



City of Palm Coast
Agenda
City Council Business-
Special

City Hall
160 Lake Avenue
Palm Coast, FL 32164
www.palmcoastgov.com

Mayor Milissa Holland
Vice Mayor Nick Klufas
Council Member Eddie Branquinho
Council Member Robert G. Cuff
Council Member Jack D. Howell, II

Tuesday, January 22, 2019

9:00 AM

CITY HALL

City Staff

Beau Falgout, Interim City Manager

William Reischmann, City Attorney

Virginia A. Smith, City Clerk

> Public Participation shall be in accordance with Section 286.0114 Florida Statutes.

> Other matters of concern may be discussed as determined by City Council.

> If you wish to obtain more information regarding the City Council's agenda, please contact the City Clerk's Office at 386-986-3713.

> In accordance with the Americans with Disabilities Act, persons needing assistance to participate in any of these proceedings should contact the City Clerk at 386-986-3713, at least 48 hours prior to the meeting.

> City Council Meetings are streamed live on YouTube at <https://www.youtube.com/user/PalmCoastGovTV/live>.

> All pagers and cell phones are to remain OFF while City Council is in session.

A. CALL TO ORDER

B. PLEDGE OF ALLEGIANCE TO THE FLAG

C. ROLL CALL

D. PRESENTATION AND DISCUSSION

1. PRESENTATION BY SGR OF APPLICANTS FOR CITY MANAGER AND SELECTION OF SEMI-FINALISTS FOR THE NEXT CITY MANAGER

E. ADJOURNMENT

City of Palm Coast, Florida Agenda Item

Agenda Date : 01/22/2019

Department	CITY CLERK	Amount
Item Key	5875	Account
		#
Subject	PRESENTATION BY SGR OF APPLICANTS FOR CITY MANAGER AND SELECTION OF SEMI-FINALISTS FOR THE NEXT CITY MANAGER	
Background :	<p>Pursuant to Council's prior direction to SGR and staff, Mr. Thomas will present the applicants in categories of those qualified for consideration, the potential non-traditional candidates, and the internal candidate. City Council will select semi-finalists to proceed to the next round for final selection of candidates to interview on February 28 and March 1 at the scheduled special meetings. City Council was provided the cover letters and resumes of all applicants for the City Manager position.</p> <p>Mr. Thomas will also discuss the next steps as the Council selects the semi-finalists at each stage.</p>	
Recommended Action :	For presentation, discussion, and selection of semi-finalists for the next City Manager.	



CITY MANAGER

PALM COAST, FLORIDA

EXECUTIVE SEARCH PROVIDED BY STRATEGIC GOVERNMENT RESOURCES

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APPLICANT REVIEW

I. Position Profile Brochure

II. Ranking Sheet

III. Applicants

Angela (Angie) Carulli
Beau Falgout
Bobby (BJ) Parker
Brent Moran
Brian Wilson
Calvin Anderson
Charles Brown
Charles Jackson
Christopher (Chris) Edwards
Chynequa King
Claire Collins
David Milliron
David Strahl
Dennis Sparks
Donald Kewley
Douglas (Doug) Bentley
George Ducas
Glenn Irby
Gregory (Greg) Young
Isom Cameron
James (Jim) Drumm
James (Jim) Manfre
James (Jim) Seaton III
Jason Rego
Jeffery (Jeff) Eder
Jeffrey (Jeff) Oris
Jonathan Lynn
Joseph (Joe) Griffin
Joseph (Joe) Napoli
Kelley Boree
Ken Kelly
Laura Wesolowski
Louie Chapman Jr.

Marc Woolley
Matthew Morton
Meagn Yachini
Michael Ciaravino
Michael (Mike) McDonald
Michael (Mike) McNees
Mouath (Smadi) Al-Smadi
Randall (Randy) Dowing
Ricardo Mendez
Robin Hayes
Ryan Bader
Scott McClure
Sean Ratican
Seth Squicciarino
Shawn Myers
Stephen (Steve) Skidd
Steve Neratko
Steven (Steve) Davis
Sungman (Simon) Kim
Veronica Williams
Vincent (Drew) Jemison
Warren Brown
William (Bill) Lawrence



THE COMMUNITY

Boasting beautiful natural vistas and endless recreational opportunities, the City of Palm Coast, Florida, is situated on 96 square miles along saltwater and freshwater canals and the Intracoastal Waterway, just minutes from pristine Atlantic Ocean beaches. The growing, dynamic community of 86,516 is located in Flagler County, with Interstate 95 running through the City and intersecting with Interstate 4, providing convenient connectivity with Daytona Beach and Tampa.

One of Florida's newest cities, Palm Coast was incorporated in 1999 and offers a vibrant lifestyle in a scenic natural environment. The City was originally developed by ITT Community Development Corporation beginning in the 1970s. It was marketed as a retirement community in the early years but is now home to many families and people of all ages. Palm Coast was one of the fastest-growing cities in the United States in the early 2000s and growth is expected to continue.

The City has a dozen beautiful parks, 125+ miles of connecting trails and paths for walking/bicycling, abundant fishing and boating, world-class tennis and golf, birding along Great Florida Birding & Wildlife Trails, and recreational programming for residents and visitors of all ages. The Indian Trails Sports Complex hosts soccer, lacrosse, baseball, and other athletic tournaments for teams throughout the Southeast. Special events include the Arbor Day celebration, the Birds of a Feather Fest, the Intracoastal Waterway Cleanup, Movies in the Park, Food Truck Tuesdays, the Palm Coast & the Flagler Beaches Senior Games, the Starlight Event & Parade, and much more.

Flagler County Schools, Florida Hospital Flagler, Palm Coast Data, Publix Supermarkets, and Hammock Beach Resort are the area's major employers. High profile major development projects underway or recently completed include: Shoppes of Palm Coast (Tractor Supply, Aldi, Starbucks, and Taco Bell), Island Walk Shopping Center (Hobby Lobby, Tuesday Morning, Publix, IHOP, etc.), FPL Category 5-rated Service Center, Florida Hospital Flagler major expansion, Creekside at Grand Haven (residential), Moonrise Brewery, Grand Landings Phase 3 (residential), and Matanzas Lake subdivision (residential).

Flagler County Public Schools serves approximately 13,000 K-12 students in Palm Coast. The district consists of nine campuses, including five elementary, two middle schools, two high schools, one virtual school, and two charter schools. Flagler Schools leverages a full-range of technology and digital resources for students and has partnered with the community to bring Flagship Choice Programs to all of its schools, allowing students to explore careers from the earliest grade levels. Students can explore and grow in the worlds of agriculture, aerospace, green technology, health science, engineering and computer science, marine research, finance and business, leadership, the arts, and more. Currently there are 22 Flagship Programs spanning grades K-12 that provide an enriched education infused with the essentials for college and career readiness. All schools offer a variety of extracurricular activities and clubs.

THE COMMUNITY

CONTINUED

For those seeking higher education, Daytona State College has a campus in Palm Coast (Flagler/Palm Coast Campus). Regionally, colleges and universities include: Embry-Riddle Aeronautical University and Bethune-Cookman University in Daytona Beach; Stetson University in DeLand; the University of Central Florida in Orlando (with a campus in Daytona Beach); Flagler College and the University of St. Augustine for Health Sciences in St. Augustine; University of North Florida in Jacksonville; and the Florida Coastal School of Law in Jacksonville.

The City has a median household income of \$49,207 and an average home value of \$211,100.

GOVERNANCE AND ORGANIZATION

MISSION

To provide our residents, visitors, and business community with exceptional government services in order to improve the quality of life, grow the local economy, and protect the natural environment through a planned integrative approach using available technology.

VISION

A multigenerational community recognized as one of Florida's premier cities that values...

- Building a diverse, sustainable economic base to support innovation while providing necessary infrastructure and services
- Providing exceptional amenities and standards that support a high-quality lifestyle
- Protecting the environment and beauty of Palm Coast while conserving natural resources.

VALUES

Pride - Passion in working together for a better tomorrow

Accountability - Accept responsibility for our actions and decisions

Leadership - Courage to shape our City today and into the future in a transparent manner

Motivated - Seek continuous improvement in all services

Collaborative - Dedicated to building partnerships that address community concerns and needs

Ownership - Responsible for our actions and inactions

Achievement - Seek excellence in all that we do

Stewardship - Protectors of our natural environment

Trust - Mindful of our responsibility, we pledge to use taxpayer resources (time, talent, money) efficiently

GOVERNANCE AND ORGANIZATION

CONTINUED



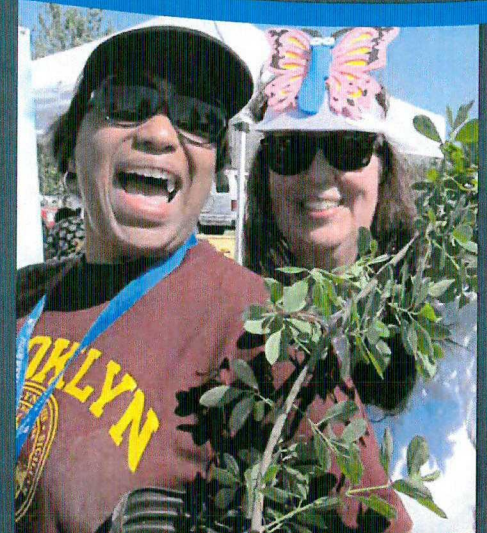
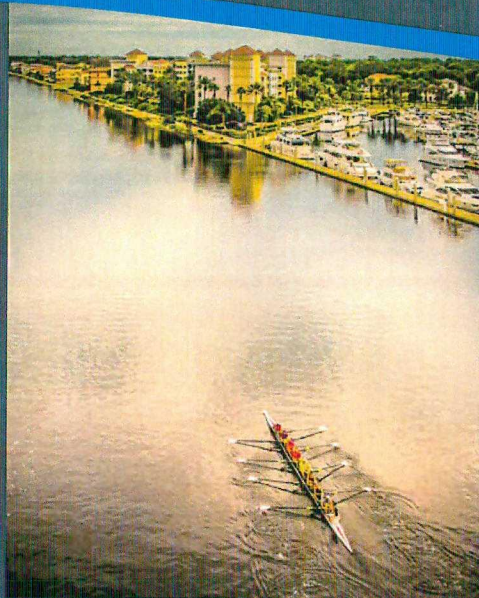
Palm Coast operates under the council-manager form of government composed of the Mayor and four City Council members who act as the political head of the City and are responsible for setting policy, approving the budget, determining the tax rate, and formulating broad long-term policies that outline the City's public function. The Mayor and Council members are elected at-large, for a term of four years and may serve no more than two consecutive four-year terms in the same seat. The City Manager is appointed by Mayor and Council and implements the policies of the Council, in addition to directing day-to-day operations, preparing the annual budget, overseeing personnel matters, recommending policies or programs to the Council, and keeping the Council fully advised of the financial and other conditions of the City.

The City provides a full-range of municipal services supported by approximately 450 full-time, 4 part-time, and 70 seasonal/temporary employees represented by unions administered under their respective collective bargaining agreements. The FY 2019 annual budget is approximately \$143.7 million, including a general fund of \$37.4 million, with an ad valorem millage rate of 4.6989.

The City Manager's direct reports include the City Clerk, Administrative Services & Economic Development Director, Finance Director, Information Technology Director, Utility Director, Fire Chief, Parks & Recreation Director, Community Development Director, Public Works Director, Human Resources Director, and Executive Assistant. Police protection is provided through an interlocal agreement with the Flagler County Sheriff's Department.

Palm Coast has a tradition of using cross functional/departmental teams to implement the City Council's targeted objectives, strategies, and goals. The use of a team approach is an effort to foster individual skills and highlight the talent that exists within the City's workforce. There are currently approximately 25 different cross functional teams working on community goals and challenges.

CHALLENGES AND OPPORTUNITIES



Public-Private Partnership (P3) for Palm Coast's "FiberNet"

Palm Coast commissioned the construction of the City's FiberNet, a high-speed fiber-optic backbone to connect all City sites and facilities in 2004. Currently, FiberNet's assets include nearly 60 route miles of conduit and 54 miles of high-count fiber cable. The City's economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its advanced world-class public network. A broadband strategic plan with Magellan Advisors was recently completed to map out a public-private partnership whereby the City will focus its efforts on the expansion and maintenance of the fiber network, while its yet to be determined P3 partner focuses on lighting and operating the network for the benefit of the community. The successor City Manager will play a key role in the development of the P3 and the attainment of the City's vision for FiberNet.

Department of Public Works (DPW) Complex Replacement

The City's CIP has identified a growing need to address its aging DPW complex, at an estimated cost of \$20 million. There have been some discussions regarding the potential funding source to replace the complex, but a resolution will likely involve the development of proposed funding strategies by the next City Manager.

Economic Diversification & Business Friendly Development

One of Palm Coast's goals is to be recognized as a community that encourages development consistent with its evolving vision; this will likely require innovative strategies that will increase development investment opportunities. The next City Manager will help the City Council and community refine the future vision for Palm Coast and promote the continued transition of the community from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center in an effort to diversify the City's tax base.



CHALLENGES AND OPPORTUNITIES

CONTINUED

Infrastructure Improvement

Because of Palm Coast's history as a planned community, virtually all its underground infrastructure and most of its streets were constructed around the same timeframe, resulting in a growing need for repairs and upgrades. Some steps have been taken in anticipation of the reinvestment in infrastructure through identified funding mechanisms; however additional CIP resources will need to be identified and/or re-allocated to address anticipated future capital needs.

Innovation District/Opportunity Zone

Palm Coast's Town Center area has been infrastructure-ready for several years, but its intended vision has yet to be fully realized. The City and Community Redevelopment Area (CRA) recently took a fresh look at the area and made the development of Town Center a high priority through its designation as an "Innovation District." The designation is intended to leverage proximity, density, and authenticity and create an experiential-living hub where residents can live, work, and play. As part of the focus, an Innovation Kick Start Program was established to incentivize development in the district by the end of 2020.

Workforce Housing

Although single-family residential price points exist at all levels in Palm Coast, there is an increasing need to address workforce housing opportunities that support the emerging economic development vision of the community.





IDEAL CANDIDATE

The City of Palm Coast seeks an enthusiastic leader with a commitment to professionalism and a dedication to public service. The ideal candidate will have a demonstrated track record of resourceful, entrepreneurial approaches to development and must be willing to consider creative strategies to address high-growth community issues and challenges. The next City Manager will have a sense of vision for both the organization and community that will ensure sustainable future growth.

A candidate with a strong financial background and sound business acumen, including long-term capital planning and budgeting skills, is strongly desired. An ability to cultivate and maintain a positive relationship with the City Council and help build consensus while guiding the future direction of the City will be essential. Open-minded and flexible, the new City Manager will have a demonstrated commitment to continuous process improvement and the aggressive pursuit of state and federal grant funding opportunities that will help the City continue to provide a high quality of life to residents.

The new City Manager will be a seasoned team-builder with a collaborative, pro-active management style. The City Manager will foster a culture of transparency and accountability throughout the organization. A delegator, as opposed to a micromanager, the ideal candidate will be comfortable allowing senior leadership to manage their respective operations with broad direction. A candidate who has an ability to coach, mentor, motivate, and build a high-performance, results-driven team and a commitment to the professional development of employees will be successful.

The chosen candidate will be accessible and possess exceptional interpersonal and communication skills, with the ability to educate and effectively convey information and ideas to individuals at all educational levels. The City Manager will be highly visible in the community and should be comfortable dealing with a high level of citizen and business engagement. Personable, humble, and easy-going, the ideal candidate will have a strong sense of humor, and the soft skills, emotional intelligence, and public relations experience needed to build strong relationships with staff, Council, citizens, intergovernmental agencies, and the media.

Excellent negotiation skills, collective bargaining experience, and the ability to help stakeholders come to consensus on community issues are essential qualifications. Thorough knowledge of emergency management practices, state/FEMA reimbursement processes, and water, wastewater, and stormwater systems is a plus.



EDUCATION AND EXPERIENCE

The selected candidate must hold a bachelor's degree in public administration, business administration, or a related field; a master's degree is preferred. A minimum of eight years of progressively responsible experience in a city manager's office managing and administering a municipal government and/or as a department head is required. Any combination of education and experience that provides the required knowledge and skills will also be considered.

The final selected candidate shall establish residency within the corporate limits of the City within six (6) months of appointment. Upon request, residency may be extended by the City Council for an additional six-month period.



COMPENSATION AND BENEFITS

The City of Palm Coast offers a competitive salary depending on qualifications and experience. The City provides a generous benefits program including health, dental, life insurance, and paid vacation and sick leave.



APPLICATION PROCESS

Please apply online at: <http://bit.ly/SGRCurrentSearches>

For more information on this position contact:

Doug Thomas, Senior Vice President
Strategic Government Resources
DouglasThomas@GovernmentResource.com
540-820-0531



This position is open until filled. To view the status of this position, please visit:
<http://bit.ly/SGRCurrentSearches>

The City of Palm Coast is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check. **Pursuant to the Florida Public Records Act, all applications are subject to public disclosure upon receipt; however, public record requests regarding candidates do not typically occur prior to the selection of semifinalists and/or finalists.**

RESOURCES

City of Palm Coast
palmcoastgov.com

Strategic Plan
bit.ly/PalmCoastStrategicPlan

Comprehensive Plan
palmcoastgov.com/about/comp-plan

FY 2019 Annual Budget
palmcoastgov.com/government/finance/budget-preparation

Flagler County Department of Economic Opportunity
FlaglerCountyEDC.com

Public Schools Website
flaglerschools.com

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CITY OF PALM COAST CITY MANAGER CANDIDATE REVIEW

TRIAGE SCORING FORM

Instructions:

In the space beside each candidate, simply circle a 1, 2 or 3 to each candidate. "1" designates a candidate that you DEFINITELY would like to continue to the next step of the process; "2" designates a candidate you MIGHT want to continue to the next step of the process, and "3" designates a candidate that you DO NOT want to continue in the process.



Jason Rego	1	2	3
Jeffery (Jeff) Eder	1	2	3
Jeffrey (Jeff) Oris	1	2	3
Jonathan Lynn	1	2	3
Joseph (Joe) Griffin	1	2	3
Joseph (Joe) Napoli	1	2	3
Kelley Boree	1	2	3
Ken Kelly	1	2	3
Laura Wesolowski	1	2	3
Louie Chapman Jr.	1	2	3
Marc Woolley	1	2	3
Matthew Morton	1	2	3
Meagn Yachini	1	2	3
Michael Ciaravino	1	2	3
Michael (Mike) McDonald	1	2	3
Michael (Mike) McNees	1	2	3
Mouath (Smadi) Al-Smadi	1	2	3
Randall (Randy) Dowing	1	2	3
Ricardo Mendez	1	2	3
Robin Hayes	1	2	3
Ryan Bader	1	2	3
Scott McClure	1	2	3
Sean Ratican	1	2	3

CITY OF PALM COAST CITY MANAGER CANDIDATE REVIEW

TRIAGE SCORING FORM

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Seth Squicciarino	1	2	3
Shawn Myers	1	2	3
Stephen (Steve) Skidd	1	2	3
Steve Neratko	1	2	3
Steven (Steve) Davis	1	2	3
Sungman (Simon) Kim	1	2	3
Veronica Williams	1	2	3
Vincent (Drew) Jemison	1	2	3
Warren Brown	1	2	3
William (Bill) Lawrence	1	2	3



I am conscientious and passionate about my profession. I strive to build a positive lifelong rapport with all whom I encounter.

Target Market:

Property Management
Retail
Commercial
HOA
Condominium
Conventional
Tax Credit.
Regional Manager

Qualifications:

FL-CAM License

Fl. Real Estate License

CAI Member

Former Independent Contractor-
Tennessee
Housing Authority

GNAA-Member
Greater Nashville
Apartment
Association

Grace Hill

Wilson County TN
C.A.S.A
Court Appointed
Special Advocate

Angela Gemma Carulli

29 B Pine Hill Lane, Palm Coast Florida 32164
(386) 843-1671 angie.carulli@yahoo.com

Professional Overview:

Strategic, proven leader with over 25 years of progressive experience in the Real Estate Industry in diverse aspects of the field. Superior attention to customer service with highly developed communication and relationship building skills. Steadfast, reliable and committed.

Employment History:

6/18 to Present; Venture Development Realty, Inc. Ormond Beach
Property Manager- Plantation Bay Golf & Country Club

3/14-6/18 Leland Enterprises, Inc. Ormond Beach, FL
Property Manager-(Senior LIHTC 96 units)

5/12-12/14 Snack Shack Vending Co, Mt. Juliet, TN
Owner/Operator

1/10- 5/12 Wentworth Property Management, Mt. Juliet, TN
Assistant Community Manager (HOA 1000+ Homes)

3/08-12/09 Sentinel Real Estate Corp., Hermitage, TN
Assistant Property Manager (Conventional 480 units)

4/06- 3/08 Prime Retail, Lebanon, TN
Guest Services Supervisor-(Retail Property Management)

5/97- 12/05 GL Homes of Florida- Sunrise, FL
New Home Sales Associate, Closing Coordinator,
Office Manager and Construction Secretary

Proficient in several software systems; Yardi Voyager, Rent Roll, Skyline, Property Boss, JD Powers, Quick Books, Microsoft Office (word, excel, publisher) amongst many custom software programs. Internet and Social Media Savy.

Beau Falgout

January 5, 2019

City of Palm Coast
160 Lake Avenue
Palm Coast, FL 32164

Dear City of Palm Coast:

I am writing to express my interest and to apply for the City Manager. I am excited about continuing to work in a dynamic, growing, and innovative organization and City. Palm Coast is not only the place where I have grown professionally, but also a community that my family calls home. I look forward to working with the dedicated team of elected officials, stakeholders, citizens, partners, and staff at the City of Palm Coast to move important priorities and projects forward.

For the past 12 years, I have gained a broad variety of experience in many aspects of municipal operations at the City of Palm Coast. During that time, I have been recognized as a creative and effective leader garnering multiple promotions. I am currently the Interim City Manager and most recently served as the Assistant City Manager. I am proud to lead a premier municipal organization comprised of 9 departments, with 450 full-time, 4 part-time, and 70 seasonal/temporary employees with a budget of \$143.7 million. I believe my experience at the City of Palm Coast sets me apart from other candidates, since I am familiar with the community, organization, and City Councils' goals and objectives.

I have managed complex projects in a team environment and delivered results that exceed expectations. I have managed a wide variety of teams and projects over my career, from leading the \$10 million City Hall project to leading improvements to the City's purchasing and contract management processes that included transition to 100% paperless bidding and contract execution. I managed the State Road 100 Corridor Community Redevelopment Agency with an annual work plan of \$5.4 million while managing the City's multiple housing programs. I served as the Deputy Incident Commander in two major Hurricanes in one year (Hurricane Matthew and Hurricane Irma) and was fully involved in the response and recovery. I believe these examples and my resume show the breadth of my experience.

More importantly, I am dedicated to serving the City of Palm Coast, its citizens, and City staff. As Interim City Manager, I am already leading the team of dedicated staff members in moving the important City Council priorities and projects forward, which are outlined in the candidate profile. I believe my qualifications and experience make me the leading candidate for this opportunity. I look forward to speaking with you about this position further. Thank you for your time and consideration.

Sincerely,

Beau Falgout

Beau Falgout

Palm Coast, FL 32164

bfgout13@gmail.com

www.linkedin.com/in/bfgout

Cell: [REDACTED]

Recognized as a creative and effective leader in multifaceted public sector environments with a variety of stakeholders and challenges. Consistently recognized for an ability to manage teams and complex projects in a team environment and meet or exceed expectations.

Areas of Expertise

*Public Administration
Project Management
Community Development*

*Business Assistance
Employee Development
Housing Programs and Policy*

*Policy Development & Analysis
Media Relations
Legislative Affairs*

Professional Experience

CITY OF PALM COAST — Palm Coast, FL

2/2007 to Present

Palm Coast is a city with a population of 86,516 covering approximately 95 square miles. It is located in Northeast Florida on the Intracoastal Waterway between St. Augustine and Daytona Beach. Palm Coast is a full service City with annual budget of \$156 million. Of note, the City was the fastest growing metropolitan area in the United States from 2000-2010.

Interim City Manager, 9/2018 - Present

Assistant City Manager, 2/2018 - Present

Interim Information Technology Director, 7/2018 – 9/2018

Administrative Services & Economic Development Director, 5/2016 – Present

City Administration Coordinator, 3/2014 to 5/2016

Senior Economic Development Planner, 7/2010 to 3/2014

Senior Planner, 7/2007 to 7/2010

Planner, 2/2007-7/2007

Selected Contributions:

- Named Interim City Manager after the termination of the previous City Manager. Lead a premier City organization comprised of 9 departments, with 450 full-time, 4 part-time, and 70 seasonal/temporary employees with a budget of \$143.7 million.
- As Assistant City Manager, acted as the City Manager in their absence to ensure appropriate coverage of important administrative functions.
- Manage and coordinate complex administrative projects that cross departmental functional responsibilities and/or issues that involve other governmental entities in conjunction with the City Manager and the City Attorney.
- Lead and manage the Administrative Services & Economic Development Department with the functional divisions of the City Clerk, Communications & Marketing, Central Services (Budget, Purchasing, Contract Management), and Innovation and Economic Growth. Department has staffing of 12 full-time employees, an annual operating budget of \$1.9 million, with total budget responsibility of \$13.8 million.
- Served as the Deputy Incident Commander in emergency events. Assisted in managing the City's response and recovery to two major Hurricanes in one year (Hurricane Matthew and Hurricane Irma).
- Consistent presenter to City Council of major policy and project initiatives, especially those involving multiple City departments or other governmental agencies. Developed and guided over 170 agenda items for City Council consideration.
- Created and presented to City Council the plan to build City Hall in the City's new downtown using existing funding sources. In addition, while the City Hall was under construction, negotiated a lease extension with the current landlord by outlining and exploring alternative solutions.
- Led improvements to the City's purchasing and contract management processes that included transition to 100% paperless bidding and contract execution.
- Led a cross-departmental Economic Development Team to develop a City strategic economic development plan, entitled "Prosperity 2021," and implement identified projects. Since development, the local economy's

unemployment rate has dropped from 15.7% in 2010 to 6.1% in 2015. In addition, taxable sales in Palm Coast have risen 28% and bed tax collections have risen 45% during that same period.

- Served as the point person for all economic development projects within the City, including negotiation and management of all economic incentive agreements. Championed the estimated \$40 million Island Walk Redevelopment project and negotiated incentives to ensure this important project moved forward.
- Led the negotiations for the annexation and master planning for over 12,000 acres, consisting of two major projects: Neoga Lakes and Old Brick Township.
- Spearheaded the creation of Airport Area Master Plan, an award winning multi-jurisdictional plan to foster economic development in and around the Flagler Executive Airport.
- Established the City's Business Assistance Center (BAC) through a partnership with the Small Business Development Center at the University of Central Florida to assist existing businesses. Since the BAC was established, the BAC has generated over \$26 million in economic impact to the local economy.
- Advocated for relocating and expanding businesses engaged in the City's various regulatory processes.
- Led a cross-departmental team to develop and launch a new employee development and training program. Through an annual survey, employees express a 76% satisfaction rate with employee development and training.
- Managed the SR 100 Community Redevelopment Agency, led a consultant team to update the Master Redevelopment Plan, helped to secure \$4 million in bond financing, implemented the annual work plan with a budget of \$5.4 million, and acquired numerous private properties for future redevelopment.
- Promoted City interests to both state and federal legislative delegations and lobbyists. Facilitated departments in applying for grants in excess of \$40 million with over \$7 million being awarded.
- Established the City's housing programs, including the Neighborhood Stabilization Program 1 and 3, a Small Cities Community Development Block Grant (CDBG), and the Entitlement CDBG Program. The total grant funding for these programs exceeds \$5 million.
- Frequent and professional interaction with media including television, radio, and newspaper on high profile policy and project initiatives.

ST. JOHNS RIVER WATER MANAGEMENT DISTRICT — Palatka, FL 2/2004 to 1/2007

Independent Planning Consultant, 12/2005 to 1/2007

Policy Analyst Intern, 2/2004 to 12/2005

Selected as an outside self-employed consultant in order to provide technical assistance to local governments after working as an intern. Created technical assistance documents for local governments to use in complying with the updated legislative requirements for linking land use and water supply planning. Completed comprehensive plan and development of regional impact reviews and drafted comment letters.

Education and Training

UNIVERSITY OF FLORIDA — Gainesville, FL

Master of Urban and Regional Planning, all completed except thesis

Bachelor of Science in Business Administration, degree awarded 7/2003

Professional Associations and Continuing Education

American Planning Association Member, member since 2007

Federal Emergency Management Agency

National Incident Management Systems, ICS-100, ICS-200, IS-700

Florida Planning Association, member since 2007

International Economic Development Council, member since 2015

Economic Development Marketing & Attraction Course, 6/2013

Business Retention & Expansion Course, 11/2012

Economic Development Credit Analysis Course, 7/2011

Real Estate Development & Reuse Course, 11/2010

Basic Economic Development Course, 11/2009

International City/County Management Association, member since 2015

Published in PM Magazine, September 2018, *Change the Perception of Local Government*

Florida City/County Management Association, member since 2018

Member, 3/2018 to Present

I have taught the following courses: **Human Resources Management, Principle of Business Administration, Business Law, Introduction to Public Administration, Public Finance and Budgeting, Marketing Management, Seminar in Business Management, Organization Theory and Behavior, Governmental employer-Employee Relations, Urban Administration & Social Change, Comparative Public Administration, Public Policy Analysis, Management of State and Local government, Intergovernmental Relations in the United States, Federal Corporation Income Tax, Entrepreneurial Studies, Principle of Marketing, Labor Relations, Business Government and Society, Organization Behavior and Development, Continuous Quality Management, International Management, Information Management System, Organization Theory, and Strategic Management.**

I have proven skills and experience in Membership development, Strategic Planning & implementation, Marketing, Public Relations, Financial Development, Board Development, Staff Development, Program Development, Major Gift, Marketing, Annual & Capital Campaign, Hospital Partnership Collaboration and Facility Management.

I have run successfully Annual Campaigns and secured funds (\$125,000 for DCYMCA in 1999 and 2000). The Capital Campaign I ran raised over \$725,000.00 from July 2000 to December 2000. I am a mission driven experienced Executive Director that model character values.

As ambassador for the mission and vision of life my most significant accomplishment was completing a PhD, Doctor of Philosophy with a major in Education on June 28, 2000 and at the same time originating a start up YMCA Association to charter status in five months as CEO.

I can be the your eyes and ears for that team player you are looking for to get the job done. I am considered by others to be articulate, motivating, decisive, organized, role model and visionary.

In the Southampton Roads Metro (\$22 Million Y) I started my career with the YMCA in December 1995. I received operational experience with multiple facilities throughout the city, extensive multi-site childcare program, youth sports, Aquatics, Before & after Care, Pre-School, Fitness, Aerobics, Dance, Judo, Summer Camp and Fund-raising Annual Campaign. I have as a Director and CEO recruited members to the Board, Mentored Board Development, proved record of successful membership growth

in Southampton Roads (Effingham Branch in a community of 100,000 people) and Executive recruitment. I gained extensive experience in capital campaigns there, (\$850,000.00 Renovation Addition completed in 1997) and with the multi-million dollar capital campaign at the Dillon County YMCA.

I served from 1968 - 1995 in other Senior Operations positions. The Senior Operations experience was in the functional areas of (Marketing, Customer Service, Finance & Accounting, Fiscal Management of Equipment, Vehicles, Property and Lodging Management, Planning, Public Relations & Staffing) while serving with the Active Army and Army Reserve, The Postal Service and as an Associate Professor teaching at colleges in Public and Business Administration with a Budget responsibility of 100.0 millions dollars. (Army Major, Reserve retired)

On December 21, 1983 I received official recognition for Negotiating Leadership from Reverend O'Lee Lewis, Antioch Baptist Church, Goldsboro, NC, for raising successfully \$600,000.00 while serving as Financial Chairman. The deed to Antioch Baptist Church was burned on April 2, 1995 at a 1.2 million-dollar value with a celebration.

I use my people skills in the community to establish partnerships. I enjoy developing relationships and work well with the Board, Staff, Volunteer, Member and Participants. My opinion were valued by the Board, Staff and Employees. I am committed because of the passion I have for people, instructing young men, women and the gratification one receives out weights the money you receive for salary. My hobby are sharing my time with people teaching, listening, reading, playing golf when time permit, raising flowers, surf fishing and restoring old cars when I can find one.

Today I am available for a personal interview. My home number is 352-787-2196 and cell number is 352-255-3317. Please leave a message on my answer machine.

Sincerely,

Bobby J. Parker, Ph.D
9910 Canterbury Drive
Leesburg, Florida 34788

Bobby Parker
9910 Canterbury Drive
Leesburg, Florida 34788
352-787-2196 & Cell 255-3317

JOB OBJECTIVE: To be employed as

SEP 04 - NOW - Adjunct Professor Faculty member with Saint Leo University, Ocala Center, in their Evening Business Department. We are continuing to share our experiences with undergraduates in the Business administration Division.

August 01 to now volunteering with support groups, Disabled America Veterans, Food Bank and in other noted areas consulting when needed.

MAR 99 - JUL 01 CEO/Chief Executive Officer Dillon County YMCA, Dillon, SC - oversees the day to day operation of all branches. Empowered by the Board of Dillon County YMCA to make major as well as minor decision in an Association with budget supervision \$3,500,000. I managed Membership/Marketing, Childcare, Aerobics, Youth Sports, Fitness/Wellness, Summer Camp, After Care, Active Adult and Teen Program. On September 22, 1999 the Dillon County Young Men's Association entered a collaboration agreement with Saint Eugene Hospital, a Division of Mcleod Hospital Systems to build a facility jointly valued at \$3.5 million dollars. On March 16, 2000 The City of Dillon Council agreed to support the YMCA and Saint Eugene Hospital by leasing us 7 acres of land for 99 years for a \$1.00 a year. The square feet of the building being 30,000 to 50,000 square feet.

Mar 00 - JUL 01 - Adjunct Professor Faculty member with Coker College Evening and Extended Studies Program for 1999-2000, Hartsville, SC. We will be continuing to share our experiences with undergraduates in the Business Administration Division some 425 students that adjunct professors teach more than 150 courses during the year. My first course was Entrepreneurial Studies.

Dec 95 - Mar 99- YMCA - Portsmouth, VA (Budget was \$1.0 Million) Serves as Interim Administrative Officer, Interim Membership/Marketing Director and currently serving as the Fitness, Building/Grounds, Maintenance, and Housekeeping Director - March/1997 - March/1999. I worked at the Effingham Branch with the YMCA of Southampton Roads supervising /monitoring Childcare, Aerobics, Youth Sports, Aquatics, Before and After Care (10 Elem Schools), Pre-School, Summer Camp, Basketball, Judo, Dance, Fundraising Capital Campaigns-Membership Drives and Volunteering - December 1996 - March 1997.

DEC 91 - Dec 95 Associate Professor at Shaw University (CAPE), Raleigh, NC teaching extended and distance learning to undergraduates in Public & Business Administration. I have taught at some five different colleges over a twenty year span. I developed numerous Course outlines and research data over this period of time. While in Vietnam I volunteered with K-1 TO K-12 children working with the Red Cross. At Shaw University I was a role model for undergraduates students and my opinions were valued in the Public & Business Administration Department.

MAY 91 - DEC 91 Assigned to US Army Material Command, Alexandria, Virginia, Office of Equal Opportunity as Administrative Officer doing budgets(\$15.0 millions), statistical computer Data, and working data charts working with First Choice, Micro Soft Window, dBase III, Freelance, Harvard Graphics, Lotus 1-2-3, First Publisher, Procom, Word Processing and Unix's.

FEB 91 - MAY 91 Assigned to US Army Material Command, 5001 Eisenhower Avenue, Alexandria, Virginia as Administrative, Financial (Budget \$5.0 millions) & Human Resources Officer doing statistical computer data and assigning Immobilized Active Duty personnel in car ser Fields. This was in the Military and Civilian Personnel Office.

NOV 90 - JAN 91 Assigned as Deputy Executive Officer, Falkburg, Netherlands (\$200.0 millions budget) with the Aviation Marshing Area Command Handling Human Resources, Administration, Logistic, Financial, Scheduling Personnel and other like duties. This Mission

was for Desert Shield/Storm received and processed 336 Aircraft's and provide life support to a daily average of 175 personnel managing some 200 million dollars worth of equipment shipped from Germany to Saudi Arabi before Desert Storm began.

JAN 90 - OCT 90 Self Employed at The Seafood/SteakHouse managing fifteen employees. We rendered food service to some 65 capacity seating restuarant. We served a buffet for lunch and supper. We also offered catering to groups such as churches, schools, hospitals and other different office groups.

JAN 70 - JAN 90 Executive Director/Administrator responsible for customer service, (Population area served 75,000) Finance (\$5.0 million budget), Mail Processing, Delivery, Safety, Human Resources, Contracts Services, Visited Civic Groups, Churches, Non-Profit Groups, Maintained and was Custodian of Adequate records for all personnel, Certified Classification and Salaries to Employees, Established and promoted suggestion Program and Labor Negotiations for employees of five crafts at a Post Office as Postmaster for the US Postal Service.

SEP 76 - DEC 91 Associate Professor teaching undergradutes in Human Services, Business and Public Administration in Extended-Distance Learning at Wayne, Halifax, Roanoke Chowan, Martin Community College, NC, Shaw University, Raleigh, NC. I developed numerous course outlines and my opinions where valued during my tenure.

MAR 66 - JAN 70 US ARMY Active Duty as Legal Clerk, General Clerk, Personnel Management Supervisor, Utility Supervisor at Irwin Army Hospital at Junction City, Kansas, 4th transportation Command, Vietnam, Indiana & Columbia, S.C.

NOV 69 - JAN 70 O'BERRY Center, Goldsboro, NC-Mental Health Technician -worked in long term caring for 60 bed long term care facility ensuring quality residential care and made sure they were supervised and attended as assigned activities.

1967 - 1969 I served as Supervisor of Supply and Service Division, Irwin Hospital, Fort Riley, KS a 450 Bed Hospital, 25 Custodian Civil Service, Four Supervisors and 25 Military Personnel.

1967- 1968 (Part-Time) Salesman at Gibson Discount Center, Automotive, Sporting Goods and Hardward Department, Junction City, Kansas.

1965 - 1966 Hotel Warwick, Newport News, Virginia as a Customer Service Clerk rendering service as required with the customer as requested by the Guest and as a Rigger with the Newport News, Virginia Shipyard.

ENDORSEMENTS: BA Public Administration
MA Management Supervision
MA Human Resources
Ph.D.- Doctor of Philosophy with a Major in Education

EDUCATION: NOV - FEB 69 Manhattan Vocation Tech College - Computer Data Processing
SEP 70 - NOV 73 Wayne Community College College Bound Courses
SEP 74 - SEP 74 Executive Management Academy-PST/DI-Certificate
JAN 72 - MAY 75 Shaw University, Bachelor of Arts -Public Admin
AUG 75 - AUG 76 Central Michigan University, Master of Arts -
Management Supervision & Human Resources
AUG 75 - AUG 76 Central Michigan University, Master of Arts -
Management Supervision
JAN 95 - JUL 2000 Pacific Western University, Doctor of Philosophy
with a major in Education.

YMCA of the USA MAR 99 - YMCA Simply Outrageous Service, Chicago, IL
APR 99 - New Chief Executive Institute, Chicago, IL
NOV 99 - Principles and Practices, Chicago, IL
DEC 99 - YMCA Director, Chicago, IL
APR 00 - YMCA Senior Director, Chicago, IL

ADDITION INFORMATION: Certificate of Leadership from Antioch Baptist, Goldsboro, North Carolina - Feather - News Herald, Chairman Leukemia Society for Americas 1982 Cancer Drive and EFFINGHAM STREET YMCA, PORTSMOUTH, VIRGINIA , Employee of the Month presented on February 22, 1997 Citing In grateful appreciation for your fine service we hereby recognize and honor Bobby Parker as the outstanding employee of the month.

WILLING TO TRAVEL: SALARY HISTORY OF \$3000.00 in 1965 to \$82,000.00
SALARY NEGOTIABLE - CAN START WORK IMMEDIATELY

PROFESSIONAL ASSOCIATION ORGANIZATION

SHAW UNIVERSITY ALUMNI

CENTRAL MICHIGAN UNIVERSITYALUMNI

MEMBER INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION - J. O. B.

J. W. HOOD LODGE #8

MEMBER ANTIOCH BAPTIST CHURCH

FORMER CHAIRMAN TRUSTEE BOARD, ANTIOCH BAPTIST CHURCH (1977 -1985)

MEMBER OF AME CHURCH

MEMBER OF FIRST BAPTIST CHURCH

MEMBER PASTOR AID CLUB

MEMBER OF NORTH CAROLINA ATTORNEY GENERAL'S SAFE NEIGHBORHOODS

MEMBER OF LITTLE MOUNT ZION BAPTIST CHURCH

DEACON, CHAIRMAN OF DEACON BOARD, EBENEZER TEMPLE OF FAITH CHURCH (1997)

DEACON, MEMBER CHAPEL UNDER FOUR FLAGS NORFOLK NAVAL SHIPYARD

MEMBER, PEE DEE WORKFORCE INVESTMENT BOARD YOUTH COUNCIL

MEMBER, ASSOCIATION OF PROFESSIONAL DIRECTORS OF YMCA (APD)

MEMBER, BOARD OF DIRECTORS FOR COMMUNITIES IN SCHOOLS OF DILLON COUNTY

MEMBER, BOARD OF DIRECTORS FOR DAV, CHAPTER 87, LEESBURG, FLORIDA (2001)

FLORIDA STATE CHAPLAIN FOR DAV & CHAPTER 87 CHAPLAIN LEESBURG FL (01 -04)

BUILDING COMMITTEE CHAIR FOR DAV CHAPTER 87, LEESBURG, FL (2002-2004)

CITY/TOWN MANAGER

SUMMARY: Accomplished senior-level military leader with 26 years of progressive responsibility leading large diverse organizations equivalent to city organizations performing emergency management, budget formulation, facility and infrastructure maintenance and construction (pubic works), project management, fire and police response, security, recreation/golf course management, human resource management, zoning and land use, public-private partnerships, utilities management, runway/airport management, airspace de-confliction, logistics management, management analysis and engineering, program and budget management, process improvement, benchmarking, and providing innovative solutions to complex problems. Experience in human capital development, resource utilization, and executive leadership in financial portfolio management.

CORE COMPETENCIES

- Large Organization Leadership
- Business Process Improvement
- Recreation Programs
- Construction Management
- Security Programs
- Utilities Management
- Information Technology
- Budget Formulation
- Contracting
- Education Programs
- Certified Flight Instructor
- Project Management
- Compliance and Inspections
- Equal Opportunity Programs
- Human Resource Management
- Emergency Management
- Strategic Planning
- Land Use
- Fire Protection
- Infrastructure Management
- Revenue Generating Programs

PROFESSIONAL EXPERIENCE

Manager, Deloitte U.S. Delivery Center Lake Mary, FL **July 2018 – Present**
Led stand up of Robotic Process Automation team building bots for fortune 500 companies. Certified in Workday Human Capital Management, Launch, Employment Management, UI Path and Automation Anywhere Advanced RPA developer.

Director, Manpower and Personnel U.S Strategic Command Offutt AFB, NE **June 2014 – June 2017**
Led 50 active duty military and civilian personnel to develop and administer command manpower and personnel policies, human resources and personnel assignment programs to include position analysis, promotions, evaluations, education and training, awards and decorations, in and out-processing, policy and guidance, manpower plans, and new organization development for 4,400 personnel from 29 unique organizations around the world

- Streamlined onboarding procedures – saved in processing time by 20%
- Managed 40 senior leaders – general/flag officers and senior executive service civilians
- Quantified manpower requirements for 3 separate, new organizations – 300+ positions validated
- Managed classification of 4,000 civilian position descriptions

Commander, 4th Mission Support Group Seymour Johnson AFB, NC **June 2012 – June 2014**
Directed the daily operations of 2,200 personnel charged with providing civil engineering (public works), communications-computer systems, security and law enforcement, supply, transportation, human resources, information management, education, food services, housing, and recreation support for a community of more than 14,000 people. Responsible for maintaining the capability to deploy readiness teams worldwide to build, secure and operate bases to support combat forces as well as emergency management for natural disasters, major accidents, or conventional, chemical, and biological attacks

- Managed over \$60 million budget
- Public-private land use partnership with city of Goldsboro, NC
- Represented base at statewide land/zoning boards
- Created airman-led Idea program to deliver better/more efficient operations--saved \$567K
- Revamped operations for 95 revenue generating businesses - \$2.1M in revenue
- Worked with city managers, state planners, and county administrators on zoning and land use

Director, Military Requirements Secretary of Defense (Personnel Readiness) Pentagon **June 2011 – June 2012**
Led DoD Total Force manpower requirements and policy relating to military and civilian mix Represented DoD on all manpower matters with Military Departments/Defense Agencies/Congressional Staffs. Oversaw legislative affairs pertaining to Total Force; developed/coordinated positions on legislation impacting DoD. Chaired DoD Manpower Issues Team during program/budget review to define manpower program/implement guidance

BRENT PAUL MORAN

- Devised analysis plan to validate the need for 98K military positions in DoD agencies
- Promulgated Secretary of Defense-level human resource policy and guidance affecting over 500,000 positions

Group Deputy Commander, 380th Expeditionary Mission Support Group Al Dhafra AB May 2010 – May 2011

Directed the daily operations for six squadrons: 840 airmen, civilians, and contractors Operations including human resource support, recreational services, engineering and construction, food services, billeting, supply, base security and law enforcement, communications, contracting support, logistics, disaster preparedness, emergency operations, sanitation, utility service, crash rescue, fire protection, and Host Nation agreements and engagement

- Led first-ever F-22 stand-up in the middle east 18 aircraft/565 personnel, 2 months' notice
- Ran Unmanned Aerial Vehicle bed down - \$13M facility and communication construction
- Managed the rotation of temporary and full-time military, contractor, and civilian employees overseas

Manpower Officer/Executive Officer Special Operations Command Mac Dill AFB, FL July 2007 – May 2010

Developed, controlled, programmed, and allocated Special Operations Forces manpower resources in support of headquarters planning, programming, budgeting and execution process. Managed the allocation of military, civilian and contractor resources and documented them in manpower documents. Advised general officers on process improvement, best practices, and recognized optimal performance

- Executive officer to two two-star general Officers – managed tasks, calendars, speeches, and travel
- Led detailed headquarters study validating over 3,000 positions - a mix of military and civilian requirements
- Oversaw the management and accurate documentation of 60,000 special operations forces authorizations

Commander, 1st Manpower Requirements Squadron Randolph AFB, TX July 2005 – July 2007

Commanded a 56-person squadron to develop manpower standards and quantify manpower requirements for civil engineering, human resources, and education and training commands. Employed industrial and management engineering methodologies to develop manpower determinants and standards

- Completed comprehensive review of 56,000 positions worth \$3 billion
- Merged and centralized human resource support into a 24/7 call center and web presence – saved 1,600 spaces

Additional Human Resources Experience - Various Locations Jan 1991 – June 2004

Senior Management/Industrial Engineer/Management Analyst, Manpower and Quality Office Chief, Manpower Programmer for Future Years Defense Program and Program Objective Memorandum, President's Budget, Resource Management Decision, Wartime Planner, Business Process Reengineering, Strategic Planning, Statistical Analysis, Balanced Scorecard, Government Performance and Result Act, Outsourcing and Privatization, Project Management

Environmental Engineer Intern (Delaware Dept. of Natural Resources/Environmental Control) May - Sep 1987

Reviewed and approved permits for residential, farm, and commercial water and wastewater systems

EDUCATION

- U. of South Florida St. Petersburg MBA Essentials – Finance, Accounting, Economics, Statistics, Operations Management, Management, Management Information Systems, Marketing
- Air War College (Correspondence) **May 2007**
- Army Command and General Staff College (in residence) **June 2005**
- Squadron Officers School **March 1996**
- U. of West Florida – Masters Public Administration **May 1993**
- U. of Delaware – B.S. Agriculture – Courses in engineering, computer science, chemistry, math **Dec 1989**

Other Skills/Training

- Incident Management Course, Squadron and Group Commander's Course, Manpower Technical School, Professional Manpower Staff Officer's Course, Joint Professional Military Education II, Benchmarking, Teams and Tools, Functional Process Improvement, OMB Circular A-76, Covey's Seven Habits, Microsoft Office (Outlook, Word, Excel, Access, Project), programmed in C++, Visual Basic, Modula-2, Pascal, Fortran, BASIC, and some HTML, Advanced Ground Instructor, Certified Flight Instructor

BRIAN M. WILSON

3738 OAK LANE DRIVE, BELOIT, WI 53511

Mobile: (314) 583-4308

E-Mail: bmw.bwilson@yahoo.com

January 6, 2019

Doug Thomas, Senior Vice President
Strategic Government Resources
P.O. Box 1642
Keller, TX 76244

Dear Mr. Thomas:

I want to be the next City Manager for Palm Coast, Florida. Professionally, I have over 22 years of progressively responsible experience in local government, I have obtained a Master of Science in Administration degree, and I am a Credentialed Manager through the International City/County Management Association (ICMA). Personally, I am easy to get along with, eager to serve, and smart enough to learn and master anything I set my mind to. I am confident that I can meet and exceed the City's expectations in the role of City Manager.

My career has exposed me to all aspects of local government services in communities both small and large. I developed a keen understanding of city operations and community development during my first ten years in government working for the City of St. Louis, Missouri. During the twelve years since I left St. Louis I have worked in management roles that have given me experience with municipal finance, disaster recovery and post-disaster redevelopment planning, planning and zoning, housing development, contract management, and economic development. I am committed to continuing professional education, fostering innovation, customer service, and ethical and transparent government. Together, these traits and experience will enable me to quickly acclimate to the community and its needs and be an effective City Manager.

Currently, I am seeking a new career opportunity that will allow me to apply my management experience in a larger organization for a long-term commitment. Additionally, several members of my wife's family reside in Florida and we would welcome the opportunity to relocate there. From what I have read of the City of Palm Coast, I cannot think of a better community to move to as I embark on this next chapter in my professional career.

Please consider my qualifications to be the City Manager for Palm Coast, Florida, and contact me at your earliest convenience if you have further questions. I look forward to hearing from you.

Best Regards,



Brian M. Wilson, ICMA-CM

SUMMARY OF QUALIFICATIONS

- ❖ Over 22 years in local government with roles in management, utilities, budgeting, zoning, and community and economic development.
- ❖ Recognized as an ICMA Credentialed Manager since 2015.
- ❖ Experienced with utilizing housing studies to drive housing development and incentivize desired results such as market-rate rental, senior, and affordable housing.
- ❖ Reorganized and restructured Treasurer's Office to increase productivity and streamline flow of financial information which included out-sourcing payroll functions to a private contractor.
- ❖ Completed community-driven Marketing and Branding Study for Downtown Development and facilitated strategic planning to accomplish goals resulting from the study.
- ❖ Negotiated development agreements for Tax Increment Financing District projects to jump-start stagnant business park and residential subdivision.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

Village Administrator, Village of Belleville, WI

2016 – Present

Duties and Responsibilities as Village Administrator:

- Chief administrative officer of a suburban municipality providing police, streets, library, and parks services as well as water, sewer and storm water utilities.
- Carries out statutory duties of Village Clerk and Village Treasurer and acts as Executive Director of the Community Development Authority (CDA).
- Maintains contractual services related to solid waste collection, building inspection, planning, zoning, and Fire and EMS protection.
- Prepares and supervises operating and long-term capital budgets.

Achievements:

- Responded to local flooding event coordinating recovery efforts with county, state, and federal agencies, prepared Preliminary Damage Assessment, provided information and resources to businesses and residents impacted, and applied for Hazard Mitigation funding.
- Developed financing plan to rehabilitate a historic train depot and construct a new police department facility and public library while staying below statutory debt service limits.
- Encouraged innovative approaches to public service delivery, community engagement, and project financing while developing an image of a cutting-edge small suburb and supporting the vision of "Small community... Big heart".
- Initiated collaborative effort by local organizations to coordinate and enhance community events, support tourism efforts, conduct business retention and expansion visits, address downtown parking issues, and share resources for marketing and volunteer coordination.

Town Administrator, Town of Beloit, WI

2012 – 2015

Duties and Responsibilities as Town Administrator:

- Chief administrative officer of an urban township providing a variety of services including police, fire and paramedic, roads, storm water management, recycling, sewer utility, code enforcement, building inspection, planning and zoning, and parks.
- Carried out duties of Zoning Administrator for all planning and development matters.

Achievements:

- Worked with Alliant Energy and a Citizen Advisory Board to begin planning and site development for a new \$725 million electrical power plant to start construction in 2016.
- Refinanced and consolidated municipal bonds to obtain lower interest rates and reduce annual debt service.
- Negotiated sale of thirteen acres of Town-owned land to a local company to expand their operations, coordinated expansion of four other businesses, and assisted nine new businesses in locating into the community.
- Worked with private developer to construct 40 units of market-rate rental housing; insured developer complicity with site plans, landscape plans, and storm water plans.

City Administrator, Milan, MO**2008-2012****Duties and Responsibilities as City Administrator:**

- Managed daily operations for a full-service city providing water, sewer, electric, and natural gas utilities, as well as streets, fire, police, and parks and recreation services.
- Initiated and completed utility rate studies and conducted analysis of daily operations.
- Represented the City's interests by chairing the Sullivan County Enhanced Enterprise Zone Advisory Board and serving on the boards of the Green Hills Regional Planning Commission, the North Missouri Solid Waste Management District, and the North Central Missouri Regional Water Commission.

Achievements:

- Initiated visioning process for downtown development by organizing Milan business professionals into a Main Street organization and conducting a comprehensive community planning effort for business district improvements.
- Created a Façade Improvement Program to offer matching-grant funds to business owners for improvements to buildings in compliance with the Downtown Plan; resulted in funding approximately \$516,000 in storefront improvements around the Courthouse Square.
- As a member of the Board of Directors of the North Central Missouri Regional Water Commission, I served on the Lake Master Planning Steering Committee and was one of two speakers that engaged the public regarding creation of the East Locust Creek Reservoir; a \$49 million, 2,200 acre multi-purpose lake to be located within Sullivan County.

Disaster Recovery Manager, Caruthersville, MO**2006-2007****Duties and Responsibilities as Disaster Recovery Manager:**

- Implemented Long-Term Recovery Plan and advised Mayor and City Council on all matters pertaining to disaster recovery, housing, and economic development.
- Managed completion of Public Assistance (PA) projects in compliance with approved Scopes of Work, tracked expenditures, and submitted documentation for disbursement of State and Federal disaster funds.

Achievements:

- Coordinated with FEMA for demolition of 105 structures and reduced number of families in temporary housing from 93 to six within 18 months.
- Worked with Airport Board to construct a new Maintenance Hangar at the city airport.
- Managed completion of over two dozen FEMA Public Assistance projects related to damage to city buildings and infrastructure.
- Assisted with downtown planning and successful designation of Caruthersville as a Downtown Revitalization and Economic Assistance for Missouri (DREAM) Community.
- Attended the Restoration 2007 Conference for "Innovation, Leadership & Networks for Post-Disaster Recovery" sponsored by ICMA and held in New Orleans, Louisiana.

Neighborhood Improvement Specialist, St. Louis, MO**2000-2006**

Duties and Responsibilities as Neighborhood Improvement Specialist:

- Conducted community and economic development activities to provide neighborhood planning and organization expertise, exercise community problem-solving skills, and serve as a public point-of-contact for city services.
- Created Neighborhood Action Plans to address quality of life issues in assigned areas.
- Met regularly with members of the Board of Aldermen to discuss constituent issues.
- Coordinated with building inspectors, police, and other agencies and organizations to reduce crime and eliminate blight in assigned areas.
- Regularly attended meetings of neighborhood and business associations as a representative of the city.

Achievements:

- Assisted a St. Louis business with land acquisition and \$3.5 million expansion which retained company and created 10 new jobs while building local community support for the development.
- Assisted in the development of the McCormack House; a private, residential care development for seniors in the Forest Park Southeast Neighborhood.
- Served on a steering committee which governed the development and programming goals of the Science Corner; a test garden and green space maintained by the St. Louis Science Center in a nearby neighborhood.
- Chaired the Promotions Committee and planned two successful silent art auction fundraisers for the Manchester Avenue Main Street Program which oversaw the revitalization of a distressed commercial business district.

OTHER PROFESSIONAL EXPERIENCE**Excise Division, City of St. Louis, St. Louis, MO****1996-2000**

Employed by the City of St. Louis as a **Liquor Control Officer I** working in the Excise Division of the Department of Public Safety. Conducted administrative, investigative, and enforcement duties relative to liquor licensing.

U.S. Army Reserve, 245th Maintenance Company, St. Louis, MO**1992-1996**

Served as **Platoon Leader** for the Automotive/Armament Platoon of a Direct Support Maintenance Company. Led 54 soldiers during the conduct of maintenance operations and training. Created work plans, training schedules, and completed performance evaluations. Completed two deployments to Germany where the Company supported Active Army units. Conducted additional assigned duties of Mobilization Officer, Motor Pool Officer, Claims Officer, and Nuclear/Biological/Chemical (NBC) Defense Officer. Attained rank of **1st Lieutenant** before transferring to Individual Ready Reserve (IRR) in 1996.

EDUCATION

Southeast Missouri State University **Master of Science in Administration**
Completed courses included Organizational Communication, Finance and Accounting for Non-Profit Organizations, and Management of Non-Profit Organizations. Achieved a 3.4 GPA.

Southeast Missouri State University **Bachelor of Science**
Majored in Criminal Justice (Law Enforcement emphasis) and minored in Military Science. Served as a Justice on the Residence Life Judicial Board and as Hall Council Secretary for Myers Hall. Awarded an Army Reserve Officer Training Corps (ROTC) scholarship and commissioned as an Army Reserve officer. Graduated *cum laude* with a 3.51 GPA.

PROFESSIONAL AND VOLUNTEER AFFILIATIONS

- International City/County Management Association** **2008-Present**
- Member - First Time Administrator's Task Force (2009-2010, 2018-Present)
 - Member – Model Employment Agreement Task Force (2011-2012)
- Wisconsin City/County Management Association** **2012-Present**
- Member – Ethics Committee (2012-Present)
 - Member – Professional Development and Conference Planning (2018-Present)
- Community Health Systems of Wisconsin, Board of Directors** **2012-Present**
- Vice Chairman (2016 – 2017)
 - Chairman (2015-2016)
 - Treasurer (2013-2015)
- Rotary International** **2008-2015**
- Milan Rotary Club: Secretary (2009-2010); President (2010-2011)
 - Beloit Rotary Club: Secretary (2012-2014); Ethics Chair (2014-2015)
- Belleville Community Development Agency (CDA), Executive Director** **2016-Present**
- Green County Development Corporation, Board of Directors** **2017-Present**
- Dane County Municipal Street Improvement Program** **2017-Present**
- Member – Project Selection Committee (2017-Present)
- Greater Beloit Chamber of Commerce, Board of Directors (Ex-Officio)** **2012-2015**
- Business and Government Affairs Committee (2013-2014; Chairman 2014)
- Greater Beloit Economic Development Corporation, Board of Directors** **2012-2015**
- Strategic Planning Committee (2013-2015)
- Missouri City/County Management Association** **2008-2012**
- Missouri Municipal League** **2008-2012**
- Municipal Administration and Intergovernmental Relations Committee (2010-2012)

Calvin L. Anderson

5544 NW 54th Circle, Coconut Creek FL33073 Work; 954-481-9733, Cell; 954-261-1985

Calvina9409@gmail.com

January 4Th, 2019

City Manager Search, Palm Cost FL.

ATTN: Doug Thomas, Senior Vice President,

Strategic Government Resources,

DouglasThomas@GovernmentResource.com

Dear. Mayor and Commissioners,

I recently notice on Strategic Government Resource website, that your City Council of Palm Coast FL, is in search of an enthusiastic leader with a commitment to professionalism and a dedication to public service. A leader with a demonstrated track record of resourceful, entrepreneurial approaches to development and consider creative strategies to address high-growth community issues and challenges. A City Manager with a sense of vision for both the City organization and community that will ensure sustainable future growth

An Manager who have strong financial background and sound business acumen, with experience in long-term capital planning and budgeting skills, with the ability to cultivate and maintain a positive relationship with the City Council and help build consensus while guiding the future direction of the City. An open-minded and flexible, City Manager who have demonstrated commitment to continuous process improvement with the aggressive pursuit of state and federal grant funding opportunities that will help the City continue to provide a high quality of life to residents and the ability to remain calm under pressure while negotiating.

. With my background, knowledge, experience and skills as well as my Master's Degree in Public Administration from Long Island University's Graduate School of Management, New York City, Specializing in Local government management policies, Finance and Budget, Economic Development and Human Resource Management. I am certain I will be a valuable and contributing member to the City management team.

- Ability to be accessible and possess exceptional interpersonal and communication skills, with the ability to educate and effectively convey information and ideas to individuals at all educational levels.
- Ability to be highly visible in the community and comfortable dealing with a high level of citizen and business engagement.
- Ability to Personable, humble, and easygoing, with a strong sense of humor, and the soft skills, emotional intelligence, and public relations experience to build strong relationships with staff, Council, citizens, intergovernmental agencies, and the media.
- Excellent negotiation skills, collective bargaining experience, and the ability to help stakeholders come to consensus on community issues by having regular meetings in each community.
- Proven and thorough knowledge of emergency management practices, with County, state/FEMA reimbursement processes, and water, wastewater, and storm water systems.

I look forward meeting with the Mayor and council members
Sincerely Yours

Calvin L. Anderson (PS)

CHARLES EDWARD BROWN

Phone: (904) 451-1290 / Charles.Brown0210@gmail.com / LinkedIn Profile: <https://www.linkedin.com/in/Charles-brown-04054b12>

CAREER PROFILE: SUPPLY CHAIN AND MANUFACTURING EXECUTIVE AND TRANSFORMATIONAL LEADER

Over 20 Years of Management and Leadership Experience within Distribution, Manufacturing, Production, and Operational Environments, including Key Positions with Home Depot, W.W. Grainger and Fiat Chrysler

Record of Accomplishments in Strategy and Goal Deployment, as well as, Double-Digit Efficiency Improvements, and Consistent Achievement of Quality, Safety, and Delivery Objectives

An accomplished Supply Chain, Manufacturing and Operational executive, recognized for strategic leadership and successfully managing transformational change to achieve maximum results. A unique ability to develop business strategies and implement game-changing initiatives aimed at improved efficiency and performance. Proven expertise in performance management and talent development. A determined, results-driven leader who excels at tackling significant change initiatives and is masterful at collaboration, readily able to adapt in any situation.

Core Leadership Specialties:

- | | | |
|--|--|--|
| <input type="checkbox"/> Certified Lean Supply Chain Executive | <input type="checkbox"/> Operational Risk Management | <input type="checkbox"/> Acquisition Integration |
| <input type="checkbox"/> Strategic Thought Leadership | <input type="checkbox"/> Talent Development | <input type="checkbox"/> Supply Chain Optimization |
| <input type="checkbox"/> Change Management | <input type="checkbox"/> Disciplined & Analytical problem solver | <input type="checkbox"/> New System Implementation |
| <input type="checkbox"/> DOT Regulations | <input type="checkbox"/> NHTSA Regulations | <input type="checkbox"/> FDA Regulations |

PROFESSIONAL EXPERIENCE

The Home Depot, Jacksonville, FL (2013 – Present)

Director of Process and Systems (2017-present)

- Establish strategic and operational plans, managing execution, and measuring results, for the Interline Brands – Home Depot, as well as, providing functional expertise and executing functional responsibilities.
- Establish WMS and Operational Priorities, as well as, oversee all User Acceptance Testing (UAT) during each program development life cycle to ensure operational validation.
- Spearheaded partner, peer and team development and coaching to the extended enterprise and direct staff support.

Accomplishments:

- **Achieved 4% YoY cost reduction in Delivery KPI in 14 months by enacting system enhancement**
- **Achieved 15% YoY efficiency improvement throughout the network enterprise through multiple continuous improvement initiatives**

Director of Operations (2015-2017)

- Lead multiple facilities as the best performing facilities within the region, as the Sites of Excellence. Responsible for P&L, leader development, operations and logistics at each location, as well as, all aspects of associate and customer relations, operational excellence and business profitability within the region. Oversight over 70 million dollars in inventory and 250 million dollars in sales flow throughout the region.

Accomplishments:

- **Achieved Delivery cost reduction by 25% across the region by optimizing routes and reducing courier costs**
- **Exceeded Cost initiatives by 6.5% across the region by eliminating excessive overtime**
- **Exceeded Safety goal by 5% by implementing Behavioral Based Safety program**

Director of Operational Excellence (2013-2015)

- Change catalyst leading continuous improvement for 70 facilities across the United States in the areas, distributing broad-line maintenance, repair and operations (MRO) products in order to leverage and scale across the three primary customer segments: Institutional & Commercial Facility Owners & Service Contractors; Multifamily Apartment Owners and Property Manager; Residential Service Contractors and Retailers/Resellers.
- Identified and led efficiency and cost savings initiatives to optimize the \$1.7B distribution network and end-to-end supply chain performance while improving customer experience. Developed KPIs across Interline Brands, ensuring cross-functional alignment.

Accomplishments:

- Exceeded Distribution Operational Expense to Sales by 6% by implementing continuous improvement standards and alignment across the enterprise. Developed key initiatives that increased Quality and Customer Satisfaction by 7%
- Developed web based Operational Excellence platform for Interline Brands Division, The Home Depot.

W.W. Grainger, Jacksonville, FL (2008 – 2013)

Senior Operations Manager, Jacksonville Distribution Center

- Directed all aspects of operations for a 250,000 sq. ft. distribution center, containing \$30 million of inventory. Managed the project launch for the successful implementation of the Extended Warehouse Management System. Created system documentation for all Continuous Improvement processes and implement detailed training plans for both inbound and outbound departments. Devised in-house activity reporting tools to track and report quality, inventory accuracy and productivity in detail on all functional areas of the Jacksonville Distribution Center. Led Continuous Improvement Initiatives across the operational network for multiple distribution centers.

Accomplishments:

- Achieved distribution controllable expenses reduction by average of 5% annually.
- Achieved overtime reduction in all departments from 7% to 3.3%, while simultaneously maintaining the total labor cost.

PROFESSIONAL EXPERIENCE CHRONOLOGY

**NAACO Material Handling Group
Fiat Chrysler**

**2007-2008
1998-2007**

**Senior Manufacturing Manager
Manufacturing Operations Manager
Lean Manufacturing/Throughput Manager
Senior Process and Inventory Specialist
Senior Buyer and Procurement Specialist
Shipping and Planning Manager
Production Control Supervisor**

EDUCATION AND PROFESSIONAL DEVELOPMENT

Lean Supply Chain Professional, 2015
Georgia Tech University, Atlanta, GA

Masters of Business Administration, 2005
Frederick Taylor International University, Moraga, CA

Bachelor of Arts International Global Studies, 1997 / Bachelor of Arts Industrial Organizational Psychology, 1997
Calvin College, Grand Rapids, MI

Certifications: Lean Supply Chain Professional Certification; Licensed Training Six Sigma - Shainin Green Belt Certification; OSHA-Hazardous Waste/Safety Training Certification; ISO 9001; EMS/ISO 14001- Lead Auditor Training/Certification;

Charles M. Jackson, MPA

704.293.8788 Email: cmjresume@yahoo.com

January 14, 2019

HR Representative,

Please accept this cover letter and resume for the position of *City Manager* as recently advertised on your website. Having worked for multiple North Carolina local governments (and now serving in city government), I understand the many factors that affect executive decision-making. I have over 15 years of governmental administrative experience at the federal, state and local level. In addition to this experience I have a Master's Degree in Public Administration from University of North Carolina at Charlotte. I have served as a budget analyst, (quality) management analyst, business analyst and policy analyst throughout my career. I have mastered the practice and balance of administering both budget and programmatic activities. Throughout my career I have dutifully served positions in:

- **Federal Government**-Federal Emergency Management Agency
- **State Government**-N.C. Dept. of Health & Human Services (Div. of Medical Assistance)
- **County Government**-Mecklenburg County (Charlotte, NC)
- **City Government**- City of Raleigh (NC) and City of Richmond (VA)
- **Legislative Body**- Richmond City Council (Chief-of-Staff Office)
- **Non-Profit**-Child Advocacy Commission
- **Academia**-Shaw University
- **Media**-Raycom Communications, NBC Affiliate WECT

This broad range of experience has taught me that an organization's success is a result of its financial accountability, policy priorities, program outcomes and inter-organization relations.

In closing, thank you for considering my interest. I hope you find my experience and credentials intriguing enough to warrant a face-to-face interview. I look forward to hearing from you soon.

Best regards,

Charles M. Jackson, MPA

Summary of Qualifications

Results-driven, detailed government manager with expertise in: Fiscal Analysis, Program Administration, Enterprise Fund Programs, Performance Measurement, Healthcare Policy, Inter-agency Service Coordination and Project Management. Background includes special appointments to statewide IT projects, legislative appropriation committees, and awards for innovative teaching methods in undergraduate education.

Areas of Expertise

- ◆ State & Local Government: Budget/Finance/Accounting/Financial Reporting/Capital Budgeting
- ◆ Program Administration: health services, social assistance (including budget/fiscal management, planning, evaluation)
- ◆ Organizational performance /productivity metrics and procedures & Utilization Management
- ◆ Total Quality Management (planning, control and improvement) & Benchmarking
- ◆ Health, Fiscal and Economic Policy Development & Interpretation
- ◆ Medicaid Managed Care and Fee-for-Service Programs
- ◆ Policy interpretation, writing, analysis, research, and development.
- ◆ Data Analytics, Longitudinal Analysis & Research Design

Systems Experience and Proficiencies

- ◆ Budget Software Applications
- ◆ Microsoft: Excel, Access, Visio, Publisher
- ◆ Geographical Information Systems (GIS)
- ◆ Statistical Analysis Software (ex. SPSS)

Professional Experience

Council Budget Analyst, City of Richmond, VA, 2017-Present

- ◆ Serve as Budget Analyst for City of Richmond City Council
- ◆ Evaluate the fiscal impact of legislative proposals. (Refunding bonds, Performance-Based Budgeting, Tax-Increment Financing, Affordable Housing, School Construction, and more).
- ◆ Review and analyze all appropriation items recommended in the proposed annual budget.
- ◆ Analyze the fiscal impact of actual and proposed changes in City agency programs.
- ◆ Assist the Council in setting budget priorities and making allocations based on performance.
- ◆ Analyze tax abatement and deferral programs to determine the fiscal impact on the City
- ◆ Conduct quarterly financial and performance reviews and submitting reports to the Council.
- ◆ Staff Member for Council Standing Committees on Finance, Economic Development and Governmental Operations.
- ◆ Staff Member for the City Capital Improvement Program Taskforce.

Charles M. Jackson, MPA

704.293.8788 Email: cmjresume@yahoo.com

- ◆ Oversee special projects at the request of the City Council. Projects span the interests of multiple city departments and often involve coordination with other governmental agencies, the private sector and/or the general public.
- ◆ Meet and negotiate with outside agencies and the public, including local developers, members of the business community, and citizen groups; explain city policies, procedures, goals and objectives.
- ◆ Build and maintain positive working relationships with co-workers, other city employees and the public using principles of good customer service.

Budget and Management Analyst, City of Raleigh, NC, 2015-2017

- ◆ Preparation, monitoring and maintenance of annual budget (base budget/supplemental requests)
- ◆ Budget Officer for \$36M Enterprise Fund
- ◆ Develop business case proposals cost and revenue estimates for all programs
- ◆ Manage department budget through PeopleSoft Financial Software
- ◆ Management budget transfers, amendments, requisitions, purchase orders
- ◆ Performance measurement analytics and reporting for program services
- ◆ Business Manager: manage requisitions, receipt invoices, resolve aged vendor report
- ◆ Monthly tracking of current year budget targets
- ◆ Developed over 40 key performance indicators (KPIs) for department programs
- ◆ Review and approve requisitions, budget transfers
- ◆ Establish bench-marking relationships with 15 municipalities with similar economic profile
- ◆ Develop department business plan (required for department budget submission process)
- ◆ Create 3-year Key Performance Indicator Trend Monitoring Report
- ◆ Co-lead on City of Raleigh Indirect Cost Plan Vendor Selection Committee
- ◆ Completion of Lean Six Sigma Yellow Belt Training
- ◆ Monitor contract performance of department vendors
- ◆ Completed National Incident Management System (NIMS) Training May 2016

Senior Policy Analyst, NC Div. of Medical Assistance, Raleigh, NC, 2007-2015

- ◆ Manager of the At-Risk Case Management (Fee-for-Service) Program (\$13M budget)
- ◆ Finance Analyst (fiscal analysis) for PACE Program (\$60M budget)
- ◆ Lead Program Designer CAP-Choice Program Waiver
- ◆ Health Policy Analyst for Adult Care Home Program (\$120M budget)
- ◆ Program Administrator for Medicaid Administrative Claiming (MAC) Initiative
- ◆ Provide leadership in setting program goals and objectives of long-term care, managed care and fee-for-service health programs
- ◆ Analyze and evaluate financial and programmatic performance issues; made recommendations for improvement
- ◆ Develop automated data reports and performance metrics to evaluate quality of care and program expenditures
- ◆ Develop knowledge of federal and state law and policies impacting health programs
- ◆ Interpret federal and state statutes for division-wide programs
- ◆ Prepare and collected data to project/forecast short and long-term program expenditures, used in budget(fund) requests/worksheets

Charles M. Jackson, MPA

704.293.8788 Email: cmjresume@yahoo.com

- ◆ Develop dashboards to collect and analyze historical utilization and program expenditure data (based on key performance indicators)
- ◆ Monitor program budgets and utilization data throughout the fiscal year
- ◆ Develop organizational impact studies/issue papers for administrative and operational/business processes
- ◆ Draft administrative rulemaking procedures and activities for health programs
- ◆ Statistical analysis of service claims for long-term and managed care health programs
- ◆ Serve as liaison on stakeholder committees with public, private and civic groups
- ◆ Research best practices to develop recommendations to improve business processes and reduce costs
- ◆ Creating, managing, and monitoring contracts
- ◆ Ensure compliance with Federal healthcare law, regulations and procedures
- ◆ Respond to requests by the N.C. General Assembly and Office of the DHHS Secretary
- ◆ Conduct formative and summative evaluation projects/audits of programs
- ◆ Monitor funded private providers and public agencies for compliance with relevant state and federal regulations

Business Analyst, NC Div. of Information Resource Management, Raleigh, NC 2005-2006

- ◆ Promoted for one-year special assignment based on recommendation from Mecklenburg County Department of Human Services Executive Team
- ◆ Liaison between Mecklenburg County and the NC Division of Information Resource Management (DIRM) in development statewide NCFAST system
- ◆ Consultant in business analysis and systems requirements documentation
- ◆ Resolve day-to-day technology needs of the department with a focus on the analysis of processes, dissecting problems and suggesting solutions
- ◆ Develop technical documentation business software requirements for statewide web-based case management system
- ◆ Consult higher level business leaders, IT Managers, users, vendors, and technical teams to understand the business problem to be solved
- ◆ Prepare technical documentation of project requirements, procedures, execution, and implementation plans
- ◆ Provide recommendations to management and stakeholders about how to best solve their business need/issue/opportunity to include options, risks and impact to the systems
- ◆ Working with test team to document test cases
- ◆ Reviewing test plans and coordinating/leading User Acceptance Testing

Senior Quality Management Analyst, Mecklenburg County, Charlotte, NC, 2000-2007

- ◆ Provide training, technical assistance and supervision for new hires on department rules, procedures and activities
- ◆ Monitor employee work performance indicators of workload quantity and quality on assigned projects, including work and time measurement
- ◆ Assist in establishing operational and administrative benchmarks for measuring improvements in process and operational procedures.
- ◆ Oversee evaluation, tracking and reporting on various State-mandated programs impacting department functions, programs, services and operations
- ◆ Developed knowledge of federal and state law and policies impacting economic/social assistance programs

Charles M. Jackson, MPA

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- ♦ Develop automated data reports and performance metrics to evaluate utilization review and program expenditures
- ♦ Analyze problem areas in service delivery and researched and/or recommend changes in policy, procedures and development to management.
- ♦ Develop dashboards to collect and analyze historical utilization and program expenditure data (based on key performance indicators)
- ♦ Perform interpretation and analysis of legislative proposals
- ♦ Prepare detailed and comprehensive written reports and studies, including committee agenda reports, contracts, memoranda, and correspondence.

Education and Professional Association Involvement

Education:

- ♦ University of North Carolina at Charlotte, Masters; Public Administration.

Government Finance Officers Association (GFOA)

- ♦ Attended 2018, Annual Conference

North Carolina Local Government Budget Association:

- ♦ Attended 2015, 2016 Summer Conference
- ♦ Served on 2011 Summer Conference Social Planning Committee
- ♦ Served on 2009 Summer Conference Economic Recovery Planning Committee
- ♦ Served as On-site Coordinator for 2009 Winter Conference

References

Charles Williams (NC Division of Aging) 919.855.3465
Talbatha Myatt (Centers for Medicare and Medicaid) 919.302.1061
Joyce Davis (City of Richmond) 804.646.5009
Kris Horton (State of N.C. Government) 919.802.7785
Keith Glenn, MPA (Wachovia Bank): 704.840.7427 or 704-890-6779
Dr. William Lawrence (Duke Hospital): 240.305.5747
Andrea Phillips (State of N.C. Government) 919.489.7403

Christopher T. Edwards
3122 Mahan Drive Ste. 801-233
Tallahassee, Florida 32308
352-874-8724 /email: edwardsct707@icloud.com

Executive Management/Corporate Strategist
Collaborator • Leader • Communicator

CAREER PROFILE

An experienced professional with over 10 years of experience in managing business expansion and community reinvestment/development projects and transactions by leveraging public and private sector financial resources. Delivering measurable solutions for corporate stakeholders on time and within budget.

EDUCATION

University of West Florida, Pensacola, FL **Master's Degree, Business Administration Student** 2020
University of Central Florida, Orlando, FL **Bachelor of Arts Degree, Public Administration** 2005
State of Florida Division of Real Estate, **Licensed Real Estate Sales Associate** 2017

CORE COMPETENCIES

- Economic and Community Development Project Management
 - Real Estate Development Project Planning and Management
 - Corporate Budget Planning and Management
 - Corporate Strategic Planning and Project Management
 - Vendor & Supplier Management
 - Contract Negotiation/Management
 - Public/Private Sector Partnership Development
 - Microsoft Office
 - Grant Management
 - IMPLAN
 - Salesforce
 - Team Leadership
-

PROFESSIONAL EXPERIENCE

Structure Commercial Real Estate, LLC, Tallahassee, Florida **2017- Present**
Associate

- Assist with commercial real estate market expansion and business development across industries.

City of Tallahassee/ Leon County Government, Tallahassee, Florida **2016**
Deputy Director, Minority, Women, and Small Business Enterprise (MWSBE) Division

- Led marketing efforts to encourage certified MWSBE firms' participation in multi-million-dollar City of Tallahassee and Leon County Government procurement and contracting opportunities.
- Led the corporate strategy to enhance procurement management systems impacting contracted vendors and suppliers.

City of Tallahassee, Tallahassee, Florida **2013-2016**
Business Advocate, Office of the City Manager

- Advised real estate development and construction management firms on the city's land development and building permitting review and approval systems, which led to increased real estate investment and construction projects.
- Consulted the city's various enterprise divisions such as: Utilities (Electric, Water, Gas), International Airport, Parks and Recreation, and Star Metro on their operations, programs, and capital improvement plans and projects.
- Led city's public/private partnership ventures in an effort to leverage the city's financial resources with community, business, and industry stakeholders toward the completion of value-added economic and community reinvestment plans and projects.
- Led efforts to enhance city/corporate policies, programs, and services impacting business and industry stakeholders relative to the city's general government and enterprise service systems.
- Managed the city's high-profile partnership agreement with the Urban Land Institute in delivering a master plan for redeveloping a major commercial real estate corridor. Promoted value-added projects such as: CarePoint Healthcare and Wellness Center, Piggly Wiggly Grocery Store, etc.

Marion County Government, Ocala, Florida

2013

Economic Development Liaison, County Administration

- Advised senior management on corporate strategies, new processes and technologies (Salesforce) to support corporate growth.
- Improved customer satisfaction, enhanced staff productivity and overall operational efficiency relative to business and industry growth.
- Assisted in the recruitment of a foreign based manufacturing company- Krausz Industries.

City of Leesburg, Leesburg, Florida

2006- 2013

Neighborhood Coordinator, Community Redevelopment Manager**Community Redevelopment and Economic Development Department**

- Managed city's economic development and community redevelopment agency operations and strategic plans. Value-added activities such as: public utility infrastructure and facility enhancements, business expansion, and real estate development occurred as a result of the strategic plans.
- Developed various real estate and economic development based analytical reports (such as: ESRI Business Analyst, CoStar, LoopNet, and IMPLAN) to assist executives with market analysis decisions.
- Led the corporate strategy to partner with regional and state economic development entities such as: Metro Orlando Economic Development Corporation, Department of Economic Opportunity, and Enterprise Florida to leverage resources for business and industry growth.
- Collaborated with federal government-based community development financial institutions to promote better access to capital for small businesses located in distressed market areas within the city.
- Provided management support for the city's First Time Homebuyers' Program in an effort to pre-qualify clients for new and existing residential property purchases, resulting in economic growth.
- Advised private real estate development and construction management firms on requirements associated with public utilities infrastructure (i.e. electric, gas, stormwater etc.). Led those firms through the city's land development and building permitting review and approval systems to assist with delivering their projects on time and within budget.
- Negotiated and managed numerous real estate contracts relative to: for sale and purchase, lease agreements and development agreements.
- Led the corporate strategy to leverage the city's residential development project funding resources with institutions such as: Federal Home Loan Bank of Atlanta, Wells Fargo Bank, United States Housing and Urban Development Department, Florida Housing Finance Corporation, and State of Florida Community Development Block Grant Program.
- Prepared detailed department operating and capital improvement budgets with cost effective and efficiency measures for executive approval.
- Managed redevelopment and operations of the city's first small business development office complex, in partnership with the University of Central Florida/Florida Small Business Development Center, to strengthen business recruitment, retention, and expansion within the city.

ASSOCIATIONS/AFFILIATIONS

Florida League of Cities	2017-Present
Urban Land Institute	2015-Present
National Association of Real Estate Investment Trust	2012- Present
Florida Redevelopment Association	2007-2016
University of Central Florida Alumni Association	2005-Present

CHYNEQUA D. KING

Chynequa_King@yahoo.com

January 11, 2019

City of Palm Coast
160 Lake Avenue
Palm Coast, FL 32164

Dear City of Palm Coast,

As a Program and Community Development Professional with several years of experience and an established reputation, I am writing to apply for the position of City Manager for the City of Palm Coast. My professional colleagues would describe me as a driven, self-starter with the ability to work both independently and collectively. I am passionate about the management and development of city programs to ensure success and growth in the quality of lives for residents, visitors, and businesses. I firmly believe in consistent evaluation and improvement of programs and policies to achieve maximum effectiveness and efficiency to grow and improve the local economy and provide exceptional government services.

My strengths as a leader in financial services, program evaluation and community development are best measured in relation to the important contributions I have made to the goals and objectives of previous employers. Please review these points from my professional background which demonstrate my unique skill set:

- Increased program participants by more than 65% in less than one year and managed to keep lowest national average for program financial risks.
- Ensured successful compliance for pilot program development and implementation through measures and outcomes assessments.
- Nationally recognized for outstanding program turn around execution and received a \$40K award.
- Implemented an anti-poverty pilot program where results were evaluated and published in a case study to showcase the model of effective social services.

My management experience includes implementing procedures to ensure departments comply with all policies governing program and service delivery. I developed partnerships to leverage grant resources and as a result was able to expand services. I also perform public relation duties that include organizing, planning, directing public/community meetings, and responding to complaints and inquiries. My management style is a delegator who also coaches, mentors, and motivates staff to ensure they are equipped to be a high performing, result driven team, committed to the vision of the organization.

In addition to my experience and personal qualities, I have a Masters in Public Administration from the University of North Florida with a concentration in nonprofit management. I have a solid educational foundation and a passion for city government. Having grown up in Palm Coast, I always think of the city as a small city with big dreams with a lot to offer its residents and visitors. I am eager to utilize my abilities and collective experience as an effective City Manager for Palm Coast to contribute to the city reaching its full potential.

Thank you for your consideration and I look forward to personally meeting with you to discuss how I can best apply my background and skills in this role.

Sincerely,

Chynequa D. King

Chynequa D. King

• Email: Chynequa_King@yahoo.com

CAREER PROFILE: AFFORDABLE HOUSING, COMMUNITY DEVELOPMENT LOCAL, STATE, AND FEDERAL GRANT COMPLIANCE

Goal-oriented and innovative Public Administrative professional with over 10 years of hands-on experience in program development, improvement, operations, and community planning. Extremely competent in budgeting large-scale department projects, planning advanced marketing techniques, and addressing economic and program development issues. Deep understanding of local, state and federal grant regulations, ordinances and compliance requirements associated with Public Administration and Non-profit Program Management. Well equipped in developing realistic plans and recommendations while able to recognize agency priorities. Remarkable ability to coordinate with other divisions like the Finance Department, Public Works, and the City Manager's Office and to collaborate with diverse groups to meet community needs. Always, lead by example demonstrating a high degree of honesty, integrity and professionalism and commitment to excellent service.

PROFESSIONAL EXPERIENCE

City of Jacksonville (12/2016-present)

Assistant Manager of Community Development

- Plans, manages, and administers a variety of program grants to ensure a comprehensive approach to affordable housing and community development within the City. Some of the grants include: Community Development Block Grant, Emergency Solutions Grant, and Housing Opportunities for Persons With Aids programs.
 - Manage project portfolio of \$12 million dollars of federal funded projects that include public service grants and public facilities improvement grants.
 - Negotiates and administers contracts and agreements.
 - Monitor U.S. HUD's timeliness and performance requirements to ensure compliance with grant regulations.
 - Collaborates with the Finance Department to assist in preparation of budgets for programs and assist in developing sound fiscal strategies for effective use of funds.
 - Works with City Council, various committees, commissions and authorities.
 - Communicates with other City Departments to ensure that projects are not delayed and within the processes managed by other departments.
 - Assigns responsibilities, takes corrective actions, demonstrates leadership in evaluation, of assigned staff.
- **Accomplishment:** Met U.S. Housing and Urban Development's Timeliness requirement six months ahead of schedule due to improving program reimbursement model.

Habitat for Humanity of Jacksonville, Inc. "HabiJax" (11/2015-11/2016)

Family Services Manager

- Provided financial, credit, and housing counseling to clients.
- Developed, delivered, and managed all education programs and curriculum design.
- Designed and oversaw financial coaching program as a whole.
- Established department program policies and procedures.
- Evaluated program operations and revised procedures to implement changes in regulations to improve efficiency.
- Interviewed, hired, trained, and supervised case management staff, interns, and volunteers.
- Prepared reports for board of directors on program effectiveness.
- Planned, prepared, and administered department budget.

- Oversaw MOU's and contracts for local, state, and federal grant compliance.
- **Accomplishment:** Created and designed effective model for a Financial Coaching Program that increased client credit scores and homeownership numbers by 72%.

Enhanced Resource Center (07/2015-11/2015)

Client Services Manager

- Developed and implemented customer service policies and procedures.
- Identified and executed strategies to improve quality of service and productivity.
- Managed projects, initiatives, and service contracts.
- Ensured budget requirements were met.
- Liaised with executive management to support and implement growth strategies.
- Tracked, reviewed, and handled customer service complaints and provided resolutions.
- Analyzed data to determine success of key performance indicators.
- Evaluated and managed staff performance while identifying and addressing training and coaching needs.

Exit 1 Stop Realty (05/2014-present)

Realtor

- Prospect for new customers via cold calls, marketing, and networking.
 - Prepare legal documents including listings and sales contracts.
 - Provide legal, economic, and market advice to prospective customers.
 - Contract and lease negotiation.
 - Ensuring terms and conditions of agreements are met.
 - Analyze market trends to determine competitive market price.
- **Accomplishments:** Increased brokerage home sales by 43% by creating an on site first time home buyer center, where customers receive one on one credit counseling, homeownership workshops, and resources that highlight credit improvement and homeownership grants.

Family Foundations (01/2011-1/2015)

Program Manager/ Senior Financial Counselor

- Counseled clients in areas of pre-purchase housing preparation, foreclosure prevention/mitigation, debt management, credit rebuilding, budgeting, and bankruptcy.
 - Made recommendations to enhance program effectiveness toward strategic intent.
 - Provided financial education classes and trainings (including HUD homebuyer preparation class).
 - Lead compliance activities of implementation and evaluated pilot programs.
 - Planned and executed projects according to deadlines and within budget.
 - Developed training aids such as manuals and handbooks and lead trainings.
 - Evaluated and improved agency policies, procedures, and service delivery.
 - Assisting in grant writing of City, State, and Federal grants.
 - Interviewed, hired, trained, and supervised case management staff.
- **Accomplishments:** Earned Most Improved and Premier Path Program Award with \$40k monetary prize from National Ways to Work & Wal-Mart, as a result of delivering effective and financial and credit counseling, which contributed to having the lowest default rate on a national level of 12%.

Family Foundations (08/2008-01/2011)

Senior Resource Advisor/Financial Counselor

- Worked closely with families to increase their social, human, and financial assets.
- Effectively utilized brokering and advocacy skills to link families to resources.
- Engaged in effective problem solving and crisis intervention.
- Engaged in networking activities to remain informed of community resources.
- Diligently worked to assist families in identifying and managing resources.

- Offered technical advice and guidance to families during development of action plan.
 - Conducted qualitative and quantitative evaluation of program services.
- **Accomplishments:** Due to successful implementation of anti-poverty pilot program, results were evaluated and published in a case study to showcase the model of effective social services. The case study has nationally influenced the foundation and delivery of services.

Jacksonville Housing Authority (05/07-08/08)

Family Self-Sufficiency Public Housing Homeownership Coordinator

- Assessed the needs of clients and arrange for the delivery of available community, health, and social services.
- Managed client relationships with diverse communities.
- Monitored administration of City, State, and Federal housing grants.
- Lead community based initiatives, which included strategic guidance and facilitation of community organizations and residents to improve neighborhoods and quality of life.

EDUCATION AND PROFESSIONAL DEVELOPMENT

Education:

University of North Florida (Jacksonville, FL)

Major: Criminal Justice **Minors:** Sociology & Social Welfare

- Bachelor Degree completed 12/2006
- Masters in Public Administration completed 12/2009

Florida State College at Jacksonville (Jacksonville, FL)

- Florida Real Estate License Completed: 3/2014

Certifications:

- Money Smart Facilitator for adults & teens
- **NFCC Financial & Credit Counseling Certification**
- **NFCC HUD Housing Counselor Certification**
- Certified Nurturing Parenting Facilitator
- Certified JEA: Energy Savings Facilitator

December 31, 2018

City Manager Search Committee
Palm Coast City, Florida

Re: Palm Coast City Manager

Dear City Manager Search Committee:

How delighted I am in being considered Palm Coast City's next City Manager. With more than 30 years of professional governance expertise, I offer you a strong background in community capacity building and fiscal oversight focused on working collaboratively with elected officials, community leaders, businesses, and residents.

I am ready to work with City Council and staff to implement the City's adopted goals, objectives, policies, and programs to take the City to the next level. Palm Coast City is a special place that any qualified candidate would be fortunate to serve as City Manager.

I am confident that I can offer you the local government management skills you are seeking as noted in my attached resume. It would be an honor and pleasure to receive a request for an interview.

Sincerely,

Claire Collins

Claire Collins



Claire Collins | 540.968.2538

33

years of experience

MPA

Executive Management and
Policy Analysis

PRIOR EXPERIENCE:

1. Virginia certified elected County Board of Supervisor & Chair of Board
2. ICMA Credentialed City Manager & County Administrator
3. Community Capacity Building
4. Emergency Management Oversight & Administrative Support
5. Fiscal Planning & Reporting
6. Capital Project & Infrastructure Budgeting, Planning & Management
7. Organizational Performance & Assessment, Project Monitoring and Quality Oversight
8. Policy Recommendation & Implementation
9. Strategic Planning, Partnership & Team Building
10. Revenue Generation & Entrepreneurial Economic Growth
16. Grant Writing, Administration & Financial Monitoring

EDUCATION:

MPA, Executive Management and Policy Analysis, Virginia Commonwealth University, 1988

BA, Political Studies, North Carolina Wesleyan College, 1976

REGISTRATIONS:

FEMA Certified Project Specialist

FEMA Certified PA Program Field Operations

FEMA Certified Project Worksheet Development

FEMA Certified Debris Management

ICMA Credentialed Manager

NIMS Certification

YEARS OF EXPERIENCE: 33

Summary of Experience. Ms. Collins offers more than 30 years of professional experience in the private and public sector. Her skills and experience include executive level program and project management, disaster planning, response, recovery, and mitigation management, grants administration and oversight, local government services, as well as coordination between various levels of government – federal, state, and local for legislative and regulatory change and code, permitting and regulatory compliance.

RELEVANT EXPERIENCE

Super Typhoon Yutu (CNMI), Northern Virginia, Technical Planner. In support of FEMA's Logistics Construction Support Contract, Ms. Collins worked with assigned team to develop hazard mitigation program recommendations to administer specific FEMA mitigation strategies and practices for use in the flooded and high wind disaster impacted areas of the islands for alternative temporary housing options, direct housing repairs, reconstruction, and new construction.

FEMA Contractor Advisory and Assistance Services, Washington, DC, Program Director. Ms. Collins managed and directed FEMA advisory and assistance services including disaster survivor temporary housing inspections. In this role she provided oversight and directed technical staff related to proposed construction, repairs and alterations of Temporary Transportable Housing Units (TTHUs) and other direct housing activities; worked with manufacturers to ensure TTHUs conform to regulations and standards; ensured regulatory code compliance analyses for direct housing activities; and advisory technical support for modifications and innovations to TTHUs and direct housing.

IBTS Local Government Solutions, Ashburn, Virginia, Development Manager. In support of local government clients, Ms. Collins managed and developed service delivery and solutions for small and medium size municipality revenue enhancements.

Cedar Creek Magisterial District, County of Bath, VA, Board of Supervisors and Board Chair. While serving on the Board of Supervisors, Ms. Collins was

Current Company: 2

Prior: 31

Named one of Virginia Local Government Management Association Top Ten Former Local Government Managers (2017)

Shenandoah Valley Partnership Economic Development Service Recognition (2018)

Total Action for Progress Service Recognition (2018)

Central Shenandoah Planning District Commission Leadership and Service Recognition

Virginia Building Code Officials Association President's Award of Excellence Recognition

Publication of article entitled, "Just What is Economic Development?"

For more information email
clairecollins@tds.net

responsible for leading a community management team to complete two Community Development Block Grant (CDBG) neighborhood improvement projects providing housing rehabilitation and reconstruction, removal of blight, storm water drainage, roads, and utilities.

Hurricane Sandy, Northern Virginia, Consultant. In support of Hurricane Sandy recovery efforts, Ms. Collins provided FEMA and VDEM project public assistance disaster management services for damage assessment, recovery, reimbursement, hazard mitigation, and closeout for more than 200 projects. She wrote project grant submittals and administered reviews for reimbursement and closeout.

Public Executive Strategic Solutions, Hot Springs, Virginia, Consultant. In support of clients, Ms. Collins secured more than \$6 million in grant funding for projects, programs and services. She also advised clients on implementing strategic and marketing plans to identify and target new business and economic prospects in health care, technology and leadership development industry sectors.

County of Rockbridge, VA, County Administrator. Ms. Collins was the chief administrative officer responsible for intergovernmental relations and community capacity building to assess and reorganize functions of county government for economic growth and infrastructure planning and development. Regional communication among governments and businesses resulted in public/private partnership to secure funding for construction and operation of state of art data center and more than 90 miles of broadband fiber.

City of Covington, VA, City Manager. Ms. Collins was the chief executive officer responsible for administration and governmental relations, disaster management, and oversight of redevelopment and housing authority. Federal compliancy and management of the housing authority was re-established while she served as the interim redevelopment and housing authority director.

County of Bath, VA, County Administrator. Ms. Collins was the chief administrative officer responsible for community and economic development, emergency management, and oversight of County services. Responsible for developing pay as go capital project financing through innovative and creative leveraging of funds from grants, local tax base, and other sources for housing, water, sewer, storm water, indoor plumbing, airport, and school improvements.

DAVID ALAN MILLIRON

1120 Magnolia Drive, Villa Rica, Georgia 30180
404-663-9732 • www.linkedin.com/in/davidmilliron • david@milliron.com

Thursday, December 6, 2018

Mayor Milissa Holland
City of Palm Coast
160 Lake Avenue
Palm Coast, FL 32164

Dear Mayor Holland and Honorable Council Members,

Thank you for the opportunity to be considered for the Palm Coast City Manager position. I have over 30 years of progressively responsible management experience in the private and public sectors with the necessary education, training and experience to make me uniquely qualified to serve the City of Palm Coast. I also bring to the table extensive experience in the private sector I consider invaluable for this position. This includes a multi-functional background in finance and local funding methods, public utilities, economic development, and strategic planning.

I hold certifications as a Local Government Finance Officer through the University of Georgia's Carl Vinson Institute of Government, as well as, certification from the Georgia Academy of Economic Development. For two years, I served as a Board Member for Carroll Tomorrow, a unique countywide public-private economic development initiative that works collaboratively with regional and state economic developers to support expansion of existing business and to recruit new companies to the region. I have carried over that experience to my current role here in the City of Hogansville.

I have high professional and ethical standards, solid fiscal management and budgeting skills, and strategic planning expertise. I am a passionate lifelong learner skilled in all phases of governmental policy and procedure, with a stellar record of being responsive to the needs of the citizens, elected officials, and employees.

I am a forward-thinking and motivated professional manager who sees things as they ought to be – not as they are – and focus my efforts on achieving the “ought to be” with an eye towards a collaborative and teamwork-based philosophy to meet the strategic vision of the local government. This is reflected in the efforts put into Hogansville's recent adoption of a master plan that included 200+ stakeholders and a dozen community focus groups to develop a unified blueprint for historic downtown while maintaining its small-town atmosphere.

Customer service and responsiveness are two of my core values. I believe in getting out in the community and working to earn the trust of the public with the goal of strengthening government relationships with residents and the business community. I possess strong interpersonal skills and am a consensus builder with a demonstrated record of confident and energetic leadership. I also possess significant experience in policy development, implementation, and long-range planning.

I am very excited to learn more about this opportunity and share how I will be a great fit for the City of Palm Coast. I look forward to hearing from you in anticipation of an interview.

Sincerely yours,

/s

David A. Milliron

DAVID ALAN MILLIRON

1120 Magnolia Drive, Villa Rica, Georgia 30180
404-663-9732 • www.linkedin.com/in/davidmilliron • david@milliron.com

SPECIFIC, RELEVANT EXPERIENCE

Over 30 years of progressively responsible management experience in the private and public sectors. Strong executive and financial management, analytical and policy development background. Understand the unique environment of local government from the elected policy and appointed management positions. Consistently establish a sense of purpose within organizations and identify areas for improvement and collaboration. Empower team members by providing the tools and strategies for achievement. Encourage residents and business owners to increase involvement in their communities.

- Master's Degree in Public Administration (MPA) from Valdosta State University
- ICMA Credentialed Manager (ICMA-CM) candidate with over 10 years of credited local government service
- Certified Local Government Finance Officer through the Carl Vinson Institute of Government
- Certified Public Manager (CPM) through the National Certified Public Manager Consortium
- Certified Economic Developer (GCED) candidate through the Carl Vinson Institute of Government

WORK EXPERIENCE

City Manager – City of Hogansville, Georgia – Current

Manage day-to-day operations of this diverse 3,200 population city with an annual operating & capital budget of \$12M and 50 employees. Also serve as Public Works and Utility Director of this full-service city responsible for electric, natural gas, water, waste water, and sanitation enterprise funds. Current capital projects include an \$8.7M waste water treatment plant, CDBG-funded water and waste water infrastructure upgrades, recreation facilities and trail expansions, and FEMA-funded disaster relief projects. Key accomplishments include a citywide open government initiative; development and implementation of a comprehensive utility cost of service and rate study; development and implementation of a downtown master plan and economic development corridor study; negotiation and purchase of a vacant bank building for future use as City Hall; development of a master plan for the revitalization of the blighted historic Royal Theatre; and negotiation and implementation of self-funded medical plan that resulted in a single year savings of \$153,255. Serve as ex-officio member to the Downtown Development Authority, Hogansville Industrial Development Authority, Joint Meriwether-Hogansville Development Authority, and Troup County Center for Strategic Planning, Inc.

City Manager – City of Villa Rica, Georgia – May 2015 to September 2017

Responsible for day-to-day management of this city spanning 12.7 miles split between Douglas & Carroll counties, providing professional leadership in carrying out the Council's policy decisions, goals and visions. Diverse city of 15,000 residents with \$26.9M operating & capital budget and 150 full-time and contract employees plus three inmate work details and 200+ recreation volunteers. Established open and transparent government through development and implementation of a comprehensive communication plan. Negotiated donation of 159 acres of greenspace. Secured more than \$12M in state and federal funding for transportation improvement projects, including the North Loop Bypass and Fullerville Trailhead project. Oversaw construction of new \$3.8M Villa Rica Public Library. Adoption of a master plan through 26 focus groups and 800+ stakeholders to serve as a unified blueprint for historic downtown. Represented city in Douglas County Special Local Options Sales Tax (SPLOST) negotiations. Utilized state economic development incentives to recruit and expand existing industries. Shepherded the organizational restructuring of the Main Street program and Tourism Bureau to create a uniformed and streamlined approach to downtown development. Negotiated a self-insured medical plan that has since saved the city in excess of \$500,000 in premiums.

City Manager – City of Stockbridge, Georgia – January 2012 to April 2014

Managed day-to-day operations of this diverse 26,000 population city with an annual operating & capital budget of \$22M and 74 employees. Economic development efforts landed \$87M in investments and 842 jobs. Cooperatively worked with elected officials to position the city in excellent financial health with significant unrestricted fund balance, without raising taxes. Represented city in Service Delivery Strategy negotiations with Henry County. Secured funding for acquisition of the Stockbridge Community Arts Center and expansion of Reeves Creek Trail project. Completed downtown streetscape project that included reconstructed and improved sidewalks, roadway, utilities, and visitor amenities in the city's Downtown corridor. Adoption of a Livable Centers Initiative master plan that includes a mixed-use development, amphitheater, and splash pad. Represented city in Local Options Sales Tax (LOST) and Special Purpose Local Option Sales Tax (SPLOST) negotiations with Henry County. Previously served as Treasurer and interim City Administrator.

President/Executive Director – DeKalb Municipal Association, Georgia – January 2008 to December 2011

Served as Secretary/Treasurer, Vice President, and President/Executive Director of this nonprofit organization created by the 10 municipalities in DeKalb County to help foster better cooperation among the cities and county; to improve the understanding of the complex issues that cities face; and to provide for maximum efficiency and economy of taxpayer dollars. Represented sister cities in Homestead Options Sales Tax and Service Delivery Strategy negotiations. Team member for the Atlanta Urban Area Partnership for Google, a collaborative grassroots effort that ultimately lured Google to bring its gigabit Internet service to Atlanta and eight nearby cities.

Commissioner – City of Avondale Estates, Georgia – January 2008 to December 2011

Elected to Board of Mayor & Commissioners of this DeKalb County city of 3,400 residents. During my tenure experienced first-hand negotiations required under the state's Service Delivery Strategy and Homestead Option and Sales Use Tax acts. As an elected official, I learned the importance of preservation-oriented urban planning and strategic zoning and related land use procedures and ordinances in a small-town atmosphere.

Vice President/Market Development – Caspio, Inc., Mountain View, California – May 2007 to December 2011

Created and managed five divisions accounting for 64% of annual revenues with full P&L responsibility for this cloud-computing Internet start-up company in California's Silicon Valley. Optimized the company's most strategic accounts and managed a sales team that grew revenues by more than 700% over five years. Negotiated strategic partnerships and managed cross-functional teams to drive the company's global sales and marketing strategies.

Senior Manager/Internet Technologies – Atlanta Journal-Constitution – November 2006 to April 2007

Director/Computer-Assisted Reporting & Analysis – March 1998 to October 2006

Built, trained, and directed cross-disciplinary team responsible for database management and web-application development. Managed the Intranet and e-commerce support teams, including third-party vendor relationships, with full P&L responsibility. Served as lead project manager on conversion of employment classifieds system. Member of the Innovations Team, a cross-functional group that developed innovative news and information products for the newspaper's print and online audience. Performed qualitative and quantitative data analysis for editorial projects. Member of the ajc.com online start-up team. Trained over 5,000 journalists globally in statistical research methods, GIS and mapping, and social media research techniques. Author of the Ultimate Atlanta School Guide.

Adjunct Professor – Emory University – January 2000 to December 2006

Developed and taught advanced courses within the College of Arts & Sciences focusing on performance analysis, trend assessment and forecasting. Students learned advanced statistical research methods, social research, and qualitative and quantitative data analysis skills. A capstone project was required of students to demonstrate mastery of the course using the Microsoft Office Suite, IBM SPSS predictive analytics, and the ESRI ArcGIS platform.

Special Projects/Database Editor – Gannett News Service, Washington – November 1994 to February 1998

Performed qualitative and quantitative data analysis for editorial projects for Gannett's national wire service and 90 daily newspapers, including USA Today. Member of the usatoday.com online start-up team. Trained over 12,000 journalists in computer-based statistical data analysis, GIS and mapping, and social media research techniques.

Staff Writer – The News-Press, Fort Myers, Florida – June 1992 to October 1994

Night crime beat reporter assigned to cover local law enforcement agencies. Produced daily, weekend and project-level articles. Performed qualitative and quantitative data analysis for individual and collaborative team projects.

PROFESSIONAL AFFILIATIONS

- International City/County Management Association (ICMA)
- Georgia City-County Management Association (GCCMA)
- Georgia Downtown Association
- LaGrange-Troup County Chamber of Commerce
- Troup County Center for Strategic Planning, Inc.
- Troup County Racial Trust Building Initiative
- Meriwether Joint Development Authority

EDUCATION & TRAINING

- Master of Public Administration, Valdosta State University, Georgia
- Certification, Local Government Finance Officer, University of Georgia's Carl Vinson Institute of Government
- Certification, Georgia Academy for Economic Development, Georgia Department of Community Affairs
- Certification, Local Government Management, University of Georgia's Carl Vinson Institute of Government
- Graduate, Regional Leadership Institute, The Atlanta Regional Commission
- Graduate, Carroll County Chamber of Commerce Leadership Academy
- ICMA Credentialed Manager (CM) candidate with over 10 years of credited local government service
- Certified Public Manager (CPM) through the National Certified Public Manager Consortium
- Certified Economic Developer (CEcD) candidate through the Carl Vinson Institute of Government

DAVID STRAHL

171 Timber Creek Dr ♦ O'Fallon, MO 63368 ♦ (224) 238-0725 ♦ davestrah1731@gmail.com

November 15, 2018

Doug Thomas
SGR Associates

Re: City Manager Position – Palm Coast, FL

Dear Mr. Thomas:

I have devoted over 30 years to a career in municipal government. My continued enthusiasm for public service has driven me to additional responsibilities most recently as City Administrator. Between the time away from the profession and the work as City Administrator I was able to focus more than ever to serve and improve local conditions in any environment. I had the opportunity to apply my management knowledge to improve the organization of O'Fallon. I was also able to perform some volunteer work which broadened my understanding of the needs of others. These activities have also helped me realize there is so much more that can be accomplished through groups of motivated people working together.

My duties as City Administrator in O'Fallon included completing a strategic planning process with the city council implementing the necessary steps to determine prioritization among the council for directions to the staff. I assisted a local developer to maximize the best use of the last large parcel of property in O'Fallon based on the council's desires. I directed process improvements to establish the necessary parameters to set the stage for Enterprise Resource Planning (ERP) implementation. I also directed budget improvements to reduce staff time investment and improve budget transparency as a communication tool. I further improved the internal auditing process to shorten the time between recommendations and follow-up to ensure the recommendations are achieving desired results.

My duties in Mount Prospect included extensive leadership responsibilities in all areas of management including finance, budgeting, capital budgeting, economic development, strategic planning, and human resources. In addition, I have directed labor contract negotiations and managed personnel at all levels of the organization. I have experience in working with different groups of municipal and public representatives on a wide variety of issues that can impact operations. I have supervised and directed the management of general operations in my role as Assistant Village Manager which expanded over time to include being appointed to Acting Village Manager for a year until the transition to a new Village Manager was completed.

It is with confidence that I can say my experience in comprehensive management has prepared me to serve the community of Palm Coast well into the future and am looking forward to fully integrating into community life. I am readily available to discuss my qualifications on how I could benefit the community in the role of City Manager.

Sincerely,

David Strahl

DAVID STRAHL

171 Timber Creek Dr ♦ O'Fallon, MO 63368 ♦ (224) 238-0725 ♦ davestrah1731@gmail.com

- ♦ **Policy Administration**, knowledge in developing, presenting policy recommendations, and implementing policies as directed by elected officials.
- ♦ **Extensive background in all municipal related activities**, including budgeting/fiscal management, capital program budgeting, economic development, labor relations, technology leveraging, general supervision, management direction, customer service improvement, and performance measurement.
- ♦ **Demonstrated success in negotiating win-win compromises**, developing teambuilding programs among staff and with citizen groups, and working with state and regional stakeholders including lobbying of state elected officials.
- ♦ **Demonstrated leadership skills**, including managing multi-million dollar projects that required several years of coordination among many different groups of stakeholders.

GENERAL MANAGEMENT KNOWLEDGE BASE

<i>Budgeting/Fund Accounting</i>	<i>Economic Development</i>	<i>Performance Management</i>
<i>Fiscal Analysis</i>	<i>Strategic Planning</i>	<i>Organizational Development</i>
<i>Customer Service</i>	<i>Capital Improvement Budgeting</i>	<i>TIF Management</i>
<i>Employment Law</i>	<i>Media Relations</i>	<i>Planning/Zoning Knowledge</i>
<i>Mediation & Advocacy</i>	<i>Building/Housing Code Knowledge</i>	<i>Staff Supervision</i>
<i>Grievance/Arbitration</i>	<i>Alternative Dispute Resolution</i>	<i>Labor Contract Negotiation</i>
<i>Employee Evaluation</i>	<i>Project/Regulatory Management</i>	<i>Intergovernmental Relations</i>

PROFESSIONAL EXPERIENCE

CITY OF O'FALLON – O'FALLON, MO

Local government with \$121 million budget, 444 FTE union/non-union employees, 87,250 residents

City Administrator, October 2017 to October 2018

Provided general leadership in managing municipal operations functioning as chief executive officer. Worked with elected officials and management team personnel to ensure policies were implemented.

- ♦ **General Government Activities:**
 - Provided general oversight into all municipal operations relating to police, parks, water, waste water, courts, auditor, finance, administrative services, and public works.
 - Coordinated and directed budget development and process improvement to improve transparency.
 - Directed economic development activities including incentives to improve marketability of community.
 - Directed space study for city hall renovations within budget recommendations.
 - Directed major wastewater, water, and street capital improvement projects.
 - Directed technological capital improvement project schedule and process.
 - Worked closely with city council to improve agenda process.
 - Directed a strategic planning process establishing goals/objectives for the city council.
 - Initiated the process to create internal lease payments for vehicles and technology purchases.
 - Directed the evaluation process to begin the Enterprise Resource Planning (ERP) computer systems.
 - Undertook management reviews of all operations to formulate improvements.
 - Represented the city as a member of the municipal advisory group for the Missouri Municipal League.
 - Worked with many of the over 45 Homeowners Associations to address local issues.

VILLAGE OF MOUNT PROSPECT – MOUNT PROSPECT, IL

Local government with \$115 million budget, 307 FTE union/non-union employees, 56,500 residents

Assistant Village Manager, August 1993 to April 2016

Provided general leadership in managing municipal operations functioning as equivalent to chief operating officer. Worked with elected officials and management team personnel to ensure policies were implemented. Provided regular follow up to policy makers through various communication methods.

◆ General Government Activities:

- Extensive working knowledge of all municipal operations police, fire, community development, human services, human resources, public works (water, sewer, flood control), and finance.
- Worked with a variety of citizen groups to gather input and function as a conduit between the citizens and their local government. Worked as an ombudsman on behalf of the residents/businesses for all utility providers. Participated in developing new emergency protocol for private utility provider during prolonged power outages.
- Directed corporation counsel in coordinating any lawsuits, settlements, and strategies. Directed all workers' compensation activities up to and including settlement to minimize open medical expenses.
- Served as chief management negotiator with four labor unions and administered all contract elements including grievance administration, arbitration, cost analysis and strategy determination. Maintained excellent labor relations atmosphere throughout the negotiation process.
- Provided leadership to management team as needed to maintain mission. Directed the implementation of an Enterprise Resource Program (ERP) agency-wide and provided direction for HRIS elements that related to the ERP implementation.
- Represented the Village at various regional and state level meetings including topics on airport noise, pension legislation, insurance, utilities, public safety, and revenue development.
- Served as leader of emergency management team during local disaster events and trained in National Incident Management System (NIMS) operations.
- Directed municipal electric aggregation implementation process including public information marketing the referendum through citizen communication which resulted in saving residents and businesses over 42% in annual electric costs.
- Managed a \$17 million construction project for a new village hall and parking deck in the downtown. Projected completed on time and on budget.
- Supervised Human Resources staff, Information Technology staff, public information officer, TV Services Staff, administrative analyst, and administrative adjudication hearing officer.

◆ Strategic Planning Activities:

- Directed the strategic planning process among staff and policy makers. Worked as the liaison between staff and elected officials to implement plan elements, including creating benchmarking measures to monitor progress as necessary.
- Directed development and implementation of the IT master technology plan to ensure all technology was fully leveraged.
- Directed work process improvement reviews to increase efficiencies of all employee work activities.
- Directed the employee continuous process improvement program to improve workflow and efficiency which resulted in elimination of unnecessary tasks and processing delays. Led regularly scheduled review efforts through departmental management staff.

- ◆ Economic Development Activities:
 - Directed staff in developing the creation of economic development marketing materials. Participated as a member of the staff development review committee to coordinate business retention visits and marketing to businesses about the potential benefits of relocating into the community.
 - Participated in weekly development meetings to monitor development and building projects and direct staff as needed to address any issues impeding project completion.
 - Worked closely with building code staff to monitor and address all housing code issues including supervising the Administrative Adjudication judicial process.
 - Worked with various departments to streamlining permit and plan processes to shorten turnaround time for all development projects.
- ◆ Fiscal Management Activities:
 - Led management team members to develop and administer a short and long term budgeting process through multi-year projections and planning. Led management team to prioritize capital improvement budget requests for long term planning/prioritization.
 - Directed the review of all employee related expenses as part of the annual budget review process.
 - Participated in the annual budget review process for presentation to the Village Board.
 - Managed the administrative budget for the agency.

Acting Village Manager, 2014 to October 2015

Provided overall leadership in managing all municipal operations. Directed implementation of policies of elected officials through supervision of management team personnel. Communicated directly with elected officials regarding policy implementation status and all other relevant municipal operations details.

- ◆ General Government Activities:
 - Required department directors to submit quarterly goals and objectives with progress reports.
 - Directed media relations.
 - Represented the Village in Regional meetings regarding water delivery and emergency dispatch services.
 - Provided an annual schedule of topics for Committee of the Whole meetings to Village Board and staff for planning purposes.
 - Continued to perform all other duties associated with Assistant Village Manager position.
- ◆ Strategic Plan Activities:
 - Directed revision to performance measures for all departments through implementation of strategic planning goals as part of annual budget.
 - Directed the creation and maintenance of a legal services performance tracking system.
 - Improved communication processes with Village Board members through regularly scheduled updates.
 - Coordinated the decision process regarding staffing changes with elected officials.
 - Coordinated agenda topics according to strategic goals and directed staff activities to implement elected officials' decisions.
 - Directed management personnel defining annual measureable performance goals.
- ◆ Economic Development Activities:
 - Directed improvement of communication of economic activities within the community to both elected officials and general public.
 - Worked with community development to improve marketing message and strategy.
 - Directed a revamp of the economic development web site offerings through a web site upgrade.

- ◆ Fiscal Management Activities:
 - Directed the annual budget process and implementation.
 - Revised the presentation format of quarterly financial reports before the Village Board and Finance Commission.
 - Revised the budget preparation material and schedule to prepare for potential state revenue impact.

CITY OF ST. CHARLES - CITY OF ST. CHARLES, IL

Local government with \$70 million budget, 200 union, non-union employees, 33,000 residents

Administrative Coordinator, 1986-1993

Responsible for special projects related to financial, human resources, budgetary, and administrative policies. Directed the HR functions for all employee groups.

- ◆ Directed the creation and management of the human resources department.
- ◆ Provided oversight for all human resources operations, including creation of performance indicators and goal assessments.
- ◆ Served as chief management negotiator for all labor contracts, including contract administration.
- ◆ Provided assistance to the electric utility operating staff for management direction.

**VILLAGE OF OSWEGO – OSWEGO, IL
VILLAGE OF MONTGOMERY – MONTGOMERY, IL**

Local governments with approximately \$10 million budgets each, 200 employees total

Consultant, 1987-1992

- ◆ Assisted Village Administrators and Trustees in developing personnel policies, personnel manuals, salary programs, and merit evaluation systems.

CITY OF DE KALB – DE KALB, IL

Local government with \$20 million budget, 150 employees, 44,000 residents

Administrative Intern, 1985-1986

- ◆ Assisted Village Administrators in performing general special research projects.

EDUCATION & CERTIFICATIONS

**MASTER OF PUBLIC ADMINISTRATION, URBAN MANAGEMENT, 1986
NORTHERN ILLINOIS UNIVERSITY — De Kalb, IL**

**BACHELOR OF SCIENCE IN POLITICAL SCIENCE, 1984
MANCHESTER COLLEGE — North Manchester, IN**

Management Designations:

- ◆ Graduate of Civic Leadership Institute

OF NOTE

Professional Development:

- ◆ Member of the Municipal Advisory Group for the Missouri Municipal League
- ◆ Former Member of International City/County Management Association (ICMA) Awards Evaluation Panel
- ◆ Former Member of ICMA Committee on Assistant Managers
- ◆ Member since 1986 and former board member (2005-2009) of the Illinois Public Employee Labor Relations Association (IPELRA)
- ◆ Vice Chairman of Intergovernmental Personnel Benefit Cooperative (Health Insurance Collaborative)
- ◆ Former Chairman of the Finance and Operations Committee for the Intergovernmental Personnel Benefit Cooperative (IPBC) 2010-2015
- ◆ Member of the Executive Committee of IPBC
- ◆ Presenter at ICMA, Illinois City/County Management Association (ILCMA), Illinois Municipal League (IML) conferences
- ◆ Member of Legislative Committee for Northwest Municipal Conference (NWMC)
- ◆ Former Chairman of the Performance Measure and Benchmarking Task Force for NWMC
- ◆ Former Member of Advanced Metering Infrastructure (AMI) Implementation Regional Task Force creating a test environment for Smart Meters in the Northeastern Illinois area

Affiliations:

- ◆ International City/County Management Association
- ◆ National Public Employee Labor Relations Association
- ◆ St. Louis Area City Management Association
- ◆ Missouri City Management Association
- ◆ Illinois City/County Management Association
- ◆ Illinois Public Employee Labor Relations Association
- ◆ Illinois Metro Managers Association

Interests:

- ◆ Bicycling
- ◆ Snow Skiing

Dennis R. Sparks, MBA

den830@aol.com

January 4, 2019

Via electronic submittal to:
DouglasThomas@GovernmentResource.com

Mr. Doug Thomas, Senior Vice-President
Strategic Government Resources

Re: City of Palm Coast, FL City Manager's position

Dear Mr. Thomas:

I am excited to submit my credentials for consideration for the position of City Manager for the City of Palm Coast, FL. As outlined in the attached resume, I have a strong background leading teams and achieving results in a fast-paced environment with competing priorities. The vibrancy and professional reputation of the City of Palm Coast is the reason I am so interested in this position. I am confident that my organizational and leadership abilities and background in developing strong relationships built on integrity, honesty and transparency is a great fit for what you are working to achieve.

With more than 30 years governmental experience including county administrator and city manager, my strengths include being organized, public management, aviation, human resources, intergovernmental relations, public relations, negotiating contracts, economic development, strategic planning, finance and budgeting. My leadership qualities include having a transparent, collaborative and team oriented management style. My community involvement includes having served as an Advisor to Planning Commissions and Economic Development Authorities and Board Member on two Chambers of Commerce.

Taking on the challenge of "crisis manager" in some of the more interesting places in the country, I managed cities and counties where they did not want to keep managers and in which other managers did not want to work. As such, I went into the localities, created teamwork, resolved their problems and moved on to the next opportunity. I worked in highly diversified environments and helped bring one municipality from near bankruptcy to a bond rating of "A3". Having managed diverse urban, suburban, rural, tourist, historical, mountain, and desert local governments, I take pride in getting the job done on time and within budget. I also served as an Adjunct Professor of Marketing for Virginia Commonwealth University which proved to be valuable in developing a solid record of obtaining economic development. My experience includes managing up to 12 department heads and 366 employees. I prepared state, city and county budgets up to \$45 million, and served as Personnel Director, Finance Director and Economic Development Director. During 2015, after 36 years, ICMA awarded me "Life Member" status. I have broad experience in human resource management and have written policies and performance planning and evaluation systems.

My focus is on strategic priorities and developing a culture of making informed, long term, data driven decisions. The strategic planning process is critical to establishing goals and communicating the priorities throughout the entire organization. It is important to communicate how every employee is a valuable link in achieving our results. We work hard to measure results, communicate progress and celebrate success.

I have a passion for governmental management and the important work done despite budgetary constraints. I believe in working closely with stakeholders and the employees to provide the best service possible for our residents, businesses and all who visit our community. I believe I am well prepared for the challenges and opportunities facing the City of Palm Coast. Please feel free to contact me to discuss the position with you.

Sincerely,

Dennis R. Sparks

Dennis R. Sparks

Enc.

(References upon request)

Dennis R. Sparks, MBA

den830@aol.com

Experience Summary – 30+ years

With more than 30 years of experience, I served as a crisis manager and county administrator in Virginia and Nevada, and city manager in Ohio, Illinois, and Texas. My experience includes public management, aviation, team building, personnel, finance, performance management, economic development, purchasing, & budgeting. My management style is collaborative and one of Team Leader/Facilitator, while remaining visible and keeping my employer fully informed.

PROFESSIONAL EXPERIENCE

SPARKS CONSULTING Hopewell, Virginia December 2005 – Present
Management & Aviation Consultant (2308 Jackson Street, Hopewell, VA 23860) 804-458-7393 \$72,000
Located 25 miles south of Richmond, consulting services are offered to governmental and private sector employers and aviation companies.

Key Accomplishments:

- Provide management, insurance benefits and aviation consulting services. Mentoring, facilitating, training.
- Consult with local govts. and companies in budget, organization development, finance, aviation and insurance.
- Write policies, train employees and teach aviation.
- FAA Safety Team Representative – teach aviation safety; train pilots.
- Licensed by the FAA and Commonwealth of Virginia.
- Recipient of the FAA’s most prestigious Wright Brothers “Master Pilot” Award in 2018.

CITY OF SILSBEE Hardin County, Texas July 2005 – October 2005
Population: 6,500 - Employees: 65 - Budget: \$3.7 million

City Manager TX (105 S. 3rd St., Silsbee, TX 77656) 409-385-2863 Herbert Muckleroy, Mayor \$75,000
This East Texas city, located 21 miles north of Beaumont, has a population of 6,500, 6 department heads and 65 employees with a budget of \$3.7 million. The city is located in the low lying country known as the “Piney Woods”. Reported to a 5-member City Council. The city had a history of City Manager turnover, was \$2 million in debt and hired me after the budget deadline. Hurricane Rita hit the city in 2005. After completing the budget and the Hurricane was over, I was terminated. The Council combined the positions of Police Chief and City Manager and gave the job to the long time Police Chief.

Key Accomplishments:

- Managed the City government. Pop. 6,500.
- Supervised police, fire, finance, personnel, library, and public works.
- Prepared the city’s first 5-year budget (\$3.75 million operating and capital budgets).
- Proposed and implemented a surveillance system for the city jail.

COUNTY OF LANDER Battle Mountain, Nevada November 2003 – April 2004
Population: 5,775 - Employees: 25 - Budget: \$2.8 million

Executive Director (315 S. Humboldt St., Battle Mountain, NV 89820) 775-635-5738 Gladys Burris, Clk \$55,000
An Old West county in the “High Desert” of Northern Nevada (elevation of 4,536 feet), Interstate 80 runs east and west through the county from Salt Lake City to Reno. Lander County, NV has a population of 5,775. Battle Mountain, about half way between Salt Lake and Reno, is the county seat with a population of about 3,500 and has an airport (“BAM”) that is the scene of many automobile TV commercials. The county projects were to improve the BAM airport facilities, and control mosquitoes. Reported to a 3-member Board of County Commissioners. Temporary. For the remaining three years of their term, the Board unofficially reverted to a Commission form and did not hire a Manager.

Key Accomplishments:

- Managed the county government administration and two county airports. Pop. 5,775. “High Desert” of N.n NV.
- Supervised 5 dept. heads including finance, HR, community development, social services and senior services.
- Worked with the Airport Consulting Engineer and FAA to expand airport facilities at the “BAM” airport.
- Hired an independent contractor to control the mosquitos.

VILLAGE OF MAYWOOD

Cook County, Illinois

October 2002 – October 2003

Population: 28,000 - Employees: 185 - Budget: \$28 million

Village Manager

(40 Madison St., Maywood, IL 60153) 708-269-3510 Larry Gates, DPW

\$100,000

Chief Executive Officer for dynamic, diverse and historic community in the Chicago area with 28,000 residents. Reported to a seven member Village Board of Trustees and managed a budget of \$28 million, with 8 department heads with 185 employees. Maywood is a culturally diverse community in Cook county that had experienced decaying infrastructure, financial problems, high crime and a loss in residents. The Village had 24 Managers in 18 years. I was the 4th Manager hired in a 12 month period. Completed my contract.

Key Accomplishments:

- Managed this home-rule village of 28,000 in the Chicago area and performed liaison duties with businesses.
- Managed total government operations, budget preparation and labor negotiations.
- Established a drug testing program.
- Supervised 8 dept. heads with 185 employees including police, fire, public works, finance, HR, code enforcement, parks & recreation & community development. (SEIU, ICOPS, Teamsters, and Police Benevolent League)
- Prepared a balanced \$28M budget.
- Upgraded the Village from near bankruptcy to a bond rating of “A3”.
- Reduced the crime rate approximately 12% in a Village with corruption, rampant crime and six drug gangs.
- Increased the security of the public water system.
- Established a Performance Planning & Evaluation system, updated job descriptions.
- Improved efficiency of the Board’s agenda package.
- Obtained 8 new businesses.

CITY OF TRENTON

Butler County, Ohio

August 2001 – February 2002

Population: 9,500 - Employees: 32 - Budget: \$6.5 million

City Manager

(11 E. State St., Trenton , OH 45067) 513-988-9619

\$67,600

Served as City Manager of Trenton reporting to a 7 member City Council. Trenton is located about 35 miles north of Cincinnati and has a population of 9,500; 4 department heads and 32 employees. Significant projects included annexing more land into the city; providing security for the water system; and improving recreational facilities.

Key Accomplishments:

- Managed this city of 9,500 with an annual budget of \$6.5 million; budget preparation and labor negotiations
- Supervised 4 department heads with 32 employees including police, fire, public works and personnel.
- Annexed 12 property parcels with 240 acres, increased the tax base 25%. Successful economic development.
- Installed fencing and security systems around the city water tower.
- Paved a track around an athletic field; constructed picnic facilities and two basketball courts.
- Secured the municipal facilities during the 9-11 disaster.

CITY OF MORAINE

Montgomery County, Ohio

May 2000 - November 2000

Population: 7,500 night, 33,000 day - Employees: 366 - Budget: \$26 million

City Manager (4200 Dryden Rd., Moraine, OH 45439) 937-535-1002 \$78,000

As City Manager, reported to a 7- member City Council. Population of 7,500 residents; 11 department heads with 366 employees and a budget of \$26 million. Moraine is 6 miles south of the City of Dayton, OH and was a General Motors factory city where GM Oldsmobile Bravada SUVs were manufactured. Major projects included the construction of a \$3.7 million regional water park and recreation facility with an indoor basketball court, indoor and outdoor swimming pools, a wave pool, and meeting rooms. Other projects included recreational programs for seniors and a fishing pond with picnic facilities; and economic development. Known as a politically volatile city, I was the fourth of six City Managers in one year, serving six months.

Key Accomplishments:

- Managed this General Motors factory city of 7,500 (33,000 day) with an annual budget of \$26 million.
- Responsible for budget preparation, contract and labor negotiations. Mediator, conflict resolution.
- Supervised 12 dept. heads with 366 employees (150 FT, 37 PT, 114 seasonal, 65 youth corps.) including personnel, purchasing, information technology, police, fire, fire/rescue, street dept. & city garage (PW), large parks & recreation dept., building inspection & code enforcement., economic development, engineering and maintenance.
- As City Manager I was also the Zoning Administrator and Advisor to the Planning Commission.
- Completed construction of a new \$3.7 million recreation center and wave-pool (water park).
- Successful economic development. Nurtured new business development and business retention.
- Served as hearings officer and resolved union grievances. (FOP, IAFF, AFSCME).

COUNTY OF LOUISA

Louisa, Virginia

May 1999 - November 1999

Population: 24,000 - Employees: 169 - Budget: \$45 million

Acting County Administrator /Finance Director (P.O. Box 160, Louisa, VA 23093) 540-894-7407 \$55,000

Acting County Administrator and Director of Finance for this county of 24,000 between Richmond and Charlottesville. Reported to a 7-member Board of Supervisors and supervised 9 department heads with 169 employees. \$45 million budget.

Key Accomplishments:

- Managed all aspects of this county of 24,000 with an annual budget of \$45 million.
- As Finance Director prepared the \$45 million budget for all county operations and the school board.
- Served as Personnel Director – conducted a salary survey and made recommendations to the Board.
- Supervised 9 dept. heads with 169 employees including finance, personnel, public works, parks & recreation, MIS, EMS, buildings & grounds, animal control, landfill, refuse sites, economic development, Grants Writer, office on youth services, planning & zoning, and building inspections.
- Also served as Finance Director, Personnel Director, Purchasing Director, Zoning Administrator and as Advisor to the Planning Commission, and the Industrial Development Authority.

STATE OF VIRGINIA, DOC HQ

Richmond, Virginia

February 1992 – May 1999

Population of VA: 8,001,024 - DOC Employees: 11,760 - DOC Budget: \$1.046 billion

Fiscal Officer (6900 Atmore Dr., Richmond, VA 23225) 804-674-3520 \$50,000

- *Fiscal Officer – Asst. Financial Reporting Manager*, Department of Corrections. Managed special financial projects. Supervised a staff of Accountants analyzing operations for 38 major prisons. Supervised accounts payable for the construction of 5 new prisons. Participated in audits of the business offices in major prisons. During two months leave of absence, in 1999, served as the first City Administrator for the City of Shawano, WI. Transferred, by legislative action, from the Parole Board to the Department of Corrections on July 1, 1995. 11,769 FTEs.

- *Fiscal Officer – Director, Finance & Administration* for the Virginia Parole Board. Advised and assisted the Parole Board Chairman. Managed budgeting, accounting, human resources, purchasing, and administrative support functions. Served as the agency's Fiscal and Personnel Officer. Prepared and administered the agency's \$2.5 million annual budget using IBM compatible personal computers using Microsoft Word and Excel and on-line mainframe connections to the state system. Created, organized, and became Captain of the state's first interagency Emergency Medical Services Response Team. The two agencies worked closely together in the same building.

SPARKS MEDIA, INC.

Bowling Green, Virginia

January 1984 – December 1992

Management Consultant

out of business

\$48,000

- President & Management Consultant. Provided management consulting services in the public & private arenas
- Trained employees in complying with government regulations and building successful organizations.
- Developed and copyrighted a commercial OSHA HazCom training video and sold to governmental entities nationally.
- Government - Obtained four economic development prospects for a county in 1985
- Obtained a FEMA grant for a WVA city.

COUNTY OF WASHINGTON

Abingdon, Virginia

November 1981 – January 1984

Population: 72,000 - Employees: 270 - Budget: \$30 million

County Administrator

205 Academy Drive, Abingdon, VA 24210

\$35,000

Managed this county with a population 72,000, including a city of 25,000, in a SMA area of 250,000 people, with an annual growth rate of 27%. Supervised 12 department heads with 270 employees. Implemented Board policies, and enforced ordinances. Prepared the annual county budget in excess of \$30 million. As County Administrator I was also the Zoning Administrator, Advisor to the Planning Commission, Advisor to the Industrial Development Authority, and an Airport Commissioner for the Virginia Highlands Airport Commission. Full range of local government services, including: accounting; purchasing; legal services; building inspection; planning & zoning; emergency services; parks & recreation; animal control; cannery; personnel; code enforcement; airport; library; water & sewer; economic development; and social services.

Key Accomplishments:

- Very successful in economic development, with over \$45 million in revenue bonds issued in a single year.
- Streamlined the accounting & budgetary systems;
- Established the county's first Central Accounting, Central Purchasing, and Services departments.
- Wrote & implemented the county's first pay & classification system and performance evaluation system.

COUNTY OF PAGE

Luray, Virginia

November 1978 – May 1980

Population: 20,000 - Employees: 35 - Budget: \$17.5 million

County Administrator

(Luray, VA, Court Street . Luray, VA 22835)

\$20,000

Served as the first County Administrator for this scenic Shenandoah Valley county in the Blue Ridge Mountains of Virginia. Population 20,000. This county is the heart of tourism in the Blue Ridge Mountains and Shenandoah Valley of Virginia. Implemented Board policies and prepared agendas. As County Administrator I was also the Personnel Officer, Zoning Administrator, Advisor to the Planning Commission, Advisor to the Industrial Development Authority, Director of Emergency Services, and a Board Member on the Lord Fairfax Emergency Medical Services Council. Supervised six department heads with 30 employees.

Key Accomplishments:

- Organized county administrative operations.
- Prepared the county's annual budget and managed capital improvements.
- Wrote the first personnel policy.
- Officially represented the governing body in public and media relations and to the community, state legislative committees, and other governmental and corporate officials.
- Successful in economic development and water and sewer projects for residential and commercial communities.
- Community involvement with the Rotary, Ruritan, Kiwanis, Lions, Professional Women's Business, and 4-H Clubs, Chamber of Commerce, and High School government classes.

Education

MBA – Business Administration & Finance, Virginia Commonwealth Univ.(VCU), 1976 – 3.8 GPA - Top 3%

BS - Business & Law, Virginia Commonwealth Univ.(VCU), 1974 – 3.8 GPA - High Honors

AS – Business Administration, John Tyler Community College (JTCC), 1973 – 3.8 GPA - Magna Cum Laude

AS – Teaching, John Tyler Community College Community College (JTCC), 1973 – 3.8 GPA - Magna Cum Laude

ATP – Airline Transport Pilot; CFII – “Gold Seal” Certified Flight Instructor, Instruments; Seaplane Instructor;

MEI – Multiengine Instructor

GI-BAI – Ground Instructor, Basic, Advanced & Instruments; Remote Pilot – sUAS (Drones)

Benefits: Insurance Licenses – Life & Health – Commonwealth of Virginia, CE updated – 2018

Continuing Education: insurance, aviation, management development, finance, personnel, purchasing, computer software.

Honors & Awards

Omicron Delta Epsilon – International Honor Society in Economics for Graduate Students, VCU

Delta Sigma Pi Scholarship Award – for graduating first in the School of Business, VCU

High Honors – VCU; Magna Cum Laude, JTCC; 3.8 GPA at both, JTCC & VCU.

“Who’s Who in American Junior Colleges”; “Who’s Who in American Aviation”.

Court Referred “Mediator” – fmr. certified by Virginia Supreme Court

Author: “Virginia Gentlemen”, “Your Right to Know”, et. al.

FAA “Gold Seal” Flight Instructor, Instruments

FAA Wright Brothers “Master Pilot” Award

Present & Past Professional Affiliations

International City/County Management Association (ICMA) named Life Member with over 36 years.

Ohio & Texas City Mgmt. Associations (OCMA & TCMA)

Captain/Senior Pilot, USAF Auxiliary, FAA Safety Team (FAASTeam) Representative

Previously held Private Investigator’s license; and EMT certificate in Virginia

Past Officer – Chesterfield County Police Department, VA

Past Member – Florida Peace Officers Association

Member – Aircraft Owners and Pilots Association (AOPA)

“Aviation Ambassador”, Virginia Dept. of Aviation.

Veteran: United States Air Force (Vietnam era)

Community Involvement Experience

Advisor – seven Planning Commissions
Advisor – seven Economic Development Authorities
Director – Economic Development Authority
Director – Emergency Services
Director – Human Resources
Director - Finance
Airport Commissioner – Virginia Highlands Airport Commission
Member – Executive Committee – two Chambers of Commerce
Board Member – Lord Fairfax Emergency Medical Services Council (serving five counties in VA)
Created & became Captain of Virginia’s first state “Interagency Emergency Medical Services Team” (VPB & DOC)
American Red Cross CPR and First Aid Instructor
EMT – three Virginia Volunteer Rescue Squads
Representative – FAA Safety Team (FAASTeam)
Captain – Civil Air Patrol (USAF Auxiliary)
Boy Scout Advisor - Government
Speaker: Rotary, Ruritan, Kiwanis, Lions, Professional Women's Business, and 4-H Clubs, Chambers of Commerce, and High School government classes

Department Heads Supervised

Supervised police, fire, rescue, emergency services, code enforcement, building inspection, animal control, finance, legal services, grants management, human resources, purchasing, information technology, public works, landfill, engineering, planning & zoning, parks & recreation, community development, county cannery, social services, senior services, youth services, airports and library.

Donald G. Kewley

P.O. Box 4076, Medford, OR. 97051

(530) 410-5655

dkewleysr@gmail.com

<https://www.linkedin.com/in/donald-kewley-0a321714>

December 30, 2018

Dear Hiring Director:

I am interested in the Palm Coast City Manager position because I believe my education and past work history has prepared me to meet all of the responsibilities this position carries.

While serving for thirteen years in the California and Oregon Army National Guard I learned about the effectiveness and importance of working as a team. In addition, I learned how to make important logistical and strategic decisions while leading my team through challenging and stressful situations. My work as a project manager in construction and program manager in the utility industry enhanced my management skills by teaching me to effectively develop business to business and customer relationships, manage stakeholder expectations, manage time, manage money, and direct resources towards the accomplishment of an organizations operational objectives.

The combination of the MBA I earned from Pepperdine University in Leadership and Bachelors of Science in Business Administration Chico State University was geared towards building my leadership & managerial skill sets and taught me to facilitate change and growth in a volatile global economy. My education, military service and past work history demonstrates my commitment to be an excellent leader and manager of people and resources. I am confident that I will be a significant asset to any organization's management team if given the opportunity to prove myself.

Although my resume provides a summary of my background and experiences, I would very much like the opportunity to discuss, in person, how I can meet the demands of this role in order to advance the overall mission of your organization.

Sincerely,

Donald G Kewley
530-410-5655
dkewleysr@gmail.com

DONALD G. KEWLEY

P.O. Box 4076, Medford, OR. 97051 | (530) 410-5655
<https://www.linkedin.com/in/donald-kewley-0a321714> | dkewleysr@gmail.com

OPERATIONS MANAGER

Program Oversight | Operations Stewardship | Strategy Conception

Executive manager with expertise in all facets of operations, project and program management; financial analysis, and controllership within high-profile corporations. Skilled in collaborating with all members of the organization to achieve business and financial objectives. Integral in streamlining and refining processes, boosting productivity, and implementing learning solutions.

- Experienced Senior Manager
- Strategic Planning & Analysis
- Industry Networking
- Marketing & Outreach
- Logistics Management
- New Business Development
- Project Lifecycle Compression
- Contract Negotiations
- Business Consultation

PROFESSIONAL EXPERIENCE

City of Ashland (COA), Ashland, OR AFN Operations Manager

Jan 2017 to Present

- Plan, direct, and supervise the development, implementation, and maintenance of the Ashland Fiber Network (AFN)
- Development of divisional strategic plans, budgets, goals, programs, policies, and procedures in order to provide appropriate and effective Internet and technology services to the City and community.
- Manage AFN telecommunications and technology projects, coordinate cross functional teams, vendors, and subcontractors, prepare requests for proposal (RFP) and administer consultant selection processes; develop work plans, timelines, and budgets; monitor, review, and approve work products; maintain project documentation and prepare reports.
- Create work plans, budgets, project timelines, monitor work flow, and evaluate completed projects.
- Supervise and evaluate the work of subordinates; interview, select, assign, direct, and evaluate employees.

Pacific Gas & Electric Company (PG&E), San Francisco, CA

Oct 2015 – Jun 2016

Senior Project Manager

- Led projects for Energy Savings Assistance (ESA) multimillion dollar materials contract, evolution bulk materials acquisitions and contract management with the California Public Utilities Commission (CPUC).
- Managed contract negotiations, Request for Proposal (RFP) analysis, Service Level Agreements (SLA), and Statements of Work (SOW).
- Developed Request for Proposal (RFP), contract negotiations, and project management plans.
- Partnered with IOU's researching industry trends and benchmarks associated with energy contracts.

MJM Management Group, San Francisco, CA

Feb 2015 – Oct 2015

Project Manager- Capital Projects

- Prepare requests for proposal (RFP), strategic planning, develop work plans, timelines, software development, budgets; monitor, review, and approve work products; maintain project documentation and prepare reports.
- Spearheaded public domain and real estate capital construction projects and facilitated bidder conferences thru initial contract negotiation qualification bid proposals and vendor selections.
- Orchestrated project lifecycles via MS Project and provided technical compliance vectors with California Energy Efficiency Standards, Title 24, and health and building codes.

The Mosaic Company, San Ramon, CA

Sep 2014 – Jan 2015

Senior Learning Strategist

- Strategic planning, forecasting, budgeting
- Bolstered PG&E training academy by invigorating organizational communication relationships across lines of business.
- Facilitated Subject Matter Experts (SME)/Lines of Business (LOB) conferences including Kickoff, Alpha review, Beta review, and Project Closeout (Key Learning).

...continued...

DONALD G. KEWLEY

Page Two of Two

- Directed learning solution effectiveness with stakeholder risk assessments and recommendations to business teams.

Bay Area Systems and Solutions, Inc. (BASS Electric), South San Francisco, CA

Feb 2014 – Aug 2015

Project Manager

- Managed city and county public works and commercial construction projects.
- Managed design-build and LEED projects.
- Facilitated the implementation of new construction management software applications.
- Prepared budgets, Request(s) for Information (RFI), change orders and monitored timelines via MS Project.
- Cemented partnerships with cross-functional teams consisting of stakeholders, vendors, and subcontractors.

Rodan Builders, Burlingame, CA

Oct 2013 – Feb 2014

Government, Commercial, Industrial and Institutional Tenant Improvements

Project Manager

- Contract negotiation, strategic planning, forecasting, budgeting and resource allocation.
- Managed cross functional teams, vendors, and subcontractors for city and county public works construction projects
- Collaborated Job Order Contracts (JOC - joint construction delivery via eGordian (construction task order catalog).

Richard Heath and Associates Inc., Chico, CA

Jul 2011 – Oct 2013

Program Manager II

- Managed \$14M portfolio of Small and Medium Businesses (SMB) energy efficiency programs for investor-owned and municipal utilities and local government partnerships in Northern and Central California
- Contract negotiation, strategic planning, forecasting, budgeting, marketing and customer education
- Increased divisional revenue by \$2.6 million in 2 years
- Developed and managed community outreach programs with business leaders, government and industry professionals.
- Targeted SMBs with emerging technologies aimed at improved energy expenditure and operating expenses

Cleanrite-Buildrite, Chico, CA

Sep 2009 – Jul 2011

Project Manager/Estimator

- Managed up to 25 small to medium restoration and new construction projects simultaneously.
- Liaised construction negotiations between stakeholders, insurance companies and customers.
- Estimating, budgeting, forecasting, billing, procurements, monitored projects via MS Project.
- Managed cross functional teams, vendors, and subcontractors.

ADDITIONAL EXPERIENCE & SKILLS

- Outlook, MS Office Suite, MS Project, MS Visio, Xactimate, eGordian, Accubid Pro, Procure, OSX, iMovie, iPhoto, VM Ware, SAP R3, Vensim PLE, Adobe Professional, Adobe Illustrator, Adobe Light Room, Munis, etc.

EDUCATION & CREDENTIALS

M.B.A., Pepperdine University Graziadio School of Business and Management, Malibu, CA. 2018

B.S., Business Administration, California State University, Chico, CA. 2009

Certified Sustainability Manager (CSM), Everblue, Huntersville, NC. May 2013

PROFESSIONAL DISTINCTIONS & MEMBERSHIPS

- Project Management Institute (PMI) ▪ Association for Operations Management (APICS) ▪
- Green Project Manager (GPM) ▪ U.S. Green Building Council-Northern California Chapter (USGBC-NCC) ▪
- United States Army National Guard, CA 1982-1995 ▪

7 January 2019

Mr. Douglas Thomas
Strategic Government Resources (SGR)
For: Mayor and City Council, Palm Coast, FL

Re: Application for City Manager, Palm Coast, FL

Dear Mayor Holland and City Council,

Your posting for the city manager position caught my eye, as it seems an ideal match for my background and experience. I have worked in a broad spectrum of progressively challenging leadership positions in government and have dedicated my life to public service. I am no stranger to Palm Coast; my parents moved here in 1986 and I have witnessed the explosive growth over the past 33 years. I am excited to join the Palm Coast team as we continue forward with diversifying our economy and building a sustainable business community.

Your Needs

A visionary leader able to think outside the box.

Ability to address high-growth community issues and challenges.

Open-mindedness and flexibility.

My Qualifications

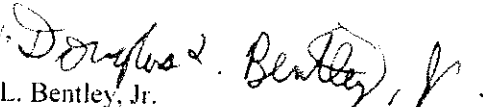
As **deputy district engineer** for the U.S. Army Corps of Engineers I developed **creative, non-standard ways to reduce** discretionary spending while significantly **increasing customer support**. As **installation commander** I used **innovative** best practices allowing us to **fully fund** our capital investment programs.

As **deputy installation commander** at Ft. Sill I **built consensus** with all stakeholders to enable Lawton, Oklahoma and the surrounding communities to absorb 10,000 personnel (**11.5% population increase**) while **creating 7000+ new jobs** on base in **less than two years**.

As a career Army officer I needed to be flexible to **adapt to the environment I was in** and be **open to learning** different ways of doing business. Whether I was engaged with the **Department of Defense, U.S. Army Corps of Engineers, local, state, and federal officials**, or **internationally** with our **NATO alliance** of 28-member nations, I have a **proven track record** that has positioned organizations to **support significant growth**, reduced costs, facilitated optimum human resources allocations, and developed **excellent customer service**.

I would welcome the opportunity to discuss your needs at length and the value I can offer. I will follow up with Doug Thomas on 15 January 2019, once he's had time to review my resume and packet.

Thank you in advance for your consideration.

Sincerely, 
Douglas L. Bentley, Jr.

Executive Leader

Exceptional senior executive skilled in leading civilian, government, and contractor professionals in highly demanding, fast-paced environments achieving mission and business objectives. Influential, energetic, passionate leader with a talent for creating high performing and loyal organizations as well as leading change to improve effectiveness. Expert in managing financial and human resources and maintaining quality objectives in a professionally responsible, transparent, values-based organization.

Executive Leadership
Strategic Planning
Program Management
Labor Management

Resource Management
Leading Change
Strategic Communications
Emergency Management

Problem Solving
Critical Thinking
Team Building
Flexibility

Professional Experience

**Congressional District Coordinator FL 06/Admissions Liaison
United States Military Academy at West Point Admissions**

**2014-present
Flagler/Volusia Counties, Florida**

Plan and coordinate all West Point Admissions activity within Florida's 6th Congressional District. Provide advice and support to the congressman's local staff office. Academy board member that provides the congressman the recommended ranking of candidates who receive a nomination after a thorough vetting process. Coordinate cadet visits and admission's office staff visits in support of schools and academy days.

- Established 1st ever engagement program reaching out to all 25 middle and high schools in the district.
- Developed superb rapport with senior school officials and local school administrators and counselors.

**Senior Executive Manager (Installation Commander)
Supreme Headquarters Allied Powers Europe (SHAPE)**

**2011-2014
Mons, Belgium**

Responsible for installation security and emergency services, engineering, public works, logistics, housing, retail business, human resources, resource management, contracting, medical clinics, recreational and community activities, youth programs, religious support, public safety, and schools on SHAPE providing support to over 15,000 soldiers, family members, and civilian employees from over 40 nations. Led an international staff (10 direct reports, 7 departments) of over 800 military and civilian members in executing a \$50M annual program for NATO's military headquarters in Europe. Executed a \$20M non-appropriated funds program for restaurants, retail, lodging, and gyms.

- Used innovative best practices and procedures to turn around years of net significant annual budget losses of our \$20M Moral, Recreation, and Welfare Program (restaurants, retail, lodging, gyms) into annual profits of \$1.5M while investing \$800K into capital investment programs; a first in over 6 years.
- Developed NATO's first Crisis and Operations Center one month early and under budget; facility has set the standard across NATO's 28 member nations.
- Negotiated with Belgian government to achieve a 100% host-nation funded \$250M construction project to rebuild installation's 600 homes; a first in over 48 years.
- Authored and negotiated employees' labor contract resulting in \$1M/year savings.
- Developed strong working relationships with Belgian government leaders, law enforcement agencies, military and civic groups, local, regional and federal agencies, regulators and elected officials at every level of government.

**Chief, Operations Division (Chief Operating Officer (COO))
U. S. Forces Afghanistan**

**2010-2011
Kabul, Afghanistan**

Led 20 joint senior military members in developing, planning, resourcing and synchronizing all operational efforts for over 10,000 engineers supporting Operation Enduring Freedom.

- Managed issuing \$1.1B worth of route clearance equipment to engineers across theater which enabled the warfighters to successfully engage with the enemy.
- Pursued and successfully competed for an additional \$400M from the Pentagon to enhance the engineers' combat capabilities and effectiveness.

**Deputy Garrison Commander-Transformation (COO)
Fires Center of Excellence (FCoE)**

**2007-2009
Fort Sill, Oklahoma**

Led 8 senior military and civilian members in developing, planning, synchronizing and executing a \$1.2B construction program transforming Ft. Sill into the FCoE while retaining power projection capability in support of national priorities.

- Developed and implemented plan to move 10K personnel from Fort Bliss to Fort Sill by executing a \$1.2B construction program. Synchronized all efforts as the lead program for the Army's largest repositioning of personnel since World War II.
- Organized and led a weekly synchronization meeting with all department heads and stakeholders that developed and implemented goals, established project priorities, and de-conflicted issues.
- Built consensus with city of Lawton, Oklahoma, area towns and communities, and private businesses to provide municipal services and support capabilities (schools, road networks, hospitals, housing, retail, etc.) to support an 11.5% increase of population within 2 years.
- Led town hall meetings in both El Paso, Texas and Lawton, Oklahoma that allowed all stakeholders to stay current on all activities, to voice concerns, and to ask our department heads questions.
- Developed and provided strategic communications for key senior Army leaders for use in congressional engagements and public presentations.
- Diligently pursued and competed (against other U. S. Army Corps of Engineers projects) for an additional \$277M of funding for Fires Center of Excellence construction.
- Successfully competed (against other Army installations) for \$420M of additional funding for new dormitories, dining facilities, and a reception center; a first for Fort Sill.
- Created a relocation web site; earned "best practice" award from vice chief of staff of the Army.
- Authored "Leading Change at the Garrison Level" for U. S. Army Journal of Installation Management; sharing my expertise in leadership and best practices throughout the Army.

**Chief, Command and Installation Program Analysis Division
Headquarters, Department of Army, Pentagon**

**2006-2007
Washington, DC**

Led 14 senior military and civilian members analyzing and programming installation programs and the Army's largest force structure realignment and global re-stationing effort in 60 years.

- Developed the Army's \$129B installation program for FY08-13 for base operations, construction, information technology, and biometrics for 179 bases worldwide.
- Led efforts to achieve a 90% rate (had been < 80%) of base operations support and restoration and modernization of facilities for the entire Army worldwide; a first in over 10 years.
- Led several teams working with senior Defense, Joint, and Army leaders resulting in a \$52B top line increase supporting the Army's largest transformation since WWII.

**Director of Public Works, Logistics, and Transportation (City Manager)
Supreme Headquarters Allied Powers Europe (SHAPE)**

**2001-2005
Mons, Belgium**

Led an international staff (10 direct reports, 7 departments) of over 375 military and civilian members in executing a \$45 million annual program for infrastructure operations and maintenance, transportation requirements, and logistical support for NATO's military headquarters in Europe. Provided electrical, gas, water, sewer, and refuse removal series, fire protection and emergency response for 2000 residents, a workforce of 5000, an international school of 3000, retail business and light industry. Managed NATO's emergency operations center (wartime bunker). Executed a \$20M program in contracted support services for material, design, construction, maintenance and repair, and project management services for all facilities at SHAPE supporting 26 member nations. Provided technical advice to the international staff for engineering, cost estimating, feasibility studies, master planning, design, and construction.

- Led the Technical Working Group for the SHAPE Development Plan that delivered the first ever SHAPE Master Plan; in 9 years since plan was developed the following construction projects have been completed: fiber-optic backbone delivered installation-wide, new elementary, middle, and high schools built, new security fence installed around perimeter, and hardened all three gates for entry/exit of installation to increase force protection. A \$300M headquarters building is in design.
- Implemented a project review board process for all project managers, customers, and stakeholders that significantly enhanced customer care, saved money, and saved time.
- Designed and implemented a comprehensive labor/management training program for all supervisors and labor leaders resulting in no major labor incidents in 4 years; a first for SHAPE.

**Deputy Commander and Deputy District Engineer (Chief of Staff)
U. S. Army Corps of Engineers Little Rock District**

**1999-2001
Little Rock, Arkansas**

Responsible for the operations, training, and administration of 825 personnel over a 2 state region (Arkansas and Missouri). Served as Chief of Staff with 11 direct reports and 9 departments: resource management, information management, logistics, internal review, security, safety, public affairs, equal opportunity, and emergency management. Coordinated execution of a \$185M annual program providing services in planning, design and construction of civil works and military projects at Army and Air Force installations and which operates and maintains 7 hydro-power facilities, 12 flood control projects, 12 navigation locks and dams, and 205 recreational facilities. Performed duties as District Commander to coordinate district activities with state and federal agencies and the public.

- Reduced discretionary spending by over \$4M; 55% beyond the most optimistic projection.
- Re-energized the entire support staff enhancing internal coordination, customer satisfaction, and fiscal oversight over a 2 state region.
- Led the district as management's representative during collective bargaining resulting in a newly signed labor contract.
- Successfully managed departments with disaster relief due to tornados; partnered with FEMA, state, county, and local officials.
- Re-energized the support staff to be the most customer-focused within Southwest Division (5 state region); received recognition from U. S. Army Corps of Engineers general in Dallas.

Education and Professional Development

MS, Operations Research, Georgia Institute of Technology, Atlanta, Georgia
BS, General Engineering, United States Military Academy, West Point, New York
Fellowship Certificate (1 year), International & Defense Policy Studies, Queen's University, Kingston, Ontario

George James Ducas
Architect – AIA - NCARB

Dallas Metroplex

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Email: gjmdl@earthlink.net

Professional Registrations & Certification:

Arizona - 2017 (Architecture)

Texas - 2017 (Architecture)

Texas - 2017 (Interior Design)

IESNA (Illuminating Engineering Society of North America) - 2002

NCARB (National Council of Architectural Registration Boards) – Certification Current – 2017

IPEC (Institute for Products, Engineering & Construction) – Member – 2003-04

ASID (American Society of Interior Designers) – He has been an associate member of ASID.

AIA (American Institute of Architects) – 2017

Education:

Elementary School - National & International.

High School – England

Electives – University of Dallas, Irving, Texas

Bachelor of Science in Architecture - The University of Texas at Arlington - 1981

Master of Architecture - California Polytechnic St. University, SLO - 1985; (Design-Structures-Lighting)

Master of Architecture - University of Sao Paulo, Brazil - 1996; (USA master's degree Validated or made equivalent to Brazil degree)

Principals of Banking and Financial Systems – Center for Financial Training Western United States – Phoenix, Arizona – 2005

Responsibilities:

He joined IPEC (Institute for Products, Engineering & Consulting) in 2003. IPEC is a Consortium of Engineers, Architects, Technical and Safety Professionals, providing forensic consulting and expert witness services to the legal and insurance industry. The core focus of IPEC is construction. Concurrently he opened a consultancy GJD Designs providing architecture services in Arizona and Texas. Areas of specialized service include client based cm services, lighting design, forensic investigation, interior design, architecture, key account relationship management, owner representation, design, product development, value engineering, research, reporting, management, and development services.

Areas of specialized service include client based cm services, lighting design, forensic investigation, interior design, architecture, key account relationship management, owner representation, design, product development, value engineering, research, reporting, management, and development services. His present and experience includes business development.

He is seeking a creative position that is executive. He prefers an efficient company in which he can be proud. He expects employment for the long-term with good benefits and expectations. Employment locations of interest are Arizona, California, and Texas, but he is open to suggestions for a national or international position.

He is motivated, flexible, and believes in a team approach. His executive skills are creativity, imagination, innovation, optimism, patience, cooperation, and organization. He can successfully balance multiple tasks.

In addition to having a solid understanding of building systems, design practice and principles, he considers himself a competent communicator and manager. He utilizes processes for quality control. His qualifications are illustrated in the variety of projects, people, and ideas he has been involved with. His background is both national and international. His desire is to combine and develop all his talents in your service.

Project Experience:

During his career, he has worked on some of the most prestigious projects in the world. These include the Bank of China (Hong Kong, with G. Woo FAIA, Dallas, Texas, USA, also a Pei Project), Broadgate & Canary Wharf (London, England, with SOM, Chicago, Illinois, USA, & London, England, also a Bruce Graham FAIA Project), Walt Disney world Headquarters (Orlando, Florida, USA, with CRSS, Dallas, Texas, USA, also an Isosaki Project), University of Dallas Science Building (Irving, Texas, USA, with Landry & Landry and Ford, Powell & Carson, also an O'Neil Ford FAIA Project) and others. He has worked on almost every building type, and brings a broad background of professional experience.

Automotive Facilities

Mesa Campus Plan, Desert Proving Grounds, Worldwide Facility for General Motors, Arizona

He was a Project Manager for the General Motor's Mesa Campus Plan, Desert Proving Grounds, and Worldwide Facility by Arcadis-Giffels for Mesa, Arizona. He had the authority and responsibility for the administration of the project of 5/30 buildings (Administration Building B29, Engineering North B27, Central Power Plant B28, Car and Truck B30, Central Warehouse B52). The project scope of all buildings included demolition, new site work - infrastructure, new buildings, and interior remodeling valued near 60 million dollars. Office areas used system furniture. He also supervised the design of the Nurse's Station-Medical within the Administration Building B29.

He was a project manager supervising a team of 7 draftspersons. Responsibilities included project organization, scheduling, scope definition, value engineering, estimating, manpower planning, budgeting and expediting the various design disciplines, as well as monitoring quality and progress. He served as a principal design liaison with the client for the duration of the project and was responsible for the communication of information between the client and the various design group leaders. He coordinated interdisciplinary reviews. He oversaw complex assignments to resolve specifications provided by General Motors such as the development of: an anechoic chamber to test automobile performance in a sound isolated environment, power plant, and IT control center. He attended weekly meetings with the GM staff on site, and coordinated site specific issues with GM staff as necessary.

He was hired by Giffels with main office in Michigan, and was soon bought by Arcadis, and became Arcadis-Giffels. Mechanical, electrical, and civil staff was in-house, although outside consultants were also used. Progress was monitored by the main office in Michigan. Eventually the company became Arcadis and the architectural group was purchased by another architectural firm.

Nissan Motor Acceptance Corporation Headquarters, Irving, Texas

This project involved the interior design and project management of a multi-story office complex of approximately 100,000 sq. feet. The project also included some shell redesign, second level interconnecting bridge between office buildings, and site work. The project was completed in the design studio of Benson Hlavaty & Architects Inc., Dallas, Texas.

Financial Facilities

Bank of China, Hong Kong, for the Chinese Government

Participated in the Design of 500,000 square feet of interiors in new construction for Architect George Woo (FAIA) in Dallas and coordinated with I.M. Pei's office in New York. The project included the first 25 floors of the Bank of China. Also included were system furniture, all finishes, office furniture, bank trading,

office layouts, furniture, carpet patterns/colors, conference, security, meeting rooms, suites, restaurants, amenities, and custom lighting fixtures. Design, research, and some project management were involved. In addition to design tasks, he was involved in specific research that led to lighting fixture designs from Venice, selection of the bank trading furniture for maximum operational efficiency, marble details, and other specialized tasks. This was considered a prestigious and high-profile project during its time.

Stearns Bank Arizona, Proposed for late 2008, Scottsdale, Arizona

SBAZ has plans for a new Bank Building to be designed by Moosavi Design. Land was recently purchased by the Bank for such a development. The project consists of a three-story commercial building at about 10,000 sq. ft. per floor. He was requested by SBAZ to review architectural contracts, attend development meetings, and develop a conceptual cost estimate. His experience in budgeting and cost estimating allowed for an accurate conceptual estimate near 10 million dollars for said project.

Broadgate Complex, Master Plan & Design, London, England for Rosehaugh Stanhope Developments & British Rail

2-Billion-dollar mixed-use project within the financial district in London, England was completed in the late 1980's. The project by SOM Chicago & London was one of the largest in the world at the time. Some buildings were sold outright to such institutions as New York Banker's Trust.

Mixed-Use (Commercial, Office, Retail, Residential & Industrial) Developments

Broadgate Complex, Master Plan & Design, London, England for Rosehaugh Stanhope Developments & British Rail

Broadgate was a master-planned project by SOM for London, England. This project was a design of 14 buildings totaling 4 million SF in the Broadgate Complex of London. This was the largest single development in Europe totaling nearly 2 billion in construction costs. Most of the development was built over the platform railway tracks of the Liverpool Street Train Station. The building heights were approximately 14 stories and 20,000 square feet per floor or more. The project involved access to train facilities and site work. The project was designed to be a community complex and included office, retail, leisure facilities, and plazas. The open areas were designed for art exhibits, performance, and recreation. The projects involved master planning, schematic design, design development, construction administration, and project management. He was responsible for the coordination of the architectural documents with the other disciplines, client presentation drawings, and technical problem solving. He was a member of the technical staff, a technical representative in the studios, and attended technical meetings and presentations.

Broadgate Project Master-plan, Building 7, Multi-use (office, commercial, & retail) mid-rise building, London, England

His participation involved planning, design, construction administration, and project management of a Multi-story building (steel with marble panel window-wall system). Building 7 was sold outright to New York Banker's Trust. Building 7 included a health club with swimming pool in the 2 basement levels, a restaurant, retail, and office facilities. Site issues involved design coordination with adjacent train station. He was chosen as the team member solely responsible for this building near completion of the documents, these responsibilities included interdisciplinary reviews, details, dimensions, miscellaneous steel, partitions, slab dimensions, elevations, interiors, site development, and special structures. He was sent from the Chicago office to the London office as a team lead for construction administration and project management. In London inspection of construction issues were visited on a regular basis and included review of pay requests, change orders, RFI's, and time extensions.

Broadgate Project Master-plan, Building 14, Multi-use (office and retail) mid-rise building, London, England

His participation involved the design and development of a Multi-story building (steel with marble panel window-wall system). He was responsible for the structural layout of the building sections over the train station, coordination with the structural department, and special technical problems such as seismic joints, window wall details, marble details, and window wall sections.

He provided technical support on AMA, Phase 6, 7, 8, and 11, Mixed-use (office and retail) mid-rise buildings, London. Broadgate was involved in the studio of Partners John Burcher & Bruce Graham.

Canary Wharf, London Docklands, England

Canary Wharf Master Plan was a planned development and mixed-use project for the Dock-lands in London. I.M. Pei, New York was the first architect to design the site, and then it was given to the charge of SOM, Chicago. This was a Multi-billion-dollar project. He participated in the design of a proposed building, site planning development, and design development of a bridge. For this experience, he was in the Studio of Associate Partner Leigh Breslau and Partner Bruce Graham

King's Cross Master Plan at King's Cross Train Station, London, England

King's Cross Master-plan Competition Proposal (SOM, Chicago & Frank Gehry Architect, California), Multi-use (office, retail, commercial, institutional, industrial, and residential) mid-rise buildings, London, England. The master-plan design competition involved an elite team of 5. This project was a Master Plan of approximately 30 buildings for London totaling nearly 2 billion in construction costs. This Mixed-use community complex included all amenities required for a city neighborhood. Building types included office, commercial, institutional, municipal, community, industrial, housing, landscape, transportation, canals, parks, leisure, and recreation. The project was later redesigned for the client in conjunction with Frank Gehry, Architect in California. The project was completed in the studio of Associate Partner Leonard Claggett and Partner Bruce Graham.

Projects were completed for Skidmore, Owings, and Merrill (SOM) in Chicago and London. SOM projects included design, design development, construction documents, construction administration, and project management. Areas of specialization were coordination of structural, mechanical, electrical, and plumbing with architectural documents, and client presentation drawings. He was a member of the technical staff, a technical representative in the studios, and attended technical meetings and presentations.

Solana Campus Master Plan, Westlake & Southlake, Texas

This project had multiple architectural firms to include Legorreto Architects, HKS, CRS Serrine, Peter Walker – Martha Schwatz, Mitchell - Giurgola Architects, & Barton Myers Associates. During 1990 his position was part of the studio team working on the master plan with CRSS Serrine in Dallas, Texas office. Grasslands, oak forests and rolling hills of Westlake and Southlake create the context for Solana, ambitious office development, hotel and shops. The project was a 900 acres campus in the country; a unique office development or business park built by IBM & California developer McGuire-Thomas; 8 office buildings, hotel, shopping village, and a fitness center. 100 acres left for development.

Al Sami Gardens Project, South Jeddah, Saudi Arabia

Al Sami Holding Group was involved in a planned development of a major residential-led mixed use project south of Jeddah in Saudi Arabia with an area of 1.07 million square metres. Involvement was for review and proposal for real estate development strategy and development of specification for building systems and performance. Interest was in importation of technology and modular systems of construction for residential, commercial, and education. Approach was for integrated design build model and architect driven while incorporating real estate development and product resource development for the acquisition and development of technologies. Discussions and research involved programming, design, technology analysis, building systems, methods of construction, materials, cost, schedule, energy, smart home systems or intelligent design, specifications, methods of importation, and investment goals. The team involved Savills, HOK, KPMG, Hill International and others. Project value 2 billion.

Long Lake Project, Corinth, Texas

Lelege Group, an international real estate development corporation and holding company out of Beijing, China with USA headquarters in Texas was involved in a mixed-use project of 100 luxury homes and commercial over 106 acres North and adjacent to Lake Lewisville, Texas. Homes were 6,000 to 10,000 square feet each. He was Chief Construction Officer (CCO) and Architect supervising the Design and Construction Departments and reporting to the CEO and Chairman. After a few weeks, he was promoted from head of the construction department to oversee both the construction and design departments under the

CEO. Further duties included hiring of staff. He was active in the Dallas, USA and Beijing, China Offices. He worked with the Tsinghua designers in Beijing and had good relationship with the Chinese. His responsibilities included pre-construction activities, real estate due diligence, land development infrastructure (civil), zoning, phase 1-2 analysis & wetlands mitigation, development of housing prototypes, budgets, schedules, specifications, technical (security, lighting and IT systems & Control Center), legal, sales contracts, construction contracts, insurances, bonds, and marketing. Projected was value 300 million.

The Old Law Courts Premises Mixed-Use Complex for the National Investment Board, Banjul, the Gambia

The project included both office and retail. A structural steel concrete skeleton has a shell of alternating layers of tile and glass. The roof is glass and the alternation of solid and transparency can delineate by the layered walls/curves. The structure extends outward from the exterior shell to be perceived as a flying buttress system. Lighting is used on the buttresses to articulate rhythm. The subdivision at 1/3rd the elevation allows for a dynamic symmetry, a tool he uses frequently; which is an alternation of symmetry and non-symmetry. The entire project evolved into about 12,000 square meters. This project involved a design competition. The project was inspired by architect Eero Saarinen and the Dulles airport project.

Figueroa Towers Three, Graduate University Design Study, for Los Angeles, California

This was a design alternative to a project by SOM and was a study for senior level graduate school California Polytechnic Design Studio. The design was appreciated by SOM and lead to his hiring b SOM in 1986. The functional program included mixed-use retail and office space. Innovations were natural light in high-rise design and retail spaceframe. The towers used an innovative triangular tubular design in 1984 which was at least 10 years before something similar was used in the bank of china by Pei in Hong Kong. Three towers have cascading triangular tubes and butting on the diagonals of each tower square to create a lower square courtyard with penetrating natural light axis though the entire project augmented by clear glass space frame.

Higuera Street Urban Redevelopment, San Luis Obispo, California

This was a mixed-use urban development for San Luis Obispo that covered one city block. The project was part of urban planning design research for graduate studio. The uses were retail, office, parks, museum, arts, and river. He developed field theory as a design tool to proportion pedestrian vistas and walkways extending into the design of buildings.

Main Street Fort Worth, Texas

This was a mixed-use urban development alternate to the Bass Brothers high-rise by architect Paul Rudolph along Main Street. The FAR was 12 and near as much as the high-rise being half the size as a mid-rise, and providing more for pedestrian's walkways at the street level. The design was also contextual, fitting in and complimentary to the surrounding urban scape using similar material and colors from surrounding buildings, some historic and preserved, in a modern way. The design incorporated, retail, restaurant, art museum, and office. This was a study for senior architecture studio at UTA and reported in the press.

Urban Design UTA Expansion, Arlington, Texas

This project was to be an extension of the UTS Campus that was to connect the campus to the city centre retail area. The planning was to be considered and mixed use transition and strap between the university campus and city centre. Mixed use functions included retail, plazas, squares, vistas, single family, multi family, university, art, office, and pedestrian. The project evolved from extensive urban programming and analysis. Inspiration was Urban Planner Krier.

Real Estate Development

Real Estate Development Financing, Partnering, and Team Building, National & International

Involvement in teaming investment companies, venture capitalists, and real estate developers for various mixed-use developments both nationally and internationally. Building Types included franchise developments, mixed-use, commercial, retail, and hospitality. He had associations with various real estate

development companies and teams. His projects were both national and international and contacts cover project types that include resorts, mixed-use, construction, hospitality, residential, multi-family, commercial retail, office, and restaurant.

Real Estate Development Executive, National & International

He worked for real estate developers as an executive and has been the head of design and construction usually reporting to CEO or Chairman. In addition, he has been involved with all real estate activities such as due diligence, special zoning, reviews with city council, land purchase, land analysis, sales contracts, marketing, legal, construction contracts, insurances, schedules, master plan budgets, consultant and contractor selection, bonds, and cash flow estimates. His scope of involvement included land development and vertical construction in a design build approach; also, franchise development, brands, and flags. He also hired & mentored staff, established department matrix, developed operations manuals, and provided executive reports to CEO and Chairman on staff and company performance and received direct reports. Real Estate Development companies included Lelege Corporation, Beijing, China & Dallas, TX, Doca Central, Phoenix, AZ and many others.

Stearns Bank Construction Department, Construction Lending Portfolio Controls, Multiple Projects & Mixed-Use, Scottsdale, AZ and National

From 2004-2006 years, his position was Construction Control Manager for Stearns Bank in Arizona. The position involved architecture, construction management, risk review, banking, knowledge of construction issues-laws as they vary per state, coordination with developers, hiring inspectors, budget review, documentation, and supervising over 200 (100 active) construction/land projects (budget more than 500 million) per year. Marketing also involved approximately one billion in referrals.

He established the Construction Department since the bank did not have that department before his arrival. He tracked all loans through all phases that included pre-close, pre-construction, construction, and completion of the project. The filing system that he developed was thorough and detailed. Involved in daily activities was personnel training and supervision, establishing a comprehensive filing system, development of department policies and procedures in a construction department manual, delivery of a monthly executive report for risk control and project review, delivery of a monthly project report on each project/loan officer, establishing a project/client email database, establishing a database of department documents and templates for use on projects, establishing a library of estimating and construction law resources, researching construction law as it varies per state/project, performing site inspections and reports, keeping a log of meeting minutes and correspondence, meeting with the OCC, alerting the President and Vice President on all financial risk, attending meetings with client on bank procedures and budget review during the pre-close and pre-construction phases and afterwards, lecturing about the construction department to the credit analysis department, researching/recommending software for future bank automation, and establishing referrals for the bank and setting up/participating in meetings with potential clients with a loan officer. Activities also included experience dealing with a title company in a project foreclosure, and site visit with client/contractor in another city on potential project problems and financial shortfalls. He was an invaluable resource to the bank in many areas, informing the executives of fluctuations in the construction economy on a weekly basis. He even performed cost estimates for the new Stearns Bank proposed for future construction and made recommendations for AIA contract revision and attended project development meetings. So his skills extended into cm style services.

He reported on loan officer performance and construction lending performance-risk review monthly. Coordinated all risk with loan officers, developers, and upper management. His background now incorporates experiences in banking, architecture, interior design, real estate development, construction management, budgeting, and risk review.

Building types that he administered under the bank portfolio included single-family residential, multi-family residential, office, commercial, industrial, retail, storage, medical, facilities, automotive, hospitality, banking, mixed use, restaurant, education, and interior projects. Department controls that he developed included the construction department processes and procedures manual, project controls document, monthly loan officer report and template, and the monthly executive report to the president of the bank. All projects

required monthly site visits and coordination with clients, contractors, and bank personnel. States outside of Arizona included Florida, Colorado, California, Nevada, New York, and others. Projects ranged from 50 million to small SBA business ventures.

It was his responsibility to coordinate with the main office in St Cloud Minnesota on policies and procedures. Hiring involved interviews with the President, Vice President, and CEO of the company. He was responsibilities included managing security and guard against financial risk to the bank. During his time, there he participated in a class related to principles of banking and financial systems. He read monthly financial journals and developed a library that included cost estimating books and programs and books related to construction law. He alerted on house lending and the bank stopped lending on homes 2 years before the financial collapse.

Then result was that he dealt with 100 real estate developers per month, supervised over 500 million in funds, could predict zero risk, was accurate on my cost projections and knew what the bank-developer needed to at least more than ¼%, and set up a system that no other bank had whereby Stearns was in great shape during the financial crisis and bought other banks. He understands money, what budgets require and developed models to predict success.

Mixed-Use Developments

Such developments included:

- Stearns Bank Projects, Arizona: Commercial-Retail, Office-Business
- Long Lake Project, Corinth, Texas: Luxury Residential, Commercial-Retail
- Ajo, Arizona: Residential, Commercial-Retail

Healthcare, Aging, Medical & Biotech Facilities

Dallas Home for Jewish Aged, Dallas, Texas

This project involved the design and construction administration of a retirement facility with recreation areas. Over 100,000 square feet of new construction space were involved. The design included both private and public spaces. Private areas included the living areas. Public areas included reception, dining, and social. In addition, there were support facilities such as medical, kitchens and administration. Howard Meyer FAIA, Duane Landry FAIA, and Jane Landry FAIA initiated this project near 20 million in budget size.

Medical Clinic for BMA Corporation, Phoenix, Arizona

This project involved 40,000 square feet of new construction for a medical facility designed to treat diabetic patients. Project scope was near 2 million in budget.

Presbyterian Hospital, Dallas, Texas

This project involved the Remodeling of 40,000 square feet of the interiors of the hospital. This included bedroom renovations as well as support & biotech facilities. This project was completed for Three Architecture, Dallas, Texas.

Mesa Campus Plan, Desert Proving Grounds, Worldwide Facility for General Motors

He also supervised the design of the Nurse's Station for the Administration B29. The project involved upgrading the medical facilities for the General Motors Campus. Medical facilities were available for both visitors and employees of the plant. Tasks involved development of the scope of work, coordination of programming requirements with medical facility authorities, design development, and construction document development. Budget was near 1 million for this building area.

Dentist's Office, Phoenix, Arizona

The project involved development of design for dentist's office at Ganos Associate Architects, Phoenix, AZ. He supervised office projects and staff involving medical, residential, and hospitality.

Hospital Design for North Dallas, Texas

He was involved in the design of a hospital complex for senior design studio; University of Texas at Arlington, Texas.

Correctional Facilities

Navarro County Justice Center for Navarro County, Texas

This project involved the design of 50,000 square feet of prison. The design of a correctional facility included courtroom, judge's offices, offices for law enforcement officials, and a county jail.

Wood County Justice Center for Wood County, Texas

This project involved the design of 50,000 square feet of prison. The design for a correctional facility included courtroom, judge's offices, offices for law enforcement officials, and a county jail.

Water Treatment Facilities

Bachman Water Treatment Plant for the City of Dallas, Texas

The project involved preservation and Renovation of the Bachman Water Treatment Plant for the City of Dallas, Texas. This involved a report and design proposal for the renovation, preservation, and upgrade of water treatment facilities. The existing site was to be renovated and developed into a historic site that was to include a community center, and was to become a community complex. The project included the design for 3 additional buildings and renovation of another 10 buildings involving several thousand square feet. Landscaping and park areas were provided in the design to be compatible and incorporate with the existing park around Bachman Lake. Key highlights of the project were to preserve the plants historic features, incorporate the site into the surrounding park system, and develop public spaces and facilities for the community. His lead role was project management. The preservation of the plant as a historic site was an issue, assisting ArchiTexas and CH2Mhill for the preparation, execution, and completion of the work for the City of Dallas.

Office Facilities

Alameda Office Tower, Tucson, Arizona

He was involved on the Alameda Office Tower (designed by Gresham Beach Architects) in Tucson, Arizona. His role as cost estimator for DTA on this 40-million-dollar project included recommendations for value engineering and constructability reviews on the pre-design phase. Value engineering focused on specialties, material types of large quantities, building systems & assemblies, and technologies.

Lincoln Center I & II Interiors at the Double Tree Lincoln Center Complex for Lincoln Properties, Dallas, Texas

These projects involved interior design for an office complex (30 floors at 20,000 square feet per floor). Design and-construction administration was involved. Interiors included system furniture. The work was for ABV Associates, Interior Designers.

Walt Disney World Headquarters or Team Disney World Headquarters, Orlando, Florida

This project involved interior design, value engineering, and project management for the Team Disney Administration Facility (401,000 plus square feet) in coordination with architect and designer Arata Isosaki, Japan and CRSS. Interiors included system furniture. The project was in the Walt Disney World Resort. The interior project was designed within the two four storey wings, which have a 120-foot tower or sundial at center. Amenities included a fitness facility, cafeteria, and patio.

Nissan Motor Acceptance Corporation Headquarters, Irving, Texas

This project involved the interior design and project management of a multi-story office complex of approximately 100,000 sq. feet. The project also included some shell redesign, second level interconnecting bridge between office buildings, and site work. The project was completed in the design studio of Benson

Hlavaty & Architects Inc., Dallas, Texas.

Interiors for IBM, Dallas, Texas

This project involved the interior design of 100,000 square feet for IBM, including system furniture.

Cotton Exchange Building, Dallas, Texas

This project involved the remodeling of the 9th floor with Landry & Landry Architects & Planners.

Office Design, Dallas, Texas

He designed a courtyard design for office space utilizing a steeped landscape courtyard feature. Inspired by architect Alvar Aalto. This project was completed at UTA design studio, Arlington, Texas.

Office Condominiums for Lynch Properties, Dallas, Texas

Proposed design for 100,000 square feet of office space. A poster sketch of the concept was initially presented to the client. The drawing presented to the client was 84" wide in pencil and incorporated a new method for sketching transparent trees. The presentation was made in the office of Landry & Landry Architects and Planners, Dallas, Texas.

Exterior Signage for Office Complex, Dallas, Texas

This project involved the design and rendering of existing office signage. This work was completed for Pfanenstiel Architects, Dallas, Texas.

Railway Facilities

Central Phoenix East Valley Light Rail Transit Project, Regional Public Transit Authority, Arizona

As Project Manager for DTA he participated in the review of the Conceptual Cost Estimate for the East Valley Light Rail Project. Estimated near 1 billion dollars, this project under the RPTA was one of the largest infrastructure projects ever planned and a partnership between adjacent cities to include Phoenix, Mesa, and Tempe. He also made recommendations as a consultant concerning rail type and life cycle.

Broadgate, British Rail, London, England

The project involved a 2-billion USD mixed-use master plan development involving British Rail Station by Skidmore, Owings, & Merrill, Chicago & London. Here the buildings fronted and were constructed over the rail station; the design scheme was very integrated, but allowing for pedestrian circulation, plazas, and vistas. He was involved in designing a bridge, furniture, and underground spa. The building system included a pile cap foundation and metal-stone panel system combined with masonry, metal panels, and glass curtain wall systems. He was involved in all the buildings and design within the master plan. He was selected from a group of 600 to manage construction administration in London. Chief architect was Partner Bruce Graham and Studio of Partner John Burcher.

King's Cross, British Rail, London, England

The project involved a 2-billion USD mixed-use master plan development involving British Rail Station by Skidmore, Owings, & Merrill, Chicago & London. In this design, the Rail Station was incorporated into an urban planning park-pedestrian scheme complimentary to London's culture and park system. He was part of an elite team of 5 involved in programming and design that also involved the office of architect Frank Gehry, Santa Monica, CA. Chief Architect was Partner Bruce Graham and studio of AP Leonard Claggett.

Waterways & Docklands

Canary Wharf, London, England

The project involved a 2-billion USD mixed-use master plan development involving IM Pei & Partners, NY & Skidmore, Owings, & Merrill, Chicago & London. He was also involved in designing bridges and office buildings. Chief Architect was Partner Bruce Graham, and Studio of Associate Partner Lee Breslau. his was one of three multi-billion dollar projects involving his participation in the Chicago office.

Long Lake Project, Corinth, Texas

This 300-million-dollar project required wetlands mitigation at the local and state level via local Army corps of engineers and State jurisdictions. Due diligence also included environmental analysis. The project property of 106 acres contained natural wetlands features as well as a lake. Design included a lake bridge, dock, shoreline with green areas and pedestrian walkways. The mixed-use project included commercial-retail and luxury single family residential. He oversaw design and construction for a start-up Chinese real estate development company named Lelege in the USA.

Aerospace Facilities

Strategic Airport Security Rollout, National Project, Washington D.C., for the Transportation Security Administration (TSA) and Lockheed Martin

He joined Lockheed Martin in 2002 as a Construction Manager to provide construction management support related to security modifications made at airports throughout the United States. This position provided field support in the implementation of the Transportation Security Administration's (TSA) airport security enhancements. He was involved at 10 airports in Arizona. The position was responsible for management and assistance related to data gathering, facility construction/modifications requirements, TSA standards, permits, security passes, construction solicitation packages, construction progress & procedures, post-construction inspection, and compliance with specifications. He resolved issues between local airport authorities, agencies, and stakeholders. Lockheed Martin was selected by the TSA to implement new security operations that will help ensure air passenger safety at the nation's airports. The Airport Security Rollout program was valued not to exceed 490 million. The project was of national importance and congressionally-mandated. Lockheed Martin focuses on the defense, information technology, and homeland security requirements of the military services and civil agencies.

American Airlines Terminal Expansions at Dallas Fort Worth International Airport, Texas

This project included planning, design, design development, construction administration, and project management of 2 new gate terminals for American Airlines, baggage claim, signage, and the new international transit lounge. Approximately 100,000 square feet of shell and interior construction were involved. Some areas were remodeled. The design area included baggage claim, security cameras, all finishes, restroom, security equipment, graphic design, signage, transit lounges, circulation, entrances, security corridors, glazing, facilities for aircraft docking, furniture, and lighting. Specialized needs were for hide-away 2-hour fire rated glass walls that created separated walkways and space for arrivals to international transit lounge. Inspection of construction issues was visited on a regular basis and included review of pay requests, change orders, RFI's, and times extensions.

Resorts, Hospitality & Restaurant Facilities

Marriott Hotel at River Walk Center, Scottsdale, Arizona

He was a Studio Director on the Marriott Hotel at River walk Center currently being done for Real Estate Developer George R. Alexander of Pals Land Inc. in Downtown Scottsdale, Arizona and Ganos Associates Architects. He had the authority and responsibility for the administration of the project. Responsibilities included project organization, scheduling, scope definition, value engineering, estimating, code analysis, specifications, manpower planning, interdisciplinary reviews, and expediting the various design disciplines, as well as monitoring quality and progress. The 7-floor hotel was designed for over 500 rooms and the site was in the heart of Downtown Scottsdale in the most prestigious area of the town. In addition, the hotel design included conferencing facilities, meeting rooms, suites, systems furniture, 3rd floor pool with entertainment deck, parks, underground parking, restaurant, market, laundry, and food facilities. The hotel design was Phase 1 of a development that had office facilities in Phase 2; the development was valued near 400 million dollars.

The Peninsula Hotel, Beverly Hills, California

This involved the design of a new hotel. Design, construction administration, value engineering, and project management activities were involved. Variances and change orders due to purchase by Peninsula Hotel Flag

from Belvedere while under construction; required massive management skills. The project involved all aspects of hotel design that included bedrooms, administration, site work, recreation, restaurants, parking facilities, and security. He participated in the site program development and coordination with adjacent property owners. Inspection of construction issues was visited on a regular basis and included review of pay requests, change orders, RFI's, and times extensions. Just about everything in the hotel was a change order while under construction. The project required large amounts of overtime which was critical in the problem-solving process. He assisted Three Architecture. He was hired specifically to problem solve a project in need of a great deal of attention and problem solving; the project demanded a considerable amount of overtime.

La Lune Restaurant Club for Rosewood Properties, the Crescent Hotel Complex, Dallas, Texas

This project involved the interior design of 20,000 square feet of restaurant club and dancing facilities. The project was located on the north side of the Crescent Hotel in Dallas, Texas which was originally designed by Phillip Johnson and John Burgee. The property owner was Rosewood Properties. The restaurant was part of a hotel complex. He was involved in selling this project design to three clients (Manager of the Hard Rock Cafe, a Fort Worth Federal Judge, and Financial Advisor) for Covert Associates Architects. The scope of work included all finishes, kitchen equipment, lighting, ceilings, furniture, and custom installations such as the 3 bars and founders club. Some shell renovation was involved. The material finishes were chrome, glass, stainless steel, gloss, black, matt black, etched glass, and lighting design. The opening day brought a large crowd and the club was successful for many years. The project was located on the North side of the hotel complex. The project was completed and advertised in local papers. Many special events were held there. The facility was on two levels with a two-story high dance area with 2 bars, an adjacent first floor restaurant, and a second-floor executive club with bar, dining, and dance area. The clients were very pleased with the outcome.

Sheraton Hotel Interiors, Boxborough, Massachusetts

This project involved interior remodeling of 20,000 square feet of hotel interiors. The project included restaurants, finishes, administration, lobbies, system furniture, planting, furniture, and lounge areas.

Sheraton Hotel Interiors, Mansfield, Massachusetts

This project involved interior remodeling of 100,000 square feet of hotel interiors. The project included restaurants, finishes, administration, lobbies, system furniture, planting, furniture, and lounge areas.

Sheraton Hotel Interiors, Andover, Massachusetts

This project involved interior remodeling of 50,000 square feet of hotel interiors. The project included restaurants, finishes, administration, lobbies, system furniture, planting, furniture, and lounge areas.

Hyatt Regency, Dallas, Texas

This project included remodeling of 20,000 square feet of hotel interiors. The project included restaurants, finishes, administration, lobbies, planting, furniture, and lounge areas.

Market Holiday Inn, Dallas, Texas

This project included construction document development for Roger Burson (FAIA) of Burson & Williams Architects, Dallas, Texas.

Omni Hotel Project

This project included remodeling of hotel interiors. The project included restaurants, finishes, administration, lobbies, planting, furniture, and lounge areas. This work was completed for Fourth Dimension Designs, Dallas, Texas.

Harrisburg Hotel Project

This project included remodeling of hotel interiors. The project included restaurants, finishes, administration, lobbies, planting, furniture, and lounge areas. This work was completed for Fourth Dimension Designs, Dallas, Texas.

San Jose Hotel Project

This project included remodeling of hotel interiors. The project included restaurants, finishes, administration, lobbies, planting, furniture, and lounge areas. This work was completed for Fourth Dimension Designs, Dallas, Texas.

Radisson Hotel Project

This project included remodeling of hotel interiors. The project included restaurants, finishes, administration, lobbies, planting, furniture, and lounge areas. This work was completed for Fourth Dimension Designs, Dallas, Texas.

Park Plaza Hotel Project

This project included remodeling of hotel interiors. The project included restaurants, finishes, administration, lobbies, planting, furniture, and lounge areas. This work was completed for Fourth Dimension Designs, Dallas, Texas. He was a lead manager directing the work of others and solving technical problems involving the coordination of interior design with architecture. He worked multiple projects.

Real Estate Development Financing

He worked to partner teams of developers with investors and/or lenders to facilitate deals for development; included are resorts. This experience was gained while working as manager of the lending division of Stearns Bank; and later used as a private consultant.

Hotel Restaurant Facilities

He worked on many restaurants that were part of the hotel program scope of work for both new buildings and renovations.

Country Club, Steamboat Springs, Colorado

He entered a design competition for the development of a country club for Steamboat Springs, Colorado. The facility program included conferencing, founders club, athletic facilities, golf course, forested landscape, stream, courtyard, restaurant, luxury residences, administration, and amenities; some retail is also included. The project involved a courtyard style design the wrapped around an existing stream and servicing a golf course; elevated up to ascend the winter snow.

Educational Facilities**Cedar Place Elementary School for the Yonkers Board of Education, Yonkers, New York**

He has assisted the New York office of DTA as Project Manager providing construction management services for the Yonkers Board of Education on the Cedar Place Elementary School (designed by Urbahn Architects of New York City) valued at approximately 20 million dollars. The effort coordinated six contractors, the Yonkers Board of Education, Urbahn Architects, consultants, inspectors, school personnel, city personnel, subcontractors, students in a timely manner to open the school on-time and schedule to meet all deadlines and certifications. Personnel supervision varied from 250 to 300 daily when the project was busy. He joined Don Todd Associates, Inc. (DTA) in 2000 as a Project Manager. DTA is a Construction Management firm with 10 offices in the USA and is ranked in the ENR's top 100-CM firms. He was a Project Manager working in both the Phoenix and New York offices. His responsibilities included pre-contract work, capital budgeting, quantity surveys, material take-off, cost estimates, contract preparations, proposal preparations, business development, contractual management, financial management, construction management services, negotiations, client meetings, constructability reviews, CPM schedule & methods, review contracts in progress, cost evaluation, reports on pre-design & construction phases, research, and provide professional advice. To further his experience as project manager providing client based construction management services, He was also scheduled to be project manager and provide construction management services working with DMJM on the school deficiencies program for the Arizona School Facilities Board in Western Arizona.

University of Dallas, Remodeling of Carpenter Hall, Irving, Texas

This project included the remodeling of interior facilities of the administration building with classrooms. There were approximately 20,000 square feet of interior finishes.

Interiors, Science Building, University of Dallas, Irving, Texas

The Science Building (2 floors) of approximately 40,000 sq. feet was a new building in a central location on the campus along the university mall. Interior design was provided for the laboratory equipment, cabinetry, laboratory workstations, and furniture in every classroom and space used for teaching. He participated in the program development, design, and specification of standard and special equipment.

Chapel for the University of Dallas, Irving, Texas

This project involved the design of a chapel of 20,000 square feet and 500 seats for a university campus. The project budget was 3 million dollars. This was a new building, highly detailed, in masonry, concrete, and copper. The building included a hexagonal dome clad in copper. There were two structural systems used on this project. One was a column system for the dome and concrete frame and second was an exterior masonry load bearing wall. Mechanical systems were placed in a basement area. The site program development involved incorporation into the campus plan in a central location open to the university mall. Site design included landscape development. University standards were maintained. He was involved in design, and project management. The chapel was the project of Landry & Landry Architects & Planners with Ford, Powell, & Carson. He had the opportunity to meet O'Neil Ford while working on this project. The Chapel was later renamed Chapel of the Incarnation and open to the public for regular services. He was heavily involved in the dome design and detailing of the sanctuary spaces. He also produced marketing material for the University promotion.

Ursuline Academy, Dallas, Texas

He completed the design of the Physics Laboratory for an all-girl Catholic High School. Additional work included remodeling of the Student Center, Arts Center, and Dining Facilities. Site planning included additional landscaping and parking. He was involved in site plan and interiors program development. The interiors facilities were upgraded and refined from the program developed through client meetings. Site adjustments were coordinated with adjacent properties. He was involved in design, construction administration, and project management. Inspection of construction issues was visited on a regular basis and included review of pay requests, change orders, RFI's, and times extensions.

Restaurant Facilities**Billy Bob's Entertainment Complex, Baltimore, Maryland**

This project involved the design of 50,000 square feet of interior and exterior building. There was an interior and exterior design of about 20 retail stores, restaurants, and public spaces. A canopy was designed for the main entrance. This was a multi-story glass construction renovated by architecture firm ZERO Three, Dallas, Texas.

Restaurant for McKinney Avenue Entrance, Dallas, Texas

The project involved the conversion of an office building and commercial warehouse into a restaurant with access to McKinney Avenue. Two designs were developed for Roger Burson, FAIA (Burson & Williams Architects, Inc.), Dallas, Texas. The first scheme was symmetrical, while the façade of the second scheme was developed as a pedestrian access from McKinney Avenue. The 2nd scheme was designed as a panel progression along a pedestrian path with the entrance as an accent. The view from the side was as an abstract geometric progression and shades of red accented by the restaurant building in blue.

Restaurant for Mainland China

This project involved the design of a small restaurant in mainland China. He was involved in the work for George Woo and Partners, Dallas, Texas. The project involved the design of new facilities at multiple locations for Beijing.

Restaurant for Fort Worth, Texas

Involvement of a development for restaurant franchise prototype estimated at 2 million USD, to include design development, and financial outsourcing, and team building. The concept was to create a Texas BBQ style place with an inside and outside dining experience. Images of western life and cowboys was a part of the theme.

La Lune Restaurant Club for Rosewood Properties, the Crescent Hotel Complex, Dallas, Texas

This project involved the interior design of 20,000 square feet of restaurant club and dancing facilities. The project was located on the north side of the Crescent Hotel in Dallas, Texas which was originally designed by Phillip Johnson and John Burgee. The property owner was Rosewood Properties. The restaurant was part of a hotel complex. He was involved in selling this project design to three clients (Manager of the Hard Rock Cafe, a Fort Worth Federal Judge, and Financial Advisor) for Covert Associates Architects. The scope of work included all finishes, kitchen equipment, lighting, ceilings, furniture, and custom installations such as the 3 bars and founders club. Some shell renovation was involved. The material finishes were chrome, glass, stainless steel, gloss, black, matt black, etched glass, and lighting design. The opening day brought a large crowd and the club was successful for many years.

Stearns Bank, AZ Metroplex

As manager of Stearns Bank he supervised the real estate development, finances and construction progress of many restaurants that also included popular brand chains and/or franchise companies. He set up a new construction department for the bank that reviewed risk, constructability, finance, vetting, and real estate development processes and procedures.

Hospitality Projects

He worked on as many as 20 restaurants that were developed or renovated in the many hotel projects included within portfolio of work.

Bank of China, Hong Kong, for the Chinese Government

He worked on lighting fixtures for restaurant in the bank. The light fixtures were custom and to be made from glass in Venice, Italy. He was good at research and managed to locate a manufacturer in Venice that can produce custom light fixtures. A design was selected from seven presented. The high-rise was design by Architect Pei, and Interiors by Pei Partner Architect George Woo I the Dallas office.

Commercial-Retail Facilities**Billy Bob's Entertainment Complex, Baltimore, Maryland**

This project involved the design of 50,000 square feet of interior and exterior building. There was an interior and exterior design of about 20 retail stores, restaurants, and public spaces. A canopy was designed for the main entrance. This was a multi-story glass construction renovated by architecture firm ZERO Three, Dallas, Texas.

Shopping Center for Whitehall Real Estate, Richardson, Texas

This project involved the design of the shell of a 100,000-square foot warehouse and convert to a commercial facility that included a revised site plan with parking facilities and exterior lighting. The exterior insulation finish system was presented to the city council of Richardson, TX and approved for use. At the time EIFS was first presented as a viable system by this project and reviewed and accepted as a fire retardant and masonry application by the city. Renovation included structural upgrade at the roof, structural attachment of the roof structure to the new façade exterior shell structural support system, and design of the new exterior shell. The structural system was design by the architectural office under the supervision of an engineering consultant.

Brewery Building, Dallas, Texas

This project involved the feasibility study of an existing warehouse (multistory) building for the possible renovation into a commercial facility. The building was being used to store fabric. The basement of the

building was designed as a nuclear blast refuge facility with enormous concrete columns. The building was converted into a restaurant and brewery years later. This project was completed with Landry & Landry, Architects & Planners.

Stearns Bank, AZ Metroplex

As manager of Stearns Bank, he supervised the real estate development, finances and construction progress of many retail projects that also included shopping mall developments and strip shopping areas. As many as 50 projects were developed from 2004 to 2006.

Hospitality Projects

He worked on as many as 20 retail facilities that were developed or renovated in the many hotel projects included within portfolio of work.

Broadgate Complex, Master Plan & Design, London, England for Rosehaugh Stanhope Developments & British Rail

This was a 2-billion-dollar master plan project (mixed-use) that included office, retail, restaurants and transportation. The Architect firm was SOM Chicago and his responsibility was key role of design team of the Studio of John Burcher and Bruce Graham. He worked in both the Chicago and London offices and was for a lead role selected for his performance.

Canary Wharf, London Docklands, England

This was a multi-billion-dollar project (mixed-use) involving retail, restaurant, residential, office, and transportation. The Architect firm was SOM Chicago and his responsibility was key role of design team. He was participated the design proposal for the development of an office and retail complex that would be part of the canary wharf development. He was a member of the Studio of Lee Breslau and Bruce Graham.

King's Cross Master Plan at King's Cross Train Station, London, England

This was a 2-billion-dollar master plan project (mixed-use) involving manufacturing, industrial, residential, transportation, retail, hospitality, office, and parks. The Architect firm was SOM Chicago and his responsibility was key role of design team of the Studio of Leonard Claggett and Bruce Graham.

Al Sami Gardens Project, South Jeddah, Saudi Arabia

This is a 2-billion-dollar master plan project (mixed-use) involving retail, residential, hospitality, and parks. His responsibility was to access technologies and designs that would facilitate process and cost in a process he developed called integrated design build. The planning had a retail core or district surrounded by residential development.

Long Lake Project, Corinth, Texas

This is a 300-million-dollar mixed-use development with 200 million in luxury single family residential development with remainder 100 million in retail development. He oversaw both the design and construction strategy for a start-up Chinese holding company (Lelege) establishing American headquarters in Dallas.

The Old Law Courts Premises Mixed-Use Complex for the National Investment Board, Banjul, the Gambia

This was an indoor mall and office building designed by invitation for proposal for the National Investment Board, Banjul, The Gambia. The project had many innovations in structure, natural lighting, and design. Cable systems were incorporated. Access to the delivery for the retail area was provided by concealed circulation. Unobstructed natural light from all sides was the goal.

Figueroa Towers Three, Graduate University Design Study, for Los Angeles, California

This was a design alternative to a project by SOM and was a study for senior level graduate school California Polytechnic Design Studio. The design was appreciated by SOM and lead to his hiring b SOM in 1986. The functional program included mixed-use retail and office space. Innovations were natural light in high-rise design and retail spaceframe. The towers used an innovative triangular tubular design in 1984

which was at least 10 years before something similar was used in the bank of china by Pei in Hong Kong. Three towers have cascading triangular tubes and butting on the diagonals of each tower square to create a lower square courtyard with penetrating natural light axis though the entire project augmented by clear glass space frame.

Higuera Street Urban Redevelopment, San Luis Obispo, California

This was a mixed-use urban development for San Luis Obispo that covered one city block. The project was part of urban planning design research for graduate studio. The uses were retail, office, parks, museum, arts, and river. He developed field theory as a design tool to proportion pedestrian vistas and walkways extending into the design of buildings.

Main Street Fort Worth, Texas

This was a mixed-use urban development alternate to the Bass Brothers high-rise by architect Paul Rudolph along Main Street. The FAR was 12 and near as much as the high-rise being half the size as a mid-rise, and providing more for pedestrian's walkways at the street level. The design was also contextual, fitting in and complimentary to the surrounding urban scape using similar material and colors from surrounding buildings, some historic and preserved, in a modern way. The design incorporated, retail, restaurant, art museum, and office. This project was a senior design studio at UTA, Arlington, Texas.

Shoe Store, Dallas, Texas

A concept was created to develop a shoe store that featured a central wall for product-shoe display. Other innovations were highly organized circulation, seating, and lighting. The entrance was designed as a light fixture to draw attention to entry, product, and circulation; hierarchy is store functions was emphasized.

Fabric Store, Dallas, Texas

A concept was created to develop a fabric store. Space and lighting was layers. Inspiration here was from E Fay Jones Architect. Layering was a progression through the store articulating the hierarchy of function; layering was also a concept in the organization of artificial light, natural light and horizontal planes of the ceiling design. Colour was a feature used as accent and fabric advertisement. Circulation and use was highly articulated.

Strip Shopping Centre for Dallas Metroplex, Texas

He designed a new wall for strip shopping centre in the Colony, Texas. New innovations included making columns as light fixtures and having hierarchical display and entry areas. The outer wall was layered to give the design 3-d relief dimensionality and space. Lighting and colour was a feature of design to accentuate and articulate form.

Residential Facilities: Single-Family

Andrews Residence, Phoenix, Arizona

This project involved the design of 3,000 square feet of residential space. Three designs were presented to the client from a developed program that included room association, relationship diagram, house placement, construction types, individual room requirements, energy conservation, amenities, and site issues.

Ambassador's Residence, Suva, Fiji

This project involved the design of 15,000 square feet of residential space. This project contained elaborate exterior porches with views from the interior through glass walls. This project was completed in the office of Landry & Landry Architect and Planners, Dallas, Texas.

Residence, Mainland, China

This project involved the design of 20,000 square feet of residential space. Three designs were presented to the client for a site located along the coast.

Adrian Residence, Ellis County, Texas

This project involved the design of 15,000 square feet of residential space. Limestone and concrete block

were used as a load-bearing exterior supporting structure. Roof materials consisted of standing seam metal and blue greenstone. Blue greenstone is also used as an accent material. Purlin truss system was used for interior supporting structure. Monumental fireplaces reinforced ends of major space axes. Hardwood finish flooring was used in all areas except for slate flooring that he used in the entrance gallery. Pergolas and porches/verandahs provided transitions to the exterior. Parking garage was detached. This project was designed in conjunction with Ford, Powell, & Carson in San Antonio. The architect was Landry & Landry Architects & planners, which was O'Neil ford's office in Dallas accomplishing projects with Ford Powell & Carson from San Antonio.

Prototype for a Low-Cost Housing System for the Department of Agriculture

This project involved the design of 1000 square feet of residential space. The goal was a modern home at an affordable price of high quality. A low-cost housing system provides efficient energy use, new materials, quality, durability, and technology. Operational savings are in energy efficiency and prolonged life cycle costs of building materials. The system is assembled on site. Fewer components are required for assembly reducing labor time. The system is flexible, incorporating many new materials of the commercial construction market for utilization in any house design configuration. The objective is to provide a high quality and flexible system while reducing dramatically the cost of housing. The house focuses on energy, conservation, and house design. Building homes by improving the quality of construction strives to ensure that these technically advanced homes are marketable and will meet the needs of the people who live in them. The home makes advances in structures, weather envelope, heating, cooling, power, appliances, glazing, affordability, economy, technology, efficiency, and livability to provide at a low cost.

Carlson Residence, Dallas, Texas

This project involved the design of 15,000 square feet of residential space, Landry & Landry Architects.

Sayles Residence, Dallas, Texas

This project involved the design of 15,000 square feet of residential space. This work was for Landry & Landry Architect and Planners, Dallas, Texas.

Hansen Residence Interiors, Dallas, Texas

This project involved the design of a bay window for a residence. This work was for Landry & Landry Architect and Planners, Dallas, Texas.

Rosenberg Residence, Dallas, Texas

This project involved photography of a 15,000-sq. ft. house for inclusion in a design competition. This work was for Landry & Landry Architect and Planners, Dallas, Texas.

Haggerty Residence, Dallas, Texas

This project involved the remodeling of a 15,000-sq. ft. house. The remodeling involved an addition and redesign of a portion of the existing/new elevation. This work was for Landry & Landry Architect and Planners, Dallas, Texas.

Arlington Condominiums, Arlington, Texas

This project involved the schematic design of a condominium project. This work was for Landry & Landry Architect and Planners, Dallas, Texas.

Jon Mosle Aspen Residence, Aspen, Colorado

This project involved the review of a schematic design development for the addition of patio decking to the exterior of a residence. This work was for Roger Burson (FAIA) of Burson and Williams Architects, Dallas, Texas.

Residence, Irving, Texas

He was part of a remodeling of a residence in Irving. His responsibilities were design, contracting, and construction management.

Residential Development for Doxa Central LLC Developers, Ajo, AZ

The project involved due diligence work for a 150-unit residential-commercial development on the border. An analysis of existing real estate documents and site conditions resulted in a report summarizing existing conditions, and recommendations made for process for land development. The client was Daniel Wilhelm.

Landscape Plan for Residence Dallas, Texas

This project involved the schematic design development for a landscape design for a large residence. Three designs were presented for the rear garden of a large home along the flood plain of a creek. The work was completed for Pfanenstiel Architects.

Larkwood Villa, Austin, Texas

Renovation of a home built in 1954. This is a comprehensive facelift of the entire 1300 sq. foot home with modern systems to include mechanical, electrical, and plumbing. A new column design or order was developed. New ideas include floating pilaster, pantry development with foldout spice rack, IT, built in features, and functionality. New materials and progressive design make the design decisions modern and exciting.

Grand Villa, USA

A 50,000-sq. ft. design in a courtyard style is presented. Modern design is used with the structure siting on a piano noble. There is more openness to the inside: The entrance is at the great library with panoramic view to the inner court. The master bedroom wing uses a tangram arrangement to evolve the formal design. Guest and servant quarters are also provided. The design references and suggests or connotes Palladian in a modern form.

Tower Villa, Irving, Texas, USA

This design involved 3500 sq. ft. of a Tuscan and modern design. The entry hall leads through a tower, and there is a third floor with a circular panoramic view to all sides of the home. An alternate design has the right-side bedroom wing turning toward the back to delineate better the porch area at the rear. This presentation is preliminary, but has evolved into a grand design.

Beach House, Natal, Brazil

This design was for a 5000 sq. feet residence. The concept was to create a polis, a house on a raised 2nd level with outer courts; first floor utility and entrance. The main floor was a raised lookout. Behind a large residential wall with services, amenities, and bedrooms with view forward and shielding the garden to the rear. The progressive geometry was inspired by Antonio Gaudi architect.

Residence for Louis Marson & Sons General Contractor, Scottsdale Arizona

He developed over 20 designs based on program developed for modern house. The designs were developed for glass and stone for the Phoenix metroplex area.

Ajo Arizona Mixed-Use Project, Ajo, Arizona

Single Family residential project was developed at a border town in Arizona. He was involved in due diligence analysis for project feasibility; the client was real estate developer Daniel Wilhelm. This was his first contract in real estate development.

Stearns Bank Residential Developments, Phoenix Metroplex, Arizona

He was involved in due diligence analysis, budgetary processes, and risk controls of residential projects under the charge of the Bank lending program. Multiple clients were involved. Most of the homes were included in larger developments while some were stand-alone.

Al Sami Gardens, Jeddah, Saudi Arabia

He was involved in product development and delivery methods for mixed use project to include single family residential for Saudi Arabia. Part of the scope of work was technology transfer out product resource allocation. The client was Al Sami Holding Group.

Long Lake Project, Corinth, Texas

The project involved the development of 100 single family luxury homes being part of a 300-million-dollar mixed use development. Homes varied from 6000 sq. ft. to 20,000 sq. ft. He oversaw both design and construction departments for start-up Chinese real estate development company out of Beijing. The client was Lelege Holding company.

Residential Facilities: Multi-Family**Apartment, Manhattan, New York, New York**

This renovation of a 1200 square feet apartment in Manhattan high rise, took 1 year to complete in 2011-12. Major renovations included kitchen and bathrooms; including complete remodeling of all interiors. Innovations were the bar design using granite and glass.

Apartment, Irving, Texas

This renovation of 2500 square feet apartment in the Las Colinas high rise, took 1 year to complete in 2014-15. Major renovations included kitchen and bathrooms, including complete remodeling of all interiors.

Construction Management Monitoring, Phoenix Metroplex, Arizona

He monitored construction progress of as many as 30 multi-family developments, both mid-rise and high-rise in and around the phoenix area for Stearns Bank, Scottsdale, AZ as a bank manager. This period was 2004-2006.

Travis Street Apartments, Dallas, Texas

This project involved the review of a schematic design development for an apartment complex. This work was for Roger Burson (FAIA) of Burson and Williams Architects, Dallas, Texas.

Apartment, Dallas, Texas

He developed a concept at UTA design Studio to develop an apartment complex based on international style of design. The interiors used furniture pieces to develop space relationships.

Apartments, Irving, Texas

He was involved in renovations of apartments within Irving as a construction manager, designer, and contracting as needed.

King's Cross, London, England

He was involved in a 2-billion-dollar mixed-use master plan for London. Included were multi-family residential units. Architects were SOM (Chicago & London) and Frank Gehry (California). He was part of an elite team of 7.

Canary Wharf, London, England

He was part of a studio team working on Canary Wharf, Docklands, London. Architect was SOM Chicago & London.

Religious Facilities**St. Paul's Church, Dallas, Texas**

This project involved the remodeling of 3,000 square feet of interior space.

St. John's Church, Ft. Worth, Texas

This project involved client meetings to develop a program for a new church.

Crown Life Lutheran Church, Dallas, Texas

He participated in the design of a new church of 40,000 square feet and site with parking facilities. The construction was in steel and masonry. He was involved in design and prepared the layout of the

construction documents. He organized the entire set of architectural drawings to include all details. The building material used was wood and masonry. He worked on other projects concurrently while working on this project.

Light as Structure Millennial Cathedral, USA

The project involves the conceptual development for 5-billion-dollar cathedral for development within the USA. Cathedral design is based on cathedral development designs included within the project list and as sketches.

Chapel for the University of Dallas, Irving, Texas

He was a member of the team designing a 3-million-dollar chapel in the woods aside the campus mall. He oversaw 3D modeling and detailing; structure in masonry and concrete with finishes in masonry, glass, copper wood paneling, and concrete. Seating 500; constructed in 1984.

Cathedrals of the Holy Rosary

He developed a series of 14 cathedrals, organized as a city with 12 gates. Each cathedral is monumental in scope, 13 along the perimeter and one in a square plan at center. The many design involves innovative planning, use of material, and structural systems.

Information Technology

General Motors Worldwide Campus Plan, Mesa, Arizona

Project involved the Development of IT Center for all testing facilities on the campus which includes administration, engineering, power plant, healthcare, testing, storage, and others. All buildings are supplied with IT communications. The entire campus area is several square miles with over 30 buildings. IT infrastructure included data to and from and Anechoic Chamber or Sound Isolation Chamber for testing new prototype vehicles.

Mixed-Use; Residential-Commercial: Long Lake Project, Corinth, Texas

Project included the development of IT Center of all communications, Lighting, Security controls, internet, telecommunications, fiber optics infrastructure in the land development and vertical construction packages; homes also to include IT & Intelligent Design or Smart Home systems. Solution evolved by coordination with IT and Electrical engineers and subcontract suppliers-manufacturers.

Marriott Hotel, Scottsdale, Arizona

Project included the development of IT Center and services the 400-million-dollar project. The specifications followed the guidelines of the Marriott Flag. Developer was Pals Lands Inc. The Architect was Chris Ganos. His role oversaw all projects and staff within the office of Ganos Associates Architects.

Cedar Place Elementary School, Yonkers, New York

Projects included the development of IT Center and services monitored at the Superintendent's Facilities Office at the School. Services included security systems, lighting, power, and facilities performance and monitoring. He was CM for DTA on site. Client was the Yonkers School Board and CM firm DTA.

Power & Power Plants

General Motors Worldwide Campus Plan, Mesa, Arizona

Project involved development of the General Motors Campus Power Plant utilities. Included was renovation of existing generators, installation of new power plant area, and addition-expansion provisions.

Phoenix Light Rail, Phoenix, Arizona

Project work involved the Conceptual Cost Estimate of rail system valued at 1 billion USD. Prior to this he was also involved in making recommendations for track assembly types and reviewing-researching life cycle analysis. A large part of conceptual estimate and study involved power.

Cedar Hill Elementary School, Yonkers, New York

As a construction manager, he was responsible for resolving all issues not clearly identified in the contract documents. One such issue was to clarify the installation-operation of the electric generator of the roof location. He coordinated the MEP Engineers (3) with the MEP prime contractors (3) with the prime GC (4) and generator manufacturer (1) as well as city officials (3) for on-site; technical meeting. Among other many electrical problems included defining material estimates for lighting, routing electrical lines-conduit in the gym, and additional cabling; fuse was 3000 amps.

Acoustics

Music Conservatory, Performance Hall, Natal, RGN, Brazil

Project involved the renovation of a music concert-performance hall at 500 seats for a music school. Acoustic principles were applied for sound absorption and dispersion control. Challenge was to reduce reverberation time. Various wall and ceiling assemblies and materials analyzed for acoustic performance.

Theater, Cedar Place Elementary School, Yonkers, New York

The project involved construction management of an Elementary School Theater for 1000 people. The CM firm was DTA and Urbahn Architects were architect of record from NY, NY.

Residential, National & International Projects & Prototype for Low Cost Housing System, USA

Acoustic materials and building assemblies were studied to provide optimal acoustic solutions for modern home designs. Acoustic performance was coordinated with studies on thermal resistivity and life cycle cost.

Hotel Designs, National Projects, USA

Various hotel projects included conferencing facilities requiring acoustic analysis and sound isolation performance. These technologies were also provided to bedroom areas. Various projects involved dates from 1988 to present. Some projects included the services of an acoustic engineer.

Liturgical Design, National Projects, USA

Various projects to include churches and chapel included acoustic design and performance analysis. Further to this experience is an interest in the design of Worship spaces.

Lighting & Illumination Engineering

Light as Structure

He completed a Master's Thesis in Lighting and Design in Architecture. He studied most historical books and articles concerning the art of lighting design published up to 1985. He gave a lecture to the Art Institute of Chicago about Light and Design in 1987 to students and local artists. Many ideas were developed on lighting installations and architectural works, among these were the use of negative and color transparencies for digital stained glass. Theories developed included the principles for defining systems or structures of light design.

Light Fixtures

He designed light fixtures for the restaurant in the Bank of China, Hong Kong in the Office of George Woo. He employed theories developed in Master Degree program from California polytechnic State University Lighting Lab. Among these was the use of Artificial Light fixture to integrate with the space and architecture as well as object-sculpture. Two fixtures were the Camera Fixture and the Fiber Optic Fixture. Lighting in design could be functional, integrated, behavioral, and formal expression of design; mass form and light form in balance.

Lectures

He was a member of the IESNA (Illumination Engineering Society of North America) and lectured at the Art Institute of Chicago to the Art Department study on Artificial and Natural Lighting. Included was discussion of the history of lighting in Architectural Design. His lecture reviewed a concise history of

lighting from around the world including digital photo presentation and theory of light and design. The presentation was received with acclamation.

Architectural Theory

A series of studies were developed to evolve the formal understanding and expression of light as a central theme in design; among these studies were a collection of cathedral designs and diverse architectural projects.

Lighting Models and Modeling

He is familiar with and has used professional lighting model standards of models of scale 1"=1'-0". He has built large lighting models as large as 7' x 7' x 5' at scale with 1" = 1'-0" with hand-made light fixtures to scale and photography at 7 minutes' exposure time. He has also experimented and rendering interiors and exteriors of buildings with 3D programs. His studies have also included many classes at California polytechnic State University lighting program and laboratory, and learning about ergonomics, task lighting, and illumination engineering. He was involved in college research involving lighting.

Bank of China, Hong Kong, for the Chinese Government

He worked on lighting fixtures for restaurant in the bank. The light fixtures were custom and to be made from glass in Venice, Italy.

Digital Stained Glass

He developed digital stained-glass idea by using positive acetate images or positive negatives sandwiched between glass to create a modern form of color imaging for digital stained glass production. The idea developed from digital media exercise to create color brochures by photographing translucent color images on a sun-backlit glass surface.

Structural Systems

Tensile Space Frame, Phoenix, Arizona

He developed an orthogonal tensile space frame in 2001 that uses 60% less steel by weight than traditional triangulated space frames; the form was based on Tensegrity studies by Buckminster Fuller. Concepts were submitted to NASA for consideration. He also developed many more ideas for traditional space frames based on studies in college that investigated various geometric forms for stable triangulated structures.

Structural-Architectural Coordination, National & International

He has extensive experience reviewing the coordination of architectural-structural work on projects. Among these is the coordination on a 2-billion USD project called Broadgate by SOM for London, England. For example, he drew the structural system of buildings over a train station for review by the structural department understand complexity of formal systems.

Monorail Magnetic Cushion, Irving, Texas

To have less impacting structural and environmental solutions to rapid transit, he developed an idea for a bullet train in 1975 published by marketing group IMI. This was developed several years before the idea was proposed at MIT. The system could propel the rail car forward and well as suspend rail ca above the track.

Prototype for Low Cost Housing System, National, USA

In the mid 90's his concept for a housing system was approved by the Department of Agriculture for loans to rural Areas. A part of the solution was to introduce light weight steel framing in an innovative manner; incorporating light weight steel framing (nested studs to form a column and beam system) with wire mesh to create a tensile shear wall. This idea was included in reports by the NAHB. Other ideas included net-zero energy, acoustics, and high thermal resistivity. These ideas were later expanded to new stud systems with triangulated web with local companies developing new technologies.

Research, Publications & Lectures

Light as Structure, San Luis Obispo, California

A master's Thesis written at California polytechnic State University, San Luis Obispo, California in 1985. This book reviews the impact of Lighting in Architectural Design as theory and research. The product was a philosophy for light and design in architecture. The bibliography was an extensive research on all materials related to lighting and design for any period prior to 1984, a process that took over 1 year exploring databases and libraries both nationally and internationally. The concepts formed an ongoing interest and evolution into light and design and influenced artists and architect to further their research. The thesis was the basis for a lecture at the Art Institute of Chicago and influenced many lighting designers. The Master's Thesis is published and held within the California Polytechnic State University JFK Library. The book proposes a new philosophy for architectural design by defining and illustrating the various structures of a visual language; between form and light include structures transitioning between the two. Research involved the study of all literature relating to natural light from recorded history to the time of publication. The book is forming the basis of a future book to be published exploring new ideas about form, space, and light. The book discusses man's biases arising from humanity and myths in the development of meaning and perception of space-form. The way meaning is developed and attributed to a design, and the perception of light as structure are particularly an aspect that defines "humanity" even though nature may allude to other concepts. Here there is both divergence and commonality. Intuition is evaluated in the design process to reveal potential inconsistencies that can emerge in a real-life experience; and also, to improve design by enhanced awareness, process, and developed intuition by understanding the experience within which we exist.

Prototype for a Low-Cost Housing System, National, USA

Approved by the Department of Agriculture for Loans to rural Areas for their Demonstration Housing Program, the ideas formed the basis for what is common in many modular house systems today. A concern for net-zero energy, sustainability, universal design, energy, acoustics, lighting, thermal resistivity, and innovative mechanical systems presented before this was popular. The approach was to be progressive and incorporate the best technology into a solution that was affordable; a modern home with quality.

Trans Dimensional Unified Field Theory, Dallas, Texas

A Physics Book was published that promotes new equations for uniting theories of quantum, field, string, and relativity into mathematical structure. This book also represents a group on LinkedIn interested in such topics. He was invited to speak on this book in Austin, Texas. The concept for the book started when I was 16 and was developed and continues to this day. It is a book that deals with physics, metaphysics, and philosophy. In it also has a revolutionary definition of phi and its purpose in the universe. The universe has its laws and man has a human perception; the two are not entirely the same and hence our perceptions are biased as human incorporating a myriad of myths that fill in gaps where knowledge is incomplete. TDUFT establishes that the universe is mathematics, and the universe is an analogy of truths that emerge from a first cause. Numbers have meaning. The universe is a transcendent conscious state that is inhabited by humanity and exists simply as a state of consciousness, real only by participation. What is real is shared. As the old alchemist refer to, as below so above, as above so below. Also proposed is a unification of theoretical principles.

Miscellaneous Publications, National & International

There have been various publications in local art, poetry, & design magazines. His concept for a redesign of the World Trade Towers was included in a local Manhattan Magazine called Downtown Express. His concept for a Prototype for low cost Housing system was included in a review of home designs in NAHB. He has worked on various patents as an architect for 2 clients.

Art Institute, Chicago, Illinois

He gave a lecture on Light and Design to the Art Department in 1988. The lecture was very well received and attended by artist from across the Chicago metro area.

Invitation to Debate on Collapse of World Trade Towers, Dallas, Texas

He was invited to a public debate on an explanation for the collapse of the World Trade Center.

Solar Project, Poly Canyon, California Polytechnic State University, San Luis Obispo, California

He was involved in the hands-on construction of a solar facility use to test active and passive solar systems for research in an area called Poly Canyon used to build and test real structures.

Technical Lead for Studio, SOM, Chicago

At SOM Chicago he was assigned technical lead for Studio by Associate Anwar Hakim. He attended regular weekly meetings on technical research by SOM accomplished on many of their projects from the various offices.

Design for World Trade Center Towers, New York, New York

A new style of design of high rises including buttressing in the design as an extension of the building design.

Lighting

He studied and developed concepts for artificial and natural light as governing principal in architectural design; this included entering international design competitions.

Integrated Design Build, Jeddah, Saudi Arabia

Developed new project delivery systems for real estate development for International projects. This was considered for Al-Sami, Holding Group in Jeddah, Saudi Arabia.

Net Zero Projects

He was involved in the development of a net-zero single family residential energy system in the housing research area; Prototype for Low-Cost Housing System.

Figueroa Towers Three, Los Angeles, California

Three high-rise towers divided along the diagonals of a square form the triangular tubular bundled system that supports the high-rise. The tubes as used to cascade a pattern stepping tower from the tallest tower down to the lowest tower. This was a Graduate University design research proposal and alternate to an SOM design for same property; this design of 1984 was years ahead of Pei's Bank of China.

Tensile Space Frame, Dallas, Texas & Phoenix, Arizona

He developed a tensile space frame of an orthogonal module based on tensegrity systems started by Buckminster Fuller. The frame is as strong solid members with 60% less steel by weight.

Tensile Sheer Wall, Dallas, Texas

He developed a tensile sheer wall to brace light weight steel construction for residential projects.

Furniture: System, Modular, & Custom**Desk Construction, England**

He designed and built a desk with built in lamps constructed from oak and plywood. His experience included using a lathe, band-saw, planar, and manual tools for cutting dovetail joints and learning about wood joinery. He applied various finishing techniques and electric for the built-in lamps-task lighting. Project time for 1 year in 1973

Chess Set, England

He designed a built a 2x2 ft. portable chess suitcase with board and pieces out of oak and mahogany wood. The pieces were partly tooled on a lathe. The interior for the case was lined in green felt. The handle and hinged were bronze; one side piece with Velcro attachment, other side insert for game board. Project time for 6 months in 1971.

Kiosk, Dallas, Texas

He designed a modular kiosk out of acrylic that opens out from a transparent cube. The cube also folds out 2-tier levels of modular lighting tracks. Within the modular cube are storage modules and seating modules.

Cedar Hill School, Yonkers, New York

This involved entire furniture for elementary school near completion. Construction management services were provided for installation of furniture to site and installation. Special furniture systems and facilities were supplied for pre-school ages.

Bank of China, Hong Kong, China

He was involved in bank furniture system specifications (contract documents) to include trading desks, system furniture for office-administrative areas, conference area furniture, custom furniture, and retail furniture. Modular systems were used for large planned areas.

Residential Projects: Single Family & Multi-Family

He was involved in furniture selections for both single family and multi-family residential projects.

Solar**Passive & Active Systems**

He has explored passive and active systems in residential design. This has included both AC and DC battery storage systems along with DC appliances. Other energy systems for investigation involved integrating solar with radiant piping systems, air circulation perimeter shell systems, heated glazing systems, thermal shell building systems, dynamic insulated modular-paneling systems, temperature controlling surfaces, insulators, acoustics, roofing systems, & energy efficient appliances.

Solar Project, Poly Canyon, California Polytechnic State University, San Luis Obispo, California

He was involved in the hands-on construction of a solar facility used to test active and passive solar systems for research in an area called Poly Canyon used to build and test real structures. The funds for the project were provided by multiple grants and land donated by the college canyon for research purpose for real building structures. This was his first real construction management and on-site construction project as well as being a research and design project which involved passive and active solar technology.

Prototype for a Low-Cost Housing System, Dallas, Texas

He developed net zero homes using passive and active solar system integrated with AC and DC power. DC active solar power was a stand-alone system that provided energy back to the grid with backup battery power. The outer shell had an R value of 60-100 and the outer wall was used for air circulation; also, an insulator. Adjustable passive solar screens-insulator panels were used to shield solar gain during different times of the day and also removable for gain during times in the winter.

Photography**Large Negatives**

He has experience with producing large negatives for high quality prints. This technique was later used to create digital stained glass and photographing negative and positive images sandwiched in glass backlit by sunlight.

Contact Sheets

He used color contact sheets for developing marketing concepts of project images.

Architecture Travel

He had photographed buildings and used in presentations and lectures. He is experienced at conventional photographic methods of film type, exposure and time; as well as various lens types. He has travelled

and photographed many prestigious buildings.

Drawing and Model Images

He has developed complex models and photographed them using special lighting conditions. He has photographed lighting models with as much as 7-minute exposure times using fine grain films. He is aware of techniques used to photograph drawings well.

3D Programs & Modeling

He has used 3D programs and services to reproduce architectural exteriors and interiors for quality presentations. He also has use modeling with photography to build three-D images and collages. He is an excellent model builder; at SOM when Partner Bruce Graham asked him to build the model of a Lobby of high rise in 2 hours with lighting for the client flying in from Europe, the ask was completed to partner's satisfaction.

Marketing, Renderings & Presentations

Websites

He has designed interactive websites using various programs.

News Groups

He has been involved in marketing on the internet.

Brochures-Literature

He has been involved in designing the look and feel or product development of marketing materials to also include promotional materials-gifts.

Social Media

He has been active of marketing using various social media networks.

Hand Drawings and Presentations

His career began with hand drawn presentations. He has experience at traditional drawings such as perspectives, axonometric, interior perspectives, exterior renderings, sketches, and various modeling methods. He has executed drawings in multi-media, color, black and white ink, pencil, and water colors.

Software

He has experimented with various Microsoft products to include power point and others. I addition he has experience with lesser known programs to generate presentations.

GJD Designs, AZ & TX, National & International

He has acquired assignments of projects involving many large corporations such as Lockheed Martin, CRSS, CH2MHill, Parsons, HOK, HKS, and various government entities to include Federal.

Walls, Dallas, Texas

He did a color rendering for a Garden wall and strip shopping center mall.

Stearns Bank

In a competition to see who could get the most business referrals for investment loans in a 4-week period, he acquired 1-billion in referrals, far ahead of anyone else.

Bridges, Walls, & Retaining Walls

Bailey Bridge, England

He was involved as a cadet in the construction of a Bailey Bridge as part Duke of Edinburg Bronze Award. This involved the construction of a bridge on site using portable and modular truss elements. He was part of

a team of 16.

Concrete Bridge, Ranch Lake Development, Corinth, Texas

He was involved in researching systems for the development of a bridge over Long lake for mixed use retail-residential development. Various adjacent retaining wall systems were explored to include 1-ton concrete block system.

Walls, Dallas, Texas

He did a color rendering for a Garden wall and strip shopping center mall.

Canary Wharf, London, England

He was involved in detailing concrete bridge design for the docklands project.

Broadgate, London, England

He was involved in detailing the relationship of new buildings to roadways and metal bridgework.

Land Development, Master Plan & Infrastructure

Long Lake Development, Corinth, Texas

106 acres of raw land was developed into a mixed-use residential-commercial-industrial park. To be provided were 100 luxury homes 6,000-10,000 square feet, and a very mixed-use facility to include retail, industrial, education, security, and parks fronting 2 lakes (Long Lake & Lake Lewisville). He coordinated with the civil engineers to resolve special-use zoning, water, power, and special features. The property was to have a light house and pedestrian bridge over the lake. He resolved plans for IT and special electrical needs of the property with electrical engineers. With the city and engineers, issues were resolved about property jurisdiction since the property boundaries crossed many cities. In addition, wetlands mitigation at the state level and coordination with the army corps of engineers at local level resolved any conflicts regarding the abutment of property on 2 lakes.

Skidmore Owings & Merrill, London, England, UK

Three 2-billion dollar projects in London were Canary wharf, King's Cross, & Broadgate. These Master Plan and Vertical construction projects were also coordinated with local transportation needs such as British Rail and the Docklands.

Al Sami Gardens, Jeddah, Saudi Arabia

This 1-Billion mixed-use project involved a plan to covert desert to usable land. His role was to advice on industrial engineered approach to importation of construction technology via modular construction and manufacturing in Saudi Arabia.

Solana, Southlake, Texas

An Industrial Business Park for IBM was developed to incorporate mixed use. Mixed use project was managed by CRSS-HKS, Dallas; Giurgola, and Ricardo Ligoretta Architects, Mexico in South Lake, Texas.

Residential Development for Doxa Central LLC Developers, Ajo, AZ

This project involved the conversion of raw desert land into mixed use residential and retail near the city of AJO, AZ. Among the challenges was to upgrade City facilities to provide utilities to the site which was unsupported.

Industrial & Infrastructure (Mixed-Use & Master Plan)

Power Plants:

Mesa Campus Plan, Desert Proving Grounds, Worldwide Facility for General Motors, AZ

Project involved development of the General Motors Campus Power Plant utilities. Included was renovation

of existing generators, installation of new power plant area, and addition-expansion provisions. He oversaw a studio team at Giffels to accomplish this task. Giffels was a top AE firm out of Michigan that services all of General Motors needs. Giffels had in-house MEP and structural and was bought by Arcadis. Giffels was listed in the ENR top engineering AE firms.

Automotive, Manufacturing, Testing, Representation, & Distribution:

Mesa Campus Plan, Desert Proving Grounds, Worldwide Facility for General Motors, AZ

He was a Project Manager for the General Motor's Mesa Campus Plan, Desert Proving Grounds, and Worldwide Facility by Arcadis-Giffels for Mesa, Arizona. He had the authority and responsibility for the administration of the project of 5/30 buildings (Administration Building B29, Engineering North B27, Central Power Plant B28, Car and Truck B30, Central Warehouse B52). The project scope of all buildings included demolition, new site work - infrastructure, new buildings, and interior remodeling valued near 60 million dollars. Office areas used system furniture. He also supervised the design of the Nurse's Station-Medical within the Administration Building B29.

Nissan Corporate Headquarters, Irving, Texas

He worked of headquarters for launch of industrial facilities and product in the USA. This project was in an industrial business park in Las Colinas area of Irving, Texas. Today the area is headquartered to many industrial companies such as Fluor.

Docklands:

Canary Wharf, London Docklands, London, England, UK

Canary Wharf Master Plan was a planned development and mixed-use project for the Dock-lands. I.M. Pei, New York was the first architect to design the site, and then it was given to the charge of SOM, Chicago. This was a Multi-billion-dollar project. I participated in the design of a proposed building, site planning development, and design development of a bridge. For this experience, he was in the Studio of L. Breslau.

Long Lake Project Corinth, Texas

This project has boundaries along 2 lakes being Long Lake and Lake Lewisville. Project was coordinated with the Army Corps of Engineers and at the State Level Wetlands Mitigation. The site was assessed by environmental group for wetlands mitigation and phase 1 and 2 analysis; all concerns were processed for review by appropriate governing authorities.

Water Facilities:

Bachman Water Treatment Plant, Dallas, Texas

He was involved in the Preservation, Renovation, Upgrade, & Expansion to Bachman Water Treatment Plant, Bachman Lake, and Dallas, Texas; coordinated by city of Dallas, CH2MHill, and Archi-Texas. Items of discussion included the entire facility to include the Pump and Filtration systems. The results were printed in a book published by the City of Dallas.

Residential Development for Doxa Central LLC Developers, Ajo, AZ

The project involved due diligence work for a 150-unit residential and commercial development on the border. An analysis of existing real estate documents and site conditions resulted in a report summarizing existing conditions, and recommendations made for process for land development. The client was Daniel Wilhelm; involved assessment of expanding industrial capacity of the city to support expansion. I reviewed several thousand pages of environmental and feasibility reports, entitlements, and surveys.

Water Storage Tanks, Water Terminals and Piping

Water storage for various projects was a program feature because of scarcity of water in the desert; also, collection of rainwater. The storages were very large; some so large one could walk inside them. These made the construction site look like an ancient ruin.

Industrial Business Parks, Distribution Center, Warehouse & Manufacturing:

Stearns Bank Construction Department Construction Lending Portfolio Controls, Multiple Projects & Mixed-Use, Regional and National

From 2004-2006 years, I was Construction Control Manager for Stearns Bank in Arizona. The position involved architecture, construction management, risk review, banking, knowledge of construction issues-laws as they vary per state, coordination with developers, hiring inspectors, budget review, documentation, and supervising over 200 (100 active) construction/land projects (budget more than 500 million) per year. Marketing also involved approximately one billion in referrals. 20% of the projects were land development and supervised from pre-construction through site construction; the remainder 50% industrial such as LGE Business-Parks, Manufacturing, Industrial Campus Plans, Aerospace, etc.

Solana Master Plan, Industrial Business Park, Westlake & Southlake, Texas

This project had multiple architectural firms to include Legorreto Architects, HKS, CRS Sitrine, Peter Walker – Martha Schwatz, Mitchell - Giurgola Architects, & Barton Myers Associates. During 1990, his position was part of the studio team working on the master plan with CRSS Sitrine in Dallas, Texas office. Grasslands, oak forests and rolling hills of Westlake and Southlake create the context for Solana, ambitious office development, hotel and shops. In its natural state, the land is of 650 acres of mostly plain.

Walt Disney World Headquarters, Team Disney Building, Orlando, Florida

This project involved interior design, industrial engineering, value engineering, and project management for the Team Disney Administration Facility (401,000 plus square feet) in coordination with architect and designer Arata Isosaki, Japan and CRSS. Interiors included system furniture. The project was located in the Walt Disney Industrial Park near World Resort. The interior project was designed within the two four story wings, which have a 120-foot tower or sundial at center. Amenities included a fitness facility, cafeteria, and patio.

Budgets:

He has experience with cost estimating, value engineering, and master plan budgeting.

Transportation & Infrastructure:

Central Phoenix East Valley Light Rail Transit Project, Regional Public Transit Authority, Arizona

As Project Manager for DTA I participated in the review of the Conceptual Cost Estimate for the East Valley Light Rail Project. Estimated near 1 billion dollars, this project under the RPTA was one of the largest transportation & infrastructure projects ever planned and a partnership between adjacent cities to include Phoenix, Mesa, and Tempe.

DFW Airport, Dallas-Fort Worth Metroplex

He accomplished American Airlines Additions at Dallas-Fort Worth International Airport. Transportation and Infrastructure included addition of Gates, Baggage Infrastructure, and international transit lounge. He developed a 2-hour roll down glass partitions for the international transit lounge that filled several 30 feet column bays.

TSA Security Rollout, 10 Airports, for Lockheed Martin & TSA, Arizona

He provided Security upgrades to 10 airports in Arizona after 9/11 working with Lockheed Martin from Washington DC and Federal TSA (Homeland Security). The process involved site assessments and inventory, programming, analysis, budget review, design proposal and development, interviewing architects and contractors, awarding contracts, and supervising construction followed by closeout. This was coordinated with Lockheed Martin and the TSA.

King's Cross Master Plan at King's Cross Train Station, British Rail, London, England, and UK

King's Cross Master-plan Competition Proposal (SOM, Chicago & Frank Gehry Architect, California),

Multi-use (office, retail, commercial, institutional, industrial, and residential) mid-rise buildings, London, England. The master-plan design involved a team of 5 and I was a part of that team. This project was a Master Plan of approximately 30 buildings for London totalling nearly 2 billion in construction costs. This Multi-use community complex included all amenities required for a city neighbourhood. Building types included office, commercial, institutional, municipal, community, industrial, housing, landscape, transportation, canals, parks, leisure, and recreation. The project was later designed for the client in conjunction with Frank Gehry, Architect in California.

Broadgate Complex, Master Plan & Design, London, for British Rail & Rosehaugh Stanhope Developments, London, England, UK

Broadgate was a master-planned project by SOM for London, England. This project was a design of 14 buildings totalling 4 million SF in the Broadgate Complex of London. This was the largest single urban development in Europe totalling nearly 2 billion in construction costs. Most of the development was built over the platform railway tracks of the Liverpool Street Train Station. The building heights were approximately 14-20 stories and 20,000 square feet per floor or more. The project involved access to train facilities and site work. The project was designed to be a community complex and included office, retail, leisure facilities, and plazas. The open areas were designed for art exhibits, performance, and recreation. The projects involved master planning, schematic design, design development, construction administration, and project management. I was responsible for the coordination of the architectural documents with the other disciplines, client presentation drawings, and technical problem solving. I was a member of the technical staff, a technical representative in the studios, and attended technical meetings and presentations. I was also sent to the London office for construction administration.

Solar & Research:

Prototype for a Low-Cost Housing, System, Dallas, TX

This project involved research into providing active solar system for net-zero energy by providing battery storage and an AC-DC appliance system. This was approved by the Department of Agriculture for its home loan demonstration program that provided home loans to rural areas.

Solar Greenhouse, Poly Canyon, California Polytechnic State University, San Luis Obispo, California

This project was a research funded project to test various active solar energy systems in a solar house project built by students of the university. He was involved in testing, cm services, and research. The university provided an area for construction of student projects; this was funded partly by corporate grants.

Production & Manufacturing:

Brewery, Dallas, Texas, USA

This project involved a survey of existing industrial & manufacturing facilities for its use into renovation for future industrial facilities, which later was developed into a mixed use industrial facility to include a Brewery.

Stearns Bank, Scottsdale, AZ

Stearns Bank provided loans for the development of many industrial parks for LGE Design Build in addition to various local manufacturing facilities and warehouses. Some even were in the aerospace industry, but included also electronics, and construction materials.

Manufacturing, Material & Agricultural, National & International

While attending international schools, and travel he studied and reported on the organization of manufacturing facilities related to Tobacco, Brewery, Bottling, Fishery, and Cookie production and others as follows:

Tobacco: Luanda, Angola, Portuguese West Africa.

Brewery: Luanda, Angola, Portuguese West Africa

Cigarettes: Luanda, Angola, Portuguese West Africa

Bottling: Luanda Angola, Portuguese, West Africa
Cookie: Luanda, Angola, Portuguese West Africa
Fishery: Luanda, Angola, Portuguese West Africa
Oil Tanker: Luanda, Angola, Portuguese West Africa
Astronomy & Science Center, Luanda, Angola, Portuguese West Africa
Wild Life Animal Preserve, Angola, Portuguese West Africa
Fishery: Frankfort on the Oder & East Germany
Automobile Accessories Factory, Stuttgart, West Germany
Pig Farm: Stuttgart, West Germany
Iladro Factory: Valencia, Spain
Cattle Ranch & Farm: Caico, RGN, Brazil
Arcosanti City: Arcosanti, AZ
Cosanti: Cosanti, Paradise Valley, AZ
Taliesin East: Near Madison, WI
Taliesin West: Scottsdale, AZ
Fermi Laboratory Super Collider: Chicago, IL
Dairy Plant: Phoenix, AZ
NASA: Houston, TX
Cryogenics Project: Stasis Foundation, Comfort, TX

Food Processing:

Industrial Kitchen, National Projects

He was involved in many industrial-commercial kitchens on various restaurant projects.

Minyards Food Stores, Irving, Texas

He was a clerk in a Grocery Store for 2 years while attending college and has full understanding of the Grocery business and equipment.

Petroleum Industry:

Geophysical Reporting

I wrote many geophysical reports for and with my father who was a geophysicist for the oil industry for various international exploration projects throughout the world. Companies included Marathon Oil, Sedco Oil when Bill Clements was Governor of Texas, and London Merchant Securities that focused on the North Sea Oil exploration and owner was Lord Raynes.

Paper:

King's Cross, London, England, UK

A part of the programming feature on this master plan was to incorporate various industrial features to include a paper mill. The project was supervised by SOM, Chicago & London.

Investment & Industrial:

Bank of China, Investment Bank, Hong Kong, for the Chinese Government

Participated in the Design of 500,000 square feet of interiors in new construction for Architect George Woo (FAIA) in Dallas and coordinated with I.M. Pei's office in New York. The project included the first 25 floors of the Bank of China. Also included were system furniture, all finishes, office furniture, bank trading, office layouts, furniture, carpet patterns/colors, conference, security, meeting rooms, suites, restaurants, amenities, and custom lighting fixtures. Design, research, and some project management were involved. In addition to design tasks, he was involved in specific research that lead to lighting fixture designs from Venice, selection of the bank trading furniture for maximum operational efficiency, marble details, and other specialized tasks. This was considered a

prestigious and high-profile project during its time, with mixed uses.

Stearns Bank, Scottsdale, AZ

Stearns Bank provided many loans for industrial development and industrial business parks. The project types included aerospace, agriculture, construction, light steel manufacturing, IT, warehouses, petroleum, distribution centers, medical, metal buildings, equipment, and many others.

The Old Law Courts Premises Multi-Use Complex for the National Investment Board, Banjul, the Gambia

The project included both office and retail. A structural steel concrete skeleton has a shell of alternating layers of tile and glass. The roof is glass and the alternation of solid and transparency can delineate by the layered walls/curves. The structure extends outward from the exterior shell to be perceived as a flying buttress system. Lighting is used on the buttresses to articulate rhythm. The subdivision at 1/3rd the elevation allows for a dynamic symmetry, a tool he uses frequently; which is an alternation of symmetry and non-symmetry. The entire project evolved into about 12,000 square meters. This project involved a design competition.

Al Sami Gardens Project, South Jeddah, Saudi Arabia

Al Sami Holding Group was involved in a planned development of a major residential-led mixed use project south of Jeddah in Saudi Arabia with an area of 1.07 million square metres. Involvement was for review and proposal for real estate development strategy and development of specification for building systems and performance. Interest was in importation of technology and modular systems of construction. Approach was for integrated design build model and architect driven while incorporating real estate development and product resource development for the acquisition and development of technologies. The team involved Savills, HOK, KPMG, Hill International and others; project value 2 billion; retail, industrial, residential. The main goal was to import foreign construction technology and provide advanced constructions system to Saudi Arabia and to be the provider of construction industry.

Long Lake Project, Corinth, Texas

Lelege Group, an international real estate development corporation and holding company out of Beijing, China with USA headquarters in Texas was involved in a mixed-use project of 100 luxury homes, industrial, and commercial over 106 acres North and adjacent to Lake Lewisville, Texas. Homes were 6,000 to 10,000 square feet each. He was Chief Construction Officer (CCO) and Architect supervising the Design and Construction Departments and reporting to the CEO and Chairman. After a few weeks, he was promoted from head of the construction department to oversee both the construction and design departments. Further duties included hiring of staff. He was active in the Dallas, USA and Beijing, China Offices. He worked with the Tsinghua designers in Beijing and had good relationship with the Chinese. His responsibilities included pre-construction activities, real estate due diligence, land development processes (civil & zoning) and procedures (phase 1 and 2 analysis and wetlands mitigation), development of housing prototypes, budgets, schedules, specifications, technical (site-building systems and IT Control Center), legal, sales contracts, construction contracts, insurances, bonds, and marketing. Project value 300 million. This project involved foreign investment into the USA construction and real estate development industry monitored by the Federal Government through the EB5 international investment program.

Real Estate Development Financing, Partnering, and Team Building

He was involved in teaming investors for various mixed-use developments both nationally and internationally. Building Types included infrastructure developments, land developments, franchise developments, mixed-use, industrial, commercial, retail, resorts, and hospitality. He had associations with various real estate investment companies, investors, venture capitalists and real estate developers. His experience was developed largely during his tenure as manager of a bank.

Natural Science, Chemistry & Biotechnology:

Science Research Facility, University of Dallas, Irving Texas

This project was to combine state of the art research facilities for physics, chemistry, biology, genetics, and bio-technology. The project was guided by Landry & Landry Architects and Planners, Dallas, Texas & Ford, Powell, & Carson, San Antonio Texas. The University has a very strong Bio-Research program and Chemistry Departments. The project included programming of all functional requirements, understanding of clean areas, hazardous materials, and specialized research programs. The project was technical and involving industrial applications about Genetics and Chemistry. The Genetics Department also included research equipment and cool storage areas for biological growth experiments. Prior to being an architect, he was a student at said university.

General Motors Worldwide Campus, Mesa, AZ

Storage for hazardous chemicals was a programming feature of the campus plan. A part of the master plan was to address solar gain and the issues of protecting hazardous materials.

Preservation

Bachman Water Treatment Plant, city of Dallas, Texas

He was involved on the first preservation project for the city of Dallas. The project was developed through architecture firms AchiTexas and CH2MHill for the city of Dallas. The project included a 400-page report that was later edited and refined for the city report. The project described the historical development of the architectural properties of the Bachman water Treatment Plant that began operations for the City of Dallas in 1930. In the report were also drawings and photographs. He has a copy of said report.

Strategic Airport Security Rollout, AZ

10 airports were upgraded for security for TSA by Lockheed Martin. He was aware of renovations to conform to existing style of existing facilities.

Cedar hill Elementary School, Yonkers, NY

The project was designed to blend into a historical area of Yonkers. He maintained the standards of the construction contract as a manager of the project.

Broadgate, London, England

The project was designed to conform and blend into a historical context on London's Financial District. He maintained the standards of context being lead person detailing this project and following through construction administration and quality control.

Real Estate Development, Stearns Bank, AZ

He was involved in projects that maintained conjectural reference to adjacent historical areas of the Phoenix Metroplex.

Tilt Wall Construction

Stearns Bank Projects, AZ

He reviewed many tilt wall projects to include commercial, industrial, manufacturing, warehouse, and office. Most were developed under a design-build model

Storage Facilities

General Motors Campus, Mesa, AZ

He designed and renovated metal building facilities for material and chemical storage for GM.

Storage Facility, Phoenix, AZ

He reviewed the installation of storage facilities using innovative metal stud framing systems that produced substantial savings in time and cost; a record for the region and exclusive.

Spas, Health Clubs, and Fitness Centers**Health Club & Spa, London, England**

He developed interior design features for a Spa & Health club for the Broadgate project in London, England for SOM. Among the unique accomplishments was to develop a new method for designing a swimming pool and Jacuzzi that would never crack. He reviewed drawings of the interior design department and coordinated with architectural requirements.

Fitness Club & Spa, Chandler, AZ

He reviewed the development of a Fitness Center and Spa that included Olympic style swimming area, and many other features for fitness. The owner was a former Olympic athlete and explained that training didn't require facilities, but could be accomplished against one's own body weight.

Residential Swimming Pool, Irving, TX

He provided CM services for the design and installation of a residential swimming pool.

Property Management**Single Family Residential**

He has 20 years' experience managing properties; both single and multi-family properties. This includes owner complaints, contract management, lease contracts, and sales contracts.

Multi-Family Residential

He has 20 years' experience managing properties; both single and multi-family properties. This includes owner complaints, contract management, lease contracts, and sales contracts.

Food Industry**Restaurants**

He has worked on numerous restaurant designs involved in hospitality, mixed-use and stand-alone projects.

Groceries

He has been employed by Grocery chain during college.

Manufacturing & Processing

He has been involved in the research, operations and construction oversight of food processing facilities; some involving manufacturing related equipment. These included dairy, food, breweries, fish, livestock, tobacco, beverages, poultry, agriculture, and groceries.

EHS (Environment, Health & Safety) Management**Ergonomics**

He has studied lighting and ergonomics in the workplace in graduate university and applied these principles to both architecture and interior design

Manufacturing and Testing Facilities

He has been in environment, health, and safety of planning upgrades to General Motors Worldwide Campus in Mesa, Arizona. This project involved both renovation and new construction.

Due Diligence and Real Estate Development

He has been involved in acquisition and reviewing properties for environmental issues; activities included wetland mitigation, phase 1 and 2 analysis, coordination with state agencies, coordination with DOT, coordination with the Army Corps of Engineers, and coordination with city, county state and federal agencies. Project types have included mixed-use, rail, airports, automotive, and land development.

Energy

He has been involved in creating efficient energy performing designs such as Net Zero as well as living environments that are safe, healthy, and comfortable.

Health Factors and Safety Environment

I Graduate University he took classes on Human Factors in design that related to healthy and safe environments. These studies also involved performance in the workplace and psychology.

Executive Management & Reporting

Architecture & Interior Design

He has been a Studio Director and managed teams on multiple projects, as an executive involved in real estate development he oversaw both design and construction. He has been a lead role involved in the full phases of architectural services from programming through design and design development to construction administration and close-out. A company here includes SOM, Chicago, Illinois.

Types:

A – Architecture

AE – Architecture engineering

EA – Engineering Architecture

Construction Management

He has been the head of a department and written an operations manual, executive reports, and performance reports. He has worked with lawyers, contracts, leases, insurances, all related to the real estate development and construction industry. He has been involved in scheduling, budgets, and contracts. Experience has included considerable oversight of contractors, subcontractors, as well as personnel and contractor selections. Included are design build project delivery methods. A company here includes Lockheed Martin, Washington, D.C.

Types:

Owner's Manager – He has been a cm from the owner's side

Contractor – He has been a manager from the contractor's side.

Real Estate Development

He has held position of responsibility as high as CCO (Chief construction officer) over design and construction reporting to Chairman and CEO. He has developed delivery method called integrated design build which incorporated design build, real estate due diligence, with materials acquisition and manufacturing where developer is also supplier of materials and technology. A company here includes Doxa Central, Phoenix, Arizona.

Types:

Integrated Design Build – A system that is real estate developer driven design-build that incorporates product development and technology transfer. Additional focuses are building systems and integration of schedule, cost, and scope.

Design Build – There are three types he was involved in:

Architect driven design build

Real estate developer driven design build

Contractor driven design build

Finance

Experience in finance has included value engineering, cost estimating, and master plan budgeting. His

executive skills included manager of a Bank and establishment of a new department to observe risk in the real estate development industry. He met 100 real estate developers per month. He also had interest in economics and market trends. Knowledge in this area includes time, cost, and process. Experience also included secret security clearance from the federal government and federal reporting. A company here includes Stearns Bank, Scottsdale, Arizona.

Types:

Bank – He was a manager of a Bank and worked on a variety of loan types.

Owner Financed – He has worked with owner financed projects.

Bond – He has worked on bond financed projects.

Contracts

He has experience in contract forms to include bid-build, contractor at risk, and design builds in various forms. He has been involved in leasing agreements, real estate development due diligence, AIA contract forms, insurance contracts, bond contracts, zoning, special-use zoning districts, permits and applications, banking terminology, construction obligations as a state issue, legal obligations, & responsibilities defined on paper as well as through business relationships. At Stearns Bank, he learned many facts about construction law and has worked with lawyers as a banker, real estate developer, construction manager, and architect.

Types:

Lease – He worked on lease contracts for 300 million dollars mixed-use and on single family and multi-family residential

Bonds – He worked on providing bonds through the contractor and also through the real estate developer

Zoning – He worked on special use zoning for mixed-use developments via city council, city manager, mayor, and city development department.

Construction Documents – As an architect he worked on drawings and specifications on many large mixed-use developments and other building types. He developed a 10-point system for checking construction documents.

Construction – He worked on construction contracts on many projects originally drafted or using amended AIA contract forms. He developed a 10-point system for selecting contractors.

Insurance – He was involved in selecting and developing many insurance vehicles for various projects

Environmental – He was involved in procuring environmental reports needed for property due diligence

Deed – He was involved in property purchases.

Bank – He was a manager of a bank and vetted documents and developers for construction loans

Entitlements – He has worked with various government agencies to resolve document related issues.

Triple Constraints: Time, Cost, & Scope

He has been involved in team building and developing construction schedules to half the project time while adjusting cost and scope. He has been involved in cost estimating, value engineering, and master-plan budgeting to include land development with vertical construction. He has acquired real estate development techniques for setting budgets and combined with skills he learned as a manager of a bank. In addition to traditional scheduling tools developed as a construction manager, he also had experience developing financial scheduling-predictive tools and parameters for contractor performances; very useful in large developments and mixed-use projects. He developed various tools to stress test and predicts real estate development performances.

Cost

Masterplan Budgets – Worked out budgets for land development and vertical construction including land, soft costs, hard costs and fees. He worked out financial equations to determine project health, viability, and risk.

Value Engineering – He has value engineered a Disney project and others.

Cost Estimating – He worked on many estimating jobs using Reed books and excel; he worked on the conceptual cost estimate for Phoenix Light Rail.

Cash Flow – He worked the cash flow incorporating the schedule.

Scheduling

Microsoft Project – He worked with MS Project

Critical Path – He worked with critical path scheduling

Manpower and Project – He worked with manpower and multiple project scheduling.

Primavera – He worked briefly with primavera.

Scope

Construction Documents – He knows how to specify deliverables from the architect and incorporate code and branding requirements.

Building Systems – He knows how to evaluate systems approach to constructability

Material resort and technology – He is good at research and obtaining optimum solutions

Prioritizing – He has a three-step process that includes base process, escalating midterm problems, and addressing immediate problems.

Contracts – He has a thorough understanding of contract requirements.

Team – he is a good team builder

Management Style – He provides to the needs of the individual, the group, and the project as a process; solutions approach that satisfies the needs of all three. Communication is source of improving productivity.

Culture – He strives for a Culture of Excellence.

Management Skills

Statement about 5 Priorities: 06.04.2016

Leadership

"I have risen to leadership positions in all aspects of professional life. This can be attributed to a keen sense of awareness, self-motivation, diligence, positive attitude in establishing process and goals, discipline, resourcefulness & self-reliance, creativity, invention, being assertive, communicative, flexible, responsible, resilient, energetic, cautious, planning ahead, organized, methodical, and original."

In architecture, he was lead manager on a 2-billion-dollar project; in finance, he set up a new bank department for risk review concerning real estate developments; in construction, he led 400 union workers and 6 prime contractors to resolve construction on a city project that was 30% complete and delayed 1 year before my arrival; in real estate development, he was chief construction officer (CCO) and established strategy for international start-up Chinese company in the USA.

Management Executive

"I have been a manager of a bank with multilayered departments and real estate investments over 500 million under my control, an executive of an international real estate development company with investments near 300 million, and studio director for architectural company and project manager involved in four 2-billion dollar projects, and a construction manager supervising over 400 people per day on a construction site. I have been hired by chairmen and CEO and reported directly to them. They appreciated my professionalism, positive attitude, efficiency, reliability, and results driven approach.

- *As a bank manager, I set up a risk department for all construction loans totaling over 400 million. I reported to the President, CEO, and Chairman daily and monthly as needed. I wrote operations manual, interfaced with 100 real estate developers per month, reviewed 100 projects per month, and reported annually to the Federal Reserve on bank performance in the construction lending area. I also reviewed activities of loan officers. I was hired to establish this risk review and new construction department, monitor performance of the bank portfolio of construction loans; some were 20 years' small business loans and others near 50 million commercial mixed use developments. I interfaced with all bank departments nationally and advised on risk and profitability. I could make risk decisions quickly and with confidence. My relationship with customers was excellent. I could always guarantee the safety of all investments.*

- *I was the Chief construction officer, directing the departments of design and construction for an international real estate development program from China. I reported to CEO and Chairman and was third on the tier of responsibility for the organization. I was involved in marketing, sales contracts, construction contracts, insurance, land development, construction, zoning, and virtually organization of everything involved with real estate development. I was promoted after 2 weeks performance to leading the entire development group. I managed staff, contractors, subcontractors, and interfaced with city officials such as city manager and mayor as needed. I also prepared press reports and talked to the press.*
- *I have been a construction manager supervising as many as 400 people a day on a construction site.*
- *As an architect, I have been a studio director and worked on 4, 2-billiondollar projects both national and international. I was project manager on a 2billion dollar project in London. In 1994, in a Time magazine that reported the 10 largest projects in the world, I had worked on 6."*

In architecture he was a studio director; in finance he was manager of a bank establishing a new department and united investors with developers on various projects; in construction he was construction manager and as an example managed 100% travel with 10 projects in 10 cities living in hotels for 1 year for the TSA and Homeland Security through Lockheed Martin; in real estate development he was CCO and advised wealthy and international real estate developers, some billionaires and coordinated before city councils and held press meetings.

Successful Strategic Planner & Technical Leader

"I have been a consultant in my profession who has been hired often to turn around projects with many problems. Also, I have established new departments for companies, been hired to solve technical problems, been hired to assist in the development of start-up companies, make recommendations to new franchises, and provide recommendation for team building for real estate developments. My skillset includes leadership in technical areas, finance, design, strategy, methods of management and constructability, materials and methods of construction, scheduling, cost, estimates, and masterplan budgeting, and contracts."

In architecture he was chosen to do construction administration on a project for SOM in London out of a team of 600 people because he was dedicated and motivated; in construction he turned around a project 30% complete and 1 year late after 3 p.m.'s were dismissed within 1 week of deadline; in finance he could predict zero risk on construction lending for the department I established for a bank, in real estate development he proposed to cut construction time building 100 luxury homes from 3 years to 18 months using innovative management and technology approach. He is goal and processes oriented and have a flexible and positive management philosophy.

Directing Business Development

"I have been an executive for many companies. As a bank manager in a competition, I brought 1 billion dollars in referrals in 4 weeks. I have sold architecture projects, and put developers together with investors on many projects. My background in finance and business development includes allocating funds for real estate development, banking, and selling services for real estate developments, team building for real estate developments between public and private entities, and generally being good at what I do by a positive approach. I have also directed for government agencies cost analysis and estimating, value engineering for corporate entities such as Disney, and Master Plan budgeting for real estate developers. I have also been involved in land development and real estate due diligence involving land/property purchases. I have financial acumen, guard against overspending by understanding the bottom line. At the bank, I developed financial equations that guaranteed bank safety in investments and conservative action. I trained and mentored staff."

In architecture he developed a prototype for a low-cost housing system that was approved for the department of agriculture for loans to rural areas; in construction he developed methods for value

engineering, cost estimating and master plan budgeting to save money on projects; in finance he found innovative ways of marketing to attract customers for a bank and acquired 1 billion dollars of referrals in 4 weeks; in real estate development he united developers with investors to team build projects. I have sold architectural design projects.

Pubic Figure:

"I have satisfied both client and company in all my assignment. At the bank, I met 100 developers per month. I have worked on many government projects and even attained a secret security clearance once. On a project in New York hat was 1 year late and 30% complete, after 3 projects managers, I was hired to turn it around and did. I have solved real estate development problems on many projects. I have volunteered for nonprofit organizations, campaigned for presidents, been a participant in the arts, been involved in city council meeting, talked with city mayors and government officials, and successfully administered all government projects under my direction. I have made speeches and presentations, public and private."

In architecture he sold projects to developers thus uniting them in a common project; in construction he united client, stakeholders, government agencies, contractures, and subcontractor's through a design build approach; in finance he managed to coordinate time, scope, and cost to predict zero risk; in real estate development he developed a method called integrated design build which was a method of team building and also included resource management of materials, methods, and new technologies for a project.

Statement on Development of a Culture of Excellence

Developing a Culture of Excellence in an Organization: 06.04.2016

"Since I have been an executive for some time and in a lead role in many large corporations, I understand the culture of excellence. I have worked for and with large corporations such as Lockheed Martin, General Motors, SOM, Giffels, Disney, and others. I have worked with government organizations such as city, state, county and federal on very large projects, for example, phoenix light rail, British rail, aerospace, the Chinese government and others. My father worked for Lord Raynes in England and the governor of Texas. I have 2 master degrees, and lived in 11 countries and visited another 40. My entire life has involved excellence.

Everyone gets what they want and what good for the group. Three things come to mind in a statement by John Nash:

- 1.) The need to address the needs of every individual
- 2.) The needs of the group
- 3.) The needs of the goas and tasks at hand

This is a definition of flexibility; compromise is also a tool, but involves negotiation and concessions. I am a believer in positive thinking. In psychology, it is a natural human tendency to trend toward negative thoughts. It is imperative that the environment of excellence exhibit and require attention to positive efforts to involve and empower individuals in a positive way. This leads to higher productivity in the workplace. My philosophy is to treat every problem as an avenue to a better solution. It is an innovative step to developing a culture of excellence when you adopt a mindset that even where there is disagreement or differences, a solution can be found whereby everyone is satisfied.

Diversity in the workplace also enhances creativity and productivity. I have had a chance to experience and work within many corporate cultures of large organizations and have learned the best tools for problem solving and team building.

I am a believer in education and motivation. Value in self and one's efforts, honesty and integrity, and placing value in one's work. These are the things that contribute to a civilized society: accountability, respect, trust, integrity, and devotion.

I disagree with Ayn Rand, excellence is not simply involving the virtue of the individual, but the needs and actions of the individual as well as the needs of the group. Hence as a director, this attitude or approach encourages responsibility from and to all involved.

Communication and a communicative environment involving a team approach direct individual to express themselves in a positive manner. I remember becoming director of a company and one of the employees said, until you arrived, we barely spoke to each other, now we are much happier. Communication increases positive attitude of a team. I have worked with many Chairman, CEOs, Presidents, and billionaires.

Team building eliminates the attitude of us and them. I remember tackling a project for the City of Yonkers in NY. The project was a school under construction, 30% complete and 1 year late; 3 project managers had been let go. When I arrived, none of the 6 prime contractors had been talking to each other or showing up to the meetings. I was requested to assist because of my flexible yet confident and assertive attitude. By assertive I mean high task and high relationship. This was opposite to what they were used to which was low relationship. The project was turned around because not only was I director of construction activities, I was a team player assisting on every issue. When the project was complete, the contractors said they never seen a project end so smooth in their lives, and with one week to spare it would be delayed another year. Us and them culture prevails in many corporations and is a task to improve.

There is nothing like dedication, hard work, and the confidence to make decisions accurately, successfully, and with positive result. I have complete confidence in decision making, and can make them with confidence on the spot with excellent reasons.

I have an open-door policy. Real estate developers would always say I was easy to get a hold of, efficient, concise, and got the job done; awareness, planning (in advance), process, checklists, and organization. The best cultures have clear management, organization, and task defined flowchart of responsibilities and activities. This does not mean that people are not allowed to expand their efforts. The core must be well trained in oversight and understanding responsibly and to whom they delegate instructions and what process should produce. As a manager of a bank, the bank used to say I was always 1 day ahead of the bank, no matter my workload. My task was to make task accurate, to produce deliverables, and in the end, to look simple and effortless, no matter how complex. A culture of excellence will accomplish this.

At the end of the day; it's imperative to appreciate work, to appreciate excellence, and as a professional to respect others."

Security Clearances

DFW Airport Security Clearance for upgrade to American Airlines Terminal
TSA Security Clearance for upgrade to 10 airports in Arizona through Lockheed Martin
Security Clearance for General Motors Desert Proving Grounds Campus in Mesa, Arizona
GSA Secret Security Clearance through Colliers for Arizona

Golf Courses

Steamboat Springs, Colorado

He developed the design for a mixed-use country club the services a golf course. He also developed the approach to said golf course and site planning of facilities for it.

PMP

In process.

LEED

In process

Languages & International Exposure

He studied English, Portuguese, Spanish, & French. He is fluent in Portuguese and English. Lived in 10 different countries (England, Nigeria, Saudi Arabia, Germany, Angola, Brazil, Ukraine, Venezuela, & Argentina) including the USA, and visited another 41. He believes in diversity in the workplace leads to greater productivity. He has worked with both regional and international groups. He has also worked with both government and private partners.

He was professionally involved in International projects in Europe, Middle East, North America, South America, South Pacific, Asia, and Africa.

Technical

AutoCAD, Americad, Apple CAD, all in college
Word Perfect, Symphony, CADD, Windows 95, Windows 98, Internet Creator, Web Publishing, Photo Editing, Works 4.0, Internet, Design, Design Development, Design-Build, Architecture, Interior Design, Construction Management, Banking, Construction Loans, Real Estate Development, Value Engineering, Cost Estimating, Masterplan Budgeting, Contracts, Insurances, Legal, Construction Documents, Specifications (Master Spec and CSI), Microsoft Project, Primavera, Construction Administration, Project Management, Basic, Fortran, Planning & Design, IT, Land Development, Vertical Construction, Environmental Analysis & Reporting, Lighting, Music, Housing, Graphics & Design, Art, Web Design & Internet, Photography, Conceptual Studies and Research.

Museums, Art & Art Exhibits:

He has exhibited several art pieces at Bank One (Dallas), local art exhibits, art festivals, public spaces, museums, galleries, and educational facilities. He has an interest in abstract design, and as developed a new art form that he calls graphic abstract emblems that incorporate multimedia as a graphic model in two-dimensions. The art embodies meaning (story) as well as insights into the development of design. Presentation mediums used are paper, acrylic watercolor, ink, and oil paint. Cathedral designs were developed under this topic. Also has had an involvement in music.

Higuera Street Urban Redevelopment, San Luis Obispo, California

This was a mixed-use urban development for San Luis Obispo that covered one city block. The project was part of urban planning design research for graduate studio. The uses were retail, office, parks, museum, arts, and river. He developed field theory as a design tool to proportion pedestrian vistas and walkways extending into the design of buildings.

Main Street Fort Worth, Texas

This was a mixed-use urban development alternate to the Bass Brothers high-rise by architect Paul Rudolph along Main Street. The FAR was 12 and near as much as the high-rise being half the size as a mid-rise, and also providing more for pedestrian's walkways at the street level. The design was also contextual, fitting in and complimentary to the surrounding urban scape using similar material and colors from surrounding buildings, some historic and preserved, in a modern way. The design incorporated, retail, restaurant, art museum, and office. This project was a senior design studio at UTA, Arlington, Texas.

University of Texas at Arlington Museum, Arlington, Texas

This project was a senior design project in the studio of Dean Wright, UTA, and Arlington, Texas. The design was an art museum and administration for the university. Included was outdoor display area for sculpture and pedestrian walkways incorporated into campus planning.

Renderings:

He has experience doing renderings in various media to include paper, black ink, color ink, watercolor,

graphite pencil, and color pencil. These have been presented as plan/section/elevations, one-point interior perspectives, two-point exterior perspectives, and free hand sketches.

Personal Interests:

These include architecture, music, poetry, art, sports, science, and volunteer work for local non-profit organizations. Travel, jogging and swimming have been popular pursuits. He is interested in just about everything and enjoys helping various causes when he can. He has also campaigned for various politicians and sees himself as a flexible and optimistic person.

Community & Volunteer:

Volunteer assistant teacher in college for Notre Dame School for the retarded, Irving, Texas, USA. Responsibility was to IQ's under 20. Other activities included directing/participating in art/music exhibits and festivals, raising money for charities, and assistant to non-profit organization 'Music is Forever' (MIF) for disadvantaged youth, Arts Magnet Corporation, Dallas, Texas.

Architecture & Historical Research:

He has photographed many architectural sites across the globe. He has developed slide collection used in lectures.

Gardening & Landscape:

He is an excellent Gardener and involved in design of architectural features in residential design and master planning.

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

December 13, 2018

Mr. Doug Thomas
Senior Vice President
Strategic Government Resources

Re: Palm Coast City Manager Search

Dear Mr. Thomas,

It is with a great deal of excitement and anticipation that I am applying to be the next City Manager for the City of Palm Coast. From a review of my resume, you will find that I possess every attribute and skill you are seeking and would take Palm Coast to the next level – from a master planned residential community to a rich, economically balanced thriving community.

Having led communities that were both master planned and originally and decidedly residential, I have first-hand experience with the diversification of a community while strengthening their sense of community and place.

I have designed and constructed public facilities, developed economic zones, diversified the housing stock to include affordable housing opportunities, and led disaster recovery operations through the FEMA process.

Being an ICMA Credentialed Manager for nearly 20 years and having transformed my current community, The City of Ferndale Washington, over the last 15 years from a residential suburb to a thriving and energetic city, I am seeking my next challenge.

I look forward to discussing my talents and experience in greater detail in the coming weeks. Thank you for your time and attention.

Sincerely,

Greg Young ICMA-CM
youngest@comcast.net
360.410.8626 cell

RESUME

Gregory Allyn Young, ICMA-CM

PROFESSIONAL EXPERIENCE

City Administrator

July 2004 to Present

City of Ferndale

Ferndale, WA

Ferndale is one of the fastest growing communities in Washington State. A full service city providing finance, police, parks & recreation, water, wastewater, storm drainage, and community development services. Straddling Interstate 5 and quickly becoming a new economic center in Whatcom County, Ferndale has a population of over 13,000 and a service area population of 30,000.

- * Through conservative budgeting and implementation of Financial Management Policies, responsibly increased General Fund reserves from \$400K to \$2 million. During Great Recession strategically used reserves, negotiated wage concessions, instituted layoffs, and implemented other budget reductions to deliver balanced annual budgets while maintaining all services. Following Recession, General Fund reserves have been rebuilt to again top \$2 million.
- * Led and managed construction of 18,700 square foot Law and Justice Center housing police operations, EOC, court administration, and probation. In 2014 supervised construction of new 15,000 Public Library in cooperation with Library District and Community Foundation. Through successful Federal ARRA and State TIB/SRF grant funding and following the formation of a local Transportation Benefit District, embarked on a multi-year arterial street reconstruction project that has currently rebuilt and expanded over 50% of the city's arterial roadway network.
- * Coordinated the adoption of the EAGLE Program, a point-based "big box" retail development regulation program that ties larger retail footprints to increased mitigations in the form of green building techniques, sustainable development practices, transportation concurrency, and economic development. Completed the Ferndale Main Street Development Master Plan and implemented a Planned Action Environmental Impact Statement covering 500 acres adjacent to freeway and extending the length of the Main Street corridor.
- * Through application of LEAN techniques, decreased permit processing times and increased efficiencies across departments. Established a robust social media presence and via open data dissemination of information, encouraged public participation and increased transparency of city operations.

Economic Development Director

June 2001 to June 2004

City of Marysville

Marysville, WA

Located in Snohomish County 40 miles north of Seattle, Marysville is located adjacent to the City of Everett with a population of 40,000. Historically a bedroom community, Marysville desired to expand their tax base to include additional retail opportunities. Large-scale commercial development on adjacent Tulalip Tribal land spurred the need for an economic development strategy and the development of infrastructure to support such growth.

- * Formed and headed the City's first Economic Development Department. Managed and supervised the completion of an Economic Development Strategy leading to the construction of over 1 million square feet of retail commercial space. Worked with individual developers in coordinating the land use and permitting process.

- * Coordinated infrastructure capital improvement strategy leading public utility extensions enabling annexation and development of commercial and residential properties.
- * Acted as City's Grant Writer and Grant Administrator, working with all City Departments in expanding City's federal and state grant awards.

Consultant – Ravenhead Municipal Services

May 2000 to Present

Bellingham, WA

A municipal consulting firm specializing in finance, planning and administration. Clients served included:

- *City of Oak Harbor* – Prepared revisions to City's budget through a review of current projects, interviews with Department Heads and consultation with the City Manager. Developed the new biennial budget together with a revised Capital Improvement Plan.
- *Whatcom County – Point Robert Subarea Plan*. Crafted a Subarea planning document for the Point Roberts provisional Urban Growth Area. Worked with stakeholders and through a series of community workshops developed the Subarea Plan, a component of the Whatcom County Comprehensive Plan.
- *Skagit County – Edison Clean Water District*. Provided general management and administration for the newly formed Clean Water District. Instituted and developed operational procedures and sewer facilities fees that enabled the construction of a community wastewater plant and drainfield that enabled citizens to abandon on-site septic, leading to the reopening of the area's shellfish beds.
- *City of Seatac* – Developed the City Budget. Refined and redrafted the City's Six Year Street Plan and internal service rates and charges.

Town Administrator

May 1998 to May 2000

Town of La Conner

La Conner, WA

La Conner has a tourism-based economy with 300,000 visitors annually. Located in Skagit County, La Conner is a full-service town that also operates a regional wastewater treatment facility under a cooperative Agreement with the Snohomish Tribe.

- * As Town's first-ever Administrator, established and organized administrative office. Reorganized and hired new management team, leading to the introduction of new town budgeting process and revisions to the Comprehensive Plan and Shoreline Management Plan.
- * Bolstered language in Town's Historic Preservation District Ordinance. Through grant funding developed the first Comprehensive Capital Facility Plan. Completed regional wastewater treatment expansion project on budget and in partnership with Swinomish Tribal Community through intergovernmental contract.

Finance & Operations Director

January 1996 to March 1998

Aberdeen School District

Aberdeen, WA

Regional school district serving 3,200 students and 600 employees. Director responsible for facilities management, capital projects, contract administration, financial planning, corporate finance, accounting, budgeting, long-term debt, and union negotiations.

- * Chief Operating Officer & Chief Financial Officer with full responsibility for operations and finance. \$26 million budget and 600 employees.
- * Developed 5-year Facilities Improvement Strategic Plan. Implemented district-wide facilities upgrades. Lead and supervised capital facility projects from planning to construction.
- * Lead negotiator for management team. Renegotiated union agreements and forged first time agreement with newly formed bargaining group.

Assistant State Auditor

April 1987 to October 1991

July 1994 to January 1996

Washington State Auditors Office

Olympia, WA

Extensive experience with municipal finance and grant administration including financial statement preparation. Strong background established in State and Federal compliance assurance. Expertise developed in areas of internal controls, cash management, and efficient delivery of public services.

- * Expertise in local government regulations, state laws & Federal requirements. Worked closely with public officials to develop programs designed to ensure the safeguard of public assets.
- * Ensured accurate publication of financial statements and recommended internal controls.
- * Developed computerized spreadsheet models enabling analysis of revenues and expenditure trending. Gained exposure to requirements of grant funded projects including water/sewer plant expansions and street construction projects.

Director of Finance, Planning & Operations

October 1991 to July 1994

City of Ocean Shores

Ocean Shores, WA

Seaside resort community on Washington's coast with over 3 million visitors annually. Chief Operations Officer with full responsibility over finance, accounting, risk management, planning and public relations. Expertise obtained in the areas of economic development, facilities management, planning and zoning, utilities management, airport and golf course operations and computerized networking.

- * Acted as assistant to City Manager, providing leadership in the Managers absence. As Chief Financial Officer, developed and monitored city's budget resulting in a less than 1% fund balance forecast differential. Managed all treasury functions doubling net return on city's investment without increasing risk and/or investment exposure.
- * Supervised personnel department serving city staff of 50. Introduced computerized payroll/personnel system reducing overhead expenses by nearly 20%. Revamped city's Comprehensive Zoning Plan (CZP) through the utilization of citizen advisory committee. Restructured CZP and rewrote Shoreline Master Program to comply with Washington State Growth Management Act.

Commercial Loan Officer

July 1983 to April 1987

First Interstate Bank of Alaska

Anchorage, AK

Lead the branch-bank's installment loan portfolio as well as personal commercial loan portfolio. As assistant to Chief Operations Officer, completed cost benefit analysis for operations throughout the organization.

- * Structured commercial loans and lines-of-credit. Performed liquidity, cash flow, and solvency analysis. Supervised branch bank's installment loan portfolio and maintained personal commercial loan portfolio. Cost benefit analysis performed enabled mortgage division to reduce operational expenses by 33%.

Education

Masters of International Management - Concentration in Finance

THE THUNDERBIRD SCHOOL

Glendale Arizona; December 1982.

Foreign language skills obtained in Mandarin Chinese

Bachelor of Science - Business Administration, - Concentration in Management

NICHOLS COLLEGE

Dudley Massachusetts; May 1978.

Education centered in Management and Accounting

Certification

Credentialed City Manager – International City Managers Association (ICMA-CM)

A nationally recognized designation for professional local government leaders requiring a combination of education, experience, adherence to high standards of integrity, and a commitment to professional development.

Contact

Gregory A. Young

5 Sanwick Point Court

Bellingham WA 98229

360.410.8626 cell

youngest@comcast.net

An accomplished leader in municipal government administration, with a proven track record of leading diverse teams of professionals, while emphasizing customer- focused delivery of services, fiscal responsibility and innovation

CORE COMPENTENCIES

- Municipal Budgeting
- Capital Planning
- Utility Management
- Revenue Forecasting
- Enterprise Fund Management
- Strategic Planning
- Emergency Response Planning
- Critical Thinking & Analysis
- Problem Solving
- Employee Development
- Succession Planning
- Change Management

EXPERIENCE

Managing Director of Public Utilities	City of DeSoto, Texas	October 2011 to Present
Resource Oversight	Functional Areas	
\$21 Million O&M Budget	Administration – Customer Service – Utility Billing	
\$3.5 – 4.0 Million Capital Budget	Meter Reading – Water Distribution	
32 Fulltime Equivalent Employees	Wastewater Collection – Infrastructure Maintenance	

- Direct Public Utilities Department; evaluate operations and provide leadership in the implementation of strategies for continuous improvement in the delivery of water and sewer services to the community
- Develop and administer the annual operating and capital budgets; project revenues; administer contracts
- Oversee the processes for Request for Proposals, Requests for Qualifications and competitive bidding
- Develop strategies to meet city goals, define desired results, develop solutions, and establish priorities
- Ensure the efficient delivery of safe, reliable services to the community; ensure all Public Utilities operational activities are in compliance with city policies, as well as state and federal regulations
- Direct, coach, train and evaluate staff performance; monitor operational workload and resource allocation to identify and resolve problems and ensure customer service and quality standards are met
- Develop the strategic vision and conduct long range and capital planning for the Public Utilities Department
- Make presentations, provide briefings to City Council and City Manager; prepare Council agenda items
- Represent the City of DeSoto at various meetings and functions in the Dallas/Fort Worth area
- Respond to citizen concerns and determine the appropriate course of action

Highlights

- Successfully oversaw the creation a Public Utilities Department, merging all aspects of Water/Sewer Utilities under one umbrella
- Helped to improve the city's bond rating from AA- to AA through sound financial management of the Public Utilities Enterprise Fund
- Developed a hybrid cash/debt model to fund capital projects, resulting in no debt issued since 2013
- Implemented a 120-day reserve fund requirement for Public Utilities Enterprise Fund
- Developed and implemented a Public Utilities Continuity of Operations Plan (COOP) to preserve core functions during emergency situations
- Developed and implemented a Departmental Attendance Policy to curtail sick leave abuse
- Represented DeSoto during contract negotiations with Dallas Water Utilities
- Transitioned the City from manually read meters to an Automated Meter Infrastructure (AMI) system with a cloud-based platform for data storage and retrieval
- Oversaw the redesign of the Utility Bill Payment Center to better serve customers and provide a more modern and efficient workspace for employees.
- Currently overseeing capital planning for a \$7 Million Public Utilities Administration and Maintenance Facility, also currently leading the APWA Accreditation process for the Public Utilities Department
-

Water Utilities Superintendent	City of Desoto, Texas	September 2007 to October 2011
Resource Oversight	Functional Areas	
\$15 Million O&M Budget	Water Distribution - Water Maintenance	
20 Fulltime Equivalent Employees	Wastewater Collection – Wastewater Maintenance	

- Manage the operation, maintenance and repair activities for the water distribution system and the wastewater collection system and ensure compliance with State and Federal regulations
- Oversee employee staffing, training and development
- Administer the annual operating budget
- Collaborate with the Director of Development Services and the City Engineer on capital planning for infrastructure rehabilitation and expansion
- Address citizen complaints regarding water and wastewater services

Highlights

- Partnered with the Fire Department to create a joint fire hydrant maintenance program to eliminate duplication of tasks, resulting in improved interdepartmental efficiencies and faster identification and repair of inoperable fire hydrants.
- Implemented policies to decrease fuel consumption and increased the useful life of the Water Maintenance vehicle fleet such as restricting the use of take home vehicles to on-call employees who reside within the city limits
- Collaborated with Human Resources to develop knowledge skills and abilities (KSA) metrics for each position, to ensure that staff are properly trained and prepared to advance when promotional opportunities become available
- Developed and implemented the city's first water conservation plan in 2009, resulting in a 5% reduction in water consumption annually
- Partnered with EnerNOC to enroll the city's diesel powered generator in the Demand Response program run by the Energy Resource Council of Texas (ERCOT) to sell electricity back to the grid during high demand/low supply events

Operations Manager	City of Jackson, MS	December 2001 to August 2007
Resource Oversight	Functional Areas	
\$10 Million O&M Budget	Water Treatment and Pumping	
20 Fulltime Equivalent Employees	Water Plant Operations - Water Plant Maintenance	

- Manage the operation and maintenance of the city's surface water treatment facility, ground water well stations, elevated storage tanks and other ancillary appurtenances and ensure regulatory compliance
- Administer the annual operating budget
- Hire, train, motivate, and evaluate staff

Highlights

- Successfully oversaw the \$10 Million renovation project for the J.H. Fewell water treatment facility ensuring compliance with EPA discharge requirements (Serving as Interim Water Superintendent)
- Successfully oversaw the \$25 Million construction project for the O. B. Curtis water treatment facility, increasing capacity from 20 MGD to 32 MGD (Serving as Interim Water Superintendent)
- Set a standard for diversity by hiring the City of Jackson's first female Water Plant Operator and the city's first employee of Middle Eastern decent
- Served as a key member of the Department of Public Works accreditation team which successfully secured accreditation through the American Public Works Association
- Served in various capacities throughout my tenure with the City of Jackson:
 - 2005 – 2006: Interim Water Superintendent
 - 1999 – 2001: Chief Operator
 - 1996 – 1999: Water Plant Operator II
 - 1993 – 1996: Water Plant Operator I

EDUCATION

Master of Business Administration
Bachelor of Business Administration

Northwood University
Jackson State University

Cedar Hill, TX
Jackson, MS

TRAINING AND CERTIFICATIONS

- Executive Leadership Institute (ELI) Graduate
- Class A Water Operator's Certification
- NIMS/ICS 100, 200, 300, 700, and 800 courses
- FEMA Debris Management Training
- TEDC Basic Economic Development Training - Modules Include:

Community Development

Business Finance

Real Estate Development & Reuse

Marketing and Business Attraction

Business Retention & Expansion

Workforce Development

Strategic Planning

Entrepreneurship and Small Business Development

Retail and Economic Development

Ethics and Economic Development

Managing Economic Development Organizations

Economic Development Trends

PROFESSIONAL AFFILIATIONS

- National Forum for Black Public Administrators – Current President of North Texas Chapter
- Ten Mile Creek Regional Wastewater Facility Advisory Committee – Current Chairman
- Red Oak Creek Regional Wastewater Facility Advisory Committee – Current Vice Chairman
- FBI Citizens Academy - Alumnus
- American Public Works Association
- American Water Works Association

January 6, 2019

Honorable Mayor and City Council
City of Palm Coast
C/O Doug Thomas, Sr. Vice President
Strategic Government Resources

Dear Mayor Holland and City Council:

I submit my resume for the position of City Manager. I would bring to this job my education public administration and many years of experience as a Florida city manager. I have over 25 years of public management experience, with the majority of this time as a city manager. I am a "hands on" manager, however I do not micromanage and I do work with my department directors and management staff as a team. I have a great understanding of the many varied aspects of municipal government, from record archiving, budgeting, purchasing to excelling in program delivery in crucial areas such as emergency services and the public works capital construction projects. I am available to the citizens, staff, and elected officials and can develop and maintain effective relationships with local and state officials to ensure that our community priorities are addressed

I currently serve as City Manager of Brunswick, Georgia which is located just north of the Florida-Georgia line on the Atlantic coast of Georgia. Brunswick is an urban port city that serves as the county seat of Glynn County. As a hub of commerce, government, higher education, culture and medical services, the city population increases to 40,000 people daily. I manage over 200 employees with a Budget of about \$46 Million. Previously I served as the City Manager of Zephyrhills, Florida which is a commercial, industrial and medical hub city in Pasco County that increases from 16,000 people to nearly 35,000 people seasonally. Zephyrhills is a full service City with police, fire, finance, human resources, water, wastewater, stormwater, streets, parks and recreation, cemetery, sanitation, fleet, planning, economic development, building, information technology, general aviation airport, golf course, industrial park, library and two museums. My budget in Zephyrhills was approximately \$62 Million.

Prior to that, I served six and one half years as City Manager of High Springs, Florida. I also previously served seven and one half years as City Manager of Lake Alfred, Florida. I also served as the Assistant City Manager in Auburndale, Florida for five years, which is located just southwest of the Orlando-Kissimmee MSA.

I have been successful in my career with grants, which have involved road construction, drainage, sidewalks, historic preservation, Main Street Program (Downtown Redevelopment), recreation facilities, park development, beach restoration (lake), sustainability planning/implementation, farmer's market expansion, urban forestry, drainage improvements, water line extensions, sewer line extensions, fire station renovations, law enforcement programs, computers, fire equipment, housing improvements, low income rental assistance, and other community improvements.

I have been active with community and intergovernmental relations, as my resume describes. I have served on multi-jurisdictional boards and committees representing my City. I have been actively involved with the Chamber of Commerce and local economic development agencies. I have been successful in working to maintain and recruit businesses in my communities.

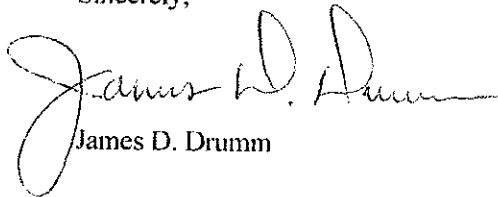
Page Two

While serving as a City Manager, I have always had active citizen participation. I worked with committees and the elected officials as a consensus builder in addressing community concerns and in developing and prioritizing the goals and objectives for the City. Many of these goals were accomplished, such as downtown streetscaping, City Hall restoration, utility construction/extensions, creation of community gardens, Community Center expansion and new park development to name just a few. I also encouraged the creation of temporary task forces and the creation of new citizen advisory committees to encourage public input. One of these was the Mayor's Youth Council to encourage our high school students to get involved in their community at a young age.

I am confident that with my advanced education, work experience, commitment to public service, and strong work ethic that I can handle the challenge of being the Palm Coast City Manager.

I would be pleased to discuss my interest in the City Manager position and my qualifications further either by telephone or in person. I thank you in advance for consideration of my application.

Sincerely,



James D. Drumm

James D. Drumm
P.O. Box 2252
Brunswick, Georgia 31521
(352) 226-6533
jdrumm825@aol.com

CAREER SUMMARY

I have over 25 years of professional municipal management experience in full service Florida cities. I have been successful in budgeting; financial management; grant writing; capital project management; policy development; inter-governmental relations; emergency and disaster response; media relations; visioning; community planning; economic development; downtown redevelopment; developing public works and utilities infrastructure; collective bargaining; developing and mentoring city staff to their potential; and working with dedicated staff members to provide quality services to the citizens we serve.

WORK EXPERIENCE

2015-Present
City Manager

City of Brunswick, Georgia

Duties and Responsibilities

- Management over the operation and employees of all 9 City departments with services including: police, fire, finance, human resources, engineering, stormwater, streets, parks and recreation, cemeteries, sanitation, fleet, planning, community development, economic development, downtown development, building, code enforcement, and senior citizen services
- Preparation and management of the annual budget (\$46 Million)
- Planned and managed capital construction projects
- Supervised and participated in long/short range community planning : historic preservation, downtown re-development, economic development, and park development.
- Prepared and presented agenda items and recommended legislation to the City Commission
- Represented the City at meetings with Federal, State and County officials
- Writing and managing grant funded projects and community programs
- Analyzed codes, policies and operations so to implement improvements in efficiency and effectiveness of City services
- Developed a cohesive management team of professionals so to address improving and maintaining quality services while facing a slow recovery from the Great Recession
- Serves as a member of the Joint Public Safety Committee that manages the joint E-911 Communications Center for Brunswick-Glynn County.
- Served as a member of the Brunswick Area Transportation Study Policy Committee (2015-17) , which serves as the area Transportation Planning Organization (TPO).
- Work involved many interactions with elected officials, Federal State, and County Agencies, City Boards, state/regional municipal leagues, non-profit organizations, civic groups, engineers, planners, developers and the general public

Achievements

- Reorganized organizational structure, consolidated some key management positions and re-organized some department work flow. This resulted in budget savings allowing for the first across the board staff raises in 8 years. Also this established a more efficient and effective management team.

- Encouraged and implemented training for mid level staff development. Prepared staff for succession to supervisory and management positions.
- Redesigned and reorganized the City's Budget and to make it more reader friendly to the public and made organizational changes to create efficient and effective operations.
- Received exceptional audits during my tenure.
- Managed and participated in the preparation, response and recovery efforts of City forces during Tropical Storm Hermine and Hurricane Matthew (2016) and Hurricane Irma (2017), all of which impacted Brunswick and coastal Georgia. Coordinated with State Emergency officials and FEMA to ensure that the City received the maximum amount of recovery of funds spent on damage to public facilities and infrastructure and community clean up.
- Coordinated with staff and City/County elected leaders to establish the City's first tax increment financing (TIF) district, resulting in dedicated funding from the City, County and Board of Education for infrastructure and economic development initiatives over 30 year period.
- Enhanced the City's historic preservation program and created historic building stabilization loan/grants to encourage restoration and to challenge owners to redevelop historic buildings for 21st century uses. This has recently resulted in the recruitment of a micro-brewery that is currently restoring a 130 year old commercial building in the City's historic downtown.
- Developed and promoted incentive programs for business recruitment such as Jump Start Grants, Enterprise Zones and the recently enacted Federal Opportunity Zones.
- Coordinated with staff and the City Commission to create the Brunswick Stormwater Management Utility, which will provide dedicated funding administered through an Enterprise Fund.
- Worked with City and County leadership to successfully plan, develop and promote a Special Local Option Sales Tax (SPLOST) referendum initiative which is estimated to collect \$70 million for capital project in Glynn County (\$13.8 million specifically for the City).
- Worked closely with the City's Urban Redevelopment Agency to advance the design and funding for the construction of the Oglethorpe Conference Center project which had stalled for several years during the Great Recession.
- Worked with City Commissioners and County Commissioners to find common goals direction in establishing the Glynn-Brunswick Land Bank Authority to address blighted properties, affordable housing and the redevelopment of under-utilized properties.
- Initiated and coordinated the redevelopment of City parks, which has provided new playgrounds, athletic fields and a reconditioned swimming pool.

2011-2014

City of Zephyrhills, Florida

City Manager

Duties and Responsibilities

- Management over the operation and employees of all 11 City departments with services including: police, fire, finance, human resources, water, wastewater, stormwater, streets, parks and recreation, cemetery, sanitation, fleet, planning, economic development, building, code enforcement, general aviation airport, golf course, industrial park, library and two museums.
- Preparation and management of the annual budget (\$60 Million)
- Planned and managed capital construction projects
- Supervised and participated in long/short range community planning : historic preservation, downtown re-development, economic development, industrial corridor, and airport expansion
- Prepared and presented agenda items and recommended legislation to the City Council
- Represented the City at meetings with Federal, State and County officials
- Writing and managing grant funded projects and community programs
- Analyzed codes, policies and operations so to implement improvements in efficiency and effectiveness of City services
- Developed a cohesive management team of professionals so to address improving and maintaining quality services while facing budget shortfalls due to the "Great Recession"

- Work involved many interactions with elected officials, Federal State, and County Agencies, City Boards, state/regional municipal leagues, non-profit organizations, civic groups, engineers, planners, developers and the general public
- Negotiated Collective Bargaining agreements
- Managed the Community Redevelopment Agency (CRA), which is a tax increment financing district.

Achievements

- Removed dependency on reserves and restored financial sustainability to the City's General Fund by cutting \$1.2 Million of expenses through the re-evaluation of work flow, budgeting procedures and the reorganization of services. Focus was placed on not reducing public service levels but on reorganizing work processes and utilizing technology to create efficiencies. Each Budget presented and adopted during my tenure involved the City "living within it's means".
- Received exceptional audits during my tenure.
- Redesignated and reorganized the City's Budget to reduce fund transfers and to make the budget document more reader friendly to the public.
- Secured Federal Grant funds (CDBG) to re-construct Fire Station #2 which had been built in the 1950s that had been damaged by storm flooding. The project had been stalled for 3 years prior to my tenure. Managed the design, bid and construction phases.
- Delivered a pledged outcome to voters from a 2002 Citizen Sales Tax referendum by ending an 8 year stalemate with City Council and the community of whether to use dedicated tax funds to build a new municipal library or to re-purpose an old bank building downtown. I facilitated the process to review the options including working with committees and the stakeholders. Upon decision to build a new library, I managed the design, bid and construction phases.
- Developed water utility system improvement projects in 2013 and again in 2014 and was successful advocating for special legislative funding at the Florida Legislature for these two projects. The City was awarded project funding each year at approximately \$2 million for each project
- Secured Federal and State Funding (\$5 Million) for the re-construction of the main runway (originally constructed in 1942) and taxiway at the municipal airport. I managed the design bid and construction phases.
- Proposed formation of the Zephyrhills Economic Development Taskforce. Facilitated the process and collaboratively developed an Economic Development Strategic Plan which led to the creation of the Zephyrhills Economic Development Coalition. Recruited new retail and industrial businesses to the City to fill vacant facilities.
- Proposed using recycling bins instead of "blue bags" purchased by the public which upon implementation led to the increase of customer recycling efforts from 5% to over 30%.
- Reduced use of paper by implementing the use of iPads by the Mayor and City Council for agendas and support materials.
- Encouraged and implemented training for staff development. Mentored staff for future leadership roles and succession to management positions.

2004-2010

City of High Springs, Florida

City Manager

Duties and Responsibilities

- Management over the operation and employees of all City departments with services including: police, fire, finance, state license plates (tax collection), water, wastewater, stormwater, streets, farmer's market, parks and recreation, cemetery, sanitation (contracted), planning, development and codes.
- Preparation and management of the annual budget (\$19 Million)
- Planned and managed capital projects
- Conducted long and short range community planning

- Prepared and presented agenda items and recommended legislation to the City Commission
- Represented the City on intergovernmental boards and at meeting with Federal, State and County officials
- Writing and managing grant projects
- Analyzed codes, policies and operations so to implement improvements in efficiency and effectiveness of City services
- Developed a professional management team to address customer service, operations and emergencies (i.e. Tropical storms, Hurricanes Frances and Jeanne)
- Work involved many interactions with elected officials, City Boards, state/regional municipal leagues, community organizations, engineers, planners, developers and the general public
- Responsibilities included serving as the City Clerk, which involved records management and supervision of municipal elections
- Served as Personnel Director
- Served as Community Redevelopment Agency (CRA) Executive Director.

Achievements

- Restored morale and created an effective management team.
- Encouraged and implemented training for staff. development. Mentored staff for future leadership roles and succession to management positions.
- Managed and participated in the preparation, response and recovery efforts of City forces during the 2004 Hurricanes that impacted High Springs (Frances and Jeanne). This included working with FEMA to ensure that the City received the maximum amount of recovery of funds spent on community clean up.
- Received exceptional audits during my tenure.
- Redesigned and reorganized the City's Budget to reduce fund transfers and to make the budget document more reader friendly to the public.
- Managed all phases of the process by which the City received funding, designed and constructed it's first ever wastewater system to include it's wastewater plant. Successfully worked with State and Federal officials over two years to legislatively restore grant/ low interest loan funding that was lost after a sudden change of eligibility due to the increase in citizen per capita income after construction of Phase One (Five Phase Project). Not resolving this issue would have left the City in debt with an incomplete system that was financial unsustainable.
- Encouraged and Successfully worked with the Chamber of Commerce and the Downtown Stakeholders to apply for and receive" Main Street City" Status, which provided an opportunity for us to focus on historic preservation and marketing of our downtown as a destination..
- Facilitated community meetings to engage the public for the visioning of our City in the next 5, 10, and 15 years. Working with the public, Planning Board, the City Commission, and consultants we drafted and implemented a Strategic Plan for the development and redevelopment of High Springs,
- Replaced computer software and implemented it in areas not previously used to increase efficiencies and accuracy of technical operations and funds received.
- Recruited new retail and restaurant businesses to the City which involved considerable investment in re-modeling of historic structures or building new structures with architectural character.
- Implemented a fire assessment fee to add dedicated funding to fire services allowing for scheduled updating of equipment and more fulltime firefighters on staff.
- Successfully applied for grant funding for new park development, new sports complex and conversion of an old elementary school into a community recreation center. Managed the design, bidding, and construction phases.
- Developed a housing replacement and repair program and administered \$1.2 million CDBG for housing improvements in low income neighborhoods.

2002-2004
Management/Planning Consultant

Self-Employed, Lake Alfred, Florida

Duties and Responsibilities

- Conducted management studies
- Reviewed and conducted pay and classification studies
- Conducted personnel policy reviews and updates
- Reviewed and updated codes and policies
- Grant writing
- Supervised and conducted projects in annexation, land use planning and water/sewer utilities operations/expansions, stormwater utility development, growth management and various municipal management issues
- Served as Interim Assistant Town Manager of Polk City, Florida for 14 months.

Achievements

- Aggressively planned for community expansion, zoning and economic development and sought developed and undeveloped properties for annexation into the client cities, The cities were increased in jurisdictional area by 200% to 500%.
- Applied for, received and managed capital grant projects for client cities to include water utility extensions, and stormwater improvement projects.
- Successfully drafted the study and policy to create a municipal stormwater utility with customer service rates for the client city.

1994- 2001
City Manager

City of Lake Alfred, Florida

Duties and Responsibilities

- Management over the operation and employees of all City departments with services including: police, fire, finance, water, wastewater, stormwater, streets, parks and recreation, cemeteries, sanitation, central garage, planning, building and zoning and the library.
- Preparation and management of the annual Budget (\$7 Million)
- Conducted long and short range community planning
- Recommended and prepared local legislation for the City Commission
- Prepared and presented agenda items
- Represented the City on intergovernmental boards at meetings and with County and State Officials
- Grant writing
- Analyzed codes, organizational policies and operations to improve efficiency and effectiveness of City services
- Interaction with elected officials, City Boards, community organizations, engineers, planners, developers and the general public
- Served as the Personnel Director
- Served as Interim Public Works Director on two separate occasions (nine months)
- Served as interim City Clerk on two separate occasions (ten months), which included the supervision of two municipal elections

Achievements

- Restored morale and created an effective management team.
- Encouraged and implemented training for staff development. Mentored staff for future leadership roles and succession to management positions.
- Upgraded outdated emergency services vehicles and equipment and replaced communication dispatch with the 800 MHz system to improve county-wide communication
- Redesigned and reorganized the City's Budget to reduce fund transfers and to make the budget document more reader friendly to the public.

- Replaced computer software and implemented it in areas not previously used to increase efficiencies and accuracy of technical operations and funds received.
- Recruited and retained retail and industrial businesses within the City.
- Advocated and participated in the creation of the Polk County Library Cooperative that brought 13 municipal libraries 2 County libraries together so that they would be able to capture State funding that they had not been eligible to receive from the Florida Department of State for over previous 20 years. Served 4 years as founding Chairman and Finance Chair. Implemented one united library computer system for county-wide cataloguing and borrowing.
- Successfully applied for grant funding for new park development and community center expansion. Managed the design, bidding, and construction phases.
- Aggressively planned for community expansion and economic development and sought developed and undeveloped properties for annexation into the City. The City's jurisdiction was increased by 300% over my 7.5 year tenure.
- Actively served on the Polk County Metropolitan Planning Organization Technical Advisory Committee. Though service involved other projects, my focus was getting the State to remove the bottleneck of a four lane highway that reduced to a two lane highway through the City for 6 blocks. I was able to get support for the project to be funded for engineering and R.O.W. Acquisition during my tenure, but construction occurred 8 years after my tenure, but did resolve the longstanding bottleneck traffic problem within the community.

1989-1994

Assistant City Manager

City of Auburndale, Florida

Duties and Responsibilities

- Assisted in the management over the operations of all City departments (full service City)
- Assisted in the preparation and management of the annual Budget (\$21 Million)
- Managed the City's personnel and purchasing programs
- Conducted and coordinated special projects
- Intergovernmental coordination through serving on boards and committees
- Staff coordinator to the Community Redevelopment Agency (CRA and other appointed municipal boards
- Grant writing
- Represented the City or the City Manager at meetings or conferences
- Acted as City Manager in his absence, to include representing Administration at City Commission meetings
- Analyzed organizational policies and operations so to recommend and implement effective and efficient programs
- Public relations with the press, the business community, as well as addressing public concerns communicated to the City Manager's Office

Achievements

- Successfully applied for grant funding for new park development, historic preservation projects, road construction and sidewalk development. Managed the design, bidding, and construction phases.
- Encouraged and implemented training for staff. development.
- Researched and introduced computer programs for several municipal operations and services that had been conducted through a manual process prior to that point. This provided efficiencies and more accurate records.
- Developed the City's historic preservation program attaining "Certified Local Government Status" through the United States Department of Interior.
- Encouraged and Successfully worked with the Chamber of Commerce and the Downtown Stakeholders to apply for and receive "Main Street City" Status, which provided an opportunity for us to focus on historic preservation and marketing of our downtown

- Researched, coordinated studies, created enabling legislation, and developed the Community Redevelopment Agency for the City which included the downtown and adjacent industrial park, providing a stable funding source for development and re-development of the area.
- Developed new personnel policy and procedures manual updating the policies to reflect changes in federal and state laws.

1988-1989
Management Analyst

The Office of the County Manager
Hernando County, Brooksville, Florida

Duties and Responsibilities

- Organizational analysis and development
- Conducted studies involving County procedures, policies and operations
- Analyzed data, determined results and made recommendations for improved operations
- Analyzed workflow, job duties and reporting relationships in order to improve operations and accountability
- Worked with County Commissions appointed citizen task force
- Reviewed department manager's proposed budgets and presentations
- Organized and facilitated Quality Circle Teams and created job classifications and descriptions

Achievements

- Studied workflow and staff performance throughout departments. Recommended the consolidation of two departments (Building/Codes and Planning) to focus on better communication, interaction of services and to increase efficiencies.
- Created performance measurements for departmental services
- Successfully facilitated "Quality Circle" Groups to engage non-supervisory employees in the development of measures to improve service delivery and/or save tax dollars

April- September 1988
Personnel Specialist

Southwest Florida Water Management District
Brooksville, Florida

Duties and Responsibilities

- Conducted position audits and developed job descriptions
- Analyzed benefits and salary survey data and provided recommendations to the Human Resources Director
- Water Management District comprised of 16 counties

Achievements

- Conducted, prepared and presented a salary survey including all classifications within the District

May- July 1987
Personnel Analyst/Intern

City of Gulfport, Florida

Duties and Responsibilities

- Analyzed departmental functions
- Recommended consolidations of positions and departments
- Conducted position classification studies
- Developed job descriptions for all municipal positions
- Analyzed salary survey materials
- Created employee education programs
- Conducting various personnel research projects

Achievements

- Developed job descriptions for all City positions

EDUCATION

1986-1988

University of South Florida, Tampa, Florida

- Master of Public Administration
Concentration-Public Management

1981-1985

University of Florida, Gainesville, Florida

- Bachelor of Arts
Major-Political Science, Concentration-Public Administration

CREDENTIALIAL PROGRAM

- Credentialed City Manager-International City/County Management Association (ICMA) - Washington, District of Columbia, June 2005-present

PROFESSIONAL ACTIVITIES

- International City/County Management Association (ICMA)
- Founding City Manager-Mentor: ICMA-Student Chapter-Univ. of South Florida (2013-2015)
- Georgia City and County Management Association
- Florida City and County Management Association, Past Board of Directors
- Florida Public Human Resources Association (past member)
- Florida Redevelopment Association (past member)
- Polk County City Management Association (past member)

INTERGOVERNMENTAL BOARDS

- Brunswick-Glynn County Joint Public Safety Committee, E-911 Communication Center oversight, Board member
- Brunswick Area Transportation Study (regional TPO), past member
- East Pasco County Water Coalition, past Board Member
- Florida Department of Transportation, Transportation Planning Organization Technical Advisory Committee, past member
- Alachua County BOCC-Countywide Visioning and Planning Committee
- Ridge League of Cities, past Board member
- Polk County Library Cooperative (13 municipal libraries and two county libraries), Governing Board-Past Chairman, Past Budget and Finance Committee-Chairman
- Central Florida Development Council, Past Board of Directors
- Florida League of Cities, Transportation and Urban Administration Committee, past Member and past Vice Chairman
- Southwest Florida Water Management District, Surface Water Improvement Management Committee for the Winter Haven Chain of Lakes, Past Member

COMMUNITY SERVICE

- Zephyrhills Rotary Club, Honorary Member (2013-14)

- High Springs Rotary Club, Past Board of Directors/Past President
- Auburndale Rotary Club, Past Board of Directors/Past President
- High Springs Chamber of Commerce, Past Board of Directors/Economic Development Chair
- Lake Alfred Chamber of Commerce, Past Board of Directors/Past President
- Auburndale Chamber of Commerce, Past Board of Directors
- Zephyrhills Economic Development Coalition, Steering Committee Member
- High Springs Main Street Organization, Economic Re-structuring Committee, Past Member
- Auburndale Main Street Redevelopment Association, Past Board of Directors, Past Secretary/Treasurer

AWARDS

- **Program of Excellence Award for Community Sustainability, ICMA 2009**
- **Community Sustainability Award, Florida City/County Management Association, 2009**
- **Man of the Year, Lake Alfred Chamber of Commerce, 1997**
- **Executive Directors Award, Auburndale Chamber of Commerce, 1993**

REFERENCES

Available upon Request



LAW OFFICES OF
JAMES L. MANFRE

City of Palm Coast.
160 Lake Avenue
Palm Coast, FL 32164

1/6/2019

Dear Sir or Madam,

I am honored to submit my application for the position of the City Manager of Palm Coast. One of my most enduring memories is meeting with the members of the Palm Coast Service District, the precursor to the City Charter, in the late 1990's as I was creating a development company in Flagler County. I was impressed by the experience of the group and their vision of creating a city that brought the best of what they had learned from living in other communities around the country and avoiding the mistakes of overdevelopment.

Over the past twenty years, I have watched as sheriff, businessman and citizen of Palm Coast their collective dreams create a great city to live and work. All three of my children grew up and graduated from school in this nurturing environment and have gone on to do extraordinary things. It is a testament to the city fathers that they still enjoy returning as much as they can to Palm Coast.

I believe I have a unique combination of government, business, management and elected official experience that I can offer as City Manager. This combined with my historical knowledge of the city and the county gives me an edge over other candidates. I have had the privilege to work closely with both city managers as both sheriff and as a businessman. We have shared our experiences and frustrations working as executives in the community continually challenged by the incredible growth and the startling downturn. I have had a front row seat to their decisions, both the good and the bad, that have affected our city. I have learned through observation the issues that are confronting the city today and in the future.

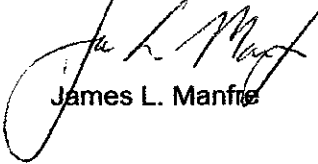
I believe that the city has an historic opportunity to develop economically through attracting clean technology and expand its tax base. With our state representative and senator assuming positions of power in state government and the governor from this area, we have a once in a lifetime opportunity to have state development funds allocated to our city. Town center is ready to be developed in this fashion. With its close location to I 95, the county airport, our beautiful beaches, city hall and the cities of Jacksonville, Orlando and Daytona Beach, it can be a world class center of technology innovation.

c: 386.793.0216 * o: 386.449.8803 * james@manfrelaw.com
WEST POINTE PLAZA * 389 PALM COAST PKWY #4, S.W. * PALM COAST, FL 32137
MANFRE.LAW.COM

I have heeded the advice of elected officials, business leaders and citizens of Palm Coast who have encouraged me to apply for this position out of a sense that the city needs an out of the box manager who already understands the needs and character of the community. My goals as manager would be to create a system that emphasizes customer service, efficiency and transparency. These are the characteristics that I implemented as sheriff to law enforcement services in the county and the city. This system resulted in the accreditation of the agency, lower crime rate, high satisfaction and few if any formal complaints from county and city residents. My management style is bottoms up consensus type with full participation from staff, citizens and elected officials. I believe the city's issues stem from process rather than personnel and I have the confidence and knowledge to implement the systems necessary to correct the process issues.

I appreciate the opportunity to apply for the position of city manager and look forward to sharing my ideas and vision for the city and its residents.

Yours truly,



James L. Manfre

JAMES L. MANFRE

51 River Trail Drive • Palm Coast, FL • 386-793-0216 • Manfre.james@gmail.com

EXPERIENCE

- 2017-Present** **Law Offices of James L. Manfre** **Flagler County, FL**
- Private practice specializing in corporate business and real estate law with a concentration on development and land use issues. Services include working with financial institutions, government entities for project approval with appearances at all local planning boards and city or county commissions, and construction related issues
- 2013-2017
& 2001-2005** **Flagler County Sheriff's Office (FCSO)** **Flagler County, FL**
Sheriff of Flagler County
2013-2017
- Implemented a data-driven, proactive community policing program to effectively allocate resources within the county to prevent crimes from occurring, resulting in 10% reduction in crime
 - Created performance management system including monthly dashboards of key performance metrics per employee and instituted annual evaluation of all FSCO employees
 - Managed design and construction of three major facilities increasing projected space of FSCO Operations Center by 40% while staying within budget, doubling number of inmate bed space and saving \$1M in projected cost, and negotiating city precinct lease to one third the original cost while moving to more central location
 - Lobbied on behalf of numerous criminal justice reform bills with state legislature resulting in passing of civil asset forfeiture reform bill and inclusion of medical marijuana amendment on upcoming ballot
 - Saved \$1M on annual budget of \$25M each year and oversaw annual government budget negotiation with County Commission, City Council, and District School Board
- 2001-2005**
- Achieved statewide law enforcement accreditation of 150-person agency from the Florida Commission on Accreditation, first time in history of Flagler County Sheriff's Office
 - Selected as one of 200 heads of law enforcement agencies out of 18,000 to attend the Department of Justice FBI Law Enforcement Executive Development Seminar in recognition of leadership skills
- 2005-2012** **Private Practice** **Flagler County, FL**
Attorney – admitted to Florida Bar in May 2005
- Managed the land use approval process of four multi-million dollar commercial / residential projects for a total value of around \$50M and worked with school district to obtain approval for new charter school
 - Represented on a pro bono basis 10+ spousal abuse victims to help receive restraining orders, obtain child custody, and finalize divorce proceedings
- 2005-2012** **Prudential Real Estate** **Palm Coast, FL**
Broker Associate
- Assisted in sale and lease of 160,000 sq. ft. commercial development in city center
 - Brokered \$7M land purchase for large box retailer by identifying site location and assisting in approval process. Identified and assembled large box retailers for three 50+ acre commercial projects in order to facilitate land purchase by site developers
- 1999-2000** **Von Bulow LLC** **Palm Coast, FL**
In-House Counsel
- Brokered land deal, obtained local government approvals, and oversaw construction of 220-unit apartment complex and 250-acre river residential development
- 1988-1999** **Private Practice** **Babylon, NY**
Specialized in corporate law & real estate development
Attorney
- Represented large land development companies seeking to develop property in Florida
 - Managed, operated, and turned around businesses seized by the federal government to rehabilitate in order to sell and fund government crime fighting efforts
- 1996-1997** **Berkman, Hensch & Peterson** **Garden City, NY**
Law firm specialized in corporate law & real estate development
Attorney
- Developed new commercial contacts and relationships for the firm

- 1988-1996** **Town of Babylon** **Babylon, NY**
Deputy Town Attorney
- Formed first commercial garbage carting district by consolidating volume of commercial businesses, issuing request for proposal, and awarding business in order to standardize rates and reduce cost
 - Developed first commercial recycling facility in New York by raising \$25M in municipal bonds
 - Restructured and streamlined land use planning and approval process, halving time needed to receive land use approval
 - Oversaw staff of 20 attorneys, paralegals, and outside counsel to handle all state and federal litigation of 100+ cases per year
 - Negotiated two union contracts covering 1200 employees and served as negotiating team lead
 - Reorganized the human resource department and created a disciplinary process by implementing objective review standards that required promotional testing for all 1200 Town of Babylon employees
- Deputy Counsel - Industrial Development Agency**
- Led the re-financing of \$100M in municipal bonds to upgrade the municipal solid waste system and restructure agency debt
 - Oversaw Small Business Administration lending to encourage growth and relocation of small businesses to the Town of Babylon

- 1984-1988** **Suffolk County** **Babylon, NY**
Assistant District Attorney
- Tried one of the first cases in New York State using DNA evidence as proof of the guilt of a crime, resulting in a successful conviction and sentencing
 - Created the Land of Secrets program to support child abuse survivors in the recounting of testimony, the first of its kind in the county, by creating a safe space funded through a \$250K grant from the federal government to fund a victim's advocate and related video equipment
 - Implemented a dashboard camera program with the Suffolk County highway patrol and integrated video evidence into the investigation and prosecution of DUI incidents and related accidents / fatalities

EDUCATION

- St. John's University School of Law** **New York, NY**
Juris Doctorate, 1983
- Fordham University** **New York, NY**
Bachelor of Science, 1979
- Magna cum laude, Phi Beta Kappa

COMMUNITY INVOLVEMENT

- Flagler Palm Coast Chamber of Commerce Business Issues Committee
- Flagler County Rotary – President 2007-2008
- City of Bunnell Community Redevelopment Advisory Board
- Flagler County Comprehensive Plan Committee
- Volusia Flagler United Way Board
- Volusia Flagler Boys and Girls Club Board
- Florida Hospital Flagler Foundation Board

AWARDS AND COMMENDATIONS

- President Obama Call to Service Award recognizing strength of the nation through volunteer service
- 7th Judicial Circuit Crime Victims' Advocate Law Enforcement of the Year Award
- Flagler County Police Athletic League Elected Official of the Year
- Thurgood Marshall Award from the Florida-Flagler NAACP for advocacy for racial justice and equality in the community
- Boy Scouts of America Golden Eagle Man of the Year

JAMES B. SEATON III

(760) 212-3957

2366 Riverside Ave, Jacksonville, FL 32204

seatonjb@gmail.com

January 6, 2019

Doug Thomas

Senior Vice President

Strategic Government Resources

Subj: City Manager – City of Palm Coast, FL (ID: 318086)

Doug:

I'm not a traditional candidate for the Palm Coast City Manager position but I believe my broad public-, private- and non-profit sector experiences uniquely positions me to help lead Palm Coast forward into the third decade of this century.

My first municipal services position – and first time in a City Hall, in fact – was during college as a summer-hire survey assistant to the city engineer of a small town in southern Minnesota. More than 20 years later, I was a department head overseeing all operations of a Marine Corps base in southern California. Following that, I served as the Camp Pendleton Base Commander (a combination of mayor and city manager). The base is situated along the southern California coast on 200 square miles and is the Marine Corps' major west coast installation. Its population is about 70,000 – civilian, military and families – and the base provides the customary municipal services.

During my three years guiding Camp Pendleton, the base was recognized for its innovative management practices and superior municipal services as the Marine Corps' model installation and one of the top five Department of Defense bases – out of literally hundreds of military installations. Our population expanded by roughly 3000 and employee satisfaction increased 11%. My contributions included:

- directing a comprehensive master planning effort
- implementing a \$3+ billion infrastructure upgrade
- overseeing a \$600 million annual operating budget
- implementing a family housing public/private venture
- directing the community's emergency response (and recovery) to wildfires that burned 33 square miles of the base and caused widespread destruction in neighboring communities
- advocating for our community with local civic leaders, Congress, the California state legislature, regulators, NGOs, the media, the labor union, and the general public

As an executive with broad government experience, I've championed high profile initiatives and built policy consensus – at local levels and during my four years on the White House staff. I've dealt with changing stakeholder needs. I've leveraged partnerships to build programs, created new funding sources and focused organizations on current excellence while better positioning their stakeholders for "tomorrow's future." I know how to build cross-functional teams, how to instill a sense of urgency into teams and processes, and how to lead major change and innovation. These are all required of the next Palm Coast City Manager as that individual helps develop solutions to the challenges and opportunities in front of that growing city.

I welcome the opportunity to discuss the requirements of the Palm Coast City Manager position and how I might contribute to the future growth and development of the city. Thank you.

Warm Regards,

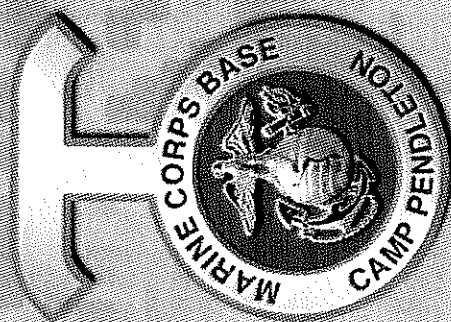
Jim Seaton

Attached: *Camp Pendleton Strategic Guidance 2007*

The following 3-page document outlines the vision for taking Camp Pendleton forward during my three years as the base commander (city manager). It was released in October 2006 at the beginning of the fiscal year (hence the 2007 date in the title) and it guided our team during a period of unprecedented change, challenges and growth. After reviewing Palm Coast's Strategic Action Plan and some of the Mayor's and City Council Members' comments, I felt compelled to share this to help paint a picture of how similar running a major military installation is to running a city the size of Palm Coast.

CAMP PENDLETON

STRATEGIC GUIDANCE 2007



SUPPORTING TODAY'S FIGHT...
PREPARING FOR TOMORROW'S FUTURE



Our Nation and Corps have been continuously at war since 2001. Many of our Marines and Sailors have served multiple combat tours in Iraq and/or Afghanistan, and their Families have endured separations and the unique challenges associated with repeated combat deployments. When our men and women return from overseas, they are back for a very short time; during that time they must reacquaint with their Families, retrain, reequip and prepare for redeployment. Often they have just a few short months before heading back overseas. ***They are our primary focus in supporting today's fight.***

Our Nation and Corps are also committed to a generational struggle — a Long War — against enemies who wish America harm. This involves a sustained fight overseas that requires sustained support stateside. To meet these challenges, we must develop improved processes, facilities, infrastructure and services that: **(1)** best support this generational struggle; **(2)** most effectively use our limited resources; and **(3)** reduce friction and strain on our Marines and Sailors. ***They are our primary focus in supporting tomorrow's future.***

We at Marine Corps Base Camp Pendleton serve our Country, those who fight our Country's battles and those family members who remain behind while their loved ones fight America's enemies.

We understand our support role and understand our requirement to indefinitely remain on a wartime footing. While we support today's fight, we must prepare for tomorrow's future. And, just as uncertainty, fluidity and the human dimension are constants on the battlefield, so too will they remain constants in our future aboard Camp Pendleton.

Our Nation and Corps are at war. When there are questions regarding the proper course to choose, this fact shall guide our actions, decisions, plans and priorities today and into the future.

Scotter Fidelity

Colonel James B. Seaton III, USMC
Commanding Officer
Marine Corps Base Camp Pendleton

STRATEGIC GOALS

1. *Provide superior service to the warfighter today.* This is our primary function – the reason Camp Pendleton is a Marine Corps Base – and how we support today's fight. The imperative to provide for superior service will guide us in all activities, however, we will particularly concentrate on improvements in the following areas:

- (a) expand training capacity and opportunities by enhancing range access aboard the installation, developing ranges and processes focused on supporting operations central to the Long War and Distributed Operations concepts, and creating relevant training simulation capabilities;
- (b) upgrade base infrastructure and processes to support required housing (BHQ, family and transient) standards, improved utilities and information assurance (communications) readiness, and more efficient and environmentally/energy-friendly facilities;
- (c) increase our anti-terrorism/force protection capabilities through appropriate manning, processes and technology integration;
- (d) maximize the impact of community services provided, ensuring they are relevant, timely and appropriately integrated, and provide the same level of targeted services to Single Marines as we do to families;
- (e) reduce unnecessary friction (inefficient approaches, delays, poor service, etc.) that intrudes on training opportunities and time off, and saps emotional energy from warfighters and their families.

To ensure superior service, we must understand the needs and requirements of those we support. Therefore, we will make customer feedback an integral part of our activities and leaders will continuously track and report the feedback of those we support.

2. *Control our own destiny.* In the face of increasing mission requirements, we must improve our processes in order to provide superior services to the warfighter. We simply must find ways to get better at what we do – to better integrate our activities, to achieve greater efficiencies and to increase our overall effectiveness. Specifically, we will:

- (a) train our workforce to uncover opportunities to improve our products and services (maximize effectiveness) for the same or reduced cost.

- (b) promote inquiry, and educate and reward our workforce to serve as agents of positive change;

- (c) conduct program reviews across core and supporting functional areas to identify actual costs and mission support requirements;
- (d) develop performance metrics that focus on "service outputs" to assist in effective program management and facilitate resource and programmatic decisions;

- (e) review our organizational structures to examine their relevancy and effectiveness to support the Long War effort;

- (f) embrace the elements of Continuous Process Improvement and Lean Six Sigma.

3. *Turn an eye towards the future.* Planning for future requirements will be an integral element of our daily business, for we are committed to preparing for tomorrow's future. We will continually examine how the Base can best support the warfighter, how it best aligns with our surrounding communities and outside organizations, and how it can best prepare for the inevitable challenges of the future. Accordingly, we will apply resources to achieve that end. Specifically, we will:

- (a) develop a comprehensive Base Master Plan that incorporates current and anticipated requirements in a community of quality for Camp Pendleton;

- (b) reverse the trend of physical and regulatory encroachment in order to increase and maintain training capacity and to support future training requirements;

- (c) identify ways to recruit and retain an agile, trained, thinking, innovative civilian workforce for years to come. Our most important enabler to provide superior service to the warfighter today, and in tomorrow's future, is a trained and motivated workforce.

*This, in effect, is our Strategy –
how we will link our Support for Today's Fight
with Preparing for Tomorrow's Future*

MISSION

To operate a training base that promotes the combat readiness of the Operating Forces and the mission of other tenant commands by providing training opportunities, facilities, services and support responsive to the needs of Marines, Sailors and their families.

CORE FUNCTIONS & MISSION ESSENTIAL TASKS

The following functions are the core of what Marine Corps Base Camp Pendleton provides to the Operating Forces, tenant commands and residents:

1. Facilities Support
2. Operations and Training Support
3. Logistics Support
4. Community Services Support
5. Security and Safety Support

All other Marine Corps Base functions are enablers that support these core functions. Accordingly, the following Essential Tasks are critical to this Mission:

- Provide Base and Station Facilities and Related Infrastructure
- Support Maneuver through the Provision of Training Areas
- Support Fires through the Provision of Ranges and Training Facilities
- Provide and Maintain Communications
- Conduct Supply Operations
- Conduct Transportation Operations
- Provide Services (Non-material and support activities)
- Provide Antiterrorism and Force Protection
- Provide Emergency Response
- Provide Mission Assurance

VISION

Marine Corps Base Camp Pendleton supports today's fight and prepares for tomorrow's future. We will be a superior Marine Corps training base by expanding training opportunities; maximizing allocated resources; modernizing base infrastructure; and providing superior service and support.



JAMES B. SEATON III

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EXECUTIVE SUMMARY

- Former military installation commander (City Manager) adept at driving innovation and growth while supplying superior municipal services; oversaw comprehensive master planning effort; implemented >\$3B CIP in line with clean energy, green building and sustainable development practices
- High-energy visionary experienced in aligning organizations on strategic priorities and evolving stakeholder needs, developing creative strategies to solve community challenges, building relationships within organizations and with outside entities, and generating stakeholder consensus
- Strategic planner with a proven record of leading change and high-performing teams that provide current excellence and position organizations for future; achieves results through high collaborative style and interpersonal influence; USMC Colonel (Ret)

PROFESSIONAL EXPERIENCE

UNIVERSITY OF NORTH FLORIDA – JACKSONVILLE, FL
Adjunct Political Science & Public Policy Instructor

2018-Present

(RELOCATED TO JACKSONVILLE, FL - 2017)

SWIFT ENERGY (NOW SILVERBOW RESOURCES) – HOUSTON, TX

2014-2016

SilverBow Resources is a growth-oriented independent oil and gas company headquartered in Houston.

Strategic International Business and Joint Venture Advisor

- Contracted as the Strategic Business Advisor to assess the existing business' state, while pursuing future natural gas/LNG export opportunities for organizational growth; subsequently promoted to International Business and Joint Venture Advisor
- Collaborated across departments and built and led a cross-functional team that developed and implemented an asset divestiture strategy and program to shed aging oil & gas assets and strengthen the company's financial position
- Engineered and closed \$48.75m sale by challenging corporate consensus, persuading C-Suite/Board of Directors to divest assets and establishing joint venture, enabling company to emerge from bankruptcy; sale exceeded market average by 68%

HOUSTON TECHNOLOGY CENTER – HOUSTON, TX

2013-2014

This technology business incubator/accelerator helped companies create more than 6,000 jobs and raise over \$3.5 billion in capital.

International Energy Executive (Consultant)

- Advised the CEO, COO and start-up energy management teams on strategy, risk, leadership and organizational development
- Developed new revenue line and created a partnership with the Skolkovo Foundation in Russia to develop a training program for 18 Russian technology companies on commercializing emerging energy technologies in U. S. markets
- Spoke on topic of coaching/mentoring as a featured speaker at the largest start-up conference in Russia in June 2014

UNITED STATES MARINE CORPS - COLONEL - EUROPE, MIDDLE EAST, CENTRAL & SOUTH ASIA, AFGHANISTAN

1982-2012

MIDDLE EAST & SOUTH/CENTRAL ASIA STRATEGIC INITIATIVES GROUP

2009-2012

A 10-person, geographically-dispersed, multinational team; a small internal "think tank" of civilian and military advisors and intellectuals, including three former Rhodes Scholars that developed new initiatives, strategies and stakeholder messaging and reported directly to the commander of U.S. military forces in the Middle East, South Asia and Central Asia and all NATO forces in Afghanistan.

Director of Strategic Initiatives

- Served as General David Petraeus' hand-picked personal advisor in a lead role developing, communicating and implementing enterprise-wide change and transformation efforts and in aligning 49 partner countries on a common mission and strategy
- Drove senior management organization-wide strategy and priorities, identified emerging issues and managed key stakeholder relationships during visits to 28 countries to advance policy priorities
- Hired, assembled and directed the team that helped shape and communicate his thinking on strategy and policy matters; shaped the General's engagements with U.S. and international business, political and military leaders

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MARINE CORPS BASE – CAMP PENDLETON, CA

2006-2009

Marine Corps Base Camp Pendleton, the Marine Corps' major West Coast training facility, encompasses more than 125,000 acres of Southern California terrain and is one of the Defense Department's busiest installations. The community has a population of 70,000 on site daily, and contains family housing, 5 elementary schools, retail facilities, etc., as well as 2 landfills and self-sustaining water supply and sewage treatment facilities (to include 7 sewage treatment plants, 71 sewage lift stations, 150 miles of sewer mainlines, 24 wells, 375 miles of water mainlines, and 23 reservoirs).

Base Commander (City Manager/Mayor)

- Recognized for innovative management practices and superior municipal services by achieving "Best in Class" ranking as the Marine Corps' model community, and top 1% of industry worldwide as one of the top 5 Defense Department installations
- Implemented infrastructure/capital improvement program growth that was 20+ times larger than historical norms, from \$50MM to \$1+B annually while overseeing urban master planning effort and an overall >\$3B municipal infrastructure upgrade program in line with clean energy, green building and sustainable development
- Developed the case for change and shaped the strategic direction of the installation; implemented a "positive customer experience" culture and overcame legacy-thinking and practices by communicating and resourcing new strategic priorities, aligning a 5,000-person workforce around a common vision and instituting a client-driven "Best in Class" program later adopted by the Marine Corps world-wide
- Increased employee satisfaction 11% and customer satisfaction 6% over a two-year period by focusing operations on customer value and motivating teams to focus on "the customer experience"
- Enhanced key business capabilities by promoting/advocating the corporate brand with diverse stakeholders such as civic leaders, Congress, state legislature, regulators, non-government organizations, the media, labor union and the general public
- Played a leading role in overturning California Public Utility Commission decision while partnering with local governments and adjacent communities
- Implemented public/private venture for 7,300 on-base family homes
- Turned around safety culture and reduced work safety mishaps by 87% and vehicle accidents 55% over three-year period – recognized as "Best in USMC" and "Best Large Installation Safety Program in Department of the Navy"

MARINE CORPS BASE – 29 PALMS, CA

2004-2006

Supports high quality, realistic, live fire and maneuver training environments for largescale air and ground training for U.S. and foreign military units and the testing and evaluation of new equipment and procedures and preparations for combat deployments.

Senior Director of Operations

- Championed an innovative end-to-end culture change; improved program effectiveness for 50,000 customers through transforming the 30-year legacy model, merging two organizations, upgrading technology and facilities, streamlining processes and reducing training time by almost 10%
- Transformed the organization and its outputs by building internal and external consensus for business change, realigning organization and processes to achieve fiscal and operational efficiencies, restructuring enterprise-level major training program and revamping approaches used since the mid-70s to meet critical client requirements for operations in Iraq and Afghanistan
- Crafted a comprehensive 10-year strategic plan and liaised with senior military leadership and Congress to fund a \$300MM urban training complex and program while directing all aspects of ongoing operations for a 930 square-mile training center

EDUCATION

ESCP Europe Business School – London, UK – Executive Masters in Energy Management

Duke University – Durham, NC – Master of Arts in Political Science

U.S. Army War College – Carlisle, PA - Master of Arts in Strategic Studies

Jacksonville University – Jacksonville, FL – Bachelor of Arts in Political Science and International Affairs

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NOTABLE PROFESSIONAL HIGHLIGHTS – 1994 - 2004

Organizational Leadership Positions – United States, Japan, Southeast Asia and Iraq

- Led and directed one of the first battalions into Iraq; merged and assimilated other U.S. and foreign units; successfully conducted 24/7 operations under dynamic, fast-paced, high-pressure and arduous conditions
- Liaised, negotiated and developed critical relationships with foreign business and military representatives for access to new training and operating areas to uncover and develop multi-national partnership opportunities in Japan and Southeast Asia
- Led cross-functional team of 440 to provide health/engineering assistance to communities in 4 Southeast Asian countries

Public Policy Director – White House National Security Council – Washington, D.C.

- Served as a catalyst for change across the U.S. Government and directed interagency policy development on strategy, space and defense issues
- Provided policy advice to the National Security Advisor and senior White House officials
- Directed a year-long policy process and built consensus among 20+ federal government agencies resulting in the President's signature on the first national Global Positioning System (GPS) policy

BUDGET EXPERIENCE

MARINE CORPS COMMUNITY SERVICES (MCCS) BOARD OF DIRECTORS – QUANTICO, VA (2006 – 2009)

Budget Oversight Committee – *the committee oversees development of financial strategies and execution of centrally-appropriated funds for broad, diverse services on about 20 Marine Corps installations, as well as funding associated with revenue generated from retail operations across the Marine Corps. It also reviews financial performance and identifies problems or areas for improvement.*

MARINE CORPS BASE CAMP PENDLETON, CALIFORNIA

(2006 – 2009)

City Manager/Base Commander – implemented \$600 million annual operating budget

EMERGENCY MANAGEMENT EXPERIENCE & TRAINING

TEAM RUBICON GLOBAL – JACKSONVILLE, FL; HOUSTON, TX; PUERTO RICO, WILMINGTON, NC AND FLORIDA PANHANDLE (2017 – PRESENT)

A new paradigm in international national disaster response, Team Rubicon Global was formed and took roots to provide veterans around the world with opportunities to serve others in the wake of disasters. No matter where they served, when they served or with whom they served, they are united in a passion for service. [Team Rubicon operates within the National Incident Management System (NIMS)/Incident Command System (ICS) framework.]

Emergency Management Strike Team Leader (Volunteer)

- Led trained emergency volunteer responders on the ground after Hurricanes Harvey, Irma, Maria, Florence and Michael
- Coordinated efforts with local governments and emergency responders to provide disaster relief and recovery services

MARINE CORPS BASE CAMP PENDLETON, CALIFORNIA

City Manager/Base Commander

- Partnered with federal, state and local authorities during major 2007 wildfires that burned 33 square miles of Camp Pendleton; directed community's emergency response and oversaw evacuation of residents and a neighboring municipality
- Directed and oversaw planning and implementation of a \$43 million wildfire recovery effort and resilience planning to improve the community's ability to manage disruption
- Entered into regional and local Mutual Aid Agreements
- Planned and exercised emergency responses to a nuclear leak from Southern California Edison's San Onofre Nuclear Generating Station located aboard Camp Pendleton

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FEMA CERTIFICATIONS AND COURSEWORK

Professional Development Series (PDS) Certification

ICS-300 Intermediate ICS for Expanding Incidents

IS-230 Principles of Emergency Management

IS-235 Emergency Planning

ICS-200 ICS for Single Resource and Initial Action Incident

ICS-100 Introduction to the Incident Command Systems

IS-800 Introduction to the National Response Framework

IS-700 Introduction to the National Incident Management System

THOUGHT LEADERSHIP

Published – Book chapter and articles in *The Washington Post* and various professional and academic publications

Public Speaking – 100+ public speaking and media engagements

Jason Rego

Palm Coast, FL
jregoljs@gmail.com
386-931-5431

Authorized to work in the US for any employer

WORK EXPERIENCE

Flagler County Clerk

Flagler County Clerk of the Circuit Court & Comptroller Bunnell, FL – May 7 to Present

Maintain court records for the criminal misdemeanor division Ensure court's orders, judgments or directives are carried out within the parameters allowed by law.

Probation Officer

Judicial Correction Services - Bunnell, FL - July 2016 to May 4

Manage and prepare caseload of 150-200 probationers using exceptional time management skills

Make sure that probationers are completing and in compliance their court ordered conditions

Perform individual intakes

Communicate with other criminal justice agencies

Complete Motions, Order to Show Causes, and Warrants

Attend court for arraignments, pre trials, pleas, and violation of probation court dates

Take and allocate payments while making daily bank deposits

Prepare warrants, motions and other legal documents

Monitor house arrest probationers thru the use of an ankle monitor.

Administer Random Drug Screens and prepare samples to send out for Laboratory Analysis

Manage each probationer's case accordingly

Respond to emails as well as take phone calls

Business Owner

Radiotuga -Palm Coast, FL

Responsibilities

Own, manage and operate online radio business holding 30+ sponsors. Perform website maintenance as well as graphic design for print promotion. Marketing and business management

Skills Used

The ability to continuously find and maintain strong business relationships with our sponsors.

Cook / assistant kitchen manager

Grace Manor Assisted Living - Port Orange, FL - November 2012 to November 2014

Cook breakfast, lunch and dinner for 50+ residents. Complete and submit food and supply order budgeting and cost analysis. Inventory. Store food and clean kitchen following state and health department guidelines. Manage staff during food services.

SMT Machine Operator / Programmer

Delta Energy Systems - Palm Coast, FL - January 2000 to September 2004

Ran smt department including programming equipment. Did quality inspection of product and performed any rework if necessary.

Warehouse / IT / Web design

Matt's Incense - Bunnell, FL - January 2016

Responsibilities

Responsible for all warehouse work: Packaging, production, inventory

Responsible for IT, Web and Graphic Design, Digital Marketing

Accomplishments

Created and made a new Splash Page for the business, Set up all the social and digital marketing outlets, Graphic design of several different items including display stands

Skills Used

IT, Computer Skills including Microsoft Office, Photoshop and online website construction software.

EDUCATION

BA in Criminal Justice

Keiser University - Daytona Beach, FL

Certificate of completion in law enforcement Academy

Daytona State College - Daytona Beach, FL

SKILLS

Project Management, problem solving, and process development skills. Research, reporting, analytical skills, time management, budgeting and cost analysis (8 years), Bilingual .. Fluent Portuguese (10+ years)

Jeffery A. Eder
409 Independence Dr.
East Peoria, Illinois 61611
(309) 207-0543
jeffery.eder@gmail.com

January 7, 2019

Doug Thomas, Senior Vice President
Strategic Government Resources

Dear Mr. Thomas;

Please accept this letter as confirming my interest in the position of City Manager for the City of Palm Coast, Florida. Enclosed is my resume listing my accomplishments for your review.

You will see from my resume, I have developed a solid background in management and financial budgeting skills. I believe in strategic planning to formulate community goals. I strive to build consensus through a collaborative approach to solve complex problems. My strong background in community and economic development have given me the skills necessary to guide the growth of the community.

In addition, I have worked on efforts to replace ageing municipal facilities including: police stations in both the Village of Franklin Park and the City of Rock Island. Most recently, I headed the effort in the City of East Peoria to refurbish and expand the capacity of the city's 100-year-old sewer treatment plant including presenting to council a recommended funding sources for the project.

I look forward to hearing from you to explore the use of my talents to support the mission of the City of Palm Coast, Florida. Please contact me at (309) 207-0543 or email jeffery.eder@gmail.com.

Sincerely,

Jeffery A. Eder

Jeffery A. Eder
409 Independence Dr.
East Peoria, Illinois 61611
(309) 207-0543
jeffery.eder@gmail.com

EXPERIENCE

City of East Peoria **City Administrator**

August 2016 – September 2018

Head of management team for a full-service city with responsibility for carrying out directions from the Mayor and each Commissioners.

- Coordinates with Commissioners on the operations of individual departments they oversee.
- Manages City budget process working with department heads leading to council approval.
- Hired an outside consultant to lead the City through a strategic planning process. This allowed council and staff to discuss important issues and determine priorities.
- Worked with the Public Works staff and outside engineering consultant to gain approval for an estimated \$45 million dollar waste water treatment plant upgrade including a fee increase to pay for the improvements.
- An early retirement program lead to a significant amount of staff turnover particularly in the public works department. This allowed for reorganization within public works creating efficiencies and getting the different divisions to work more closely together.
- Implemented Route Smart technology in Public Works to allow better route mapping and information gathering.
- Served on the newly formed board as the City of East Peoria representative to oversee emergency dispatch consolidation within Tazewell County.

City of Rock Island **Assistant City Manager /** **Community and Economic Development Director**

June 2012 - August 2016

Manage department consisting of three divisions: Planning and Redevelopment Division, Economic Development Division, and Inspections Division in furtherance of City Council goals and adopted policies.

- Responds to requests and initiates development projects in accordance with Council goals.
- Researches, reviews, edits, and prepares reports, memoranda, and policy recommendations for review and consideration by the City Manager and City Council.
- Prepares and administers annual department budget, reviews and approves requests for materials, contracts, and purchases of services, supplies and equipment.
- Oversees the administration of funds involved in various community development projects; coordinates with outside agencies and departments involved with community projects; coordinates application processes for state and federal grants.
- Managed the annual CDBG program.

- Represents the City at a wide range of community and economic development meetings on the neighborhood, city wide, business district, and regional and bi state basis.
- Worked with neighboring communities on grant for a regional home lead abatement program focusing on homes with children. Shared staff administered the program.
- Serves on and provides staff support to a number of City Boards and Commissions.
- Meets with other department heads regarding projects that involve interaction with and cooperation of other City agencies to ensure successful, cooperative efforts.

Village of Franklin Park

Director of Community Development

May 2009 – June 2012

A reorganization of departments resulted in keeping economic development and planning operation with the addition of the building department responsibilities.

Building Division:

- Oversight of building permits, code enforcement, health inspections, occupancy program, multi-family housing inspection program and property transfer inspections were added to my responsibilities under this position.
- Worked regionally as the community representative for the Elgin-O'Hare Expressway bypass which encompassed 20 communities and two counties.

Planning and Development Division:

- Previously listed duties continued under this position.
- Grant writing and management including drafting and receipt of a \$200,000 brownfield grant from the USEPA for the remaining cleanup of an old dry cleaner site in the downtown.

Director of Planning and Development

April 2003 – May 2009

I continued all the duties of the previous position, plus added the following:

- Provided staff support to the Plan Commission and the Zoning Board of Appeals, which averaged approximately 30 to 40 hearings per year.
- Oversaw the development and enacting of a new Comprehensive Plan and a Transit Oriented Development Study of the Downtown Metra Station.
- Attracted and put together an incentive package for a major developer to redevelop a long under used shopping center in parts of 3 TIF districts with the Village completing the land assemblage.
- Help attract developers which redeveloped over 1 million square feet of industrial space within Franklin Park.

Director of Economic Development

November 2000 – April 2003

- Responsible for creating the new position of Director of Economic Development
- Established a Business Retention Program and annual networking luncheon for local businesses.
- Provided staff support to the Economic Development Commission.
- Treasurer and staff to the Grand Avenue Railroad Relocation Authority: a special unit of local government specifically tasked with overseeing an approximately forty-five million dollar grade separation project in the Village of Franklin Park.
- Created guidelines for the use of the Cook County Class 6b industrial incentive.

- Obtained an IEPA brownfield grant which was used to evaluate and partially remediate several sites in the downtown area with the assistance of Federal and State lobbyists for the Village to further its interests.

Locus Information Systems

March 2000 – August 2000

Director of Business Development

- Planned, identified, and implemented sales and marketing programs designed to build relationships with potential clients.

Greater Champaign-Urbana Economic Partnership

November 1997-March 2000

Director - Economic Development

- Directed overall economic development effort for the Champaign-Urbana, Illinois area.
- Recruited NEG Micon: a 60,000 square foot manufacturing facility employing 50 people.
- Responsible for a retention program that included visits to seventy companies in the last fiscal year
- Helped two local companies expand creating a \$20 million investment and 60 new manufacturing jobs.

North Central Indiana Private Industry Council

1995-1996

Grant Writer

- Wrote JTPA and various other grants.
- Designed and implemented a new budget tracking system for the six offices.

Grissom Redevelopment Authority

1994-1995

Manager of Property/Developer

- Managed all development prospects; gathered and developed marketing information

Peru/Miami County Economic Development Corporation

1993-1994

Manager of Technical Support Services

- Organized the Real Estate Symposium with the Institute of Real Estate Management; administered the Neighborhood Assistance Program Grant; distributed requested information to prospective industrial prospects

EDUCATION

University of Oklahoma,

- Economic Development Institute Graduate 2002

Indiana University, Kokomo, Indiana

- Masters of Business Administration, May 1997

Ball State University, Muncie, Indiana

- Bachelor of Urban Planning and Development, May 1993
- Bachelor of Science in Environmental Design, May 1993

Indiana Economic Development Academy, Ball State University

- Basic Economic Development Course, May 1993

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

January 7, 2019

Ms. Bobbi C. Peckham, 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

Jonathan H. Lynn

3924 Brookton Pass • Powder Springs, GA • 30127
678-618-5406 • jonathanhlynn@outlook.com

PROFESSIONAL PROFILE

An unflappable, innovative and affable leader with outstanding organizational, analytical, communication and presentation skills. Focused and results-oriented with vision, foresight and an exceptional work ethic. A dedicated loyal team player who encourages creativity, responsibility and accountability within a collaborative work environment. Experienced in managing organizational change with more than 14 years of local government experience and demonstrated subject matter expertise in the following areas:

- Strategic Planning, Goal Setting and Resource Allocation
- Budget, Accounting and Finance
- Forecasting and Statistical Analysis
- Capital Improvement Planning and Project Management
- Operations Analysis and Systems Design
- Organizational Change and Development
- Growth Management, Comprehensive Planning, Community Development and Redevelopment
- Bond and private placement projects
- Public Pension Administration/Reform
- Community engagement and collaboration

EDUCATION

Bachelor of Arts
Political Science

Georgia Southern Univ.
Statesboro, Georgia

Master of Public Administration
MPA

Georgia Southern Univ.
Statesboro, Georgia

PROFESSIONAL EXPERIENCE

Town of Tyrone, Georgia
Town Manager

June 2017 – Oct. 2018

A destination community within the Atlanta metropolitan area with a primarily residentially-based economy home to nearly 7,500 permanent residents with more than 50,000 travelers commuting through Town each day. Town features abundant natural resources and offers a wide variety of activities including sponsored special events, festivals, fishing tournaments, amusement activities, golf courses, restaurants, and an active community.

Duties and Responsibilities

- Served as organization's Chief Executive responsible for development and oversight of annual work programs designed to implement the legislative policies and priorities of the Mayor and Town Council
- Served as the point of contact for all Town matters for each Town Department and public inquiries.

Accomplishments

- Initiated organizational Five-Year Strategic Plan establishing annual Policy and Management Priorities including a comprehensive Action Item Agenda and reporting format
- Established comprehensive Annual Budget Calendar/Process providing specific direction to departments and a written recommended balanced budget to the Mayor and Town Council
- Managed and resolved a number of sensitive, complex employee/employment issues involving diverse topics
- Responsible for implementation of new Legislative/Agenda Management initiatives for increasing municipal transparency
- Responsible for implementation of new online customer service systems for non-emergency requests (ORR, code enforcement, work orders, etc.)

- Created a weekly report to Mayor and Town Council to keep an accurate and timely flow of information
- Initiated an employee wellness program providing incentives to employees who meet their personal goals
- Completed comprehensive evaluation of Solid Waste Collection Services – resulting in increased revenues through lowering rates and maintaining all staff levels.
- Identified, through site selection process, a location for a new municipal complex to house public safety and general services staff of the Town. Project will be completed in early 2020.
- Completed comprehensive evaluation of Planning and Community Development – restructured the development review/permitting process to improve efficiency, provide better dependability and internal accountability

City of Douglasville, Georgia

Community and Development Services Director

April 2015 – June 2017

Historic metro Atlanta city and the western most city included in the Atlanta statistical area, which is the 9th largest MSA in the nation. There were three (3) direct routes to the busiest airport in the world with logistics supporting cargo and rail commerce in those areas. The City provided all required municipal services and utilized third-party services for fire and emergency services.

Duties and Responsibilities

- Responsible for management and oversight of the City’s Community Redevelopment Agency including the agency’s tax increment financing funds and public projects funded by bond revenues
- Maintained and cultivated a positive relationship with the City Manager and the eight (8) members of the City Council, including the Mayor.
- Provided executive level leadership by assisting City Manager in directing the operations of a diverse urban City with roughly 300 employees and total budget of approximately \$30 million.
- Provided direct oversight of Planning, Zoning, Inspections, Permitting, Development Services, Tourism, Community Development, Economic Development, Main Street, a Regional Welcome Center, and a 37,000 square foot Conference Center

Accomplishments

- Initiated a new downtown planning effort to spur revitalization and visioning for the Downtown Douglasville area, including redevelopment of a 10-acre site previously used as a county jail facility
- Developed and enhanced the permitting and plan review process to become more efficient while providing the highest level of customer service
- Established a Community Constituency Group with the local building and real estate industry to evaluate and provide feedback on the City’s building permit process
- Oversaw large state-funded transportation projects for the City with budgets ranging from \$600,000 to a comprehensive road realignment project with a budget of \$111 million
- Restored employee morale and built a high performance departmental Management Team by reorganizing and developing existing staff
- Established a professional business-friendly organizational culture through articulated expectations and improved internal communication and coordination between divisions and external customers
- Utilized a consensus approach methodology with all division heads to develop vision and mission statements and created SOPs for the entire department

WFN Consulting, Inc.

Project Consultant/Affordable Housing Manager

2012-2014

Through my experience in grant management and financial administration, I was fortunate enough to join W. Frank Newton [WFN], Inc., where I was an integral part of a team that handled complete staffing for the Cobb County CDBG office and its over \$7 million annual HUD allocation. I was also able to be a project consultant for this growing sector of the company that conducted plan development projects through the entirety of the United States.

Duties and Responsibilities

- Managed the entire affordable housing grant portfolio for Cobb County, GA and its approximately 700,000 residents
- Served as project manager for property acquisition, construction, and housing rehabilitation projects funded through federal housing programs
- Conducted comprehensive land use and zoning analysis for planning engagement projects throughout United States including Nashville-Davidson County, TN; Mesa, AZ; Lehigh Valley, PA; and Wellington, FL
- Lead citizen engagement efforts on various projects including kick-off meetings, community input forums, and charrette style agency meetings

Accomplishments

- Responsible for structuring public-private collaboration efforts to build senior living complex in Marietta, GA, which provided for affordable rent limits on public funding while maintaining market rate rental units, which resulted in a \$30 million finished project
- Solicited efforts to utilize Habitat for Humanity to take over a failed development when the developer ceased operations. Through this collaboration, Habitat was able to construct a full residential subdivision with new homes and 100% sold during construction in 2012-2013
- Developed solar programming component for WFN that provided an alternative revenue stream for the company and integrated efforts to reduce homeownership costs for residential units under construction.
- Handled project presentations and partnership meetings for WFN Solar
- Created and served as the project director for the land-use planning division of WFN

City of Tybee Island, Georgia Planning and Zoning Manager

2009-2011

Joined this unique coastal community of less than 4,000 permanent residents, which is a number that swells to greater than 30,000 during peak summer season, as the Planning Zoning Manager. I was tasked with current and long-range planning, zoning, building inspections, code enforcement, business licenses, community development, solid waste planning, community development, and grant administration. Administered capital projects including community development software implementation, transportation enhancement improvement projects, pedestrian friendly activities, and park improvements.

Duties and Responsibilities

- Supervised all staff members in the Planning and Zoning Department and included responsibility of Planning, Zoning, Community Development, Economic Development, Main Street Program, Inspections, Permitting, Business Licenses, and GIS
- Developed strategies to ensure that Tybee would encourage economic development on the island while protecting the current built environment, including all issues related to the permanent resource carrying capacity
- Handled all departmental presentations to the Mayor and Council regarding ordinance revisions, sign permits, subdivision regulations, GIS Projects, and all other pertinent land-use matters
- Served as the city's representative on the regional planning organization's planning and transportation planning committee.
- Served as the acting City Manager during the manager's absence.

Accomplishments

- Formed the Bicycle and Pedestrian Committee and received a "Bike Friendly" designation for the City of Tybee Island (2009-2010)
- Completed a rewrite of the entirety of the City's Sign Ordinance that included environmental protections for endangered wildlife while protecting the Island's unique character (2009)
- Collaborated with the City's Emergency Management staff to draft and participate in the "Hurricane Gilligan" 171

exercise for hurricane preparedness (2010)

- Coordinated and implemented a wayfinding signage program for the island, which was completed through agency input and engaging local businesses to determine appropriate island destinations.
- Received and managed Energy Efficiency Conservation Block Grant [EECBG] to reduce overall energy consumption through municipal buildings

City of Waycross, Georgia

Community Improvement Director

2007-2009

Located in the largest county in the largest state east of the Mississippi, Waycross is a regional hub whose population of roughly 20,000 triples in size during the day as it draws in workers from all surrounding counties. It is home to a large rail hub as well as several regional higher education institutions. The City is uniquely positioned within an hour's drive to Jacksonville, Florida.

Duties and Responsibilities

- Supervised all staff members in the Planning and Zoning Department and included responsibility of Planning, Zoning, Community Development, Economic Development, Main Street Program, Inspections, Permitting, Business Licenses, and GIS
- Managed and balanced all budget matters for the department's division
- Directed city responsibilities for all economic development activities
- Increased and retooled departmental efforts to solicit public participation and information
- Staffed the joint city/county Planning and Zoning Commission and the City Board of Zoning Appeals

Accomplishments

- Restored the City to compliant status with the CHIP program after formulating an expenditure plan to provide over \$600,000 in homeowner rehabilitation and down payment assistance funds.
- Leveraged over \$1 million on local contributions for a \$500,000 Community Development Block Grant to begin a neighborhood revitalization project that included demolition of a dilapidated school and construction of a community multi-purpose facility.
- Created and implemented a neighborhood blitz campaign to assist code enforcement efforts where the City would inform residents that we would be in their area to document code violations. This notification created a 50% reduction through homeowner abatement.

OTHER PROFESSIONAL EXPERIENCE

- Development Services Supervisor, City of Woodstock, Georgia (2015)
- Financial Analyst II – Gwinnett County Government, Georgia (2011)
- Mitigation Manager/Grants Manager – State of Georgia (2004-2006)
- Regional Planner – Heart of Georgia-Altamaha Regional Commission (2004)

PROFESSIONAL & CIVIC AFFILIATIONS

- International City/County Management Association
- Georgia City/County Management Association
- Georgia Planning Association
- American Planning Association
- Georgia Association of Zoning Administrators
- Graduate, Leadership Tybee Island
- Graduate, Leadership Douglas County
- Graduate, Georgia Academy of Economic Development
- ICMA Emerging Leaders Development Program

JOSEPH NAPOLI

305-298-1064 | 1532 Victoria Isle Way, Weston, FL 33327 | jcnapoli2004@yahoo.com

January 6, 2019

I am pleased to submit my resume for the City Manager for the City of Palm Coast. I believe my broad experience, capabilities and talents will make an immediate and impactful contribution to Palm Coast and its residents. I am a respected and collaborative leader offering exemplary experience through multiple executive-level appointments with the US military, the private sector, one of the largest airports in the U.S, and one of Florida's largest and most diverse cities. I bring proven results in building cohesiveness, improving morale and productivity, and maximizing the capabilities of organizations and its employees.

Regarding the qualities you seek in your City Manager, similar to Palm Coast, Miami is a coastal city, in which protecting the environment and addressing the impending impacts of the climate change and sea level rise are imperative to City's future well-being. I firmly believe in leading by example, giving clear direction and guidance, yet empowering subordinates to maximize their talents and creativity. I am open, engaging and accessible, and know that setting a clear vision, mission, and core values that employees can identify with, embrace, and feel a part of, are imperative to an organization's success. I am at ease and adept at engaging with Commissioners, businesses, civic organizations and the media. Keeping the public informed and engaged is not only a fundamental responsibility of local government but it is essential to instill transparency and the confidence of citizens with its government and leadership.

Based upon my record of accomplishment, I was hired to my current position as the Deputy City Manager for the City of Miami, to rapidly develop and establish sound business practices due to a lack of effective executive level direction and oversight of the City staff, processes, and procedures. As in my previous positions, I have done so by instilling a culture of innovation and collaboration, introducing technological advances, streamlining processes, revamping public relations, and working closely with the Mayor and Commissioners to establish a clear vision and strategy for the future.

I strongly feel my dynamic talents will provide the experience, leadership and governmental engagement that will allow Palm Coast to realize its extraordinary potential in the future and decisively address impending challenges. I enthusiastically submit my resume for your City Manager and look forward to the opportunity to serve you and your citizens.

Sincerely yours,

Joseph (Joe) Napoli

JOSEPH NAPOLI

305-298-1064 | Weston, FL 33327 | jcnapoli2004@yahoo.com | [LinkedIn](#)

Accomplished city leader committed to improving practices, values, and methods to lead a functional and progressive city. Military veteran skilled in foreseeing and pinpointing the root causes of issues to apply the right courses of action. Experienced at building, guiding and coaching top-flight cross-disciplinary teams. Delivers results by maximizing collaboration, organizational effectiveness and sustainability. Concise, insightful and articulate communicator able to facilitate sensitive negotiations and deliver key presentations to diverse business, political and government groups. Inspirational and innovative servant leader recognized for an exemplary work ethic and repeatedly promoted to roles of progressive responsibility.

- Areas of Expertise -

City Administration – Budgeting – Public Speaking – Program Management – Strategic Planning
Public Relations & Marketing – Contract Development & Negotiations – Crisis Management

Professional Overview

CITY OF MIAMI: **Deputy City Manager**

2018 to Present

Direct and supervise the daily administration of the City of Miami and its 4,000 employees according to policies determined by City Manager, City Commission, City Charter, and laws of FL. Supervise activities of Assistant City Managers, city departments, offices, and agencies. Develop and implement administrative principles, practices, and techniques designed to improve the effectiveness and efficiency of City/governmental services. Ensure the City remains in compliance with ordinances, rules, and regulations within respective areas. Oversee the preparation of the City's annual budget and presentation to the City Commission for approval. Direct the development of strategic plans and performance indicators for the City. Manage Disaster/Emergency planning and implementation. Represent the City at numerous community meetings.

- Instantly provided needed organizational leadership and instituted efficiencies that have rapidly reduced budget by \$6M, increased responsiveness to residents, improved morale and effectiveness of employees.
- Developed a *Service City, Safe City, Future City* strategic framework and a City vision as a global leader in technology, innovation, and resiliency to focus, prioritize, and motivate the City staff's efforts.
- Focused on immediate impact for our residents with the successful launch of innovative expedited permit process. This resulted in faster review time for over 50 types of residential and commercial permit types.
- Spearheaded efforts to establish a strategic framework and institutionalize resiliency and sustainability into planning, zoning and operations to prepare the City for effects of sea level rise and climate change.
- Successfully led labor negotiations for Police, Fire and AFSCME general employee contracts that had been open for years.

MIAMI DADE COUNTY: **Chief of Staff, Miami Dade Aviation Department**

2014 to 2018

Organized and directed administrative, financial, and operational initiatives for Miami International Airport, the largest US airport for international freight, 3rd largest for international passengers, 10th largest overall US airport, and 26th globally with 1300 direct staff and 37,500 indirect employees. Supervised \$1.1B operating budget for airport with 120K passengers daily, 3,230 acres of land and property, and annual economic impact of \$33.7B. Managed diverse staff of aviation experts, technical land management and facility engineers, financial specialists managing multi-billion dollars in transactions, project managers of multi-million-dollar programs, and human resources professionals.

- Masterfully institutionalized and articulated a clear vision and strategy that was adopted by the Board of County Commissioners and embraced by strategic business and public stakeholders.
- Championed implementation of mechanisms to heighten staff collaboration and performance by deconstructing communication stovepipes, optimizing processes and procedures, and introducing organizational performance metrics stimulating increased morale, collaboration, and productivity.
- Significantly increased grants for state and federally funded investment and infrastructure projects through positive interaction and engagement with community, local, state, and federal officials.
- Pushed innovation and promoted the introduction of new technologies that propelled the airport to outperform competitors, maximize efficiencies and revenues, and globally recognized as a world-class industry model.
- Catapulted exposure through social media, press, marketing, and community engagement to yield 8.5% increase in passenger volume and 17 new airlines with economic influence of \$800M+ into native economy.

JOSEPH NAPOLI, PAGE 2

BOOZ ALLEN HAMILTON: **Managing Director & South Florida Lead**

2010 to 2013

Managing Director for the South Florida business for Booz Allen Hamilton, a global strategy and technology consulting firm. Demonstrated leadership for business development in South FL market, including control of sales lifecycles. Streamlined and improved performance of Miami office while delivering organizational consultations to South FL clients.

- Revolutionized South FL organizational marketing and training strategy that skyrocketed business and revenue by 205%
- Effectively branded the firm's name and reputation among key clients and organizations leading to an increase in top quality staff of over 150% to meet client demands and expanding organizational requirements
- Program Manager for large-scale contracts supporting US government operations in South FL and Latin America.
- Spearheaded an illicit activities analysis study for US government to align national strategy and resources in Africa.
- Developed entire government approach to counter illicit trafficking in Mexico, Guatemala, and Belize border

UNITED STATES Army (Colonel) *Advanced through multiple vital, high-profile roles spanning increasing levels of senior and executive management responsibilities for the U.S. military and government. Most recently:*

Chief, Commander's Action Group/Senior Executive Advisor US Southern Command Miami, FL

Core Advisor to Commander (CEO) on all matters about enterprise operations throughout Latin America. Collaborated with leadership base covering US government, military, Congress, think tanks, and academia in devising engagement and outreach strategy. Interfaced with high-level executives and US government officials in developing and relaying information on enterprise strategic framework, vision, and objectives.

- Composed and presented +50 speeches, briefings, articles, and congressional testimonies supporting US interest in Latin America and Caribbean.
- Fostered partnerships and developed cooperative strategies with US ambassadors; Departments of Defense, State and Homeland Security officials; and Latin American and Caribbean senior leaders.
- Organized critical advisory committees while conceptualizing and launching essential initiatives to augment processes and strengthen focus on alignment with core operational goals.

Chief of Staff/Deputy Director of Strategic Effects – Multinational Force Iraq (MNF-I) (2008 to 2009)

Orchestrated conceptualization and execution of MNF-I's and US government's political, economic, governance, and diplomatic initiatives in Iraq Theater of War. Facilitated inter-agency and inter-governmental military consultations and negotiations. Directed planning and execution of joint efforts between US government and government of Iraq's multi-billion reconstructions, reconciliation, and economic development programs.

- Led and pushed large-scale, peak-performing team comprised of 200+ military and civilian personnel.
- Key contact person and Principal Coordinator/Synchronizer of tactical political, economic, governance, and diplomatic efforts through direct partnership with US Embassy-Iraq, Government of Iraq, US military commands and government agencies, United Nations, and coalitions governments and NGOs.

Military Group Commander/Senior Defense Officer – US Embassy Argentina (2005 to 2008)

Senior military officer responsible for monitoring vital joint US/Argentine programs, including sales, training, and logistics. Supported US Embassy in a challenging political environment in Argentina by applying understanding of US policies and objectives.

- Counseled US Ambassador on operational issues and served as principal member of US Embassy country team.
- Vital figure in directing major logistics effort, including visit by President of the United States and entry of multiple vehicles, aircraft, and peacekeeping teams into Argentina without incident.
- Reinforced regional security, non-proliferation, and counterdrug international assistance programs.
- Achieved 0 variances during vital quality control inspection, which was 1st time this ever occurred in all inspections throughout Latin American region.

Education

Master of Arts in International Affairs – COLUMBIA UNIVERSITY, NEW YORK, NY

Master of Arts in Strategic Studies – US ARMY WAR COLLEGE, CARLISLE, PA

Bachelor of Science in General Engineering – US MILITARY ACADEMY, WEST POINT, NY

Kelley J. Boree
2520 Goldenrod Way
Tallahassee, Florida 32311
904.545.4642 / harrisdq@aol.com

December 19, 2018

Doug Thomas
Senior Vice President
Strategic Government Resources
P.O. Box 1642
Keller, TX 76244

Dear Mr. Thomas,

I am contacting you to express my interest in the City Manager position with Palm Coast, Florida. I am submitting my credentials for your review and consideration and I'm confident that you will find my 25-years of experience in the public and private sectors and my professionalism to be an asset to the City of Palm Coast!

I am uniquely qualified for this position as I have been in the public-sector for 15 years, leading, advocating and inspiring teams to provide quality of life experiences for communities throughout Florida. I have developed and administered operational budgets more than \$170 million and capital improvement budgets more than \$225 million. My interpersonal, visionary and leadership skills have allowed me to lead and manage teams greater than 350 people that expanded to more than 800 people during peak service periods. Individual and team development has always been a priority for my professional and personal leadership growth and I thrive on partnership collaboration, building positive relationships and thinking outside the box to develop creative solutions.

My successes have been realized from being a visionary leader, trend setter and multi-tasker. With the combination of the City's team, the citizens of Palm Coast and my passion and enthusiasm, the City Council would successfully surpass their goals set forth in the Strategic Action Plan. It would be an honor and a privilege to serve the City of Palm Coast as their City Manager. Thank you for your time and consideration and I look forward to hearing from you.

Respectfully,

Kelley Boree
Kelley Boree

PROFILE:

- ⇒ 25+ years progress-focused and results-driven leadership in the Public & Private sectors.
- ⇒ Highly respected leader in effectively collaborating with public/private sector, stakeholders, team members and elected officials.
- ⇒ Well-established history in managing budgets for operations, capital improvements and grants.
- ⇒ Organized, highly motivated and detail directed contract and project manager.

EDUCATION:

- ⇒ B.A., Business Administration
William Woods College
Fulton, Missouri

CERTIFICATION:

- ⇒ Florida Certified Contract Manager
- ⇒ Certified Park and Recreation Professional (CPRP)

LEADER:

- ◇ Directed and provided executive leadership for the State of Florida's private prison system. Provided compliance management for service provider contracts with an annual value more than \$160 million.
- ◇ Directed strategic and operational functions of real estate services for State of Florida encompassing more than 12 million acres to include survey/mapping, appraisals, acquisition/disposition negotiations, lease/use agreements and proprietary permitting. Staff to Governor and Cabinet and liaison to FL Defense Support Task Force.
- ◇ Directed policy and procedure development based on best practices to assist agencies to effectively and efficiently acquire, assign, operate, maintain and dispose of approximately 26,000 pieces of state-owned mobile equipment valued at more than \$500 million.
- ◇ Analyzed financial documents, provided strategic guidance and developed sustainability initiatives to reduce expenses and increase revenues.
- ◇ Coordinated infrastructure, human services, utilities, law enforcement and fire/rescue staff and volunteers during emergency operations of the Duval County and the Pasco County Emergency Operations Centers.
- ◇ Planned, defended and administered ~\$170 million operational and ~\$226 million capital outlay budgets. Lead a team of ~390 full time employees and ~500 part time employees with 9 direct reports.

COMMUNICATOR:

- ◇ Collaborated with diverse public, elected and appointed officials, technical professionals and City, State and Federal agencies to meet agency needs and requirements, to resolve issues and create positive relationships and partnerships.
- ◇ Managed legislative process and presented to local, State and Federal organizations to include City Council, Board of County Commissioners, FL Defense Support Task Force, Governor and Cabinet, Senate and House of Representatives committees and Federal regulatory agencies.
- ◇ Directed public relations office for government department; implemented internal newsletter and blogs; interfaced with media as agency expert; and represented agencies at industry trade shows.

VISIONARY:

- ◇ Revitalized one of the largest urban park systems in the nation by providing vision, partnership collaboration and facilitating day-to-day operations.
- ◇ Participated in development of five-year county-wide strategic plans and developed accompanying department annual business plans to include strategic goals, measures and key performance indicators for multiple public sector departments.

ORGANIZER:

- ◇ Collaborated with developers, land owners and land use attorneys during plan review submittals to ensure compliance to comprehensive plan and improved quality of life elements.
- ◇ Project manager for capital improvement projects, managing conceptual design through construction completion.
- ◇ Authored and managed local, state, and federal grant projects for services and capital improvements.

LEADER

COMMUNICATOR

VISIONARY

ORGANIZER

PROFESSIONAL AFFILIATION:

- ⇒ National Recreation and Park Association
- ⇒ Florida Recreation and Park Association
- ⇒ Florida Acquisition and Restoration Council Member (2012 - 2014)
- ⇒ Florida Recreation and Park Association Region Director of Advocacy (2011/12)
- ⇒ Florida Recreation and Park Association State Legislative Committee Member (2011/12)

EMPLOYMENT HISTORY:

FL Department of Management Services, Tallahassee, FL • March 2018—Present
Director • Division of Specialized Services

Pasco County FL Board of County Commission, New Port Richey, FL •
January 2016— December 2017
Director • Department of Parks, Recreation and Natural Resources

FL Department of Environmental Protection, Tallahassee, FL • June 2014—February 2016
Director • Division of State Lands

City of Jacksonville, Jacksonville, FL • February 2003—June 2014
Director • Department of Recreation & Community Services • October 2011—June 2014
Deputy Director • Department of Recreation & Community Services • July 2006—October 2011
Division Chief • Department of Parks, Recreation, Entertainment & Conservation • Preservation Project Division • March 2006—July 2006
Preservation Project Administrator • Office of the Mayor • April 2005—March 2006
Planning & Grants Coordinator • Department of Parks, Recreation, & Entertainment • Planning, Research & Grants Division • April 2004—April 2005
Recreation Planner • Department of Parks • Division of Planning, Research & Grants • February 2003—April 2004

Interstate Dairy Queen Corporation • Silver Spring, MD • April 1994—February 2003
Director, Franchise Development • October 1999—February 2003
Senior Management Consultant • April 1994—October 1999

REFERENCES:

Furnished upon request.

Ken T. Kelly



ken@urbanvision.ca

December 13, 2018

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)

LAURA WESOLOWSKI

862-222-2662
lwes825@gmail.com

13-23 Third Street
Fair Lawn, NJ 07410

January 5, 2019

Recruiter
Strategic Government Resources
City Manager, Palm Coast FL

Dear Recruiter

I recently learned of the opportunity of City Manager, Palm Coast, FL. As a soon to be resident of the city of Palm Coast I was intrigued and excited about this opportunity to get closer to the city, it's people and make it the best it can be. As shown below, my past accomplishments are in line to your requirements for a City Manager.

Your Requirements	My Qualifications
Charismatic professional with top level management experience	Former Director of a \$40MM business unit of a Fortune 500 company.
Proven record.	Established a cost savings of 30% utilizing various resources and partnerships.
Management experience	Former Director for a Fortune 500 company. Led team of 18. Member of Leadership Team.
Strategy	Created and implemented business strategies for various products over an 18month cycle.
Communication and presentation skills	Created technical marketing presentations and assisted in developing product demonstrations.
Bachelors degree	BA from the Montclair State University

These are a few of my accomplishments. I look forward to speaking with you in more detail about my experience. Please feel free to contact me at 1-862-222-2662 (mobile) or Email: lwes825@gmail.com.

Sincerely,

Laura Wesolowski

LAURA WESOLOWSKI, HMCC
New York Metropolitan Area | 1 862 222 2662 |
lwes825@gmail.com | www.linkedin.com/in/laura-wesolowski

SENIOR MARKETING LEADER

Senior experiential marketing professional with progressive experience in diversified areas of event management on both a global and national level. Strategic thinking and direction, passion and leadership define an innate ability to research, segment, develop and deliver results. Continually promote concepts of integrity, quality, and teamwork. Proficient at autonomously building strong team environments and fostering open communications.

Effective problem-solving ability especially in times of crises. Strong negotiating skills and budget tracking have led to continuous cost savings on average of 30%. Strong resource management allowing for successful leadership on programs without supervision.

Strong leadership skills with multi-culture teams | Strategic Meeting Management | Resource Management | Budget Management and Cost Efficiencies | Alliance and Advocacy Relationships | Creative Branding and Corporate Awareness | Problem Solving | Promotional Marketing Strategy

PROFESSIONAL EXPERIENCE

INDEPENDENT CONSULTANT

2017 - Present

- Business Development activities for a start up healthcare tech company: Developing strategic partnerships, content licensing, product distributions, grow userbase through 3rd party integrations.
- Alliance relationship management; Advocacy group relationship management.
- Re-Launch of Woman Owned company via Bio/Pharma procurement, medical, commercial and event planner avenues.

NOVARTIS PHARMACEUTICALS (Novartis) East Hanover, NJ

2016 – 2017

Director, Congress Management & Association Relations

Directed a staff of 18 in customer operations responsible for cross matrix coordination of all association management project phases for Novartis congresses. Managed \$40+M in spend enterprise wide. Designed and managed deliverables and all financial matters related to Service Level Agreements and KPIs.

- Established and implemented a new strategic operating model, specific to enhance the Novartis customer experience.
- Created a harmonized approach to event project management across all Novartis divisions.
- Increased global event effectiveness by defining roles/responsibilities, processes, developing tools, establishing competencies and talent management framework and address resource constraints. Use of surveys provided insight and recognition of improvements. Clarity of roles allowed for stakeholders to focus on their objectives while allowing planner to execute and exceed expectations.
- Generated a cost savings of 20% on sponsorships.
- Harmonized housing management for a cost savings of 35% across all divisions.
- Created a Process Road Map including roles | responsibilities to educate customers on department objectives.
- Cultivated all Medical Association relationships representing Novartis as a strategic partner. Resulting in additional share of voice not only at annual congress but through-out the calendar year.
- Sustained CSAT score of 4.95 out of 5.00 through quarterly random customer surveys.

WESOLOWSKI (Con't)

BRISTOL MYERS SQUIBB (BMS), Princeton, NJ

2015 – 2016

Worldwide Congress Management - Customer Engagement

Responsible for project management of over 100 worldwide congress programs. Oversaw association relationships, developed and implemented project management strategies and operational processes. Directed day to day operations and activities of managed supplier. Designed and developed process mapping for newly designed organization.

NOVARTIS, Cambridge, MA

2006 – 2015

Associate Director, Global Communications

Partner with key stakeholders of multiple business units, executive leadership, to identify and capitalize on upcoming meetings and association congresses as part of marketing and operational strategies. Strong negotiation skills allowed for solid and fair contracts for all program items, including support, symposium, and management services such as design, ground transportation, hotel and off-site venues, audio-visual, exhibit space, destination management companies, on-site production. On-site supervision of program implementation and execution. Strong understanding of global markets and business methods.

- Created strategies for optimizing each event, executing key events to build relationships, and exploring new opportunities for improvement and identifying future areas to add value and impact.
- Developed and maintained budget reports for all brand teams: by negotiating prices, closely managing programs against budgets, recommending and delivering future cost-savings solutions. Effective negotiation skills drove cost saving on quotes of 30%.
- Implemented an RFP process for exhibit displays, logistics partners, etc selecting the company most aligned with achieving our corporate goals and strategies.
- Strong collaboration with key stakeholders to analyze exhibit effectiveness and refine current programs to increase product knowledge.
- Establish and maintain strong strategic partnerships with corporate communications, legal, medical, ethics, and compliance in order to continuously improve and challenge existing practices and drive innovation.
- Accountable and answerable for management planning and implementation for all global events including Expert Forums, Advisory Boards, and national and international congresses. Receiving 'BRAVO' awards each year along with "Operational Excellence" award.

BERLEX LABORATORIES, Montville, NJ

2001 – 2006

Manager, Meeting and Convention Planning

Managed implementation of medical programs both domestic and internationally for Symposium, Advisory Boards, Investigator Meetings, Speaker Training programs, etc. Served as key marketing liaison with various advocacy organizations to continually foster relationships and industry wide goals and objectives. Managed multimillion-dollar budget including analysis, research, development, tracking and adjustments.

- Developed and cultivated a Strategic Meeting and Convention Management department including; job analyses, job description extensive hiring phase or plan, developed cost efficiencies across all brands for organization, SOP's, etc. which resulted in \$2Million in savings within first year.

OTHER RELEVANT EXPERIENCE

AVENTIS PHARMACEUTICALS, New Jersey

Meeting and Convention Planner

MERCK-MEDCO MANAGED CARE, LLC, New Jersey

Manager Meetings and Special Events

EDUCATION

Mini-MBA - BioPharma Innovation - Rutgers Business School Executive Education, New Jersey

Bachelor of Arts, Psychology - Montclair State University, New Jersey

HMCC - Healthcare Meeting Compliance Certification

Employee Exchange Program / Berlin Germany

AFFILIATIONS|ASSOCIATIONS|VOLUNTEER

IPCAA - International Pharmaceutical Congress Advisory Association

HCEA - Healthcare Exhibitors Association

MPI - Meeting Professionals International

PGA Tour Pro-Am Tournaments

Leukemia & Lymphoma Society

4357 N Classical Boulevard
Delray Beach, FL 33445-1210
January 1, 2019

Douglas Thomas,
Senior Vice President Recruitment
Strategic Government Resources

Dear Mr. Thomas,

Please accept my resume as an expression of interest in the position of City Manager for the City of Palm Coast, FL.

I have an organic tie to this lovely community. My brother-in-law and sister-in-law have been residents of the City of Palm Coast for about fifteen (15) years. During the time period that they have resided there, I have seen the community grow into a bustling one seeking to fulfill the variety of needs that growth can bring. There are the challenges to maintain the things that are definitional and provide Palm Coast with its own unique sense of character and identity while fulfilling competing needs to of growth and expansion of the tax base. It takes a lot of work between the City Commissioners, the City Manager, and the CRA to all be in alignment as to the negotiables and non-negotiables that maintain the balance between the old and the new, the things that make Palm Coast a special community that people enjoy living and working in.

By way of introduction, I served as Town Manager for the Town of Bloomfield, CT for nearly twenty (20) years and Delray Beach for a year and a half (1 ½). I was trained as a city planner. That gives me what I think is a different kind of prospective on growth for the sake of growth versus growth that preserves its key definitional elements.

I have had the experience of dealing with a large number of elected officials. I had nine Council members while Town Manager of Bloomfield. The knowledge, skills and abilities I have acquired over an extensive career would prove to be an asset to the Palm Coast I am very conversant in the development of budgeting and financial planning, capital planning, economic development and personnel management. I have negotiated and operated under the collective bargaining rules. I have also recognized the need for fundamental fairness with regard to those employees who are not a part of the collective bargaining groups. I am also well versed in assessing situations and developing and implementing corrective action plans.

I enjoy the close interactions and consultations between the City Manager and elected officials in the building policy initiatives. It is through teamwork and cooperation between the City Manager that the community can improve to the betterment of our citizens.

I would be the leader of a team of people assembled to deliver services to the people of Palm Coast. It is the responsibility of the Manager to recognize the unique talents his staff and tap into that reservoir. The result is better, more invested results. The result is happier citizens.

I am certain that my experience, philosophy, skills and approaches would be an asset to the City of Palm Coast. I would welcome the opportunity to discuss further my candidacy as your next City Manager.

Very Truly Your

Louie Chapman, Jr.

LOUIE CHAPMAN, JR.

l_chapman@yahoo.com

4757 N. Classical Boulevard

Delray Beach, Florida 33445-1210

561.270.7268 (H)

860.983.5106 (C)

PROFESSIONAL OVERVIEW

- Over 35 years of diverse experience as a top public administrator at various levels of local government administration.
- Top leader and administrative manager for three different communities as City Manager, Town Manager and Assistant City Manager with populations from 20,000 to 63,000.
- Extensive experience in budget development capital improvements planning and implementation and financial management in excess of \$200 million
- Involved in developing economic development strategies and activities.
- Successfully worked with lean and entrepreneurial governmental operations.
- Comfortable in unionized and non-unionized employee environment. Served as chief negotiator in developing union contracts.
- Proven organizational leadership.

PROFESSIONAL EXPERIENCE SUMMARY

Private Consulting Services

Delray Beach, FL

July 2014 to present

Performed a variety of private consulting services for municipal and private clients involving local government related matters.

City Manager

Delray Beach, FL

April 2013 to July 2014

The City Manager serves as the Chief Executive Officer to the vibrant beach community of Delray Beach, FL.

Delray Beach is a full-service community that offers its citizens a variety of services. As City Manager, I was responsible for creative and innovative thinking in support of the policies and agenda of the City Commission. This includes short term and long range strategic agenda items. The development and implementation of the annual operating budget, strategic plan, long term financial planning and debt management was also within the purview of the CEO.

The City Manager is responsible for developing a culture that leads to the hiring of the best people in the marketplace to conduct the business of the City, and retaining key personnel. I was responsible for an organization that values its customers, both internal and external. The City Manager was also responsible for building and maintaining intergovernmental relationships with other local, state and federal officials.

The duties of this position were:

- Supervise the departments of Police, Fire and Rescue, Parks and Recreation, Planning and Zoning, Community Improvement, Environmental Services, Economic Development, the City Clerk, Chief Financial Officer, and Human Resources.
- Oversee all aspects of the administrative operation of city government. Developed and managed the annual operating and capital budgets as approved by the City Commission.
- Successful redevelopment and economic development efforts in the community. Active partnership with the Community Redevelopment Authority (CRA).
- Direct day-to-day operations of a community of 63,000 people under the policy direction of a five-member City Commission.

Town Manager

Bloomfield, CT

June 1993 to April 2013

The Town Manager serves as Chief Executive Officer (CEO) for Bloomfield, CT reporting to a nine-member Town Council that was elected on a partisan basis, oversees the departments of Police, Planning and Engineering, Public Works, Leisure Services, Social and Youth Services, Human Resources, and Financial Services. Interfaces with a variety of different citizens and citizen groups, local, State and Federal agencies. The highlights of my tenure as Bloomfield Town Manager are:

- Instituted service level budgeting with attendant costs in presenting the annual operating budget to elected officials and our citizens.
- Developed an overall multi-year financial plan that included two-year pro-forma, five year capital improvements planning, and budget requirements.
- Established regional cooperative relationships and partnerships for the delivery of cost-effective social, human and protective services.
- Created a risk management program.
- Oversaw the development and creation of an 18-hole championship caliber golf course that has been ranked in the top ten of municipal owner courses by Golf Week Magazine.

- Recruited Pepperidge Farms Northeast Regional Bakery to Bloomfield and Home Goods distribution warehouse with a capacity of 880,000 square feet of warehouse space.
- Other successful economic development includes the redevelopment of the 660 acre CIGNA campus. The campus was re-designated as the corporate headquarters moving from Philadelphia, PA to Bloomfield, CT.
- Maintained the Town's municipal bond ratings with Standard and Poors, Moody's and Fitch rating services.

• **Assistant City Manager**
July 1986 – May 1993

City of Charlottesville, VA

- Worked in close consultation with the City Manager in order to make the critical financial, personnel and day-to-day decisions regarding the operations of the city,
- Direct oversight of the day-to-day operations of the departments of Police, Fire, Public Works, Social Services, Parks and Recreation, Human Resources, Planning and Community Development, General Registrar, and the Job Training Partnership Program (JTTP).
- Implement training programs within the organization. Created improved procedures to expand applicant pools to include minority group members and women.

EDUCATION

Master of Science in Planning
 Charlottesville, VA

University of Virginia

Bachelor of Arts in Social Science
 Norfolk, VA

Norfolk State University

Senior Executive Institute (SEI)
 Charlottesville, VA

University of Virginia Institute for Government

Menninger Foundation
 Topeka, Kansas

As you will make note of in my resume that is attached, I am the Business Administrator for the City of Harrisburg Pennsylvania. In this position, I am responsible for the administration of all city bureaus, including Human Resources, Informational Technology, Finance, Communication, Tax Collection and Public Safety.

Just prior to my employment with the City of Harrisburg, I was with the Hershey Trust Company (HTC) for 5 years and upon request I can furnish a positive letter of referral from its CEO. I was the Deputy General Counsel, Chief Compliance Officer and Secretary to HTC, the Secretary to the Milton Hershey School (MHS) and General Counsel and, Secretary to the M.S. Hershey Foundation.

I have also held various public service positions at the Philadelphia Housing Authority (PHA), Delaware River Port Authority (DRPA) and the Chester Upland School District (CUSD). During my tenure at PHA, I was the general counsel, general manager of human resources, and the general manager of asset management. Similarly, during my tenure at the DRPA, I was the director of claims administration and assistant to the Chairman (Governor Rendell). Finally, during my tenure at CUSD, I was the Chairman of the school board.

As you can see, my experience is varied, and I have had experience in building and managing large budgets that are funded with public monies and I have experience in the private sector dealing with multimillion dollar projects funded by private investors. It is due to my varied job description and career path, that I am uniquely adapted for this position. The complexity and diversity of issues that I encounter daily means that I am ready to contribute immediately. I appreciate your time and consideration of my application.

Best Regards,

Marc Woolley

MARC WOOLLEY

8241 Crittenden Street
Philadelphia, PA 19118

msgwoolley@verizon.net
(215) 242-2587

WORK EXPERIENCE

CITY OF HARRISBURG

October 2017 to Present

Business Administrator

- Responsible for the Bureaus of Finance and Procurement, Information Technology, Human Resources, Communications, Risk Management, Public Safety and Tax Collection.
- Responsible for budgeting and fiscal controls, directing personnel and operations, overseeing City-Council city-wide priorities by directing the Bureau of Finance and advising on finance, budget administrative, strategic planning, project management, policy, and operational issues.
- Develop the strategy, direction, coordination, and communication of all work within the Office of the Mayor.
- Responsible for budget development and monitoring financial transactions.
- Develop and implement policy and provides operational and organizational financial analysis and implementation in support of budgets, business decisions, business processes, funding plans, and proposals.
- Responsible for the delivery of administrative services that support personnel administration, financial transaction processing, accounts payable, accounts receivable and tax/fee collection.
- Supervising all work related to the city's Comprehensive Plan.
- Responsible for server migration and redundancy project.

HERSHEY TRUST COMPANY

November 2011 to July 2016

Deputy General Counsel, Chief Compliance Officer & Corporate Secretary

- Chief Legal Counsel for all legal issues including trust, fiduciary, employment and corporate matters for a \$12 billion dollar trust company.
- Responsible for testing and monitoring compliance with applicable laws and regulations, including federal/state banking laws and IRS regulations.
- Supervised the legal affairs team, including all attorneys, paralegals, administrative assistants, and outside counsel.
- Reviewed and negotiated private equity fund subscription agreements
- Work with the board in the implementation and development of goals, objectives and standards for board practices, including drafting bylaws provisions, committee charters and governance policies.
- Managed all board secretarial functions for The Hershey Trust Company, Milton Hershey School and the M.S. Hershey Foundation.
- Managed intellectual property matters, such as, Trademarks/Service Marks, Copyrights, Domain Names and Licensing for The Hershey Trust Company, Milton Hershey School and M. S. Hershey Foundation.
- Managed the written/oral communications related to board issues, protocols and policies, including, as appropriate, on behalf of the Chairs, Vice Chairs and Committee Chairs
- Responsible for and managed all federal and state regulatory filings such as Internal Revenue Service Form 990 for Exempt Organizations and reports to the Pennsylvania Office of Attorney General.
- Legal advisor and counsel to senior executives to assist them in meeting the strategic and business objectives of the company.
- Managed the daily operations of legal affairs department for all banking and governance compliance requirements and initiatives.

- Authored a new compliance manual and governance guidelines.
- Authored and implemented Outside Counsel Guidelines that outline mandatory counsel reports, allocation of assignments and negotiated fee schedules.
- Streamlined the delivery of timely and concise information to assist Board Chairs, Vice Chairs, Committee Chairs, and members in their work through the implementation of a computer portal.
- Negotiate and finalized non-disclosure agreements with vendors.
- Developed compliance training program for the Hershey Trust and Milton Hershey School employees.
- Developed agendas for board and committee meetings, including the annual meetings and board retreat, and attend all meetings of the board of directors.

BALLARD, SPAHR, ANDREWS & INGERSOLL
Of Counsel

August 2008 to November 2011

- Assisted clients at all levels of government and provide them with information, data and direct assistance on the actions of government and the legislative process.
- Represented institutes of higher education and healthcare regarding capital and development plans at the state and local level to garner financial and community support.
- Represented corporate clients in general corporate matters focusing on mergers and acquisitions.
- Represented local public housing and port authorities regarding federal, state and local regulations/programs and government relations matters.
- Represented clients regarding Pennsylvania gaming laws and regulations.
- Negotiated settlement agreements for various clients with federal agencies.

CHESTER-UPLAND SCHOOL DISTRICT
Chairman, Chester-Upland Empowerment Board

March 2007 to October 2010

- Appointed by the Pennsylvania Secretary of Education to implement financial controls and develop an educational strategic plan for the district.
- Responsible for the educational achievement of nearly 8,000 children.
- Developed, managed and implemented a \$94 million dollar budget.
- Negotiated a collective bargaining agreement with the teacher's union that had been working without an agreement for nearly four years.
- Developed and implemented a district-wide restructuring of staff to reduce costs by 15 percent and increase productivity and standardized test scores.
- Developed and implemented a school partnership program that combines state, corporate and local university funds to reduce the district's student to teacher ratios by six percent.
- Developed and implemented a sponsorship program to encourage corporate and private donations to the district that resulted in nearly \$2 million of additional funding.

DELAWARE RIVER PORT AUTHORITY
Assistant to the Chairman & Director of Claims Administration

February 2004 to August 2008

- Special Assistant to Governor Rendell and the Pennsylvania Caucus of the DRPA.
- Participated as a key member of leadership team in setting DRPA's corporate direction for organization with \$200 million dollars in annual revenue.
- Responsible for coordinating and implementing legislative and regulatory strategies for DRPA.
- Managed the DRPA risk management and insurance function.
- Assisted Chairman with confidential communication between Commissioners, Executive staff and outside agencies.
- Arranged and attend all appropriate outside committee and board meetings with staff and outside agencies, including governors, legislators, and state officials.

- Managed DRPA's OCIP program.
- Supervised and managed DRPA workmen's compensation and unemployment claims.

PHILADELPHIA HOUSING AUTHORITY

General Counsel

April 2002 to December 2003

- Counsel to the PHA's Board of Commissioners.
- Counseled executive staff regarding Housing Act and its accompanying regulations.
- Managed a caseload that included 200 active employment, construction, and development matters, 60 weekly landlord tenant evictions, 10 weekly expedited drug evictions, and 30 weekly tenant grievance proceedings.
- Managed all outside counsel's projects and assignments to ensure compliance with contractual obligations.
- Supervised outside counsel regarding 15 active civil rights, police misconduct and class action litigation cases.
- Managed the self-insurance and insurance programs.
- Supervised and managed Hope VI and Mixed-Finance Projects.
- Responsible for all internal and external audits of PHA's operations.
- Managed \$10 million annual budget.
- Supervised staff of 11 attorneys and 11 support staff.

PHILADELPHIA HOUSING AUTHORITY

General Manager Asset Management Department

August 2001 to April 2002

- Drafted and received HUD approval for Moving to Work Demonstration application.
- Monitored Public Housing Assessment System (which resulted in a 5 percent increase on HUD's monitored scoring system), Section Eight Management Assessment Program, and the Real Estate Assessment Center to ensure compliance with applicable HUD regulations.
- Monitored all departments for compliance with all federal, state and local laws.
- Responsible for all internal and external audits of PHA housing programs.
- Responsible for developing and implementing annual strategic operating plan to set and monitor departmental goals authority-wide.
- Monitored performance by developing internal measurement systems, which include standard physical inspections, and financial statement review.
- Developed compliance, reporting, and performance programs for all Public Housing Sites and Alternatively Managed Entities (AME).
- Implemented training program regarding the Quality Housing Work Related Act (QHWRA) and provided oversight to ensure every department's compliance with HUD regulations and meeting Federal performance standards.

General Manager Human Resources/Risk Management

August 2000 to August 2001

- Developed and implemented an employee handbook.
- Ensured promotion criteria, overall contribution rating, salary and annual review processes were executed according to established guidelines.
- Managed the employee/labor relations and recruiting functions for over 1500 union employees and 400 non-union employees.
- Managed all employment and labor matters before administrative hearing boards.
- Mediator for union grievances.

- Implemented a multi-million dollar PeopleSoft HR and Payroll system.
- Implemented supervisory training programs that significantly reduced absenteeism, FMLA abuse and increased safety awareness.
- Pension Plan Administrator for \$190 million defined benefit plan.
- Pension Board Member.
- Designed and implemented plan to convert executive roster employees from a defined benefit pension plan to defined contribution pension plan.
- Responsible for workmen's compensation litigation.
- Negotiated with insurance carriers to reduce premiums for the Housing Authority's workmen's compensation and automobile policies.
- Managed staff of 15 employees.

PHILADELPHIA HOUSING AUTHORITY

Assistant Legal Counsel for the Transactional Department

June 1999 to August 2000

- Lead counsel for PHA's Section 8 and Turnkey III Homeownership initiatives.
- Responsible for settlement process and procedures related to Scattered Sites, Turnkey III and Section 8 Homeownership programs.
- Lead counsel for PHA's Scattered Sites initiatives. Responsible for securing title of vacant and rehabilitated properties. Initiated eviction proceedings of squatters in PHA owned properties.
- Second counsel for the Martin Luther King HOPE VI Revitalization project. Led negotiations between city regulators and the demolition contractor. Managed the efforts of outside counsel and various title companies to ensure title to MLK site was vested in the Housing Authority.
- Assisted in drafting pre-development and development agreements between the Housing Authority and developers.
- Drafted tenant lease agreements.
- Lead counsel regarding the Housing Authority's Year 2000 compliance efforts.
- Drafted Year 2000 contract amendments and rider agreement for vendors.
- Reviewed vendor/contractor solicitation and bid packets and agreements to ensure compliance with local and federal procurement guidelines.

MBNA AMERICA

Attorney/Management Development

Wilmington, DE

1997 to 1999

SAUL, EWING, REMICK & SAUL

Associate Litigation and Business Departments

Wilmington, DE

1995 to 1996

PROFESSIONAL AFFILIATIONS

- Admitted to practice in Pennsylvania and Eastern District Court
- Member of the board of directors for the Independence Visitor Center Corporation
- Former Member, Governor's Homeland Security and Emergency Preparedness Advisory Council
- Member, Pennsylvania Bar Association
- Former, Pennsylvania Board of Bar Examiner
- Member Designee International Trademark Association

EDUCATION

BOSTON COLLEGE LAW SCHOOL
Juris Doctorate,

Newton, MA

GEORGETOWN UNIVERSITY
Bachelor of Arts in Psychology,

Washington, DC

January 8, 2019

Hon. Mayor Milissa Holland
City of Palm Coast
160 Lake Avenue
Palm Coast, Florida 32164

Hon. Mayor Holland and City Councilmembers:

Every day, everything I do is telling a story about what I value. I desire the story my life tells to be a contributing member of a community that seeks to thrive.

Throughout my previous employment experience, I have consistently demonstrated exceptional public service, superior problem solving and sound municipal finance skills.

I have proven my ability to develop and execute complicated work plans, create environments where employees may thrive and organize and manage complex multilevel operations. I have consistently demonstrated my ability to develop strategic regional partnerships with state and local governments and private enterprise. I have endeavored to create legacy in public service, recognizing that the actions we take now affect future generations. I have exceptional experience in positioning our people and resources to best accomplish the tasks before us today, while also effectively preparing to meet the challenges of the future.

I can offer you:

Leadership: I not only desire to continually improve the leadership I provide to those around me but have enough sincerity and humility to be mentored by leaders at all levels of an organization and throughout the community. I believe in cultivating a passion for shared success and a desire to continually improve performance, always reaching toward accomplishing our most important goals.

Core Values: The Core Values of Honesty, Integrity, Respect, Courage, Openness, Diversity, and Balance are an integral part of my character. I believe my demonstrated commitment to these core values provide a foundation for success in my personal and professional life. During the opening day of the Congresswoman Jennifer Dunn Leadership Institute, David Gergen (advisor to Presidents Nixon, Ford, Regan and Clinton) told me a very personal story about a time with President Nixon in the Oval Office and the importance of finding and always keeping your moral compass, no matter the challenge or storm. I assure you I have my compass firmly grasped.

Proven Ability: You will find I am contagiously enthusiastic and willing to be challenged, developed and stretched to where and how I may best serve the Council, the community and city

staff. I believe in being active, engaged and cultivating the talent and experience of those around me knowing that there is no limit to what we may accomplish if we do not care who gets the credit.

I have always endeavored to create vibrant and sustained energy in government, while building trust through integrity and transparency. Moreover, I am proud to say that every community I have worked for will emphatically validate the improvement and success we have shared as a result of our partnership together.

I sincerely hope that we will have the opportunity to meet and discuss how my energy and proven track record of success can benefit the City of Palm Coast. As a native borne Floridian I long to come back home. My wife and I believe Palm Coast is the dynamic place we are looking for to become productive and engaged members of the community and continue to raise our children.

I am a creative and motivated individual who would not only give all my efforts to succeed for you, but to continually exceed your expectations. I look forward to hearing from you.

Very Truly Yours,

A handwritten signature in black ink, appearing to read 'Matt Morton', written in a cursive style.

Matthew T. Morton, ICMA-CM, EMPA
www.linkedin.com/in/matthew-morton-icma

Matthew Thomas Morton, ICMA-CM, EMPA

PO Box 922
Duvall, WA 98019

(c) 509-899-3515
pgceburg@gmail.com

Summary

It is not enough that public managers simply maintain the continuity of their organizations, or even that the organization become efficient in current tasks. To create public value, we must make our organizations adaptable to new purposes and new conditions. We must embrace innovation and the experimental while strengthening the public policies that guide municipal purpose and honor our community's history. I have over 22 years of diverse management experience with expertise in the following areas:

- Community Growth/Development
- Regional and Strategic Partnerships
- Municipal Finance
- Emergency Management
- Legislative Advocacy
- Financial Operations and Budgeting
- Accomplished Grant Writer
- Infrastructure Management
- Strategic Visioning
- Human Resources/EEOC/Loudermill

Relevant Local Government Experience

City Administrator, City of Duvall, WA

07/19/2015 to 08/11/2018

Duvall, located in King County is strategically situated on the busy Highway 203 corridor. Duvall serves as a residential and service hub for the high-tech industry in one of the fastest growing and most diverse areas in the United States.

Duties and Responsibilities as City Administrator:

- Implementation of council directed policy. Administration of day to day business of the city along with identification and resolution of long-range issues.
- Preparation and administration of capital and operations budgets.
- Interest based negotiation with public and private sector entities on a variety of issues including; economic development, community redevelopment and professional service contracts.
- Responsibility for the city's compliance with federal, state and county regulations, rules, policy and law.

Achievements:

- Evaluated, assessed, reorganized and rebuilt City Departments after 16 years without a City Administrator.
- Significantly strengthened Local and Regional Partnerships.

- Created a successful 5'0' Law Enforcement Proactive Community Engagement Program and dramatically increased PD engagement through social media.
- Recognized opportunity and created an over 40k annual recurring cost savings to the City by remodeling the city approach to liability and risk management.
- Completed and implemented a city-wide salary survey, compensation metric and FTE deployment analysis designed to retain exceptional employees.
- Modernized city operations including; updating and creating a management plan for city owned real estate, created a targeted investment program to reduce capital liability and city-wide maintenance and operations costs.
- Successfully designed and led a voted levy campaign to improve technology and complete a turfed sport field recreation complex.
- Provided context-sensitive problem solving leadership around community development/redevelopment growth pressures.

City Administrator, City of Cle Elum, WA

07/13/2010 to 07/15/2015

Asst. City Administrator, Community Development Director 01/01/2006 to 07/12/2010

Cle Elum is strategically situated on the busy Interstate 90 corridor. Cle Elum serves as the Upper Kittitas County regional provider for municipal water, wastewater and contracted police services to several neighboring communities and the Suncadia master planned resort and hotels.

Duties and Responsibilities as City Administrator:

- Chief executive officer of a local municipal government.
- Oversight responsibility for the following functions: regional police force, municipal fire department, airport management, roads, regional water and wastewater systems, parks, planning, zoning, municipal finance, general governmental services and personnel.
- Economic Development Visioning and Strategic Planning.
- Implementation of council directed policy. Administration of day to day business of the city along with identification and resolution of long range issues.
- Preparation and administration of capital and operations budget.
- Negotiation with public and private sector entities on a variety of issues ranging from economic development and interlocal agreements to professional service contracts.
- City representative for the Kittcom Regional 911 EMS executive management and oversight board.

Achievements:

- Conducted a regional water rate analysis and cost model to more appropriately distribute both fixed and variable costs fairly to all parties.
- Instituted development agreement mechanisms to create predictability for required capital expenditures and created revenue streams for anticipated capital equipment needs.
- Conducted Industrial System Optimization Studies to improve efficiency and realize utility cost savings at regional water and wastewater plants.
- Reduced operating budget by 9% while maintaining existing levels of service.
- Eliminated long term lease arrangement and procured a new regional police station facility through short term municipal bonds, resulting in a 40% savings on annualized facilities costs.

- Converted city water meter reading to remote radio read system thereby reducing labor costs, improving efficiency and streamlining the billing process.
- Championed staff morale initiatives to increase productivity and reduce labor costs.
- Successfully authored a variety of over thirty local, state and federal grant awards for public infrastructure, municipal airport improvements, parks, and economic development.
- Negotiated the siting and dedication of the Washington State Horse Park at Cle Elum, a regional equestrian facility, serving as the foundational component of the city's economic development strategy.

Senior Project Coordinator / Strategic Process Reengineering **12/10/2002 to 12/30/2005**
Land Use and Environmental Project Coordinator **11/06/2001 to 12/09/2002**

Yakima County is the second largest county in Washington State (population 243,231). I co-chaired the executive team responsible for improving customer service, increasing staff interactions, enhancing productivity, and reducing costs in the countywide development processing and permitting systems.

Duties and Responsibilities as Senior Project Coordinator:

- Served as chief change manager with extensive hands-on experience in managing comprehensive and complex system change, innovative business process re-engineering, strategic change management, permit streamlining, organizational analysis, and integration of new technologies to improve efficiency and reduce costs.
- Worked with the development community to create a new county customer service culture and redefine customer expectations.
- Special projects liaison to the Confederated Tribes and Bands of the Yakima Indian Nation.
- Project coordination and management of complex interdisciplinary land use and environmental actions.
- Represented the county on a variety of intra- and inter- governmental task forces and commissions.

Achievements:

- Dramatically improved interdepartmental communication and efficiency.
- Earned the trust of over 100 employees to be selected as their representative in collective bargaining negotiations.
- Tested and implemented cost saving technology improvements in the county permitting and development process.
- Ensured effective communication on behalf of the county permitting center team to community members, local leaders and regional stakeholders.
- Assisted with the feasibility and cost analysis of the Yakima County Regional Corrections Facility.

Additional Professional Experience

County Planner, Yakima County

10/09/2000 to 11/06/2001

Served as a land use and environmental planner administering land use and zoning regulations, the Washington State Growth Management Act and processed land use and development applications.

Duties and Responsibilities as County Planner:

- Processing of a variety of land use, zoning and environmental permitting applications.
- Code enforcement compliance and inspection.
- FEMA compliance, floodplain management and permitting.

City Planner, City of Kent, WA

08/18/1999 to 10/08/2000

The city of Kent is the third largest city in King County and the sixth largest in the State of Washington (population 92,411). During my tenure Kent served as the hub of the original “.com” revolution and was a focal point of break of bulk distribution and mega scale warehousing.

Duties, Responsibilities and Achievements as City Planner:

- Worked with Boeing Space Division for terrestrial satellite communications equipment siting.
- Served as the primary cellular and wireless communications tower permitting individual.
- Reviewed and permitted several first of their kind “.com” warehousing facilities.
- Developed and implemented the first web page for the City of Kent Planning Department.

County Planner, Grant County, WA

07/01/1998 to 08/19/1999

Grant County was incorporated in 1909 and covers more than 2,971 square miles (population 89,120).

Duties and Responsibilities and Achievements as County Planner:

- Appointed by the Board of County Commissioners as the Grant County representative for the Hanford Nuclear Facility Reach 20-year Interim Action Plan under the United States Department of Energy, Secretary Bill Richardson.
- Principal Planner for the MCA Universal Gorge Amphitheater expansion, a key economic development project for Grant County.
- Principal Planner, county representative and chief liaison for the Genie Industries North American Manufacturing Operations relocation from King County to Grant County.

Education

Harvard University, John F. Kennedy School of Government, Cambridge MA, Founded 1636
HKS Program Senior Executive in State and Local Government, Completed 2017

University of South Dakota, Vermillion, SD, Founded 1862
Executive Master of Public Administration Awarded 2013

Walt Disney Institute, Anaheim, CA
Disney's Approach to Leadership Excellence and Performance Benchmarking, Completed 2011

Central Washington University, Ellensburg, WA, Founded 1892
Bachelor of Arts Geography Awarded 1998

Significant Honors and Awards

International City/County Managers Association 20-Year Service Award
2017 Awarded at 103rd International ICMA Conference, San Antonio, TX

2017 Washington State Governors Smart Communities Award
Kittitas County Tourism Infrastructure Plan

2016 Washington State Governors Smart Communities Smart Vision Award
Smart Vision Award Watershed Planning

2014 Parade Grand Marshall
Honored as the Pioneer Days Parade Grand Marshall for Service and Dedication to the Community

National Incident Management Team 2: Table Mountain Fire
Award of Recognition for Outstanding Support and Significant Contributions

2010 Newsmaker of the Year NKC Tribune
Honored as Newsmaker of the Year for the Vision Cle Elum Planning Effort

Professional Affiliations

Washington Cities Insurance Authority Executive Board Member
 International City/County Managers Association – ICMA Credentialed Manager
 Washington City/County Managers Association
 Government Finance Officers Association
 Washington Cities Insurance Authority
 Association of Washington Cities
 Economic Development Group of Kittitas County Executive Board Member, 2008-2010
 Congresswoman Jennifer Dunn Leadership Institute Executive Board Member, 2010-2011

Recent Highlighted Continuing Education/Professional Development

4DX The Four Disciplines of Execution For Strategic Organizational Change	2018
Harvard University & edX - CitesX: The Past, Present and Future of Urban Life	2018
FBI National Academy and Coach Pete Carroll Foundation Leadership Training	2017
WA City & County Managers Association Summer Conference	2017
AWC Annual Conference & Legislative Action Days	2017
FBI National Academy: Lessons Learned: Sandy Hook School Shooting	2016
ICMA International Conference (Attendee and Host Committee Volunteer)	2016
Leadership Eastside Executive Insights Program	2016
National Labor Relations Board NW Institute, NLRB	2015
Sustainable Management of Water and Waste Water Systems, WDOH	2015
Fiscal Sustainability Training: Bending the Cost Curve, AWC	2015
Human Resource Training and Compliance, EEOC & WCIA	2015
Completion of Executive Master of Public Administration	2013
Alliance for Innovation, Consolidation of Municipal Services Training	2013
Washington Cities Insurance Authority, Employment Law Institute	2012
Law Enforcement Oversight and Management Training, WCIA	2012

Megan Ann Yachini
126 Orchard Crossings
Morgantown, WV 26505

January 8, 2019

Attn: Mr. Doug Thomas
Strategic Government Resources
PO Box 1642
Keller, TX 76244

Dear Mr. Thomas:

As an experienced public servant, I am applying to the position of City Manager for the City of Palm Coast, Florida. My first experiences public service included a Congressional Internship then as a Law Clerk for the West Virginia Attorney General.

My desire to serve has continued for the past 7+ years, while working as a Senior Business/Policy Analyst supporting the Department of Energy's National Energy Technology Laboratory. This position has required interaction and collaboration with the public, senior leadership, policy advisors, and Assistant Secretaries. I have experience facilitating consensus meetings for subject matter experts and government personnel from multiple agencies leading to the award of more than \$225 million in government funding. Facilitating consensus meetings has provided the opportunity to ensure all participants leave the meetings feeling heard and in agreement with final outcomes. Through these projects and others, I am a 3-time recipient of the Monthly Mover Award that recognizes an employee's use of innovative ideas and actions to move the company forward.

Outside of work, I continue to serve the community as an Advocate for the American Cancer Society Cancer Action Network; and am a member of the grants committee for Your Community Foundation (YCF) of North Central West Virginia, Inc. As a member of the grants committee, I collaborate with other committee members to best match the available funds with the communities' most critical needs.

I look forward to discussing how my experiences meet the skills needed in your next city manager.

Thank you,

Megan A Yachini

Megan A. Yachini

Megan Ann Yachini

126 Orchard Crossings · Morgantown, WV 26505
304-670-7257 · Megan.Yachini@gmail.com

Education

Masters of Public Administration, Certificate of Nonprofit Management December 2011
West Virginia University Morgantown, WV
Member of Pi Alpha Alpha, the National Honor Society for Public Affairs and Administration

Juris Doctorate Candidate August 2009 – May 2010
Liberty University Lynchburg, VA

Bachelor of Arts in Philosophy, Emphasis in Law May 2009
West Virginia University Morgantown, WV
Student Government Association Member: Executive Director of Outreach and Off Campus Housing Committee; Pre-Legal Society Member; Ambassador for the Center for Civic Engagement

Experience

KeyLogic Systems, Inc. May 2011 – present
U.S. Department of Energy (DOE) National Energy Technology Laboratory (NETL)
Senior Business Analyst/Policy Analyst Morgantown, WV

Activity Lead – Energy Delivery Systems Team (EDST) Program and Project Support on behalf of DOE's Office of Electricity Delivery and Energy Reliability (OE)

- Supervises the work of employees spanning multiple disciplines to provide project management support to 15+ clients, which includes: reviewing recipients' financial reports, performance metrics, milestones, and deliverables; preparing summary and analysis documents; and responding to requests for subject matter expertise.
- Responsible for preparing monthly cost plans, status reports, resource allocations, and cost variance analysis for the activity.

Funding Solicitations - Funding Opportunity Announcements (FOAs), Research Calls, Lab Calls

- Manages the support provided to execute \$225M in federal funds through the execution of FOAs, Request for Quotation/Government Purchase Order, and Research Call to DOE/Federal Laboratories.
- Recruits reviewers; Organizes applications; Writes application summaries; Administers SharePoint websites; Drafts selection briefing presentations, board report memorandums, and press releases.

Event Planning and Facilitation

- Plans peer review events; Prepares Applicant webinars; Provides reviewer training sessions; Facilitates reviewer consensus meetings; Designs information sharing and brainstorming sessions.

Technical Writing and Analysis

- Designed five case studies for use as program evaluations, which included: comparing project outcomes against program goals, identifying barriers to project and program success, outlining lessons learned, and providing recommendations for the management of future projects.
- Developed a research methodology to identify, track, and analyze smart grid related activities across all 50 U.S. states; Authored a final report that provided insight into the regulatory environment impacting nationwide implementation of smart grid technologies.
- Writes and maintains standard operating procedures, job aids, and user guides; Prepares Adobe documents; Drafts blog posts and website material.

Blog Posts

- *Identifying the Key Considerations for Successful Project Portfolio Analysis*
- *Government Funding Awards – Considerations for the Review Process*

- *KeyLogic's Internship Program – Q&A with Mentor and Mentee*

Campus Compact – West Virginia University August 2011 – December 2011
Ansted/New Haven Community Improvement Association Ansted, WV

Analyzed and recommended a workforce assessment tool; Researched and implemented outreach strategies, which included: filming a public service announcement, writing newspaper articles, and working with local businesses to foster community involvement; Administered the SkillsUSA Employability Assessment; Designed fact sheets tailored to various stakeholders in the project that identified assessment results and recommendations for future actions.

West Virginia Attorney General, Darrell McGraw May 2010 – August 2010
Law Clerk, Civil Rights Division Charleston, WV

Conducted legal research and fact finding in the areas of employment and housing discrimination, public accommodations, and bias motivated harassment; Reviewed documents obtained in discovery; Interviewed clients; Analyzed and prepared objective memorandums on the merits and rule of law for complaints filed with the WV Human Rights Commission; Developed a research project to examine the legislative and judicial framework in all 50 U.S. states regarding the determination to include “emotional support animals” as a reasonable accommodation under the Americans with Disability Act.

West Virginia University, Student Recreation Center May 2007 – January 2009
Head Lifeguard Morgantown, WV

Assessed and tracked water quality; Collaborated with management regarding staffing and scheduling issues and providing continuing education training; Promoted to Shift Leader and advanced to Head Lifeguard within one year of employment; Recipient of three “Guard of the Month” awards based on nominations from colleagues and management.

WE CAN, West Virginia University June 2007 - May 2009
Student Liaison Morgantown, WV

Assisted the Office of Sustainability with a marketing campaign to educate the WVU community about the importance of environmental conservation, sustainability, and recycling; Established outreach initiatives focused on students’ interests.

Engage 08’, West Virginia University August 2008 – December 2008
Board of Directors Morgantown, WV

Organized voter registration; Planned debate watch parties throughout WVU’s campus, Secured venues and culinary services; Developed itineraries; Drafted floor plans.

U.S. House of Representatives July 2008
Congressional Intern, Congressman Alan B. Mollohan Washington, DC

Briefed congressional hearings; Attended congressional briefings; Corresponded with constituents; Researched issues for legislative staff; Led tours of the U.S. Capitol; Completed Intern Lecture Series.

Campaign Committee, Bastress for Justice December 2007 – May 2008
WV Supreme Court Campaign Morgantown, WV

Documented and submitted fundraising records to the WV Treasurer’s website; Designed and distributed campaign materials; Monitored and reported on candidate’s and opponents’ media presence.

Michael G. Ciaravino, Esq.

SUMMARY:

Possess more than 27 years municipal experience with expertise in the following:

- Organization and Systems Development
- Budget and Sustainable Financial Planning
- Regional Purchasing and Public Bidding
- Crisis Management
- Collective Bargaining
- Employment Law
- Planning and Zoning
- Public Records Law and Training For Directors and Staff
- Chief Legal Counsel to Police, Fire and Specialized Safety Forces
- Lead Advisor for Municipal Government Litigation and Strategy
- Special Legal Counsel for Mortgage Fraud Task Force
- Criminal Prosecutions
- Municipal Initiative Referendums
- Statewide Training Seminars for Building Officials
- Mayor's Court Administration, Best Practices and Training
- Community Based Diversity Awareness
- Informational Campaigning

RELEVANT MUNICIPAL EXPERIENCE:

City of Newburgh, New York

City Manager (May 2014 – December 2018)

Chief Executive Officer of a municipality in Orange County, New York, overseeing 280 municipal employees and \$45 million dollar annual budget. Directly responsible for all city services including Police, Fire, Public Works, Parks, Recreation, Drinking Water Filtration, Wastewater Treatment, Sanitation, Housing, Corporate Counsel, Finance and Economic Development.

NOTABLE ACCOMPLISHMENTS AS CITY MANAGER:

Police Department Transformation

Established community police relationships that developed into sustainable reduction in crime statistics. Initiated body worn camera equipment for the patrol division as well as developed pertinent policies and procedures for this initiative in the state of New York. Spearheaded funding to originate Shot Spotter technology installed throughout the community to provide real time data when gunshots are fired.

Management of Drinking Water Contamination Crisis

High levels of PFOS found in the city's primary drinking water source. Interagency coordination to mitigate PFOS contamination resulting in the construction of a state-of-the-art Granular Activated Carbon Water Filtration Treatment Plant. Environmental Protection Agency 2017 Environmental Achievement Award recipient.

Long Term Control Plan

Negotiated long term control plan to comply with state and federal environmental agencies to mitigate combined sewer overflows during wet weather events.

Infrastructure

Redesigned the management paradigm to address the aged, dilapidated infrastructure of an historic city.

City of Maple Heights, Ohio

December 1991 – December 2007

Mayor (December 2003 – December 2007)

Chief Executive Officer of a municipality in Cuyahoga County, Ohio, overseeing 250 municipal employees and a \$35 million dollar annual budget. Directly responsible for all city services including Police, Fire, Public Works, Parks, Recreation, Streets, Sewers, Sanitation, Housing, Human Services, Human Resources, Legal Affairs, Finance and Economic Development.

NOTABLE ACCOMPLISHMENTS AS MAYOR:

Financial Crisis Management

Managed the municipality through the most challenging fiscal crisis in its history, restoring the community's finances to satisfactory fiscal performance within four years and earning an A2 municipal bond rating. Designed and implemented a sustainable financial plan for the community, which included the establishment of a progressive reserve fund, while safeguarding against cuts to Police and Fire safety services as well as vital Human Services programs essential to our senior citizens and mobility impaired members of our community.

Community Based Diversity Programs

Established the first permanent, municipally supported, citywide diversity program, which facilitated ongoing community dialog and raised diversity awareness within Maple Heights. Our diversity forums were well attended, and included stakeholders from the schools, senior center, athletic programs, safety forces and a vast spectrum of residents within the community.

Regional Purchasing

Streamlined public procurement processes through the design of a regionalized purchasing consortium, which ultimately resulted in the establishment of the Northeast Ohio Sourcing Office (N.E.O.S.O.). Partnered with the City of South Euclid and, with the support of the Cleveland Foundation's Fund for our Economic Future, conducted a study to verify the savings possible through joint purchasing. The initial pilot project established savings of over 11% on \$22 million dollars of spending, and proved that local governments, public agencies, community colleges and public universities could save millions of dollars by streamlining cumbersome procurement processes through a single procuring entity as well as increased purchasing leverage with suppliers through aggregated, large volume purchases such as road salt, auto parts, road paving contracts, and combined administrative functions. In 2005, with the support of the Cleveland Foundation, N.E.O.S.O. was established both as a Council of Governments (pursuant to Ohio Revised Code Chapter 167) and as a non-profit organization (pursuant to 501(c)(3) of the Federal Tax Code).

Minority Business Incubator

Developed a minority business incubator concept in partnership with the Ohio Department of Development to both inspire, advise, and network fledgling enterprises in the City of Maple Heights from diverse fields such as carpentry, plumbing, electrical, baking, sewing, catering, ceramics, handicraft, and artistry, with young minority professionals in the fields of marketing,

accounting and law in a symbiotic relationship to develop each other for success and practice in their respective fields.

Safety Director (December 2003 – December 2007)

Responsible for the health, safety and welfare of the community with direct authority over Police and Fire Department personnel, services, and safety equipment.

Interim Director of Administrative Services (March 2003 – December 2003)

Responsible for all administrative services supporting the management of the municipality including the direct oversight of Parks, Recreation and Building Departments.

Law Department of the City of Maple Heights (December 1991 – December 2003)

Handled all aspects of Law Department including Lead Counsel responsible for defending the municipality against various civil litigation matters including employment law, police and fire misconduct, Section 1983 and other civil rights cases, tort claims, and general litigation. Provided legal advice and opinions to the Mayor, Planning and Zoning Commission, and department heads as required. Chief Legal Advisor to Mayor regarding contracts involving property, goods and services, collective bargaining, professional services, public bidding, insurance and risk management. Special Counsel to the Mayor regarding federal, state and local legislative developments. Advised the City regarding inquiries and responses under Ohio Public Records Law. Advised Mayor and department heads regarding employment law, public bidding requirements and building code compliance and enforcement. Advised all municipal departments regarding compliance with various federal, state and local laws and regulations.

Chief Municipal Prosecutor and Legal Counsel to the Police and Fire Departments responsible for all aspects of criminal prosecution including rulings, preliminary hearings, suppression hearings, pre-trials, bench trials and jury trials, as well as matters heard before the Court of Appeals of Ohio, Eighth Appellate District, The Supreme Court of Ohio and The United States Court of Appeals. Originated the Victim Assistance Program and Alternative Dispute Resolution Program for the municipality.

OTHER PROFESSIONAL EXPERIENCE:

Michael G. Ciaravino & Associates

Attorney-at-Law (May 1991 – May 2014)

In addition to my general legal practice, I have advised municipalities and law enforcement agencies regarding mortgage fraud investigations. One notable consultancy (from January 2008 to January 2011) involved extensive work with a Mortgage Fraud Task Force, providing technical legal assistance to a multi-agency law enforcement team including federal, state and local investigative agencies. I also was special counsel to a regional law enforcement task force for special weapons and tactics (SWAT) in the Southeast Area Law Enforcement Task Force (S.E.A.L.E.), a collaboration of seven Police Departments in Southeastern Cuyahoga County.

I have provided legal counsel to public entities regarding regulatory compliance with Ohio Public Records and Open Meetings laws, Occupational Safety and Health Administration (OSHA), Equal Employment Opportunity Commission (EEOC), State Employment Relations Board (SERB), Ohio Bureau of Workers' Compensation (OBWC), and the Ohio Administrative Code (OAC), as well as risk management advice to law enforcement, fire code safety, sanitation, and human resource agencies, at the municipal level.

My past practice has included civil and criminal litigation, both as plaintiff and defense counsel. I have worked as a pro-bono advocate on behalf of victims of domestic violence, special counsel to victims of crime under the Ohio Victims of Crime Reparations Act, and have advised small business start-ups and

non-governmental community based entities such as the Guardian Ad Litem Project of the Cuyahoga County Juvenile Court.

PROFESSIONAL LICENSES AND CERTIFICATIONS:

Admitted to practice law before The United States Court of Appeals, Sixth Circuit and The United States District Court, Northern District of Ohio.

Admitted to practice law before The Supreme Court of Ohio and all subordinate courts.

Certified Ohio Public Records designee pursuant to Ohio Revised Code Section 109.43.

EDUCATION:

Case Western Reserve University, School of Law (ABA Accredited)
Juris Doctorate Degree

John Carroll University
Bachelor of Arts Degree

Cuyahoga Community College
Associate of Arts Degree

Midpark High School
Diploma

CURRENT AND PAST MEMBERSHIPS:

Gestalt Center for Organization & Systems Development, Faculty Member
City of Newburgh Land Bank Board Member
Newburgh Armory Board Member
International City Managers Association (ICMA) Member
Kent State University, Geauga Campus, Advisory Board Member
Cuyahoga County Mayors and City Managers Association
Northeast Ohio Mayors and City Managers Association
National League of Cities
First Suburbs Consortium
Ohio State Bar Association
Cleveland Bar Association
American Bar Association
International Bar Association
S.E.A.L.E. (Southeast Area Law Enforcement Task Force)
Chagrin/Southeast Council of Governments
Chagrin Valley Task Force
Cuyahoga County Law Director's Association

Michael W. McDonald

15 Michael Lane
Windsor, CT 06095
860-916-6902

To whom it may concern,

With a combination of formal education and over 15 years of corporate level experience in a full range of business, leadership and project management roles, I would be an asset to the City of Palm Coast in the City Manager's position.

In addition to having held a number of senior executive positions in multi-million dollar organizations, I have also built a business of my own from the ground up. I have grown strong, international companies and have prepared their internal personnel for larger roles both inside and outside the organizations. I have extensive training and program development experience. My achievements include successfully implementing technical programs and processes throughout the country, putting together and leading teams with specific objectives to maintain and grow customer relationships, and preparing and training people in all aspects of leadership, management and business practices.

I have also served in public office for a total of 10 years, closely collaborating with our Town Manager to make tremendous improvements to the Town of Windsor. One of our greatest achievements was helping craft 4 years of zero tax increase budgets for the Town.

My business skills and political experience would make me the perfect choice for your City Manager.

I've attached my resume for your review and would appreciate the chance to meet with you in person to further discuss my qualifications.

I look forward to hearing from you.

Mike McDonald

MICHAEL W. McDONALD

15 Michael Lane
Windsor, CT 06095
860-916-6902 Cell
mikew_mcdonald@comcast.net

Senior executive with demonstrated accomplishments in finance, planning, mergers, acquisitions, consolidations, community service. Comprehensive experience and success overseeing and growing organizations. Leadership style fosters teamwork while developing the individual.

Experience:

CT Small Business Development Center

Bristol, CT

Helping new startups and existing companies to grow by advising them on access to capital, business planning, sales and marketing, mergers/acquisitions and succession planning.

Business Advisor

July 2017-Present

- Advise clients on accessing capital, growing their business, sales and marketing, debt reconsolidation, mergers and acquisitions
- Developed curriculum and taught four-part classes on how to start a business and how to grow an existing business
- Represent CTSBDC at conferences

Paramount Security, Inc.

Miami, FL

Full service security organization concentrating on providing protection for retail, entertainment, banking, health care, commercial and residential industries across the United States and Canada.

President

August 2007-Jan 2018

- Oversaw and managed company restructuring
- Developed new sales goals and operational policies and procedures
- Responsible for strategic decision making and implementation of sales strategies for large potential clients
- Oversaw all mergers and acquisitions
- Expanded branch offices from one in FL to CA, CT, NV, NJ, GA, WA, IL
- Held eight state licenses
- Reviewed and negotiated all company service contracts
- Negotiated and signed 150 sub-contractors to help service customers in 48 states and Canada
- Responsible for overall Profit/Loss budgeting
- Spearheaded security officer tracking system, which monitored hundreds of employees

SOS Security Incorporated

Hartford, CT

National/International security service company concentrating in protection of retail, pharmaceutical, banking, entertainment and commercial/residential properties.

Regional Director/Senior Vice President, National Services

January 2004-August 2007

Regional Vice President

July 2003

Regional Manager

February 2002-July 2003

- Responsible for 25 million in annual revenue, profit, loss, sales, marketing, operations, client services for CT, MA, RI, CA, AZ, NV, TX
- Responsible for contract negotiations, training, customer service, and auditing of all subcontractors across the United States, Puerto Rico, and Canada

Experience (cont.):

Command Security Corporation Hartford, CT
National/International security service company concentrating in protection of retail, pharmaceutical, banking, entertainment, commercial/residential properties.

Appointed Director, National Services Group *December 2000-February 2002*
Assistant Director, National Services Group *January 1999- December 2000*

- Responsible for contract negotiations, training, and auditing of all subcontractors across the United States and Europe
- Developed and implemented security services at schools nationwide

Administrative Assistant *September 1995- May 1998*

- Assisted in office duties and client relations

Security Officer *May 1995-August 1995*

- Uniformed officer protecting Phoenix Mutual Buildings in Enfield, CT
- Worked as a clerk in Hartford office

Education:

Liberty University, Doctor of Strategic Leadership Lynchburg, Va
Beginning Jan 2019

Liberty University, Master of Divinity/Leadership Lynchburg, VA
2018

University of Connecticut, Bachelor of Arts Storrs, CT
Major: Political Science/Law & American Gov. 1999

Activities:

CT Secretary of the State, Intern Summer 1998

Windsor, CT Youth Commission, Member & Vice Chairman 1998-2001

Windsor, CT Housing Code Commission, Member 2000-2001

Windsor, CT Assessment Appeals Board, Alternate Member 2000-2001

Windsor, CT Board of Education, Board Member 2001-2005

Windsor, CT Town Council, Councilor 2005-2007 & 2009-2013

Windsor, CT Education Foundation 2007-2009

Certifications:

Certified Business Advisor
Growth Wheel
Profit Mastery

December 11, 2018

Michael A. McNees
5105 S. US Highway 1
Grant-Valkaria, Florida 32949

Mr. Doug Thomas, Senior Vice President
Strategic Government Resources

Dear Mr. Thomas:

I am pleased to submit my credentials for consideration for the position of City Manager of Palm Coast, Florida. I grew up as a local government manager in Southwest Florida when it was the fastest growing area in the nation, and have worked successfully with growth, development, and redevelopment of all types in the years since. I am impressed by Palm Coast's clearly articulated values, and as one who has consistently delivered results believe I have something unique to offer in helping the City achieve the goals the City Council has established.

I am a positive, service-driven, team-oriented manager and consensus builder who believes in hiring the very best people available, providing the necessary and available resources and both allowing and expecting them to both do their jobs, and do them in the right way. I believe success over time is built on diligent and disciplined effort toward well-defined goals as set by the Council. I also believe in building effective partnerships with the private sector and other government agencies at all levels. I am an experienced and effective public speaker, and in 2006 I received a special award from the Florida City/County Management Association for "Courage in Communication" for the *City Manager Blog*, a tool created to allow easier and direct access to the City and City Manager for the Sarasota Community. (srqcm.blogspot.com).

I have spent most of my career in three of the highest quality-of-life communities in the United States, and have an intimate understanding of both the value and pressures of growth, development and tourism and their effects on the very quality of life that brings them in the first place. I have worked extensively with land development, redevelopment, and economic development and understand how critical it is for all partners, including local government, to effectively fulfill their roles.

I would be happy to provide any other information you might find useful in your evaluation, and to make myself available for interview at your convenience. Thank you in advance for your consideration.

Sincerely,

Michael A McNees

Michael Alan McNeese
5105 S. U.S. Highway 1
Grant-Vakaria, Florida 32949
321-507-3743
mikemcneese@yahoo.com

Employment History

City Manager – City of Melbourne, Florida – 02-2013 to 12-2018. Full service coastal city with a year-round population of 80,000 and daytime population more than double that, a staff of 900 full time equivalent (FTE) employees and a budget of \$200 million. Commercial center for the Space Coast's aviation, technology, defense and aerospace industries with corporate headquarters of Harris Corporation and major presence of Northrup Grumman, Rockwell Collins, GE and many others. Significant economic development work including expansions of both Northrup Grumman and jet manufacturer Embraer S.A., including negotiations that led to one of the largest corporate expansion announcements of 2016 with Melbourne chosen as site for design of the new USAF long range bomber. Incident Commander for emergency response. Also managed three Community Redevelopment Agencies, including a significant downtown redevelopment program.

Interim Chief Executive Officer – USA Track and Field. 09/2010 to 05/2012. 100,000 Member National Governing Body. Assumed full duties of CEO during protracted Board-conducted CEO search, including contract negotiations (i.e. contracts with USOC and Local Organizing Committee for conduct of 2012 Olympic Trials), event development and execution, merchandising, marketing and promotions, Board relations.

Chief Operating Officer – USA Track and Field – 03/2009 to 05/2012. Recruited to serve as #2 executive for USOC-designated National Governing Body for the sport of track and field and road racing, primarily to advance proposed governance and business process reforms. Appointed Interim CEO when the change-agent executive was terminated in 2010, pending selection of new CEO. Duties included strategic planning, programmatic supervision from youth to masters including international teams, budgeting, sponsorship and event development and administration, merchandising, and elite athlete programs including selection and logistics for all USA national teams including Olympic teams. USATF Liaison to USOC, NCAA.

County Administrator – Blaine County, Idaho (Sun Valley area) – 5/07 to 3/09. First appointed CAO for 2400+ sq. mile county, population 23,000. Annual budget \$26 million.

City Manager - City of Sarasota, Florida (Population 54,000) – 9/01 to 1/07. Chief Executive Officer for the "Best Small City in America" (*Money* magazine, 2000) with 800 FTE and a budget of \$140M. Executive Director of Downtown Community Redevelopment Agency, overseeing \$1 billion in redevelopment over 3 years, including negotiation of development agreements. "Special Award for Courage in Communication" from the FCCMA for "City Manager's Blog": srqcm.blogspot.com

Employment History - continued

- Board of County Commissioners - Collier County FL - 8/84 to 9/01. 2000 sq. mi. county contains much of both Everglades National Park and the Big Cypress National Preserve, among fastest growing in the nation for 80's and 90's.

Chief Operating Officer/Assistant County Manager - 9/95 to 9/01. Responsible for all day-to-day operations under Board of County Commissioners (1400 employees, budget \$611 million). Authority on hiring, salary administration and discipline issues; large-scale special projects. Responsible for recommendations to County Commission on all debt-related issues. Also served as:

- Interim County Manager – 1/97 to 6/97 and 11/99 to 3/2000.
- Acting Emergency Services Administrator – 5/99 to 5/01. Management of countywide EMS system, Emergency Management, Helicopter Operations, and two dependent fire control districts.
- Acting Transportation Administrator – 5/00 to 9/00.
- Utilities Administrator – 2/94 to 9/95. Senior manager of 200 employee, 75,000 customer water and wastewater utility.
- Management and Budget Director – 10/89 to 2/94.
- Utilities Finance Director – 4/86 to 10/89
- Administrative Assistant to Utilities Administrator – 8/84 to 8/96

Comptroller, West Coast Windows, Inc. - Naples, FL – 4/83 to 2/84

District Manager - Internorth, Inc. (Northern Propane Gas Co.) Naples, FL – 2/80 to 4/83
Profit center responsibility for propane gas distribution and service operation.

Graduate Assistant Track Coach, Louisiana Tech University – 9/77 to 12/79
Supervision and training of all sprinters and hurdlers, approximately twenty student-athletes.

Education and Training

- MBA, Management, Louisiana Tech University, Ruston, 1979
- AB, Chemistry, Indiana University, Bloomington, 1977
(Big Ten Track Champion, 1977)
- FEMA Incident Command System and National Incident Management System Certifications
- Center for Creative Leadership - "Leadership Development Institute"
- Graduate - Advanced Government Finance Institute, Government Finance Officers' Association

Professional, Community Activities

Current

- Member International City Management Association
- At-large member, Board of Directors, Florida City-County Management Association
- Member, Center for Ethics and Leadership, Florida Tech University
- Board of Directors, United Way of Brevard County
- Team Captain, Space Coast Runners Racing Team

Previous

- Board of Directors, USA Team Handball
- Board of Directors Running USA. Trade Association for the running industry
- Delegate – 2011 Congress of the International Association of Athletics Federations, Daegu, South Korea
- Delegate – 2011 Pan American Athletics Congress, Guadalajara, Mexico
- Team Leader, Team USA, 2011 IAAF World Outdoor Championships, Daegu, South Korea, and 2012 IAAF World Indoor Championships, Istanbul, Turkey
- Board of Directors, Fly Sun Valley Alliance
- President, HealthCare Sarasota (self-insurance pool/healthcare services buying consortium)
- Sarasota Bay Estuary Program, Management Committee Chair
- Committee for Economic Development, Sarasota County
- Sarasota Downtown Partnership Board of Directors
- Founding Member, Sarasota Actors Workshop
- Advisory Committee for the Masters Program in Public Administration, Florida Gulf Coast University
- Four-term President, Naples Players Inc. – One of 10 largest community theaters in the U.S. Completed successful \$6.8 million capital campaign and construction of two-auditorium theater complex in the heart of downtown Naples.
- Board member and 1st Vice President, Children’s Advisory Board, Big Brothers/Big Sisters of Collier County
- Member Florida Association of Counties, Administration and Finance Technical Advisory Committee
- Associate Instructor, Management Principles for various colleges, including Edison Community College and Barry University
- Volunteer Varsity Assistant Basketball Coach, Lely H.S., Naples, FL – 5 years

Personal Interests

Running, acting, guitar, scuba, fishing, boating, bicycling, skiing, mountaineering, rock climbing, basketball.

MOUATH AL-SMADI
7 Michael Dr.
Sikeston, MO 63801
Phone: (573) 703-3037
Email: mouath.m.smadi@gmail.com

Abilities

- Possesses the knowledge to manage facilities and people from an efficient, professional and sustainable perspective.
- Outstanding customer and public relation skills.
- A broad vision, and strong analytical and strategic thinking.
- The ability to plan, design, and manage facilities.
- Knowledge of the integration of operations, safety, maintenance, project management, quality assessment, technology, people, and sustainability as they relate to facility construction and operation.
- Professional leadership and supervisory skills.

Education-based & Work-related Skills

- Divers Work Place Supervision.
- Lean & Six Sigma knowledge and Operations.
- Employment Specialty.
- Customer and public relations.
- Facility Management.
- Managing Innovation.
- Quality Assurance.
- Retail Leadership.
- Marketing Supervision and Sales Management.
- Business Administration and Economics Knowledge.
- OSHA 40-hour Environment, Health and Safety Certified.

Employment History

Employment Specialist, Human Resources Assistants, Except Payroll and Timekeeping

07/2018 - Current

Sikeston Job Center

Sikeston, MO

- Interviews, advises, and guides a diverse population of candidates and job seekers to ascertain employability; interprets and explains regulations, rules, policies, and procedures.
- Assesses candidates' education, work experience, skills, abilities, qualifications, and job interest.
- Identifies problems/barriers that hinder employability; assists job seekers in resolving and mitigating barriers to employment by identifying the need for other services and benefits.
- Analyzes information obtained from interviews, tests, and other sources to develop short- and long-term employment goals.
- Contacts public and private employers in order to develop on-the-job training and/or direct job placement sites for job seekers; maintains cooperative relationships with employers, academic and vocational training institutions, and support service and community resource agencies.
- Inputs necessary information into automated system(s); organizes cases; maintains and updates records on candidates' employment, training, and follow-up activities.

Lead Sales Representative

08/2014 - 08/2017

Frito Lay / PepsiCo

Cape Girardeau, MO

- Directly responsible of overseeing and managing all sales accounts within the appointed territory.
- Developed account sales and ensured a continuous supply of products to big retail stores.
- Ensured target goals are maintained for sales, waste, and safety.
- Generated and Maintained daily paperwork and cash flow records.
- Directly impacted the sales process and was in continuous contact with customers and top management at the retail stores.
- Directly in charge of time and quality assurance of product delivery and layout.
- Knowledge of DOT regulations.

Retail Management

10/2013 - 08/2014

MFA Oil Company / Break Time
Convenience Stores.

Sikeston, MO

- Directly supervised and coordinated activities of retail stores sales and workers.
- Duties included management functions, such as purchasing, budgeting, accounting, and personnel work, in addition to supervisory duties and staff training.
- In charge of ensuring customer satisfaction and resolving customer s' complaints.

Marketing and Promotions Manager, Advertising and Promotions Manager

06/2007 - 10/2011

Channels Team for Marketing and
Promotion Services

Irbid, Jordan

- Plan, direct, or coordinate advertising policies and programs or produce collateral materials, such as posters, contests, coupons, or giveaways, to create extra interest in the purchase of a product or service for a department, an entire organization, or on an account basis.
- Managed and organized a variety of marketing campaigns for customers ranging from small businesses to global corporates.

Education History

Completion Date	Issuing Institution	Location	Degree Received	Course of Study
12/2018	Southeast Missouri State University	Cape Girardeau, MO	Master's Degree (4.0 GPA)	Technology Management
03/2012	Yarmouk University	Irbid, Jordan	Bachelor's Degree	Business Administration and Economics

Certifications

Certification Title	Issuing Organization	Completion Date
OSHA 40-Hour HAZWOPER Certificate	Southeast Missouri State University	06/2018

References Available Upon Request



RANDALL DOWLING

770-324-5160 | Dowlingrandall@gmail.com
P.O. Box 1224 | Pine Mountain, Georgia 31822

January 5, 2019

Mr. Douglas Thomas, Senior Vice-President
Strategic Government Resources

Re: Palm Coast, Florida City Manager Position

Dear Mr. Thomas:

Attached is my resume for the position of City Manager for Palm Coast, Florida. As my resume indicates, I have a solid foundation of relevant education and experience in local government management. I have earned a Bachelor of Science in Public Administration (BSPA) degree, Master of Public Administration (MPA) degree, and many recent continuing education credits. I also have over 30 years of local government management experience including Florida coastal experience with the City of Homestead and Indian River County.

My local government management experience is multi-faceted and includes preparing and monitoring the annual budget, hiring and supervising various department heads, overseeing the day-to-day operations of the local government in high growth communities, and implementing Board/Council policies. My experience also includes fostering positive and collaborative relationships internally and with other local and state officials and keeping everyone informed of major government projects through a frequently updated Program of Work document which increases communication, transparency, and accountability.

More specifically, I have experience in all areas of local government. My team and I have prepared capital improvement programs and successfully managed many capital improvement projects including road, bridge, intersection, and sidewalk improvements, libraries, park and recreation complexes, NextGen 911 systems, water and wastewater improvements, industrial park improvements, fire/EMS stations, public work facilities, solid waste facilities, senior citizens centers, and general office facilities using SPLOST proceeds, federal and state grant awards, and local government funds. My team and I have also prepared many long-range strategic plans to guide the government's growth such as comprehensive master plans, transportation plans, solid waste management plans, park and recreation master plans, SPLOST continuation plans, emergency operation plans, unified land development codes, and storm water management plans. I have also researched and written many competitive and successful federal and state grants totaling millions of dollars including Transportation Enhancement grants and Land and Water Conservation Fund grants for outdoor recreation projects (i.e. paving 21.5 miles of abandoned rail line for recreational use), Community Development Block Grants to assist low and moderate-income citizens, scrap tire abatement grants, among others. In an attempt to continuously improve public services and processes to achieve efficiency and cost savings, I have competitively bid out many projects and services, managed the government's excess funds more closely to maximize interest earnings, refinanced existing debt to reduce overall debt payments, outsourced any public services such as lawn care, landfill operations, fleet management, EMS billing, and engineering services, and insourced IT services. Lastly, communities I have managed have been in the path of natural disasters including hurricanes and floods and my team and I successfully responded with FEMA assistance.



RANDALL DOWLING

I can bring my significant qualifications to Palm Coast and lead the management team to accomplish established and new city goals such as continuing Fibernet and using smart city initiatives to increase economic opportunities, funding and constructing a new public works complex, developing the downtown area into an attractive mixed-use residential/commercial "new urbanism" area through appropriate land use and building regulations, replacing/repairing aging city infrastructure, and continuing and improving city/Flagler County relationships. All of these items, when combined and implemented, have the potential of creating an environment conducive to powerful economic development. Lastly, since Ron DeSantis, the newly seated Governor is from Palm Coast, that relationship needs to be fortified and prudently used to attract state assistance and projects to the Palm Coast area for the betterment of the community.

Thank you for your consideration of my qualifications. I look forward to hearing from you soon.

Very truly yours,

Randall Dowling



RANDALL DOWLING

770-324-5160 | Dowlingrandall@gmail.com
P.O. Box 1224 | Pine Mountain, Georgia 31822

Career Summary **32 years of local government management experience. Academic credentials include MPA and BSBA degrees and continuing education.**

Skills

- Budget preparation and control
- Project management
- Successful grant writing
- Strategic planning
- Employee accountability
- Team approach to decision making
- Complex problem solving
- Highly organized
- Proactive and participatory leadership
- Results oriented
- Public speaking
- Ability to cut through red tape to get things done

Professional Experience

- County Manager** *October 2016 to Present*
Harris County (35,000 population) | Hamilton, Georgia
- Prepared and monitored the county's \$41M annual budget.
 - Oversaw the day-to-day operations of the county government including 12 department directors, 386 full and part-time employees, and 80 inmates and coordinated the activities of various elected officials and other public agencies.
 - Implemented Board policies.
 - Kept the elected officials, staff, and public informed of major county activities through a comprehensive and frequently updated Program of Work document that details the status of each major project and contains several local economic indicators such as monthly sales tax collections, solid waste tonnage collections, and residential building permits issued.
 - Engaged a new solid waste contractor through a competitive bidding process to transport and dispose of the county's collected solid waste and saved over \$250,000 per year or \$1M over the life of the contract.
 - Managed many successful capital improvement projects including a new \$5.1M library, NextGen 911 system, road and bridge improvements, park and recreation improvements, airport improvements, industrial park improvements, and upgraded 8,500 water meters to AMR technology.
 - Prepared a SPLOST continuation plan that resulted in a successful referendum vote during 2018.
 - Updated the county's comprehensive master plan, airport master plan, and five-year capital improvement program to guide the county's future growth.
 - Wrote, was awarded, and successfully administered over \$1M in competitive federal and state grants for recreational improvements, industrial park improvements, and economic development.
 - Increased interest earnings over 2,000% and increased the General Fund unrestricted fund balance by 20% from 2017 to 2018.
 - Developed bid and RFP specifications for a variety of products and services.
 - Resolved citizen complaints and responded to media inquiries.



- Strategically identified short and long-range opportunities that would benefit the county.

RANDALL DOWLING

County Manager

February 2016 to July 2016

Dawson County (24,000 population) | Dawsonville, Georgia

- Monitored the county's \$46M annual budget.
- Oversaw the day-to-day operations of the county government including 8 department directors, 300 full and part-time employees, and coordinated the activities of various elected officials and other public agencies.
- Implemented Board policies.
- Kept the elected officials, staff, and public informed of major county activities through a comprehensive and frequently updated Program of Work document that details the status of each major project and contains several local economic indicators such as monthly sales tax collections, solid waste tonnage collections, and residential building permits issued.
- Managed several capital improvement projects including road improvements, park and recreation improvements, courthouse improvements, and vehicle replacements.
- Outsourced EMS billing to another private company to improve revenues and customer service.
- Conducted an employee satisfaction survey and as a result initiated an employee compensation study to determine new pay rates.
- Conducted an auction of surplus county vehicles and equipment to dispose of unneeded assets, update the inventory listings for insurance purposes, and generate revenue.
- Developed bid and RFP specifications for a variety of products and services.
- Resolved citizen complaints and responded to media inquiries.
- Strategically identified short and long-range opportunities that would benefit the county.

County Manager

November 2013 to August 2015

Barrow County (71,000 population) | Winder, Georgia

- Prepared and monitored the county's \$67M annual budget.
- Oversaw the day-to-day operations of the county government including 10 department directors, 576 full and part-time employees, and coordinated the activities of various elected officials and other public agencies.
- Implemented Board policies.
- Kept the elected officials, staff, and public informed of major county activities through a comprehensive and frequently updated Program of Work document that details the status of each major project and contains several local economic indicators such as monthly sales tax collections, solid waste tonnage collections, and residential building permits issued.
- Transitioned the county government from a traditional commission to a commission-manager form of government and improved the administrative framework that included a professional web site with e-government services, streamlined budget process and document, five-year capital improvement program, and hired many vacant department director positions.



- Lowered the property tax rate from 13.26 to 12.75 mills by reducing expenses, refinancing three bond issues, and creating a storm water utility.

RANDALL DOWLING

- Conducted a Board initiated year-long process to outsource many county departments using a public-private partnership (P3) model to achieve cost savings and improve organizational efficiencies. Selected consultant guaranteed \$4M in savings over a five-year contract period. Board voted not to implement proposal. Outsourced services on a case-by-case basis including EMS billing, lawn care, and fleet management.
- Upgraded the county-wide 911 public safety radio system from a VHF system to a modern 700 megahertz system for better radio coverage.
- Supervised many capital improvement projects including road improvements, utility improvements, and prepared strategic plans.
- Developed bid and RFP specifications for a variety of products and services.
- Resolved citizen complaints and responded to media inquiries.
- Strategically identified short and long-range opportunities that would benefit the county.

County Administrator

June 2002 to September 2013

Gordon County (60,000 population) | Calhoun, Georgia

- Prepared and monitored the county's \$48M annual budget.
- Oversaw the day-to-day operations of the county government including 13 department directors, 400 full and part-time employees, and coordinated the activities of various elected officials and other public agencies.
- Implemented Board policies.
- Kept the elected officials, staff, and public informed of major county activities through a comprehensive and frequently updated Program of Work document that details the status of each major project and contains several local economic indicators such as monthly sales tax collections, solid waste tonnage collections, and residential building permits issued.
- Outsourced the management of the county's 600 acre MSW landfill which resulted in significantly higher waste tonnage, higher revenue stream, and lower county expenses. Also outsourced inmate medical, inmate food service, and county-wide lawn care to achieve cost savings.
- Prepared two SPLOST continuation plans that resulted in successful referendum votes during 2005 and 2011.
- Increased the General Fund unrestricted fund balance by 203% from \$5.3M in 2003 to \$16.1M in 2012 through various means that resulted in healthy cash reserves and an excellent AA bond rating. For 2012, the General Fund unrestricted fund balance was 59.1% of total General Fund expenditures.
- Supervised the design and successful completion of many major capital improvement projects including a \$30M jail and Sheriff's Office, \$11M regional recreation complex, \$3M fire station with equipment, \$3M county-wide 911 public safety VHF simulcast radio system, \$11M road and bridge improvements, \$4M DFACS facility using 100% state funds, Boys & Girls Club and other social service facilities using CDBG funds, \$2.5M agricultural service center to house all federal, state, and local agricultural agencies under one roof, and two civil war historic sites using federal funds.



RANDALL DOWLING

- Prepared and implemented numerous strategic plans to guide the county's future growth including a comprehensive master plan 2007-2027, unified land development code, transportation plan, solid waste management plan, parks and recreation master plan, and two historic overlay districts.
- Developed and fully implemented a county-wide compensation plan to fairly compensate all employees based on market rates.
- Had the county designated as a "Storm Ready" and "Camera Ready" community and received several GFOA awards for financial reporting.
- Developed bid and RFP specifications for a variety of products and services.
- Resolved citizen complaints and responded to media inquiries.
- Strategically identified short and long-range opportunities that would benefit the county.

County Administrator

March 1996 to June 2002

Lee County (28,000 population) | Leesburg, Georgia

- Prepared and monitored the county's \$24M annual budget.
- Oversaw the day-to-day operations of the county government including 8 department directors, 225 full and part-time employees, and coordinated the activities of various elected officials and other public agencies.
- Implemented Board policies.
- Kept the elected officials, staff, and public informed of major county activities through a comprehensive and frequently updated Program of Work document that details the status of each major project and contains several local economic indicators such as monthly sales tax collections, solid waste tonnage collections, and residential building permits issued.
- Supervised the design and successful completion of numerous capital improvement projects including a jail/Sheriff's Office/911 Center, public works facilities, senior citizens center, health department, administration building, three fire/EMS stations, historic courthouse renovations, park and recreation complexes, and road and bridge improvements.
- Prepared many strategic plans including a fire insurance rating reduction study which resulted in a reduction from an ISO class 9 to a class 6 (typical homeowner saved about 30% in annual fire insurance premiums), service delivery strategy plan delineating the service delivery responsibilities of the county and each city within the county to avoid duplication of services, county-wide storm water management plan, two SPLOST continuation plans, and a liquor-by-the-drink plan which resulted in successful referendum votes.
- Wrote, was awarded, and successfully managed over \$11M in competitive federal and state grants for park and recreation improvements, hazard mitigations, and historic preservation projects using CDBGs, FEMA grants, and Land & Water Conservation Fund grants.
- Recruited new businesses to the county including a Wal-Mart Super Center and other major retailers using various incentives that resulted in additional sales taxes and property taxes as well as employment opportunities.
- Developed bid and RFP specifications for a variety of products and services.

- Resolved citizen complaints and responded to media inquiries.



RANDALL DOWLING

County Manager *December 1993 to March 1996*
 Berrien County (16,000 population) | Nashville, Georgia

Assistant to County Administrator *January 1990 to December 1993*
 Indian River County (100,000 population) | Vero Beach, Florida

Assistant to City Manager *November 1987 to January 1990*
 City of Homestead (25,000 population) | Homestead, Florida

Intern, City Manager's Office *October 1986 to July 1987*
 City of Rockwall (10,000 population) | Rockwall, Texas

Education **Doctor of Public Administration** continuing on-line education *2015-present*
 Valdosta State University | Valdosta, Georgia

Master of Public Administration *August 1987*
 University of North Texas | Denton, Texas

Bachelor of Science in Public Administration *May 1985*
 University of Arkansas | Fayetteville, Arkansas

Professional Associations **Member, International City/County Management Association** *Since 1987*
Member, Georgia City/County Management Association *Since 1994*
Member, Georgia Association of County Managers & Administrators *Since 1994*

Community Activities **Board of Directors, Harris County Chamber of Commerce** *2017 to Present*
Board of Directors, Gordon County Chamber of Commerce *2002 to 2007*

RICARDO JOSE MENDEZ, MBA, PE, CGFM, ICMA-CM

905 Brickell Bay Dr. Suite 323 Miami, Florida 33131 | (305) 924-2534 | rjmcivilpe@gmail.com

January 2, 2019

City of Palm Coast, FL
Human Resources

Subject: City Manager

Dear Personnel Officer:

I have attached my resume and references in support of my application for the subject referenced position. I have over 25 years of professional experience in the public and private sectors reorganizing departments, implementing strategic management plans, delivering complex infrastructure programs, implementing financial recovery plans and helping distressed municipalities while saving local governments significant financial resources. I became a professional City Manager by accomplishing a complete career track in county and municipal government serving in the capacity of Section Head, Division Manager, Assistant Director, Director of four Departments (Finance, Administration, Program Management and Public Works), Chief Operating Officer and Chief Administrative Officer. Therefore, completing the entire protocol to become an ICMA-CM.

I have developed expertise in municipal planning, programming, budget development and control, operations management, accounting, reporting and auditing. Thus, becoming a Certified Government Financial Manager experienced in every aspect of municipal financial management and proficient with GASB principles, practices and compliance. As a professional City Administrator, I bring hands-on expertise in community affairs, planning, economic development, operational analysis, labor-management relations, collective bargaining, intergovernmental relations, IT, procurement, risk & bond management, real estate, building, emergency management, public works and public safety. As registered professional civil engineer, I would bring expert knowledge in program management, planning and implementation of capital programs up to \$2-Billion including facilities and public infrastructure, e.g., transportation, water & sewer systems, water treatment plants, and environmental compliance.

As Chief Operating Officer for the City of Harrisburg PA, I led the City's Financial Recovery Plan with 130 management improvement, cost containment, and revenue enhancing initiatives across 20 Departments and Bureaus including public safety. Under my leadership, the City completed the past due 2009, 2010, 2011 and 2012 Comprehensive Annual Financial Reports and 3 audits within 13 months after taking over. After eliminating chronic delays, errors and omissions, I developed the City's in-house capacity and processes in several departments to assure completion and delivery of future audits, projects and programs on time winning the GFOA Budget Award for excellence in financial reporting in 2013. Additionally, following the City Receivers' direction, I developed and implemented strategic management plans for all City Departments and Bureaus. These achievements led to the stabilization of the City's financial operations and reorganization of several departments allowing significant improvements in morale and overall City administration. Not only were we able to place the City on a financial recovery fast-track and avoid one of the largest municipal bankruptcies in the Country but help the City emerge out of State Receivership in 2.5 years as opposed to other Cities in PA which have been under Receivership for 20 years. Our successful municipal recovery plan and management improvement model now serves as an example to help other financially distressed municipalities organize and rebuild management operations. Through these efforts, I was able to earn an outstanding performance evaluation from both the Mayor and the City Receiver after my first year of service.

During my professional manager career, I ensured adopted policies, directives, resolutions and ordinances were implemented and provided recommendations on agenda issues, management operations and policy implementation to elected officials. I have had direct oversight responsibility for hiring, firing, development and performance of Department Directors, Bureau chiefs, 500 municipal employees and served as chief negotiator with five unions: FOP, IA AFF, AFSCME, PBA, and IUPAT. Also led administration and implementation of numerous government programs, preparation of multiple Department and City multimillion-dollar budgets and served as Chief Financial Officer in charge of assessing financial conditions and recommending policy alternatives and implementation of cost-effective measures to enhance and deliver local government services.

Thanks for your kind consideration, and I look forward to hearing from you soon.

Sincerely,

Ricardo Jose Mendez, MBA, PE, CGFM, ICMA-CM

RICARDO JOSE MENDEZ, MBA, PE, ICMA-CM, CGFM

905 Brickell Bay Drive # 323 Miami, FL 33131 | (305) 924-2534 | rjmcivilpe@gmail.com

SUMMARY

Provide innovative leadership helping county and municipal governments improve management operations, achieve financial stability, compliance with regulatory agencies and increase trust and confidence in the administration. Ability to manage resources under budgetary constraints allowing effective and efficient delivery of vital and necessary services including public safety, utilities and infrastructure projects. Possess skills at analyzing highly complex issues and providing solutions in fast-paced political environments. Delivered a \$2B Capital Improvement Program on time for the first time in years leading to voters' approval of additional bonds.

I led implementation of one of the most successful Municipal Financial Recovery Plans in the country with over 130 revenues generating and management improvement initiatives in all City Departments and Bureaus; therefore, helping the City avoid further default of financial and contractual obligations and bankruptcy. These accomplishments not only placed the City on a fiscal recovery track but led the City out of State Receivership in less than 3 years. I have 25 years of professional experience and developed expertise in the following areas:

- Strategic Management
- Collective Bargaining & Labor Relations
- Operations Management & Improvement Process
- Organizational Analysis & Development
- Project & Program Management
- Building, Zoning, Permitting & Code Enforcement
- Community Planning & Redevelopment
- Financial Analysis & Budget Development
- Capital Improvements & Bond Programs
- Sustainability & Environmental Management
- Public Safety & Emergency Management
- Conflict Resolution & Team Building
- Stormwater & Utilities Management
- Water/Sewer Plants Operations & Compliance

RELEVANT LOCAL GOVERNMENT EXPERIENCE

CITY OF HARRISBURG, PA, 2012-2013

Chief Operating Officer and Chief Financial Officer

Population served: 250,000 Budget: \$170M Employees: 500

Brought on board to implement the City's Financial Recovery Plan, improve management operations and avoid bankruptcy. I served as the City's Chief Administrative Officer and Chief Financial Officer providing leadership and management supervision to 20 departments and bureaus including public safety. I improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures and establishing professional management systems in every department that addressed underlying chronic issues which had been challenging the City for years. Consequently, under my leadership, significant accomplishments were made in the City's financial management & reporting compliance, budgeting & revenue, cost containment & reduction, tax administration, building & housing, economic development, infrastructure sustainability, stormwater management, public works, capital improvements, facilities & fleet management, public safety, sanitation, IT, and work force & collective bargaining. Advised Mayor and Council on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process and compliance with State and Federal regulatory agencies. I also served as the Business Administrator and Chief Negotiator for the City's 3 labor union contracts, chaired labor-management committee meetings and heard final step grievances. I had direct oversight responsibility for management operations, maintenance, rehabilitation and environmental compliance of the City's water & wastewater treatment plants providing utility services to 6 municipalities within a region of 550,000.

Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA

- Successfully led City's recovery and operations during times of great turmoil and uncertainty. Arrived after a new City Administration was in the throes of working out a Recovery Plan, a Receiver had been appointed and many City employees left creating a dearth of knowledge. Notwithstanding, I was able to make a difference and work with the City Receiver, Elected Officials, staff, private sector, State and Federal government officials to turn the situation around and implement a comprehensive Financial Recovery Plan, improve management operations in every department, stabilize the City's financial management and avoid one of the largest municipal bankruptcies in the US
- Placed the City in full compliance with the Securities & Exchange Commission avoiding significant penalties
- Completed 4 years of past due Comprehensive Annual Financial Reports within 13 months after taking over, allowing the City to complete its 2009, 2010, 2011 and 2012 audits and fast-track the financial recovery process
- Developed the City's in-house capacity and processes to assure completion and delivery of future audits on time
- Identified and addressed priorities in every department enhancing the City's overall administration
- Led the City's recovery and improvement process providing a clear path to a fiscally solvent future
- Demonstrated the efficacy of bankruptcy versus implementing a strategic recovery plan
- Allowed public officials to foresee challenges and put a timeline on the City's progress and fiscal recovery
- Avoided bankruptcy's devastating effects on public safety, pensions and cost to taxpayers
- Made significant early progress in the Financial Recovery Plan implementation helping eliminate the City's debt over time, clarify the stranded debt remaining after City asset transactions were in place and provided clear options following those transactions in the coming months, not years
- Placed the City on track to eliminate the structural deficit over time allowing a financially stable and efficient future
- Established priorities, identified responsible parties, phases and set milestones and deadlines to complete 130 initiatives across departments, past due audits and all City projects and programs eliminating chronic delays
- Implemented over 50% of the Financial Recovery Plan in 13 months accelerating the City's recovery process
- Improved chart of accounts enabling the City to effectively monitor grants and meet auditing requirements
- Successfully completed every assignment from the City's Receiver including 4 past due Comprehensive Annual Financial Reports, corresponding audits and development of strategic plans for every department and bureau
- Worked cooperatively and collaborately with City and State officials towards achieving recovery goals
- Set strategic course of action utilizing planning tract under new State legislation accomplishing a clear path to fiscal solvency and reduction of a structural deficit that had challenged the City for more than 20 years
- Reduced personnel and operating costs while maintaining levels of service combining and sharing City resources
- Identified new revenue sources and restructured City operations reduce structural deficit and balance budget
- Streamlined City operations consolidating department functions and implementing outsourcing strategies
- Eliminated chronic delays and delivered City budgets on time enhancing trust and confidence in the administration and winning the GFOA Budget Excellence Award in 2012
- Led the City out of distressed status and emerge out of State Receivership in record time
- Improved City communications and established a transparent administration
- Accomplished the greatest management progress, transparency and openness in the City's recent history
- Earned public recognition and praises for achieving significant early progress and completion of the City's recovery plan from the Financial Recovery Committee, Receiver, Elected Officials, Chamber of Commerce and State Officials
- Negotiated with Federal & State regulatory agencies such as EPA, DOJ and State EPA avoiding significant penalties and accomplishing suitable plans for environmental compliance of the City's water & wastewater treatment plants
- Negotiated City overcharges in the water & sewer rates with 6 municipalities avoiding costly litigation
- Negotiated with 3 Unions, FOP, IAFF and AFSCME eliminating long standing backlog of grievances
- Brokered important agreements with union leaders eliminating costly unfair labor practice claims
- Expanded the fire contingency adding 9 firefighters and reducing the Fire Bureau's overtime

Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA. Cont.

- Worked closely with the business community, State Department of Community & Economic Development and Business Advisory Council in the implementation of an integrated long-term economic development plan
- Streamlined the City's residential and commercial construction permitting process helping redevelopment plans
- Accelerated demolition of blighted buildings in targeted areas around the City helping economic development
- Enhanced City ordinance allowing faster condemnation of disruptive properties and recovering demolition expenses
- Engaged real estate developers with planning, building & zoning plans attracting multimillion-dollar investments
- Worked hand in hand with private sector developers and community partners to break ground on several projects helping job creation while increasing minority participation
- Oversaw investment of Federal CDBG funds in home construction and community projects enhancing quality of life, reducing the City's unemployment and revitalizing neighborhoods
- Boosted parking revenue implementing handheld IT devices and addressing scheduling, supervision and training
- Enhanced education, accessibility and enforcement efforts improving the City's recycling
- Increased revenue by developing and monitoring an enforcement process of the City's loan portfolio
- Empowered law enforcement to improve criminal investigations and decrease homicide rate accomplishing a 90% clearance rate and overall crime decrease with 47% decline in homicides since 2010 and 13% decline in robbery
- Facilitated implementation of the City's illegal gun reward program netting over 100 handguns
- Increased public access to law enforcement holding weekly public safety briefings and increasing walking patrols
- Improved communications between police and citizens by walking and biking targeted neighborhoods with officers
- Worked with safety council engaging citizens in programs to assist law enforcement and promote crime prevention
- Enabled utilization of modern technology like computerized crime mapping allowing police to aggressively and proactively address areas of concern improving safety and quality of life
- Forged key relationships aiding law enforcement coordination with County District Attorney's Office, Federal Prosecutors, ATF, County Response Team and Capitol Police
- Able to leverage State Police personnel, equipment and financial resources for the City's special events
- Facilitated integration of the City's prisoner booking center into the County's booking center saving significant resources and enabling additional police officers for street patrol duties
- Oversaw establishment of 4 police sub-stations and deployment of mobile police sub-station vehicles
- Oversaw reinstatement of the Police Athletic League program providing safe mentoring to City youth
- Coordinated installation of new surveillance cameras around the City to help reduce crime and illegal dumping
- Made significant improvements to the health and safety of City residents by improving illegal dumping operations and developing an effective pickup schedule resulting in 536 tons of bulk waste
- Oversaw storm inlet and potholes repairs saving the City significant financial resources
- Developed and implemented the City's Capital Improvement Program including all infrastructure & facilities
- Reorganized the City's Engineering operations and implementation of the City's water & sewer and transportation projects including street widening, ADA compliance, decorative crosswalks, street lights and sign installations
- Upgraded the City's handling of building & zoning permits, inspections, complaint citations and condemnations by implementing a strategic plan enhancing site inspection and establishing project control measures
- Managed planning, design, construction, operations, maintenance and rehabilitations of City facilities improving interior structure, security, ADA compliance, overall maintenance and installing energy efficient HVAC systems
- Made the highest and best use of City land by partnering with public and private sector to implement Right-the-Blight initiative and constructing a state-of-the-art City Health Center helping economic development and paving the way for the City to build a newly designed Industrial Manufacturing Park
- Promoted Green Economic Development Plan including implementing the use of alternative fuel in City vehicles (natural gas & electric), green infrastructure, and improving efficient lighting in buildings and streets

Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg PA. Cont.

- Pioneered enhancement of storm water quality and purchasing energy in bulk (electricity, natural gas and fuel) generating significant cost savings, helping to balance the budget and eliminating structural deficit over time
- Worked with community partners and identified highest and best use of City owned vacant lots to create green parcels that absorb storm run-offs and allow portable out door fresh markets
- Administered Right-the-Blight initiative calling for the removal of blight through an aggressive demolition plan, enhancing sanitation routing systems, code enforcement and conducting quarterly bulk cleanups
- Identified and recovered lost revenue by improving discovery, enhancement and audit services generating 100 additional business licenses per year and significant increase in City revenue

City of Sweetwater, Director, Finance Department, Sweetwater, Florida, 2014-2016

After implementing the City of Harrisburg Financial Recovery Plan that enable the City to emerge from State Receivership and avoid bankruptcy, I was select by a newly appointed Mayor with the approval of federal, state, and local law enforcement agencies including State Attorney's Office, FBI, Florida Department of Law Enforcement, and Miami-Dade County Ethics Commission to help the City in distress avoid financial default; State Oversight Board; stiff penalties from creditors and agencies including IRS; renegotiate collective bargaining agreements; ensure compliance with federal, state, and local laws and regulations; serve in the capacity of assistant administrative officer and finance director; organize the City finances; reopen the Finance Department; and prepare the City's budget within weeks of Charter's deadline, among other critical needs and priorities. **Achievements include:**

- Reorganized and reopened the finance department earning praises from elected, county, and state officials
- Implemented a successful vendor-repayment plan reopening most of the City accounts which had been closed
- Prepared and delivered the City budget to the Commission after only a few weeks since appointment meeting charter's deadline
- Negotiated collective bargaining agreements with police (PBA) and employee (IUPAT) unions avoiding unfair labor litigation
- Saved the City significant financial resources in contract negotiations with health care providers and vendors
- Developed and implemented a successful financial recovery plan avoiding financial default and State Oversight Board
- Obtained approval and earned praises from Governor's financial team and State Auditor General after conducting financial recovery plan oral presentation in Tallahassee
- Completed all pending City audits including federal, state, and local grantor agencies
- Pioneered implementation of new IT systems enhancing productivity, accounting and reporting while enabling checks and balance
- Realized significant savings negotiating a settlement agreement with the Internal Revenue Service and an achieved compliance
- Saved the City significant financial resources while addressing all grant eligibility compliance issues with State and local officials
- Led section heads, division managers, department directors, and elected officials in budget development and control techniques
- Developed a high-performance financial team capable of safeguarding City assets and completing City budgets/projects on time
- Implemented planning developing the City's' financial goals and objectives based on the most critical priorities
- Accomplished continuity of vital and necessary services during the worst cash-financial challenge in City's history
- Developed in-house capacity to complete future audits on time earning praises from external auditors, federal, state, local officials
- Eliminated significant bank statement reconciliation backlog developed over the years curing chronic audit findings and delays
- Pioneered implementation of a central accounting system enhancing operations, accounting, and reporting
- Achieved consistency and compliance with Generally Accepted Accounting Principles and best practices
- Gathered, analyzed, prepared, and presented critical financial information timely enabling prompt/key decision making
- Eliminated chronic delays and led annual audit process preparing/providing all required information to external auditors timely
- Successfully led the City budget development and approval process producing multiple budget documents on time
- Prepared multiple budget revisions while conducting periodical budget analysis and fulfilling all Commission requests
- Established a General Ledger monthly account reconciliation process completing over 1000 GL accounts
- Fostered a priority-base spending culture by addressing operations performance, budget control, and cash flow management
- Addressed encumbrances and vacancies making sure everyone understands spending priorities and adheres to the budget
- Prioritized and managed the City's cash flow effectively avoiding financial default and disruption of vital and necessary services
- Implemented financial reporting system adhering to contract billing and collection schedules helping steady cash flow to support critical operational requirements
- Updated all necessary business policies and accounting practices strengthening the City's policies and procedures

- Effectively worked with Mayor, Commission, Auditors, Auditor General and Governor Office helping consensus building
- Enhanced grant management activities and ensured eligibility requirements compliance with federal, state, and local agencies
- Implemented new financial system training for City employees maximizing individual and organizational goals
- Fostered communication and achieved internal integration among departments, divisions, and sections
- Researched and organized all City investment activities including money market and simple interest-bearing accounts
- Negotiated new capital leases for property, plant, and equipment including new vehicles
- Mentored City employees reinforcing professional development and standards—ICMA, GFOA, and AGA Code of Ethics
- Balanced overwhelming workload while assisting human resources every step including all finance-staffing issues
- Forecasted City revenue accurately helping balance the budget and avoid chronic multiple budget revisions
- Effectively identified goals and objectives to prepare City budget in accordance with the most critical priorities
- Accomplished a professional operation, effective and efficient management of resources, and compliance
- Prepared and delivered all important annual financial reports timely including insurance and workers comp
- Maintained accounting, reporting, auditing, and administrative policies and procedures up-to-date
- Conducted facility assessment and capital assets inventory curing chronic audit findings, achieving GAAP compliance
- Accomplished consolidation and sharing of City services and assets further enhancing financial resources
- Sought maximum efficiencies in the City's banking relationships and opened several accounts to bringing the City in compliance
- Eliminated all chronic delays addressing public records requests
- Negotiated all city insurance policies realizing savings in new premiums and avoided lapse of coverage at any time
- Established a management system that allows maximum productivity, safeguards assets and addresses future needs
- Enhanced integrity of all cash management functions including daily cash deposits, transportation and logistics
- Eliminated chronic delays in completing filings with government agencies timely including Office of the Auditor General
- Eliminated chronic delays submitting reports timely e.g., FHWA-536/Local Highway Finance Report, FDLE grants reports
- Pioneered new culture embracing financial and purchasing policy and procedures, deadlines, and overall compliance
- Successfully led the City's financial recovery thru extenuating circumstances avoiding significant tangible/intangible losses
- Despite financial distress, City never stopped providing vital and necessary services and started to build reserves
- Established internal controls to ensure future compliance with GASB, human resources legislation, and the law in general
- Implemented performance evaluations in accordance with ICMA, GFOA, and AGA guidance
- Led RFP process, negotiated with vendors and outsourced payroll operations
- Negotiated existing loans and capital leases with financial institutions achieving fair and balanced rates , terms, agreements
- Saved the City significant financial resources by correcting errors on pay scale tables required to process retro payments
- Achieved quality control, accuracy, transparency, and improved overall management earning praises from the Governor's Office, State Auditor General, Miami-Dade County Ethics Commission, federal officials, and elected officials

SEMINOLE TRIBE OF FLORIDA, HOLLYWOOD, FL 2009-2009

Chief Administrative Officer

Population: 5 reservations Budget: \$100M Employees: 6,000

Brought on board to lead and improve management operations in several departments including, planning, building, zoning, public works, environmental resources and construction management and oversee completion of \$300M investment in 8 water & wastewater treatment plants. Ensured Council adopted policies, resolutions and ordinances were enforced and implemented. Direct oversight responsibility for utilities management, preparation and administration of budgets, personnel, community planning, litigation coordination, risk management, grants, economic development and growth management. Led multimillion-dollar negotiations with private and public entities and coordinated lobbying efforts with Federal government.

Achievements:

- Built high performance professional management team eliminating costly errors and omissions in public infrastructure planning, development, operations, maintenance and rehabilitation
- Conducted water & sewer plant operations assessments holding vendors accountable and saving financial resources
- Implemented improvement plans allowing savings in water & wastewater treatment plant projects
- Restored financial integrity in the handling of utilities construction, operations and maintenance

- Pioneered integration of technology streamlining financial & budget development operations
- Developed Quality Management Program increasing productivity, morale and customer satisfaction

PALM BEACH COUNTY SCHOOL DISTRICT, 2006-2007

Director, Program Management Department

Population: 1.4M Budget: \$2.5B Employees: 27,000

Brought on board to reorganize department, implement policies & procedures, improve operations, and lead implementation of a \$2B Capital Improvement Program including planning, design, construction, rehabilitation and modernization of Countywide public infrastructure & facilities. I oversaw completion of over 100 projects including land development, transportation, environmental, water & sewer, utilities, storm drainage, parks and school buildings. Direct oversight responsibility for preparation and administration of budgets, coordination of Board appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction management and coordination with local and state regulatory agencies.

Achievements:

- Delivered all projects on time and received praises from Oversight Committee and *The Palm Beach Post*
- Saved millions of dollars by enhancing project control operations and improving contract negotiations
- Reorganized department operations, developed and empowered staff improving morale and productivity
- Delivered CIP on time which had not been accomplished by the previous two administrators
- Avoided liquidated damages by achieving sound financial resolutions during mediation and arbitration
- Developed records management system enhancing ability to defend against multi-million-dollar claims
- Implemented professional training and developed policy & procedures safe guarding District's assets
- Established new payment approval system handling \$1M/day and ensured vendor's performance
- Eliminated budget disparities and streamlined budget development process
- Crossed-trained support staff; therefore, department no longer relied on one individual
- Opened lines of communication among staff and stakeholders achieving internal integration
- Successfully met all permitting challenges with state and federal agencies avoiding significant penalties
- Achieved consistent operational guidelines, established internal controls and accomplished a professional management operation enhancing trust and confidence in the Department

CITY OF MIAMI BEACH, FL, 1999-2001

Director, Public Works Department

Population: 100,000 Budget: \$34M Employees: 250

Brought on board to reorganize department operations, oversee implementation of \$250M CIP and \$92M General Obligation Bond program. Direct oversight responsibility for municipal utility services, preparation and administration of budgets, coordination with oversight committees, community planning, litigation coordination, risk management, purchasing, grants, personnel, and construction management.

Achievements:

- Saved millions of dollars implementing Quality Management Program increasing productivity and morale
- Led implementation of \$250M CIP leading to issuance of a \$92M GO Bond to address public needs
- Restructured department and developed high performance teams
- Developed and implemented financial system and guidelines improving handling of capital expenditures
- Pioneered integration of IT systems enhancing department management operations
- Led City operations through difficult challenges during change and enhancement of community assets
- Reduced city liabilities and ensured vendors' performance by amending contracts
- Appointed as emergency manager and coordinated efforts with local, state and federal government

- Implemented fee schedule saving the City significant financial resources in contract negotiations
- Performed job audits addressing inequities and granting over 20 promotions for the first time in years

MIAMI-DADE COUNTY, FL, 1993-1999

Special Administrator

Population: 2.5M Budget: 100M Employees: 1000

Started as County Civil Engineer, earned promotion to Special Administrator and appointments to several County committees. Played a lead role in review and approval of the largest residential, commercial and industrial land development projects in Miami-Dade County such as The Airport Expansion and The Beacon Trade Port. Developed expertise in administration of multiple public infrastructure related services & facilities including planning, design, construction, maintenance, and rehabilitation of traffic & transportation, water & sewer, environmental, and stormwater management projects. Responsible for budget preparation and implementation. Led team of senior County professionals. Conducted negotiations with local, state and federal agencies. Accomplished the County's Supervisor Certification Program learning multiple departments operations.

Achievements:

- Accomplished significant savings in County's financial resources while negotiating important agreements with federal, estate, and local officials including FAA, DOT, EPA, South Florida Regional Planning Council, and the School Board
- Appointed as County emergency manager and able to successfully coordinate with local, state and federal agencies
- Ensured developers fair share contributions to public infrastructure saving substantial County financial resources
- Completed county projects on time while leading senior team of professionals during fastest growth and development
- Pioneered implementation of County information technology systems eliminating a 5-yr backlog in data processing

OTHER PROFESSIONAL EXPERIENCE

Vice-President/President/Forensic, RA Consulting Engineers/Civil Infrastructure Corporation/Donan, Miami, Florida, 2008-Present

- Served as chief operations officer and work directly with city and county officials
- Oversaw implementation of Capital Improvements, General Obligation and Storm Water Bond Programs
- Negotiated, executed and managed multimillion-dollar contracts and prepared/administered budgets
- County/municipal management consulting - planning/implementation of state, county and municipal projects and programs

Project Executive, Roger Development / Keyes Company, Coral Gables, Florida, 2002-2005

- Served as director of operations
- Oversaw construction, land development and project management operations
- Successfully accomplished all project requirements with local and state government agencies regulations
- Coordinated project development with utility companies, government agencies, consultants and bankers

EDUCATION

Master of Business Administration – Magna cum laude – Finance & Management, 1996
University of Miami, Coral Gables, FL

Bachelor of Science Civil Engineering, 1987
Florida International University, Miami, FL

LICENSURE / REGISTRATION / CERTIFICATES

- ICMA–Credentialed Local Government Manager
- Certified Government Financial Manager
- Registered Professional Civil Engineer
- Certified Quality Control Manager
- Municipal Financial Reporting & Compliance, Securities & Exchange Commission

PROFESSIONAL AFFILIATION

- International City/County Manager Association (ICMA)
- Government Finance Officer Association (GFOA)
- Association of Government Accountants (AGA)

ROBIN R. HAYES

1830 Stafford Springs Boulevard
Mount Dora, FL 32757
Cell (321)720-1595 rhayes312@hotmail.com

January 5, 2018

Honorable Mayor and City Councilmembers
City of Palm Coast

Honorable Mayor and City Councilmembers:

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

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

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

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

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

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

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

Sincerely,

Robin R. Hayes

ROBIN R. HAYES

1830 Stafford Springs Boulevard
Mount Dora, Florida 32757
Cell (321) 720-1595 rhayes312@hotmail.com

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

AREAS OF EXPERTISE

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

RELEVANT LOCAL GOVERNMENT EXPERIENCE

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

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

Key Achievements:

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

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

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

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

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

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

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

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

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

Key Achievements:

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

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

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

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

Key Achievements:

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

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

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

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

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

Key Achievements:

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

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

Prior Employers:

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

EDUCATIONAL BACKGROUND

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

PROFESSIONAL AFFILIATIONS

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

To Whom It May Concern,

I am excited for the opportunity to discuss my background and how it is aligned with the advertised position of City Manager in Palm Coast, Florida. This position would be a great opportunity to put the very best aspects of my professional experiences, business education and personal goals to use in a city that has incredible importance to my family since this is where I grew up and where my family currently resides. This significance was established when my family moved to Flagler Beach in 1989 and later to Palm Coast, where I would spend the subsequent 16 years. The city has remained in my life, however the birth of our second child has brought returning home to the forefront of our life goals.

I am currently the ETF Sales and Trading Desk Supervisor at Société Générale. Prior to this, I worked in many capacities for Deutsche Bank Securities in Jacksonville, FL and New York, NY. These roles have developed a comprehension understanding of the global marketplace and how a vast array of products fit into everyday retail and institutional interactions. Throughout my career, I have continually expanded my working knowledge to promote personal and professional growth. With this said; my aspirations to adjust my career path to a local municipality is the exact direction I strive to accomplish.

At both firms I have taken the initiative to produce on a day-to-day basis and work to expand our capabilities. In my current position at Société Générale, I researched, produced, and implemented a new ETF Business Plan, addressing technological issues, formatting a new overall team structure, and prioritizing our initiatives. At Deutsche Bank, I was able to work as a project manager in many capacities and some of my personal accomplishments and recommendations are seen in the banks global structure today. Working as a team, we successfully migrated the trading platform and back office product, which reduced cost and improved global efficiencies. The ETF desk was one of the first to adjust their risk management system, which effectively mapped a successful path for others to follow. I have written and implemented multiple processes for trading and operational support at both firms.

I have a proven track record to strategically plan and implement new initiatives and also re-evaluate legacy projects to promote efficient and effective business models. Personally, I take an energetic approach to dealing with challenges and can keep my focus on both long and short-term goals. In addition, the combination of my MBA degree and more than a decade of business and field experience has developed my communication skills to be both professional and personable. I appreciate the opportunity we have had to discuss the ways my background and skills would be an ideal fit for this position and will make myself available to speak in person at any time. The City Manger role presents a desirable opportunity to return home to our friends and family in Palm Coast, Florida.

Sincerely,

Ryan Bader

EXPERIENCE:

Société Générale, 245 Park Place, New York, New York

Supervisor – ETF Sales and Trading (December 2017-Present)

- Pitch current and new clients for ETF and indexation of markets
- Develop, negotiate, and implement ETF Sales and Trading Business Plan for upper management resulting in positive year on year growth
- Restructure sales and trading strategies for increased profitability
- Initiate Custom In-Kind Redemption business within Central Risk Book
- Negotiate an increased bank presence with Asset Managers, Issuers, and Pensions Funds
- Reduce cost through improved inventory and capital management
- Manage client and internal management expectations
- Lead change management meetings to improve bank efficiencies
- Supervise and review all desk sales and trading activities
- Act as point of escalation for all regulatory and compliance inquiries

Deutsche Bank, 60 Wall Street, New York, New York

ETF Trader Market Making (February 2015-December 2017)

- Possess a clear and comprehensive understanding of market strategies and trading mechanics
- Assess and assemble trading information to minimize risk and prepare for future positions
- Analyze books for unexplained market risk, Beta exposure, and ETF fund adjustments
- Create/Redeem domestic and international ETFs to maintain desired inventory and garner client flow; house risk, international executions in local regions, trade FX exposure
- Reconcile proprietary accounts and end-of-day PNL calculation
- Implement International Creation and Redemption platforms and procedures
- Generate informational material for ETF products and provide supplemental training and assistance to internal and external requests

Deutsche Bank, 5022 Gate Parkway, Jacksonville, Florida

Program and ETF Equity Trade Support: (February 2011-February 2015)

- Work within a team environment to process domestic and international equity trades
- Support ETF Trading Desk; Cash Management, Collateral, and Client Support
- Act as liaison between the trading desk and clients and intercompany personnel at all levels
- Identify and amend daily trade breaks while ensuring each settles appropriately
- Balance trading, error, and other internal reconciliations

ADDITIONAL INFORMATION:

- Computer: Microsoft Excel, Word, PowerPoint, Access, extensive financial software
- Personal: Excellent interpersonal and communication skills, highly motivated, efficient, detail oriented, strong analytical skills, resourceful and proven ability to learn quickly
- Background: Lived in Flagler Beach and Palm Coast Florida from 1989-2005, strong friend and family presence in the direct area.

EDUCATION:

Masters of Business Administration, Global MBA Program

- *University of North Florida: Graduated December 2010*

Masters of International Management and Intercultural Communication

- *Cologne University of Applied Science, Germany and University of Warsaw, Poland: Graduated December 2010*

Bachelors of Science: Business Administration

- *University of North Florida, Jacksonville, Florida: Graduated August 2008*
Semester Abroad: Universidad de Alicante, Spain

December 22, 2018

Doug Thomas
Senior Vice President Strategic Government Resources
DouglasThomas@GovernmentResource.com
540-820-0531

Re: Palm Coast, FL City Manager Position

Dear Mr. Thomas:

Please find enclosed my application materials to apply for the position of Palm Coast, FL City Manager. I am very excited to apply for this position. Based on the profile, I think I would be a great fit for the organization.

I am currently looking for a new challenge in a great community. Palm Coast looks like an exceptional city to work and live in. I have had a successful career of thirty years in local government management. My career has featured long-term commitments to my organization and my community.

I am a highly personable and ethical leader that excels in developing relationships. My skillset ranges from visioning and strategic thinking, down to the smallest operational details. I provide the highest levels of support to elected officials, management and line staff. I am also highly engaged in the community and in professional organizations.

I would truly appreciate the opportunity to discuss how my extensive skills and experience could benefit the City of Palm Coast. Please contact me at 971-273-6042 if you need any additional information.

Sincerely,

Scott D. McClure

Scott D. McClure

Scott D. McClure

771 Park Place S., Monmouth, OR 97361 | 971-273-6042 | scolly1190@gmail.com

Objective

A professional, challenging position in local government management.

Skills

- Highly knowledgeable in all aspects of city management
 - Excellent leadership and communication skills
 - Ability to create a long-term vision and strategically implement the vision
 - Very involved in the community and forges strong partnerships
-

Experience

City Manager

1/07 – Present

City of Monmouth, OR (Pop. 9,855)

Key Responsibilities: Assist the City Council with goal-setting and policy making; supervise and oversee all City operations; enforce City rules and regulations; manage the annual budget process, purchasing and financial reporting; complete major projects; implement public relations and community engagement strategies; interface with local, regional and state organizations.

Significant Accomplishments:

- ✓ Moved organization from a status quo position to dynamic and vision-focused
- ✓ Maintain excellent financial position through a recession and ongoing cost pressures
- ✓ Transformed the Downtown area
- ✓ Upgraded City utility systems, infrastructure and parks
- ✓ Built a new Police Station, expanded the Senior Center and currently constructing a new electric utility complex
- ✓ Supported actions to improve and expand the community's broadband system
- ✓ Led a highly successful and innovative community engagement project

Scott D. McClure

City Manager

11/04 - 9/06

City of Coos Bay, OR (Pop. 15,376)

Key Responsibilities: Assist the City Council with goal-setting and policy making; supervise and oversee all City operations; enforce City rules and regulations; manage the annual budget process, purchasing and financial reporting; complete major projects; implement public relations and community engagement strategies; interface with local, regional and state organizations.

Significant Accomplishments:

- ✓ Corrected a significant budget imbalance
- ✓ Developed City's first system development charge programs
- ✓ Helped acquire and reopen a closed historic movie theater
- ✓ Acquired and prepped site for a new historical museum
- ✓ Started redevelopment planning for a neglected portion of the town
- ✓ Oversaw negotiations and planning for a complex development project

City Administrator

7/98 - 10/04

City of Brush, CO (Pop. 5,117)

Key Responsibilities: Assist the City Council with goal-setting and policy making; supervise and oversee all City operations; enforce City rules and regulations; manage the annual budget process, purchasing and financial reporting; complete major projects; implement public relations and community engagement strategies; interface with local, regional and state organizations.

Significant Accomplishments:

- ✓ Strengthened City's water rights portfolio
- ✓ Led complex negotiations for the expansion of a locally owned power plant
- ✓ Worked with a new company and State agencies to reopen a private prison
- ✓ Updated the City's compensation system
- ✓ Protected the City's water source from a pipeline development project

Scott D. McClure

**Assistant City Administrator
City of Brush, CO (Pop. 5,117)**

5/96 - 7/98

Key Responsibilities: Manage building and planning functions; serve as Risk Manager; supervise front office staff; complete special projects.

Significant Accomplishments:

- ✓ Developed suite of new risk management policies and upgraded safety practices
- ✓ Assisted with enhancements to the annual budget process
- ✓ Managed recruitment for new Parks and Recreation Director
- ✓ Developed new City Comprehensive Plan

**Management Analyst, Budget Analyst, Administrative Aide
City of Gresham, OR (Pop. 75,000)**

7/89 - 4/96

Key Responsibilities: Provided a variety of general administrative support to City departments, including budgeting, capital improvement planning, citizen involvement and Council support.

Significant Accomplishments:

- ✓ Tightened procedures for the Sister City Program and added a new city
- ✓ Participated in a complete redesign of the City's budget process
- ✓ Coordinated development of Oregon's second Stormwater Utility
- ✓ Continually improved City's capital improvement planning

**Intern
City of Gladstone, OR (Pop. 10,163)**

1/89 - 6/89

Key Responsibilities: Provided a variety of administrative support to the city administrative staff.

Significant Accomplishments:

- ✓ Enhanced presentation of annual budget
 - ✓ Developed draft grant format for development of an industrial park
-

Scott D. McClure

Education

Master of Public Administration
1989
Portland State University

Bachelor of Science, Political Science
1986
Portland State University

Affiliations/Community Involvement

Current

International City/County Management
Association, Member

Monmouth Business Association,
Secretary, Past President

Oregon City/County Management
Association, Member

Monmouth Independence Networks
(Telecom), Vice-President, Past President

City/County Insurance Services, Trustee,
Past President and Vice-President

Monmouth-Independence Rotary Club,
Treasurer, Past President

Chemeketa Cooperative Regional Library
Service, Board Member

Salem Health West Valley Foundation,
Vice-Chair

Monmouth-Independence Chamber of
Commerce, Board Member

Western Oregon University Foundation,
Board Member

Smith Fine Arts Series, President

Previous

Oregon Municipal Electric Utilities
Association, President, Vice-President,
Board Member

Colorado City/County Management
Association, President, Vice-President,
Board Member

Bay Area Chamber of Commerce, Board
Member

NE Colorado RC&D, President, Board
Member

January 4, 2019

Doug Thomas, Senior Vice President
Strategic Government Resources

Mr. Thomas,

Over the past decade, I have managed both public and private organizations, provided oversight and management for more than 40 employees, and currently serve as the Executive Director of the Ashtabula County Port Authority - the government agency charged with economic development in Ashtabula County. As the Executive Director, I have been responsible for the management and operation of the Port's public initiatives. My track record is one of innovation and creativity in the public sector.

During my tenure at the Port Authority, I have overseen more than \$25 million in capital improvement projects at the Port's raw water pumping station. Those improvements have led to more than \$600 million in community investment as the companies that rely on raw water from the Port have expanded. I have extensive experience in contract negotiation, dispute resolution, human resources, budgeting, and all aspects of business management operations both in the public and private sectors. I have also worked to grow the Port's financing ability to help foster private business development, culminating in a \$10 million conduit loan for the construction of an effluent line that services one of the county's largest employers. In the past six years, Port assets have nearly quadrupled as the \$20 million mark is approached.

In addition to the business aspects of government, I also have extensive experience in grant procurement and management. These include a \$1.5 million federal Economic Development Agency (EDA) grant for infrastructure, a \$600,000 US EPA grant for brownfield assessment, and more than \$500,000 in state and local grants for various projects. These projects have all been centered around economic development and the growth of private businesses throughout Ashtabula County.

For nearly a decade I have led a county government organization from fiscal uncertainty to a stable, efficient, effective government body that has a tremendous impact on the successes of northeast Ohio through economic development. In order to accomplish these goals, open-mindedness and flexibility have been two pillars of the approach towards building a long-term plan that improves the quality of interactions with elected officials, local business leaders, and community members. I pride myself on being a leader within the workplace that surrounds myself with talented colleagues. My approach to leadership is based on support, delegation, and is truly altruistic. Public service is about creating an impact in the community, and developing talented individuals who want to serve the public through their local government is essential to the ongoing success of government.

One of the most important aspects of my current position is budgeting and long-term capital planning for the organization's public utility, and for the other programs that provide an economic benefit to the community. I pride myself in having the financial acumen and business experience to have eight consecutive years coming in under budget despite the myriad of financial challenges that arise in a normal year of public service.

In reviewing your position description, your comprehensive plan, and researching your community through news coverage, I truly believe that I possess the skills and personality to work together toward a successful future for your community. I am ready for a new challenge, and I believe your community offers an opportunity that would be an exciting endeavor as I seek to relocate my family and grow my career.

Your current council, officials, and staff have done a wonderful job of creating a solid foundation for the future. I truly believe that my extensive unique real-world experiences in both the public and private sectors of business development can benefit your constituents, and enhance the quality of future growth. Palm Coast's potential is vast, its future is bright, and I would be honored to be considered a part of it.

Please review my attached resume, and contact me with any questions.

Thank you for your time.

Sincerely,

Sean Ratican
(440) 645-8491

Sean Ratican

1588 Pierpont Drive
Roaming Shores, OH 44084
Phone: (440) 645-8491
Email: sratican@hotmail.com

EDUCATION

University of the Cumberlands	Doctor of Philosophy, Leadership (Business) – ABD
Old Dominion University	Master of Public Administration (MPA)
University of Massachusetts - Boston	Bachelor's of Arts, Community Studies

EMPLOYMENT

2/2011 – Present **Ashtabula County Port Authority** **Executive Director**

Occupational Summary:

Oversight of the Port Authority, a government entity charged with economic development throughout Ashtabula County. Responsibilities include strategic management of organizational resources (including a public utility, a revolving loan fund, and a state/federally funded brownfield program) toward the accomplishment of the organization's economic development mission. Oversight of organization's \$5 million annual operating budget, \$5-20 million capital budget, and \$26 million in assets. Ashtabula County's population is 100,000 residents with a workforce of nearly 40,000. The median household income is just more than \$40,000 per year.

Responsibilities:

- ▲ Currently involved in various roles for more than \$500 million in economic development projects that include financing, public utilities, capital lease structures, and other aspects of development.
- ▲ Lead new project development, including research of potential projects that fit with the organization's mission, financial viability, resource development, obtain Board approval for action, and develop and implement the plan as the Port's highest-ranking executive.
- ▲ Coordinated more than \$25 million in local and regional capital improvement projects.
- ▲ Successfully secured and managed more than \$5 million in economic development grants
- ▲ Coordinated engineering, planning, and provided oversight for all new raw water and effluent discharge projects.
- ▲ Negotiated all new contracts for raw water utility, capital leases, and other financing agreements with local, national, and international corporations.
- ▲ Oversaw completion of Ohio EPA remediation of former First Energy coal fired power plant that included over \$7 million in state and federal grant funding. Covenant Not to Sue (CNS) was issued by the EPA for the property in 2013.
- ▲ Successfully managed \$4 million federally funded pump station renovation of Port Authority's water pumping station – capacity of 20 million gallons per day. This public/private partnership project included securing funding from federal Economic Development Administration, Ohio Water Development Association, and several local industries.
- ▲ Pioneered development and implementation of county-wide Brownfield Program that specializes in the identification and remediation of vacant, dormant and abandoned former industrial properties with significant environmental contamination.
- ▲ Spearheaded effort to create Economic Development Loan Fund within Port Authority in 2013. Successfully issued more than \$3,000,000 in loans
- ▲ Oversee recruitment, hiring/discharging, training/orientation, supervision, performance evaluation, and compensation assessment of staff.
- ▲

- 2018 – present** **Kent State University** **Adjunct Instructor**
- ▲ Taught courses within the Management and Information Systems Department
 - Dynamics of Leadership
 - Integrated Business Policy and Strategy

9/2003 – 2/2011 **Gazette Newspapers** **Editorial Director**

Occupational Summary:

Coordinate all phases of editorial development and production of nine community newspapers with a combined circulation over 40,000, one monthly newspaper, two tourism magazines and dozens of specialty publications. Establish and implement editorial procedures to ensure publications are completed in a timely manner. Also covered county and federal government issues that rose to a high level of importance for seven Ohio newspapers.

Responsibilities:

- ▲ Organized, supervised, and participated in the management and development of all aspects of the publication of ten multi-award-winning newspapers.
- ▲ Responsible for average annual budget of \$750,000 as director.
- ▲ Determined fiscal requirements and prepare budgetary recommendations; monitor, verify, and reconcile expenditure of budgeted funds.
- ▲ Founded a newspaper in Erie County, Pennsylvania, thus expanding company's market presence and developing a profitable new revenue stream.
- ▲ Oversaw company initiatives that kept expenditures (particularly staff) well within budget.
- ▲ Responsible for generating content development strategies, working with and supervising staff and freelance writers, editing content for style/substance, major features and special sections.
- ▲ Consulted with the CEO and owner on all aspects of printing and production logistics; supervise work of editorial staff, columnists, staff writers and freelancers.
- ▲ Developed and implement job descriptions and workflow assignments for all existing employees in an effort to improve productivity and decrease work place stress.
- ▲ Supervised sales staff. Created and implemented numerous marketing/sales efforts in order to achieve constant growth year after year.

9/2000 – 9/2003 **New Horizon Corp.** **Asst. Public Relations/Marketing Director**

- ▲ Prepared and carried out strategic communications plans
- ▲ Managed marketing and public relations initiatives and budgets
- ▲ Managed a team of two media relations officers
- ▲ Collaboration with members of research leadership and senior researchers
- ▲ Provided strategic counseling on crisis issues
- ▲ Developed and coordinated media training and interview preparation
- ▲ Initiated hands on participation in the creation of key messages and written materials (press releases, op-ed, web text etc.)

SKILLS

- ▲ Accomplished public speaker who has given seminars and training workshops for professional, collegiate (guest lecturer), and community organizations.
- ▲ Proven executive that is skilled in motivation, negotiation, project management, community relations and a plethora of other executive responsibilities.
- ▲ Demonstrated success with organizational/employee management, and the ability to quickly build genuine rapport and improve employee relations.

COMMUNITY EVENTS LEADERSHIP ROLES

- ▲ Economics for Success, Junior Achievement – Grand Valley Schools – 2017-present
- ▲ Featured speaker – Public/Private partnerships with OEPA (workshop) – Jefferson, OH - 2018
- ▲ Featured speaker – Economic development workshop with State Senator O'Brien – 2017
- ▲ Featured speaker – Tax Improvement Financing (TIF) Workshop – Ashtabula, OH 2017
- ▲ Lecturer - Introduction to Port Authority Powers (workshop) – Geneva, OH – 2016
- ▲ Panelist - Basics of Port Financing – OEDA conference – Columbus, OH - 2015
- ▲ Invited lecturer for business classes focusing on career development, organizational behavior, and various modern business practices – Kent State Ashtabula 2013-2016
- ▲ Featured speaker – Ashtabula County Economic Development Update, with guest US Senator Sherrod Brown – Ashtabula, OH – 2015
- ▲ Featured speaker – Introduction to local brownfields (OEPA workshop) – Andover, Ohio, 2015
- ▲ Lecturer – Community Brownfield Assessment –Workshop at Kent State Ashtabula – 2014
- ▲ Featured speaker – Foreign Investor Workshop – Great Lakes Wind Turbine Tour - 2013
- ▲ Panelist and presenter for numerous educational conferences – Ohio Economic Development Association, Ohio Environmental Protection Agency, Ohio Port Authority Council
- ▲ Hosted and lectured at various community information events regarding brownfield development as part of US EPA grant requirements for community education.
- ▲ Featured speaker at more than 30 local, regional, and state organizational events in regards to economic development, business development, and small business development seminars.

GRANTS

- ▲ Environmental Assessment Grant - \$450,000 – US EPA – 2018 (Pending)
- ▲ Abandoned Gas Station Fund, Austinburg Phase 2 - \$300,000 - ODSA - 2018 (Pending)
- ▲ Abandoned Gas Station Fund, Saybrook Phase 1 - \$100,000 - ODSA - 2018
- ▲ Abandoned Gas Station Fund, Pierpont Phase 2 - \$250,000 - ODSA - 2018
- ▲ PlastPro Expansion Access Road Grant - \$150,000 – ODOT – 2017-2018
- ▲ Abandoned Gas Station Fund, Pierpont Phase 1 Cleanup - \$100,000 - ODSA - 2017
- ▲ Abandoned Gas Station Fund, Austinburg Phase 1 Cleanup - \$100,000 - ODSA - 2017
- ▲ Andover Industries Phase II Cleanup - \$178,000 – JobsOhio – 2016
- ▲ Environmental Assessment Grant – \$600,000 – US EPA – 2015-2018
- ▲ Plant C Infrastructure - \$1,550,000 - US Economic Development Agency – 2011-2015
- ▲ Plant C Environmental Remediation - \$3,000,000 – Clean Ohio Fund – 2011-2013
- ▲ Asbestos Remediation – \$500,000 – Industrial Site Improvement Fund – 2011-2012

ADDITIONAL COMMUNITY SERVICE

- Ohio Council of Port Authorities – Vice President – 2014 – present
- Ohio Economic Development Association – member – 2012 – present
- Conneaut Trust Foundation – Board member – 2016 - present
- Eastgate Regional Economic Development Committee – 2017 – present
- Growth Partnership Regional Business Succession Planning – 2017 - present
- Grand River Branding Initiative – founding member – 2015 - present
- Ashtabula Arts Center – Board member – 2014-2016
- Ashtabula Rotary Club – Treasurer/Board Member - 2011-2016
- YMCA of Ashtabula – Budget committee – 2013-2014
- Ashtabula County Economic Development Steering Committee – Member 2009 – 2013
- Northeast Ohio Fracking Committee – 2011-2013
- Albion Area Chamber of Commerce – President 2007-2010

62 Wylde Road
Mount Sinai, New York 11766
(631) 413-8203
sethsquicci@gmail.com

City of Palm Coast
160 Lake Avenue
Palm Coast, Florida 32164

January 2, 2019

Dear Mayor Holland and Members of the City Council,

For the past eighteen years of my professional life, I have had the pleasure of helping to shape opinions and attitudes in an effort to improve bottom lines, lives and my community. Specifically, over the past decade and a half I've had a unique opportunity to engage policy makers, journalists and members of the public on the multitude of issues that face the Greater New York metropolitan region while serving as both a Legislative Aide and Director of Communications. At the heart of my service has been an unparalleled ability to effectively communicate with all stakeholders while building relationships that ensure my office's message is appropriately disseminated. Given the opportunity, I believe these skills combined with my previous service in the marketing field will prove to be an asset for the residents Palm Coast, whom include close family members.

Serving as the City Manager I can seamlessly transition the competencies that I have acquired throughout my career in messaging, community relations and governmental service to steward the City Council's engagement strategies with its workforce, other municipalities and its residents. In 2006, I was appointed to the post of Director of Communications for a high ranking member of the Suffolk County Legislature because of my proven ability to manage both the office's policy initiatives and its messaging. In my role, serving under two different elected officials in America's largest suburban county that includes over 900 miles of shoreline and has a \$78.5 billion gross domestic product, I have been responsible for researching, reviewing and crafting legislation then developing and executing comprehensive constituency outreach plans that support these initiatives.

Overseeing all communications originating from my office which represents over 80,000 residents, I draft all press releases, newsletters, e-newsletters, advertisements, reports, print publications, letters to the editor and web content; coordinate press conferences and media interviews; serve as the elected official's spokesperson; write speeches and develop talking points for an elected official; represent an elected official at public meetings and events; pitch story ideas to local and regional media outlets and organize more than 10 public events and forums per year. Additionally, I provide strategic communications counsel to the elected officials I represent and am personally charged with translating complex policy details into understandable concepts that create interest among other elected officials, members of the media and constituents. In sum, my eighteen years of communications experience gained in both marketing and governmental service has well equipped me for this challenge.

While my experience to this point has been solely within the legislative branch, I know my role as a member of the Majority Leader's staff will allow me succeed in this dynamic environment since much of my duties includes direct work on policies, budgets and with department heads. As a résumé cannot always speak for itself, I look forward to meeting with you to discuss how my career in support of two of New York's most respected elected officials can serve Palm Coast and its residents in realizing their vision for the future of this city.

Sincerely,

Seth Squicciarino

SETH A. SQUICCIARINO

62 Wylde Road

Mount Sinai, New York 11766

(631) 413-8203 | sethsquicci@gmail.com | <https://www.linkedin.com/in/sethsquicciarino>

SENIOR COMMUNICATIONS, PUBLIC AND GOVERNMENTAL RELATIONS PROFESSIONAL

A creative and seasoned point person entrusted to interface with members of the public, elected officials and the media by companies and governmental leaders dependent upon maintaining a positive, professional and polished image.

PROFESSIONAL EXPERIENCE

SUFFOLK COUNTY LEGISLATURE, HAUPPAUGE, NY

2/2006 to present

Director of Communications

Since 2006, I have served with two different elected officials in America's largest suburban county managing both the office's policy initiatives and messaging with all stakeholders through thoughtfully developed media plans, press releases, prepared remarks, speeches, newsletters, reports, letters to the editor, opinion pieces, web content and social media messages. Additionally, I am personally charged with highlighting these important priorities to other elected officials, members of the press and constituents.

Key responsibilities and achievements include:

- Overseeing the production of all written and printed materials for an elected official who represents over 80,000 residents.
- Developing and implementing communications plans that engage diverse constituencies, reporters, and interest groups.
- Writing speeches, prepared remarks and "talking points" for all functions attended by an elected official.
- Writing and distributing between 15 and 30 press release per year.
- Pitching stories to local and regional media outlets in the nation's largest media market.
- Providing in-depth legislative research on local, regional, statewide and national policies.
- Organizing press conferences; preparing press packets and briefing members of the media on legislative initiatives and priorities.
- Suggesting, researching, drafting, filing and tracking approximately 150 legislative bills per year sponsored and co-sponsored by the elected official I serve.
- Designing a monthly electronic newsletter distributed to approximately 2,500 constituents, community organizations and business leaders.
- Preparing and coordinating legislative committee agendas and meetings.
- Serving as the spokesperson for a public official.
- Issuing statements to local and regional media on positions held by an elected official.
- Developing content for the governmental and political websites of an elected official.
- Representing an elected official and the Suffolk County Legislature at various community events.
- Writing byline articles, letters to the editor and op-ed pieces.
- Preparing bi-month caucus briefings that analyze and explain each of the over 2,100 bills introduced each year within the Legislature.
- Serving as an in-house graphic designer for all web and print projects, including the Suffolk County Parks Passport program.
- Drafting, designing and publishing reports to the Legislature.

Suffolk County Legislature, Hauppauge, NY
Legislative Aide I

1/2005 to 2/2006

While serving in this role I focused primarily on advancing my office's legislative priorities through in-depth policy research and analysis. To support the office's agenda I prepared and developed reports, white papers, presentations and outreach strategies on major initiatives.

Key responsibilities and achievements included:

- Suggesting, researching, drafting, filing and tracking new legislation.
- Preparing and coordinating legislative committee agendas and meetings.
- Providing legislative research on local, regional, statewide and national policies for an elected official.

SUFFOLK COUNTY LEGISLATURE, HAUPPAUGE, NY
Legislative Assistant

9/2003 to 1/2005

During my tenure as a Legislative Assistant, I managed the administrative duties within my office. This included scheduling meetings, appointments and events for an elected official and other staff members. Additionally, I was responsible for fielding and resolving constituent issues and concerns.

Key responsibilities and achievements included:

- Managing the administrative duties of the district office, including its intern program.
- Overseeing the schedule of a busy elected official.
- Fielding and resolving constituent issues, questions, comments and concerns.

WHELAN'S INTERNATIONAL, RONKONKOMA, NY
Regional Account Manager

4/2003 to 9/2003

In this role, I serviced the scheduled and emergency maintenance needs of corporate clients within my assigned regions located in the central and western United States and all of Canada.

Key responsibilities and achievements included:

- Scheduling reoccurring and emergency services for clients.
- Negotiating with vendors and sub-contractors to ensure prompt, cost effective and accurate service.
- Addressing any questions or concerns that my clients had.

HD COMMUNICATIONS CORP., RONKONKOMA, NY
Sales and Marketing Associate

5/2000 to 4/2003

While serving in this position, I promoted the company's wireless communications product lines in order to attract new clients and potential leads for its sales division.

Key responsibilities and achievements included:

- Interacting with senior management on a daily basis regarding current marketing strategies.
- Compiling and drafting informational material for use by sales representatives, in brochures and on the company web site.
- Preparing quarterly reports of product sales, inventory and future growth projections for each division within the firm.

EDUCATION AND TECHNICAL PROFICIENCIES

Bachelor of Arts in Social Sciences (2000)
SAINT JOSEPH'S COLLEGE, PATCHOGUE, NY

Technical Skills

Software

Adobe Creative Suite (including: After Effects, Contribute, Dreamweaver, Illustrator, Indesign, Photoshop and Premiere Pro), Google (including: Analytics, Docs, Drive, Forms, Gmail, Hangouts, Sheets and Voice), MailChimp - Email Marketing Platform (for non-governmental/political campaign outreach), HTML, HTML5, JQuery, Microsoft Office Suite (including: Access, Excel, PowerPoint Visio and Word), Microsoft Publisher, website development, video editing

Grants

Administration and coordination of Suffolk County's Omnibus and Community Support Initiative grant programs.

Budgetary

Detailed analysis of Suffolk County's \$3.11 billion annual operating budget. Review of an approximate \$285 million annual capital program and funded projects.

Fundraising

Serve as the Treasurer for two "Authorized Committees" as defined under NYS Election Law. Developed and planned over 40 fundraising events, directly overseeing guest lists, invitation wording and design, solicitation letters, the hiring of vendors, venue selection, "day-of" event details and making payments to all vendors. I, additionally, recruit new donors and provide outreach to existing supporters to help ensure that fundraising goals are met within budget.

Shawn A. Myers

samyers8412@gmail.com

SUMMARY OF QUALIFICATIONS

Decorated Military Senior Executive with over 23 years of experience in sales and building customer relations. A proven well-rounded leader and manager with extensive sales and operational management background with strong interpersonal, organizational and communication skills in all facets of sales and customer satisfaction. Proven performer in sales after transition from the military.

PROFESSIONAL EXPERIENCE

**Territory Sales Manager, Reads Diesel
Jacksonville, Florida**

Aug 17 to Present

Responsible for sales and profitability objectives by brand and channel. Also, having day-to-day responsibility for building a market for a company with no current brand or customer base in an area.

- Successfully managed over 10 existing accounts while continuing to prospect for new customers.
- Developed relationships to secure partnership with a large company.
- Managed the purchase and transfer of over 1.8 million dollars of material handling equipment.

**Regional Sales Manager, KMH Systems Inc.
Nashville, Tennessee**

Jan 16 to July 17

Responsible for sales and profitability objectives by brand and channel. Also, having day-to-day responsibility for the company's marketing programs in a specific territory.

- Successfully managed over 40 existing accounts while continuing to prospect for new customers.
- Developed relationships to secure large scale company projects in numerous areas.
- Managed the purchase and transfer of over 1.3 million dollars of material handling equipment.

**Area Sales Trainer, United States Marine Corps
Nashville, Tennessee**

June 13 to Dec 15

Facilitated workshops in sales, public speaking, listening skills, and interviewing techniques to over 70 recruiters. Developed and implemented customized training solutions to improve sales, prospecting techniques, and quality control for 15 Recruiting Management Teams. Performed training and assistance visits and conducted performance improvement training for all levels of management. Key highlights:

- Training resulted in command receiving national recruiting recognition for 2 consecutive years.
- Served as a trainer and supervisor for staff members.
- Supervised all recruiting matters within the corporation.
- Trained all members of the board of directors.
- Implemented networking workshops enabling the company to be better branded and recognized throughout the communities.
- Conducted over 50 leadership evaluations for local sales team.

Shawn Myers Page 2

**Trainer/Sales Analyst, Kansas City, MO
9th Marine Corps Recruiting District (Mid-West Region)**

June 11 to May 13

Trained a 480-member recruiting force in formal classroom instruction and on-the-job training in annual and monthly accession, quota planning, execution and management for recruiting stations in nine states.

- Provided training and assistance to the leadership and recruiters of 8 recruiting stations in a multi-state area to achieve monthly and annual contracting and shipping goals, surpassing over ½ of the recruiting force nationwide.
- Created custom sales, coaching, leadership, creative thinking and problem solving training packages for recruiters, station commanders and executives within 9 states. Increased productivity and quality to a level of national recognition, resulting in top placed recruiting station, station commander and recruiter throughout all Marine Corps Recruiting.
- Conducted systematic recruiting inspections and follow-up training in support of assigned missions; ensured all system components were properly maintained, promoting mission accomplishment.
- Corrected deficiencies through training, successfully ensuring compliance with all policies, regulations, directives, and orders.
- Trained and supervised senior enlisted and officers on prospecting and sales presentations, gaining over 8,500 applicants annually.
- Provided initial, follow-up and evaluation training in professional selling skills, interpersonal communication skills, enlistment criteria and data analysis, improving sales, processing and closing ratios by over 40%.
- Conducted weeklong orientation classes for all new executive group members throughout the district to ensure all members understood the recruiting process from beginning to end.
- Conducted on-site training throughout 9 states, increasing productivity by 4 %.

**Assistant Area Sales Trainer, Milwaukee, WI
Marine Corps Recruiting Command**

June 07 to June 11

Provided training and instruction for recruiting personnel throughout the states of Wisconsin, Illinois, and Michigan.

- Corrected deficiencies and enhanced sales, planning and communication skills of recruiting personnel through extensive training.
- Trained recruiting staff in sales, public speaking and prospecting activities. Demonstrated how to achieve a winning recruiting station through historical and trend data analysis.
- Created and maintained training packages for all levels in sales, coaching and leadership.
- Improved the recruiting force, enabled successors to perpetuate a winning training and analysis platform that continues to drive Recruiting Station Nashville's successful attainment of all goals and missions.

**Quality Control Specialist, Milwaukee, WI
Marine Corps Recruiting Command**

June 05 to June 07

Oversaw the quality control for the entire region area covering three states. Provided training to all levels of company to improve on quality control as well as processing for all applicants accessing in the United States Marine Corps for Wisconsin, parts of Michigan, and parts of Illinois.

- Developed processes for quality control that led to organizational rewards for top quality control in the region.
- Developed a systematic file system to process over 200 applications a month with 100 percent accuracy.

Shawn Myers Page 3

**Team Sales Leader, Milwaukee, WI
Marine Corps Recruiting Command**

June 99 to June 05

Directly supervised 7 newly assigned recruiters meeting and exceeding assigned monthly recruitment goals.

- Utilized coaching skills and training techniques to ensure each recruiter successfully completed daily planning to achieve successful monthly goal attainment.
- Supervised and assisted recruiters in daily tasks of prospecting and selling to prospective Marine Corps applicants. Mentored all new recruiters through systematic recruiting techniques.
- Effectively demonstrated a recipe for success that enabled all supervised recruiters to be meritoriously promoted to the next grade for exceeding all annual goals and quality standards.

EDUCATION

- American Public University 72 credit hours towards BA in Business

CERTIFICATIONS

- Achieve Global:
 - Professional Selling Skills
 - Interpersonal Management Skills
 - Problem Analysis and Decision Making
 - Challenges of Leadership in a Recruiting Environment
 - Coaching
 - Train the Trainer "Master Trainer"
 - Selling Skills
 - Coaching
 - Interpersonal Communication Skills

Stephen N. Skidd
924 Paces Farm Trail SW
Marietta, GA 30064

January 8, 2019

Delena Franklin
Lead Recruitment Coordinator
Strategic Government Resources

Dear Delena,

I am grateful for the opportunity to be a candidate for the Palm Coast City Manager position. This brief cover letter explains my motivations for seeking this exciting position, along with the experience and qualities that I can bring for this important role.

Throughout my career, I have held positions of increasing responsibility ranging from overseeing federal government employees to director level management of large operations in private industry. I am currently looking for opportunities where I can give something back to the community in which I live. The Palm Coast City Manager position opening immediately captured my attention in that regard. I have a broad and extensive background that I believe may uniquely benefit the city of Palm Coast.

My experience in management covers assignments that ranged from very specific and technical engineering roles with ten or less direct reports up to positions with complete profit and loss responsibility for multi-billion dollar plant operations. I am thoroughly familiar with both union and non-union operations. I have had direct responsibility for complete departments such as Human Resources, Environmental Protection, Safety Management, Public Relations, and more. Although most of this high level management experience is within private industry, I consider this to be a strength for the City Manager position because I would be able to bring valuable insights and, perhaps, new ways of thinking to city government.

Lastly, I wish to describe my management style. I am well organized and very collaborative by nature. I have never been a micro-manager and believe that such a management style stifles employee motivation. I also believe that the subject matter experts shine when they are allowed to perform those functions that they were hired to do. Trusting the professional judgment and skills of the team goes a long way toward building a solid organization. I have had the privilege of directing and witnessing the results of organizations built around a consensus model. They are characterized by great performance and low employee turnover. Obviously, I could say more since I am so passionate about the power of employee involvement but I promised to keep this brief.

In closing, I also want to mention that I am familiar with the city of Palm Coast. I have family members who currently live in the area and we have been there many times to visit. It is a beautiful area. I would very much look forward to the opportunity to discuss what can be done to create value for a city with such great potential.

Sincerely,

Stephen N. Skidd

Stephen N. Skidd

924 Paces Farm Trail SW • Marietta, GA 30064 • Phone: 512-590-0617 • E-Mail: stephen.skidd1@gmail.com

SUMMARY Operations Executive with 25+ years field and corporate experience with a strong track record of developing and leading cross-functional teams, including Safety, Sales, Finance, Human Resources, and Environmental to achieve excellent performance.

CORE COMPETENCIES	Sales & Marketing	Financial Management & Modeling
	Servant Leadership Mindset	Project Management
	Plant Optimization	Proposal Development
	Environmental, Health & Safety Regulations	Safety Leader
	Strong Engineering Skills	Cost Control and Strategic Planning

PROFESSIONAL EXPERIENCE

Director of Business Development APTIM (formerly CB&I) 2015 - 2018

- Developed relationships with existing and prospective customers.
- Researched Power Market trends and analyze changing customer environments.
- Developed business proposals with executive management for winning new work.
- Analyzed competitors' marketing strategies to expand and improve service offerings.
- Developed and executed sales plans.
- Lead proposal development for new customer opportunities.

Director of Operations Day & Zimmermann 2010 - 2015

- Directed 8 union maintenance contracts for the fossil fuel power generation business in 11 states.
- Financial control of 15 projects, ranging from \$4MM - \$26MM of annual revenue.
- Provided executive leadership for 18 Project Managers, Program Managers, Site Managers, Superintendents, and up to 400+ union craft labor.
- Generated performance metrics for all operating sites in the key areas of Safety, Financial, Quality, Employee Development, and Customer Relations performance.
- Successfully led and negotiated 9 contracts to generate new business and grow existing contracts.
- Member of the Executive Strategic Planning Committee.
- Co-Leader in developing a pilot Fleet Performance Improvement Initiative for standardized safety procedures.

Plant Manager Luminant (formerly TXU) 2006 - 2010

- Directed all aspects of the Sandow Steam Electric Generating Station with total combined generation of 1,270 MW of electric power.
- Developed performance metrics for the management, operation, engineering, and safety oversight of a multi-unit generation facility.
- Provided Operations leadership to the construction and startup of a 630 MW Circulating Fluidized Bed (CFB) clean coal fired power plant.
- Managed over 120 direct and indirect reports.
- Achieved 16 years of continuous operation with over three million work-hours and no Lost Time Injuries.

Plant Manager Northern Star Generation Svcs Co. 1996 - 2006

- Managed an 88 MW CFB power plant using waste coal as the primary fuel.
- Managed 46 direct and indirect reports.
- Achieved and maintained 95+% availability and capacity factor during every operating year.

- Spearheaded a Fuel Services Agreement resulting in savings of \$2.5MM per year.
- Achieved one million work-hours without a Lost Time Injury.
- Negotiated an Ash Sales and Byproducts Agreement leading to additional annual revenue of \$500K.

Plant Manager Air Products & Chemicals, Inc. 1993 - 1996

- Managed a Liquefied Natural Gas (LNG) production plant with 37.5 million gallons of stored capacity and 26 direct and indirect reports.
- Lead engineer responsible for several large capital projects that increased plant capacity by 30%.
- Consistently exceeded planned station reliability and achieved maximum stored production of LNG during each liquefaction season.

Plant Manager Air Products & Chemicals, Inc. 1991 - 1993

- Managed a Cryogenic Air Separation plant with production capacity of 550 tons/day of liquid nitrogen, oxygen, and argon.
- Chosen to manage one of only two plants in the United States capable of manufacturing ultra-high purity gases for the electronics industry.
- Directed the successful achievement of ISO-9000 certification.

Plant Superintendent Air Products & Chemicals, Inc. 1990 - 1991

- Managed all Operations for the cryogenic manufacture of hydrogen and carbon monoxide at the complex.
- Key leader for hydrogen plant restoration projects in the Houston area.
- Lead Outage Coordinator at multiple industrial gas sites in the Houston ship channel area.
- Member of the Unified Manufacturers Emergency Response Team for the Houston ship channel area.

Plant Superintendent CIL Corporation of America 1987 - 1990

- Responsible for all Operations for the 900 ton/day sulfuric acid manufacturing facility in South Amboy, NJ
- Oversaw all supervision and production for the facility.

Chief Project Manager Terra-Chem, Inc. 1986 - 1987

- Supervise and provide technical direction to chemical grouting operations crew.
- Develop materials, applications, and engineering solutions for soils stabilization and waterproofing projects.
- Prepare proposals and cost estimates for customer Requests for Proposal (RFPs).

MILITARY EXPERIENCE

United States Navy 1982 - 1986

Project Manager, LT. USN

Primary responsibilities included Chief Project Manager for 15 construction contracts totaling \$13 million, planning and supervising fixed price capital projects, supervising and providing technical direction to civilian technicians, and providing design review for new projects.

EDUCATION

University of Connecticut, Storrs, CT 1979 - 1981

Bachelor of Science in Chemical Engineering

Overall Grade Point Average of 3.33/4.00

Graduated Cum Laude and member of Tau Beta Pi (National Engineering Honor Society)

PROFESSIONAL ENGINEER LICENSES

Registered Professional Engineer:

- NJ License No. 24GE03349100
- PA License No. PE062205

SUMMARY OF QUALIFICATIONS

Highly motivated, innovative and versatile planner with an extensive background in municipal governance, planning, and community and economic development. Energetic self-starter with excellent research, analytical, communication and creative skills. Able to envision alternatives to the physical and social environments in which we live. In depth experience working with a wide range of municipal and governmental agencies, nonprofit organizations, consultants, business and industry leaders, and the public as a whole. Adept at consensus building; able to communicate effectively and work with a variety of people. Interested in pursuing a position in municipal management.

EDUCATION

Pennsylvania State University, World Campus - Continuing Education towards the Master's of Community and Economic Development.

SUNY Fredonia, Fredonia, NY — Bachelor of Arts - Political Science (Magna Cum Laude) - 2005
Studied Public and Environmental Law and Policy, Geography, Communications.

Jamestown Community College, Jamestown, NY — Associate of Science - Math and Science – 2003
Studied Engineering, Drafting, Calculus, Humanities.

Westfield Academy and Central Schools, Westfield, NY — Regents Diploma - 1997
Studied Math, Science, Art, Architecture. Loyal Order of the Moose #118 Scholarship.

SKILLS

- Knowledge of municipal governance and governmental policies and procedures.
- In depth experience regarding housing, community and economic development; land use, site planning and permitting; zoning and urban design theories, principles, policies and practices.
- Experience with grant writing and administration including the HUD, CDBG and HOME grant programs.
- Understanding of public and environmental planning, policy, and analysis; project management and permitting, political and environmental surveys; public relations, communications and politics.
- Extensive background in math, statistical analysis, engineering, land surveying and drafting.
- Knowledge of technology, PC and Mac computers, networks, database management and website design; able to quickly and efficiently learn new technologies, ability to type 70+ words per minute.
- In depth experience with geospatial technologies, including geographic information systems, remote sensing, and the global positioning system and how it relates to municipal planning processes.
- Proficient at reading plans and blueprints as well as comprehending complex codes, laws and policies.
- Extensive background in real property acquisition and management; transportation and utility corridor planning, housing and land development, design, and construction.
- Personable, positive, calm, caring, considerate and easy to work with.
- Willing to continue education; completed the FEMA Emergency Management Institute's Professional Development Series and Planetizen's 'Introduction to Smart Growth' classes.

EXPERIENCE

Director of Community and Economic Development; Dover, VT - 2017 - Current

- Lead planning and development efforts for the Town of Dover, VT and the greater Deerfield Valley region.
- Developed a Strategy for Economic Development for the Town and outlined priorities to promote those interests.
- Developed a planning process for identifying and prioritizing projects for efficient implementation.
- Manages the Town's Tax Revenue, emphasizing strategies to improve the economic conditions within the area.
- Developed a Business Development program including a grant and loan system for new and expanding businesses.
- Represent the Town, as it's highest ranking employee, at meetings with regional, state and federal agencies.
- Developed and implemented a tax stabilization policy.

Director; City of Allentown Planning and Zoning; Allentown, PA — 2016 - 2017

Chief Planner; City of Allentown Planning and Zoning; Allentown, PA — 2015 - 2016

- Led short range and long range planning and zoning efforts for the City of Allentown.
- Provided guidance and effective management for the growth, preservation and redevelopment of the City.
- Managed the Planning and Zoning bureau's staff of 9, including Planning, Zoning and accessory staff.
- Coordinated the City's review of plans and projects, including Pennsylvania's Planning Module system.
- Planned and published the City's annual 5 year Capital Improvements Program.
- Developed, managed and oversaw the Planning and Zoning bureau's budget.
- Managed the City's community planning programs such as the Upside Allentown Initiative.
- Represented the City at local, regional and national levels such as the Lehigh Valley Planning Commission.
- Produced and implemented the Comprehensive Plan, Zoning Code, and other regulatory and planning documents.
- Managed and staffed the Planning Commission, Zoning Board of Appeals and Historic Architecture Review Board.
- Board member of Neighborhood Housing Services of the Lehigh Valley and the Lehigh Valley Planning Commission.

Director, City of Dunkirk Planning and Economic Development; Dunkirk, NY — 2012 - 2015

- Led planning and community and economic development efforts for the City of Dunkirk.
- City cabinet member, involved in all aspects of municipal governance.
- Worked closely with state and federal representatives to bring projects to fruition.
- Determined long range planning issues and policies, and developed alternatives.
- Managed planning and development staff, consultants and others on planning and development projects.
- Responsible for assisting developers through the City, County and State permitting process.
- Led grant writing and administration for the City. Awarded over \$4 million towards local projects.
- Promoted the City to potential investors, residents, consumers and tourists.
- Implemented a Citywide Geographic Information System.
- Chairman, Dunkirk Local Development Corporation and Dunkirk Industrial Development Agency.
- Member of the Board, Chadwick Bay Regional Development Corporation, Chautauqua County Land Bank and Dunkirk Chamber of Commerce.

Planner, Cayuga County Planning and Economic Development; Auburn, NY — 2008 - 2011

- Participated in community planning and economic development processes.
- Consulted with municipalities, residents and developers in regards to planning and zoning issues.
- Assisted in the recruitment of new industry and the retention and expansion of existing employers.
- Authored applications for state, federal and private grant programs.
- Managed community and economic development grant and loan programs, including housing and downtown rehabilitation programs; small business programs; community development block grants; and environmental and watershed protection programs.
- Staff person of the Industrial Development Agency and Agriculture & Farmland Protection Board.
- Supported municipalities and assisted communities in planning related activities.
- Administered, managed and conducted a variety of alternative and renewable energy projects & studies.
- Oversaw staff and interns on GIS, energy, transportation and community development related projects.
- Compiled data and produced quality documentation, reports, presentations and figures.
- Assisted with strategic, comprehensive, recreational and farmland protection plans and studies.

GIS Project Consultant, Civil & Environmental Consultants; Pittsburgh, PA — 2007 - 2008

- Worked extensively on infrastructure and energy projects relevant to coal, gas and oil extraction, pipelines, transportation corridors electrical transmission lines and other industrial power facilities.
- Prepared geographic analysis for siting of transportation and utility line projects.
- Worked closely with municipalities, governmental agencies, consultants and property owners regarding transportation, infrastructure, energy and utility projects.
- Coordinated, managed and participated in field work activities including researching, surveying, locating and mapping of parcel boundaries, streams, wetlands, habitats and other environmental concerns.
- Created, populated and maintained databases and geo-databases.
- Researched, organized and maintained title reports, deeds, plats and other records.
- Compiled and analyzed data to create reports regarding parcel, title, deed and lease information.
- Generated parcel geometry from title reports and deeds for mineral, rights and surface holdings.
- Produced quality documentation and maps for internal and external clients.
- Calculated impact of proposed projects and their alternatives.

Environmental Analyst/Scientist, Northern Ecological Associates; Fredonia, NY — 2005 - 2007

- Worked extensively on policy analysis, permitting, siting and environmental impact analysis of transportation and utility projects such as gas pipelines and industrial wind farms.
- Project siting and alternative analysis; compiled, analyzed and geo-processed geographical, social, cultural and ecological data.
- Researched and reviewed local, state and federal regulations for industrial infrastructure projects.
- Utilized GIS software, GPS systems and CAD programs for mapping and figure production, geospatial analysis and remote sensing.
- Surveyed and mapped sensitive environmental, archaeological and wetland areas.
- Collected, analyzed and provided graphical representations of environmental data sets in the form of maps and figures related to transportation corridor siting, wetland and stream determinations; mitigation and restorations; pipeline, transmission line and wind farm permitting; and plant surveys and landowner determinations.

Land Surveying, David Laird Associates; Erie, PA — 2005

- Operated survey instruments, such as total stations, data collectors, transits, GPS.
- Completed ALTA, boundary, physical, topographical surveys.
- Performed construction surveys and site staking.
- Assisted with subdivision layout and surveys.

Public Policy Intern, Chautauqua County Chamber of Commerce; Dunkirk, NY — Fall 2005

- Developed and orchestrated a marketing plan against Proposal One (2005), the New York State Runaway Spending Amendment, which was defeated by a margin 4-to-1 within the county, the largest margin in the state.
- Surveyed and interviewed local politicians on issues prior to election for newspaper articles.
- Composed weekly Chamber of Commerce column in local paper.

Land Development, Maintenance and Management of Rental Units and Real Estate, General Labor N & W Development, Self Employed; Westfield, NY — 1995-2007

- Participated in the planning, design and development of a subdivision including construction, land development, utilities installation and landscaping design.
- Reviewed subdivision and land development plans for conformance with local plans and ordinances.
- Administered and maintained an apartment complex, individual apartment buildings, and land property.
- Operated industrial equipment such as dump trucks, tractors and backhoes.
- Cut and sold locust posts to local grape farmers, and successfully operated a fruit and vegetable stand.
- Produced custom aerial photography utilizing radio control aircraft.

December 7, 2018
Palm Coast – City Manager Search Committee

Dear Search Committee:

I am writing in response to your advertisement for City Manager position for Palm Coast. I am excited about the opportunity to apply for this position and believe that my personal, professional, political and educational background make me a strong candidate.

Personally, I am married to my lovely wife Melissa and we have three fantastic adult children and two grandchildren. I enjoy college football and play both tennis and golf. We have raised our children in Henry County, GA and we are very proud of all of their accomplishments. All of our children graduated from college and are happily employed. Our oldest (son) has a Master's Degree and is a successful small business owner. Our middle daughter is an officer United States Coast Guard and is stationed in Pensacola at flight school. Our youngest daughter is a Parole Officer with the State of Georgia. Family is extremely important to me and is the foundation for everything I do.

Professionally, I have spent the last year as the County Administrator of Effingham County Georgia. Effingham County is booming suburban county outside the City of Savannah with a growing population of over 60,000. The County has 405 full time employees in 26 departments and is a full-service county with all essential functions of local government. The County runs a state inmate prison with the Warden reporting to the County Administrator and this is in addition the normal functions of the Sheriff and Jail operations. The improving economy and the growth of the Savannah Port nearby has Effingham County strategically placed for growth. The County is served by two interstates (95 and 16), several state highways (21, 17, 30, 119), one federal highway (80) and two mainline railroads (Norfolk Southern and CSX) that come from the port. As the County Administrator, I was able to make numerous improvements while also overcoming some serious challenges from Hurricane Irma, Winter Storm Grayson, and the unfortunate death of a long time Finance Director shortly after my arrival. I managed all administrative affairs of the county including 26 department heads direct reporting, all finances and budget planning, all personnel decisions, public relations, and lastly all Board communications and reports as needed.

Previously, I was employed as the Executive Director of a nonprofit trade association dealing with construction and transportation issues. That job was also fast paced and multifaceted. I had responsibilities directly reporting to our board of directors in management, budgeting, strategic planning, governmental affairs/policy, board meetings/agendas, business development, and collaboration with national partners. Before that, I was a Real Estate Broker with my own firm and managed 29 agents with full responsibility for all corporate functions. I have a strong business acumen with superb communication skills including public presentations. Additionally, I have been on my local volunteer board of directors for the Farm Bureau as an equestrian member.

Politically, I was elected to four terms in the Georgia House of Representatives. My resume will show more depth to my committee involvements, but transportation and infrastructure were a cornerstone during my time in the legislature as I was representing one of the fastest growing

counties in the country. My district had approximately 80,000 residents in Henry County with portions of two cities. I have experience dealing with elected officials, department heads and staff at the city, county, regional, state and federal levels, as well the constituents I represented. In addition to many positions, I served as Chairman of the local county delegation during my years of service. I have maintained substantial relationships with many key leaders and decision makers. Some of my greatest achievements included transportation funding distribution, state infrastructure bank, eminent domain, high school graduation requirements and mandated articulation, school construction funding, stronger sex offender registry, and reducing restrictions on small pool insurance and prompt pay.

Educationally, I have top credentials in this area with a BS in Political Science and Business Minor from Troy University, as well as a Master's in Public Administration from Arkansas State University. I graduated with honors from ASU and I am lifetime member of the Phi Alpha Alpha National Honors Society of Public Administration and Public Affairs. Finally, continuing education is extremely important so over the last year I attended the University of Georgia Carl Vinson Institute of Government and received my Certified Public Manager (CPM) designation. This designation is nationally accredited and took over 300 hours to complete.

I appreciate being considered for this exciting opportunity. My resume and headshot are attached. I look forward to meeting with the search committee as well as the Mayor and Council members and discussing my future prospective employment with Palm Coast.

Sincerely,
Steve Davis, MPA CPM
Georgia State Representative (retired)

STEVEN S. DAVIS, MPA CPM
228 Chippingwood Circle Pooler, Georgia 31322
Cell: (678) 215-2569
repstevedavis@gmail.com

SKILLS

Innovative thinker with broad-based expertise in State and Local Government Operations, Public Policy, Intergovernmental Relations, Transportation, Public Speaking, Nonprofit Management, Strategic Planning, Real Estate markets, Finance, Business Development, and Construction. Proven ability to quickly and thoroughly analyze key business drivers and develop strategies to grow and manage bottom line. Self and team motivator with strong leadership qualities.

EXPERIENCE

Effingham County Board of Commissioners
County Administrator

Sep 2017 – Oct 2018

- 405+FTE with 26 Department Heads
- \$29 Million General Fund FY2019
- \$56 Million Special Fund and Capital Budget FY2019
- \$85 Million Total funds Managed FY2019
- \$4.4 Billion Tax Digest
- Manage all administrative affairs of County
- Implement policies of the Board in accordance with state and federal laws
- Responsible for all finances and financial planning, including preparation of annual budget
- Oversee and manage all personnel decisions of the County
- Act as liaison between the Board, employees, other state and local officials, and the community
- Prepare agenda items and make all staff recommendations
- Prepare and distribute reports as directed by the Board
- Host Department Head and Divisional Meetings
- Manage public relations, including on camera interviews and press requests
- Major Events: Hurricane Irma, Winter Storm Grayson, Hurricane Floyd, and Hurricane Michael
- Re-organized County departments, including consolidation and privatizing
- Negotiated new Solid Waste Contract
- Negotiated new Food Service Contract for County Prison and Jail
- Operationalized paperless billing and auto-pay for water billing
- Operationalized credit card and online payment options for Development Services
- Managed completion of \$7 Million phase of sports complex
- Managed completion of \$1 Million Josh Reddick Stadium
- Managed completion of multiple local transportation projects
- Managed PE and ROW acquisition for 2 major GDOT Projects

American Concrete Paving Association/Portland Cement Association
Executive Director - Georgia

March 2013 – Sept 2017

- Manage nonprofit trade association operations
- Review and monitor Georgia Legislative actions
- National Legislative Task Force evaluating and responding to potential legislation
- Increase market share for concrete pavement and other cement products

- Develop strong business relationships and sustain essential contact with contractors, suppliers, owners and engineers.
- Coordinate with promotion partners and collaborate with pertinent professional associations to advance Concrete Pavements.
- Planning, developing and conducting educational workshops, seminars, and project visits
- Responding to inquiries for technical information and assistance
- Maintaining effective relationships with public and private professional organizations
- Create effective quantitative quarterly reports on concrete and cement usage
- Maintain communication with Board of Directors with monthly updates on promotions
- Maintain communication with national group and staff
- Manage central office administration staff and ensure strict budget compliance
- Manage association membership and fundraising activities

Georgia House of Representatives
State Representative

Elected November 2004 – Jan 2013

- Elected to 4 terms
- Chairman of Information and Audits Committee
- Vice Chair of State Planning and Community Affairs Committee
- Member of Transportation Committee and Chair of Air Transportation Sub committee.
- Member of Insurance Committee and Vice Chair of Health Insurance Sub committee.
- Member of Appropriations Committee.
- Member of State Institutions and Property Committee and Chair of Inmate Issues Sub committee.
- Deputy Majority Whip.
- Key legislation passed: transportation distribution, state infrastructure bank, sex offender, flexible High School graduation, mandated college articulation, insurance prompt pay
- Transportation bill that changed the division of the transportation funding (\$2 Billion a year) between the Congressional districts.
- In addition to the duties already mentioned I must maintain a host of constituent services and speaking engagements to fulfill my duties of office

Cape Real Estate Sales and Trading
CEO / Broker

Feb 2009 – March 2013

- Build and operate small Real Estate Firm with 29 agents. Maintain all required data and contracts from all agents.
- Monitoring market trends, industry-related information, educational articles and research data to educate clients by outlining the best tools for the performance of their assets.
- Building and maintaining mutually strong relationships with key community leaders, business owners, realtors as well as the brokerage community.
- Representing buyers, sellers, landlords and tenants associated with retail, commercial and industrial properties as well as raw and developed land sales.
- Utilizing various forms of technology, my extensive knowledge of the market and strong personal networks to compile marketing packages and investment analysis for my clients looking to purchase commercial and industrial land as well as leasing of office space.
- Ensure all licensing of firm and agents is maintained. Taxes and continuing education.

MME Construction Group
Director of Sales and Marketing

Feb 2008 – Feb 2009

- Planning and implementing new business activities to meet company targets.
- Focus on growth and profitability of commercial activities.
- Prepare business strategic plan identifying potential markets and customers.
- Monitor correction plans and actions according to customer responses to satisfaction surveys.

- Independent Contractor for real estate sales including commercial and residential properties.
 - Consistently met sales goals by which all leads and sales were self generated.
 - Focused predominantly on residential and commercial sales with a few large tract land sales.
 - Consistently sold over \$2 million annually and 2005 was over \$8 million in sales.
-

EDUCATION

University of Georgia, Certified Public Manager
Carl Vinson Institute of Government

Arkansas State University, Masters of Public Administration
Phi Alpha Alpha member, the National Honor Society for Public Affairs and Administration

Troy University, Bachelor of Political Science in Public Administration, Business Minor

Morrow High School, College Preparatory Diploma

MAJOR SPEAKING ENGAGEMENTS

Georgia Property Rights Coalition
American Dream Coalition National Conference
National Association of Insurance Agents
Veterans Day Ceremonies
Council for Quality Growth
Henry County Board of Education
Leadership Henry
Eagle Scout Court of Honor
Numerous school events

State Bar of Georgia
American Cancer Society
Georgia Farm Bureau
Rotary Club
Chamber of Commerce
Georgia Skills USA
Youth Leadership Henry
Henry County Moose Lodge
Numerous political events

AFFILIATED ORGANIZATIONS

American Concrete Pavement Association
Concrete Pavement Tech Center
Georgia Airport Association
Georgia Public Policy Foundation
Georgia Council for Quality Growth

Portland Cement Association
Transportation Research Board
Georgia Engineering Association
Carl Vinson Institute for Government
Association of County Commissioners GA

AREAS OF EXPERTISE INCLUDE:

•Leading & Developing Teams
•Use of Technology
•Public Speaking
•Developing New Business

•Positive Client Relationship
•Negotiating & Closing Deals
•Consultative Sales Approach
•Key Account Management

•Managing Budgets
•Strategic Planning
•Solutions-Oriented Selling

Sungman "Simon" Kim
PhD, MBA, MLA, AICP, ASLA/PLA,
GISP, SPHR, SHRM-SCP

3287 Noble Drive
Brownsville, TX 78526
956-407-2003 (cell)
email: sungmankim@hotmail.com

PhD in Landscape Architecture
Master of Business Administration
Master of Landscape Architecture
Certified Planner
Professional Landscape Architect
Certified GIS Professional
Senior Professional in Human
Resources
SHRM-Senior Certified Professional

City of Palm Coast
160 Lake Avenue
Palm Coast, FL 32164
c/o
Mr. Doug Thomas, Senior Vice President
Strategic Government Resources

December 19, 2018

RE: City Manager

Dear the Honorable Mayor Milissa Holland and members of the City Council:

I am writing to express my interest in the City Manager position for the City of Palm Coast.

I had experiences in consulting services for government agencies for over 16 years, and also successfully managed development projects at local governments for more than 14 years. Given the 30 years of total experiences, I can tell that I understand the economic, political, social, and functional values of public sectors and am enjoying their energizing atmospheres.

My passion for and knowledge of community development led me to pursue my Ph.D. degree with a thesis on urban planning at the joint program with landscape architecture. I also achieved Master's degree (MLA) with a dissertation on environmental psychology, which is a branch of landscape architecture. In practice, as a certified planner (AICP), a professional landscape architect (PLA) and a certified GIS professional (GISP), I have been actively involved in many development and construction projects. Without a question, the sustainable community development and redevelopment activities fall into my purview.

When I acquired a business administration (MBA) degree in April 2013, human capital management and urban economics caught my attention, and I realized my potential career there. In due course, I acquired a certification of Senior Professional in Human Resources (SPHR) and Society for HR Management – Senior Certified Professional (SHRM-SCP).

Consequently, I've been interested in serving a better role at a government than simply leading development efforts for a while now, and have been actively expanding my scope of work for some years. I find myself today as a leader working in an era of dynamic economics, stormy political discourse and facing yet other crises in confidence. With an undiminished pride in working as a professional in local governments, I would like to directly working to provide a guaranteed care of people and a brighter economic future. With the familiarity with economic development, tourism, event management, environmental protection, historic preservation, community development, team management, and community engagement, I find the values the city is searching for seem perfectly align with the values I have and it encourages my application.

As a goal-oriented servant leader or a moderator, I aim to create values through efficient and effective team management.

Internally, I put importance on developing capacities of my team members through a format of succession planning, while personally demonstrating ethical and moral courage to meet standards for being fair and just. I encourage my team members' creativeness in achieving goals and always take time to recognize their work. I have promoted diversity, which reflects the society. In management, I have become familiar with current technology and do not hesitate utilizing new innovative technologies when appropriate.

Externally, a communication program and a customer relationship management (CRM) system have been major tools for me to facilitate accessible, open and transparent communication with the public and other stakeholders. I believe that the future innovation in public services lies in communication and engagement. The communication program has helped me having all stakeholders on the same page and the CRM has allowed me to make the best use of community resources and quality amenities, ultimately earning people's trust. I have been instrumental in building streamlined customer-centric services for the public by utilizing a process mapping technique.

As a government staff, who is politically savvy but apolitical, I have been working with Federal, State, Regional Councils, Transportation Planning Organizations, County, municipalities, private developers, landowners and concerned citizens, and established successful relationships with them. Because acted as a local leadership member and a member of APA Legislative Committee, I am familiar with general legislative process, and have experiences in advising and lobbying legislators. As a business ombudsman, I am open minded and being approachable at any events. I am a careful listener and understand the value of being unbiased for the public at all time.

While introducing transparent and accountable governance practices and ensuring sound public budgeting services, I have successfully overcome the challenges of the widening gap between the availability of financial resources and municipal spending needs, by acquiring outside funding (state and federal grants), incorporating finance measures (bond, TIF, PID, or MUD), encouraging private investments (a facade improvement program), and/or optimizing internal operating costs.

To ensure quality growth and development, I have been dealing with sustainable community developments and redevelopments under smart growth principles to provide a better quality of life. To achieve such balanced developments for both residential and non-residential, I have assisted local governments adopting their visions, comprehensive plans, strategic plans and regulations, and partnered with school districts, utility companies, and other interest groups.

I have a long history working with the Chamber of Commerce, Downtown Redevelopment Authorities, Economic Development Corporations and local colleges/universities to create, recruit, retain and develop businesses, ensuring community financial sustainability. For economic development, I assisted local governments utilizing assets, developing public supports, setting priorities, adding outside funding, providing incentives, encouraging private investments, and supporting a healthy environment. Some of examples include: business incubator program, downtown redevelopment, industrial development, and reclamation efforts, while creating a strong sense of place for a better quality of life. Tourism development and event managements with marketing and cultural character branding have also been within my purview.

In negotiating collective bargaining agreement (CBA), especially when the budget is tight, I found that Interest-Based Bargaining (IBB) in good faith, which is different from the traditional

"Positional Bargaining (PB)", could be an innovative approach to the CBA. IBB looks into many interests behind any one position, whereas the PB discusses fixed items or positions only. The point to address here is that I am an honest professional who serves and supports team members to perform at their best.

I have both functional and working knowledge of 'emergency preparedness and disaster recovery programs' since I went through recovery efforts after Hurricane Katrina in Florida and acquired FEMA Incident Command System (ICS) 100 through 400, National Incident Management System (NIMS) IS-700.a, and National Response Framework (NRF) IS-800.b. I have maintained close relationship with Fire Inspection on permitting process and Police on enforcement issues. During special events, such as a Spring Break and other peak seasons, I have directly coordinated those public safety services for special events to ensure the protection of the public health, safety and welfare.

As an energetic team player, I feel confident of being a nexus-core or a mediator at a government institution. So far, I have directly coordinated Planning & Zoning, Building, Environmental Health & Code Enforcement, Community Development (HOME/CDBG), Public Works, Parks & Recreation, Economic Development, Tourism & Event Management, GIS/IT, Grant Application & Management, and Shoreline & Wetland Management (Beach Re-Nourishment and Protection Program). I am careful in identifying issues, but do not hesitate in making decisions. I am a strong goal-achiever, and always utilize full potential of my team members. To enhance staff potential, I have utilized succession planning and staff development whenever possible. I would like to see my team members grow, eventually, to have each of them contributing one's best knowledge and professional capabilities for the City and, further, the region.

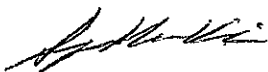
It is my goal to combine my range of experience with my ability to be a compassionate, enthusiastic, intelligent leader who will make a positive contribution to the public, by collaboratively building community pride, vital spirit and sound relationship.

I am sure that I can assist you in achieving your goals by articulating the City's vision, creating safe and livable community, respecting the organizational culture, providing successful public services, and offering a "partial" Lean-Six Sigma work process for efficient service delivery.

I would appreciate the opportunity to meet with you to discuss how my qualifications will be beneficial to the City's success.

Thank you.

Sincerely,



Sungman "Simon" Kim

SUNGMAN “SIMON” KIM

PhD, MBA, MLA, AICP, PLA, GISP, SPHR, SHRM-SCP

3287 Noble Drive, Brownsville, TX 78526

Cell (956) 407-2003 | Email: sungmankim@hotmail.com

“I am a leader with a deep and diverse background in both sectors of academic outreach and public service. I love to work in a team environment, achieve professional goals, juggle projects, streamline work process, provide solutions, formulate ideal outcomes, and keep my fellow employees well-informed and equipped to do their jobs.”

EDUCATION

University of North Florida, Jacksonville, FL

Master of Business Administration, April 2013 | Major: General Business

University of Sheffield, England, the Great Britain

PhD in Landscape Architecture, January 2001 | Major: Urban Planning & Design

Seoul National University, Seoul, South Korea

Master of Landscape Architecture, February 1995 | Major: Environmental Psychology

Daegu University, Daegu, South Korea

BA in Landscape Architecture, February 1990 | Major: Landscape Architecture

OTHER TRAININGS

Urban Transportation Planning, October 30 – November 3, 2006, the Center for Urban Transportation Studies, University of Wisconsin – Milwaukee and the University of Tennessee in partnership with the Florida Department of Transportation and Florida Public Transportation Association

PRACTICAL EXPERIENCE

Landform & Planning, Brownsville, TX

Principal, December 1, 2017 - Current, Full-time

- Provide consulting services on urban planning, landscape architecture, economic development, GIS, and software programming projects.

City of South Padre Island, South Padre Island, TX

Director of Development Services, May 1, 2013 – December 1, 2017, Full-time:

Coordinated 29 employees (economic development, planning & zoning, building, environmental health, code enforcement, shoreline, public works, parks & recreation and GIS) with general budget \$2.3 million; capital budget approx. \$8.5 million.

- Oversaw citywide development operations including planning & zoning, development permits, engineering/subdivision, inspection, code enforcement, transportation, shoreline management, environmental protection, parks & recreation, GIS, and economic development (2.5 sq.mile; 5,900 inhabitants or 5 million annual visitors);
- Acted as City’s planning chief, also as the Business Ombudsman or Development Facilitator;
- Provided technical assistance to the City Council, Economic Development Corporation, Planning and Zoning Commission, Board of Adjustment, Development Review Task Force, Shoreline Task Force, and Parks, Recreation and Beautification Committee;
- Responded to local citizens inquiring about city planning and zoning regulations and ordinances;
- Evaluated planning-related legislation and applicability to department projects;
- Responsible for the administration and enforcement of comprehensive plan, strategic plans, zoning, subdivision, form based codes, etc.;

- Assisted in the development and implementation of growth management, land use, economic development, facilities, or other plans and codes to meet the City's needs and any inter-governmental agreements or requirements;
- Evaluated land use proposals to insure compliance with applicable City, State or Federal laws for conformity to establish plans and ordinances; evaluated proposals' development impact as they relate to the adopted plans of the City and makes recommendations;
- Evaluated environmental information and recommends mitigation measures to reduce adverse impacts of development;
- Managed sustainability policy that conforms to LEED-ND, Sustainable Sites Initiative, Living Community Challenge, and One Planet Living;
- Represented the organization on regional/local boards;
- Collaborated with State Agencies: Texas Department of Transportation, Texas Parks and Wild Life Department, and General Land Office; (Multi-Modal Transit Station Design Review; the 2nd Causeway Construction; State-Road and Median design & management; NEPA process; Space X program; Public Park design);
- Managed and provided GIS services: Analyze, develop and maintain geographic information including Future Land Use, Zoning, Traffic Circulation and other strategic planning maps;
- Managed community events and recreational opportunities; and,
- Developed and maintained Parks and Open Space facilities including the community center.

Landform & Planning, Green Cove Springs, FL and Brownsville, TX

Principal, August 28, 2012 – May 1, 2013 (Part-time while working on my MBA study)

- Consultation on urban planning, landscape architecture, and GIS projects

Clay County Board of County Commissioners, Green Cove Springs, FL

Chief Planner, Floodplain Manager, & CLG Coordinator, November 28, 2006 – August 28, 2012, Full-time: Direct supervision of thirteen (13) with General Budget \$1.2 million.

- Oversaw planning (land use, housing, transportation, infrastructure, environmental, historical and economic developments) operations of Clay County (644 sq. mile: 212,230 permanent residents);
- Assisted Board of County Commissioners, Planning and Zoning Commission, Board of Adjustments & Appeals, and Historic Preservation Committee;
- Supervised design and production of colored maps, drafting and coordination of approval of management plans, and reviewing of development and DRI applications, site plans and PUD's;
- Provided professional leaderships in special planning to address land use compatibility issues with Camp Blanding Joint Military Training Center (72,000-acre) through JLUS and AICUZ (32 CFR 256);
- Provided analysis, projections and recommendations on capital projects, fiscal and environmental impacts of development proposals, and general legislative/quasi-judicial activities;
- Provided assistance to local legislative activities that includes but not limited to Comprehensive Plan, Zoning, and Transfer of Development Rights (TDR) program;
- Provided assistance to Parks, Recreation and Open Space Board and maintained Parks, Recreation and Open Space Master Plan;
- Coordinated ISO and FEMA as a local floodplain manager;
- Collaborated with State Agencies: Florida Department of Transportation and Florida Department of Community Affairs;

- Oversaw the County's transportation analysis and planning;
- Coordinated with NEFRC (Northeast Florida Regional Council) in providing regional leadership for the Jacksonville Metropolitan Area that serves a population of 1,478,212;
- Collaborated with TPO (Transportation Planning Organization) in providing regional transportation system; (First Coast Light-Rail Feasibility Study & Route Selection; Beltway construction; FSUTMS calibration; NEPA process and review);
- Assisted Cecil Field Airport (private space & air facility; Space X program) as a member of the Advisory Committee;
- Prepared urban design guidelines;
- Provided planning-related GIS information;
- Coordinated Public Works, Building, Housing (HOME/CDBG) and Code Enforcement; and,
- Maintained Interlocal Agreements with the School Board, including future growth plans, impact fee and statutory agreements.

City of Deltona, Deltona, FL

Planning Manager / Senior Planner, July 15, 2003 – November 15, 2006, Full-time:

Direct supervision of twelve (12) with General Budget \$1 million and Capital & Special Budget \$10.3 million.

- Coordinated planning and zoning operations of Deltona (41 sq. miles; 90,124 permanent residents);
- Managed and supervised land use, transportation, Housing (SHIP/CDBG), environmental planning and GIS operations;
- Managed local comprehensive plan and general planning and zoning activities;
- Provided technical analysis on capital projects and development proposals;
- Provided audit preparations for the SHIP/CDBG program;
- Collaborated as a member of the technical advisory committee with Volusia County MPO that served a population of 600,756;
- Acquired \$ 5,151,890 TRIP (Transportation Regional Incentive Program) fund for Road Construction (Normandy Blvd); and,
- Prepared urban landscape, streetscapes, public facilities and parks design for municipal projects.

Virginia Polytechnic Institute & State University, Blacksburg, VA

Visiting Professor (Post-Doctoral) at Community Design Assistance Center; July 5, 2000 – July 3, 2003:

Managed federal research funds.

- Provided research for Urban & Community Forestry Assistance Program of USDA Forest Service and VA Dept of Forestry regarding urban trees, greenways, and trails; and,
- Performed research on urban development and networking system.

Department of Landscape Architecture, University of Sheffield, South Yorkshire, England, the United Kingdom

Graduate Staff (PhD Student); September 1995 – March 2000

- Studied on urban design guidelines, especially to identify relationship between aesthetics and functionality;
- Received ORSA (Oversees Research Students Award), the most selective and prestigious awards offered to international students, which is funded by the

Committee of Vice-chancellors and Principals of the Universities of the United Kingdom;
and,

- Received the Sheffield University Bursary Scheme.

Parks & Open Spaces Lab. of Seoul National University, Seoul, South Korea

Project Manager; March 1990 –February 1995

Supervised eighty (80) national employees.

- Environmental Impact Assessment/Statement (Air, soil & water pollution);
- Seoul Subway Developments and other national developments
- New Town Developments;
- Nuclear Power Plant relocation projects; and,
- Seoul National Greenbelt installation and review.

Daegu University, Daegu, South Korea

Campus Planner; March 1988 – February 1990

Participated in preparing the original Daegu University Facilities Master Plan.

PROFESSIONAL CERTIFICATION & LICENSE

AICP (American Institute of Certified Planners), American Planning Association, Certificate Planner Number: 020112, Valid: 07/6/2005 - 12/30/2018

Professional/Registered Landscape Architect, Texas Board of Architectural Examiners, Registration No: 2864, Valid: 06/19/2013 - 10/31/2019; the Mississippi State Board of Architecture & the Landscape Architecture Advisory Committee, License No: 584, Valid: 03/29/2011 - 12/31/2019

SPHR (Senior Professional in Human Resources), HR Certificate Institute, Unique Identifier: 600888405; Valid: 01/24/2015 - 10/31/2021

SHRM-SCP (SHRM Senior Certified Professional), Society for Human Resource Management, ID #: 035383, Valid: 04/02/2015 - 10/31/2021

Certified GIS Professional, the GIS Certification Institute, No: 00054812, Valid: 05/25/2006 - 05/25/2019

Certificates of ICS 100, 200, 300, 400, 700, and 800, Incident Command System (ICS) of National Incident Management System (NIMS), FEMA, US Department of Homeland Security

AWARDS

The 2017 Planning Excellence Recognition for the City of South Padre Island, the American Planning Association Texas Chapter;

The 2016 Planning Excellence Recognition for the City of South Padre Island, the American Planning Association Texas Chapter;

The Grassroots/Non-Profit Initiative Award for “Clay Hill Community Design Guidelines”, the Florida Planning and Zoning Association, 2012 State Award;

The Outstanding Public Study Award for “Clay Hill Community Design Guidelines”, the Florida Planning and Zoning Association, 2011 Section Award;

The ORSA (Oversees Research Students Award), the most selective and prestigious awards offered to international students, which is funded by the Committee of Vice-chancellors and Principals of the Universities of the United Kingdom, 1996-1998;

The Sheffield University Bursary Scheme, 1995-1998.

PUBLICATIONS & DESIGN WORKS

Peer-reviewed article:

Kim, S.M. (Spring 2014) *Revisiting Urban Planning and Design Practices in a Small City in Florida*, Journal of Urban Regeneration and Renewal, Volume 7, Number 3.

Fifty publications related to:

Urban Planning and Design, Economic Development, Open Space Planning and Design, Planning Policies, Demographics, Demand Analysis, Environmental Impacts, Environmental Psychology, Ecosystems, New Town Developments

Twenty five design works related to:

Urban Streetscapes, Parks and Open Spaces, Wayfinding, Trailhead, University Campus Master Plan

MEMBERSHIPS/PROFESSIONAL AFFILIATION

American Planning Association

- Texas Chapter, Member, since 2013
- Florida Legislative Committee, *Member-At-Large*, 2011-2013
- First Coast Section, *Board of Directors*, 2011-2012

American Society of Landscape Architects, *Member*, 2006-2018

Council of Landscape Architectural Registration Boards, *Record Holder*, since 2005

Society for Human Resource Management, *Professional Member*, since 2015 (Member ID: 01693769)

Urban and Regional Information Systems Association (URISA), *Member*, since 2013

International City/County Management Association, *Smart Growth Network*

Cecil Field Airport, *Advisory Committee Member*, 2010-2012

Northeast Florida Regional Council Technical Advisory Committee, *Member*, 2006-2012

Northeast Florida Transportation Modeling Coordination Group, *Member*, 2010-2012

Volusia County MPO Technical Advisory Committee, *Member*, 2003-2006

Florida Planning & Zoning Association, *Member*, 2003-2012

Florida Association of Cadastral Mappers, *Member*, 2006-2012

Ecology & Society, *Member*, since 2003

MAJOR GRANTS ACQUIRED

The Restore Act Funding (\$13 million) for an eco-tourism development (2017);

Transportation Alternatives Program (TAP; \$3.5 million) for construction of Padre Boulevard Sidewalks (2016);

Texas Parks & Wildlife Commission Outdoor Recreation Grant (\$400,000) for the 1st Phase of the City's Community Park Construction (2015);

The Transportation Investment Generating Economic Recovery (TIGER) Funding (\$3.5 million) for construction of a multi-modal transit station (2014);

The CDBG Small Business Development Grant (\$200,000) for water line extension to a local dairy factory (2009); and,

The Transportation Regional Improvement Program (\$5.1 million) for Normandy Boulevard Construction (2006).

Greetings,

I have a passion for people. I believe that communities, governments and organizations who practice inclusivity and diversity as an integral part of their sustainability, operational and strategic plan offer the strongest, most innovative and progressive environments. The future of all progressive entities are greatly impacted when inclusion and diversity is embraced and practiced. As a Contracts Manager & Coordinator over the past 12 years, I have had accountability for the coordination, implementation, and management of over 154 million dollars annually & over 1 billion per career in public sector contracts, budgets, agreements and projects annually. During this time, I have developed a solid reputation for managing numerous concurrent contracts, agreements and projects through all phases; from beginning through conclusion of each fiscal year within targeted cost, on schedule, and within compliance parameters. Currently, I serve as an Agreements Manager with the Illinois Department of Transportation.

I am an analytical, insightful, and a highly-disciplined problem solver with demonstrated ability to provide quality leadership that invokes committed professional participation and mutually respectful relationships. I have developed and sustained exceptional contacts and networks and have earned the respect of a wide variety of stakeholders, staff, co-workers, senior managers, and clients. My management style is Sophisticated Modern Consultative (SMC). In this style of management employees are regarded as assets (human capital) and management seeks to maximize employee identification with the aims of the organization. The SMC management style reflects a less formal, more flexible approach to employee relations. I have included my resume for your review. As my included resume will attest, I have approximately 13+ years as a successful Agreements Manager. In that time, I have gained a successful track record for accounting management for both my public and private sector accounting clients. Moreover, I have built a solid foundation with a double Master's degree in Law and Public Administration. Aside from my education and years' experience as a successful Agreements, Contracts, Program & Projects Manager, I have a wealth of skills and attributes that lend itself to my professional candidacy, to include:

- Communications skills
- Supervisory skills
- Negotiation skills
- Analytical skills
- Team playing skills
- Organizational skills

Special Recognition:

National Honors Society 2001, Illinois Legislative Shadowing Program 2004, Graduate Public Service Internship 2005, Legislative Assistant for the Illinois General Assembly 2005, and Springfield Business, Journal October 2014, 2015, Graduate of the 2016 Leadership Springfield Program, 2016 40 Under 40 Award recipient

Community Leadership:

Q5 Diversity Development Counsel, Springfield Black Chamber of Commerce Network Committee Chair, Young Springfield Professionals, Marketing and Communications Committee, African American History Museum Fundraising Partners & Community Engagement, Springfield Black Chamber of Commerce and the African American History Museum, Maintaining Leadership Small Group, First, Community Relations Committee with the City of Springfield, United Way, Financial Stability Vision Council Board Member

Please contact me at (217)-836-3070 and ronniewilli21@gmail.com. In the meantime, I thank you very much for your time and consideration and look forward to speaking with you.

Sincerely,

Ms. Veronica Williams

Ms. Veronica Williams

Enclosure: Resume

Contact

217-836-3070 (Work)
ronniewilli21@gmail.com

www.linkedin.com/in/veronica-williams-6741964b (LinkedIn)
www.idot.illinois.gov/ (Company)
www.diversityagreementspcs.com
(Company)
diversityagreement.wix.com/professional-v-w (Portfolio)

Top Skills

Microsoft Office
Windows
Mac OS X

Languages

Spanish
English (Native or Bilingual)

Veronica Williams

Public Administrator, Communications, Contractual Law, Program and Project Management

Springfield, Illinois

Summary

Performance Management: Ensure vendor compliance with service levels, validate monthly performance measures, assess financial penalties, and manage service level methodology.
Procurement of Additional Services: Manage procurement processes to ensure timely and accurate completion of work orders, scope and statements of services.
Value Realization: Enforce contractual provisions to ensure continuous improvement and expected financial savings.
Dispute Resolution: Resolve contractual and financial disputes with vendors, consultants and contract service providers.
Subject Matter Expertise: Serve as contractual expert in all areas of the outsourcing service agreements.
Agreements & Amendments: Negotiate contracts, supplements, grants and amendments as needed. National Honors Society 2001, Illinois Legislative Shadowing Program 2004, Graduate Public Service Internship 2005, Legislative Assistant for the Illinois General Assembly 2005, and Springfield Business, Journal October 2014, 2015, Graduate of the 2016 Leadership Springfield Program, 2016 40 Under 40 Award recipient.

Experience

Illinois Department of Transportation
Agreements & Projects Technical Manager-Illinois Department of Transportation

2016 - Present

Springfield, Illinois Area

Draft, review and negotiate contracts to attain achievable risk levels. Review supplier terms and conditions and recommend innovative ways to deal with contract requirements. Negotiate contract terms, payment structure and reimbursement. Communicate with co-workers and management on data input or file maintenance. Manage daily Contract Status and Affirmation reports with descriptions on aging trades to comply with Sarbanes Oxley reporting. Comply counterpart contract terms with legal requirements and

policies. Initiate and implement performance reviews, contract compliance reviews for state commissions and utilities. Offer project management on contract compliance services and internal control reviews. Communicate with clients to manage expectations, lead change efforts and ensure satisfaction. Initiate to gather data, analyze, interpret and formulate conclusions and suggestions. Develop solutions for complex client situations to meet goals and objectives. Develop work plans and coordinate daily fieldwork and project team efforts. Handle data analysis, interpretation and process design interviews for clients. Communicate with client management. Monitor client expectation scope on generated results' delivery. Measure project progress, client benefits and budget expectation achievement through proprietary tracking tools. Handle proposals and business development calls with partners and senior managers. Manage, develop and mentor staff to assess engagement performance and year-end reviews. Attend professional development events and training seminars regularly. Confirm to professional standards and strict client confidentiality.

Illinois State Board of Education

Principal Consultant- Contracts Coordinator

May 2006 - May 2016 (10 years 1 month)

Springfield, Illinois Area

Manage day-to-day vendor issues like bill invoicing, pricing contract amendments and disputes. Manage vendor on-boarding and off-boarding. Determine cost saving opportunities and pricing optimization strategies. Manage agency engagement standards enabling positive experience during settling client expectations. Handle contract administration function, contract archive and repository. Prepare and assess SOW, RFIs, RFQs and RFPs. Oversee vendor renewal and close-out process and close contracts. Negotiate contracts with core and commodity vendors. Engage in front-end assessments of business pursuits, RFPs analysis and proposal reviews. Handle sourcing phase of vendor management lifecycle. Draft requisitions; create change order documentation and track budget and payments. Draft requisitions; create change order documentation and track budget and payments. Allocate final and warranty inspections of completed projects. Handle purchasing process, accounts payable process and track budget expenses. Inspect, read, edit and verify documents and assess data. Track contract status and contracts through implementation process. Handle both hardcopy and electronic filing processes. Negotiate company's individual contracts and oversee contract compliance. Use Marketplace Contract Information System

to investigate applicable contracts. Record annualized cost savings in Excel spreadsheet format. Coordinate with Accounts payable and vendors to resolve invoicing discrepancies. Investigate and follow-through on contract issues. Enable and cooperate with departments like Legal, Operations, Credit and Accounting. Handle multiple projects in fast paced team environment. Advise and interpret contract requirements, obligations and risks. Confer with management on amendments and settlements. Create and communicate concise and consistent contract provisions. Devise logical approaches and suggest to address complex issues.

Springfield Urban League

21st Century Program Coordinator-Springfield Urban League
May 2005 - May 2006 (1 year 1 month)

Development and monitoring of on-site program budgets and expenditure and coordinate with Program Director and ensure effective program implementation. Maintain records of all payments manage all change requests and perform research on all grant issues and prepare monthly records for all grant related activities. Administer grant records and evaluate financial reports to analyze all annual progress and perform review on grant expenditure. Evaluate all research and monitor all results in coordination with managers and manage all communication with researchers and accounting departments. Analyze all processes, provide enhancements to all grant programs if required and manage all grant management processes according to policies and procedures. Collaborate with staff and board members; prepare internal reports for same and submitted status reports to seniors as required. Evaluate all budgets and analyze all costs according to budget and ensure work within appropriate deadline. Monitor and analyze all budget trends and make recommendation for cost control for various grants. Maintain and documents spreadsheets for all billings and prepare appropriate reports for cost allocation. Design and implement program objectives and manage on-site staff.

Caterpillar Inc

Human Resources Assistant
August 2004 - May 2005 (10 months)

Arrange and configure technical requirements for assigned projects. Develop technical estimates, schedules and projects in conjunction with technical department. Coordinate with Technical Director to schedule tasks for technical staff to effectively utilize human resources. Oversee entire aspect of technical events and setups to conduct events efficiently. Provide technical support to manage various events as per customer requirements. Assist external

technical to resolve complicated issues as per Chief Technical Officer's directives. Participate in production meetings to discuss various aspects and issues regarding event management and provide suggestions for same. Coordinate with production engineers, artists and other technical staff to ensure resolution of all issues within timeframe and manage optimal working of all projects. Develop and implement overall operational and strategic global plan to streamline company's projects according to established goals. Collaborate with technology group and production artists to coordinate entire aspects of staging events in timely manner. Monitor studio's production work and prepare schedule to provide support to production to integrate technical components in production process. Prepare and implement integration tests, design custom tools, report all bug and prepare software scripts to facilitate shot progression in technology environment. Design and implement new technologies and perform analytical studies as per requirement.

Caterpillar Inc

Communications Specialist

May 2004 - August 2004 (4 months)

Install, monitor and perform tuning of SQL Server based applications. Perform system administration, website and database related tasks. Install, upgrade and administer business tools and applications. Maintain and provide daily system support. Install and configure infrastructure and develop environment. Interface with end-users to understand their needs and requirements. Develop robust database structures, theories, principles and practices. Develop SQL Server 2005 Stored Procedures and triggers. Modify and fine tune database programs to enhance processing performance. Coordinate with all sales staff in different geographical areas and implement all strategies. Monitor all activities associate with business operations and ensure compliance to all accounting principles in everyday transactions on all global accounts. Ensure optimal level of customer services and provide efficient training to all staff members and ensure effective deliverables. Manage all communication with staff and maintain knowledge of all employee performance and ensure achievement of all business objectives. Monitor effective implementation of all projects and recommendation to improve operations and increase profit. Maintain all client global operations and processes according to required standards and maintain consistency in same. Coordinate with all sales staff in different geographical areas and implement all strategies through online website. Prepare all documents for all global processes and policies and make necessary recommendations to improve processes. Monitor all activities associate with business operations and ensure compliance to all accounting

principles in everyday transactions on all global accounts. Monitor effective implementation of all projects and recommendation to improve operations and increase profit. Maintain all client global operations and processes according to required standards and maintain consistency in same.

Social Security Administration

Claims Representative

May 2003 - May 2004 (1 year 1 month)

Richfield and Decatur, IL

Maintain technical knowledge and evaluate all claims and facilitate reduction in loss ratio and investigate all losses and prepare required information. Gather all required information for claims, record statements and prepare all reports and evaluate all benefits for set reserves. Verify all claims and charges for medical providers. Analyze all claims and deny coverage if required and settle all claims according to authority and identify all potential issues in claims and perform research on same to resolve it effectively. Coordinate with claim department and resolve any special issues. Administer receivables for all claim department through determine workflow and ensure compliance to all state regulations. Collaborate with higher technical claim personnel and ensure handling of files properly and evaluate all loss for claims and initiate procedures to facilitate recovery. Manage all claim files for residual periods and ensure accuracy in same and monitor all payment and denial of claims and coordinate with manager for same. Coordinate with health and repair facility and perform all necessary report and notify all underwriting for any risk and ensure accuracy in all code data.

University of Illinois

Multi-Media Specialist

May 2001 - May 2004 (3 years 1 month)

Conceive and design editorial illustrations and layouts. Convert layouts, illustrations, drawings into graphics or web artworks. Translate program visions, facts, and other data into graphic depictions. Develop graphics presentations into live visuals with emphasis on moods, insights and other artistic impressions. Assist and support other visual artists in executing projects. Draw illustrations for brochures, posters, magazines and handbooks. Organize graphic materials, drawings, specifications and layouts. Create logos and icons for clients and their business units. Develop and build visual presentations for client briefings. Provide graphics and multimedia support to other multimedia professionals. Train and instruct students, learners and end-users in computer operations. Design and develop computer instructional

material useful for end-users and learners. Design, implement and administer training schedules. Evaluate and assess student progress. Implement new technologies and methodologies in training issues. Brief and instruct end-users on new technologies, software programs and applications. Coordinate with customer analysts to develop new course material. Assist and support other personnel in classroom management. Review and evaluate customer needs and design appropriate course material. Integrate best practices in training schedules and procedures and issues.

Illinois Department of Human Services
Graduate Public Service Intern-GPSI
May 2002 - May 2003 (1 year 1 month)
Springfield Illinois Area

Provided research for the department of Community Relations. Researched requests for Freedom of Information Act (FOIA). Created and organized press releases, multimedia and public relations materials. Assist Graphic Designer in designing and developing computer graphics. Create graphic packages by utilizing packaging templates. Assist in the development of graphical presentations. Plan, design and develop graphics based on customer requirements. Update the company website with graphics and multimedia. Assist in the production and colorways of the new products. Coordinate with other departments for smooth functioning. Produce high quality artwork within agreed deadline using various software applications. Perform reviews of artwork to ensure technical accuracy of the layouts. Dispatch accurate PDF artwork to dealers, external printers, and distributors within the deadline. Maintain and manage video, digital files and artworks. conceive and design editorial illustrations and layouts. Convert layouts, illustrations, drawings into graphics or web artworks. Translate program visions, facts, and other data into graphic depictions. Develop graphics presentations into live visuals with emphasis on moods, insights and other artistic impressions. Assist and support other visual artists in executing projects. Draw illustrations for brochures, posters, magazines and handbooks. Organize graphic materials, drawings, specifications and layouts. Create logos and icons for clients and their business units.

Mid-America Advertising and NovaTech Technologies
Graphic Designer/Educational Instructor
May 2001 - May 2002 (1 year 1 month)
Springfield Illinois Area

Train and instruct students, learners and end-users in computer operations. Design and develop computer instructional material useful for end-users and learners. Design, implement and administer training schedules. Evaluate and assess student progress. Implement new technologies and methodologies in training issues. Brief and instruct end-users on new technologies, software programs and applications. Coordinate with customer analysts to develop new course material. Assist and support other personnel in classroom management. Review and evaluate customer needs and design appropriate course material. Integrate best practices in training schedules and procedures and issues. Conceive and design editorial illustrations and layouts. Convert layouts, illustrations, drawings into graphics or web artworks. Translate program visions, facts, and other data into graphic depictions. Develop graphics presentations into live visuals with emphasis on moods, insights and other artistic impressions. Assist and support other visual artists in executing projects. Draw illustrations for brochures, posters, magazines and handbooks. Organize graphic materials, drawings, specifications and layouts. Create logos and icons for clients and their business units. Develop and build visual presentations for client briefings. Provide graphics and multimedia support to other multimedia professionals.

Education

University of Illinois

Masters of Legal Studies, Intellectual Property Law · (2007 - 2009)

University of Illinois

Masters of Public Administration, Business Administration and Management, General · (2003 - 2005)

University of Illinois

Bachelors of Arts, Communications · (2001 - 2003)

Aurora University

Associate's degree, Communication and Media Studies · (1999 - 2001)

Richwoods

Diploma

Curriculum Vitae

Dr. V. Drew Jemison, D.M., M.L.S.

2588 Old Towne Drive
Zachary, LA 70791
Cell: (225)303-3658
drewjemi@email.phoenix.edu

EDUCATION

D.M., February 2018, Management in Organizational Leadership, University of Phoenix
Dissertation: A Narrative Inquiry of the Perceptions Leading to the Under-Representations of Women's Political Leadership: Chair Bethany Mickahail

M.B.A. *Kaplan University, Fort Lauderdale, FL, Jan 2012- Oct 2012*
(24 credits towards M.B.A.)

M.S. *Kaplan University, Fort Lauderdale, FL, January 2012*
Major: Legal Studies

B.S. *Kaplan University, Davenport, IA, October 2010*
Major: Legal Studies

HONORS

2010, 2011, 2012 Kaplan University, Deans Award for GPA above 3.5

AUTHORED BOOKS

The Power of Structured Leadership: Optimizing Leadership Performance Paperback
April 30, 2018: by Dr. V. Drew Jemison D.M. (Author)

The Basic Elements of Grant Writing Paperback
2001: by Vincent Drew Jemison (Author)

RECENT CONFERENCE PRESENTATION

Jemison, V. D. (2017) *Narrative Inquiry of Perceptions Leading to the Under-Representation of Women's Political Leadership* (Practice-based). Presentation 3rd Biennial ILA Woman & Leadership Conference, June 11-14, 2017, Omega Institute, Rhinebeck, NY, USA; Leadership Development and Education Worldwide.

Jemison, V. D. (2017) "A Narrative Inquiry of the Perceptions Leading to the Under-Representation of Women's Political Leadership: A Study measuring the Intensity of Perception." Research Paper at the 2017 ALE Conference in Charleston, SC, July 9-12.

PROFILE

- Strong training background includes presentation development, staff development, technical writing
- Develop writing assessment philosophy that includes performance-based portfolios.
- Enabled significant, profitable growth (from two to 15 customer-dedicated employees) by training staff to increase individual performance in current training role (2008-present).
- Proven ability to manage projects successfully. Experienced in streamlining processes and developing training teams. Regularly seek out and take on new responsibilities.
- Superior communication skills; articulate in person and in writing. Experienced creating and delivering presentations to students, clients and prospects.
- Participate in group interviews toward the dissertation research with students and instructors

Skills

Significant research and data analysis skills. Specific expertise and interests in:

- Good presentation skill
 - Demonstrate professionalism, self-motivation, and reliability through a positive attitude, communication and participation in a team
 - Have facilitated over 47 class instruction trainings for military personnel.
 - Excellent written and communication skills
- Time Management
 - It was important to complete my DM within 5 years and this I did successfully. I also met without fail, the many deadlines in my professional work duties. I have extensive experience of juggling different tasks and bringing these to a successful conclusion.

Value:

- Experienced in handling supplier contract negotiations and budgets, seizing control of critical problem areas, and delivering on customer commitments.
- Potent staff leader that gets the best out of each employee while making work an enjoyable work environment.
- Over (10) years of managed subcontractor (provider) contracting and relations experience.
- *Public Assistance* experience; in Responsible for communications, assessments, identifying network needs, strategy development, financial, implementation, forecasting, etc. May take responsibility, on a periodic basis, for facilitating and direction setting for stakeholder meetings. Provide technical assistance and ensure regulatory compliance.
- *Public Assistance* experience; Track deadlines and process extension request; Identify Improved and Alternate Projects; Review Special Considerations; and Perform insurance reviews on permanent repair projects

Selected Career Highlights:

- Initiated urban planning initiative through the 2013 population estimation census to turn the Village of Tangipahoa into a town. This will allow the small municipality to receive a 75% increase in State allocated revenue which increased their general fund revenue.
- Exceeded company's goal of performance and managing warranty issues. This was accomplished by becoming acclimated to essential contractor's duties, thereby allowing me to be handpicked to remain on the job after no-bid contracts were rebid and my initial company lost the rebidding.
- Researched, planned and executed company's project to move all production operations. This project was proposed at the end of August and implemented September 5th with a down time of less than three days.

PROFESSIONAL EMPLOYMENT

July 2008-July 2018 Project Analyst, Emergency Mgt. Logistics, RETC, Inc., Baton Rouge
Bottom-Line Improvement: Spearheaded change division-wide, establishing new strategic direction for grant management support services division. This was done by preparing budgets, estimates, bids, proposals, schedules, contracts, subcontracts, and work scopes within a timely manner or in advance of client's deadline. Initiated urban planning initiative through the 2013 population estimation census to turn the Village of Tangipahoa into a town. This will allow the small municipality to receive a 75% increase in State allocated revenue which increased their general fund revenue. This is being done through strategic planning, direct communication with State Representative and State Treasurer.

July 2014-Jan 2018 Warrant Officer Candidate, J4-Logistics, LA National Guard, Lafayette
Leadership development: As the Joint 4-Force Headquarters, my duties and responsibilities consist of promoting a healthy and teamwork oriented atmosphere. Prepare a 1.3 million dollar subsistence budget as per the growth in all of the LA National Guard Food Service operations. Identify the training needs of for 270 food service culinary staff and assist in the development of training modules to address the same. Develop training guides for food service soldiers in the requirements of the HACCP, SOP and Food Safety program and financial audit documentation to ensure compliance. Prepare a several logistics records and reports; financial statements, inventory and cost control records as needed. Ensure that logistics food service operation staff is at their optimum readiness strength. Stay in close communication with the unit 32 executive staff commanders for all logistic matters related to logistics food service operations, perform fundraising in access of 133k – 147K annually from non-profit business to support the annual military family-day functions for 7 brigades for 3300 soldiers and service members families.

Dec 2007-July 2008 Contract Manager, GS-11 Equivalent Dept. of Health and Hospitals, Baton Rouge
Bottom-Line Improvement: Monitoring/Assessing performance, prepares, develops, and monitors complex contracts and/or grants agreements, applications, budgets, amendments and sub-grant agreements. Manage the \$50million GNO HPSA grant. Monitor 900 subcontractors' for the GNO grant program. This was done through developing spreadsheets to effectively evaluate and monitor contractor performance to determine necessity for amendments or extensions of contracts, and compliance to contractual scope of work being met.

Assistant Site Project Manager FEMA-ABSE, Inc., Baton Rouge, LA September 2007-December 2007
Bottom-Line Improvement: Hand-picked to assist in a team of three (3) man and four (4) support staff in meeting operation and performance improvement goals. Regulatory Compliance: Ensures regulatory and statutory compliance of provider contracts and executes on remediation efforts as determined by senior contract managers and leadership. Devised and executed strategic and tactical action plans focused on improving financial performance, daily operations while establishing long-term business growth, and building a top-performing team to drive achievement of objectives. This was done after FEMA awarded this contract to ABSE. I was hand selected to remain on the project site and to be the assistant site manager to ensure ABSE, the new contractor that the project scope meet FEMA needs and remain on budget.

Assistant Site Project Manager FEMA-AKP, JV, Baton Rouge, LA October 2006–September 2007
Bottom-Line Improvement: Led site management team in identifying and correcting critical problems; reduced and streamlined overhead expenses, overhauled and improved operating processes and systems and resolved warranty issues. Visited all sites personally and organized meetings with contract supervisor team on monthly basis to ensure understanding of newly-implemented changes. This was done prior FEMA awarded this contract to ABSE. I was hand selected to remain on the project site and to begin the role of assistant site manager ensure the new contractor that the project scope meet FEMA needs and remain on budget..

Contract Administrator FEMA-KETA Group, Baton Rouge, LA November 2005-October 2006
Bottom-Line Improvement: Oversee team of 7 contractor supervisors across all units/functions. Visited all sites personally and organized meetings with contract supervisor team on monthly basis to ensure understanding of newly-implemented changes. Championed 2 new acquisitions, and restructured operations procedure for maximum cost savings and efficiency. Appointment of Quality Assurance Officer through implementation of service focus improvements. This was done after because of the drives of success from exceptionally performing task no one else wanted.

Assistant Food Project Manager GS-9Equivalent AECOM-Eagle Group, Ft. Polk, LA October 2003 – November 2005

Operations Re-engineering: Led office and warehouse team in identifying and correcting critical problems; reduced and streamlined overhead expenses. Facilitated and guided government operated facilities and contract operated facilities with strategic direction. Monitor the distribution of a \$16million dollar annual subsistence inventory and establish procedures for monitoring fraud. Visited all GOCO dining facilities monthly to ensure proper training, and adherence to military doctrine/operation procedures. This was done by establishing a focal point for integration of systems for both the customer and government/contractor end users.

Contract Officer RETC, Inc, Baker, LA December 2000-October 2003

Devised and executed strategic action plans focused on improving financial performance, establishing long-term business growth. Interpreting estimations and evaluating contract performance for compliance to terms and conditions. This was done by using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

Public Assistance Division: Assistant State Hazard Mitigation Officer LOEP-GOHSEP, Baton Rouge, LA May 1995-December 2000 GS-12 Equivalent

Public Assistance: Pre-event coordination: Review and or revise emergency management plans, table top exercises, and training. Work with local, state, and federal officials to identify disaster related damages; Assist client with Applicant Briefings and Kick-off Meetings (acting as advocate for client).

Hazard Mitigation: Mitigation: Identify mitigation opportunities (404 and 406); Review mitigation applications for regulatory compliance; Assist with mitigation project management and accounting; Assist with vulnerability assessments and risk profiling; Final Inspections / Project Closeout: Track FEMA projects for closeout status; Provide technical assistance on all FEMA categories of work; Perform Site Inspections to document and confirm repairs; Assist in documentation assembly for final inspection; Assist with Requests for Large Project Closeout.

Professional Training

2017-Present FEMA Reservist Public Trust Security Clearance	Anniston, AL
2014-Present -Warrant Officer Candidate Army Military - Louisiana National Guard- 256th IBCT	Alexandria, LA
2014-Present (Active Secret Security Clearance) Army Military	Alexandria, LA
2012 Contract Negotiation Florida Coastal School of Law	Jacksonville, FL
2012 Kaplan University Masters Business Administration (24 credit hrs.)	Ft. Lauderdale, FL
2010 Kaplan University (contracts) Masters Legal Studies - Graduated (January 2012)	Davenport, IA
2010 GDBG Grant Administrator Training Indiana Office of Community and Rural Affairs	Indianapolis, IN
2008 Project Manager Certification Louisiana State University, LSU	Baton Rouge, LA
2006 Appointed Quality Assurance Officer Shaw- KETA Group (Mentor/Protégé)	Baton Rouge, LA
2004 Appointed Safety Officer AECOM-Eagle Group International	Ft. Polk, LA
2003 Appointed Environmental Safety Officer AECOM-Eagle Group International	Ft. Polk, LA

PROFESSIONAL ORGANIZATION MEMBERSHIPS

- International Leadership Association
- Association of Leadership Educators
- Military Officers Association of America

Dear Mayor Holland and Council Members,

I offer this letter and résumé as you consider filling the key position in your operations of City Manager. I believe I am uniquely qualified to assist you in the management of Palm Coast. I will bring to your entity a trove of holistic work experience and would classify myself as an exceptional generalist. I may not be an "expert" in every facet of governmental management (I am highly skilled in all) but I am an expert at dealing with people and developing relationships.

I am not afraid to tackle the hardest job and do not fear wearing many hats. I have served in numerous public/government capacities over the years ranging from serving as a clergy person, as an educator, as a law enforcement and criminal justice professional at both the county level and the municipal level, as a county-wide elected officeholder, and as a County Administrator. In most of the positions I have held I have purposefully assumed the lion's share of the work. I have worked with numerous county, city, state and federal agencies. I have participated in negotiations with collective bargaining units associated with the IAFF, FOP, OPBA and AFSCME. I have, in the not too distant past, singlehandedly closed the books on six collective bargaining agreements. These were amicable processes (my style is firm but fair) but not without a certain degree of tension, which is a necessity in all negotiations.

In the previous position as a County Administrator I was involved in the oversight of construction (juvenile correctional facility addition) and infrastructure projects (sewer and I.T.), handled the gamut of day-to-day operations of the County, worked side by side with bond counsel as the county refinanced its debt and purchased several assets for the local county regional airport, oversaw the formation of an electric aggregation program for ten of the twelve townships in the County, was responsible for writing/implementing a grant from Ohio's Local Government Innovation Fund (LGIF) in addition to numerous other grants, had a strong and forthright relationship with all the county officeholders and was viewed as an administrator who could/would get the job done. I was the first county administrator that Sandusky County had put in place in almost 30 years. Due to that lapse I established and grew most of the responsibilities of the position from the ground up. As a point of reference Sandusky County had a population at the time of my tenure of approximately 60,000. Under my purview were approximately 12-18 direct reports. Indirect reports would have numbered approximately 150. The County had an overall employee base of about 600. It was in this position that I also served as the Clerk to the Board.

While serving in the capacity as the countywide elected Clerk of Courts I found our court system handcuffed by a software vendor's residual maintenance fees. After performing an in-depth analysis of the return on investment of the fees, I decided that moving away from this company was in the best interest of the County/Courts. I and my staff, in conjunction with an outstanding local vendor, produced a state of the art court software package that now has the only fees associated with it when changes are sought in the operating system.

As alluded to earlier, I have had success in the arena of writing, being awarded and implementing grants and am fortunate to have left a grant legacy in Sandusky County in the form of an Intensive Supervision Probation Program for the Common Pleas Court and an ongoing grant for a local drug intervention/treatment program. I also secured several one-time grants for use by the courts and some related offices. It was due to my early efforts that a Community Based Correctional Facility came to fruition that now services six counties in the area. I also was given the responsibility to bring together government leaders to establish the Sandusky County Transportation Improvement District and was successful in garnering a \$200K grant for the district which was used to initiate road improvements at the entrance to a community college that services the regional area.

In my current capacity, I have rewritten the personnel policy manual for my Board of Commissioners (taking a 160-page cumbersome document and producing an 80-page, lucid manual), established a long overdue insurance committee, initiated a new health insurance program and started the county's wellness program. I handle, among other HR responsibilities, the risk management/loss prevention, employee orientation and in-service training for the county staff.

I have also been assigned the duty as the County Revenue Enhancement Officer. I spend some hours now everyday looking to secure alternate sources of funding via the "grant world". This responsibility has become mine due to my interaction in the past with many persons at the local, state and federal levels and having had a previous relationship with a state of the art online grant search entity. This research and referral process is intended for the benefit of all of the political subdivisions in Huron County. The Commissioners see value in spending a few resources on the front end when the potential success is better than average on the back end.

I will bring to your constituents a strong work ethic, an elevated level of dedication and a true "can-do" disposition. I work long hours and when assigned a task will see it through to its completion. When in positions of leadership I have always surrounded myself with knowledgeable department heads who collectively believe that true teamwork is the only manner by which anything productive can be realized. I operate under a philosophy that subordinate leadership should not be micromanaged and expect those who lead from above me to do the same. My management style is a bottom-up approach. I will never ask someone to do anything that I am not willing to do. All that has been mentioned here can easily be encapsulated by noting that my management style, leadership ability and decision-making process are all tempered with plain and simple common sense. I take pride in the fact that I have always been one who first looks at collaboration and collective cooperation rather than posture as a stand-alone.

My humble beginnings are vested in my first 26 years being spent on the waterfront and in the woods, having grown up near the Pine Barrens of southern New Jersey and residing close to the Atlantic Ocean. Because of my home being in proximity to the water I am well versed in all activities that revolve around that setting. I have worked in and through extreme weather-related matters that affect the eastern seaboard and produced some summer income by working as a water-treading clam digger. It was in that small-town environment I recognized one of the most valuable life lessons anyone can learn. That is that relationships and people must take first place when it comes to any organization. I also learned that faith and spiritual development were/are the mechanisms by which one comes to appreciate people and relationships. It is the building of honest and truly connected relationships that sets me apart from most people who maintain leadership roles in government. I see people before politics. My door is truly always open, and I take the time needed to make everyone around me feel as though they are vital to the operation. I speak from the heart and my veracity is something of which I am very proud.

The position advertisement indicated that an advanced degree might be preferred. If you believe the need to obtain the degree/credentialing (MPA/ICMA) will enhance my ability to deliver the essential services to your staff, you as a collective body, or your constituency, I would be willing to pursue such matters. I assure you that the lack of an acronym behind my name does not, in any way, affect my ability to handle any position. Letters following one's name typically do not produce the ability to improvise, adapt and overcome, which are traits, among others, I possess. I believe that my résumé speaks for itself. Given the opportunity to speak to you, you will find me quite cordial, candid, communicative and convincing.

Given your coastal location I need to reiterate that I have experience in coastal living, albeit not in FL. I also have been involved in many FEMA/NIMS training scenarios and certifications admittedly though, some of those could use refreshing.

Although it was not requested, I believe the additional writing I have submitted will give you more insight into my abilities and depth of knowledge regarding governmental operations. If you deem it superfluous please discard it. In closing, thank you for taking the time to peruse my documents. I trust that the not too distant future holds a time that I will meet with you face to face. Until that time, I remain, yours in good government.

Warren

Postscript to cover letter –

Personnel management:

My management style/philosophy is one of a bottom-up approach. This approach is not the traditional method to management, which is top-down. Bottom-up turns the traditional chart upside-down which then means that leadership is removed from its “ivory tower” and placed in a position of shouldering the responsibility for the team, not the team carrying the leader. It calls for actual guidance that empowers those in a subordinate role and offers them a supportive environment. It removes the stressor of feeling like the “boss is watching” and creates a viable and fluid team that works as a cohesive unit.

One person cannot care for the entire operation and the delegation of responsibilities is a must. My philosophy regarding delegation is multi-faceted. It is imperative to first identify the strengths and weaknesses of those upon whom one plans to place responsibility. Following that determination, it is then necessary, while simultaneously doling out those responsibilities, to provide coaching and/or training to assist in strengthening any apparent weakness. Finally, and most importantly, as roles are sometimes dynamic, it is important to regularly review responsibilities that have been levied and determine whether those carrying the weight need assistance or, have trained hard and can accept additional tasks. I must note that I never request that anyone accepts a role/responsibility that I am not willing to take on or have not already assumed.

The matter of addressing expectations and accountability is dependent on three critical variables. Clarity regarding what is expected, clarity on acceptable standards of performance and a method of measurement that clearly communicates the level of performance against the acceptable standard. If these components are not openly communicated, then one cannot hold another accountable and the working environment will only lend itself to conflict and poor morale. It is my general modus operandi to handle performance evaluations (accountability) by using a 360-degree process, which seeks input from many sources and is more of a coaching tool if used correctly. In addition, if needed, I employ a self-analysis combined with analysis from superiors. Usually, the 360-degree process offers a more complete picture.

All that has been addressed here can be summed up simply: effective management is based upon the development of open, communicative and honest relationships.

Policy/Communication:

Not unlike the matter of the management of co-workers, the execution of policy is accomplished by openly communicating the necessary information. I have found that policy with a purpose that is succinct and deliberate, is generally the most effective in addressing most issues. Simply because we think we need a policy to address this or that issue, does not mean we must do so. Guidelines, which generally allow some latitude, are often as effective as policy. It has been my experience that policy can often become too legalistic. Government, in general, must be careful in the development of policy and I have seen several examples where an entity had boxed itself into a corner by trying to address every “jot and tittle” in their policy directives. This lent itself to only creating an atmosphere that smothered individuality and opened the door for litigation when policies were not applied correctly, judiciously and most importantly, fairly. In my cover letter I alluded to my rewrite of the entire personnel manual in my current position. Simply stated, I turned a paperweight into a document that is fluid, fair and favorable to all.

I am adept at interpreting policy and making it understandable to those who serve with me. I would expect that the Board/Council would look to its solicitor and to its Manager for policy appropriateness and need. If a policy has come to Board's/Council's attention that either needs to be placed in effect and/or needs to be evaluated for effectiveness, I am able to address either condition. If the Board/Council levies a necessary directive, then the Manager has a duty to carry out said directive and I would do no less.

When it comes to representing the Board/Council, I have complete comfort. As a County Administrator I served in that capacity for my County Commissioners. I was present when they could not be, at many functions, and when they could

not attend one of their outside meetings, I would attend in their stead. I developed such a collegial relationship with the three of them that I knew what they would state if they were present and was able to articulate their collective position on a variety of issues. I reached this comfort level by being sure that our communication channels were always uncluttered. Producing such avenues of understanding was only accomplished by spending quality time in and out of the office to learn more about my Commissioners on a professional and personal level. Many times, we feel as though there must be some delineation between the professional/personal matters of life. That is true to some extent, but if I am to be the Board's/Council's representative in matters involving the Board/Council, I must assimilate their collective wisdom, experience and knowledge. This will not be accomplished by only meeting with them during formal Board/Council meetings and work sessions. It will be realized by visiting them outside those meeting times for a cup of coffee, asking them to visit me frequently in the office, and becoming part of the fabric of the community.

Planning/Development:

While serving as a County Administrator I had the luxury of having an Economic Development Corporation (EDC) with which I worked on tax abatements, annexation and enterprise zones. While I was not directly the catalyst that drove those matters, I was involved as the liaison between the County Commissioners and the EDC. I also handled all the paperwork that had to receive approval from the Commissioners for the aforementioned matters and other projects in the county.

In one project I assisted with guidance and the influx of funding from the county. This matter was entitled, Project Olé. This effort sought to create specialty contacts/advertisements to woo local manufacturers that had moved some operations to Mexico, hoping to bring those operations back to our county.

I had the opportunity to be part of the introduction to the county two projects – one involved wind powered electrical turbines and the other was a new pipeline coming through a section of the county. The pipeline has come to fruition, but the wind project has not yet developed.

I was part of an effort, while not successful, that did invest time and energy as we sought to redevelop and large brownfield area. This effort involved the writing of an EPA grant.

I was directly responsible for a project that caused the county to revise its approach to water and sewer as I bound together the townships in the county to secure funding for a new countywide comprehensive water/sewer plan. This has now allowed the development of an expandable package plant to care for a severely underserved area that has had findings/orders from the EPA for many years.

I was also the direct link to the Commissioners in a project that allowed electric aggregation to come to the county which offered discounted electricity cost to many resident and businesses.

I was the direct connection from the Commissioners to the Ohio Department of Transportation in the securing of funding for the development of a new entrance to a local state community college. It was completely my responsibility to develop the Transportation Improvement District for the county, which allowed the funnel to be created to secure the funding. This new entrance has now allowed safer access to the college and plans are underway to establish on-campus housing and some retail businesses to serve the area.

Several years ago, I was an instrumental part of the county's revamped Comprehensive Plan. My area of responsibility in that effort was to secure all the data regarding population and labor demographics. The last project, in which I had a part and some input, had to do with the proposed development of property near one of the Ohio Turnpike interchanges in our county that was ideal for the location of a large distribution center.

I cannot take sole credit for anything noted above (it was always a team approach) but can state unequivocally that I had a role (sometimes vital - sometimes less) in projects that brought substantial growth to Sandusky County.

Warren Brown

153 Lynber Ln.
Clyde, OH. 43410
(419) 547-3007 - landline
(419) 463-7802- cell
wbrown71439@woh.rr.com

OBJECTIVE:

To bring to any position to which I am appointed the management/leadership skills learned over decades of experience. To utilize the voice of logic/reason/encouragement I have maintained throughout my career and keep all of that aligned with the firm belief that doing my best at whatever my hand finds to do is requisite to making my employer the best it can be.

EXPERIENCES:

Sept. 2015-present: **Director - Human Resources/Loss Prevention/Revenue Enhancement- Huron County, Ohio**

- Development and administration of HR policies/procedures
- Oversee employee benefits programs, labor relations, loss prevention and training therein
- Active participation in collective bargaining negotiations/agreements
- Accident analysis/prevention - personal injury and vehicle fleet
- Oversee loss trends for analysis/prevention
- Oversee EEO, Worker's Compensation, OSHA/PERRP and similar matters and related legal and regulatory compliance on state and federal level reporting
- Implement and oversee health insurance and wellness program
- Implement/refer/instruct training in safety/co-worker interpersonal relationships
- Oversee county's insurance claims/quotes/repairs
- Researches grant databases to search, identify possible grants for all offices
- Serves as grant administrator for all grants secured by office of the Commissioners
- Studies, devises methods, offers advice regarding departmental efficiencies

March-Sept. 2015: **Township Manager - Oakland Charter Township - Rochester, MI**

- Enforcement of all laws and township ordinances
- Manage and supervise all public improvements
- Manage and supervise the operation of all township utilities
- Responsible for the preservation of property, tools, and appliances of the township
- See that all terms and conditions imposed in favor of the township or its inhabitants in any public utility franchise, or in any contract, are faithfully kept and performed
- Attend all meetings of the township board, with the right to take part in discussions, but without the right to vote
- Member, ex officio, of all committees of the township board
- Prepare and administer the annual budget - \$11-12M (FY'16)
- Recommend to the township board for adoption such measures as he may deem necessary or expedient
- Administration of all departments of the township government
- Responsible as personnel director of all township employees

2010-2015: Sandusky County Administrator - Fremont, OH.

- Responsible for the overall day to day operations of the county
- Provide counsel to the county commissioners in a myriad of major decisions including hiring/firing of staff
- Prepare, offer modifications, monitor and evaluate all aspects of all county departmental budgets (\$18M plus in general fund) (tens of millions more in non-general funds) - total county budget including discretionary funds, investments , etc. - \$83M plus (FY '15)
- Direct oversight over all aspects of following offices:
Human Resources/Risk Management Office, Information Technology, Dog Warden, Facility Management , Treatment Alternatives to Street Crime (TASC), Electronic Monitoring (criminal justice related), Community Work Program Uail related), Courthouse Security Teams
- Daily working relationship with facilitating oversight over the offices of the Emergency Management Agency (EMA), Emergency Medical Services (EMS), and Sanitary Engineer
- Semi-indirect oversight over the entire county workforce (600+ staff)
- Develop, maintain and enhance rapport with all elected/appointed officials at county, state and federal levels
- Public Information Officer (PIO), media relations manager
- Daily working relationship with County Prosecutor, Civil Assistant Prosecutor and County Auditor

2001-2010: Sandusky County Clerk of Courts (elected position)- Fremont, OH.

- Responsible for all personnel matters for 18-23 employees in five separate offices
- Responsible for record retention in those offices and for the Common Pleas Court
- Developed, implemented and adjusted budget of \$1-2M
- Pursued, developed, implemented grants
- Developed relationships with state and local agencies and elected officials
- Responsible for all departmental interaction in public relations and the media

ADDITIONAL EXPERIENCE:

1979-1981 - Teaching positions in NJ

1981-1983 - Physical Director Sandusky County YMCA

1983-1985 - Laborer local seed farm

1985-1988 - Deputy Sheriff

1988-2001 - Supervisory criminal justice positions in the courts in Sandusky County and the City of Fremont.

EDUCATION:

1974-1979: B.A. in Education, Asbury College, Wilmore, KY.

Numerous professional development courses over the years

William Lawrence
[REDACTED]

December 19, 2018

lbrlawrence@aol.com
[REDACTED]

To Doug Thomas, Senior Vice President SRG:


It is with great enthusiasm that I submit my qualifications for the City Manager position with the City of Palm Coast. I have included my resume for your review.

I have over 30 years' experience working in municipal government serving as a police officer, police supervisor, police chief and 7 years serving as town manager. It has been my passion to serve the public at the local level where you can make a difference in people's lives and ensure the best quality of life for the residents of the community. My greatest strength is my ability to solve problems and collaborate with others who have common interest in accomplishing goals.

I have extensive knowledge on the day to day operations related to public administration. I am a member of ICMA and believe in ongoing education. I am fiscally conservative and have strong skills in preparing, presenting and executing the operating and capital budgets. Furthermore, I have excellent communication skills with an excellent record on community relations. I am a visionary and believe in transparency, keeping elected officials fully informed. I am a strategic thinker, innovator and creative problem solver. I have a proven skill set in establishing and maintaining effective working relationships with staff, elected officials, businesses and community groups.

I will be looking forward in meeting with you in the near future so we can discuss in more detail how the City of Palm Coast will benefit from my experience, knowledge and leadership.

Best Regards,


William Lawrence

William Lawrence

wlbrlawrence@aol.com

SUMMARY: Accomplished municipal manager seeking a great community that fits my skill set as a visionary, innovator and creative problem solver. I am passionate about serving the public and offering the best service that enhances the quality of life to its citizens. I was intrigued by your recruiting brochure and believe I would be a good fit as City Manager for the City of Palm Coast. We are looking to relocate to Florida to be closer to family and looking for the right challenge that the City of Palm Coast offers.

ACCOMPLISHMENTS:

- Increased case clearance rate from 9% to 47%
- Decreased crime rate by 15%
- Established 5 Community Policing Programs
- Reduce **Budget** by 25% & Increased Revenue by 10%
- Created over 100 Jobs
- Created regions first job fair
- Promoted Community Events
- Established relationships within and outside of the community
- Promoted the community through the media & social media outlets
- Created team atmosphere showing value of all staff members

EXPERIENCE:

06/2016 - present: Town **Manager** for the Town of Warren, Me. Salary \$80,000

- Prepare & present the operating and capital budgets. Media Relations
- Manage day to day operations
- Personnel Director - Treasurer - Tax Collector - Road Commissioner
- Negotiate contracts with unions and vendors
- Grant writer currently received DOT Bridge Grant for a Smart Stream Project.
- General Assistance Administrator
- Debt free (No more TAN) - Reserves built up - Property Tax Rate lowest in the region
- Moderate growth with new residential single family housing added 3 million value in past 12 months.
- New Personnel Policy

Reason for Leaving: I feel that the City of Palm Coast encompasses my skill sets and I would be a perfect match for the community, staff, elected officials. The Town of Warren is in better shape than when I arrived.

07/2015 - 6/2016: Town Manager for the Town of Howland, Me. Salary \$58,500

- Prepared, present and monitor the operating budget. Media Relations
- Project Manager for the Town working with the Penobscot River Restoration Trust that built an 18 million dollar fish-by pass on the Piscataquis River that will allow the Atlantic Salmon to migrate up the river.
- Promoted several community projects such as a Farmer's Market, Family Fun Day and Community Walk.
- Grant Writer for feasibility market study on economic development for the Town of Howland.
- Supervised Water/ Waste Water Utilities

Reason for Leaving: Howland had searched me out based on my reputation in budgets & economic development. After these tasks were accomplished, I was offered another opportunity with a larger community that paid more. Town was left in better shape than when I arrived.

07/14 - 6/2015: Town Manager for the Town of White Springs, FL. Salary \$49,000

- Managed the operating budget, personnel management, economic development and serve as the planning & zoning administrator.
- White Springs is one of 4 small towns in Florida designated in the new Competitive Florida Partnership that works with the Department of Economic Opportunity to enhance those opportunities in small rural towns.
- Written FLDOT grant for road resurfacing.
- Coordinate with the Town Attorney and Council on legal matters.
- Attracted Businesses
- Supervised Water/ Waste Water Utilities

Reason For Leaving: Our house was not selling in Maine and move to Florida to help sick father-in law who passed away. The Town of Howland reached out to me and offered more money to come back to Maine. Town was left in better shape than when I arrived.

04/2011- 07/2014 Police Chief/Town Manager for the Town of Lincoln, Me. Salary \$71,500

- Manage the day to day operations of a full service municipality. Media Relations
- Served as Economic Development Director/ TIF's.
- Negotiated Police, Fire & Public Works union contracts
- Negotiated contracts for TIFs on Economic Development projects.
- While serving in Lincoln, we created 90 retail jobs and increased our tax base.
- Written COPS Federal Grant and several smaller grants.
- Supervised Municipal Airport Operations/ FAA Grants/ Land Acquisition

Reason for Leaving: My father in-law was sick in Florida and was offered a position there. Our family always comes first and made the decision to move. Town was left in better shape than when I arrived.

02/2003 - 04/2011 City of Bangor Maine Police Department Salary \$50,000

- Served as a police officer and detective.
- Bangor Housing Authority Liaison Officer for 5 years. We developed relationships with the residence, school, businesses and the housing authority which led to the decrease in crime in the public housing neighborhood.

05/1996-04/2003 Adjunct Instructor for Beal College in the law Enforcement Program.

- Instructed several courses and classes on a part time basis for over 7 years.

02/1996 - 2/2003 Ueutenant Patrol, Penobscot County Sheriffs Office. Salary \$40,000

- Supervised a division of 3 patrol sergeants, 4 detectives, and 33 patrol deputies.
- Developed the current command structure and presented the proposal to the County commissioners.

3/1990 - 2/1996 Chief of Police for the Town of Pittsfield Maine Salary \$32,000

- Managed a 17 member police department

7/1978 - 3/1990 Police Officer/ Detective with the City of Bangor Maine Salary \$24,000

- Patrol Officer 7/1978 to 12/1980
- Detective 12/1980 to 3/1990

High Lights of Skills

- **Creative Problem Solver** (Mill shut down laid off over 200 workers. We worked with State and Federal agencies to get the laid off workers signed up for programs. We brought in 90 new jobs to the Town in one year by utilizing our resources.)
- **Fiscal Management:** Prepared & Presented 7 Municipal Budgets. These budgets reflected an increase in revenues and tax base to offset the tax rate and become more efficient.
- **Proven Economic Development Experience** (Brought in several businesses that created jobs)
- **Project Manager**
- **Investigations** (Criminal & Personnel)
- **Knowledge of Municipal Programs** in Maine & Florida
- **Computer-**Microsoft Products Website Development
- **Grant Writing** with State & Federal Programs (COPS Fast Grant, DOT, DEP, USDA, CDBG etc.)
- **Collaborative Management Style**
- **Negotiated** labor contracts & with Vendors that reduced cost.
- **Public Speaking** at Schools, Businesses, Hospitals and Civic Organizations
- **Land Use, Planning & Zoning**
- **Webmaster**

Education:

- University of Maine: Degree in Criminal Justice
- University of Louisville Southern Police Institute: Homicide Investigation
- National Fire Academy: Arson Investigations
- Northwestern Traffic Institute: Excellence through leadership
- Maine Criminal Justice Academy: Executive Development (Certified Police Chief)
- Over 200hrs of municipal manager workshops sponsored by Maine Municipal Ass.

Awards: Community Policing Fellowship Scholarship: University of Maine
Special Recognition by the Lincoln Town Council for serving as Interim Town Manager
Policy King from Partnership for Healthy Northern Penobscot
Resolution from the Town of Howland serving as Town Manager
MTCCMA Special Recognition for Leadership Service as Town Manager

Memberships: Maine Municipal Association (MMA)
International City Manager Association (ICMA)
Maine Town, City, County Management Association (MTCCMA)
MTCCMA Awards & Scholarship Committee
Florida League of Cities - Past Member
Mid-Coast Municipal Association