

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

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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