

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

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