

7 January 2019

Mr. Douglas Thomas  
Strategic Government Resources (SGR)  
For: Mayor and City Council, Palm Coast, FL

Re: Application for City Manager, Palm Coast, FL

Dear Mayor Holland and City Council,

Your posting for the city manager position caught my eye, as it seems an ideal match for my background and experience. I have worked in a broad spectrum of progressively challenging leadership positions in government and have dedicated my life to public service. I am no stranger to Palm Coast; my parents moved here in 1986 and I have witnessed the explosive growth over the past 33 years. I am excited to join the Palm Coast team as we continue forward with diversifying our economy and building a sustainable business community.

### Your Needs

A visionary leader able to think outside the box.

Ability to address high-growth community issues and challenges.

Open-mindedness and flexibility.

### My Qualifications

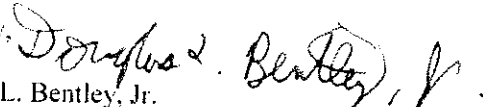
As **deputy district engineer** for the U.S. Army Corps of Engineers I developed **creative, non-standard ways to reduce** discretionary spending while significantly **increasing customer support**. As **installation commander** I used **innovative** best practices allowing us to **fully fund** our capital investment programs.

As **deputy installation commander** at Ft. Sill I **built consensus** with all stakeholders to enable Lawton, Oklahoma and the surrounding communities to absorb 10,000 personnel (**11.5% population increase**) while **creating 7000+ new jobs** on base in **less than two years**.

As a career Army officer I needed to be flexible to **adapt to the environment I was in** and be **open to learning** different ways of doing business. Whether I was engaged with the **Department of Defense, U.S. Army Corps of Engineers, local, state, and federal officials**, or **internationally** with our **NATO alliance** of 28-member nations, I have a **proven track record** that has positioned organizations to **support significant growth**, reduced costs, facilitated optimum human resources allocations, and developed **excellent customer service**.

I would welcome the opportunity to discuss your needs at length and the value I can offer. I will follow up with Doug Thomas on 15 January 2019, once he's had time to review my resume and packet.

Thank you in advance for your consideration.

Sincerely,   
Douglas L. Bentley, Jr.

### **Executive Leader**

Exceptional senior executive skilled in leading civilian, government, and contractor professionals in highly demanding, fast-paced environments achieving mission and business objectives. Influential, energetic, passionate leader with a talent for creating high performing and loyal organizations as well as leading change to improve effectiveness. Expert in managing financial and human resources and maintaining quality objectives in a professionally responsible, transparent, values-based organization.

Executive Leadership  
Strategic Planning  
Program Management  
Labor Management

Resource Management  
Leading Change  
Strategic Communications  
Emergency Management

Problem Solving  
Critical Thinking  
Team Building  
Flexibility

### **Professional Experience**

**Congressional District Coordinator FL 06/Admissions Liaison  
United States Military Academy at West Point Admissions**

**2014-present  
Flagler/Volusia Counties, Florida**

Plan and coordinate all West Point Admissions activity within Florida's 6<sup>th</sup> Congressional District. Provide advice and support to the congressman's local staff office. Academy board member that provides the congressman the recommended ranking of candidates who receive a nomination after a thorough vetting process. Coordinate cadet visits and admission's office staff visits in support of schools and academy days.

- Established 1<sup>st</sup> ever engagement program reaching out to all 25 middle and high schools in the district.
- Developed superb rapport with senior school officials and local school administrators and counselors.

**Senior Executive Manager (Installation Commander)  
Supreme Headquarters Allied Powers Europe (SHAPE)**

**2011-2014  
Mons, Belgium**

Responsible for installation security and emergency services, engineering, public works, logistics, housing, retail business, human resources, resource management, contracting, medical clinics, recreational and community activities, youth programs, religious support, public safety, and schools on SHAPE providing support to over 15,000 soldiers, family members, and civilian employees from over 40 nations. Led an international staff (10 direct reports, 7 departments) of over 800 military and civilian members in executing a \$50M annual program for NATO's military headquarters in Europe. Executed a \$20M non-appropriated funds program for restaurants, retail, lodging, and gyms.

- Used innovative best practices and procedures to turn around years of net significant annual budget losses of our \$20M Moral, Recreation, and Welfare Program (restaurants, retail, lodging, gyms) into annual profits of \$1.5M while investing \$800K into capital investment programs; a first in over 6 years.
- Developed NATO's first Crisis and Operations Center one month early and under budget; facility has set the standard across NATO's 28 member nations.
- Negotiated with Belgian government to achieve a 100% host-nation funded \$250M construction project to rebuild installation's 600 homes; a first in over 48 years.
- Authored and negotiated employees' labor contract resulting in \$1M/year savings.
- Developed strong working relationships with Belgian government leaders, law enforcement agencies, military and civic groups, local, regional and federal agencies, regulators and elected officials at every level of government.

**Chief, Operations Division (Chief Operating Officer (COO))  
U. S. Forces Afghanistan**

**2010-2011  
Kabul, Afghanistan**

Led 20 joint senior military members in developing, planning, resourcing and synchronizing all operational efforts for over 10,000 engineers supporting Operation Enduring Freedom.

- Managed issuing \$1.1B worth of route clearance equipment to engineers across theater which enabled the warfighters to successfully engage with the enemy.
- Pursued and successfully competed for an additional \$400M from the Pentagon to enhance the engineers' combat capabilities and effectiveness.

**Deputy Garrison Commander-Transformation (COO)  
Fires Center of Excellence (FCoE)**

**2007-2009  
Fort Sill, Oklahoma**

Led 8 senior military and civilian members in developing, planning, synchronizing and executing a \$1.2B construction program transforming Ft. Sill into the FCoE while retaining power projection capability in support of national priorities.

- Developed and implemented plan to move 10K personnel from Fort Bliss to Fort Sill by executing a \$1.2B construction program. Synchronized all efforts as the lead program for the Army's largest repositioning of personnel since World War II.
- Organized and led a weekly synchronization meeting with all department heads and stakeholders that developed and implemented goals, established project priorities, and de-conflicted issues.
- Built consensus with city of Lawton, Oklahoma, area towns and communities, and private businesses to provide municipal services and support capabilities (schools, road networks, hospitals, housing, retail, etc.) to support an 11.5% increase of population within 2 years.
- Led town hall meetings in both El Paso, Texas and Lawton, Oklahoma that allowed all stakeholders to stay current on all activities, to voice concerns, and to ask our department heads questions.
- Developed and provided strategic communications for key senior Army leaders for use in congressional engagements and public presentations.
- Diligently pursued and competed (against other U. S. Army Corps of Engineers projects) for an additional \$277M of funding for Fires Center of Excellence construction.
- Successfully competed (against other Army installations) for \$420M of additional funding for new dormitories, dining facilities, and a reception center; a first for Fort Sill.
- Created a relocation web site; earned "best practice" award from vice chief of staff of the Army.
- Authored "Leading Change at the Garrison Level" for U. S. Army Journal of Installation Management; sharing my expertise in leadership and best practices throughout the Army.

**Chief, Command and Installation Program Analysis Division  
Headquarters, Department of Army, Pentagon**

**2006-2007  
Washington, DC**

Led 14 senior military and civilian members analyzing and programming installation programs and the Army's largest force structure realignment and global re-stationing effort in 60 years.

- Developed the Army's \$129B installation program for FY08-13 for base operations, construction, information technology, and biometrics for 179 bases worldwide.
- Led efforts to achieve a 90% rate (had been < 80%) of base operations support and restoration and modernization of facilities for the entire Army worldwide; a first in over 10 years.
- Led several teams working with senior Defense, Joint, and Army leaders resulting in a \$52B top line increase supporting the Army's largest transformation since WWII.

**Director of Public Works, Logistics, and Transportation (City Manager)  
Supreme Headquarters Allied Powers Europe (SHAPE)**

**2001-2005  
Mons, Belgium**

Led an international staff (10 direct reports, 7 departments) of over 375 military and civilian members in executing a \$45 million annual program for infrastructure operations and maintenance, transportation requirements, and logistical support for NATO's military headquarters in Europe. Provided electrical, gas, water, sewer, and refuse removal series, fire protection and emergency response for 2000 residents, a workforce of 5000, an international school of 3000, retail business and light industry. Managed NATO's emergency operations center (wartime bunker). Executed a \$20M program in contracted support services for material, design, construction, maintenance and repair, and project management services for all facilities at SHAPE supporting 26 member nations. Provided technical advice to the international staff for engineering, cost estimating, feasibility studies, master planning, design, and construction.

- Led the Technical Working Group for the SHAPE Development Plan that delivered the first ever SHAPE Master Plan; in 9 years since plan was developed the following construction projects have been completed: fiber-optic backbone delivered installation-wide, new elementary, middle, and high schools built, new security fence installed around perimeter, and hardened all three gates for entry/exit of installation to increase force protection. A \$300M headquarters building is in design.
- Implemented a project review board process for all project managers, customers, and stakeholders that significantly enhanced customer care, saved money, and saved time.
- Designed and implemented a comprehensive labor/management training program for all supervisors and labor leaders resulting in no major labor incidents in 4 years; a first for SHAPE.

**Deputy Commander and Deputy District Engineer (Chief of Staff)  
U. S. Army Corps of Engineers Little Rock District**

**1999-2001  
Little Rock, Arkansas**

Responsible for the operations, training, and administration of 825 personnel over a 2 state region (Arkansas and Missouri). Served as Chief of Staff with 11 direct reports and 9 departments: resource management, information management, logistics, internal review, security, safety, public affairs, equal opportunity, and emergency management. Coordinated execution of a \$185M annual program providing services in planning, design and construction of civil works and military projects at Army and Air Force installations and which operates and maintains 7 hydro-power facilities, 12 flood control projects, 12 navigation locks and dams, and 205 recreational facilities. Performed duties as District Commander to coordinate district activities with state and federal agencies and the public.

- Reduced discretionary spending by over \$4M; 55% beyond the most optimistic projection.
- Re-energized the entire support staff enhancing internal coordination, customer satisfaction, and fiscal oversight over a 2 state region.
- Led the district as management's representative during collective bargaining resulting in a newly signed labor contract.
- Successfully managed departments with disaster relief due to tornados; partnered with FEMA, state, county, and local officials.
- Re-energized the support staff to be the most customer-focused within Southwest Division (5 state region); received recognition from U. S. Army Corps of Engineers general in Dallas.

**Education and Professional Development**

MS, Operations Research, Georgia Institute of Technology, Atlanta, Georgia  
BS, General Engineering, United States Military Academy, West Point, New York  
Fellowship Certificate (1 year), International & Defense Policy Studies, Queen's University, Kingston, Ontario