

# MICHAEL D. REESE

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City Council  
Palm Coast City Hall  
160 Lake Ave.  
Palm Coast, FL 32164

Dear Mayor Norris and City Council Members,

It is with considerable interest that I submit my resume for the position of City Manager. For two years I served as City Manager for Maplewood, Missouri where customer service, public safety, community development, a thriving downtown commercial district, public works, infrastructure projects, parks and recreation, and the operating and capital budgets were the most important responsibilities with my job. Prior to this, I worked for almost 19 years for the City of Columbus in Ohio in a variety of key positions, including nine years as Chief of Staff. Columbus is an economic engine and still growing, the 14<sup>th</sup> largest city in the country with a population of over 900,000; the state capital; many distinct, diverse, and historic neighborhoods; over 9,000 city employees, and we managed a \$2.57 billion budget as a team. I handled the day-to-day operations of the entire city and managed 14 departments. I focused on public safety; economic development; downtown redevelopment; growth initiatives; public utilities; transportation; infrastructure projects; recreation, parks, and trails; pedestrian safety; and the operating and capital budgets.

With a rich background in supervising personnel; project management; strategic plan implementation; aligning operating and capital budgets with priorities; government operations; community partnerships; and engaging with a diverse workforce, elected officials, and community stakeholders, I am excited to apply my leadership experience to the City of Palm Coast. I have over 20 years of experience in leadership positions where I have demonstrated a strong ability to drive initiatives and collaborate:

- ✓ Strengthened financial footing in Maplewood by upgrading our bond rating and balanced our budget each year without dipping into budget reserves.
- ✓ Improved public safety by reorganizing the Maplewood Police and Fire Departments, enhancing police and fire training opportunities, and added more Community Resource Officers on bicycle and foot patrol without increasing the number of staff.
- ✓ Connected downtown with residents and visitors by completing the Manchester Road Overlay Project which supported Maplewood downtown businesses and improved walkability.
- ✓ Forged a close alliance with the Mid County Chamber of Commerce to spur economic development and create opportunities for small businesses.
- ✓ Upgraded facilities and infrastructure, including dedicating resources to replace the roof at the Maplewood Public Library and more sidewalk repair and construction funding in 2023 than had been achieved in decades.
- ✓ Recovered from three flood events that occurred within one month in Maplewood in the summer of 2022 as we reconstructed Deer Creek Park ballfields and playground by the following spring (nine months later).
- ✓ Demonstrated fiscally responsible governance through achieving a AAA bond rating as a team in Columbus for nine consecutive years.
- ✓ Generated a number of governmental efficiencies in Columbus ranging from establishing a single fleet division; a combined code enforcement division; new pedestrian safety policies; and a reformed plan review, permit, and inspection process (One Stop Shop); all of which improved customer service.

- ✓ Advanced environmental sustainability projects through the Get Green Columbus Initiative, bold projects and best practices with annual sustainability reports and extensive community participation from 2005 through 2015.
- ✓ Transformed downtown Columbus by establishing public private partnerships and implementing two Downtown Master Plans over a 16-year period with new parks, housing, infrastructure, and economic development projects.
- ✓ Formed strong partnerships with Columbus State Community College, The Ohio State University, and Nationwide Children's Hospital as the city supported their expansion and investment in Columbus in many different ways and we worked together on numerous community development initiatives.
- ✓ Formulated a 21<sup>st</sup> Century Growth Policy in Columbus, ensuring sustainable development, introducing the "Pay As We Grow" approach where developers shared in the cost of infrastructure, planning for sewer and water infrastructure investments, and advancing a balance of housing development and economic development.
- ✓ Finalized annual capital improvements budget and plan in Columbus and Maplewood by working with department directors, the Mayor and City Council Members, and then held directors accountable to ensure projects were executed.

The above results required a team and collaborative approach, working with staff and elected officials, and engaging the community. I will bring this proven approach to Palm Coast if I am fortunate enough to be selected as your City Manager.

Enclosed is my resume, which provides a more in-depth view of my qualifications and accomplishments. I am eager to discuss how my experiences align with your vision for this position and to explore how I can collaborate with each of you, department directors and senior staff, city employees, residents, businesses, board and committee members, neighborhood groups, and other community stakeholders to get things done. Thank you for your time and consideration. I look forward to the opportunity to discuss this exciting role with you.

Sincerely,

Michael D. Reese

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## Strategic Budgeting | Innovative | Collaborative

**Dedicated Public Servant with 20+ years' experience in leadership positions** managing budgets and driving community development initiatives, including **revitalizing downtown Columbus** and the pioneering **21<sup>st</sup> Century Growth Policy**. Managed a **\$2.57B budget** as a team, achieving a **AAA bond rating**, and led **strategic economic development projects**, including Nationwide Children's Hospital expansion, partnerships with The Ohio State University, and infrastructure assistance for the Columbus Clippers' relocation downtown. Coordinated with city departments **and City Council Members** on funding **capital improvement projects**. Led strategic investments in parks, **infrastructure**, public safety, **economic development, downtown redevelopment**, pedestrian safety, and sustainability. Engaged with multiple departments, community stakeholders, and many levels of government in the **Get Green Columbus Initiative**, a sustainability effort that yielded the **Scioto Mile** (comprised of **more than 175 acres of parkland**), a comprehensive Curbside Recycling Program, energy efficient buildings and fleet, **over 230 miles of regional trails**, and the **Big Darby Accord (to protect the Big Darby Creek and provide for responsible growth)**.

### CORE COMPETENCIES

**Elected Official Collaboration | Succession Planning | Innovative Public Services | Employee Engagement and Retention/Recruitment | Financial Management: Strategic Operating and Capital Budgets | Labor Negotiations | Environmental Sustainability | Economic Development | Community Engagement and Partnerships | Strategic Plan Development and Implementation | Project Management | Government Operations | Convention & Visitor Bureau | Emergency Management and Preparedness**

### PROFESSIONAL EXPERIENCE

#### CITY MANAGER, CITY OF MAPLEWOOD, MISSOURI

2021 – 2023

Managed \$28MM annual total budget where city received the GFOA Distinguished Budget Award in 2022-2023 and S&P Bond Credit Rating improvement in 2022 (**from "outlook negative" to "outlook stable"**). Restructured **Police Department**, adding **Community Resource Officers** on bike/foot patrol.

- Directed six department heads representing: Police, Fire, Public Works/Parks, Finance/Human Resources, Community Development, and Social Services. Managed nine total staff.
- Collaborated with **Mayor** and **City Council** to enact legislation and embrace policy with the **Deer Creek Park Rebuild Resolution** and the **Parks Master Plan**.
- Completed the **Manchester Road Overlay project** in downtown, requiring coordination with federal, state, and county government.
- Supported the Parks and Recreation Cooperative, an effort to jointly serve the residents of Maplewood, Brentwood, and Richmond Heights with quality parks and recreation programming.
- Spearheaded '**Welcome Maplewood**', a Diversity, Equity, Inclusion, and Belonging (DEIB) Plan and annual Juneteenth celebration, to foster a more inclusive city and diverse workforce.
- Joined with **Mid County Chamber of Commerce** to spur economic development, support small businesses, sustain the nation's first Green Dining District, and drive people to shop and dine in the downtown.
- Orchestrated employee events, wellness programs, and a monthly newsletter, while ensuring competitive compensation and domestic partner benefits, boosting staff morale and retention.
- Established the **2022 Maplewood Strategic Plan** based on a retreat with the **Mayor and City Council**, and implemented it as a team through alignment of staff and resources.
- Replaced the **Maplewood Public Library roof** to help solve water leakage issues.

**BOARD MEMBER, OHIO WATER DEVELOPMENT AUTHORITY, COLUMBUS, OHIO** **2017 – 2021**  
 Approved \$900MM in loans and financial assistance on an annual basis for projects in Ohio, focusing on **clean water, sewer infrastructure, and brownfield redevelopment.**

**DIRECTOR OF LOCAL GOVERNMENT AFFAIRS, ICE MILLER LLP, COLUMBUS, OHIO** **2016 – 2020**  
 Advocated for clients in Ohio in economic development and procurement, provided government affairs consulting, fostered robust partnerships, and engaged in business development to secure new clients.

**CITY OF COLUMBUS, OHIO** **1997 – 2015**

**CHIEF OF STAFF, OFFICE OF MAYOR MICHAEL B. COLEMAN, (2007 – 2015)**

Managed \$2.57B annual total budget as a team, securing a **AAA bond rating** for nine consecutive years. Negotiated **job creation deal** with Nationwide Insurance, bringing several hundred jobs downtown.

**Transformed downtown** with new park, housing, **infrastructure**, and **economic development projects** like the Main Street Bridge, Scioto Mile, Columbus Commons, Lazarus Building renovation, Gay Street redevelopment, River South neighborhood, and **Arena District development.**

- Supervised 14 department directors and three deputy chiefs of staff.
- Finalized annual **capital improvements budget/plan** by working with directors, the **Mayor and Council Members**, and then held directors accountable to ensure projects were executed.
- **Supervised the Recreation and Parks Director**, which included **350 parks; 28 recreation centers; 15,000 acres of parks**, nature preserves, and reservoirs; an aquatics program with **9 swimming pools; 7 golf courses; over 230 miles of regional trails**; youth and adult sports; and special needs sports/programming.
- **Supervised Public Utilities Director and provided direction to entire department.** Public Utilities includes the Division of Water (three water treatment plants), the Division of Sewerage and Drainage (two wastewater treatment plants), and the Division of Power.
- **Supervised Public Service Director and provided direction to entire department.** Public Service maintains more than 5,000 lane miles of roadways, including 217 bridges; designs and constructs roadway improvements, including street resurfacing projects; collects refuse from households every week; collects yard waste and recycling through a contract; plows and treats City streets; designs and builds facilities to make the city more pedestrian and bicycle-friendly; designs and constructs traffic calming measures; installs and maintains street signs and traffic signals; oversees construction of ADA-compliant wheelchair curb ramps; and manages and enforces on-street public parking.
- Worked with **Mayor and Public Safety Director on community-based policing strategies.**
- Assisted with the partnership that funded and constructed the **Scioto Mile (175 acres of parkland)**, removed the dangerous low-head dam, and restored the Scioto River in partnership with the Columbus Downtown Development Corporation and U.S. Army Corps of Engineers.
- Helped execute the **Get Green Columbus Initiative**, environmental best practices from 2005 through 2015 with annual sustainability reports and **extensive community participation.**
- Created a 311 Call Center, combining employees and technology so that the public could weigh-in via phone or electronically and their issues would get routed to applicable departments.
- Held directors accountable through weekly Columbus Stat sessions where government operations and the status of priority projects were measured and discussed.
- Consolidated multiple fleet operations into a **single fleet division, improving customer service**, becoming more efficient, transitioning to a green fleet, and saving money for taxpayers.
- Served on the Experience Columbus and Greater Columbus Sports Boards, directing more funding to both organizations and being more aggressive in the convention and tourism sectors.
- Guided Human Resources Director during labor negotiations with public sector unions.
- Worked with many stakeholders as voters approved the Columbus Income Tax Increase in 2009.

**DEPUTY CHIEF OF STAFF, OFFICE OF MAYOR MICHAEL B. COLEMAN (2005 – 2006)**

- Identified **\$10MM in infrastructure enhancements** around Huntington Park, helping **relocate the Columbus Clippers Triple-A Minor League Baseball team** to the Arena District downtown.
- Led the historic **Big Darby Accord (56,000 acres of watershed within Franklin County, Ohio)**, uniting 10 governments in a landmark plan to **protect the Big Darby Creek**, set aside open space, and **provide for balanced growth** as property owners, developers, the Building Industry Association, Metro Parks, and environmental stakeholders were brought to the table.

**DEPARTMENT OF DEVELOPMENT DEPUTY DIRECTOR, (2004 – 2005)**

- Formulated new **21<sup>st</sup> Century Growth Policy**; ensuring **sustainable development**; introducing the "Pay As We Grow" approach where **developers shared in the cost of infrastructure**, adopting growing inward policies, protecting key growth corridors; **setting aside open space**; **planning for sewer and water infrastructure investments**; and advancing a **balance of housing development and economic development**.

**POLICY ADVISOR/ASSISTANT POLICY DIRECTOR, OFFICE OF MAYOR MICHAEL B. COLEMAN (2000 – 2004)**

- Launched 'Neighborhood Pride', a collaborative initiative for neighborhood clean-up, coordination of city services, and neighborhood-based town halls.
- Participated in a citywide Operations Review, leading to **efficiencies in code enforcement**; **new pedestrian safety policies**; and a **reformed plan review, permit, and inspection process** called the **One Stop Shop**.
- Joined with developers to produce an **Urban Festival of Homes**.
- Coordinated with **City Council** to pass the **Parkland Dedication Ordinance**.

**LEGISLATIVE ANALYST, COLUMBUS CITY COUNCIL, (1997 – 1999)**

- Evaluated proposed legislation for City Council and prepared amendments as needed.

**MEMBERSHIPS/BOARDS/COMMITTEES**

International City/County Management Association (ICMA), **2021-Present**  
Missouri City Management Association and St. Louis Area City Management Association, **2021-2023**  
East Central Dispatch Center Board and Mid County Chamber of Commerce Board, **2021-2023**  
Columbus Chamber Government Affairs Steering Committee, **2017-2020**  
Columbus Marathon Bd of Directors, **2012-2014** and Columbus Bicentennial Committee, **2011-2012**  
Experience Columbus Board and Greater Columbus Sports Commission Board, **2007-2015**  
Mid-Ohio Regional Planning Commission Board, **2005-2011**, and Executive Committee, **2007-2011**

**VOLUNTEER EFFORTS AND NONPROFIT ACTIVITY**

Maplewood Police Warm Clothing Drive, **2021-2022**  
LifeCare Alliance Day of Service and Meals-on-Wheels, **2017-2020**  
Yoga Teacher, **2016 – 2019**  
Y Tribes Program (Indian Princesses for Dads and Daughters) and Boy Scouts, **2008-2015**  
Dublin Youth Athletics Baseball Coach, **2005-2013**, and Basketball Coach, **2013-2015**

**EDUCATION**

**Harvard Kennedy School** Urban Policy Impact Forums in Cambridge, Massachusetts  
**Bowling Green State University**, Bowling Green, OH, **MA in Political Science (Emphasis in American Government and State and Local Government)**  
**Ohio Wesleyan University**, Delaware, OH, **BA in Politics & Government; Economics Mgmt Minor**