

January 7, 2019

Mr. Doug Thomas
Senior Vice President
Strategic Government Resources
Post Office Box 1642
Keller, TX 76244

Sent via SGR Website Only

Dear Mr. Thomas:

I recently found where the City of Palm Coast is seeking qualified applicants for the position of City Manager. Research and knowledge of and on Palm Coast leads me to believe it would be a good fit for me and my family. Therefore, please accept this letter and accompanying resume as my desire to be considered for the position.

My career in government began as a certified police officer, but I decided governmental management was a tract I wanted to pursue; however, I chose to seek this goal in a rather unique way. The normal things I did included graduating from an accredited university with a Master of Public Administration, but the abnormal included running for and being elected Mayor of a City while at the same time holding full time positions in another City as both Assistant City Administrator and Finance Director. I later applied for and was appointed City Manager of a City whose population was more than 51% Hispanic. During my two years there, we accomplished many things and we were able to bridge both communication and logistical gaps with citizens that had existed for decades. In the end, I assisted this small City in establishing and positioning itself toward growth in a respectable manner. I left on very good terms to take a position with the County Sheriff's Office as a civilian.

As the Senior Director of Staff Services for the Sheriff, I was responsible for all non-law enforcement functions such as preparation and oversight of an annual budget of more than \$51 million and all inventory and coordination efforts between the jail and law enforcement operations. However, it did not take long for me to realize that municipal government management was where I was meant to be. I applied for and was appointed City Manager of another City.

This City has a general aviation airport (X23) that lacked necessities like fuel and hangars. During my tenure, we secured many FAA and FDOT grants to construct a parallel taxiway and 13 individual hangars. We also invested in a fueling system with the assistance of a Public-Private Partnership I forged with a local investor and by way of grants. This helped spur interest in the airport and pilots relocated and quickly filled all hangars. We also constructed a paved tie down ramp, LED security lighting, security cameras and much more.

In this same City I was able to form a second Public-Private Partnership in the downtown areas. By investing Community Redevelopment (CRA) funds, a local general contracting firm purchased and renovated three major buildings with upstairs apartments. When I exited, there were few empty store fronts and nearly all the apartments were occupied. Another plus was the addition of two new restaurants and an old-fashioned ice cream shop that redevelopment brought.

Next, I applied for and was appointed Administrator of a City in a neighboring County. Much the same duties as with a manager's position; however, this government is chartered as a Mayor-Council form and I answered directly to the Mayor. During my time there, we upgraded from a City-wide DOS based computer system to a modern Windows environment, converted and integrated new financial software and began a major expansion of the wastewater plant to double its capacity from four (4) MGD to eight (8) MGD. Annexations in this City occur at a phenomenal rate due to its proximity to Orlando. There are hearings before Council at nearly every meeting. This City's entire operating budget for fiscal year 2018 was \$124.6 million and it is a full-service community.

I have all the minimum qualifications required for this appointment, but I can bring much more to the position. Working most of my career in municipal government, I have developed strong private business relationships as well as intergovernmental ties that have assisted in moving cities forward beyond anything they previously experienced. I can and will assist in doing the same and more for Palm Coast if given the chance.

Sincerely,

Glenn A. Irby

Glenn A. Irby

SUMMARY

More than 30 years of local government experience with expertise in the following areas:

- Municipal Management, Leadership and Staff Development
- Stormwater Master Planning
- Positive Media Relations
- Municipal Budget Development and Financial Management
- Grants Administration
- Municipal Utility Rate Structuring
- Personnel Management
- Community Redevelopment
- Public – Private Partnerships
- Customer Service
- Intergovernmental Relations
- Code Enforcement

An innovative leader with demonstrated and proven analytical, communicative and organizational skills successfully using a participatory management style. Experienced in managing change and specializing in turnarounds. Achievement-oriented with foresight; a dedicated team player accustomed to working cohesively within an organizational framework.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

City Administrator, City of Apopka, FL

2015 - 2018

Apopka is home to approximately 51,000 residents, covers more than 34 square miles and is the second largest city in Orange County, Florida (population 1,200,000). Located 12 miles northwest of Orlando, it is a full service community offering Centralized Water and Sewer, Community Development, Fire (ISO #1), Human Resources, Parks and Recreation, Police, Solid Waste Sanitation collection, Public Access Reuse Water for irrigation and Stormwater. Apopka is chartered as a Strong Mayor form of government.

Duties and Responsibilities as City Administrator:

- The City Administrator is appointed by the mayor and is responsible for coordinating and integrating the administrative and executive functions of the city as directed by the mayor and consistent with policy approved by the city council.
- Oversee daily operations including more than 400 employees.
- Oversight of preparation and administration of the City's operating and capital budgets, which for the current fiscal year is \$124 million.
- Negotiation with public and private sector entities on a variety of issues ranging from economic development and growth to service contracts.
- Responsible for the City's compliance with County, State and Federal regulations such as health, environment and EEOC.

Achievements:

- Successfully negotiated a Sales and Purchase Agreement for city owned land for the purpose of a private developer designing and constructing a new downtown center. The area is comprised of approximately 34 acres and when finished will showcase a multistory hotel, specialty shops, restaurants, public gathering places and other long awaited and desired amenities.
- Apopka is complemented by its proximity to Orlando and other suburbs. There are three major expressways entering Apopka from these areas; State Roads 414, 429 and 451. A new 120 bed hospital recently opened near the State Road 414 and it is expected to bring substantial growth to an area that is now sparsely populated. Unfortunately, the Central Florida Expressway Authority did not plan for the new hospital and growth that will surely follow and failed to see a need for an interchange. Fortunately, an area developer and I recognized a need and opportunity. Together in an extremely complicated commitment, I was able to forge a Public Private Partnership with this developer to construct a half interchange to State Road 414 costing more than \$6.5 million.
- When I began work with Apopka, I was reintroduced to a DOS based computer platform and an extremely outdated financial software package. Over the course of the first year of employment, I directed transition to a Windows based environment. The finance department completed a full software conversion at this time. Some employees have been with the city for more than 25 years and have never experienced anything other than DOS. It was a true learning experience for them, but it is doubtful any wish to go back to the old way.
- Directed the retrofitting of a security system for City Hall. Until just recently, a person could walk in and access any area and office. Unfortunately, in today's world, this is not safe. Key cards, cameras and other additions were added for the safety of both customers and employees.
- Recently implemented a program whereby all Directors meet together with me every other week to discuss both new and ongoing projects. This has proven to be beneficial for not only me, but all of the directors. Actually, it is a time departments have become proud of because they are each able to see on a large screen monitor their individual progress as well as progress of other departments. In a way, it has instilled a sense of pride.
- The city is currently near completion in construction its fifth fire station and recently opened a sixth in temporary quarters offered by the new hospital on its property.
- This fiscal year will see continued construction on a new wastewater plant expansion. When complete, it will increase the current process of 4 million gallons a day to 8 million gallons (MGD) of raw sewage. Cost of the plant will be \$61 million. It is believed this capacity will see the City through at least 2028.

**City Manager, City of Umatilla, FL
Airport Manager****2006 – 2015**

Umatilla is a city of 3,600 citizens covering approximately 3 square miles. It is located in northeast Lake County, Florida (population 301,000). While small, it offers a majority of the amenities of much larger cities such as Police, Fire, Public Library, Centralized Water and Sewer, Stormwater and a General Aviation Airport.

Duties and Responsibilities as City Manager:

- Chief executive officer of a municipal government with 39 employees and a \$7.5 million budget. Oversight responsibility for the following functions: Airport, Finance, Fire, General Services, Public

City Manager, City of Umatilla (Continued)

Library, Parks and Recreation, Personnel, Planning and Zoning, Police, Roads and Streets, Stormwater drainage and Water and Sewer utilities and Sanitation.

- Implementation of City Council directed policy. Administration of the City's daily operations as well as identification and strategies toward resolution of issues and long range planning.
- Preparation and administration of the City's operating and capital budgets.
- Negotiation with public and private sector entities on a variety of issues ranging from economic development and growth to service contracts.
- Media representation of the City including news interviews for television as well as interviews with the print media and preparation of press releases.
- Responsible for the City's compliance with County, State and Federal regulations such as health, environmental and EEOC.
- Oversight of the City's General Aviation Airport as the Airport Manager.
- Comprehensive Plan development, i.e. zoning and code modification necessities

Achievements:

- Umatilla has a General Aviation airport that had not been profitable and relied on property taxes of the General Fund to operate prior to 2008. Today, this airport is fully operational on its own accord with 13 relatively new hangars and one large communal hangar. A fueling facility was added in early 2011 with the assistance of a public-private partnership. Today the airport has a new tie-down ramp for nine aircraft and a partial parallel taxiway added for safety. Since my appointment as Manager, the City has successfully utilized available grants from both the Florida Department of Transportation and the Federal Aviation Administration that have kept Airport funding match requirements to low minimums. Construction costs of the fuel facility alone were approximately \$200,000 of which the city paid only \$3,800 by using grants and a Public – Private Partnership. This airport now hosts a flight school and witnesses approximately 500 flight operations each month. Fuel sales average 5,700 gallons per month of which the city shares profit but not maintenance expense.
- Umatilla now hosts more festivals than ever, drawing thousands of visitors each year. These events include and old fashioned "Cracker Christmas in the Park"; Florida Black Bear Festival; Wing Cook-off competition; Barbecue Cook-off competition; Chili Cook-off Competition and Movies in the Park [a free event for the community and hosted by the City]. All events were either non-existent or being held in areas of the city not conducive to festival growth. Electrical upgrades to the park and direct involvement with community leaders saw these events come to the park and expand and grow with both participants and festival attendees.
- Began revitalization efforts of the Community Redevelopment Area [CRA] by developing a plan by which the money collected for this use could be used for its intended purpose – revitalization of the City's core downtown district. Since 2010 the CRA has seen a resurgence of interest not realized for at least 25 years prior.
- Finished a potable water reserve well and oversaw interconnection to the City's system. This project had been inactive for several years due to misconceptions and mindset that the City did not have the financial resources to "bring it on line".
- Worked directly with FEMA to address flooding of one major roadway and a service alley. The poor condition of the alley had caused businesses to flood for years and the major roadway became impassable to school buses as well as passenger vehicles. Both road and alley now drain and clear during the heaviest of downpours.

City Manager, City of Umatilla (Continued)

- Oversaw large scale redevelopment of the City's only sewer treatment plant. Designed and built during the 1970's, this plant was in dire need of rehabilitation. Through 2011 the total cost of redesign and rehabilitation of the plant was \$4.9 million. Of this amount, the City expended \$115,000 of its own money. The remainder of necessary funding was made possible through intergovernmental relationships forged with the State of Florida, which produced both grants and special budget appropriations by the Legislators.
- Umatilla recently had two traffic signals installed along a major state road. These projects required a three-way intergovernmental relationship to be forged between the Florida Department of Transportation, County and the City of Umatilla along with negotiations with CSX Railroad for the purchase of property owned by them. Willingness on the part of the City to allow redesign of City owned and maintained streets was paramount to the State allowing these signals, and understanding of these requirements by citizens and City Council was paramount.
- While small, Umatilla sees a need to grow and has identified specific areas outside its current boundaries that make sense to target for future annexation. Negotiations with a private developer will see another public-private partnership with the City to construct a large capital water line to serve one of these areas. Negotiations resulted in the water line being installed at no cost to city residents.
- Implemented the City's first Stormwater Utility whereby businesses and residents pay a monthly rate for future retrofitting of necessary Stormwater infrastructure either non-existent or in need of replacement.
- Because economic woes have not bypassed Umatilla, directions were given to department managers one year in advance to reduce or keep their budgets equal to the year prior. This direction kept Umatilla from experiencing sudden layoffs and allowed the City to continue a necessary level of operations.
- Informed the Council of the need and ability to leverage Infrastructure Sales Tax; revenue which is restricted to capital improvements and equipment, by utilizing short term debt to fund near term capital equipment acquisition, pledging future revenue streams. This endeavor has allowed outdated and unsafe equipment to be retired sooner and enabled the staff to produce more timely output.

Senior Director of Staff Services, Lake County Sheriff's Office, FL

2005 – 2006

The Lake County Sheriff's Department is among the largest employers in Lake County.

Duties and Responsibilities of Senior Director of Staff Services:

- Chief Financial and Administrative civilian official for the Sheriff. The Lake County Sheriff's Office employed more than 700 employees. The Senior Director's position was established as one of three command staff positions directly below the Sheriff. This position was responsible for oversight of the business operations of the Sheriff's Office including budget and finance, purchasing, IT, personnel and payroll. The Sheriff's budget was \$51 million.

Achievements

- Oversaw and directed the first true census of this agency giving the Sheriff knowledge of existing staffing and at what levels. This enabled the Sheriff to know exactly where personnel were assigned and where additions or deletions in staffing were needed.

Senior Director of Staff Services, Lake County Sheriff's Department (Continued)

- Automated the operating budget for the agency making the annual process easier.

City Manager, City of Mascotte, FL

2004 – 2005

The City of Mascotte is a full service community providing Police, Fire, Water and Solid Waste removal.

Duties and Responsibilities as City Manager

- Chief Executive Officer of a municipal government.
City Manager, City of Mascotte
- Preparation and administration of the City's operating and capital budgets.

Achievements:

- Lead a successful effort to interconnect the City of Mascotte's potable water system to a neighboring city. In times of emergency where water volume or pressure may fall for one city or the other, an interconnect would allow water to flow to the city needing it most.
- Directed the effort to construct a capital water line in a remote area of the City's utility district to protect its eastern boundary from annexation by a neighboring city.
- Fully automated solid waste removal enabling the city to redirect manpower. This was accomplished by purchasing sanitation trucks that required only the driver to pick up garbage cans using a robotic arm. Sanitation crews consisted of three employees per truck prior to this conversion.
- Determined the need to drill a new potable well and located financing necessary to do so after Public Works reported having to continuously flush a required and redundant well. This had been recurring for several years and wasting water, manpower and electricity.
- Mascotte was on the cusp of losing a State Stormwater grant. Granting agency was persuaded to grant the City an extension. Beyond adding additional time to complete the project and keep the grant, the City was able to augment the project by successfully gaining another grant from another agency.

Assistant City Administrator and Finance Director, City of Tavares, FL

1993 – 2004

Elected Strong Mayor, City of Minneola, FL

1999 – 2000

City Accountant, City of Tavares, FL

1990 – 1993

The City of Tavares, a city of 9,000 residents is the County Seat of Lake County, FL and is a full-service community providing Parks and Recreation, Police, Fire, Public Library, Water, Sewer and Solid Waste Removal.

Duties and Responsibilities as Assistant City Administrator and Finance Director:

- Represented the City Manager in her absence and oversaw the daily operations of the Finance Department. Responsibilities within the Finance Department included submission of the annual operating budget and preparation for the annual audit. Directly responsible for the first of eight Government Finance Officer's Association's Certificate of Achievement for Excellence in Financial Reporting.

Strong Mayor of Minneola (Continued)

Duties and Responsibilities as Elected Mayor of Minneola:

- Minneola was a city of approximately 3,000 residents and grew to approximately 4,500 during this period.
- Elected by the citizens and served as Mayor at the same time as holding the positions with Tavares.
- The Strong Mayor was seen as the daily administrator for the City.
- Minneola suffered low water volume and desperately needed a new well. One was designed, permitted and constructed and another was designed and permitted during this tenure.
- The City was under a law suit brought by the State of Florida that prohibited any future building growth until a sewage treatment plant was constructed. Worked with a key developer to design, permit and construct an oversized package plant that satisfied the State of Florida and the suit was subsequently dropped.

City of Tavares Accountant:

- Hired as the City's first accountant. Responsible to the Finance Director.
- Reconciled General Ledger, performed accounts payable and payroll functions.
- Prepared closing of financial books for annual audit.

Owner of a Lawn Maintenance Company

1985 – 1991

Owned and operated a small lawn maintenance company providing service to 40 private individuals while completing a BSBA degree at the University of Central Florida. This is being shown to explain resume gaps.

OTHER PROFESSIONAL EXPERIENCE

Police Officer, City of Eustis, FL

1976 - 1985

The City of Eustis was home to approximately 12,000 residents. First sworn as a road patrol officer and advanced to the rank of Corporal. During this tenure I served as shift command officer, motorcycle command officer, plain clothes detective and narcotics investigator.

EDUCATION

Troy State University

Master of Public Administration

University of Central Florida

Bachelor of Arts

Majored in Business Administration with an emphasis in Accounting.

Lake Sumter Community College

Associate of Arts

PROFESSIONAL AFFILIATIONS

Florida City/County Manager's Association (FCCMA)

International City/County Management Association (ICMA)

Leadership Lake County, Class of 1998

COMMUNITY INVOLVEMENT AND PERSONAL ACHIEVEMENTS

Lake County Chamber Alliance, Treasurer	2005 – 2011
South Lake County Chamber of Commerce Board of Directors, Treasurer	2003 – 2007
Community Involvement and Personal Achievements (Continued)	
Appointed Member of the Lake County Solid Waste Study Committee By the Lake County Board of County Commissioners	2002
East Central Florida Regional Planning Council Board Member Appointment by the Lake County League of Cities	1999 – 2001
Elected President of the South Lake Kiwanis Club	2005
Elected Member of the Board of Trustees for the Clermont – Groveland Elks Lodge	2005 – 2007