

KARA M. BOYLES, PH.D., P.E., MBA

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January 5, 2025

Doug Thomas, Executive Vice President
Strategic Government Resources
P.O. Box 1642
Keller, Texas 76244

Dear Mr. Thomas,

I am writing to express my enthusiastic interest in the City Manager position for the City of Palm Coast, Florida. With nearly 15 years of progressive leadership in municipal governance, I offer a deep understanding of public administration, coupled with a demonstrated ability to manage challenging infrastructure needs and capital project management. My background as a city engineer, combined with my recently earned MBA, positions me to seamlessly transition into city management, where I can leverage both technical expertise and strategic leadership to advance citywide initiatives. I am drawn to Palm Coast's mission to *deliver exceptional service by making citizens our priority*, and I am confident that my skills and experience align with their vision and values. This role presents an exciting opportunity to broaden my impact on infrastructure, influence economic growth, enhance quality of life, and significantly influence the city's future. I see the role of Palm Coast's City Manager as the perfect challenge to align with this stage of my career.

As the City Engineer for South Bend, Indiana, a city comparable in size to Palm Coast, I have honed my expertise in infrastructure planning, design, and construction; problem-solving; and resource management – skills that align closely with the key projects and opportunities of your next city manager. The City of Palm Coast's major infrastructure challenges related to aging assets and deferred maintenance are issues like those I have been involved with in my current role, providing me with a comprehensive understanding of the intricacies of roads, stormwater management, facilities, water and wastewater treatment, and more. In my current role, I implemented the city's first stormwater fee, participated in the renegotiation of the city's combined sewer overflow long term control plan consent decree with the environmental protection agency and department of justice, implemented numerous rate and capital improvement plans for both water and wastewater, and recently implemented the city's first ever 10-year street improvement plan referred to as Rebuilding Our Streets. My resume highlights the numerous presentations I have given on these topics. Additionally, my recent academic achievements have deepened my proficiency in strategic planning, leadership, and fiscal management. Without adequate financing none of these projects would be possible; thus, my understanding of our annual budget (\$424M), AA bonding rate, debt, cash balance and almost one hundred city funds will be of tremendous value as the next city manager. This unique combination of firsthand experience and advanced education enables me to approach challenges with a data-driven, evidence-based approach while still valuing the importance of people's lived experiences and fostering meaningful community engagement.

My background includes a wealth of experience in managing complex projects like the construction of a 40,000 square foot community center (\$27M) utilizing the construction manager as constructor (CMc) project delivery method, numerous fire stations, a new city hall, and numerous economic development

projects using tax increment financing (TIF) to stimulate private investment in areas that need economic revitalization. I excel in fostering collaboration across city departments and addressing the diverse needs of the community with efficiency and care. I led the early implementation of the city's 2020 Disparity Study, which identified discriminatory contracting processes in the South Bend marketplace, through the calculation of project-specific goals for certified women and minority business enterprises. I am well-versed in operating within strict budgets and timelines, optimizing resources, and ensuring compliance with local, state, and federal regulations. With a strong background in infrastructure and economic development, I am equipped to make informed decisions that align with the city's strategic goals to balance growth and development while also preserving history and culture. My collaborative work with stakeholders—including residents, businesses, and elected officials—demonstrates my ability to navigate diverse perspectives, a critical skill for effective city management. This unique blend of technical expertise and leadership experience equips me to contribute effectively as the leader of the city's management team.

I believe in fostering strong relationships with stakeholders to drive success; thus, my first priority as the next city manager would be to establish open and transparent communication with the mayor, city council members, department heads, community leaders, and residents to gain a comprehensive understanding of their needs, priorities, and perspectives. By building trust and encouraging collaboration, I can ensure that decisions are informed by diverse voices and that the city's vision aligns with the community's goals. I am dedicated to promoting transparency, fostering teamwork, and cultivating an inclusive environment where everyone feels valued and engaged. This relationship-driven approach, coupled with a "no surprises" management style, will empower me to lead effectively and guide the City of Palm Coast toward sustainable growth and long-term success.

As the City of Palm Coast's next City Manager, I bring a blend of strategic leadership, exceptional communication skills, and an unwavering commitment to public service. I am dedicated to demonstrating fairness, integrity, and accountability in every aspect of my role. I excel at navigating politically sensitive environments while remaining impartial and focused on the city's best interests. As an adaptable problem-solver, I am skilled at addressing complex challenges, mediating conflicts, and fostering innovative solutions. My decision-making approach balances immediate needs with long-term goals to ensure sustainable progress. Above all, I strive to be a visionary leader, committed to enhancing the quality of life for all residents while maintaining a professional, ethical, and inclusive approach to governance.

My husband is preparing to retire soon, and we are excited about the prospect of relocating to Florida to begin the next chapter of our lives. Given that I am currently employed and deeply committed to my role, I am ready to discretely explore opportunities that align with both our personal plans and my professional aspirations. I am particularly drawn to Florida's vibrant communities and the unique opportunities its municipalities offer for meaningful public service. I would appreciate the chance to early on discuss this opportunity with confidentiality as we carefully plan for this transition and establish new roots in a region that feels like home. Please review my enclosed resume for additional information and reach out if you have any questions or need further clarification on my experience. I would love to discuss this position with you.

Thank you for your consideration.

Sincerely,

Kara M. Boyles

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Dedicated and accomplished city leader with a passion for serving the community and fostering employee growth and development.

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Education

Indiana University South Bend, South Bend, IN, 2024

MASTER OF BUSINESS ADMINISTRATION (HIGH HONORS)

University of Notre Dame, Notre Dame, IN, 2006

DOCTOR OF PHILOSOPHY CIVIL (ENVIRONMENTAL) ENGINEERING

Dissertation title: THE BINDING AND AVAILABILITY OF 2,4,6-TRINITROTOLUENE – EFFECTS OF AGING AND IMPLICATIONS FOR BIOTREATMENT, Dr. Jeffrey Talley, Advisor

Bradley University, Peoria, IL, 1997

MASTER OF SCIENCE CIVIL (ENVIRONMENTAL) ENGINEERING

Bradley University, Peoria, IL, 1996

BACHELOR OF SCIENCE CIVIL ENGINEERING (MAGNA CUM LAUDE)

Professional Certification

Registered Professional Engineer, State of Indiana, 2008

Experience

DEPARTMENT OF PUBLIC WORKS, SOUTH BEND, IN

CITY ENGINEER, JANUARY 2017 - PRESENT

Responsible for all professional and technical engineering aspects in the City of South Bend. Performs both supervisory and administrative duties in planning and coordinating the operations for all engineering services for city projects. Responsible for the execution of all infrastructure projects, including planning, project management, construction, and budgetary requirements.

DEPUTY DIRECTOR, JANUARY 2014 – DECEMBER 2015

Responsible for planning, organizing, directing, and supervising the activities of the Public Works Department including capital improvement project management activities; providing expert professional assistance to the Executive Director and Divisions, including Engineering, Utilities, Transportation, Solid Waste, Sustainability, and Central Services.

UNIVERSITY OF NOTRE DAME, NOTRE DAME, IN

ADJUNCT PROFESSOR, JANUARY 2020 – MAY 2024

Instructor for EG 30010 Engineering Community Based Project Leadership. This is a practicum in both project leadership and project management offered to all engineering disciplines and levels. The course is an experiential opportunity to engage with South Bend residents on complex, real-world challenges. Students engage with residents to identify a community need and move a project from concept to completion over the course of two semesters. Formerly taught CE 30320 Water Chemistry and Treatment in 2010 and 2011. This introduction to water treatment design included a discussion of basic aquatic chemistry, water quality, environmental policy, as well as current issues and problems for municipalities and for the industry in general.

AMERICAN STRUCTUREPOINT, INC., SOUTH BEND, IN

PROJECT MANAGER, AUGUST 2010 – OCTOBER 2013

Responsibilities included managing multiple environmental engineering projects throughout northern Indiana. Project management duties encompassed all aspects from conceptual design to construction administration and inspection. Projects included sewer system monitoring and assessment for the City of Lake Station Sanitary District (i.e., inflow and infiltration reduction, pump station hydraulic analyses); the design and construction administration of a new water treatment plant, groundwater supply wells, and associated water mains for the City of Lake Station Water Utility; and various water main projects for the City of Mishawaka Water Department.

DEPARTMENT OF PUBLIC WORKS AND UTILITIES, ELKHART, IN

ASSISTANT CITY ENGINEER, MARCH 2007 – AUGUST 2010

Responsibilities included all underground infrastructure (sanitary sewer, storm sewer, and water) projects, plan review of all proposed projects, inspection of all underground projects, administration of the sewer insurance program, and approval of all connections to City utilities. Performed design functions for infrastructure projects. Oversaw the construction- inspection-drafting staff. Coordinated closely with the City Engineer to prioritize all design and construction projects in the city.

LAWSON-FISHER ASSOCIATES P. C., SOUTH BEND, IN

PROJECT ENGINEER, JUNE 2001 – DECEMBER 2002

Responsibilities for civil, environmental, water resources, wastewater management, and general construction projects. Wrote and developed an Indiana Department of Environmental Management (IDEM), Clean Water Act Section 205(j) Grant Proposal under the Water Quality Planning Program (Funded in 2003). Administered an IDEM Section 319 Nonpoint Source Pollution Grant (Funded in 2001). Co-Presented with John Fisher at the *National Workshop to Explore Key Combined Sewer Overflow Issues Facing CSO Program Managers*, put on by the CSO Partnership, August 1-2, 2002, Cincinnati, Ohio.

Professional Affiliations

- Board of Public Safety, Elkhart, Indiana, *President*
- South Bend Plan Commission, *Member*
- South Bend Inclusive Procurement and Contracting Board, *Member*
- American Society of Civil Engineers (ASCE), *Member and Past Branch President*
- Government Engineers Council (ASCE), *Corresponding Member*
- ASCE Fly-In (2022, 2024 and 2025)
- Women in STEM South Bend, *Founding Member*
- Indiana Water Environment Association (IWEA), *Member*
- Water Environment Federation (WEF), *Member*
- American Association of University Women (AAUW), *Member*
- Milton Township Plan Commission, *Past Member*

Recent Presentations

“Safer Streets with Asphalt Art,” *Purdue Road School Transportation Conference and Expo*, West Lafayette, IN, March 2025 (Accepted).

“Deposition 101,” *Purdue Road School Transportation Conference and Expo*, West Lafayette, IN, March 2025 (Accepted).

“Championing Women in the Workplace: Inclusive Policies for Growth and Success,” *Engineering News and Record (ENR) Groundbreaking Women in Construction*, New York, NY, February 2025 (Accepted).

“Retention of Women in Engineering: Implications for Public Works Teams,” *American Public Works Association (APWA) Public Works Expo*, Atlanta, GA, September 2024.

“In the Public Domain: A New Image for Government Service,” *ENR Groundbreaking Women in Construction*, San Diego, CA, May 2024.

“Municipal Engineering in a Post-Pandemic Environment,” *Purdue Road School Transportation Conference and Expo*, West Lafayette, IN, March 2024.

“Engaging Engineering Students in Community-Based Project Learning,” *Purdue Road School Transportation Conference and Expo*, West Lafayette, IN, March 2024.

“The Transition from Individual Contributor to Engineering Manager,” *Purdue Road School Transportation Conference and Expo*, West Lafayette, IN, March 2024.

“Please Don’t Go: Using Evidence Based Management to Help Women Persist in Engineering,” *American Society of Civil Engineers (ASCE) Annual Convention*, Chicago, IL, October 2023.

“Now Hiring: Best Practices for Successful Internship Programs,” *Purdue Road School Transportation Conference and Expo*, West Lafayette, IN, March 2023.

“Keeping Up with the Flow of Traffic Calming,” *Purdue Road School Transportation Conference and Expo*, West Lafayette, IN, March 2023.

“Please Don’t Go (Part 2): Advocating for Solutions,” *Purdue Road School Transportation Conference and Expo*, West Lafayette, IN, March 2023.

“Using EBM to Help Women Persist in Engineering,” *Purdue Road School Transportation Conference and Expo*, West Lafayette, IN, March 2022.

“Rebuilding Our Streets: a 10-Year Improvement Plan,” *Purdue Road School Transportation Conference and Expo*, West Lafayette, IN, March 2022.

“Low-Income Customer Assistance Program,” *Water Affordability: A Community Practice for Utility Leaders Event Series*, Mayors Innovation Project, Virtual, December 2020.

“Asset Management – Annual Road Plan,” *Mayors Institute*, Accelerate Indiana Municipalities (AIM), Virtual, November 2020.

“Unique Use of Hydraulic Model Helps Community Plan for Capital Improvements,” *Indiana American Water Works Association Annual Meeting*, Indianapolis, IN, January 2020.

“Exploring Utility Rate Affordability,” *AIM Ideas Summit*, French Lick, IN, August 2019 and *Baker Tilly Annual Public Finance Summit*, Carmel, IN, June 2019.

“Experiences and Lessons Learned from a 2,500 Year Flood,” *ASCE Indiana Section Annual Meeting*, Carmel, IN, April 2019.

“Neighborhood Traffic Calming and Creative Placemaking,” *Institute of Transportation Engineers (ITE) Great Lakes District Annual Meeting*, Indianapolis, IN, April 2019.

“Reinventing CSO Solutions in the City of South Bend,” *2018 Water Policy Institute*, National Governors Association, San Francisco, CA, September 2018.

“South Bend Voice of the Customer,” *American Water Works Association (AWWA) Annual Conference & Exposition*, Las Vegas, NV, June 2018.

Awards and Honors

ATHENA AWARD

St. Joseph Chamber of Commerce, 2020

- For career success, community service, and for actively assisting women in their achievement of professional excellence.