

Jarvis Middleton, P.E.

October 30, 2020

Re: City Manager – Flagler Beach

Dear Sirs:

Attached are a summary resume and a full resume in response to your advertisement for the City Manager position. As can be seen on the attached documents, I have served in a number of positions with responsibilities exactly as those required of a City Manager.

As a potential candidate I would like to emphasize that I possess and am able to clearly and effectively demonstrate the following:

- The ability to lead transformations that involve multiple stakeholders, constituencies, and/or agencies;
- Experience leading the development and management of a high performing team;
- A track record of establishing targets and delivering measurable results on time and within budget;
- Direct experience working with government or private sector leaders; and
- The ability to thoughtfully communicate with and respectfully engage diverse stakeholders around a shared vision for achieving results.

And That I am:

- An entrepreneurial leader as well as an effective manager;
- An energetic self-starter who inspires others to do their best work;
- A problem-solver and change agent; able to work flawlessly in a large, complex organization;
- Highly ethical, likable, and trustworthy;
- Articulate and an excellent communicator;
- Innovative and flexible;
- Committed to the mission of making Flagler Beach the best run county in America and more business friendly;
- Politically savvy with relevant constituencies;
- Experienced in dealing with senior government officials and business people;
- Able to bring together public, private, and nonprofit organizations;
- A master at keeping multiple projects moving forward with a disciplined, strategic focus on outcomes.

a leader, an excellent manager, and an organizational mentor; one who is quickly able to identify, recognize, and seize opportunities and uncommon strategies that represent bold, innovative moves that quickly support improved operations in a variety of City/County-wide departments.

And that I have:

- Experience building innovation capacities – evaluating and accessing **the organization's innovation** capabilities; working through the culture, climate, and environment that is needed; and removing barriers; and
- A track record of creating breakthrough strategies – finding opportunities for innovation and accelerating and bringing change to an organization.

## **A commitment to service**

Over the past 30 years, the majority of my employment history has been in the public sector. After initially serving for a decade in the private sector, I had an opportunity to enter public life and found that public life, and providing service to the community, was a much more desirable fit for my personal and professional growth. In the public sector there is a lot more personal gratification from having produced a project that provided sustainable benefits to the community rather than merely contributing to the short term profit of a corporate culture. Each subsequent time that I found myself in a private corporate setting, it was clear that it was only a bridge to my next public assignment. In this commitment as a public servant, I have built roads, trails, bridges, buildings, parks, and implemented organizational structures that improved work flow and service efficiency. I've written several articles in an attempt to share my experiences with others in the public service industry.

With team-based management, I empower all levels of employees to make decisions and possess ownership over their jobs. This style provides employees with adequate elbowroom to grow, job variety, job meaningfulness, and the sense of having a desirable future. It also allows me to focus on the big picture issues rather than doing everyone else's job. The keys to this approach are hiring, training, and maintaining good people and to be willing to take those steps necessary to assist those who are not so likeminded to seek their fortunes and pursue their differing agendas elsewhere.

I am a consummate team player who recognizes his place in the decision making process. I function best in an environment that encourages the airing of dissenting views so that no perspective is neglected. I will argue the merits of my point of view up until a decision is made by the policy makers. That is the point where I become an ardent supporter of the direction that is being taken with the knowledge that my view has been given a full hearing.

## **A visionary approach to Flagler Beach's future**

My goal is to make my organization an example to be looked up to; the place you would look to see how something really ought to be done. I believe in bold actions and long range strategic thinking, and in having the patience to overcome short term adversities to achieve the beneficial and sustainable long-term goal. There are times when one must "bite the bullet" when you have to, and also one must spend to achieve success when it is appropriate.

I believe consensus input is valuable and influential but also that adherence to one idea undiluted by ulterior motives and questionable goals is the best way to achieve the fulfillment of a vision. An analogy would be that if the vision is to create a public brick sidewalk plaza area, the consensus input would be the color and the plant material.

Therefore, my vision would be for Flagler Beach to thrive as a balanced livable community where people can live and work in harmony by creating desirable living communities and attracting high quality industries and jobs in a digitally fluent society. The community's quality of life would not be sacrificed for economic development and vice versa.

## **Innovative resourcefulness creativity and a bias for action**

Actions speak louder than words. As illustrated in the articles that I've written and the projects that I have initiated and completed, I take a back seat to no one in my desire to be on the cutting edge of technology and innovation. My reach has always exceeded my grasp. Cultivating the energy and enthusiasm of the younger future generations is one of my greatest pleasures.

In the inspiring words of Michelangelo," the greatest danger for most of us is not that our aim is too high and we missed it but that it is too low and we reach it",

Utilizing resourcefulness and creativity in several organizations, I was able to combine the interests of Public Works, law enforcement and Community Services to simultaneously reach each other's goals through a project that was only initiated through one of those groups.

State Honored Stormwater Management Plan

First in the state emergency vehicle traffic signal preemption installation

Record time to design and build an interstate Interchange in Alpharetta Georgia

Windward Parkway at GA400

Invented VOSS (virtual one stop service) Bernalillo County New Mexico

Invented CORR (comparison of regional regulations) Bernalillo County New Mexico

<http://www.apwa.net/Resources/Reporter/Articles/2013/12/Bernalillo-County-unveils-VOSS-and-CORR>

Developed the State Manual for septic system replacement. Bernalillo County New

Mexico [http://www.bernco.gov/upload/images/public\\_works/Projects/FINAL\\_2-28-13\\_SewerAssessmentGuidelines.pdf](http://www.bernco.gov/upload/images/public_works/Projects/FINAL_2-28-13_SewerAssessmentGuidelines.pdf)

First in the state real time traffic responsive signal installation Alameda Blvd Bernalillo County New Mexico

Completing installation of a solar array for Bernalillo County New Mexico

[http://www.pwmag.com/carbon-footprint/the-road-to-renewable-energy\\_o.aspx?dfpzone=general](http://www.pwmag.com/carbon-footprint/the-road-to-renewable-energy_o.aspx?dfpzone=general)

## **Complex long-term and often difficult issues and projects management**

"A journey of a thousand miles begins with a single step." "Rome was not built in the day." "A wise man will make more opportunities than he finds." "Courage doesn't always roar. Sometimes courage is a little voice at the end of the day that says I'll try again tomorrow." It is inspirational statements like these that have spurred me on in my development of numerous long term projects that included a sewer system upgrade of the affluent Buckhead district of the City of Atlanta; the development and construction of the Mansell Road corridor in Fulton County GA.; the Windward Parkway interchange in Alpharetta, GA.; The Sunport Interchange in Albuquerque, NM; the construction portion of the downtown beautification of the City of Alpharetta; and the installation of a solar panel farm in Bernalillo County, NM.

## **Personal and professional integrity**

I have strong leadership skills with an unshakable ethical compass. As a review of my history will confirm, I have taken ethical and professional stances that are consistent with my belief system that will not allow me to perform unethical and illegal actions regardless of the source of the request. My strong project management skills are indicated by my commitment to the

advancement of the profession through my publications and commitment to training of myself and employees.

Oral and written communication skills have been a necessary part of my career for the last 25 years. My knowledge of fiscal control and professional accounting developed with the aid of an MBA in Finance has helped me run departments in numerous organizations without ever exceeding a budget.

My training with two years of Law school helps me to read, analyze, and interpret complex documents. A commitment to public service enables me to respond effectively to sensitive inquiries or complaints. I give lectures on practices and procedures as related to governmental entities. Excellent speaking skills and extensive technical and managerial training gives me the ability to make effective and persuasive speeches and presentations on controversial or complex topics to Boards, Councils, Committees, and stakeholders.


Throughout my career, I have wrestled with a plethora of the problems in rapidly growing communities, diverse communities and, in several cases, stagnant growth communities. Being aware of the latest budgetary and monitoring processes, I have written several articles about my own efforts to improve the managerial and operating efficiency of organizations that I've headed. Successfully dealing with the problems with water/sewer, waste water treatment, solid waste, transportation, roads, drainage, storm water issues, fleet maintenance, air quality, environment, community service, and community protection are part of my history. Therefore, I am also aware of the unique relationships that a city like Flagler Beach must balance between the high growth perspective of the development community and the, slow or no growth, environment posture of some of the citizenry.

My MBA in finance has enabled me to develop and implement models of accountability and productivity to manage and get on top of large operations. In each of the previously mentioned jurisdictions, my responsibilities included the direction and supervision of personnel (varying from about 50 people to over 1600) including the project managers. In all of my professional level positions, key personnel functions included interviewing and selection, training, job evaluation, and policy enforcement. I have personally prepared and administered contracts for design and construction of various public works projects and other related projects/ programs varying in budget to over \$500 million.

In each professional level position, my team has been responsible for recommending the department budget and controlling expenditures according to budget limitations. I have also negotiated inter-jurisdictional agreements with all levels of government agencies and neighboring jurisdictions that share facilities and regulatory responsibilities.

Please contact me at the above number or address if you feel the attached materials present the skills required for the position. Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Jarvis D. Middleton".

Jarvis D. Middleton, P.E.



JARVIS DARNELL MIDDLETON

jdmiddle52@gmail.com

EDUCATION: Massachusetts Institute of Technology Cambridge, Massachusetts  
S.B. in Civil Engineering - 1974 S.M. in Civil Engineering - 1976

Georgia State University Atlanta, Georgia  
MBA. in Finance - 1983  
Attended School of Law 1985 - 1987  
(completed 6 quarters of a 15 quarter part-time program)

REGISTRATION: Professional Engineer - Georgia #11729 Florida #83817

COMPUTER SKILLS: AutoCadd; Mircostation; Lotus 123; Microsoft Access, Excel, and Word;  
GIS WordPerfect; Freelance; Corel Draw; Macros; Programming (Fortran), Premavera, and Project  
manager.

PROFESSIONAL EXPERIENCE:

March 2016 – Feb 2019 Director of Public Works Palm Bay, Florida

Direct the activities of the City of Palm Bay Public Works Department. Required the financial and technical management of the county's fleet, streets and drainage, solid waste/recycling, engineering, traffic, the City's multi-million dollar multi-year Road, Sewer, and drainage construction program, development review and inspection, portions of the GIS program, and stormwater management. Planned, developed and implemented long and short-range construction projects and financial strategies. Directed construction and City facilities procurement and supervised the work of the 130 person multi-disciplined staff. \$20,000,000 annual General Fund and enterprise fund budget; \$150,000,000 in bond projects.

January 2012 – June 2015 Bernalillo County NM  
Deputy County Manager - Public Works

Direct the activities of the Bernalillo County Public Works Division. Required the financial and technical management of the county's fleet and facilities, streets and drainage, solid waste/recycling, engineering, traffic, the County's multi-million dollar multi-year Road, Sewer, and Drainage Construction program, development review and inspection, GIS program, and storm water management. Planned, developed and implemented long and short-range construction projects and financial strategies. Directed construction and City facilities procurement and supervised the work of the 330 person multi-disciplined staff. \$36,000,000 annual General Fund budget; \$50,000,000 in bond projects.

December 2004 – Sept. 2008 City of Woodstock  
Director of Public Works - Utilities

Direct the operations of the Engineering/Public Works Department of the rapidly growing City of Woodstock, Georgia. Requires management of streets and drainage (Stormwater Utility), engineering, traffic, the City's SPLOST program, development review and inspection, storm water management, and water distribution and wastewater operations. Planned, developed and implemented long and short-range construction projects and strategies. Directed construction and City facilities procurement and supervised the work of 30 person multi-disciplined staff.

June 1990 - Present            Middleton Consulting  
Principal

As Principal and owner of Middleton Consulting, responsible for providing financial and engineering design and consulting services in the fields of Civil Engineering; facility planning, design, and operation; Environmental Engineering; and Management consulting to a wide range of clients, including construction contractor, owner operators, and architects and engineers.

July 1997 – Sept. 1998        City of Atlanta  
Commissioner of Public Works

Direct the activities of the City of Atlanta Public Works Department. Required the financial and technical management of streets and drainage, solid waste/recycling, engineering, traffic, the City's \$160,000,000 Road, Sewer, and Drainage Construction program, development review and inspection, storm water management, and waste water operations. Planned, developed and implemented long and short-range construction projects and financial strategies. Directed construction and City facilities procurement and supervised the work of 1,600 person multi-disciplined staff. \$64,000,000 annual General Fund budget; \$40,000,000 annual Water and Sewer Fund budget; \$900,000,000 in bond projects.

November 1999 – July 2001    Metromedia Fiber Network  
Project Manager

Developed capital construction budgets for telecommunications network expansion and customer specific systems, develop and implement standardization for coordinate/interface with construction project management firm, fiber transmission and testing criteria, splicing methods, construction requirements, testing and acceptance, maintenance requirements, fiber infrastructure deployment in company/customer facilities, maintain as built information and conduct final testing and approval of all projects. Design, review and approve route configurations or changes required during implementation to assure Network continuity/customer requirements, coordinate/interface with Transmission, engineering for transmission design compatibility, cable – determine type and size of cable for all routes. Troubleshoot the permitting and construction and navigate through the myriad of government entities and agencies necessary to build a telecom network.

December 1993 - July 1997    City of Alpharetta  
Director of Engineering/Public Works

Direct the operations of the Engineering/Public Works Department of the rapidly growing City of Alpharetta, Georgia. Requires management of streets and drainage, solid waste/recycling, engineering, the arborist, traffic, the City's \$60,000,000 Road Construction program, development review and inspection, storm water management, and water distribution and operations. Planned, developed and implemented long and short-range construction projects and strategies. Directed construction and City facilities procurement and supervised the work of 55 person multi-disciplined staff.

July 1990 - February 1993    Browning-Ferris Industries    Atlanta, Georgia  
Project Manager

Developed Pro forma and financial analysis for project benefit/cost for multi-million dollar environmental facilities including the design and construction of all types of facilities including, office buildings, maintenance facilities, transfer stations, recycling facilities and landfills. Project managed the design and construction of the largest transfer station and Materials Recovery facility in the southeast as well as a 100 acre landfill.

February 1989 - May 1990    Cobb County Board of Commissioners    Marietta, Georgia  
Director, Solid Waste Department

Managed a department of over 75 multi-disciplined employees and a \$6 million budget. Developed annual budgets and project cost benefit analysis on facility operations. Recommended and implemented the numerous facility cost/benefit improvements.

September 1987 - February 1989    City of West Palm Beach    West Palm Beach, Florida  
Director of Public Works

Technical, supervisory and administrative work planning and directing the operation of the 170-man Public Works Department. Preparation and presentation of project status reports, operations reports, and proposals before the City Commission is required. Preparation and administration of a \$10,000,000 general fund budget was required. Responsibilities included the coordination of a variety of maintenance, construction, repair and sanitary services to city residents and other city departments.

July 1986 - August 1987    Fulton County, Georgia    Atlanta, Georgia 30303  
Deputy Director of Public Works

Administrative and professional work directing the planning, supervision, and coordination of division heads in the 450-man Public Works Department. Supervised the technical and financial evaluation of proposals, specifications and contract documents for road, bridge, water, sewer and other type of projects. Planned and directed Public Works projects including the preparation of designs, estimates and specifications. Prepared budgets for a \$10,000,000 annual general fund budget and \$15,000,000 service fund budget. Prepared, reviewed and supervised the preparation of a variety of required reports and proposals. Worked closely with the director and the County Commission and their staff in the preparation and presentations before the Board of Commissioners implementation of projects.

June 1985 - July 1986    United States Environmental Protection Agency    Atlanta, Georgia  
Environmental Engineer

RCRA Compliance Engineer for the state of North Carolina. Duties include technical evaluation of individual facility's compliance with federal standards; writing administrative orders where violations existed; and responding to citizens, state and corporate complaints about environmental concerns.



February 1983 - June 1985    City of Atlanta    Department of Environment and Streets  
Bureau of Highways and Streets

January 1984 - June 1985    Deputy Director - Bureau of Highways and Streets

Directed 700 employees through division managers, the daily operation of engineering, construction, inspection and maintenance of the city's street, bridge, sidewalk, sanitary sewer and storm drainage systems; assisted in the development of bureau objectives, plans, policies and directives established by the director; evaluated management, operation and budget performance of each division; recommended improved methods of efficiency and economy in the operation of the bureau; conducted research and prepared reports concerning bureau operations as required.

May 1983 - January 1984    Supervisor of Design Section

Required design, tracking and construction of City of Atlanta street, sewer and bridge projects. The ability to manage engineers, draftsmen and construction inspectors while implementing Department objectives was required.

February 1983 - May 1983    Site Development Coordinator

Analysis of plans presented by all types of agencies for constructions in the City of Atlanta with regard to drainage and land disturbing activity. Interfacing with other departments, bureaus, section and division were some of the responsibilities.

July 1976 - May 1982    Law Engineering Testing Company    Atlanta, Georgia  
Geotechnical Engineer

Responsible for organizing, planning and directing subsurface investigations for all types of structures ranging from pipelines and sewers to major multi-story buildings.

August 1974 - August 1975    Stone and Webster Engineering Corporation  
Boston, Massachusetts

Appointed to position of Engineer (Soils) in the Geotechnical Division (August 1974)

Performed engineering analysis

1971 - 1972 Summers

U.S. Atomic Energy Commission, Summer Intern - Savannah River Plant, Aiken, South Carolina

Duties included aid to Engineers in charge in the performance of their duties. Specific duties ranged from routine calculation to writing computer programs.

Publications:    Improving Solid Waste Collection Productivity    *Public Works* August 1988  
Are your Commercial Container Rates Equitable and Sufficient?    *Public Works*  
September 1988  
Standards - Why Are They So Elusive?    *Public Works* September 1989  
Bernalillo County unveils "VOSS" and "CORR"    *APWA Reporter* December 2013