

December 31, 2018

City Manager Search Committee
Palm Coast City, Florida

Re: Palm Coast City Manager

Dear City Manager Search Committee:

How delighted I am in being considered Palm Coast City's next City Manager. With more than 30 years of professional governance expertise, I offer you a strong background in community capacity building and fiscal oversight focused on working collaboratively with elected officials, community leaders, businesses, and residents.

I am ready to work with City Council and staff to implement the City's adopted goals, objectives, policies, and programs to take the City to the next level. Palm Coast City is a special place that any qualified candidate would be fortunate to serve as City Manager.

I am confident that I can offer you the local government management skills you are seeking as noted in my attached resume. It would be an honor and pleasure to receive a request for an interview.

Sincerely,

Claire Collins

Claire Collins



Claire Collins | 540.968.2538

33

years of experience

MPA

Executive Management and
Policy Analysis

PRIOR EXPERIENCE:

1. Virginia certified elected County Board of Supervisor & Chair of Board
2. ICMA Credentialed City Manager & County Administrator
3. Community Capacity Building
4. Emergency Management Oversight & Administrative Support
5. Fiscal Planning & Reporting
6. Capital Project & Infrastructure Budgeting, Planning & Management
7. Organizational Performance & Assessment, Project Monitoring and Quality Oversight
8. Policy Recommendation & Implementation
9. Strategic Planning, Partnership & Team Building
10. Revenue Generation & Entrepreneurial Economic Growth
16. Grant Writing, Administration & Financial Monitoring

EDUCATION:

MPA, Executive Management and Policy Analysis, Virginia Commonwealth University, 1988

BA, Political Studies, North Carolina Wesleyan College, 1976

REGISTRATIONS:

FEMA Certified Project Specialist

FEMA Certified PA Program Field Operations

FEMA Certified Project Worksheet Development

FEMA Certified Debris Management

ICMA Credentialed Manager

NIMS Certification

YEARS OF EXPERIENCE: 33

Summary of Experience. Ms. Collins offers more than 30 years of professional experience in the private and public sector. Her skills and experience include executive level program and project management, disaster planning, response, recovery, and mitigation management, grants administration and oversight, local government services, as well as coordination between various levels of government – federal, state, and local for legislative and regulatory change and code, permitting and regulatory compliance.

RELEVANT EXPERIENCE

Super Typhoon Yutu (CNMI), Northern Virginia, Technical Planner. In support of FEMA's Logistics Construction Support Contract, Ms. Collins worked with assigned team to develop hazard mitigation program recommendations to administer specific FEMA mitigation strategies and practices for use in the flooded and high wind disaster impacted areas of the islands for alternative temporary housing options, direct housing repairs, reconstruction, and new construction.

FEMA Contractor Advisory and Assistance Services, Washington, DC, Program Director. Ms. Collins managed and directed FEMA advisory and assistance services including disaster survivor temporary housing inspections. In this role she provided oversight and directed technical staff related to proposed construction, repairs and alterations of Temporary Transportable Housing Units (TTHUs) and other direct housing activities; worked with manufacturers to ensure TTHUs conform to regulations and standards; ensured regulatory code compliance analyses for direct housing activities; and advisory technical support for modifications and innovations to TTHUs and direct housing.

IBTS Local Government Solutions, Ashburn, Virginia, Development Manager. In support of local government clients, Ms. Collins managed and developed service delivery and solutions for small and medium size municipality revenue enhancements.

Cedar Creek Magisterial District, County of Bath, VA, Board of Supervisors and Board Chair. While serving on the Board of Supervisors, Ms. Collins was

Current Company: 2

Prior: 31

Named one of Virginia Local Government Management Association Top Ten Former Local Government Managers (2017)

Shenandoah Valley Partnership Economic Development Service Recognition (2018)

Total Action for Progress Service Recognition (2018)

Central Shenandoah Planning District Commission Leadership and Service Recognition

Virginia Building Code Officials Association President's Award of Excellence Recognition

Publication of article entitled, "Just What is Economic Development?"

For more information email
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responsible for leading a community management team to complete two Community Development Block Grant (CDBG) neighborhood improvement projects providing housing rehabilitation and reconstruction, removal of blight, storm water drainage, roads, and utilities.

Hurricane Sandy, Northern Virginia, Consultant. In support of Hurricane Sandy recovery efforts, Ms. Collins provided FEMA and VDEM project public assistance disaster management services for damage assessment, recovery, reimbursement, hazard mitigation, and closeout for more than 200 projects. She wrote project grant submittals and administered reviews for reimbursement and closeout.

Public Executive Strategic Solutions, Hot Springs, Virginia, Consultant. In support of clients, Ms. Collins secured more than \$6 million in grant funding for projects, programs and services. She also advised clients on implementing strategic and marketing plans to identify and target new business and economic prospects in health care, technology and leadership development industry sectors.

County of Rockbridge, VA, County Administrator. Ms. Collins was the chief administrative officer responsible for intergovernmental relations and community capacity building to assess and reorganize functions of county government for economic growth and infrastructure planning and development. Regional communication among governments and businesses resulted in public/private partnership to secure funding for construction and operation of state of art data center and more than 90 miles of broadband fiber.

City of Covington, VA, City Manager. Ms. Collins was the chief executive officer responsible for administration and governmental relations, disaster management, and oversight of redevelopment and housing authority. Federal compliancy and management of the housing authority was re-established while she served as the interim redevelopment and housing authority director.

County of Bath, VA, County Administrator. Ms. Collins was the chief administrative officer responsible for community and economic development, emergency management, and oversight of County services. Responsible for developing pay as go capital project financing through innovative and creative leveraging of funds from grants, local tax base, and other sources for housing, water, sewer, storm water, indoor plumbing, airport, and school improvements.