

Redmond | Jones II

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December 20, 2024

Honorable Mayor David Alfin
160 Lake Avenue
Palm Coast, FL 32164

Re: City Manager Position

Dear Mayor Alfin,

Please accept this correspondence as a letter of interest regarding the Palm Coast City Manager position recently advertised on the ICMA website. As a seasoned, 25-year management professional, I possess a "lead by example" results-driven management approach. I have an extensive history overseeing high-profile special projects, major economic development initiatives, and operations / administrative logistics. As City Manager with both the communities of the City of Groveland Florida, and the City of West Branch Iowa, I lead full-service cities with multiple departments. In these positions, I have also played major roles in developing the City's economic development incentive programs, new housing, and neighborhood development. In the City of Groveland, my unique approach to neighborhood development gained the attention and admiration of then-Florida Governor Rick Scott (detailed in my support letters). I also led the way in overhauling the city's economic development incentive programs in Groveland, contributing \$9.5 million of "new development" and investments.

For the City of West Branch, I led a growing community with fiscal challenges to realize several efficiencies. Over my four-year tenure, the City Council and I made decisive progress towards improving the city's budget and fiscal health by approving new reserve streams such as the Hotel/Motel tax, reducing our debt service from 80% of our capacity to 52%, and establishing a capital improvement levy which aimed at lowering capital project expenses without raising taxes. My tenure also resulted in the City's Unrestricted/Unassigned Fund Balance reaching the largest levels it has been in over a decade. This was made possible by tough economic development negotiations that resulted in full tax assessment projects from industrial partners such as US Auto Force (a national distributing company) and Procter & Gamble.

In my recent role as Deputy City Manager of Iowa City, Iowa. With my supportive leadership, we are experiencing smart growth. Despite legislative headwinds such as statewide property tax reforms, our community has maintained tax-rate reductions over the last ten years. In addition to sharing in the direct oversight of several city departments, I serve as the city's leader in advocating its legislative priorities. Despite advocating from large democratic districts, under my leadership, my lobbyist team scored a large legislative win in our republican state legislature last session. Through our efforts, my team was able to usher in passing a bill that increased the general obligation bonding limit for a city our size (pop. 75,000)— lessening the pressures on the city's capital improvement budget and improving our ability to maintain our AAA bond rating.

I trust a review of my credentials will verify my mindset of civic responsibility, and show my commitment to noteworthy "Quality of Life" enhancements in the communities I have served in the past. I would welcome the opportunity to discuss the position and my qualifications. Thank you for your time and consideration.

Respectfully Submitted,



Redmond Jones II
City Manager Candidate



RICK SCOTT
GOVERNOR

July 8, 2016

Mr. Redmond Jones
City Manager
City of Groveland
156 South Lake Avenue
Groveland, Florida 34736

Dear Mr. Jones:

Thank you for your help with a project that will result in the construction of approximately 300 new housing units in Groveland. As Governor, I want to thank you for your efforts to help Florida create an economy where dynamic, growing industries create jobs and lasting careers. Businesses provide opportunities for families to live their dreams in our state, and Floridians like you are helping make our state the best place in the world to raise a family, have a great career, and enjoy a life full of opportunity.

Florida job creators are adding new opportunities each day, and it is clear that our work to cut taxes and support economic growth is making a difference for families in our state. Our low tax environment and focus on helping graduates build meaningful careers has allowed our private sector to add more than one million jobs in only five years, making Florida a national leader in job creation. Our unemployment rate is also at a more than eight-year low, and our private sector job growth rate has exceeded the nation's for more than four years. While these are incredible accomplishments for our state, we will continue to do all we can to support economic growth to meet our goal of making Florida first in the nation for jobs.

Thank you for helping make sure every family has the opportunity to succeed here in the Sunshine State. Please let me know your ideas for how we can continue making our state the best place in the world to grow a business, a career, and a family.

Sincerely,

A handwritten signature in blue ink, appearing to read "Rick Scott".

Rick Scott
Governor



Redmond Jones II

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EDUCATION

Redmond Graduated with Honors out of a Class of 12 Students selected nationally from a University ranked #1 by US News and World Report in Local Government Management and Urban Policy. This program is accredited with producing more City Managers than any other university in the United States.

University of Kansas
(ranked #1 in Local Policy & Government Management)
Lawrence, Kansas, May 97
(MPA) Masters of Public Administration degree at the Edwin O. Stene Graduate Program in Public Administration
GPA 3.66/4.0 overall
(Graduated with Honors).

Cleveland State University
(ranked #2 in Local Policy & Government Management)
Cleveland, Ohio, June 95
Bachelor of Urban Studies with a concentration in Urban Management.
GPA 3.34/4.0 overall
(Graduated Cum Laude)

Cuyahoga Community College, Cleveland, Ohio,
June 92 Associate of Liberal Arts Degree with a minor in the Commercial Art
GPA 3.4/4.0 overall.

Relevant Experience (Bio)

Redmond is a visionary multi-disciplined manager with superior analytical skills and award-winning leadership accomplishments. He has developed strong skill sets in the following areas: human resources, project delivery, policy development, labor relations, program implementation, and aligning organizational initiatives with institutional goals. He is an excellent communicator with proven experience in negotiating different types of development and redevelopment agreements.

Mr. Jones has more than 25 years of public and private sector experience ranging from founding and managing his own consulting firm to dedicating 20 years in the public sector, with local government experience at all levels of responsibilities (in both large and small communities). Redmond holds a Master's Degree in Public Administration from the University of Kansas. He earned a baccalaureate in Urban Studies from Cleveland State University, Cleveland, Ohio. He has also earned certificates from Michigan State University in Industrial Relations, and Senior Executive Training from the Universities of Virginia Darden School of Business and Harvard Kennedy School of Government.

On August 9, 2021, the City of Iowa City, Iowa; extended an offer of employment to Redmond Jones II for the position of Deputy City Manager. Redmond was recruited to Iowa City after serving as the chief executive in both the City of West Branch Iowa, and Groveland Florida one of the fastest growing communities in the United States. His twenty-year career in government, and government relations, is well rounded with experiences in governments such as the City of Las Vegas, NV; City of Lee's Summit, MO; City of Fort Worth, TX; City of Temple, TX; City of Davenport, IA; City of Groveland, FL; City of West Branch, IA; City of Iowa City, IA; and professional consulting / advising clients; such as, the Iowa Department of Transportation, Scott Community College, and the Iowa Governor's Office (with the Branstad Administration).

As Managing Partner of Dellmar Consulting LLP, Mr. Jones ran a private sector firm directing staff performance on various projects including Nonprofit Organizational Development, Green Energy Project Development, Business Plan / Investment Consulting, Government Support Services, and Community Sustainability.

As the Deputy City Manager with the City of Iowa City, Redmond Jones provides the experienced, collaborative, visionary leadership, to the administration of the day-to-day operations of the City of Iowa City, Iowa. Working closely with the City Council, City Employees, and Iowa City Residents, Redmond has often brought his "outside-the-box" approach to the ideas and concepts that have ensured noteworthy quality-of-life enhancements in the communities that he has had the privilege of serving.

Accomplishments of Note:

2014 Iowa Vision Award for Business
2010 Iowa MLK Jr. Achievement Award
1997 Pi Alpha Alpha Honor Society

2014 Choice Security "Safe City" Award
2005 Davenport's Heroes Proclamation
1995 National Golden Key Honor Society

Redmond Jones II, MPA

PIONEER

Ground Breaking Public Transit Service Enhancements, started with pilot program



New Amenities and Capital improvements (within budget)



Cubby Park – West Branch, Iowa

First Time Events



New Ordinance = \$9.5m in new private investment



First Community to install Body Cams



Work History and Role Descriptions

City of Iowa City, Iowa
Deputy City Manager

2021 – 2024

As Deputy City Manager, Mr. Jones navigated a painstaking \$4 million small business support and investment program fueled by American Rescue Plan funds. For the first time in the city's history, small businesses have been granted the opportunity to build a business ecosystem for and operated by small businesses. Mr. Jones also plays a critical function in the operations of the City of Iowa City, as he has several direct reporting departments. Including the Airport, Economic Development, Human Rights, Human Resources, Library, and Transportation Department. Under the leadership of Mr. Jones, he helped the city secure a \$20 million federal grant for a new Transportation Facility and recently launched a fare-free public transit pilot program.

City of West Branch, Iowa
City Administrator

2017 – 2021

As City Administrator, Mr. Jones navigated a challenging negotiation for a \$25 million project recruiting an international tire and undercar parts wholesale distribution company. The project employed 75 new jobs with healthcare benefits and wage rates ranging from \$33,280 - \$100,209 annually. Despite several request for incentives, Redmond was able to secure this deal without cash incentives, tax increment, or permit fee waivers. Under the leadership of Mr. Jones, he helped the city reform its budget process and allowed the city to undertake the largest bond issue in the city history in order to design, construct, and operate \$3 million dollar City Park. The aforementioned bond issue also included several infrastructure projects (all "brought in" within budget).

City of Groveland, Florida
City Manager / CRA Manager

2014 – 2017

As City Manager, Redmond understood the importance of having strong cultural and recreational activities to sustain livability in a community, one of the first achievements of his administration was to create through reorganization a newly formed parks and recreation division. As the Chief Executive Officer for the Groveland Community Redevelopment Agency (CRA), Redmond moved this special taxing district away from stand-alone uncoordinated events to a coordinated City of Groveland schedule of events and activities. This included many first-time events and new recreational orientated programming. Now citizens find that there are many more opportunities to enjoy activities such as Box Car Racing; City Concert Events like the nationally acclaimed United States Army Field Band "Jazz Ambassadors"; The Taste of Groveland and Trolley Excursion; and the 1st Annual 5k Juice Jog. Although, well received these events did not come at additional general fund dollars, the majority of funding was derived from strategic placement of organizational resources and local business sponsorship.

As City Manager for the City of Groveland, Redmond developed a needed economic incentive program that not only supported smaller businesses with cash incentives, but also incentivized private investment of large businesses with strategies that could include: tax relief plans, rebate plans, fee waivers, and limited municipal financing options. In the first year of implementing this program it was responsible for over \$9.5 million in new private sector investment.

Redmond Jones II, MPA

CONTINUING EDUCATION

2012 Harvard University Kennedy School of Government Senior Executives in State and Local Government Program.

This 125-hour Senior Executive Development Program focused on training in the following areas: Leadership, Negotiations, Public/Private Partnerships, Cooperative Governance, Human Resources, Behavioral Decision Making, Globalization, and Microeconomics.

2007 University of Virginia Weldon Cooper Center for Public Service at the Darden School of Business. Senior Executive Institute (SEI).

SEI covers 50 hours of training in the subjects of: Leadership, Organizational Development, Human Resource Management, Decision-Making, Strategic Planning, Ethics, and Democracy.

1999 Michigan State University School of Labor and Industrial Relations. Administered by the Human Resources Education and Training Center.

This program focused on areas of negotiations, Human Resources, employee and labor relations.

Professional Affiliations

- ✓ International City / County Management Association (ICMA)
- ✓ Florida City / County Management Association (FCCMA)
- ✓ American Council on Renewable Energy (ACORE)

Dellmar Consulting, Davenport, Iowa Principal Consultant and Managing Partner

2010 – 2014

As the Principal Consultant and Managing Partner at Dellmar Consulting: Mr. Jones developed the vision and the strategies to achieve that vision; He set and communicated the long-term direction of the firm; Mr. Jones ensured that the short-term goals, objectives, and tasks were aligned and adjusted to achieve the firm's vision and strategies. With regard to ensuring the alignment and commitment within the firm; Under Redmond's leadership the firm had several accomplishments including: managing several sustainability research and development projects related to the waste-to-energy industry. Mr. Jones developed the High School to High Skills program for Iowa Workforce Development. The firm's work also included coordinating a trade mission between the State of Iowa and the Country of Botswana. Mr. Jones also secured one of the firm's largest contracts with the Iowa Department of Transportation for public engagement. This work earned Dellmar Consulting the 2014 State of Iowa Vision Award for Business.

City of Davenport, Iowa Assistant to the City Administrator / Affirmative Action Officer

2002 – 2010

As the Assistant to the City Administrator, Redmond's duties included completing various special projects. In the area of downtown economic development, he advanced a \$13.5 million baseball stadium renovation serving as the project manager for the development. When the budget was tight, he successfully presented the baseball stadium proposal to the Iowa Community Attraction and Tourism State Commission. He successfully secured an additional \$2 million for the project (*The project received several national awards*).

Turning Vision Into Reality



Mr. Jones was also the senior staff negotiator in coordinating the City's Cable Franchise Agreement (worth \$14 million over a 15-year period). He was also responsible for special projects in the area of crisis management. As a Hurricane Katrina mission team leader, he led a team of 25 varied disciplined city workers 950 miles from their home community to Bay St. Louis, Mississippi where his team undertook major relief efforts to restore clean water to that

community. In the realm of working people of all education levels, races, and social-economic backgrounds; Redmond proved his ability as the City of Davenport's Affirmative Action Officer to find state funding for the City's and State's first disparity study (which examined governmental contracting with small businesses). This study and its recommendations earned the city and Mr. Jones gubernatorial recognition. Mr. Jones also served in the community on several non-profit boards; such as, the River Music Experience Board, United Neighbors, and the Small Business Development Board. In his role as Assistant to the City Administrator, Mr. Jones served as Acting City Administrator on four occasions in the City Administrators' absence; this included the duties of managing the staff meetings, staff reports and the City Council's Agenda during that period.

Redmond Jones II, MPA**PROFESSIONAL
DEVELOPMENT****“Imagine That
Performance” Virtual
Think Tank**

As of January 2022, Mr. Jones was accepted into a national think tank tasked to conduct deep dives into topics, opportunities and problems using professionally facilitated processes. The think tank consists of City Managers across the nation.

**Florida Safe Investment
Pool (PMA Financial Network)**

Course #0020332;

The seminar provided eight (8) hours of Continuing Professional Education (CPE) Technical Business Credits, in accordance with the continuing education requirements of Florida State Statue Chapter 218.415(14), and approved by the State of Florida Department of Business (2015).

**State of Iowa Executive
Department**

State Commissioner Training
(2009)

**Emergency Management
Assistance Compact**

Public Officials Training (2006)

ICMA University

- ✓ Priority Setting in Times of Restraint (2016)
- ✓ Best Practices in Economic Development (2015)
- ✓ Employee Discipline / Managers under Fire (2014)
- ✓ Best Practices in Budget and Finance (2004)
- ✓ Personal Management Style (2003)
- ✓ Effective Presentation Skills (2002)

**Government Training
Institute**

Techniques for Effective
Performance Appraisals (1998)

City of Temple, Texas

Assistant to the City Manager / Acting HR Director

2000 – 2002

In his role as Assistant to the City Manager with the City of Temple, Mr. Jones coordinated and managed the construction of an office building in downtown Temple, TX. This was the first project of this nature in 30 years for that community. The City of Temple, motivated to preserve the location of Social Security Administration Offices downtown; under Redmond’s leadership the city assisted the Social Security Administration identify and secure a new facility in the Downtown Area. Mr. Jones negotiated a contract with a private developer to provide project financing, and he served as chairman for a project development team which included multiple federal agencies and private stakeholders. The entire \$2.5 million development was done with minimal exposure to the City of Temple. Redmond was also responsible for policy development (this included developing the City’s Internet and car allowance policies). His operational responsibilities included management of the departments of Animal Control, Human Resources and a multi-departmental task group focused on long-term operational solutions. His efforts led to a process that made improvements to the city’s slow moving redevelopment method; this included demolition, conveying unimproved / neglected properties for economic development purposes (particularly downtown business storefronts), and develop methods to improve business friendly Code Enforcement activities.

City of Lee’s Summit, Missouri

Personnel Analyst / HR Manager

1997 – 2000

As the Personnel Analyst with the City of Lee’s Summit, Mr. Jones applied his technical and professional expertise in analyzing and administering various components of the personnel system of the organization including: job analysis, compensation analysis, departmental budget responsibilities, employment recruitment, applicant screening, new employment orientation, civil service examinations, applicant selection, labor relations/negotiations and safe work practice training. During his tenure Redmond played an intricate role in the completion of the following projects: the development and implementation of a CDL Random Drug Testing Program, the development and implementation of a New Employee Orientation Program, the implementation of city-wide Diversity Training, the development and the implementation of a Compensation and Classification Study (done in-house), and the coordination of a Labor/Management Committee charged with up-dating the city’s labor related policies.

Intern Experience

Redmond started his career with a wide range of internship experiences. Mr. Jones gained experience in areas, such as; writing a \$1.5 million technical assistant grant, assisting in the development of a Neighborhood Master Plan, Small Businesses Corridor Development Plan, Policy Formation and City Finance, Police Community Relations, Branding / Marketing, and Economic Development Plan.

City of Fort Worth, Texas

Management Intern

1996 – 1997

City of Lee’s Summit, Missouri

Project Intern

1995 – 1996

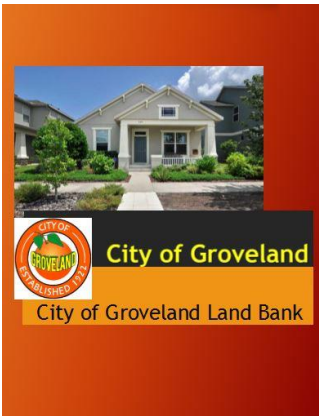
City of Las Vegas, Nevada

Housing Urban Development Intern

1994 – 1994

Redmond Jones II, MPA

VISION / INNOVATION



Redmond has lead the City of Groveland through a process that streamlined foreclosed properties and created a clearinghouse of other properties made up of both municipally owned, and privately owned properties. This innovative program has been done in other places, but was new to Groveland, and has improved the city abilities to have a responsive development process.



Mr. Jones created the Groveland P.D. Lease program. It allowed the city to sell its old police fleet and Lease Purchase an entire new fleet with in-car office technologies.



Mr. Jones also lead as a Municipal Advocate to create a new law in the State of Iowa targeted to assist small businesses get state contracts.

Vision / Innovation / Outside of the Box Thinking

According to The Wall Street Journal Most CEO's rank innovation as very important... usually a ranking of 9 with 10 being the highest importance. However, when ranking the same CEO's on their abilities to be innovative a ranking of 4 with 10 being the most effective is achieved. Mr. Jones understands that thinking innovatively is one thing, but it takes skill to be effective in implementing innovation.

(Example): Turning Public Works Processes into Cost Savings and Revenues.

Mr. Jones understands that organizational leadership is more than taking daring positions, rather it involves a series of actions or steps in order to achieve particular ends. Many times, they are small and sometimes unnoticed for some. However, when these steps are placed in motion organizations find themselves in significant position for a positive change in circumstances.

Soon after starting as Groveland's new City Manager, Redmond immediately went to work on righting the city's financial ship. To start he devised, gained approval, and implemented a 3-year operational deficit reduction plan. This effort forced the organization to look for innovative ways to cut cost. Redmond recognized that one of the organization's most costly enterprises was wastewater treatment. His next step was to direct the department to develop unit expenses / price points for the annual operating and maintenance activities of running the city's wastewater treatment process. It wasn't long before the sludge management chain was evaluated as the operations largest expense, and the source of a burn rate that made the operation unsustainable. Once this was identified, Mr. Jones turned his sights on developing a strategy to eliminate the cost of managing and disposing sludge residue from wastewater treatment. After personally spear heading an extensive technology search which involved various, in-state and out of state site visits, a request for proposals, numerous city council work sessions, and a study of best practices; Mr. Jones conceptualized a process that married two proven technologies (that until that project had not been tested together) that erased the cost of transporting sludge and created a by-product that was sold to a local fertilizer company that used the product as an additive to their line of products. This turned operational expense to an operational revenue.

The process deployed a "Non-Thermal Polymer Infusion" – it reduced moisture to 12%, the residual water was recapture and sold as a part of the city reclaim water system. The solids continued to dry in a solar drying box; and the final product was sold and offered to residents as a low nitrogen fertilizer.



After the city's polymer and drying process.



After processed as a fertilizer additive.



Management Philosophy

(A Message from the Candidate)

During my career, I have been asked several times, "Why would you want to be a City Manager? And how or what motivates me as the Deputy City Manager for the City of Iowa City". The job of City Manager / City Administrator typically pays less money than what a person with similar talents can earn in the private sector. The hours are long with no additional pay. In addition, even a city manager's family life can often be strained due to the various off-hour obligations and the scrutiny of the public. Being a good City Manager means you must filter proposals: to and from staff, to and from the city council, resolve employee grievances, and ensure internal equity. Meanwhile; a City Manager has to understand and improve the bottom line of the organization: he/she needs to know why things are done a particular way, know how a service could be improved, and bring their talents to bear on increasing responsiveness to the citizenry. A City Manager brings all of this, and one day... typically with little notice, a majority vote of elected officials may inform you that your services are no longer needed in a community you have worked so hard for. When someone asks me, why would anyone want to become a City Manager? My response is "City managers get to make a difference." City managers and their work are critical to the success of democracy. In the most visible level of government, city managers can garner the public trust, the public good, and local government legitimacy. I believe at its core this is exactly what the country's founding fathers envisioned the government's role. For me having experience with both government and the private sector, I can say to my inquisitors, "Being City Manager is an honor and dream for me".

While the principles of trust and equity are important focuses of my management style, knowledge, skills, and abilities are required of me and the people who work around me. My goal is to lead by example and work to maintain high levels of interpersonal engagement. While some management styles rely on isolation and heavy-handed decisions, my management style encourages community visibility and engagement in the community we serve.

In public organizations, the political arena is necessary for the survival of government organizations and without it, public trust would soon be lost. However, an overbearing political environment weighs on public organizations, and in some cases can hinder their ability to provide quality services. A hyper-political organization alters the traditional policy/administration dichotomy of the council-manager relationship. My management style remains flexible (allowing elected officials to communicate directly with management staff – a practice that the city charter may give discretion to the City Manager). I would argue that policy and administration must be balanced to provide the best government... it's not just the most efficient government that we should seek, but also the most responsive. For this reason, my style of management tends to protect staff, but also be open to giving administrative leeway to elected officials. For the council to make informed decisions, council members need to have solid information to provide credible directions. That is why, I tend to work hard to keep staff involvement in politics to a minimum, and city council interaction with staff in a structured mutually accepted manner.

In closing, if you are reading this document then you are likely considering me as a candidate for a position in your community. If so, I can make you this promise: I promise that after my tenure is done your community will be better than I found it. I promise that you will find my work ethic strong. I promise that you will find me highly visible in the community. And, I promise you that you will find me honest and ethical. I believe the combination of my experience, training, and strong interpersonal skills makes me an excellent candidate for the position. I have worked with communities of all levels and sizes in the past. I am well acquainted with the challenges and the creative thinking communities need to prepare for a sustainable future.

Thank you for your consideration in this matter.