

Beau Falgout

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January 5, 2019

City of Palm Coast
160 Lake Avenue
Palm Coast, FL 32164

Dear City of Palm Coast:

I am writing to express my interest and to apply for the City Manager. I am excited about continuing to work in a dynamic, growing, and innovative organization and City. Palm Coast is not only the place where I have grown professionally, but also a community that my family calls home. I look forward to working with the dedicated team of elected officials, stakeholders, citizens, partners, and staff at the City of Palm Coast to move important priorities and projects forward.

For the past 12 years, I have gained a broad variety of experience in many aspects of municipal operations at the City of Palm Coast. During that time, I have been recognized as a creative and effective leader garnering multiple promotions. I am currently the Interim City Manager and most recently served as the Assistant City Manager. I am proud to lead a premier municipal organization comprised of 9 departments, with 450 full-time, 4 part-time, and 70 seasonal/temporary employees with a budget of \$143.7 million. I believe my experience at the City of Palm Coast sets me apart from other candidates, since I am familiar with the community, organization, and City Councils' goals and objectives.

I have managed complex projects in a team environment and delivered results that exceed expectations. I have managed a wide variety of teams and projects over my career, from leading the \$10 million City Hall project to leading improvements to the City's purchasing and contract management processes that included transition to 100% paperless bidding and contract execution. I managed the State Road 100 Corridor Community Redevelopment Agency with an annual work plan of \$5.4 million while managing the City's multiple housing programs. I served as the Deputy Incident Commander in two major Hurricanes in one year (Hurricane Matthew and Hurricane Irma) and was fully involved in the response and recovery. I believe these examples and my resume show the breadth of my experience.

More importantly, I am dedicated to serving the City of Palm Coast, its citizens, and City staff. As Interim City Manager, I am already leading the team of dedicated staff members in moving the important City Council priorities and projects forward, which are outlined in the candidate profile. I believe my qualifications and experience make me the leading candidate for this opportunity. I look forward to speaking with you about this position further. Thank you for your time and consideration.

Sincerely,

Beau Falgout

Beau Falgout

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Recognized as a creative and effective leader in multifaceted public sector environments with a variety of stakeholders and challenges. Consistently recognized for an ability to manage teams and complex projects in a team environment and meet or exceed expectations.

Areas of Expertise

*Public Administration
Project Management
Community Development*

*Business Assistance
Employee Development
Housing Programs and Policy*

*Policy Development & Analysis
Media Relations
Legislative Affairs*

Professional Experience

CITY OF PALM COAST — Palm Coast, FL

2/2007 to Present

Palm Coast is a city with a population of 86,516 covering approximately 95 square miles. It is located in Northeast Florida on the Intracoastal Waterway between St. Augustine and Daytona Beach. Palm Coast is a full service City with annual budget of \$156 million. Of note, the City was the fastest growing metropolitan area in the United States from 2000-2010.

Interim City Manager, 9/2018 - Present

Assistant City Manager, 2/2018 - Present

Interim Information Technology Director, 7/2018 – 9/2018

Administrative Services & Economic Development Director, 5/2016 – Present

City Administration Coordinator, 3/2014 to 5/2016

Senior Economic Development Planner, 7/2010 to 3/2014

Senior Planner, 7/2007 to 7/2010

Planner, 2/2007-7/2007

Selected Contributions:

- Named Interim City Manager after the termination of the previous City Manager. Lead a premier City organization comprised of 9 departments, with 450 full-time, 4 part-time, and 70 seasonal/temporary employees with a budget of \$143.7 million.
- As Assistant City Manager, acted as the City Manager in their absence to ensure appropriate coverage of important administrative functions.
- Manage and coordinate complex administrative projects that cross departmental functional responsibilities and/or issues that involve other governmental entities in conjunction with the City Manager and the City Attorney.
- Lead and manage the Administrative Services & Economic Development Department with the functional divisions of the City Clerk, Communications & Marketing, Central Services (Budget, Purchasing, Contract Management), and Innovation and Economic Growth. Department has staffing of 12 full-time employees, an annual operating budget of \$1.9 million, with total budget responsibility of \$13.8 million.
- Served as the Deputy Incident Commander in emergency events. Assisted in managing the City's response and recovery to two major Hurricanes in one year (Hurricane Matthew and Hurricane Irma).
- Consistent presenter to City Council of major policy and project initiatives, especially those involving multiple City departments or other governmental agencies. Developed and guided over 170 agenda items for City Council consideration.
- Created and presented to City Council the plan to build City Hall in the City's new downtown using existing funding sources. In addition, while the City Hall was under construction, negotiated a lease extension with the current landlord by outlining and exploring alternative solutions.
- Led improvements to the City's purchasing and contract management processes that included transition to 100% paperless bidding and contract execution.
- Led a cross-departmental Economic Development Team to develop a City strategic economic development plan, entitled "Prosperity 2021," and implement identified projects. Since development, the local economy's

unemployment rate has dropped from 15.7% in 2010 to 6.1% in 2015. In addition, taxable sales in Palm Coast have risen 28% and bed tax collections have risen 45% during that same period.

- Served as the point person for all economic development projects within the City, including negotiation and management of all economic incentive agreements. Championed the estimated \$40 million Island Walk Redevelopment project and negotiated incentives to ensure this important project moved forward.
- Led the negotiations for the annexation and master planning for over 12,000 acres, consisting of two major projects: Neoga Lakes and Old Brick Township.
- Spearheaded the creation of Airport Area Master Plan, an award winning multi-jurisdictional plan to foster economic development in and around the Flagler Executive Airport.
- Established the City's Business Assistance Center (BAC) through a partnership with the Small Business Development Center at the University of Central Florida to assist existing businesses. Since the BAC was established, the BAC has generated over \$26 million in economic impact to the local economy.
- Advocated for relocating and expanding businesses engaged in the City's various regulatory processes.
- Led a cross-departmental team to develop and launch a new employee development and training program. Through an annual survey, employees express a 76% satisfaction rate with employee development and training.
- Managed the SR 100 Community Redevelopment Agency, led a consultant team to update the Master Redevelopment Plan, helped to secure \$4 million in bond financing, implemented the annual work plan with a budget of \$5.4 million, and acquired numerous private properties for future redevelopment.
- Promoted City interests to both state and federal legislative delegations and lobbyists. Facilitated departments in applying for grants in excess of \$40 million with over \$7 million being awarded.
- Established the City's housing programs, including the Neighborhood Stabilization Program 1 and 3, a Small Cities Community Development Block Grant (CDBG), and the Entitlement CDBG Program. The total grant funding for these programs exceeds \$5 million.
- Frequent and professional interaction with media including television, radio, and newspaper on high profile policy and project initiatives.

ST. JOHNS RIVER WATER MANAGEMENT DISTRICT — Palatka, FL 2/2004 to 1/2007

Independent Planning Consultant, 12/2005 to 1/2007

Policy Analyst Intern, 2/2004 to 12/2005

Selected as an outside self-employed consultant in order to provide technical assistance to local governments after working as an intern. Created technical assistance documents for local governments to use in complying with the updated legislative requirements for linking land use and water supply planning. Completed comprehensive plan and development of regional impact reviews and drafted comment letters.

Education and Training

UNIVERSITY OF FLORIDA — Gainesville, FL

Master of Urban and Regional Planning, all completed except thesis

Bachelor of Science in Business Administration, degree awarded 7/2003

Professional Associations and Continuing Education

American Planning Association Member, member since 2007

Federal Emergency Management Agency

National Incident Management Systems, ICS-100, ICS-200, IS-700

Florida Planning Association, member since 2007

International Economic Development Council, member since 2015

Economic Development Marketing & Attraction Course, 6/2013

Business Retention & Expansion Course, 11/2012

Economic Development Credit Analysis Course, 7/2011

Real Estate Development & Reuse Course, 11/2010

Basic Economic Development Course, 11/2009

International City/County Management Association, member since 2015

Published in PM Magazine, September 2018, *Change the Perception of Local Government*

Florida City/County Management Association, member since 2018

Member, 3/2018 to Present

City Manager Pre-Interview Questionnaire
City of Palm Coast, Florida
Due NLT Monday, February 4th at 11:00 PM CST

Full Name (first, middle, last): Beau Michael Falgout
Nicknames (if any): _____

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?

In my current position as Interim City Manager, I am responsible for 450 full-time, 4 part-time, and 70 seasonal/temporary employees with a total budget of \$143.7 million. These employees are managed by 8 department heads that report directly to me. As the Assistant City Manager and Administrative Services & Economic Development Director, I managed and continue to manage 12 full-time employees with an operating budget of \$1.9 million and total budget responsibility of \$13.8 million. In addition, I previously served as the Interim Information Technology Director where I managed 12 full-time employees with total budget responsibility of \$5.3 million.

2. Please detail the specific departments you have supervised in your last three positions.

In my current position as Interim City Manager, I manage 9 departments (Administrative Services & Economic Development, Finance, Human Resources, Information Technology, Public Works, Utility, Community Development, Fire, and Parks & Recreation). In addition, the Palm Coast Liaison with the Flagler County Sheriff's Office reports jointly to the Sheriff and me, since police protection is provided through an Interlocal Agreement.

As the Assistant City Manager and Administrative Services & Economic Development Director, I supervised the functional divisions of the City Clerk, Communications & Marketing, Central Services (Budget, Purchasing, Contract Management), and Innovation and Economic Growth.

In addition, I previously served as the Interim Information Technology Director after the separation of the former director. I supervised the functional divisions of operations, applications, and GIS (geographic information science). In addition, I oversaw the enterprise functions of FiberNET and Wireless Communication Towers.

3. Please explain why you left your last three positions.

I left my three previous positions for promotional opportunities within the same organization.

4. Are there any gaps in excess of two weeks in your employment history? If so, please explain in detail.

There are no gaps in excess of two weeks in my employment history.

5. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for the organization and communicate that vision to all stakeholders?

Prior to being named Assistant City Manager, I served on the City's Strategic Action Plan team and was involved in facilitating City Council in its annual evaluation of the City's strategic plan. Stakeholders and citizens are involved in the process through the City's Annual Citizen Survey, with the results provided to City Council before their annual evaluation process even begins. The City's Strategic Action Plan evaluation process begins with consensus building with City Council to determine the longer term strategic goals and shorter term objectives. City staff then develops approaches and performance measures to further City Council's goals and objectives. Most importantly, the proposed budget developed by City staff is directly tied to City Council's Strategic Action Plan. Throughout the year, City staff and City Council communicate about the progress on those approaches and performance measures. I believe these steps are critical in ensuring that Palm Coast continues to have a clear vision for the organization over the coming years.

6. What do you feel are your greatest strengths as a leader and manager?

I believe my greatest strengths as a leader and manager are focus and humility. As Interim City Manager, I am constantly tuning out the noise and focusing myself and my team on City Council's strategic goals and objectives. This is exactly why every Monday my team huddles to evaluate progress made towards those strategic goals and objectives, identify any obstacles, allocate resources, and most importantly celebrate successes.

The City of Palm Coast organization is greater than any one person, including the City Manager. I am humble to know that there is very little I truly control and it takes a great team to manage the day to day operations and continue to push the envelope to innovate and move this City forward. I aspire to be a servant leader each and every day, where I think first of the citizens and employees before implementing policy or making decisions.

7. What is the most complex project you have coordinated? Describe the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

One of the most complex projects I coordinated during my time at the City of Palm Coast is the Neighborhood Stabilization Program. I had very little experience in managing federal grants or housing programs at that time, but I volunteered to take on this challenge. The City was the epicenter for the housing market collapse and the great

recession with a record number of foreclosures. The Neighborhood Stabilization Program was one way the City tried to mitigate those issues.

The first step I took was to learn as much as possible about the program and requirements. In addition, I reached out and secured partnerships with others more versed in this area, which included Flagler County SHIP Program, Flagler County Association of Realtors, Mid-Florida Housing Partnership, and a contracted grant management firm. Once a plan was developed, several public meetings and City Council meetings were held to ensure community buy-in in order to move forward with the program. The most difficult part of managing the program was the human element, dealing with people who were making one of the biggest, scariest decisions, buying a home. Constant and tactful communication with the partners, lenders, contractors, and home buyers was of most importance.

Through the Neighborhood Stabilization Program and other funding sources, the City was able to secure and invest over \$5 million to help stabilize the local economy. I have to say it was one of the few times I have been hugged in my job and one of my proudest to help families realize their dream of homeownership.

8. Please describe your experience in overseeing the following operations: Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, and Public Safety (Police & Fire).

I have been overseeing all of these areas through department heads, since my appointment as Interim City Manager. In addition, I have worked on projects with some of these operations and became more familiar with them during my time at the City of Palm Coast. For example, earlier in my career I worked with the Utility Department on their Water Supply Facilities Master Plan, which was a State requirement to ensure available water supply for future growth. In addition, I served as Deputy Incident Commander for the last two hurricanes and became more familiar with the Fire Department, as well as coordinating the City's overall response and recovery efforts.

9. Please describe your experience and skills in municipal financial management, budget development, and capital infrastructure planning, maintenance, and financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.

During my time at the City of Palm Coast, I have been involved in developing and managing budgets for multiple departments. During the last two budget years, I was involved in the development of the overall City budget to better understand the complexity of municipal finance and fund accounting. In addition, I was the lead presenter for the City Hall project, which took creative strategies using multiple funding sources without the benefit of debt financing to construct this major project.

Most recently, our team presented multiple options to move forward with the public works facility project. Ultimately, City Council reached consensus to move forward with temporary measures immediately while laying the groundwork for a more permanent solution considering the limited financial resources.

10. Please describe any experience you may have in assisting your community/organization in advancing voter-referendums to consider financing of proposed municipal capital projects and/or community initiatives? In your response, also indicate the results of any such referendums, including any lessons learned that you would apply in future referendums.

I have not had any experience in assisting a community or organization with a voter-referendum. I do believe any voter-referendum to consider financing of capital projects or community initiatives must be carefully thought out, planned, and communicated. Successful voter-referendums without public discussion and input are generally not successful. In addition, voter-referendums typically are successful when tied to projects that are important to citizens, such as road maintenance/construction, school projects, public safety projects, and parks/open space projects.

11. Please describe your experience with collective bargaining and labor relations, highlighting the types of bargaining groups you have worked with and tell us about any particularly innovative provisions/programs you may have incorporated in previous collective bargaining agreements?

While I have not been directly involved in negotiating with bargaining groups, I do oversee the Human Resources Director who is the City's lead negotiator in collective bargaining agreements. In the past, I have been involved in the City's Employee Academy and Training Team, which was focused on improving the City's training, which is tied to employee development and retention. I believe listening to employee's needs, communicating the organization's needs, and achieving a balance between the two will result in positive labor relations.

12. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.

My philosophy and approach to building a strong team environment is ensure I communicate frequently City Council's goals and objectives, so that we all have an understanding of our common purpose. In addition, I spend a lot of time talking to employees about how their job or tasks relate to the bigger picture. For example, I have thanked our parks maintenance crews for being the front line in our economic development goals to expand sports tourism. Without their dedication and attention to details, players, coaches, and parents would not come back year after year and continue to pump money into our local economy. Sharing the greater purpose of someone's job can inspire them to perform at the highest level more so than even additional compensation. At employee orientation, I always tell people you are about to begin one of the few jobs where you can make a difference in someone's day, hopefully a positive one. Whether you are a wastewater operator or a firefighter, we all have the ability to make a positive impact on a citizen's life. This simple philosophy can translate to functional teams as well. If we can agree on our common and greater goal, we can develop trust, clarity in our roles without egos, communicate more effectively, and stay focused on completing the goal.

13. How do you facilitate open and transparent communication with the Mayor & City Council, staff, residents, and other stakeholders?

I am accessible as possible to the Mayor & City Council, staff, residents, and other stakeholders. I try to never turn down an opportunity to speak and listen to residents and stakeholders. Often times, I will return a phone call directly to a resident, or if there is a resident escalating an issue downstairs, I will stop, introduce myself, and listen to their concerns. For City staff, I have an open door policy, and will be starting an out the door policy, which means over the course of a year, I want to try and reach as many employees as possible in their work environment. I intend to start weekly visits to our facilities to interact with as many employees as possible. For City Council, it is important for me to have frequent and honest communication not only about the issues on the agenda, but the issues in the community as well. For any given issue, I will strive to give each City Council member the same set of facts, so they can make the best decision possible.

14. Palm Coast desires to be recognized as a community that encourages development consistent with its evolving vision from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center to diversify the City's tax base. Please tell us about any innovative strategies that you have used in your current or previous posts that successfully resulted in increased economic development, including providing some notable examples.

I previously served as the City's economic development point person. During the time I served in that position, the City was striving to stabilize the local economy, since we were the epicenter for the housing market collapse and the great recession. I believe the City was successful in minimizing the impact and recovering quickly by instituting Prosperity 2021, the Neighborhood Stabilization Program, starting the Palm Coast Business Assistance Center, and setting the groundwork for development of our downtown. In addition, I have been part of major projects that either lead to economic development or will lead to additional economic development, including: Island Walk Shopping Center Redevelopment, Neoga Lake Development of Regional Impact, Old Brick Township Development of Regional Impact, and the State Road 100 Community Redevelopment Agency.

Moving forward, I recruited and hired the City's first Head of Innovation and Economic Growth whose sole focus is to help spur innovation and economic growth, especially in our downtown. In less than a year and with City Council support, she has taken considerable steps to that goal, including: creating an Innovation District, securing Opportunity Zone designation, and implementing the Innovation Kick Start Program. Already we are starting to see the benefits with diverse residential projects coming out of the ground, which we most likely be followed by additional commercial and office projects.

As Interim Information Technology Director and Assistant City Manager, I was involved in moving our FiberNET and Wireless Communication Tower programs forward as well. Our team with the direction of City Council, hired experts in their respective fields to help the City better leverage these important assets to assist us in our strategic goals around

innovation and economic growth, and at the same time provide additional revenue to the City.

15. Please tell us about any notable intergovernmental partnership(s) you have developed or played a significant part in their implementation. As part of your answer, highlight any significant challenges that you had to overcome to help make the partnership(s) successful.

Over my time as the City of Palm Coast, I have been involved in many intergovernmental partnerships, including: School Concurrency Interlocal Agreement with multiple entities, SHIP Partnership with Flagler County, Emergency Communications Interlocal Agreement with Flagler County, Airport Area Interlocal Agreement with Flagler County, and resolving the Airport Commons dispute with Flagler County. All of these projects had significant challenges that go along with negotiating with another governmental entity and the multiple interested stakeholders. I believe communication is key to understanding each government entities deal points. Egos should be put to the side. At the end of the day, a good agreement for all parties will be a good agreement for all of the stakeholders and each government entities constituents.

16. What steps and/or processes have you used to track the performance of your organizations? Please include any specific examples involving performance metrics, and how you have communicated organizational efficiencies to the public and/or employees.

Through our Strategic Action Plan process, the City develops and tracks over 500 performance measures to ensure that we meet operational standards and move forward on key City Council initiatives. These performance measures are a great tool to track the progress of our teams, departments, and divisions. Each quarter I meet with teams and departments to go over the performance measures, identify any that are falling behind, better allocate resources, and of course celebrate successes. Heightened scrutiny is given to performance measures that are specifically linked to key City Council goals and objectives. To that end, I meet every Monday with our team to ensure those key City Council goals and objectives stay on target.

17. Palm Coast currently operates FiberNET, a municipal high-speed fiber-optic backbone that connects City sites and facilities. The City's economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its fiber network, ideally with the assistance of a new public-private partnership (P3) to help leverage its assets. Please tell us about any municipal fiber experience you may have, as well as any P3 projects you or your organization(s) may have been involved with, highlighting your particular contributions to the development and/or maintenance of such partnerships.

I was very involved with the effort to update the FiberNET Business Plan in coordination with Magellan Advisors. In addition, I became more familiar with the City's FiberNET during my time as Interim Information Technology Director. I am very supportive of the Magellan Advisors recommendation to pursue a P3 partnership to further leverage and

expand the City's FiberNET. I believe the P3 partnership could be the turning point for not only FiberNET, but our downtown and City as a whole.

During the course of my employment, I have been involved in many P3 partnerships and also developed the City's guidelines for P3 projects. Most recently, I negotiated the P3 partnership to allow a local church to construct additional shared parking on one of the City's future park sites. This will reduce the cost of constructing the park for the City in the future, while allowing the church to construct and share the parking area in the future.

18. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the City of Palm Coast?

Nothing to warrant explanation or concern to the City of Palm Coast. My family does have credit card debt that we are currently paying off, which is typical for the average American family. My wife and I got married, bought our first house, and had our first child in the one year, so needless to say we accumulated some credit card debt during that time.

19. What will we find in an internet search of press coverage that may be controversial or of concern to the City of Palm Coast? Please provide whatever explanation you think is appropriate to help us understand what we will find.

I don't believe there will be any press coverage that would be controversial or of concern to the City of Palm Coast.

20. Are you currently involved in any other searches and what is your status in those searches?

I am currently not involved in any other searches.

21. Please provide a full description of your current compensation and benefits package and your desired compensation and benefits package if you were selected for this position.

As Interim City Manager, I currently have a base salary of \$140,000 with all benefits currently provided to department heads. In addition, the City provides a \$200 per month auto allowance and pays my family's health insurance premium.

My desired compensation and benefits package for this position includes a base salary of \$165,000 with all benefits currently provided to department heads. Comparing Cities in Florida with a population between 75,000 and 100,000, this would make the Palm Coast City Manager the lowest paid City Manager in that group.

In addition, I desire the following additional benefits typical for City Manager packages: City paid premiums for all benefits, City paid maximum contribution to HSA Account (if high deductible plan selected), additional City paid 7% contribution to 457 plan(s), auto allowance of \$400 per month, and cellular data allowance of \$100 per month.

22. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would have to be resolved before you would be ready to accept the position as the next Palm Coast City Manager?

I have no concerns or hesitations, so long as the City is able to provide a mutually acceptable compensation and benefits package.

23. What are the three most important questions you have for Palm Coast Mayor & City Council?

1. What is your vision for Palm Coast in the next five and ten years?
2. How do you see my role in helping accomplish that vision?
3. What is the one challenge or obstacle that could keep us from accomplishing that vision?