

### **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.***  
***North Palm Beach, FL***

**2017-Current**

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

Key Assignments included:

- Naples, FL – Feasibility Report of a Public-Private Partnership for a Parking Garage. Review of offered land, financial analysis, analysis of alternative locations.
- Naples Community Redevelopment Agency, Naples, FL – Act as Interim CRA Manager. Prepare and present agenda materials for the CRA Board and CRA Advisory Board. Administer CRA capital projects including: roadway reconstruction, drainage, landscaping, public/private partnership to fund and construct a public parking garage, investigate various potential affordable housing projects.
- Westgate Community Redevelopment Agency/Palm Beach County, FL – 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.
- 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.

***Part Time Executive Director, Margate Community Redevelopment Agency, Margate, FL*** **2019-2020**

Temporary, six-month assignment (extended to eight months) to Serve as the Chief Executive Officer of the CRA reporting to a five-member Board of Commissioners. Position was designed to assist the organization rework its work plan, insure compliance with applicable State statutes and implement best practices.

*Duties and Responsibilities:*

- Oversight of CRA staff and activities of City staff working on behalf of the agency, implementing board policy, managing day-to-day operations and identification and resolution of short and long range issues.
- Preparation and implementation of a budget of over \$10 million.
- Oversight of agency projects, consulting agreements, and the agency's property holdings including two active shopping plazas.

*Achievements:*

- Worked with the CRA Board to ensure projects, programs, and expenditures complied with all current statutory requirements and best practices of administration.
- Redirected the CRA's workplan to a strategy of land acquisition and assembly to ensure the redevelopment program would have long term effects on the City's financial stability.
- Rewrote all the CRA's new business and property improvement grant programs to increase the efficacy and cost efficiency of these programs and ensure all existing grants were implemented appropriately.

- Worked with CRA's property manager to structure tenant leases and complete upgrades and repairs to two CRA owned shopping centers in a manner which insured financial viability of the properties.
- Successfully negotiated givebacks and price reductions on two troubled capital projects that were initiated and undertaken before my tenure.

***Economic Development Director, City of Miami Beach, FL***

**2013-2017**

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 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.
- 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
- 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 given the Florida Supreme Court decision in Strand v. Escambia County which 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 eight (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 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:*

- Miami-Dade County, FL – West Perrine Community Redevelopment Plan
- 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
- City of West Palm Beach, FL – Analysis of Downtown Residential Incentive Program

**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 and re-writing of codes/ordinances regarding use of land, and assisted with personnel policy formulation.

**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.

**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 economic development programs and member relations and retention. 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

**International Economic Development Council  
CEcD Certification**  
Attained Certified Professional Economic Developer designation (CEcD)

## INSTRUCTIONAL SPEAKING AND PRESENTATIONS (HIGHLIGHTS)

Florida Redevelopment Association, Redevelopment Academy – Instructor, 2010 – 2019  
 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

- Florida City and County Management Association, Affiliate Member
- Florida Redevelopment Association, Past President, Board of Directors, Legislative Affairs Committee, Conference Committee Chairman, Business Planning Committee, Nominating Committee Chairman.
- International Economic Development Council. Member
- Urban Land Institute, Associate Member

## AWARDS

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

**Jeffrey L. Oris, CEcD**  
5062 N.W. 45<sup>th</sup> Avenue  
Coconut Creek, Florida 33073  
(954) 290-4152  
Jeff.Oris@gmail.com

October 18, 2021

Hon. David Alfin, Mayor  
And City Council Members  
City of Palm Coast  
160 Lake Avenue  
Palm Coast, FL 32164

Submitted via City of Palm Coast website @  
[www.palmcoastgov.com](http://www.palmcoastgov.com)

RE: CITY MANAGER POSITION

Mayor Alfin and City Council Members,

Please accept this letter and the attached as my application for the position of City Manager for the City of Palm Coast. 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 in the State of Florida. I am well versed in all aspects of municipal management and the operations of municipalities in the State of Florida and have the skills related to strategic planning, capital project management and budgeting, as well as community engagement and transparency that are identified as desirable in the brochure for the position. Additionally, I have built a strong reputation as a great communicator with the public who facilitates an open and welcoming environment.

I have gathered my knowledge and skills through a number of positions in Florida. Most recently, I have been a consultant with Place Planning and Design, Inc. in which I have worked with several redevelopment and development agencies as well as providing permitting services for private developers. The majority of my time in the last year has been as the contracted Interim Community Redevelopment Agency Manager for the City of Naples, FL. In this role I prepare the agency's agendas, present to the CRA and CRA Advisory Boards, and administer capital and other projects of the CRA. I also continue with other work of the firm including preparing reports and studies related to development, redevelopment and other planning work.

Before I secured the agreement with the City of Naples, I held the position of part-time, temporary Executive Director of the Margate, Florida Community Redevelopment Agency (this was not through PLACE Planning and Design, but as a contracted employee with the CRA) in which I assisted this agency in reworking their program to better align with statutory requirements and a provide a more efficient and effective work program. A position I was asked to take on as I had created the agency a number of years ago and held a unique understanding of statutory requirements and the Margate community.

Prior to my time with PLACE Planning and Design, 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 City Manager position in Palm Coast. 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

**JEFFREY L. ORIS, CECD**

5062 NW 45<sup>th</sup> Avenue, Coconut Creek, FL 33073

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E-Mail: Jeff.Oris@gmail.com

### **Professional Reference Contact List**

**Mr. Roger Reinke (Client)**

Former Assistant City Manager  
City of Naples, Florida  
6125 Montelena Circle, #4103  
Naples, FL 34119  
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(239) 825-0519

**Mr. Bill Dowd**

Former Chairman  
Margate Redevelopment Agency  
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Margate, FL 33063  
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**Mr. Corey O’Gorman**

Owner and President  
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**Mr. Phil Gonot**

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**JEFFREY L. ORIS**

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**SALARY HISTORY**

<b><i>Consultant, PLACE Planning and Design, Inc. North Palm Beach, FL</i></b>	<b>2017-Current</b>
Starting Compensation: \$135.00 hourly Current Compensation: \$135.00 hourly	
<b><i>Executive Director, Margate Community Redevelopment Agency, Margate, FL</i></b>	<b>2019-2020</b>
Starting Compensation: \$70.00 hourly Current Compensation: \$70.00 hourly	
<b><i>Economic Development Director, City of Miami Beach, FL</i></b>	<b>2013-2017</b>
Starting Salary: \$115,000 annually Ending Salary: \$125,000 annually	
<b><i>President, Planning and Redevelopment Consultants, Inc., Coconut Creek, FL</i></b>	<b>2009- 2013</b>
Starting Salary: \$ Salary dependent on Corporate income Ending Salary: \$ Salary dependent on Corporate income	
<b><i>Community Development Director, Martin County, FL</i></b>	<b>2007- 2009</b>
Starting Salary: \$110,000 annually Ending Salary: \$112,200 annually	
<b><i>Director of Government Operations and Development Services, PMG Associates, Inc., Deerfield Beach, FL</i></b>	<b>2004- 2007</b>
Starting Salary: \$84,000 annually Ending Salary: \$88,400 annually + bonus	
<b><i>Executive Director, Margate Community Redevelopment Agency, Margate, FL</i></b>	<b>1996-2004</b>
Starting Salary: \$0.00 - position was part of regular salary as City's Economic Development Coordinator Ending Salary: \$75,600 annually, \$400 monthly car allowance	
<b><i>Economic Development Coordinator, City of Margate, FL</i></b>	<b>1996-2004</b>
Starting Salary: \$35,000 annually Ending Salary: \$0.00 – performed as part of position with Redevelopment Agency	