

December 11, 2024

Robert F. Hemminger
9735 Faulkner Trail
Iowa Colony, TX 77583

Doug Thomas
Executive Vice President
Strategic Government Resources
P.O. Box 1642
Keller, TX 76244

Dear Mr. Thomas and Members of the Palm Coast City Council,

I am excited to apply for the position of City Manager for the City of Palm Coast. With over 33 years of public service and a demonstrated history of leadership in rapidly growing communities, I bring the vision, dedication, and operational expertise needed to guide Palm Coast through its continued growth while preserving the exceptional quality of life its residents value.

As City Manager of Iowa Colony, I have successfully led a community experiencing significant growth, overseeing the negotiation of several development agreements that resulted in strategic annexations to enhance city services and infrastructure. This experience has honed my ability to balance growth management with fiscal responsibility, ensuring sustainable development that meets the needs of residents and businesses alike.

One of my notable achievements in Iowa Colony was the transition of multiple water and wastewater utility systems from Municipal Utility Districts to a unified, city-owned and operated system. This complex process required meticulous planning, stakeholder collaboration, and a commitment to long-term infrastructure sustainability—skills that align with Palm Coast's focus on utility expansion and asset management.

Throughout my career, I have worked closely with elected officials, often working closely with newly elected leaders. In Iowa Colony, I collaborated with the City Secretary to develop an Orientation Handbook for our elected officials, providing a vital resource to facilitate their transition into governance roles. I understand the importance of fostering positive relationships with governing bodies and building consensus to achieve community goals—a critical aspect of this position given Palm Coast's newly seated Council.

My extensive background in emergency management further complements the challenges and opportunities facing Palm Coast. As Director of Emergency Services for Deer Park, and Emergency Management Coordinator for Pasadena, I managed disaster response and recovery efforts for natural and industrial incidents, including securing and administering over \$21 million in federal funding. This experience underscores my ability to navigate high-pressure situations and deliver results that protect and serve the community.

In addition to my professional achievements, I hold a Master's degree in Business Administration and a Bachelor's degree in Public Service Leadership. My commitment to continuous improvement and excellence in municipal operations has been recognized through leadership roles and accomplishments that reflect my dedication to public service.

Palm Coast's commitment to innovation, sustainability, and community engagement aligns with my professional values. I am eager to bring my experience and leadership to this vibrant city and collaborate with the Council, staff, and residents to achieve its strategic goals.

Thank you for considering my application. I welcome the opportunity to further discuss how my skills and experiences align with the needs of Palm Coast. Please feel free to contact me at 832-347-2911 or rhemminge@swbell.net to schedule a conversation.

Sincerely,

A handwritten signature in blue ink, appearing to read 'R. Hemminge', is written in a cursive style.

Robert F. Hemminger

9735 Faulkner Trail
Iowa Colony, TX 77583

e-mail: rhemminger@swbell.net
Mobile: 832-347-2911

Experience 2021 – Present City of Iowa Colony, TX

City Manager

- Chief Executive and Administrative Officer for the City
- Plan, organize, and direct all city affairs as assigned by charter, ordinance, or directive
- Promote city interests through direct community involvement or indirectly through assigned personnel
- Directly manage all city personnel through Department Directors
- Provide advice and consultation to the City Council and serve as liaison between Council and staff
- Prepare, propose, and administer the city's operating budget annually
- Prepare and manage the implementation of city policies and procedures

2015 – 2021 City of Deer Park, TX

Director of Emergency Services

- Serve as **Acting City Manager** in the absence of the City Manager
- Directly manage Fire, EMS, Fire Marshal, and Emergency Management departments, including 100+ full-time, part-time and volunteer staff
- Serve as the city's Emergency Management Coordinator
- Manage and direct the city's response and recovery efforts, including natural and man-made disasters such as hurricanes, major hazardous materials incidents or petrochemical fires, and the on-going pandemic
- Administer all departmental budget and staffing needs
- Manage federal grants and FEMA Public Assistance projects

1992 – 2015 City of Pasadena, TX

2005 – 2015 **Emergency Management Director/Coordinator**

- Department Director for the Emergency Management Program and Emergency Operations Center (EOC)
- Coordinated and managed the City of Pasadena planning, response, and recovery for six (6) Presidentially declared major disasters, including over 50 EOC personnel and approximately \$21 million total federal funding
- Administered all Homeland Security and Urban Area Security Initiative grant funds awarded to the City, averaging over \$1 million per year (approximately \$12 million total)

2004 – 2005 **Public Safety Communications Manager**

2001 – 2004 **Deputy Fire Marshal / Arson Investigator**

1992 – 2001 **Dispatcher / Jailer / Police Officer**

Education

Texas A&M University – Corpus Christi

- **Master's degree in Business Administration (M.B.A.)**

University of Houston – Clear Lake

- **Bachelor of Science (B.S.) degree in Public Service Leadership**

San Jacinto College

- **Associate of Arts (A.A.) degree in Business Administration**

Skills

Conflict Resolution – Mediation and dispute resolution practical training certified by the University of Houston – Clear Lake

Communications – Extensive experience in verbal and written communications; including internal and external correspondence, technical/grant writing, and executive communications

Incident Command – All-Hazards Incident Commander and credentialed instructor in all levels of the NIMS Incident Command System

Motivational Staff Development – Proven track record of motivating and developing employees for career success

Leadership – Proven leader within the professional community and fire service

Preparedness – Continual practice in maintaining a community's Comprehensive Emergency Management Plan and Continuity of Operations Plan

Volunteer

1992 - 2015

Pasadena Volunteer Fire Department

- Served the community as a volunteer firefighter
- Held leadership positions as **Lieutenant, Captain, and Training Chief**
- Firefighters' Pension System; Local Board of Trustees, chairman (11 years)

2006 – 2015

Local Emergency Planning Committee

- Four years as Board President, two years as Vice-President, six years as subcommittee Chair
- Integrated and coordinated planning efforts with local industry for hazardous materials preparedness
- Implemented the Annual Community Safety Fair event as LEPC President

References

Jerry Mouton

Mayor, City of Deer Park

TLS3510@sbcglobal.net; 832-573-6211

James Stokes

City Manager, City of Deer Park

jstokes@deerparktx.org; 832-250-1503

Ron Cox

Owner, Ron Cox Consulting

rcox@roncoxconsulting.com; 281-543-0042