

# DAVID STRAHL

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

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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

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- ♦ **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 &amp; 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.

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**EDUCATION & CERTIFICATIONS**

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**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

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**OF NOTE**

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**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