

# Sean Fisher

## EXECUTIVE DIRECTOR

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### MAXIMIZING TEAM PERFORMANCE & DRIVING OPERATIONAL EXCELLENCE

28 September 2021

The Honorable David Alfin  
Mayor, City of Palm Coast  
160 Lake Avenue  
Palm Coast, FL 32164

Dear Mayor Alfin,

As a transformative, military-trained leader, I am confident I possess the skills and qualities you seek for the position of City Manager. My expertise in developing people, leading large-scale change, maximizing performance, and delivering results makes me an ideal candidate. Please allow me to highlight my qualifications.

**PEOPLE DEVELOPMENT** – My success in the military was founded on my ability to **invest in those around me, build lasting relationships, and inspire potential**. As Director of Training and Doctrine for the United States Army Maneuver Center of Excellence, I **shaped the training curriculum and designed programming** that enabled Soldiers to grow in strategic insight and tactical excellence. As the Commanding General's Initiatives Group Chief, I **elevated team engagement and satisfaction** by establishing standard measures of performance. Leadership development and ongoing mentorship is at the core of my ability to drive continuous improvement.


**LEADERSHIP** – As a Garrison Commander, I was tasked with **steering the complex merger and integration** of Fort Greely and Fort Wainwright. Through this process I **streamlined functions, reallocated resources, and strengthened team capability** through training and mentorship. I was awarded Army Community of Excellence 3 consecutive years, the only garrison to achieve this status. I am recognized for my **ability to analyze tough problems and produce tremendous results**.

**EDUCATION** – I have a **Master of Strategic Studies** from the U.S. Army War College, a **Master of Arts in Political Science & National Security Studies** from the American Public University System, and a **Bachelor of Science in Criminal Justice & Law Enforcement** from Auburn University. In addition, I have earned my **Lean Six Sigma Green Belt** from the U.S. Army Office of Business Transformation. I stay well-connected within the industry for professional development.

These are a few of the ways I have achieved results. I welcome the opportunity to schedule an introductory interview to discuss your needs and what I can do for the City of Palm Coast.

I look forward to hearing from you.

Sincerely,



Sean Fisher

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### MAXIMIZING TEAM PERFORMANCE & DRIVING OPERATIONAL EXCELLENCE

- Senior Army Colonel and Executive Director with a 30-year proven track record of success **building engaged teams, optimizing performance, and achieving significant results**. Uncovers and realizes opportunity.
- A recognized leader, responsible for **leading complex and diverse teams in excess of 1200 people** while **managing assets in excess of \$500,000,000**.
- On the **forefront of leadership development**, inspiring and preparing tomorrow's leaders. Performs deep-dive analysis and leverages strategic insights as a **decision-maker who considers data and analysis to inform and influence results; an experienced change leader**.
- A trusted advisor. **Thrives when solving complex challenges**. Performs well under pressure. Experience leading multinational operations. Fosters a culture of trust, continuous improvement, and shared success.

Strategy ▪ Talent Management ▪ Leadership Development ▪ Global Operations ▪ Planning ▪ Program Management  
Team Leadership ▪ Relationship Building ▪ Instructional Design ▪ Training ▪ Conflict Resolution

### PROFESSIONAL EXPERIENCE

**United States Army Maneuver Center of Excellence** – Fort Benning, GA

2019 – Present

*Recruits, trains, and educates Soldiers, developing leaders and preparing them to win on any battlefield.*

#### EXECUTIVE DIRECTOR, TRAINING AND DOCTRINE | SENIOR CONSULTANT

Hand selected as a Senior strategic advisor to the Commanding General. Shapes policy, doctrine, and training curriculum related to leadership development, military education, operational excellence, and maneuver exercise programs for various military institutions, training centers, the Active Army, and reserve components. Oversees program design, delivery, and analysis. Lead and mentor a team of 168. Administer a \$1M budget with full oversight of \$30M+ in annual contracts.

- **Influenced greater doctrine adoption across the entire U.S. Army, accelerating writing, revision, and approvals.**
  - Leveraged relationship building, social media, and enhanced communication to gain buy-in.
  - Introduced an iterative process to gather frequent feedback directly from leadership and customers.
- **Pioneered a new talent-based self-development model**, impacting the growth of thousands of junior officers by aligning computer assessments with available resources. Refined proof of concept with an Army pilot.

**United States Army** – Fairbanks, AK

2017 – 2019

#### OPERATIONS EXECUTIVE | GARRISON COMMANDER (2017 – 2019)

Led the daily operation of 3 major Army Bases to include Fort Wainwright, Fort Greely, and Joint Base Elmendorf-Richardson. Full responsibility of safety, leadership, and quality of life for 24K+ Soldiers, Family Members, and Civilians. Managed a workforce of 1,220, optimizing performance. Prioritized resources. Liaised with government officials, special interest groups, academia, and industry leaders. Budget responsibility over \$255M.

- **Spearheaded the complex merger and integration of Fort Greely and Fort Wainwright to a unified entity.**
  - Restructured the organization to combine functions, allocate resources, and standardize processes.
  - **Strengthened team capability** through leadership development and training seminars.
  - Enabled a uniform, responsive customer experience while gaining operational efficiencies.
- **Founded a Crisis Action Planning Workgroup** to properly address perception of poor housing conditions.
  - Gathered feedback by hosting listening sessions, town-halls, and reviewing all housing.
  - **Implemented a work order app to display real-time status**, reducing wait times.
  - **Secured funding to renovate 6K units**, restoring customer faith in the housing inventory.
  - **Sustained a 95% customer satisfaction rate, ranking in the top 10 across the Army.**
- **Awarded Army Community of Excellence 3 consecutive years**, the only garrison to achieve this status.

#### DIRECTOR, COMBINED JOINT OPERATIONS CENTER – RESOLUTE SUPPORT HEADQUARTERS (2016 – 2017)

Headed up a team of 98 in the continuous gathering of regional intelligence and operational activity to produce comprehensive reporting on the political, military, and social conditions within Afghanistan. Collaborated with NATO allied and partner nations, guiding organized crisis management as needed. Supported multinational military operations in an effort to maintain security and respond to threats.

- **Led a positive shift in response to national security briefings**, introducing new processes and tools to get critical information into key decision-makers hands faster.
- **Expedited crisis response** with the development of tools and processes to facilitate comprehensive action planning.

#### SENIOR TRAINING LEADER | SENIOR RECONNAISSANCE OBSERVER (2014 – 2015)

Hand-picked as a doctrine subject matter expert to maximize readiness of military leaders and units for combat operations. Facilitate ongoing training through war-gaming exercises, courses, and operational planning. Defined training objectives and participated in exercise development. Evaluated performance, providing feedback to drive continuous improvement.

- **Improved unit training proficiency and operational readiness to 93%** for a 46-member team.
  - Delivered 3 exportable training packages to ensure training began on day 1.
- **Designed, planned, and executed 10 multinational training exercises**, sharing best practices regionally.

*United States Army Europe and Africa – Germany*

2011 – 2014

*A consolidation of forces strategically positioned to deter aggression and reassure allies of commitment to peace and stability.*

#### DIRECTOR OF OPERATIONS – COMMANDING GENERAL’S INITIATIVES GROUP CHIEF (2012 – 2014)

Formulated the strategic objectives and engagement plan to successfully execute the Commanding General’s operation. Led an integrated team made up of 5 military personnel and 1 civilian. United everyone on a common mission, leveraging best-practice tools, processes, and technologies. Liaised with senior-level US and foreign audiences.

- **Championed the creation of a staff-wide integrated Engagement Synchronization Work Group.**
  - Established **standard measures of performance**, driving more meaningful engagement.
  - Outlined a system to report results, leading to **improved leader satisfaction and efficiency.**
- Authored numerous strategic research papers, executive briefings, speeches, and other correspondence.

#### COMMANDER OF THE 4<sup>TH</sup> BATTALION, 70<sup>TH</sup> ARMOR REGIMENT (2011 – 2012)

Steered the development of 750 military personnel. Guided and mentored Soldiers to prepare them for critical decision-making and operation readiness. Built relationships with Afghan local, regional, and national leadership. Monitored performance and executed safe missions. Full accountability for equipment and associated property, valued at \$500M+.

- **Transitioned the unit from a stability mission to regional advise and assist in 3 months.** Cited for merit by Army.

#### EARLY CAREER HIGHLIGHTS

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**Professor, Joint Military Operations** – *Naval War College – Newport, RI*

- Designed and taught curriculum for mid- and senior-level officers related to Joint Military Operations.
- Supported Joint Operational Planning related to defense support and disaster relief operations.
- Advised on comprehensive case studies and various research papers to assess student skills.

**Deputy Task Force Observer/Controller** – *United States Army Europe and Africa – Hohenfels, Germany*

**Infantry Battalion Operations Officer** – *United States Army – Various US Locations & Germany*

#### EDUCATION AND CERTIFICATIONS

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**Master of Strategic Studies** ☞ *U.S. Army War College*

**Master of Arts in Political Science & National Security Studies** ☞ *American Public University System*

**Bachelor of Science in Criminal Justice & Law Enforcement** ☞ *Auburn University*

**Lean Six Sigma Green Belt** ☞ *U.S. Army Office of Business Transformation*

#### PROFESSIONAL ASSOCIATIONS

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Association of the U.S. Army, Veterans of Foreign Wars, Army War College Foundation,  
Military Officers Association of America, Auburn University Alumni Association, U.S. Cavalry and Armor Association,  
Pi Sigma Alpha, Alpha Phi Sigma, Golden Key, Delta Epsilon Tau