

Ken T. Kelly



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Doug Thomas, Senior Vice President
Strategic Government Resources
E-mail: DouglasThomas@GovernmentResource.com

Dear Mr. Thomas,

Please accept this letter as my formal expression of interest in the position of City Manager for the City of Palm Coast, Florida.

The attached resume highlights my seventeen years of municipal government experience with small towns and large cities. I am a strategic outside the box thinker who specializes in continuous improvement of services and cost management. As a consultant with KPMG LLP, I was the second in command of the project management office that amalgamated nine lower tier municipalities, a regional municipal government and four hydro utilities into the "New City of Ottawa". We managed over 60 parallel projects to unify these separate municipal operations so that on day one of the new city it was one city and one operation. The new city had a combined workforce of over 10,000 FTE's and a budget of \$1.4 billion. As a Strategic Project Manager for the Deputy City Manager of Public Works I continued this work of improving service delivery and reducing the costs of public works services. Through detailed analysis of specific services, process improvement, technology implementation and alternative methods of service delivery including contracting out, managed competitions and public private partnerships we improved and reduced the cost of service delivery.

As the Chief Administrative Officer for the Eastern Regional Service Board (ERSB) I report to a board of twenty one local politicians, with a greater stakeholder group of 400 municipal councilors, 200 local service district executive members across the 106 communities that we serve in the region. Building working relationships with people of trust and accountability has allowed me to position this new regional municipal entity as a leader in the province in governance, innovation and quality service delivery. In 2016 we were selected as a silver award winner by the Solid Waste Association of North America for our cutting edge transfer station design.

This cover letter and resume cannot accurately capture my work ethic and drive to reach my goals. I bring a unique set of skills to any organization and to any situation. I am as comfortable working with a crew to collect waste as I am at a board room table conducting a strategic planning session. My references include some of my current staff, colleagues and members of my Board of Directors who I implore you to consult for their perspective on what I can offer the City of Palm Coast.

In the organizations that I lead no one works for me but they do work with me as part of a team. Everyone believes in the vision of the organization and what they do individually contributes to the success of the organization. People are a municipal government's strongest asset and the culture and management of the organization has to support this belief. I believe in hiring good people and supporting them to be successful in their chosen career.

I am dedicated to the provision of cost effective and sustainable public services. This is a great opportunity and I believe I have the right combination of financial, strategic and leadership skills to contribute to the City in this role.

Kindest regards,

Ken T. Kelly

PROFILE

Strategic professional with twenty years of municipal government experience specializing in:

- Strategic Planning
- Operations
- Leadership
- Public Relations
- Organizational Effectiveness
- Financial Management
- Public Consultation
- IT Systems Management
- Project Management
- Relationship Development
- HR Management
- Alternative Service Delivery

A Chartered Professional Accountant who is able to implement the financial priorities of an organization and guide it to the attainment of its strategic objectives. Tactful, entrepreneurial, and effective communicator experienced in building organizational capacity including coaching and mentoring teams to meet new challenges.

LOCAL GOVERNMENT EXPERIENCE

County Manager (actual title Chief Administrative Officer) 2011-Present **Eastern Regional Service Board (ERSB)**

The Eastern Regional Service Board (ERSB) was formally established under legislation in 2011 from its predecessor organization Eastern Waste Management (EWM). The ERSB is similar to a county form of municipal government and encompasses 11,500 sq kms (4,440 sq mi) including the Province's capital city. I directed the creation of EWM and transitioned it to the ERSB and became its first County Manager (CAO). It provides services to 106 cities, towns, local service districts and 63 unincorporated communities. A regional board of 21 members is drawn from the municipalities within the region that govern the 270,000 residents of the region.

Duties:

- Chief Administrative Officer for a general fund of \$11-\$12 million annually with a core staff of 35 employees focused on governance, policy development, contract management, operations (internal and contracted) and financial management including fee collection.
- Oversight of the regional landfill and recycling facility with a special fund of \$13 million and 55 employees plus contractors.
- Oversight of 21 volunteer firefighters under contract including Fire Chief.
- Responsible for day to day administration and operations of water / waste water engineering consulting for 18 community water systems, regional waste management and contracted fire services.
- Planning, implementation and execution of the affairs of the 21 member Board to ensure it meets its operational and fiscal priorities.
- Consultation and stakeholder engagement with 400 municipal councilors, 200 local service district executive members, media relations, Provincial government departments (State), businesses, institutions and the general public.
- Responsible for compliance with Provincial and Federal regulations such as occupational health & safety, environmental protection, protection of privacy, access to information, and transportation safety.

Achievements:

- Built a governance network and consultative structure of joint municipal councils that meet regularly to discuss opportunities within their subregion for service improvement, sharing of services, cooperative ventures, economic development, tourism and other cross municipal issues. This has resulted in several cross municipal initiatives to partner on economic development studies, lobbying efforts to the Province, addition of passing lanes on highway, and joint tourism initiatives.
- Negotiated a memorandum of understanding with City of St. John's to use its landfill as the

regional landfill and recycling facility for the region including disposal fees being set by the ERSB and revenue sharing with ERSB.

- Selection and implementation of financial management software and the creation of accounting processes and policies for the region.
- Creation of a GIS system linked to the financial management system.
- Developed service delivery model utilizing a competitive process to procure two thirds of the curbside waste collection service with an internal division providing one third of the service to 32,000 properties across the region.
- Construction of transfer station, 10 waste recovery facilities, maintenance depot and the environmental closure of 42 landfills and teepee incinerators.
- Creation of partnerships with municipalities to leverage their fire departments and expand fire response boundaries to encompass unincorporated areas that the Regional Board is responsible to provide fire and emergency protection services.
- Innovative design and construction of a transfer station that won a silver award from the Solid Waste Association of North America in 2016.

Town Manager**2010 to 2011****Long Harbour Mount Arlington Heights**

The Town of Long Harbour Mount Arlington Heights operates on a Mayor Council model of local government. The mayor and six councilors represent the 300 residents of the Town. The Town experienced a surge in development around this time with the construction of the \$3.5 billion Vale nickel processing plant as well as new residential construction, new fire hall, new town hall, its first subdivision, a hotel, and development of commercial land as a result of this mega project.

Duties:

- Town Manager for a municipal government with a general fund of \$1m annually and a staff of 4 employees.
- Responsible for day to day administration and operations of water / waste water system, fire department, recreation infrastructure, roads maintenance including winter snow and ice control, waste management, planning and development.
- Implement Council directed policy.
- Work with Long Harbour Development Association to ensure that land was available to attract industrial and commercial businesses to the Town

Achievements:

- Permitting of first hotel in the town.
- Planning expansion of water treatment facility, development and implementation of leak detection and maintenance program to reduce treated water wastage by two thirds thereby reducing system costs and bringing system within theoretical operational parameters to secure provincial funding for expansion.
- Development of first subdivision in the Town and commissioning of water system expansion for the subdivision.
- Completion of Town's first Emergency Management Plan.

President**2006 to 2013****UVH Group**

UVH Group was a management consulting practice specializing in the provision of local government consulting services and was engaged to conduct numerous projects on behalf of clients across the country.

Duties:

- As President and founder of the company I was responsible for marketing services, strategic

partnerships, administration and financial management of the company.

- Identification of opportunities, networking with key clients and proposal writing to ensure a steady flow of work into the firm.
- Project Management and quality control to ensure that the work produced by the company and under partnerships was within the standards expected of clients.

Achievements:

- Appointed as Chairperson by the Minister of Municipal Affairs from 2008 to 2010 to lead Eastern Waste Management, which was comprised of 16 members of local governments, to advance the planning and adoption of modern waste management practices in the Eastern Region as part of the Provincial Waste Management Strategy. The Eastern Region has a population of 270,000 and 169 communities.
- Developed a Transit Asset Management Plan (TAMP) 2006 to 2015 for the City of Ottawa, Ontario, Fleet Services Branch. The TAMP is considered a best practice in asset management and is a broad document that draws together inventory information on the assets (vehicles, stations, IT systems, Transitway, maintenance facilities, and other infrastructure) for conventional fixed route services, light rail and special needs (non-ambulatory) services. It covers the maintenance programs and practices, policies, legislation, risk management, performance measures for the assets as well as future capital requirements and the financial plan to meet these requirements.
- Developed a Business Process Review Project for the City of Ottawa, Ontario including a methodology and training materials, delivery training to City staff and assistance to project teams in implementing the review process. The Business Process Review methodology focused on providing staff with tools and the understanding of key concepts in the process of re-engineering a work unit. Two pilot project teams were established with the mandate under their project charters to re-engineer two business areas – Real Property and Asset Management and By-law Services.

Strategic Project Manager

2001 to 2005

City of Ottawa, Public Works Department

Public Works had a staff in excess of 3600 FTE's, an operating budget of \$400 million and an average capital program of \$200 million. Public Works included transit, road maintenance, water/sewer, waste collection, landfill and recycling facility management, parking facilities, engineering, etc... The City of Ottawa is the capital of Canada and has a population of 934,000.

Duties:

- Support the Deputy City Manager by managing multi-disciplinary project teams comprised of individuals from different operational areas, other departments, and consultants.
- Recruited and supervised key project staff and numerous consultants to achieve project goals.
- Work with senior division heads on projects to improve services of the department.
- Issue management including research, briefing notes, consultation and negotiations.
- Process design and improvement for the department.

Achievements:

- Developed a Competitive Service Delivery Review Process including work tools and training for the department. The review process is a comprehensive approach to analyze the potential service delivery options available for a service to ensure that the most competitive option to deliver best value is selected and implemented. The work tools includes a manual with guideline documents on best practice reviews, benchmarking, building a communication plan for a review, conducting a managed competition, reengineering a service and strategy document on contract issues. The project was adopted by Council as

the corporate wide process for reviews as part of the Universal Program Review for all City departments. The Ontario Ministry of Housing and Municipal Affairs championed the project as part of its own initiative to give local municipalities the direction and tools to review operations to improve service delivery. The project was presented at the 2004 American Public Works Association conference held in Atlanta, Georgia.

- Led a corporate cross departmental team comprised of Public Works (Transit and Parking Operations), Libraries, Corporate Security, Recreation, and Information Technology Services to determine the corporate business case for the deployment of a Corporate SMART CARD.
- Contracted out the service of parking enforcement on private property which resulted in the reallocation of existing resources to other bylaw enforcement activities and an increase in City revenue of \$400,000 annually.
- Contracted out the street light maintenance program for the City saving \$520,000 annually or 18% of the annual program budget.
- Developed a Performance Measurement Framework. I led a project team to research performance measurement methodologies, catalogue the Department's current indicators and practices, recommend a preferred methodology for implementation as well as develop the individual measures for the work units. Change management and creating "buy-in" to the objectives of this project were key aspects. A significant focus was on senior management to champion the project.
- Negotiated US Embassy Encroachment and Easement Agreement. I led the finalization of the agreement between the City of Ottawa and the United States – State Department for the establishment of the current Embassy. This agreement had been in progress for about eight (8) years. Through negotiations with the US Embassy legal counsel, National Capital Commission and the respective City departments this agreement was completed within 6 months of my involvement on the file.
- Information Technology Strategy for the Public Works Department - I managed this project, which included internal and consultant resources. The project scope was the development of a Technology Blueprint or strategy for the department that would guide the investment in IT on an annual basis. The project consulted with each Branch of the department and incorporated their specific needs into a strategy and process that prioritized the limited funds available for IT investments. This process dovetailed with the Corporate IT process of Value Management.

Senior Consultant**1999 to 2001****KPMG Consulting LP, Ottawa, Ontario**

KPMG Consulting Inc was the parent firm of the Canadian operations. As a global management consulting firm KPMG had 166 offices and 16,000 employees globally. The Ottawa office specialized in ecommerce, human resources, business process reengineering and industry specialization in federal and municipal government.

Duties:

- Provide consulting services to public sector clients, primarily local governments.
- Develop client relationships and marketed expertise of the firm.
- Utilize the KPMG Business Process Reengineering Methodology to complete various projects in addition to best practice reviews, benchmarking, process improvement initiatives, policy development, organizational design and others.
- Compile, analyze and build models to formulate business cases, allocate resources, propose alternative service delivery options, and perform cost benefit analysis.

Achievements:

- Amalgamation of the Regional Municipality of Ottawa-Carleton, Ontario and its 10 Local Area Municipalities—KPMG was engaged by the Ottawa Transition Board to provide overall Project Management for the amalgamation of the 11 organizations, with a combined

workforce in excess of 10,000 people, a combined budget of \$1.4 billion (Cdn) and a population of over 900,000 people. The project included the establishment of a project office, operating procedures, reporting structure monitoring of progress for the 60 plus projects, challenging the recommendations and plans of the project teams and building the final organizational structure for the "New City". I was the second in command of the project management office

- Restructuring Oxford County, Ontario—KPMG conducted a review of the municipal structure of Oxford County with a view to meeting restructuring needs through re-allocation of responsibilities and organizational re-design. This covered several municipal services on a County wide level including fire, waste collection, tax billing, engineering services, road maintenance, libraries, economic development, and airports as well as an operational review of the municipalities that comprise Oxford County
- Develop a Five Year Strategic Plan for the Regional Municipality of Ottawa-Carleton, Ontario after the election of a new regional government. This plan was the vision or guiding document for Council, the public and internal organizations to outline the key priorities for the regional government. The development process included extensive involvement of department heads, regional agencies such as Ottawa-Carleton Economic Development Corporation, Ottawa Tourism Convention Authority and regional councillors.
- Review of the Taxi Industry for the New City of Ottawa, Ontario including a new bylaw to govern the industry after the amalgamation of the 11 municipalities.
- Comprehensive Review of City of Ottawa, Ontario Public Transit Commission and develop a long term strategy to enhance public transit, as well as potential improvements in route design and day to day operations.
- Feasibility Analysis of Light Rail Transit: Regional Municipality of Ottawa-Carleton, Ontario included the identification of the preferred route, feasibility review and establishment of a public-private partnership for implementation.

OTHER PROFESSIONAL EXPERIENCE

President

2001 to 2006

Urban Vision Holdings Inc.

Multi-residential property management company based in Ottawa with overall market value of \$3.1 million and gross revenues in excess of \$450,000 annually. These assets were sold in 2005 to a publicly traded firm consolidating property portfolios in Eastern Ontario.

Intern Urban Planner

1995

Asia Engineering Co, Bangkok, Thailand

As a summer intern worked on Transportation Master Plan for the City of Bangkok and proposal for the design and construction management of a light rail line. As an intern with the local partner firm I was part of project team that included leading international transportation and urban planning firms.

EDUCATION

Chartered Professional Accountant (CPA NL, Canada)

Masters of Urban and Rural Planning, Dalhousie University, Nova Scotia, Canada

Bachelor of Arts with Honours, Acadia University, Nova Scotia, Canada

PROFESSIONAL ASSOCIATIONS

Chartered Professional Accountants of Newfoundland & Labrador, Canada (Member, Strategic Planning Committee)

International City/County Management Association (Member)

Canadian Municipal Administrators Association (Member)

Solid Waste Association of North America (International Board Member, SWANA Finance

Committee Member, Advocacy Committee Member, Director Atlantic Canada Chapter, Member)