

Mark A. Glover

334 S. Bahamas Ave.; Temple Terrace, FL 33617-7202  
813.985.6800 • mark@gpnow.org • www.gpnow.org

August 28, 2013

Ms. Sandi Bolser  
City Clerk  
City of Bunnell  
1769 East Moody Blvd.  
Bunnell, FL 32110

Dear Ms. Bolser:

I am applying for Bunnell City Manager's position. I am a seasoned local government professional with over ten years of experience serving as a local government CEO. Additionally, I have over twenty years of experience providing technical assistance to local governments in the form of management skills development, change management, and adaption of innovation and technology from the private sector. Most recently, I served under ICMA International in Afghanistan and Iraq helping rebuild and modernize their governments.

Specific to Bunnell, I have considerable experience in the development and implementation of municipal goals and objectives as established by the City Commission. I also have considerable experience dealing with finance, human resources, public works and utilities and economic development. I have a Master's Degree in Public Administration.

By nature, I am very approachable and easy to talk to. I am also candid and straightforward. I have a complete open door policy with my staff, with the elected officials and with members of the community. I have good people skills and I gravitate towards consensus building, openness and transparency. I also believe in and practice daily, management by walking around, both in the organization as well as in the community. I know my organization well and I know my community well and that's why I prefer managing and living in smaller cities. I managed two smaller cities in Colorado and I've been living in Temple Terrace FL for over twenty years. Also by nature, I am pro-active, responsive and I have a positive can-do attitude. I like hard work; I always have, even as a kid hauling hay and picking fruit on the neighboring farms (in MI).

It is my understanding your salary range is \$75,000.00 -\$80,000.00 and that is fine with me.

I have attached my updated resume/cv as well as a list of references. Please don't hesitate to contact me if you require additional information.

My best regards,

*Mark A Glover*

Mark A. Glover



# MARK A. GLOVER

334 S. BAHAMAS AVE., TEMPLE TERRACE, FL 33617-7202

813.985.6800 • mark@gpnow.org • www.gpnow.org

## PROFESSIONAL REFERENCES

Organization	Retired – Former County Manager of Mono County CA				
Name of Reference	Bill Mayer				
Mailing Address	Po Box 207				
City	Bridgeport	State	CA	Zip	93517
Business Phone	(760) 932-7808 Billmayer1950@gmail.com				

Organization	FL Benchmarking Consortium				
Name of Reference	John Becker – Executive Board Chair				
Mailing Address	2217 Stacy Court				
City	Dunedin	State	FL	Zip	34698-9679
Business Phone	(727) 725-2914 benchmarkingmatters@gmail.com				

Organization	Orange County (FL) Code Enforcement Division				
Name of Reference	Bob Spivey – Code Enforcement Manager				
Mailing Address	2450 W. 33rd Street, Second Floor				
City	Orlando	State	FL	Zip	32839
Business Phone	407-836-3111 Robert.Spivey@ocfl.net				

# MARK A. GLOVER

334 S. BAHAMAS AVE., TEMPLE TERRACE, FL 33617-7202

813.985.6800 • mark@gpnow.org • www.gpnow.org

Organization	Summit County Government (CO) – County Manager’s Office				
Name of Reference	Gary Martinez – County Manager				
Mailing Address	P.O. Box 68 208 E. Lincoln Ave., 3rd Floor				
City	Breckenridge	State	CO	Zip	80424
Business Phone	973.453.3401    garym@co.summit.co.us				

Organization	Colorado Municipal League				
Name of Reference	Sam Mamet – Executive Director				
Mailing Address	1144 Sherman Street				
City	Denver	State	CO	Zip	80203-2207
Business Phone	303-831-6411 / 866-578-0936 <u>Sam Mamet - smamet@cml.org</u>				

Organization	Social Impact Inc.				
Name of Reference	Stephen Dix – OD Consultant				
Mailing Address	2300 Clarendon Boulevard; Suite 1000				
City	Arlington	State	VA	Zip	22201
Business Phone	(202) 627-6915 <u>stephanjdix@hotmail.com</u> or <u>sdix@socialimpact.com</u>				

Mark A. Glover

334 S. Bahamas Ave.; Temple Terrace, FL 33617-7202  
813.985.6800 • mark@gpnow.org • www.gpnow.org

### Background Summary

Mr. Glover is a seasoned local government professional. He has over ten years of experience serving as a local government CEO. Mr. Glover also has over twenty years of experience providing technical assistance to local governments in the form of management skills development, change management, and adaption of innovation and technology from the private sector. Additionally, Mr. Glover has assisted the countries of Afghanistan and Iraq in their efforts to rebuild and modernize their governments. Mr. Glover has a MPA degree.

### Biographic Summary

Date	Position
Present	President – Government Performance Network Corporation
April 2011 – Mar 2013	Deputy Chief of Party- Change Management and Capacity-Building Serving in Afghanistan with ICMA
May 2009 - Mar 2011	Deputy Team Lead and Finance/Governance Advisor Serving in Iraq with ICMA
June 2008 - May 2009	Program Manager – Florida Benchmarking Consortium
Jan 2007 - Dec 2007	Finance Director – City of Casselberry, FL
Aug 1987 - Oct 2006	Senior Vice President – Innovation Groups Inc.
Aug 1982 to May 1987	Town Manager – Frisco, Colorado
June 1976 – Aug 1982	Town Manager – Hayden, Colorado
July 1975 – May 1976	Criminal Justice Planner Intern – Pikes Peak Area Council of Governments - Colorado Springs, Colorado
April 1972 – Dec 1974	Management Trainee – Keyline Freight; Grand Rapids, MI
Feb 1970 – Oct 1971	US Army

### Local Government Management Experience

#### **Town Manager – Frisco, Colorado**

*August 1982 to May 1987*

Frisco is a resort community in the heart of Summit County (Breckenridge, Copper Mountain, Keystone and Arapahoe Basin ski areas) approximately two hours due west of Denver on I-70. During his tenure in Frisco, Mr. Glover was directly involved in the complete re-development of main street and the design/construction of: 1) a new city hall, 2) a historic park, 3) a cross country ski center, and 4) a new public works facility. During his tenure in Frisco, the commercial base more than doubled and the city earned a distinguished community improvement award from Governor Richard Lamm for the city's excellent work in historic preservation and main street improvements. As Town Manager, Mr. Glover served as Budget Director, Chief Financial Advisor and Policy Advisor to the Town Board of Trustees.

**Town Manager of Hayden, Colorado**

*June 1976 to August 1982*

Hayden was a rapidly growing energy-impacted community (coal mining and electric power generation). Mr. Glover was responsible for overall growth management in the full sense of word, including comprehensive land-use planning, financial planning and capital improvement planning (CIP). As Town Manager, Mr. Glover served as Budget Director, Chief Financial Advisor and Policy Advisor to the Town Board of Trustees.

**Finance Director – City of Casselberry FL**

*January 2007 through December 2007*

Mr. Glover served as interim Finance Director for the City of Casselberry FL (Orlando area). This is a Department Head position and he oversaw accounting, budgeting, financial planning, capital improvement planning, purchasing, utility billing, customer service, as well as information (data processing) services. He also oversaw payroll, benefits administration, pension administration, revenue collection and debt management. During his tenure at Casselberry, Mr. Glover was directly involved in preparing the FY08 cut-back budget and its compliance with HB1b (property tax reform) as well as preparation of a comprehensive CIP, financial management of the CRA, and the financing of water, sewer, water-reuse and storm-water expansions.

**Local Government Consulting Experience**

**Senior Vice-President for the Innovation Groups Inc. (IG) – Tampa, FL**

*August 1987 to October 2006*

Mr. Glover managed the Florida Innovation Group (FIG) which is a network of innovative local governments and private corporations working together to share ideas, technologies, and solutions, in order to bring about transformation within local governments and in so doing, achieve cost savings, service delivery improvements and improved managerial decision making. FIG's services emphasized management skill development, organizational capacity building, change management, and adaption of innovation and technology from the private sector. In addition to managing the FL Innovation Group, as Senior VP, Mr. Glover supported the IG in its efforts to expand into NC, VA, TX and the Mid-West. He was also responsible for managing new innovation like TQM, Knowledge Management, Balanced Scorecards and eLearning across all IG members.

**Program Manager – Florida Benchmarking Consortium – UCF Orlando FL**

*June 2008 to May 2009*

FBC is a collaboration of Florida local governments who seek to implement and improve upon performance measurement and benchmarking as change management tools. It is the largest single state-based performance measurement benchmarking initiative in the USA. As FBC Program Manager, Mr. Glover was responsible for coordinating the functional operations of the FBC as well as providing direct capacity-building support to its members. Integrating both financial and non-financial performance measures into the local government budget development and reporting process was an important part of the assistance provided by FBC.

## Other Professional Experience

### **Deputy Chief of Party for Change Management and Capacity-Building**

Afghanistan Ministry of Agriculture, Irrigation and Livestock (MAIL) - \$36 million USDA and USAID funded program Kabul, Afghanistan

*April 2011 through March 2013*

Through ICMA International, Mr. Glover provided leadership, program management, training and technical assistance to the Afghanistan Ministry of Agriculture, Irrigation and Livestock (MAIL) in order to transform it into a respected, efficient, accountable, and service-focused organization. Implementation included both training and coaching on organizational planning, performance monitoring, performance budgeting and fiscal management, organizational realignment and service delivery process improvement.

### **Deputy Team Lead and Finance/Governance Advisor - Iraq**

LGP III Iraq - an USAID Governance and Capacity-Building Program (\$250 million), managed by RTI International

*May 2009 to March 2011*

Through ICMA International, Mr. Glover provided leadership, program management, training and technical assistance to five Northern provinces in Iraq, directed at capacity-building in the areas of legislating, planning, budgeting, capital improvement programming, performance monitoring and organizational development. The aim was to modernize and transform provincial governments into higher performing organizations and in particular improve their budgeting, capital improvement programming and financial practices/procedures.

### **President and Founder – Government Performance Network Corporation**

*Present*

GPN is a non-profit 501c3 organization dedicated to and focused exclusively on improving performance and enhancing the capacity of government services.

## **Education**

Mr. Glover received his MPA degree with honors from the University of Colorado and his BS degree in Economics with honors from Grand Valley State University in Allendale, Michigan.

## **Special Expertise**

### *Municipal Finance and Budgeting*

Over his career, Mr. Glover has acquired considerable experience and expertise in municipal finance and budgeting that includes preparation and execution of operating budgets, preparation and execution of capital improvement budgets, crafting and implementing performance-based budgets, and managerial oversight of finance systems that includes accounting, purchasing, utility billing, and revenue collection.

### *Capacity-Building and Organizational Development*

Over an extended career, Mr. Glover has acquired and honed considerable hands-on skills at capacity-building, change management and organizational development. These skills include strategic planning, performance scorecard development and deployment, performance measurement, performance budgeting, organizational restructuring, process re-engineering,

modernizing HR functions, Quality Management and the development of targeted interventions for specific change management objectives.

#### *Operations and Process Improvement*

Mr. Glover has conducted numerous departmental management and operations studies that have included the following areas: facilities maintenance, MIS, HR, corrections, engineering services and code enforcement. He has also assisted local governments in assessing privatization (managed competition), gain-sharing and quality management. Mr. Glover is a recognized process improvement expert with a broad knowledge of best practices and technology solutions.

#### *Instructor, Author and eLearning Development*

During his career, Mr. Glover has authored guidebooks and provided training to hundreds of local government employees, on the topics of employee incentives, TQM, performance measurement, best practices benchmarking, process improvement and most recently, safeguarding public buildings from acts of terrorism. Mr. Glover has personally created and instructed web-delivered courses covering performance measurement, best practices benchmarking and fundamentals of management.

Also during his career, Mr. Glover performed pioneering work that has lead up to the successful adoption of eLearning by local governments.

### **Management and Leadership Style**

Mr. Glover is a self driven and highly motivated individual who is smart and creative, enjoys collaboration, seeks practical solutions and is a team player. He coaches and mentors his team members and he leads by example and gains their respect. He believes in accountability and expects performance from people and from the organization. He plans and sets targets and with his team, he compares actual performance with targets. If corrective action is needed, he doesn't procrastinate; he makes a decision and moves on. He solves problems and he gets results. He enjoys seeing success realized by his team members. Mark is a seasoned professional who understands the difficult balance between advancing an organization, while at the same time keeping the peace.

### **Professional Appointments**

- Colorado Fire and Police Pension Association Board of Directors
- National league of Cities Advisory Committee for LOGIN service
- Advisor to GovWorks Inc. (Dot Com start-up - local government Application Service Provider and pioneer in providing eGovernment services)
- Advisor to GovStreet and GWS (Gov't Wireless Services) non-profit corporations
- Advisor to FlexTraining Inc. (eLearning service)
- Advisor to Texas Certified Public Management (CPM) program
- Advisor to the Florida Benchmarking Consortium Board of Directors