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Ms. Bobbi C. Pekham, President
Peckham & McKenney, Inc.

Submitted via Peckham & McKenney website at:
www.peckhamandmckenney.com

RE: BRENTWOOD, CA – ASSISTANT CITY MANAGER POSITION

Dear Ms. Peckham,

Please accept this letter and the attached as my application for the position of Assistant City Manager for the City of Brentwood, California for which your firm is recruiting. I am certain you will find that I am uniquely qualified for this position as my entire 25-plus year professional career has been in various positions related to local government and local government management. I am well versed in all aspects of municipal management and the operations of local government and have the skills related to economic development, zoning and land use, and municipal finance that are identified as desirable in the brochure for the position.

Most recently, I held the position of Economic Development Director for the City of Miami Beach, Florida. In this position I was responsible for the city's economic development functions which included traditional aspects of such a position such as business attraction and retention as well as redevelopment efforts of the City. However, I also had significant responsibilities for coordinating multiple departments and members of City staff to prepare several key City plans and implement capital projects in the City's North Beach area. A major part of my responsibilities also included significant public outreach and involvement beyond what might be expected of this position as I have been the administrations liaison/staff to four high profile committees in the City including a task force overseeing the transformation of the iconic Ocean Drive area and another investigating design and methods to obtain voter approval to construction a headquarter hotel for the Miami Beach Convention Center.

Prior to my employment with Miami Beach, I was the Owner/President of Planning and Redevelopment Consultants, Inc. (PARC), a company I founded to create a business framework for the multitude of unsolicited requests from various communities to consult on development matters such as creation and implementation of development plans, special purpose government structure and policies, as well as to review economic policies and project financing and budgeting. Before creating PARC, Inc., I was the Community Development Director for Martin County, Florida. In this position, managed the County's economic development program, historic preservation program, affordable housing programs (including the County's Development Block Grant (CDBG) and other grant programs), and the County's Community Redevelopment Agency (CRA) and its seven (7) separately administered districts. I oversaw departmental staff, handled all personnel issues and staffing, and formulated the department's \$12 million annual budget. I also interacted regularly

with the members of the CRA Board (the County Commissioners served as the CRA Board), the Local Planning Agency, the CRA Advisory Board and the Advisory Boards for each of the seven districts, the Grants Advisory Committee and the Affordable Housing Advisory Committee.

A significant amount of my experience was also gained while I held the position of Director of Government Operations and Development Services for PMG Associates, Inc., a Deerfield Beach, Florida based private economic, redevelopment, marketing, and strategic consulting firm. This position exposed me to a wide variety of governments across the country and the various intricacies of their daily operations. My experiences with PMG Associates ranged from authoring economic market studies for cities around the country to annexation studies to economic/redevelopment plans. This time in the private sector was preceded by eight years in which I worked for the City of Margate, Florida as both the Executive Director of their CRA and as the City's Economic Development Coordinator. Both Margate positions included responsibilities that far outweighed the titles and more closely resembling those of an Assistant City Manager including coordinating City staff for numerous projects and programs, representing the City Manager before numerous groups and governmental agencies, regularly presenting the Administration's position before various City Boards, reorganizing the City's Building Department, garnering about \$3 million in grants to the Agency and City and the administration of an over \$6.5 million annual agency budget.

I am pleased to be able to submit this application outlining my qualifications and experience for the Assistant City Manager position in Brentwood. I am quite confident that you will find I have a very unique and perfectly suited set of experience and skills for this position. Please feel free to contact me at the address or phone number listed above so that we might further discuss my relevant skills, abilities and experiences.

Sincerely,

Jeffrey L. Oris

Jeffrey L. Oris, CEcD

SUMMARY

Approximately twenty years of government experience with expertise in the following areas:

- Management and Administration
- Budget and Financial Management
- Economic Development
- Public Involvement and Outreach
- Grant Writing and Administration
- Capital Project Management
- Redevelopment Planning and Administration
- Zoning and Land Use

A creative leader with demonstrated organizational, analytical and communications skills. Experienced in citizen involvement, public meeting facilitation, housing, redevelopment, economic development, governmental organization, project and contract management. Comfortable and effective communicating with elected officials, residents and the press.

RELEVANT EXPERIENCE***Municipal Government Consultant, PLACE Planning and Design, Inc.*****2017-Current*****North Palm Beach, FL***

Responsible for managing or providing key assistance with consulting assignments in the areas of special district administration, economic development, redevelopment, and grants writing.

Key Assignments included:

- Westgate Community Redevelopment Agency/Palm Beach County, FL – Analysis of redevelopment plans, preparation/updating of an overlay zoning code and land use overlay district to assist in implementation of a newly adopted redevelopment plan and to facilitate more efficient approvals for desired development.
- Fort Myers Community Redevelopment Agency, Fort Myers, FL – Preparation of organizational by-laws and a City-Community Redevelopment Agency inter-local agreement for reimbursement of costs for services and materials and the creation of task order forms to document activities.
- Adopt-A-Family of Palm Beach County, Lake Worth, FL - Preparation of a grant submittal for funding for affordable housing.
- Town of Melbourne Beach, FL – Preparation of zoning memos putting forth potential zoning regulations to address Town Council/Planning Board concerns along with analysis indicated the benefits and potential unintended outcomes of adoption of the regulations.

Economic Development Director, City of Miami Beach, FL**2013-Current**

Serve as lead person on matter related to economic development and revitalization for this City with a full-time resident population of approximately 91,000 persons and a daytime tourist-driven population totaling over 210,000 persons including visitors, workers, and full and seasonal residents. Responsible for oversight and implementation of redevelopment/revitalization projects, of new businesses and entrepreneurs to the City and proper administration of the City's Community Redevelopment Agency.

Duties and Responsibilities:

- Act as Administration Liaison to four special Mayoral committees for: redevelopment of North Beach, economic revitalization, design and approval of a convention center hotel, and a task force to review issues on the world-famous Ocean Drive.
- Provide public outreach and conduct public workshops for various economic development and revitalization efforts of the City of Miami Beach
- Prepare and present economic development and revitalization issues before the Mayor and City Commission as well as a multitude of Commission and citizen committees.
- Represent the City before the Chamber of Commerce, Miami-Dade Beacon Council, and various non-profit and homeowner associations.
- Work with City's Parking Department to seek new alternatives to on-street parking in key strategic areas including analyzing areas for parcels appropriate for structured parking development.
- Oversee the City's Community Development Block Grant Business Façade Improvement program.
- Work with property owners to promote City initiatives, encourage owners to develop to the highest and best uses for their properties and to promote various areas of the City to the business community at-large.

Achievements:

- Prepared an in-depth Revitalization Strategy and managed a master planning effort for the City's North Beach District, an effort both included public involvement in the form of on-line presence, electronic communications, and numerous public meetings over a two year month period. Presented both projects at several Committee and Commission meetings through formal adoption by the Mayor and Commission.
- Prepared agendas and back up information and fully staffed all meetings of the Mayor's Blue Ribbon Panel on North Beach Revitalization, the North Beach Master Plan Steering Committee.
- Researched, provided all staffing activities to the Mayor's Ocean Drive Task Force and prepared the Task Force's final report to the City Commission. The Task Force was implemented to make recommendations for improving this tourist driven ten block area of clubs, bars, hotels, beachfront parks, and residences.
- Prepared agendas and backup information for the Mayor's Blue Ribbon Panel on the Convention Center Hotel. A group created to design an effort to gain voter approval for a headquarter hotel for the center.
- Worked with the local hotel association to provide programs for the industry and public regarding such topics as the attraction of new hotels and restaurants, and Green Certification standards for hotels.

President/Owner, Planning and Redevelopment Consultants, Inc., Coconut Creek, FL 2009-2014

Owner/operator of a multi-disciplinary consulting firm serving governmental entities. Firm specializes in economics and strategic planning and providing services related to economic development, redevelopment, and marketing advisory and training for public sector and non-profit clients. Responsible for all marketing and administration as well as coordination of all firm activities with clients and sub-consultants. Management of all contracts and individual projects including daily contact with all clients, proposal writing, public presentations, and all contractual matters. Serve as project and financial manager on all firm projects.

Managed or was a major contributor to projects such as:

- Naples CRA, Naples, FL – Redevelopment Plan Update
- City of Fort Myers Beach, FL – Determination of CRA Validity Project
- City of Satellite Beach, FL – Redevelopment Plan Update
- Satellite Beach CRA, Satellite Beach, FL – Interim Staff
- Jupiter CRA, Jupiter, FL – CRA Expansion Finding of Necessity
- Town of Jupiter, FL – CRA Revitalization Strategy
- City of Lake Worth – Casino Property Marketing Study
- Rural Neighborhoods, LLC, Homestead, FL – Pollywog Creek HUD Targeted Market Housing Study

Community Development Director, Martin County, FL 2007-2009

Served as the Director of a newly created Community Development Department administering seven (7) community redevelopment districts, economic development, affordable housing and historic preservation efforts for Martin County, a full-service county with a population of approximately 145,000. Position reported to the County Administrator and at full staffing supervised 10 positions.

Duties and Responsibilities:

- Oversaw and administered a County Community Redevelopment Agency (CRA) with seven (7) separate districts each with its own neighborhood advisory board as well as a CRA Advisory Board comprised of the Chairperson of each neighborhood board. This included budget and 10-year Capital Improvements Plan preparation, creation of annual work plans, and capital project management.
- Formulated the County's first economic development strategy in coordination with various County departments and the County's public-private Business Development Board and private Economic Council.
- Worked with contributory business to insure retention and expansion of these tax-base enhancing firms.
- Finalized affordable housing strategies and oversaw implementation of various programs and initiatives related to a community land trust, housing trust fund, and various Comprehensive Plan changes.
- Oversaw the County's State Housing Initiatives Partnership (SHIP) program, Community Development Block Grants (CDBG), and Neighborhood Stabilization (NSP) grants. Acted as liaison to Affordable Housing Advisory Committee and CDBG Citizen's Advisory Task Force.
- Prepared and oversaw the \$10 million departmental budget including the finances of seven CRA districts.

Achievements:

- Re-invented the Redevelopment program budget to combine resources of all seven (7) districts to provide for a single, intertwined budget meeting regulatory needs while providing for flexibility to enable the program to undertake multi-million dollar capital projects. This included
- Revamped the Redevelopment Agency for a more efficient and effective administration and program implementation resulting in faster project undertakings and \$200,000 in administrative cost savings.
- Created a funding mechanism for major capital improvement projects within the CRA in light of a Florida Supreme Court decision in Strand v. Escambia County which severely limited redevelopment borrowing.
- Authored an integrated 10-year Capital Improvement Plan which initiated \$8 million in capital projects in the first two years, the first significant capital improvements in the 8 year old CRA.
- Authored economic development incentive package ordinance and worked with other staff to create a new economic development assistance package.

Director of Government Operations, PMG Associates, Inc., Coconut Creek, FL 2004-2007

PMG Associates, Inc. is a an economic, redevelopment planning, and public opinion consulting firm specializing in public sector work. Responsibilities included hosting public input and design meetings, interaction with residents and professional organizations within client jurisdictions, professional research and report writing, proposal writing, marketing and day-to-day interaction with clients.

Specialties provided to the Firm include: Strategic Planning, citizen involvement, public meeting facilitation, economic development and redevelopment planning and administration, development services, zoning and land use, affordable housing, grant writing, cost-benefit analysis and project cost estimating

Managed or was a major contributor to projects such as:

- City of West Palm Beach, FL – Analysis of Downtown Residential Incentive Program
- Miami-Dade County, FL – West Perrine Community Redevelopment Plan
- Miami-Dade County, FL – Public Housing Vacancy Reduction Strategy
- Miami-Dade County, FL – Incorporation Study Review – Various
- Miami-Dade County, FL – Taxi and Limousine Applicant Review and Selection
- Ft. Collins, CO – North College Avenue Marketing and Land Use Analysis
- City of Boca Raton, FL – Via Verde and Town Center Annexation Studies
- City of Cape Coral, FL – Cape County Feasibility Study
- City of Summerton, SC – Downtown Market Study
- City of Cedar Key CRA – Project Funding Policies and Guidelines
- Flagler Village Association, Ft. Lauderdale, FL – Project Revenue Estimates
- Ybor City CRA, Tampa, FL – Five-year Strategic Plan
- Ft. Pierce, FL – Cost Allocation Study

Executive Director, Margate Community Redevelopment Agency, Margate, FL 1996-2004**Economic Development Coordinator, City of Margate, FL 1996-2004**

Served as a senior staff member in a wide encompassing role for Margate, a full-service city with a population of 52,000 covering approximately 9 square miles within Broward County, Florida. Hired as the City's Economic Development Coordinator, I led the City through the creation of its Community Redevelopment Agency (CRA) and acceptance of the City as a Community Development Block Grant (CDBG) entitlement status. Served as the CRA's Executive Director reporting to an independent, five-member Board.

Duties and Responsibilities:

- As Chief Executive Officer of the CRA, implement board policy, oversee day-to-day operations and identify and resolve long range issues. Work involved overseeing and accounting for a budget of over \$6.5 million, management for all agency projects, consulting agreements and meetings including agendas.
- Oversaw all City economic development initiatives including business attraction and retention.
- Assisted the City Manager in all areas of management including organizational development and reorganization, media and public relations, creation of policies related to personnel, land development, contract administration and other day-to-day activities as assigned.
- Prepared and administered grants for the City's, stormwater/drainage, beautification programs and housing programs as well as all grants for CRA's redevelopment program.

- Authored Land Development and Zoning ordinances designed to enhance business opportunities in the City while protecting existing land owners from loss of value or encroachment of unwanted uses.
- Spearheaded efforts to consolidate, streamline, and reorganize the City's Comprehensive Plan elements, Land Development Regulations and Zoning Appendix of the City Code of Ordinances.
- Liaison of CRA and City Manager's Office to City Commission, Planning and Zoning Board, Board of Adjustments, CDBG Citizen Advisory Task Force, Affordable Housing Advisory Board and Economic Development Advisory Board.

Achievements:

- Increased the taxable value of CRA District by approximately 40% in five years.
- Attracted approximately 2900 new jobs to the City within a five-year period with potential of another 100 with other projects currently being formulated.
- Garnered over \$6 million in grants for projects ranging from housing to stormwater drainage.
- Designed and implemented a successful Commercial Façade Renovation and Landscaping Upgrade Grant Program to assist commercial property owners in upgrading neglected properties.
- Authored the plan to create the Department of Neighborhood and Development Services to combine departments responsible for building, code compliance, economic development, grants administration, redevelopment, planning, zoning, and occupational licenses.

OTHER PROFESSIONAL EXPERIENCE

City of Wilton Manors, FL

1995-1996

Served as *Special Projects Coordinator* responsible for individual tasks as assigned by the City Manager, including: handling resident complaints and requests for service, assisting in grant writing and GIS systems implementation. Assisted Community Development Director in re-writing of codes/ordinances regarding use of land and assisted the Personnel Director with personnel policy formulation and collection.

Office of State Senator Howard C. Forman, Hollywood, FL

1994-1995

Served as *Medicaid/Medicare Task Force Coordinator* out of the Senator's District Office working with local Medicaid/Medicare providers to streamline delivery of services and performed long range planning activities to assist providers prepare for changes to State of Florida's delivery of services and funding plan.

Greater Coral Springs Chamber of Commerce, Coral Springs, Florida

1993-1994

Served as *Vice President for Economic and Community Development* for this member-driven business organization with a budget of \$200,000 and 850 members. Responsible for Chamber functions, member relations and retention, garnering sponsorships for events and creation of monthly management report. Managed a staff of 3 staff persons and over 100 volunteers.

City of Tamarac, FL

1992-1993

Served as a *Management Intern* assisting the City Manager and Assistant City Manager in various tasks related to personnel, outside contracting and capital projects.

EDUCATION

Syracuse University, Maxwell School of Citizenship

Master of Public Administration

Concentration in Public Finance.

Cornell University, School of Industrial and Labor Relations

Bachelor of Science

Dual concentrations in Labor Economics and Organizational Behavior

Council for Urban Economic Development

CEcD Certification

Attained Certified Professional Economic Developer designation (CEcD)

INSTRUCTIONAL SPEAKING AND PRESENTATIONS (HIGHLIGHTS)

Florida Redevelopment Association, Redevelopment Academy – Instructor, 2010 – Current
 Government Finance Officers Association, South Florida Chapter 2018 – Redevelopment Basics
 Florida Redevelopment Association 2016 – Assessing the Development Marketplace
 Florida International University Developer’s Luncheon 2015 – The New North Beach
 Florida Redevelopment Association 2015 – Innovative Development of Affordable Housing
 Ritz-Carlton Residence’s Real Estate Broker’s Breakfast 2015– The New Miami Beach
 Florida Redevelopment Association 2014 – Bringing Cash to the Development Deal
 Urban Land Institute Technical Advisory Panel 2013 – West Fairbanks Avenue Corridor, Winter Haven, FL
 Urban Land Institute Technical Advisory Panel 2012 - South Dixie Highway, West Palm Beach, FL
 Florida Atlantic University Hot Topics Series 2011 - ABC’s of CRA’s: Deal Making
 Florida Redevelopment Association 2011 - How to Write an RFP to Get Results
 International Economic Development Council 2010 - Instructor – Real Estate Development and Reuse
 Certification Course
 Florida Chapter American Planning Association 2010 – Building Your Tax Base
 Florida Redevelopment Association 2009 - Housing and Markets
 Florida Atlantic University Hot Topics Series 2009 - Revisiting the Redevelopment Plan
 Government Finance Officers Association 2008 - Tax Increment Financing
 Florida Redevelopment Association 2008 - Legal, Open Government, Sunshine and Reporting
 Requirements for CRAs
 Community Development Finance Association 2007 - Tax Increment Use in Florida
 Urban Land Institute - SE Florida Council 2007 - Real Estate Development Trends
 Florida Economic Development Council 2007 – Urban/Rural Success Stories
 Florida Redevelopment Association 2007 – Compliance Procurement and Purchasing

PROFESSIONAL AFFILIATIONS

- International Economic Development Council, Certification Committee
- Florida Redevelopment Association, Past President, Board of Directors, Legislative Affairs Committee, Conference Committee Chairman, Business Planning Committee, Nominating Committee Chairman.

AWARDS

2017 Congress for the New Urbanism Charter Award – for Plan NoBe, the North Beach Master Plan