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August 27, 2013

Ms. Sandi Bolser, City Clerk
City of Bunnell
1769 E. Moody Blvd.
Bunnell, FL 32110

RE: City Manager Position

I am interested in exploring the possibility of providing the services desired by the City Manager for the City of Bunnell, Florida and have attached a resume for consideration as a potential candidate.

As a brief background about my interest in local government, I began my career in this area between undergraduate and graduate school for a rural county in my home state of West Virginia with a population of just over 10,000 residents where I worked as the first administrator serving the three member County Commission. My father was a hospital administrator, my mother was a school teacher, grandfather was the elected County Assessor, uncle was Superintendent of Schools and a cousin the circuit court judge. I have indeed looked back on this short period of just over a year as one of the most rewarding of my professional and personal life and must say it would be nice to assist a small local government in Florida.

I would expect that providing innovative and sound financial management plans, systems, and practices to address the current economy will be among the priorities of this position to assist the City Commission. Finance is an area of my greatest interests and accomplishments with numerous creative solutions forged for a Virginia county government as COO / CFO during a difficult economy similar to today as population increased 60% from 50,000 to 80,000 residents. Notable successes which could prove helpful in serving the City of Bunnell include:

- Complete turn-around in financial position for the county government with \$165M budget improving overall financial position from weak to strong which enabled construction of multiple new public facilities including schools, a new regional library, government center and recreation facilities;
- County and School Board consensus on a novel annual funding formula for the county education system, representing 60% of the total budget - 15,000 students, 1,900 employees, 18 schools - with financing for construction of numerous new schools and SOQ needs through new sources;
- Restoring solvency in a water & sewer utilities operation with development of a 20 Year Plan and new rate structure that supported regional cooperation with water sales to neighboring localities and the U. S. Marine Corps at Quantico with the County's first Geographical Information System;
- Implementing a regional approach to mass transit for 70% of the county workforce commuting over 40 miles to Washington Metropolitan Area with supporting revenue structure; and,
- Working with President of a neighboring city University on a public / private partnership project to secure land / infrastructure by proffers and State grants for county construction of the University's College of Graduate & Professional Studies that now serves over 800 students.

If my qualifications offer a good match with those believed most beneficial to assist the City Commission at this time I would be very much interested in exploring the possibility of providing the services desired.

Thanks for your time and consideration.

Sincerely yours,

James M. K. Reid, III

James M. K. Reid

Phone: 703-509-2500 • 15802 Myrtle Place, Dumfries, Virginia 22025 • Email: jreid@killengroup.com

Senior Executive / Financial Advisor / Project Manager

Extensive experience in the administration, financing, and management of public service entities / operations plus private sector consulting services for business acquisitions, financing, marketing, and technology projects where responsibilities for operations, capital, and/or program budgets that ranged to \$4 billion.

Skilled in:

- Strategic planning
- Project / quality management
- Team / board consensus building
- Financial systems
- Contract / claims negotiations
- Business development / media
- Capital financing
- Cost-benefit / ROI analysis
- Public - private partnerships

Professional Experience

PRESIDENT & MANAGING PARTNER (CEO) ----- 1994-Present

Founder of The Killen Group, Inc.- McLean / Dumfries, VA - providing financial, management, and information technology consulting services for business, local government, airport and healthcare entities.

- Organized consulting group of senior associates and partnerships with local and national firms.
- Led financial systems projects - airport authority (MWAA) - \$530M budget / 1,100 staff / \$4B CIP: defined user, GASB, LAN/WAN requirements, costs vs. benefits, and built consensus for selection.
- Conducted project analysis to evaluate acquisition of enterprise-wide clinical and management information systems / CPOE for 180 bed acute care hospital with \$110M budget / 1,300 employees.
- Led feasibility / business valuation / acquisition / financing strategies - \$500k to \$250M companies.
- Structured and marketed public / private partnerships to finance government / 501(c)(3) facilities.

DEPUTY COUNTY ADMINISTRATOR (COO) ----- 1989-1994

Served as chief-of-staff for Stafford County Government, VA - \$185M budget / 600 employees, directing day-to-day operations for all departments (12) of the full service government - 80k residents.

- Led comprehensive restructuring of personnel management system with reorganizations reducing staffing by 5%, addressing various labor relations concerns and successfully meeting rapidly expanding service needs / unfunded mandates for resident population that doubled in 8 years.
- Led strategic plans for economic development, planning, emergency services, parks/recreation with regionalization of services - solid waste management, airports, tourism, mass transit, jail, libraries.
- Directed project to design, finance, construct complete new 130k sq. ft. govt. center - \$15.2M.
- Launched marketing campaigns that helped build business tax base by 110% to \$520M - programs for tourism / historic preservation, acquiring / developing George Washington's Boyhood Home.
- Led projects to pioneer development impact fees and regulations for storm water management, planning / zoning for new Chesapeake Bay Preservation Act - 55 miles of shoreline / wetlands.
- Developed first paid emergency rescue units - 15 EMTs coordinated with over 600 volunteers.
- Piloted design / build / finance program averting delays, overruns, disputes >\$125M of projects.
- Established technology department and implemented county-wide ERP systems with BI tools.

FINANCIAL SERVICES DIRECTOR (CFO) ----- 1986-1989

Directed finance, procurement, information technology and general services for Stafford County, VA.

- Developed budget / economic impact analysis models that facilitated planning / rate setting during period of rapid growth with innovative policies / formulae for public school funding - 15k students.
- Led implementation of information technology that improved services and knowledge management with inclusion of county, schools (1,900 employees), and state agencies in a single financial system.
- Devised strategies / tactics that secured planning / financing / approvals for \$50M regional airport.
- Accelerated annual financial report timing by 3 months / 50% - earned first national budget award.
- Improved water / sewer equities position 190% to \$23M with new rate structures - 16k customers.
- Attained first national AAA credit ratings, reduced interest costs, and directed debt issues ~\$240M.
- Led public-private partnership initiative attaining county's first public golf course (P.B. Dye design).

COMPTROLLER ----- 1979-1986Directed financial services - Arlington County, VA - \$430M budget / 3k employees / 155k residents.

- Implemented ERP financial systems that streamlined reporting, consolidated all county entities including schools -14k students and water / sewer utilities - 34k customers > award for success.
- Structured debt offering / presentations to achieve AAA ratings for debt issues of ~\$260M.
- Modernized procurement systems that improved efficiency and customer satisfaction.
- Partnered with Treasurer to create automated cash management systems with LACE, Moodys, S&P, and Sheshunoff ratings, incorporating use of state investment pools for increased earnings.
- Negotiated innovative annual \$5M capital lease financing program that stabilized budget funding.
- Established and led internal audit unit that improved management controls and accountability.
- Partnered with federal government to pilot the "single audit" reducing costs in \$30M of grants.

ACCOUNTING SUPERVISOR ----- 1976-1979Managed accounting services - Prince George's County, MD - \$700M budget / 5,000 employees, 700K residents / 27 municipalities / 13 collective bargaining units / school enrollment over 100k.

- Structured reporting that earned AA bond ratings and managed \$250M of debt issues.
- Significantly improved investment management / earnings in \$35M police / fire pension funds.
- Implemented ERP financial systems that improved report timing by 50% with 98% user satisfaction.
- Performed credit rating analyses enabling over \$200M of private sector industrial development loans.
- Led new system for over \$55M in fixed assets that enabled County's first unqualified audit opinion.

Education

Graduate Certificate - Health Systems Management (MHA Program) The George Washington University, School of Public Health & Health Services - Washington, DC. (18 sem. hrs. / 6 month hospital internship). 2004.

Master of Business Administration Degree - Accounting (MBA) The University of Florida. Gainesville, FL.

Bachelor of Science Degree - Business Administration (BS) Fairmont State University. Fairmont, WV.

Technology Skills

Enterprise Applications: Familiar with IT systems and business intelligence tools from vendors that include: Oracle - PeopleSoft - Siebel - JD Edwards - Hyperion / Pillar, CGI-AMS, Microstrategy, SAP, KPMG, Ross, ICL, IDC, CYBORG, Tyler, McKesson, Eclipsys, Convera, Centrifuge, Crystal, Endeca, Microsoft Sharepoint.

Hardware: Experienced with systems using IBM mainframes, AS 400s, PCs, VAX, Dec Alpha servers.

Desktop / PDA: MS Word, Excel, PowerPoint, Project, Access, WebEx, SPSS, Primavera, GoldSim.

Affiliations

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| • International City/County Management Association | • Government Finance Officers Association |
| • American College of Healthcare Executives | • Healthcare Financial Management Association |
| • American Society for Quality | • Institute of Business Appraisers |
| • Airline Owners and Pilots Association | • National Sporting Clays Association |

Honors & Awards

- Outstanding Asst. Local Govt. Manager award for State (VLGMA) as Deputy County Administrator.
- National Certificate of Excellence in Financial Reporting - \$185M to \$700M Budgets - 18 years.
- First national Distinguished Budget Presentation Award for government with \$185M budget.
- State designation as a "Certified Business Location" for economic development of a VA county.
- State award for excellence in use of innovative technology for annual budget presentations.
- Award for success implementing ERP system for entity with \$430M budget / 3,300 employees.