

# ROBIN R. HAYES

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January 5, 2018

Honorable Mayor and City Councilmembers  
City of Palm Coast

Honorable Mayor and City Councilmembers:

I am pleased to submit my qualifications for the City Manager position. The opportunity to lead the City of Palm Coast organization on behalf of the City Council excites me. To decide if I am the individual to implement policy directives and lead the organization on behalf of the City Council, the members of the Council should understand the personal characteristics which I would bring to the organization. Honesty, fairness, experience, dedication, loyalty, caring, innovative, integrity, listener, consensus builder, a focus on follow-through, fosters trust and set examples for high performance.

As you can see from the enclosed resume, I am an achievement-oriented manager with seventeen plus years' experience in municipal government and several years' experience in county government. I have focused on building a high performance, transparent, citizen-friendly City administration. This approach encourages individuals to be self-thinkers and to act within the parameters set by the management team, supported by the policies as set forth by the City Council. It encourages teamwork while empowering the staff to make decisions appropriate for the City. An organization is only as good as its people and I believe that we do our taxpayers a disservice if we are not pro-active in developing employees while focusing on our community.

I believe I bring an ability to solve problems rapidly, foresee potential problems, and implement strategies to correct or solve them. I have a proven record providing administrative guidance to departments to ensure the City's goals and objectives are achieved, in a timely and professional manner. I also bring the ability to interact effectively with people from a wide variety of ethnic and socio-economic backgrounds as well as the ability to work effectively with the media and committees.

I am a skilled and qualified professional with a background in diverse aspects of executive leadership, budgeting, communications, customer service, strategic planning, financial stewardship, and economic development and CRA administration. Please consider the following highlights from my resume:

- Excellent leadership as the City Manager and directing teams and initiatives, and an extensive knowledge of municipal government.
- Comprehensive background in financial reporting, financial analysis, forecasting, budget management, cash flow management and fixed assets.
- Championed strategic planning, performance measurement, statistical modeling and discussion forums with the City Council and Citizen Groups.
- Comprehensive background in managing a Community Redevelopment Agency, with direct involvement in Economic Development.

As the City Manager of Palm Coast, you will find me to be energetic and innovative. A City Manager who will cultivate a relationship with the citizens; concentrate on consistently achieving the objectives; and fosters a friendly trust in a positive environment. I sincerely hope that as you read my resume and specific skills you become as excited about the opportunity to interview me, as I am to get better acquainted with you. I am eager to compete for the position of City Manager and prepared to answer any additional questions or concerns you may have.

The enclosed resume briefly outlines my experience and accomplishments. I look forward to hearing from you. Thank you for your time and consideration. I wish you the best in your search for the right City Manager to lead Palm Coast into the future.

Sincerely,

Robin R. Hayes

## **ROBIN R. HAYES**

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Highly accomplished and seasoned Business Executive with the ability to manage City operations, customer service and communications, finance, budgeting, and strategic planning. A dedicated leader who is able to work within the organizational framework as established by the policy making body, focus on the services provided, infrastructure, and public safety. A City Manager who manages within a dynamically changing environment requiring focused decision-making, assertive, energetic, and ethically sound. Approximately seventeen years of municipal management experience with particular expertise in the following areas:

### **AREAS OF EXPERTISE**

- Operations Manager
- Budget Management
- Capital Planning Long-Term
- Strategic Development and Planning
- Process Improvement
- Communication Skills
- Business Development
- Fiscal Management
- Change Agent
- Collective Bargaining

### **RELEVANT LOCAL GOVERNMENT EXPERIENCE**

#### **CITY OF MOUNT DORA, MOUNT DORA, FLORIDA (SEPTEMBER 2016 – PRESENT) *CITY MANAGER***

Manage the Operations of the City, implementing the Policies as set-forth by the City Council, Charter, and Florida Statutes. Transparent management, good communication, commitment to accountability, consensus builder among legislative branch, community member, and a change agent. Extensive experience with Economic Development – creating a plan and implementing the future direction of the Wolf Branch Innovation District, but also in the Downtown area of the City by bringing new businesses; full understanding of how CRA's (Community Redevelopment Agency's) preform within a City; Knowledge and experience with Infrastructure (Roads, Streets, Sidewalks, Stormwater, Utilities (Pipes, Plants, Distribution and Collection Systems) and a City owned Electric Utility; introduced the use of the City owned dark Fiber into the Wolf Branch Innovation District and the advantage of the City participation in a P3; Strong background in labor relations and collective bargaining; Emergency Management Leader; Public Safety Services to include Police and Fire Services; Reorganized the Parks, Recreation, and Library departments into a Leisure Services department with a focus on the community and programing; Budget experience to include funding of Capital Improvement Programs and general operating needs, as well as understanding revenue sources, full-service Municipal experience.

#### Key Achievements:

- Developed a future growth plan for the Wolf Branch Innovation District.
- Capital Improvement Bonds and Fire Assessment Bond Approval for future projects,
- Rating Agency – Received a rating of AA- from two agencies,
- Increase the General Fund Balance Reserve from 10% to 17%.
- Completed Phase I & II of the WiFi/Bandwidth/Fiber Connection in the Downtown and Extend into the Innovation District the opportunity for Infrastructure of Fiber for Commercial and Residential Use.
- Presented and Implemented Economic Development Tax Abatement Programs.
- Presented Parking Solutions for the Downtown section.
- FEMA funding – IRMA and Mathew (most recent storms),
- Grant funding with St Johns River Management and the City of Apopka – Interconnect of a Reuse Program
- Presented and Implemented Tree Inventory Report.
- Presented Parking Solutions for the Downtown of Mount Dora and surrounding areas of the City.
- SRF Projects – Utility Projects
- SAFER Grant – 12 Firefighters 2018

**CITY OF OVIEDO, OVIEDO, Florida (2012 – September 2016) *Director of Management Services and Communications***

Management Services Director and Communications Director for the City - providing leadership and direction to/for all aspects of the annual budget process, city-wide Communication's, Strategic Development, Performance Measurement Program, Ten Year Capital Improvement Program, and Economic Development programs, which includes the Community Redevelopment Agency (CRA) district.

Since April 2013 I have served as the Acting City Manager in the City Manager's absence with oversight of 290 full-time employees and city operation's for the nearly 38,000 residents of the City of Oviedo.

Develop and implement the annual City-wide operating budget, as well as the Ten Year Capital budget. Revamped the budget system and implemented new budgeting processes and procedures. Through the budget process shifted organizational focus from "budgeting cheap/minimum service" to investing in the future and minimizing long-run costs. Recommend organization enhancements and restructuring as necessary.

Responsible for the management of the communication services offered through the city, assessing the public image and inquiries from the media, monitoring data that is being disbursed to the public, including social media outlets and responses. Social Media outlets include the website, Oviedo TV thru Brighthouse Networks, Facebook, and Twitter. Provide and assist the City Manager and the City Council with accurate and timely information to support decision-making and policy direction.

Interact with Boards and the City Council, outside governmental agencies and non-profits, constituent representative groups and other citizens groups relative to goals, actions, CRA board and businesses, and activities of the City.

Manage the Economic Development services, involvement in reviewing Impact Fees as they relate to the Economic Growth Sector, Incentive programs for potential medical and commercial businesses. Manage the Community Redevelopment Agency and oversee the contractor representing the City on the CRA Governing Board.

Other areas of oversight include: cutting edge customer analytics in financial services, statistical modeling, and key business plans. Provide guidance, conduct fiscal and programmatic analyses from a city wide perspective and provide alternatives and recommend solutions to the department directors, City Manager, and City Council.

Key Achievements:

- Instrumental in the financing, planning, and organization of opening the Cities premier land use in the CRA district referred to as Oviedo on the Park. A park for the citizens to enjoy with amenities such as: Cultural Center or Amphitheatre, Boat Dock and Swan Boats, Splash Pad, Playground, Open Grounds, Small Stage, Dog Park, and a Veteran's Memorial.
- Formulated the financial forecast used to estimate revenue while preparing and presenting an annual balanced budget of \$74 million.
- Initiated RFP for submissions for new "branding" for the city. Project continues with no consensus from the City Council.
- City-wide participation in the Florida Benchmarking Consortium performance program.
- Initiated and chaired a committee on a new merit-based pay system that rewards employee performance, as well as years of service and education.
- Recipient of the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award for Fiscal Year 2011 - 2015.
- Initiated Social Media outlets for the City.
- Six Sigma - Yellow Belt Certified.

**CITY OF WINTER GARDEN, Winter Garden, Florida (2008 – January 2012) *Director of Finance***

As Finance Director it was my responsibility to manage the daily and annual functions of a municipal Finance department, as well as Utility Billing/Collections and Customer Service. The City Finance department included Payroll, Accounts Payable, General Ledger Accounting, and Fixed Assets.

- Reviewed and implemented all Contracts with a financial impact, reviewed and posted request for proposals/qualifications, and approved all purchase orders.
- Managed and provided direct oversight of the Construction Improvement Projects and the 5-year CIP plan, balancing revenue and source of funds to the projected expenditures.
- Provided to the City Manager and the Governing body recommendation's on policies, budget inquiries, audit concerns (internal and external), debt, investments, and general information regarding financial issues.
- Prepared and recommended the city wide budget, reviewed expenditures and variances, and initiated corrective actions required to meet budgetary requirements.
- Completed proposal generation, fact-finding, updating, and standards with awareness to the key metrics, including developing the departmental goals and objectives, and city wide goals and objectives.
- Determined metrics and generally accepted standards based on ICMA and internal norms.
- Focused on complying with all federal, state and local legal requirements, studied existing and new legislation, enforced adherence to requirements, policies and procedures, filing financial reports, and advised management on current and future actions.
- Prepared the Annual Audit as reviewed by external auditors per GAAP, and performed all internal audits within the city, reviewing internal controls, policies, and procedures.
- Direction of the Utility's metering, billing, collections and customer service operations.
- Served as the Utility's primary spokesperson to consumer groups, industry associations and the media.

Key Achievements:

- Formulated the financial forecast used to estimate revenue while preparing and presenting an annual budget of \$51 million.
- Championed efforts to introduce change to management strategies, implement process improvements, and streamline daily business processes.
- Protected city assets by establishing credit policies, creating credit procedures, implementing internal/external audits, and enforcing internal controls within the Utility Billing department.
- Oversight of the Comprehensive Annual Financial Report (CAFR) and information to the City Commission on the External Auditor Findings and Unqualified Opinion.
- Implemented Six Sigma/Performance Management objectives based on the Strategic Initiatives adopted by the city.
- Recipient of the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award for Fiscal Year 2010 and 2011 (first time submittal for the city was in FY 2008/2009 and received the award for the first time for FY 2009/2010).

**CITY OF TITUSVILLE, Titusville, Florida (2002 – 2008)**

*Finance Manager – Collections, Billing, Customer Service, Budget Officer, CIP Manager*

Managed and directed divisions within customer service, utility billing, finance, accounting, budgeting and purchasing.

- Managed the Collections and Billing Division within the Customer Service Department, which included reviewing accounts monthly, establishing payment plans with customers, meter data management and technology, customer service training.
- Prepared and presented the city annual budget to the Finance Director for review and presentation to the City Manager.
- Managed the capital improvement project financial program and schedules.
- Prepared and reviewed grant submittals, and purchase orders.

Key Achievements:

- Issued General Obligation Bonds, Series 2005 of over \$10 million to purchase property located on the Indian River for public use.
- Formulated and implemented a financial modeling system to evaluate multiple "what-if" scenarios, which reduced forecast and budget preparation time by 75%, boosted process accuracy, and improved staff awareness of actions needed to reach financial and performance management.

- Increased productivity 40% by implementing an automated financial reporting process that uploaded employee data needed for a budgetary report during the annual update.
- Gained specialized expertise in developing consensus for strategic planning among all stakeholders, which included monitoring processes and metrics, created financial models, and directing process mapping.
- Recipient of the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award for Fiscal Year 2006 and 2007 (first time submittal for the City was in FY 2004/05).
- Federal Emergency Management Agency (FEMA) disaster preparedness and disaster recovery policy and procedures experience and certification.
- Prepared Bi-Annual Budgets each year beginning in FY2006.

**Prior Employers:**

Parrish Medical Center  
School Board of Brevard County  
EG&G Florida

**EDUCATIONAL BACKGROUND**

*Bachelor of Science, Business Administration*  
University of Central Florida, Orlando, FL

**PROFESSIONAL AFFILIATIONS**

- ❖ Leadership Lake County - Class of 18 – Graduated May, 2018
- ❖ Leadership Seminole - Class of 25 – Graduated May, 2016
- ❖ International City/County Management Association - #000535650I
- ❖ Florida Government Finance Officers Association - #10961
- ❖ Government Finance Officers Association – since 2003