

Dear Mayor Holland and Council Members,

I offer this letter and résumé as you consider filling the key position in your operations of City Manager. I believe I am uniquely qualified to assist you in the management of Palm Coast. I will bring to your entity a trove of holistic work experience and would classify myself as an exceptional generalist. I may not be an “expert” in every facet of governmental management (I am highly skilled in all) but I am an expert at dealing with people and developing relationships.

I am not afraid to tackle the hardest job and do not fear wearing many hats. I have served in numerous public/government capacities over the years ranging from serving as a clergy person, as an educator, as a law enforcement and criminal justice professional at both the county level and the municipal level, as a county-wide elected officeholder, and as a County Administrator. In most of the positions I have held I have purposefully assumed the lion’s share of the work. I have worked with numerous county, city, state and federal agencies. I have participated in negotiations with collective bargaining units associated with the IAFF, FOP, OPBA and AFSCME. I have, in the not too distant past, singlehandedly closed the books on six collective bargaining agreements. These were amicable processes (my style is firm but fair) but not without a certain degree of tension, which is a necessity in all negotiations.

In the previous position as a County Administrator I was involved in the oversight of construction (juvenile correctional facility addition) and infrastructure projects (sewer and I.T.), handled the gamut of day-to-day operations of the County, worked side by side with bond counsel as the county refinanced its debt and purchased several assets for the local county regional airport, oversaw the formation of an electric aggregation program for ten of the twelve townships in the County, was responsible for writing/implementing a grant from Ohio’s Local Government Innovation Fund (LGIF) in addition to numerous other grants, had a strong and forthright relationship with all the county officeholders and was viewed as an administrator who could/would get the job done. I was the first county administrator that Sandusky County had put in place in almost 30 years. Due to that lapse I established and grew most of the responsibilities of the position from the ground up. As a point of reference Sandusky County had a population at the time of my tenure of approximately 60,000. Under my purview were approximately 12-18 direct reports. Indirect reports would have numbered approximately 150. The County had an overall employee base of about 600. It was in this position that I also served as the Clerk to the Board.

While serving in the capacity as the countywide elected Clerk of Courts I found our court system handcuffed by a software vendor’s residual maintenance fees. After performing an in-depth analysis of the return on investment of the fees, I decided that moving away from this company was in the best interest of the County/Courts. I and my staff, in conjunction with an outstanding local vendor, produced a state of the art court software package that now has the only fees associated with it when changes are sought in the operating system.

As alluded to earlier, I have had success in the arena of writing, being awarded and implementing grants and am fortunate to have left a grant legacy in Sandusky County in the form of an Intensive Supervision Probation Program for the Common Pleas Court and an ongoing grant for a local drug intervention/treatment program. I also secured several one-time grants for use by the courts and some related offices. It was due to my early efforts that a Community Based Correctional Facility came to fruition that now services six counties in the area. I also was given the responsibility to bring together government leaders to establish the Sandusky County Transportation Improvement District and was successful in garnering a \$200K grant for the district which was used to initiate road improvements at the entrance to a community college that services the regional area.

In my current capacity, I have rewritten the personnel policy manual for my Board of Commissioners (taking a 160-page cumbersome document and producing an 80-page, lucid manual), established a long overdue insurance committee, initiated a new health insurance program and started the county’s wellness program. I handle, among other HR responsibilities, the risk management/loss prevention, employee orientation and in-service training for the county staff.

I have also been assigned the duty as the County Revenue Enhancement Officer. I spend some hours now everyday looking to secure alternate sources of funding via the "grant world". This responsibility has become mine due to my interaction in the past with many persons at the local, state and federal levels and having had a previous relationship with a state of the art online grant search entity. This research and referral process is intended for the benefit of all of the political subdivisions in Huron County. The Commissioners see value in spending a few resources on the front end when the potential success is better than average on the back end.

I will bring to your constituents a strong work ethic, an elevated level of dedication and a true "can-do" disposition. I work long hours and when assigned a task will see it through to its completion. When in positions of leadership I have always surrounded myself with knowledgeable department heads who collectively believe that true teamwork is the only manner by which anything productive can be realized. I operate under a philosophy that subordinate leadership should not be micromanaged and expect those who lead from above me to do the same. My management style is a bottom-up approach. I will never ask someone to do anything that I am not willing to do. All that has been mentioned here can easily be encapsulated by noting that my management style, leadership ability and decision-making process are all tempered with plain and simple common sense. I take pride in the fact that I have always been one who first looks at collaboration and collective cooperation rather than posture as a stand-alone.

My humble beginnings are vested in my first 26 years being spent on the waterfront and in the woods, having grown up near the Pine Barrens of southern New Jersey and residing close to the Atlantic Ocean. Because of my home being in proximity to the water I am well versed in all activities that revolve around that setting. I have worked in and through extreme weather-related matters that affect the eastern seaboard and produced some summer income by working as a water-treading clam digger. It was in that small-town environment I recognized one of the most valuable life lessons anyone can learn. That is that relationships and people must take first place when it comes to any organization. I also learned that faith and spiritual development were/are the mechanisms by which one comes to appreciate people and relationships. It is the building of honest and truly connected relationships that sets me apart from most people who maintain leadership roles in government. I see people before politics. My door is truly always open, and I take the time needed to make everyone around me feel as though they are vital to the operation. I speak from the heart and my veracity is something of which I am very proud.

The position advertisement indicated that an advanced degree might be preferred. If you believe the need to obtain the degree/credentialing (MPA/ICMA) will enhance my ability to deliver the essential services to your staff, you as a collective body, or your constituency, I would be willing to pursue such matters. I assure you that the lack of an acronym behind my name does not, in any way, affect my ability to handle any position. Letters following one's name typically do not produce the ability to improvise, adapt and overcome, which are traits, among others, I possess. I believe that my résumé speaks for itself. Given the opportunity to speak to you, you will find me quite cordial, candid, communicative and convincing.

Given your coastal location I need to reiterate that I have experience in coastal living, albeit not in FL. I also have been involved in many FEMA/NIMS training scenarios and certifications admittedly though, some of those could use refreshing.

Although it was not requested, I believe the additional writing I have submitted will give you more insight into my abilities and depth of knowledge regarding governmental operations. If you deem it superfluous please discard it. In closing, thank you for taking the time to peruse my documents. I trust that the not too distant future holds a time that I will meet with you face to face. Until that time, I remain, yours in good government.

Warren

Postscript to cover letter –

Personnel management:

My management style/philosophy is one of a bottom-up approach. This approach is not the traditional method to management, which is top-down. Bottom-up turns the traditional chart upside-down which then means that leadership is removed from its “ivory tower” and placed in a position of shouldering the responsibility for the team, not the team carrying the leader. It calls for actual guidance that empowers those in a subordinate role and offers them a supportive environment. It removes the stressor of feeling like the “boss is watching” and creates a viable and fluid team that works as a cohesive unit.

One person cannot care for the entire operation and the delegation of responsibilities is a must. My philosophy regarding delegation is multi-faceted. It is imperative to first identify the strengths and weaknesses of those upon whom one plans to place responsibility. Following that determination, it is then necessary, while simultaneously doling out those responsibilities, to provide coaching and/or training to assist in strengthening any apparent weakness. Finally, and most importantly, as roles are sometimes dynamic, it is important to regularly review responsibilities that have been levied and determine whether those carrying the weight need assistance or, have trained hard and can accept additional tasks. I must note that I never request that anyone accepts a role/responsibility that I am not willing to take on or have not already assumed.

The matter of addressing expectations and accountability is dependent on three critical variables. Clarity regarding what is expected, clarity on acceptable standards of performance and a method of measurement that clearly communicates the level of performance against the acceptable standard. If these components are not openly communicated, then one cannot hold another accountable and the working environment will only lend itself to conflict and poor morale. It is my general modus operandi to handle performance evaluations (accountability) by using a 360-degree process, which seeks input from many sources and is more of a coaching tool if used correctly. In addition, if needed, I employ a self-analysis combined with analysis from superiors. Usually, the 360-degree process offers a more complete picture.

All that has been addressed here can be summed up simply: effective management is based upon the development of open, communicative and honest relationships.

Policy/Communication:

Not unlike the matter of the management of co-workers, the execution of policy is accomplished by openly communicating the necessary information. I have found that policy with a purpose that is succinct and deliberate, is generally the most effective in addressing most issues. Simply because we think we need a policy to address this or that issue, does not mean we must do so. Guidelines, which generally allow some latitude, are often as effective as policy. It has been my experience that policy can often become too legalistic. Government, in general, must be careful in the development of policy and I have seen several examples where an entity had boxed itself into a corner by trying to address every “jot and tittle” in their policy directives. This lent itself to only creating an atmosphere that smothered individuality and opened the door for litigation when policies were not applied correctly, judiciously and most importantly, fairly. In my cover letter I alluded to my rewrite of the entire personnel manual in my current position. Simply stated, I turned a paperweight into a document that is fluid, fair and favorable to all.

I am adept at interpreting policy and making it understandable to those who serve with me. I would expect that the Board/Council would look to its solicitor and to its Manager for policy appropriateness and need. If a policy has come to Board's/Council's attention that either needs to be placed in effect and/or needs to be evaluated for effectiveness, I am able to address either condition. If the Board/Council levies a necessary directive, then the Manager has a duty to carry out said directive and I would do no less.

When it comes to representing the Board/Council, I have complete comfort. As a County Administrator I served in that capacity for my County Commissioners. I was present when they could not be, at many functions, and when they could

not attend one of their outside meetings, I would attend in their stead. I developed such a collegial relationship with the three of them that I knew what they would state if they were present and was able to articulate their collective position on a variety of issues. I reached this comfort level by being sure that our communication channels were always uncluttered. Producing such avenues of understanding was only accomplished by spending quality time in and out of the office to learn more about my Commissioners on a professional and personal level. Many times, we feel as though there must be some delineation between the professional/personal matters of life. That is true to some extent, but if I am to be the Board's/Council's representative in matters involving the Board/Council, I must assimilate their collective wisdom, experience and knowledge. This will not be accomplished by only meeting with them during formal Board/Council meetings and work sessions. It will be realized by visiting them outside those meeting times for a cup of coffee, asking them to visit me frequently in the office, and becoming part of the fabric of the community.

Planning/Development:

While serving as a County Administrator I had the luxury of having an Economic Development Corporation (EDC) with which I worked on tax abatements, annexation and enterprise zones. While I was not directly the catalyst that drove those matters, I was involved as the liaison between the County Commissioners and the EDC. I also handled all the paperwork that had to receive approval from the Commissioners for the aforementioned matters and other projects in the county.

In one project I assisted with guidance and the influx of funding from the county. This matter was entitled, Project Olé. This effort sought to create specialty contacts/advertisements to woo local manufacturers that had moved some operations to Mexico, hoping to bring those operations back to our county.

I had the opportunity to be part of the introduction to the county two projects – one involved wind powered electrical turbines and the other was a new pipeline coming through a section of the county. The pipeline has come to fruition, but the wind project has not yet developed.

I was part of an effort, while not successful, that did invest time and energy as we sought to redevelop and large brownfield area. This effort involved the writing of an EPA grant.

I was directly responsible for a project that caused the county to revise its approach to water and sewer as I bound together the townships in the county to secure funding for a new countywide comprehensive water/sewer plan. This has now allowed the development of an expandable package plant to care for a severely underserved area that has had findings/orders from the EPA for many years.

I was also the direct link to the Commissioners in a project that allowed electric aggregation to come to the county which offered discounted electricity cost to many resident and businesses.

I was the direct connection from the Commissioners to the Ohio Department of Transportation in the securing of funding for the development of a new entrance to a local state community college. It was completely my responsibility to develop the Transportation Improvement District for the county, which allowed the funnel to be created to secure the funding. This new entrance has now allowed safer access to the college and plans are underway to establish on-campus housing and some retail businesses to serve the area.

Several years ago, I was an instrumental part of the county's revamped Comprehensive Plan. My area of responsibility in that effort was to secure all the data regarding population and labor demographics. The last project, in which I had a part and some input, had to do with the proposed development of property near one of the Ohio Turnpike interchanges in our county that was ideal for the location of a large distribution center.

I cannot take sole credit for anything noted above (it was always a team approach) but can state unequivocally that I had a role (sometimes vital - sometimes less) in projects that brought substantial growth to Sandusky County.

Warren Brown

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OBJECTIVE:

To bring to any position to which I am appointed the management/leadership skills learned over decades of experience. To utilize the voice of logic/reason/encouragement I have maintained throughout my career and keep all of that aligned with the firm belief that doing my best at whatever my hand finds to do is requisite to making my employer the best it can be.

EXPERIENCES:

Sept. 2015-present: **Director - Human Resources/Loss Prevention/Revenue Enhancement- Huron County, Ohio**

- Development and administration of HR policies/procedures
- Oversee employee benefits programs, labor relations, loss prevention and training therein
- Active participation in collective bargaining negotiations/agreements
- Accident analysis/prevention - personal injury and vehicle fleet
- Oversee loss trends for analysis/prevention
- Oversee EEO, Worker's Compensation, OSHA/PERRP and similar matters and related legal and regulatory compliance on state and federal level reporting
- Implement and oversee health insurance and wellness program
- Implement/refer/instruct training in safety/co-worker interpersonal relationships
- Oversee county's insurance claims/quotes/repairs
- Researches grant databases to search, identify possible grants for all offices
- Serves as grant administrator for all grants secured by office of the Commissioners
- Studies, devises methods, offers advice regarding departmental efficiencies

March-Sept. 2015: **Township Manager - Oakland Charter Township - Rochester, MI**

- Enforcement of all laws and township ordinances
- Manage and supervise all public improvements
- Manage and supervise the operation of all township utilities
- Responsible for the preservation of property, tools, and appliances of the township
- See that all terms and conditions imposed in favor of the township or its inhabitants in any public utility franchise, or in any contract, are faithfully kept and performed
- Attend all meetings of the township board, with the right to take part in discussions, but without the right to vote
- Member, ex officio, of all committees of the township board
- Prepare and administer the annual budget - \$11-12M (FY'16)
- Recommend to the township board for adoption such measures as he may deem necessary or expedient
- Administration of all departments of the township government
- Responsible as personnel director of all township employees

2010-2015: Sandusky County Administrator - Fremont, OH.

- Responsible for the overall day to day operations of the county
- Provide counsel to the county commissioners in a myriad of major decisions including hiring/firing of staff
- Prepare, offer modifications, monitor and evaluate all aspects of all county departmental budgets (\$18M plus in general fund) (tens of millions more in non-general funds) - total county budget including discretionary funds, investments , etc. - \$83M plus (FY '15)
- Direct oversight over all aspects of following offices:
Human Resources/Risk Management Office, Information Technology, Dog Warden, Facility Management , Treatment Alternatives to Street Crime (TASC), Electronic Monitoring (criminal justice related), Community Work Program Uail related), Courthouse Security Teams
- Daily working relationship with facilitating oversight over the offices of the Emergency Management Agency (EMA), Emergency Medical Services (EMS), and Sanitary Engineer
- Semi-indirect oversight over the entire county workforce (600+ staff)
- Develop, maintain and enhance rapport with all elected/appointed officials at county, state and federal levels
- Public Information Officer (PIO), media relations manager
- Daily working relationship with County Prosecutor, Civil Assistant Prosecutor and County Auditor

2001-2010: Sandusky County Clerk of Courts (elected position)- Fremont, OH.

- Responsible for all personnel matters for 18-23 employees in five separate offices
- Responsible for record retention in those offices and for the Common Pleas Court
- Developed, implemented and adjusted budget of \$1-2M
- Pursued, developed, implemented grants
- Developed relationships with state and local agencies and elected officials
- Responsible for all departmental interaction in public relations and the media

ADDITIONAL EXPERIENCE:

1979-1981 - Teaching positions in NJ

1981-1983 - Physical Director Sandusky County YMCA

1983-1985 - Laborer local seed farm

1985-1988 - Deputy Sheriff

1988-2001 - Supervisory criminal justice positions in the courts in Sandusky County and the City of Fremont.

EDUCATION:

1974-1979: B.A. in Education, Asbury College, Wilmore, KY.

Numerous professional development courses over the years