

4357 N Classical Boulevard  
Delray Beach, FL 33445-1210  
January 1, 2019

Douglas Thomas,  
Senior Vice President Recruitment  
Strategic Government Resources

Dear Mr. Thomas,

Please accept my resume as an expression of interest in the position of City Manager for the City of Palm Coast, FL.

I have an organic tie to this lovely community. My brother-in-law and sister-in-law have been residents of the City of Palm Coast for about fifteen (15) years. During the time period that they have resided there, I have seen the community grow into a bustling one seeking to fulfill the variety of needs that growth can bring. There are the challenges to maintain the things that are definitional and provide Palm Coast with its own unique sense of character and identity while fulfilling competing needs to of growth and expansion of the tax base. It takes a lot of work between the City Commissioners, the City Manager, and the CRA to all be in alignment as to the negotiables and non-negotiables that maintain the balance between the old and the new, the things that make Palm Coast a special community that people enjoy living and working in.

By way of introduction, I served as Town Manager for the Town of Bloomfield, CT for nearly twenty (20) years and Delray Beach for a year and a half (1 ½). I was trained as a city planner. That gives me what I think is a different kind of prospective on growth for the sake of growth versus growth that preserves its key definitional elements.

I have had the experience of dealing with a large number of elected officials. I had nine Council members while Town Manager of Bloomfield. The knowledge, skills and abilities I have acquired over an extensive career would prove to be an asset to the Palm Coast I am very conversant in the development of budgeting and financial planning, capital planning, economic development and personnel management. I have negotiated and operated under the collective bargaining rules. I have also recognized the need for fundamental fairness with regard to those employees who are not a part of the collective bargaining groups. I am also well versed in assessing situations and developing and implementing corrective action plans.

I enjoy the close interactions and consultations between the City Manager and elected officials in the building policy initiatives. It is through teamwork and cooperation between the City Manager that the community can improve to the betterment of our citizens.

I would be the leader of a team of people assembled to deliver services to the people of Palm Coast. It is the responsibility of the Manager to recognize the unique talents his staff and tap into that reservoir. The result is better, more invested results. The result is happier citizens.

**I am certain that my experience, philosophy, skills and approaches would be an asset to the City of Palm Coast. I would welcome the opportunity to discuss further my candidacy as your next City Manager.**

**Very Truly Your**

**Louie Chapman, Jr.**

## **LOUIE CHAPMAN, JR.**

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### **PROFESSIONAL OVERVIEW**

- Over 35 years of diverse experience as a top public administrator at various levels of local government administration.
- Top leader and administrative manager for three different communities as City Manager, Town Manager and Assistant City Manager with populations from 20,000 to 63,000.
- Extensive experience in budget development capital improvements planning and implementation and financial management in excess of \$200 million
- Involved in developing economic development strategies and activities.
- Successfully worked with lean and entrepreneurial governmental operations.
- Comfortable in unionized and non-unionized employee environment. Served as chief negotiator in developing union contracts.
- Proven organizational leadership.

### **PROFESSIONAL EXPERIENCE SUMMARY**

#### **Private Consulting Services**

**Delray Beach, FL**

**July 2014 to present**

Performed a variety of private consulting services for municipal and private clients involving local government related matters.

#### **City Manager**

**Delray Beach, FL**

**April 2013 to July 2014**

The City Manager serves as the Chief Executive Officer to the vibrant beach community of Delray Beach, FL.

Delray Beach is a full-service community that offers its citizens a variety of services. As City Manager, I was responsible for creative and innovative thinking in support of the policies and agenda of the City Commission. This includes short term and long range strategic agenda items. The development and implementation of the annual operating budget, strategic plan, long term financial planning and debt management was also within the purview of the CEO.

The City Manager is responsible for developing a culture that leads to the hiring of the best people in the marketplace to conduct the business of the City, and retaining key personnel. I was responsible for an organization that values its customers, both internal and external. The City Manager was also responsible for building and maintaining intergovernmental relationships with other local, state and federal officials.

The duties of this position were:

- Supervise the departments of Police, Fire and Rescue, Parks and Recreation, Planning and Zoning, Community Improvement, Environmental Services, Economic Development, the City Clerk, Chief Financial Officer, and Human Resources.
- Oversee all aspects of the administrative operation of city government. Developed and managed the annual operating and capital budgets as approved by the City Commission.
- Successful redevelopment and economic development efforts in the community. Active partnership with the Community Redevelopment Authority (CRA).
- Direct day-to-day operations of a community of 63,000 people under the policy direction of a five-member City Commission.

**Town Manager**

**Bloomfield, CT**

**June 1993 to April 2013**

The Town Manager serves as Chief Executive Officer (CEO) for Bloomfield, CT reporting to a nine-member Town Council that was elected on a partisan basis, oversees the departments of Police, Planning and Engineering, Public Works, Leisure Services, Social and Youth Services, Human Resources, and Financial Services. Interfaces with a variety of different citizens and citizen groups, local, State and Federal agencies. The highlights of my tenure as Bloomfield Town Manager are:

- Instituted service level budgeting with attendant costs in presenting the annual operating budget to elected officials and our citizens.
- Developed an overall multi-year financial plan that included two-year pro-forma, five year capital improvements planning, and budget requirements.
- Established regional cooperative relationships and partnerships for the delivery of cost-effective social, human and protective services.
- Created a risk management program.
- Oversaw the development and creation of an 18-hole championship caliber golf course that has been ranked in the top ten of municipal owner courses by Golf Week Magazine.

- Recruited Pepperidge Farms Northeast Regional Bakery to Bloomfield and Home Goods distribution warehouse with a capacity of 880,000 square feet of warehouse space.
- Other successful economic development includes the redevelopment of the 660 acre CIGNA campus. The campus was re-designated as the corporate headquarters moving from Philadelphia, PA to Bloomfield, CT.
- Maintained the Town's municipal bond ratings with Standard and Poors, Moody's and Fitch rating services.

• **Assistant City Manager**  
**July 1986 – May 1993**

**City of Charlottesville, VA**

- Worked in close consultation with the City Manager in order to make the critical financial, personnel and day-to-day decisions regarding the operations of the city,
- Direct oversight of the day-to-day operations of the departments of Police, Fire, Public Works, Social Services, Parks and Recreation, Human Resources, Planning and Community Development, General Registrar, and the Job Training Partnership Program (JTTP).
- Implement training programs within the organization. Created improved procedures to expand applicant pools to include minority group members and women.

## EDUCATION

**Master of Science in Planning**  
 Charlottesville, VA

*University of Virginia*

**Bachelor of Arts in Social Science**  
 Norfolk, VA

*Norfolk State University*

**Senior Executive Institute (SEI)**  
 Charlottesville, VA

*University of Virginia Institute for Government*

**Menninger Foundation**  
 Topeka, Kansas