

Christopher James Layton, MPA, ICMA-CM

claytonkq@gmail.com

November 28, 2020

Ms. Liz Mathis
Human Resources Manager
City of Flagler Beach, Florida
105 S. 2nd Street
Flagler Beach, FL 32136

RE: Flagler Beach City Manager Position

Dear Ms. Mathis:

I am writing to submit my resume for consideration for the Flagler Beach City Manager position. I am well experienced as a “beach town” manager, having served the Town of Duck, North Carolina, for nearly eighteen years. In addition, I served as the Chair of the North Carolina Beach, Inlets and Waterways Association for three years. I understand the intricate balance of tourism, business development, and quality of life for full time residents.

Overall, I have served in the local government arena for nearly twenty-five years, with my first job after earning my Master’s Degree in Public Administration, in the Management Services Department of the City of Suffolk, Virginia. While earning my Master’s, I interned at the Virginia Association of Counties and assisted staff extensively through two General Assembly sessions. My career carried me to Culpeper County, Virginia, where I served as the Assistant to the County Administrator and then I was recruited to serve as the County Administrator of King and Queen County. In addition to the invaluable management experience I gained as County Administrator, I also was able to modernize the antiquated budget process for the County. The development of these skills was essential when I was hired as the first Town Manager for the Town of Duck, North Carolina, and tasked with building the Town government, virtually from scratch, including establishing a budget and capital improvements process, as well as financial and other fiscal management policies and procedures. Duck is considered one of the most well run, innovative and desirable communities on the Outer Banks of Dare County and this status was achieved by my ability to be responsive to the needs of the community and to assist the Council in meeting its goals. I have a unique and comprehensive view of local government that I believe would be a great fit for Flagler Beach.

To summarize briefly, I am a resilient and seasoned, yet imaginative and curious, local government professional. I understand what makes an organization high performing and what it takes to make stakeholders believe in their government.

Sincerely,

Christopher J. Layton

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Education: **College of William and Mary**, Williamsburg, Virginia
B.A. History, 1992

Virginia Commonwealth University, Richmond, Virginia
Master of Public Administration, 1995

Senior Executive Institute
University of Virginia, Weldon Cooper Center for Public Service, 2006

Public Executive Leadership Academy
University of North Carolina School of Government, 2012

Experience: **Town Manager – Finance Officer, Town of Duck, North Carolina**
November 18, 2002 – July 24, 2020

I was hired to serve as the first town manager (and employee) for the Town and tasked with delivering on the promises of the Duck Incorporation Committee and the first Duck Town Council, including enhanced service delivery, responsible and responsive government, and fiscal responsibility. I successfully guided the Council, staff, and other stakeholders through this tumultuous, yet exciting, period of community building and Duck is now a nationally recognized, premiere, resort town. In July, 2020, I tendered my resignation to the Council after it became clear that I would not resolve an employee matter to the Council's satisfaction.

Highlights of my tenure in Duck include, but are not limited to, the following:

Council and Staff Relations: The vast majority of my tenure in Duck was characterized by strong council and staff relations, although no relationship is perfect. Through candor, trust and a belief in the council-manager form of government, I was able to navigate ten elections, several of which could have resulted in the near complete turnover of the Council. I also helped guide the Council through two significant visioning and goal setting processes in 2012 and 2017. Staff relations have evolved since I was the first employee of Duck and I strived to engage employees in a meaningful way to maintain morale and to empower them to be as high performing as possible. I did this by stressing accountability to the Town and the shared values that we spent time developing and by continually evaluating each employee's responsibilities in an effort to synchronize interests and passions with job duties.

Financial Management – Oversight: In addition to creating a chart of accounts and implementing processes for accounts payable and receivable, I established a modern and effective budget process, including a Capital Improvements Program (CIP). I also developed models for revenue and expenditure forecasting for short and long term projections to assist Council in the decision making process. Audits of the Town's finances are characterized by compliance with budgetary and other fiscal requirements and show that the Town has a strong and enviable fiscal position.

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Project Development and Management: During my tenure with the Town several major projects were completed, and others had made it to the advanced planning stage. Completed projects include the purchase of property, master planning and development of the 11-acre Duck Town Park, the conceptual development, master planning, easement acquisition, and construction of the nearly 1-mile Duck Soundside Boardwalk, the purchase of property, master planning, conceptual design and construction of the Duck Town Hall and Meeting Hall, and the implementation of safety improvements and sidewalks in the Town as identified and recommended in the Duck Comprehensive Pedestrian Plan. Each of these projects were funded using some combination of financing and grant funding. Of special note is the 2017 Town of Duck Beach Nourishment Project. This \$15 million project was constructed using occupancy tax revenues and the issuance of Special Obligation Bonds, with the bond repayment funded largely through the implementation of two Municipal Service Districts. Projects that are in the advanced planning stage, but not yet constructed, include two soundside erosion control projects and the final design and construction of a public safety building to house the police and fire departments and ocean rescue.

Emergency Preparedness: Due to its location, I had to ensure that Duck was a resilient community and able to recover quickly from hurricanes and other weather events. The number of hurricanes that I have had to ensure that Duck was prepared for are too numerous to state, but the most destructive hurricanes, that required substantial remediation and received recovery funding from FEMA, include Hurricane Isabel, Hurricane Irene, and Hurricane Dorian. The Town also was impacted by a tornado in 2010, that required significant mitigation.

Experience: **County Administrator, King and Queen County, Virginia**
March 2000 – November 2002

As County Administrator I was responsible for the general operations and administration of King and Queen County, a rural county located in the Middle Peninsula Region of Virginia. Highlights of my accomplishments in King and Queen include the modernization of the budget process, and various special projects, including the implementation of an enhanced 911 system, a \$250,000 TEA-21 Grant Project, an \$843,000 Community Development Block Grant Project, and a regional animal shelter project.

Experience: **Assistant to the County Administrator, Culpeper County, Virginia**
September 1998 – March 2000

As the Assistant to the County Administrator, I was responsible for preparing draft agendas for the Board of Supervisors' Regular Monthly Meetings, spearheaded the process for selecting a consultant for the County's strategic planning process, developed, implemented, and supervised the County performance planning process, managed the County's web page, edited, prepared copy for, and managed the distribution of the Board of Supervisors' newsletter, prepared the departmental budgets for County Administration and the Board of Supervisors, served as the County's Legislative Liaison, served as Chairman of County's Health Benefits Task Force, and conducted research on and made recommendations for a variety of policy issues.

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Experience: **Senior Administrative Analyst – Legislative Liaison, City of Suffolk, Virginia**
September 1995 – August 1998

As Senior Administrative Analyst – Legislative Liaison, I served as the City's chief representative at the Virginia General Assembly, developed the City's 1996, 1997, and 1998 Legislative Package, directed all legislation submitted by the City through the legislative process, acted as the project manager for the City's juvenile detention facility study and cable system study, spearheaded and supervised the development of the City's web page, served as chairman and project manager of the City's GIS needs assessment study, and represented the City on the Hampton Roads Planning District Commission's Transportation Technical Committee and Telecommunications Advisory Committee, the Tidewater Regional Group Home Commission, Children's Resources Hampton Roads, the Western Tidewater Community Services Board, and the Suffolk Community Policy and Management Team.

Other Items of Note: North Carolina, Beach, Inlet and Waterway Association, past Chairman, Vice Chairman and Board Member

Member – International City Managers Association

Member – North Carolina City - County Managers Association

Duck Volunteer Fire Department, Red Tag Firefighter (10 years)

Head Cross Country, Indoor and Outdoor Track Coach, First Flight High School (8 years)