operating budget.
- Strong public budgeting and fiscal management experience, including the management of service delivery in a declining economic environment while maximizing financial resources to meet changing needs through prioritization of services, service delivery re-configuration and deployment changes.
- Secured over \$3 million in Federal and State grants.
- Have on numerous occasions testified before various committees and sub-committees of the Ohio Legislature and have lobbied on Capitol Hill in Washington DC while President of the Ohio Fire Chiefs' Association.
- Managed in a civil service system, and in both collective bargaining states and right to work labor environments. Formally trained in Interest-Based bargaining by the Ohio State Employee Relations Board (SERB).
- Managed the development and implementation of a Fire Department Diversity Hiring Plan, which consisted of three primary components: modernized testing and selection methodologies; a Fire Apprenticeship Training and Education Program; and enhanced, targeted recruitment strategies.

Professional Organizations:

- International City/County Managers Association (ICMA)-Member
- Rotary International; Louisville Rotary Club-Member
- Ohio City Managers Association
- Ohio Municipal League