

JAMES B. SEATON III

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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,

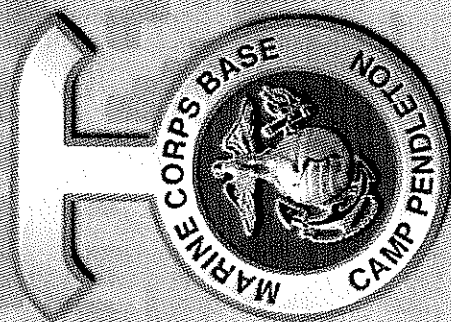
Jim Seaton

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.



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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