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## KENDAL FRANCIS

785-738-0446

1309 North Mill // Beloit, Kansas 67420

kfrancis@nckcn.com

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August 21, 2013

Catherine Robinson, Mayor  
City of Bunnell, Florida  
1769 East Moody Boulevard  
Bunnell, Florida 32110

Dear Mayor Robinson:

I am writing in response to the advertisement for the position of City Manager that was posted on the International City/County Management Associations' website. It is an exciting opportunity that is very much in keeping with my career objectives. My resume, references and salary history are attached for your review.

My career with the City of Beloit has allowed me to develop a thorough understanding of modern policies and practices of public sector management. My duties as Director give me extensive experience in all facets of city management including budgeting, personnel management, capital improvement planning, economic development, grant writing, utility management and public works. I prepare and administer a budget in excess of \$3,000,000, with a proven record of reducing costs and increasing revenues, without raising utility rates. I have successfully planned and managed multiple capital improvement projects that include infrastructure rehabilitation, upgrades to both the water and wastewater treatment plants, and the implementation of an automated meter reading system. In addition, I have secured over \$200,000 in grants to help fund those improvements.

Please do not let my career path dissuade you from considering my candidacy. My experience and capabilities far exceed my job title. My city administrator whole-heartedly supports my desire for advancement and has mentored me in my development. In as much, he allows me great autonomy in leading my departments, and frequently assigns me duties that extend well beyond my job description to further prepare me for the role of city manager. I have served as the interim Community Development Director. During my time in that capacity, I worked with our county government in securing \$17,000,000 in Industrial Revenue Bonds to facilitate the expansion of our area's largest employer. I also helped plan a 43-acre residential and commercial development, which included utilizing Tax Increment Financing to fund the infrastructure. Additionally, I coordinate our city's website and social media outreach. Currently, I am collaborating on a project to update our city's comprehensive plan.

What my resume cannot illustrate is what sets me apart from other candidates. Namely, my exceptional management and organizational skills coupled with the unique combination of teamwork skills that foster employee cohesiveness, people oriented leadership that yields productivity and high morale, and strategic thinking skills that ensure long-term organizational success.

I would welcome the opportunity to meet with you in person to discuss how my combination of education and experience, along with proven leadership ability, excellent people skills and a true passion for public service make me the perfect candidate to lead Bunnell in its future successes.

Per your request, my salary requirement is in the \$75,000 - \$80,000 range.

Thank you for your consideration.

Respectfully yours,

Kendal Francis

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### EXPERIENCE

**Mar 2010 – Present: Director of Water / Wastewater Operations, City of Beloit, KS** – Execute strategies for innovative service delivery. Develop and administer \$3,000,000 operations and \$400,000 capital budget.

Advise city council in matters relating to departmental activities. Lead and develop twelve full-time employees.

- ◆ Reduced utilities' operating costs in excess of \$125,000 and increased efficiency through staff reorganization, implementation of employee cross-training and innovative technology
- ◆ Increased annual average water revenues \$60,000; sewer revenues \$20,000 by improved accounting practices
- ◆ Established and funded enterprise reserve funds with 15% reserves without raising utility rates
- ◆ Secured \$175,000 grant for implementation of automated meter reading system; \$25,000 grant for creation of walking trail; \$8,000 grant for GIS mapping of city's utility system
- ◆ Promoted organizational transparency and enhanced customer service by establishing and coordinating city's website and social media presence
- ◆ Planned and coordinated multi-phase infrastructure rehabilitation project that was completed on-time and on-budget
- ◆ Managed project to increase city's consumptive water rights and ensure long-term water supply

**Jul 2007 – Feb 2010: Water Treatment Plant Foreman, City of Beloit, KS** – Managed day-to-day operations of water treatment plant to ensure plant's regulatory compliance. Monitored \$1,200,000 departmental budget.

Supervised and delegated duties to three full-time employees.

- ◆ Oversaw \$800,000 water plant expansion project that came in on-time and on-budget
- ◆ Coordinated multi-departmental disaster recovery effort successfully preventing loss of water service
- ◆ Increased reporting accuracy and efficiency by transitioning to computerized record keeping

**Nov 1994 – Jun 2007: Water Treatment Plant Operator, City of Beloit, KS** – Performed skilled tasks in the treatment and testing of the city's potable water supply.

- ◆ Obtained State of Kansas Class IV Water Supply Systems Operator certification

### EDUCATION

**Emerging Leaders Development Program**, International City/County Management Association, 2013

**Master's Certificate of Public Administration**, Kansas State University, 2011

**Certified Public Manager Accreditation**, University of Kansas, 2011

**B.S. Political Science and Secondary Education**, Kansas State University, 1993

### ADDITIONAL LEADERSHIP EXPERIENCE

League of Kansas Municipalities' Utilities and Environment Policy Committee, 2013

Solomon Basin Water Advisory Committee, 2008 – Present

Leadership Mitchell County Board of Directors, 2010 – Present

Rotary International, 2011- Present

Beloit Junior / Senior High School:

Site Council, President 2007 – 2010

Beloit Elementary School:

Parent Teacher Organization, President 2004-2006

### PROFESSIONAL MEMBERSHIPS

Kansas Association of City/County Management, 2011 – Present

Kansas Association of Certified Public Managers, 201 – Present

International City/County Management Association, 2010 – Present

American Society for Public Administration, 2009 – Present

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### REFERENCES

Glenn Rodden  
City Administrator  
City of Beloit, Kansas  
Box 567  
Beloit, Kansas 67420  
W: (785) 738-3551  
C: (785) 738-0301

Larry Paine  
City Administrator  
City of Hillsboro, Kansas  
118 East Grand  
Hillsboro, Kansas 67063  
W: (620) 947-1933

Amanda Lomax  
City Clerk / Finance Director  
City of Beloit, Kansas  
119 North Hersey  
Beloit, Kansas 67420  
W: (785) 738-3551  
C: (785) 569-1502

Lloyd Littrell  
Beloit City Councilman  
421 North Highland  
Beloit, Kansas 67420  
H: (785) 738-3965  
C: (785) 738-7141

Denis Shumate  
Superintendent, Juvenile Correctional Facility, Retired  
Past Beloit, KS City Councilman  
700 North Pine  
Beloit, Kansas 67420  
H: (785) 738-5218  
C: (785) 738-8097

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**SALARY HISTORY**

**Director of Water / Wastewater Operations**

**City of Beloit, Kansas**

**Mar 2010 - Present**

**Current Salary:** \$69,638.40 + family insurance (15% employee contribution); professional memberships (ICMA, KACM, ASPA); civic club membership (Rotary); wellness center membership, work vehicle

**Beginning Salary:** \$49,254.40 + family insurance (15% employee contribution); professional memberships (ICMA, KACM, ASPA); civic club membership (Rotary); wellness center membership, work vehicle

**Water Treatment Plant Foreman**

**City of Beloit, Kansas**

**Jul 2007 – Feb 2010**

**Ending Salary:** \$39,977.60 + family insurance (15% employee contribution); wellness center membership

**Beginning Salary:** \$34,860.80 + family insurance (5% employee contribution); wellness center membership

**Water Treatment Plant Operator**

**City of Beloit, Kansas**

**Nov 1994 – Jun 2007**

**Ending Salary:** \$33,800.00 + family insurance (5% employee contribution)

**Beginning Salary:** \$15,080.00 + family insurance