

December 22, 2024

Strategic Government Resources

Attn: Doug Thomas; Palm Coast, Florida – City Manager Recruitment

PO BOX 1642

Keller, TX 76244

Greetings Mr. Thomas,

I am writing to express my interest in the City Manager opportunity in Palm Coast, Florida. I believe that my twenty-three years of professional and municipal leadership experience is an excellent fit for this position.

I have a plethora of experience strategically leading municipal workgroups to exceed benchmarks and optimize performance while creating a rewarding and inclusive, equitable, and value-driven workplace culture. I am successful and consistently exceed expectations developing and managing budgets and expenditures; implementing programs; coaching, mentoring, and challenging staff; resolving escalated operational and management issues; and working closely with key internal and external community stakeholders including executive, elected, and appointed staff. I create more efficient and value-driven service delivery through innovation and a solutions-oriented philosophy based on creative and critical thought.

When I work with internal and external stakeholder groups, I build collaborative and successful partnerships by focusing on achieving desired results of all parties involved. I seek to meet current needs first and develop high expectations for the future. This way, my team and I are always focused on achieving more than the status quo. I consistently look for creative solutions to complex problems, while simultaneously employing proven solutions to maintain positive momentum daily.

As the former Neighborhood Services Manager in Colorado Springs, Colorado, I represented the city at public meetings, met and conferred with industry and community representatives, and routinely appeared before City Council and other boards/commissions. I regularly collaborate with elected officials and their staff, executive City leadership, department directors, and others to successfully navigate challenging situations facing the people we serve. When I tackle issues for which I am not an expert or have significant knowledge, I seek out and build mutually beneficial partnerships with individuals and/or organizations that can provide positive input and work toward solutions.

My greatest accomplishments are to see staff succeed, promote, and feel that they belong. I consistently strive to develop a culture that rewards performance and outcomes, rather than strict adherence to policy or procedure. Deviation from protocol needs to be fair, reasonable, and add value to the organization. Accountability by every staff member, including myself, is very important to me as a leader. I employ patience, fairness, and comradery but also am not hesitant to make difficult or unpopular decisions when needed. I do so as part of my

commitment to service delivery and in the best interests of the community and organization I serve. I look to my team to be committed and to make a difference every day. That is the type of person I am.

I am a confident public speaker and regularly appeared in the media to promote or defend the actions of my team in my community. I am a strong listener, collaborator, and value interpersonal relationships. I am an effective, efficient, servant leader and am confident that I bring the skills, experience, talents, aptitude, and attitude that will produce positive results for the City Palm Coast.

Thank you for your time and consideration.

Sincerely,

Mitchel A Hammes

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SUMMARY

I am a dedicated and creative, results-oriented, strategic data-driven leader. I am a confident oral and written communicator who establishes rapport with stakeholders to influence positive results. I continually demonstrate initiative and success in proactive problem solving and sound decision making while maximizing productivity and accountability of staff. I live and work with integrity and am best described as a value-driven fiscally conservative leader.

CORE COMPETENCIES

Administration and Leadership; Resource Management; Community Outreach and Expectation Management; Stakeholder Development; Interdepartmental Collaboration; Statistical and Trend Analysis.

NOTABLE RECENT ACCOMPLISHMENTS

- Developed, negotiated, and implemented an intergovernmental agreement between the City of Colorado Springs and El Paso County addressing homelessness response for the metro area.
- Created public-private partnership with multi-national apartment home provider to tangibly negative visible effects of vagrancy and blight throughout Colorado Springs.
- Developed Short-Term Rental and Bear Smart Trash ordinances from inception to implementation/enforcement.
- Re-engineered division operations and philosophy and increased full-time positions from fifteen (15) to thirty-seven (36) in a seven-year period through expectation management and delivering results to elected officials and influential community stakeholders.
- Replaced entire Neighborhood Services' fleet via operational savings and implemented new case management technologies to realize operational efficiencies and improve staff morale.

EDUCATION

Masters of Business Administration (MBA) – University of Phoenix. 2015.
Bachelor of Science Business Administration & Marketing – University of Phoenix. 2012.
Associate Arts Administration of Justice – Ohlone College. 1992.

EXPERIENCE

Arapahoe County Colorado Littleton, CO August 2024 – Present
Voter Services Manager

- Lead team of registration specialists to ensure integrity and accuracy of voter registration databases and information.
- Develop and implement strategic operational improvements and initiatives.

ThatCodeEnforcementGuy.com Onsite & Virtual September 2022 - Current
Owner & Training Facilitator.

- Develop and deliver solutions-oriented training for code enforcement professionals and municipalities nationwide.
- Program & Process Development and Implementation
- Community Relations & Outreach Consultation
- Policy/Procedure Development & Review

City of Colorado Springs Colorado Springs, CO July 2016 – April 2024
Neighborhood Services Manager

- Lead strategy development and operations oversight of the City's housing, zoning, property maintenance, code enforcement, and homeless prevention and response programs.
- Manage annual \$3.7m budget to insure efficiency, effectiveness, and consistent improvement.
- Plan, direct, coordinate, and evaluate Neighborhood Services programs, policies, procedures, and administer effective service delivery.
- Conduct organizational and operational studies and develop new codes and text amendments.
- Neighborhood Services Division media spokesperson.
- Liaison with other City divisions, departments, outside agencies, and stakeholders to effectuate positive change and impacts to neighborhoods Citywide.
- Develop and lead division trainings to include process mapping, encouraging engagement from field, supervisory, and administrative personnel.

City of Phoenix Phoenix, AZ May 2004 – July 2016
Interim Program Manager (Graffiti-Buster Program)

- Business Manager for graffiti removal program.
- Evaluate and improve processes, equipment, efficiency, and budgetary requirements.
- Ensure appropriate staffing and service levels exceed key performance indicators.
- Research and implement operational improvement initiatives.

Neighborhood Preservation Inspector II (Code Enforcement Supervisor)

- Supervise and mentor team of field inspectors.
- Host job shadows for interested job candidates, newly hired inspectors, and youth participants in the Jerome E. Miller Summer Leadership Academy.
- Respond to elevated resident and stakeholder concerns regarding enforcement cases in assigned service region.

Neighborhood Preservation Inspection I (Code Enforcement Officer)

- Work to remediate blighting conditions on private and public property through extensive contact with property owners and community stakeholders in targeted enforcement areas.
- Represent the City as an expert at civic and neighborhood and community gatherings, public speaking engagements, inter-departmental projects, and other events requiring extensive public contact.
- Read, interpret, and apply complex and technical municipal zoning and property maintenance codes and ordinances and convey that information to produce compliance and positive relations.
- Issue civil citations, prepare criminal complaints, and testify on behalf of the City in judicial proceedings.

Photos & Prose by Mitch Hammes

Avondale, AZ

July 2004 – December 2014

Owner-Operator/Principal Photographer

As a freelance photographer and journalist, I provided professional portrait, event and commercial photography and copywriting/editing services to businesses, periodicals, and consumers. For eight years, the business also provided mystery-shopping services to restaurants.

- The mystery shopping business covertly evaluated the quality, service, and cleanliness of client restaurant locations.
- Recruited, trained, and managed over 80 independent contract mystery shoppers in a virtual environment. Developed and implemented performance improvement policy and procedures to increase efficiency and productivity of field-based staff.
- Contributing Writer/Photographer to the South Mountain Villager Magazine. Wrote two monthly columns, one profiling local restaurants and one profiling travel opportunities. Editorial style articles published on an as-needed/space available basis.

Phoenix Sister Cities

Himeji, Japan

August 2007 – August 2008

Approved Leave of Absence from City of Phoenix Employment

During this one-year period, my family and I lived in Himeji, Japan while my wife taught English in a Japanese High School through the Phoenix Sister Cities Teach Abroad Program. My primary

responsibility during this time was to care for our two young children (ages one and four). Through successful networking with key Himeji community members, I was able to:

- Develop and implement English conversation classes for over twenty-two adult English language learners.
- Developed, recruited, and instructed a ten-week training course for English speaking Japanese i-Guide tour guides at the Himeji Castle (a UNESCO World Heritage Site)
- Proofread and edit the English version of the Mt. Shosha i-Guide (a self-guided tour book of Mt. Shosha).
- Wrote English advertising and promotional materials for an independent cotton dying and clothing company ('Wataya') designed to attract English-speaking tourists to visit this store.

City of Peoria

Peoria, AZ

March 2002 – May 2004

Code Enforcement Officer

- Researched case management systems, recommended, and was the vendor liaison for CitizenServe implementation to all City code enforcement officers, with a mobile platform including Panasonic Toughbook laptops for in-field use.
- Issue civil citations and present oral arguments to presiding judge in Peoria Municipal Court. Testify on behalf of the City in criminal complaints.

City of Bellflower

Bellflower, CA

June 2000 – March 2002

Community Development Inspector

- Conduct inspections of private property in response to complaints of various violations of the Bellflower Municipal Code and other ordinances.
- Appeared as guest speaker on municipal television programming and at community meetings regarding compliance with Bellflower Municipal Codes.
- Conducted annual inspections of all Temporary Use and Conditional Use Permits citywide.