



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, February 19, 2019

6:00 PM

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. DISCUSSION

1. SELECT SEMI-FINALISTS TO INTERVIEW FOR THE CITY MANAGER POSITION

E. ADJOURNMENT

City of Palm Coast, Florida Agenda Item

Agenda Date : 02/19/2019

| | | |
|-----------------------------|--|----------------|
| Department | CITY CLERK | Amount |
| Item Key | 6069 | Account |
| | | # |
| Subject | SELECT SEMI-FINALISTS TO INTERVIEW FOR THE CITY MANAGER POSITION | |
| Background : | SGR has provided Council with a packet of information on the remaining candidates that were short listed by Council on January 22, 2019 at the special meeting. The packet included cover letters, resumes, written questions, and a video questionnaire. The video questionnaires are available in the City Clerk's office. | |
| Recommended Action : | For discussion and selection of candidates to be interviewed. | |
| | | |

CITY MANAGER – CITY OF PALM COAST

SEMIFINALIST CANDIDATE REVIEW

CONFIDENTIAL



CONFIDENTIAL INFORMATION

SEMIFINALIST BRIEFING BOOK

This briefing book has been prepared for the exclusive use of the City of Palm Coast.

All contents herein are proprietary information owned by SGR and any release of names or other information contained herein can reasonably be predicted to cause damage to the persons contained herein.

No names, or other information contained herein, may be released or revealed in any way without the approval of SGR.





February 7, 2019

CONFIDENTIAL AND PROPRIETARY

Honorable Mayor Holland and City Council Members
160 Lake Avenue
Palm Coast, Florida 32164

Dear Mayor Holland and Council Members:

I am pleased to provide you this confidential briefing book on the semifinalist candidates to become the City of Palm Coast's next City Manager. Please recall that this information is still highly confidential.

Behind each tab is the candidate's cover letter, resume, response to the questionnaire, and any other supplemental materials provided by the candidate.

Behind this letter, but in front of the tabs, is the Triage Scoring Form. This form should be used to assign a 1, 2, or 3 to each candidate. Those who you definitely would like to see continue in the process should be assigned a 1, those you may want to continue a 2, and those you definitely have no interest in seeing continue in the process a 3.

Please note that separate from the briefing book, we have also provided a website link (via email) for accessing and viewing the online video interviews for each candidate.

Our goal at the next meeting will be to determine which candidates will move on to the next level in the process. If you can come to the next meeting with the Triage Scoring Form completed, our time spent will be much more efficient.

Please feel free to call me at any time if you have any questions.

Respectfully submitted,

Douglas Thomas
Senior Vice President, SGR
DouglasThomas@GovernmentResource.com
Cell: 863-860-9314

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 - Tab 10: Ken Kelly
 - Tab 11: Matthew Morton
 - Tab 12: Michael (Mike) McNees
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*Recorded video interviews are accessible online.



CITY MANAGER

PALM COAST, FLORIDA

EXECUTIVE SEARCH PROVIDED BY STRATEGIC GOVERNMENT RESOURCES



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

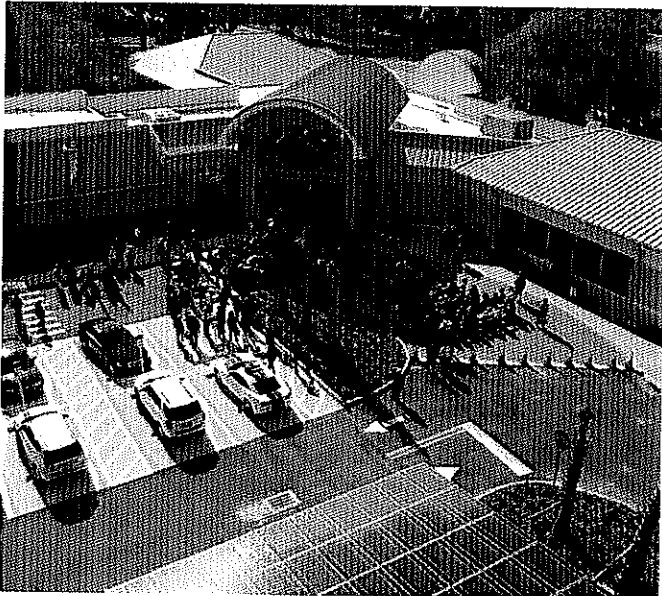
Achievement - Seek excellence in all that we do

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



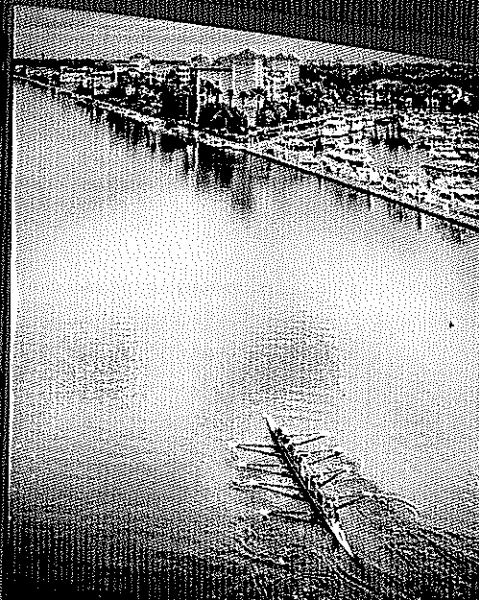
Palm Coast operates under the council-manager form of government composed of the Mayor and four City Council members who act as the political head of the City and are responsible for setting policy, approving the budget, determining the tax rate, and formulating broad long-term policies that outline 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

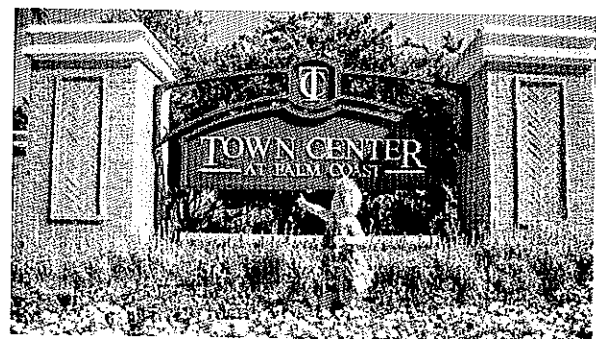
Because of Palm Coast's history as a planned community, virtually all its underground infrastructure and most of its streets were constructed around the same timeframe, resulting in a growing need for repairs and upgrades. Some steps have been taken in anticipation of the reinvestment in infrastructure 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

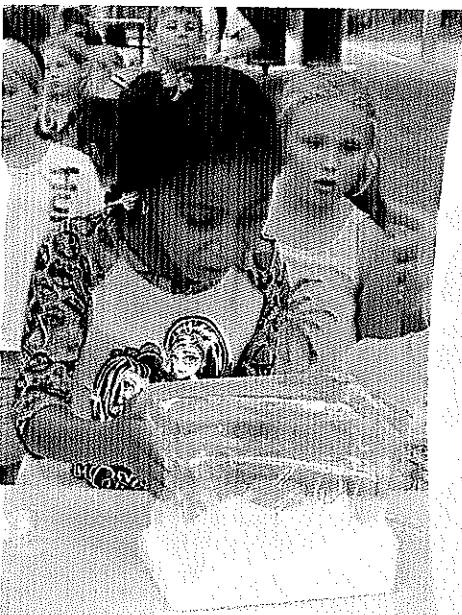
The City of Palm Coast seeks an enthusiastic leader with a commitment to professionalism and a dedication to public service. The ideal candidate will have a demonstrated track record of resourceful, entrepreneurial approaches to development and must be willing to consider creative strategies to address 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

Follow Us



CITY OF PALM COAST

CITY MANAGER CANDIDATE REVIEW

TRIAGE SCORING FORM

| | | | |
|-----------------------|---|---|---|
| Beau Falgout | 1 | 2 | 3 |
| Brent Moran | 1 | 2 | 3 |
| Claire Collins | 1 | 2 | 3 |
| David Strahl | 1 | 2 | 3 |
| Donald Kewley | 1 | 2 | 3 |
| Gregory (Greg) Young | 1 | 2 | 3 |
| James (Jim) Drumm | 1 | 2 | 3 |
| Jeffery (Jeff) Eder | 1 | 2 | 3 |
| Jeffrey (Jeff) Oris | 1 | 2 | 3 |
| Ken Kelly | 1 | 2 | 3 |
| Matthew Morton | 1 | 2 | 3 |
| Michael (Mike) McNees | 1 | 2 | 3 |
| Robin Hayes | 1 | 2 | 3 |

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.



BEAU FALGOUT



Beau Falgout

[REDACTED] | bfgout13@gmail.com

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

bfa1gout13@gmail.com
www.linkedin.com/in/bfa1gout

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

City Manager Pre-Interview Questionnaire
City of Palm Coast, Florida
Due NLT Monday, February 4th at 11:00 PM CST

Full Name (first, middle, last): Beau Michael Falgout
Nicknames (if any): _____

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?

In my current position as Interim City Manager, I am responsible for 450 full-time, 4 part-time, and 70 seasonal/temporary employees with a total budget of \$143.7 million. These employees are managed by 8 department heads that report directly to me. As the Assistant City Manager and Administrative Services & Economic Development Director, I managed and continue to manage 12 full-time employees with an operating budget of \$1.9 million and total budget responsibility of \$13.8 million. In addition, I previously served as the Interim Information Technology Director where I managed 12 full-time employees with total budget responsibility of \$5.3 million.

2. Please detail the specific departments you have supervised in your last three positions.

In my current position as Interim City Manager, I manage 9 departments (Administrative Services & Economic Development, Finance, Human Resources, Information Technology, Public Works, Utility, Community Development, Fire, and Parks & Recreation). In addition, the Palm Coast Liaison with the Flagler County Sheriff's Office reports jointly to the Sheriff and me, since police protection is provided through an Interlocal Agreement.

As the Assistant City Manager and Administrative Services & Economic Development Director, I supervised the functional divisions of the City Clerk, Communications & Marketing, Central Services (Budget, Purchasing, Contract Management), and Innovation and Economic Growth.

In addition, I previously served as the Interim Information Technology Director after the separation of the former director. I supervised the functional divisions of operations, applications, and GIS (geographic information science). In addition, I oversaw the enterprise functions of FiberNET and Wireless Communication Towers.

3. Please explain why you left your last three positions.

I left my three previous positions for promotional opportunities within the same organization.

4. Are there any gaps in excess of two weeks in your employment history? If so, please explain in detail.

There are no gaps in excess of two weeks in my employment history.

5. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for the organization and communicate that vision to all stakeholders?

Prior to being named Assistant City Manager, I served on the City's Strategic Action Plan team and was involved in facilitating City Council in its annual evaluation of the City's strategic plan. Stakeholders and citizens are involved in the process through the City's Annual Citizen Survey, with the results provided to City Council before their annual evaluation process even begins. The City's Strategic Action Plan evaluation process begins with consensus building with City Council to determine the longer term strategic goals and shorter term objectives. City staff then develops approaches and performance measures to further City Council's goals and objectives. Most importantly, the proposed budget developed by City staff is directly tied to City Council's Strategic Action Plan. Throughout the year, City staff and City Council communicate about the progress on those approaches and performance measures. I believe these steps are critical in ensuring that Palm Coast continues to have a clear vision for the organization over the coming years.

6. What do you feel are your greatest strengths as a leader and manager?

I believe my greatest strengths as a leader and manager are focus and humility. As Interim City Manager, I am constantly tuning out the noise and focusing myself and my team on City Council's strategic goals and objectives. This is exactly why every Monday my team huddles to evaluate progress made towards those strategic goals and objectives, identify any obstacles, allocate resources, and most importantly celebrate successes.

The City of Palm Coast organization is greater than any one person, including the City Manager. I am humble to know that there is very little I truly control and it takes a great team to manage the day to day operations and continue to push the envelope to innovate and move this City forward. I aspire to be a servant leader each and every day, where I think first of the citizens and employees before implementing policy or making decisions.

7. What is the most complex project you have coordinated? Describe the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

One of the most complex projects I coordinated during my time at the City of Palm Coast is the Neighborhood Stabilization Program. I had very little experience in managing federal grants or housing programs at that time, but I volunteered to take on this challenge. The City was the epicenter for the housing market collapse and the great

recession with a record number of foreclosures. The Neighborhood Stabilization Program was one way the City tried to mitigate those issues.

The first step I took was to learn as much as possible about the program and requirements. In addition, I reached out and secured partnerships with others more versed in this area, which included Flagler County SHIP Program, Flagler County Association of Realtors, Mid-Florida Housing Partnership, and a contracted grant management firm. Once a plan was developed, several public meetings and City Council meetings were held to ensure community buy-in in order to move forward with the program. The most difficult part of managing the program was the human element, dealing with people who were making one of the biggest, scariest decisions, buying a home. Constant and tactful communication with the partners, lenders, contractors, and home buyers was of most importance.

Through the Neighborhood Stabilization Program and other funding sources, the City was able to secure and invest over \$5 million to help stabilize the local economy. I have to say it was one of the few times I have been hugged in my job and one of my proudest to help families realize their dream of homeownership.

8. Please describe your experience in overseeing the following operations: Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, and Public Safety (Police & Fire).

I have been overseeing all of these areas through department heads, since my appointment as Interim City Manager. In addition, I have worked on projects with some of these operations and became more familiar with them during my time at the City of Palm Coast. For example, earlier in my career I worked with the Utility Department on their Water Supply Facilities Master Plan, which was a State requirement to ensure available water supply for future growth. In addition, I served as Deputy Incident Commander for the last two hurricanes and became more familiar with the Fire Department, as well as coordinating the City's overall response and recovery efforts.

9. Please describe your experience and skills in municipal financial management, budget development, and capital infrastructure planning, maintenance, and financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.

During my time at the City of Palm Coast, I have been involved in developing and managing budgets for multiple departments. During the last two budget years, I was involved in the development of the overall City budget to better understand the complexity of municipal finance and fund accounting. In addition, I was the lead presenter for the City Hall project, which took creative strategies using multiple funding sources without the benefit of debt financing to construct this major project.

Most recently, our team presented multiple options to move forward with the public works facility project. Ultimately, City Council reached consensus to move forward with temporary measures immediately while laying the groundwork for a more permanent solution considering the limited financial resources.

10. Please describe any experience you may have in assisting your community/organization in advancing voter-referendums to consider financing of proposed municipal capital projects and/or community initiatives? In your response, also indicate the results of any such referendums, including any lessons learned that you would apply in future referendums.

I have not had any experience in assisting a community or organization with a voter-referendum. I do believe any voter-referendum to consider financing of capital projects or community initiatives must be carefully thought out, planned, and communicated. Successful voter-referendums without public discussion and input are generally not successful. In addition, voter-referendums typically are successful when tied to projects that are important to citizens, such as road maintenance/construction, school projects, public safety projects, and parks/open space projects.

11. Please describe your experience with collective bargaining and labor relations, highlighting the types of bargaining groups you have worked with and tell us about any particularly innovative provisions/programs you may have incorporated in previous collective bargaining agreements?

While I have not been directly involved in negotiating with bargaining groups, I do oversee the Human Resources Director who is the City's lead negotiator in collective bargaining agreements. In the past, I have been involved in the City's Employee Academy and Training Team, which was focused on improving the City's training, which is tied to employee development and retention. I believe listening to employee's needs, communicating the organization's needs, and achieving a balance between the two will result in positive labor relations.

12. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.

My philosophy and approach to building a strong team environment is ensure I communicate frequently City Council's goals and objectives, so that we all have an understanding of our common purpose. In addition, I spend a lot of time talking to employees about how their job or tasks relate to the bigger picture. For example, I have thanked our parks maintenance crews for being the front line in our economic development goals to expand sports tourism. Without their dedication and attention to details, players, coaches, and parents would not come back year after year and continue to pump money into our local economy. Sharing the greater purpose of someone's job can inspire them to perform at the highest level more so than even additional compensation. At employee orientation, I always tell people you are about to begin one of the few jobs where you can make a difference in someone's day, hopefully a positive one. Whether you are a wastewater operator or a firefighter, we all have the ability to make a positive impact on a citizen's life. This simple philosophy can translate to functional teams as well. If we can agree on our common and greater goal, we can develop trust, clarity in our roles without egos, communicate more effectively, and stay focused on completing the goal.

13. How do you facilitate open and transparent communication with the Mayor & City Council, staff, residents, and other stakeholders?

I am accessible as possible to the Mayor & City Council, staff, residents, and other stakeholders. I try to never turn down an opportunity to speak and listen to residents and stakeholders. Often times, I will return a phone call directly to a resident, or if there is a resident escalating an issue downstairs, I will stop, introduce myself, and listen to their concerns. For City staff, I have an open door policy, and will be starting an out the door policy, which means over the course of a year, I want to try and reach as many employees as possible in their work environment. I intend to start weekly visits to our facilities to interact with as many employees as possible. For City Council, it is important for me to have frequent and honest communication not only about the issues on the agenda, but the issues in the community as well. For any given issue, I will strive to give each City Council member the same set of facts, so they can make the best decision possible.

14. Palm Coast desires to be recognized as a community that encourages development consistent with its evolving vision from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center to diversify the City's tax base. Please tell us about any innovative strategies that you have used in your current or previous posts that successfully resulted in increased economic development, including providing some notable examples.

I previously served as the City's economic development point person. During the time I served in that position, the City was striving to stabilize the local economy, since we were the epicenter for the housing market collapse and the great recession. I believe the City was successful in minimizing the impact and recovering quickly by instituting Prosperity 2021, the Neighborhood Stabilization Program, starting the Palm Coast Business Assistance Center, and setting the groundwork for development of our downtown. In addition, I have been part of major projects that either lead to economic development or will lead to additional economic development, including: Island Walk Shopping Center Redevelopment, Neoga Lake Development of Regional Impact, Old Brick Township Development of Regional Impact, and the State Road 100 Community Redevelopment Agency.

Moving forward, I recruited and hired the City's first Head of Innovation and Economic Growth whose sole focus is to help spur innovation and economic growth, especially in our downtown. In less than a year and with City Council support, she has taken considerable steps to that goal, including: creating an Innovation District, securing Opportunity Zone designation, and implementing the Innovation Kick Start Program. Already we are starting to see the benefits with diverse residential projects coming out of the ground, which we most likely be followed by additional commercial and office projects.

As Interim Information Technology Director and Assistant City Manager, I was involved in moving our FiberNET and Wireless Communication Tower programs forward as well. Our team with the direction of City Council, hired experts in their respective fields to help the City better leverage these important assets to assist us in our strategic goals around

innovation and economic growth, and at the same time provide additional revenue to the City.

15. Please tell us about any notable intergovernmental partnership(s) you have developed or played a significant part in their implementation. As part of your answer, highlight any significant challenges that you had to overcome to help make the partnership(s) successful.

Over my time as the City of Palm Coast, I have been involved in many intergovernmental partnerships, including: School Concurrency Interlocal Agreement with multiple entities, SHIP Partnership with Flagler County, Emergency Communications Interlocal Agreement with Flagler County, Airport Area Interlocal Agreement with Flagler County, and resolving the Airport Commons dispute with Flagler County. All of these projects had significant challenges that go along with negotiating with another governmental entity and the multiple interested stakeholders. I believe communication is key to understanding each government entities deal points. Egos should be put to the side. At the end of the day, a good agreement for all parties will be a good agreement for all of the stakeholders and each government entities constituents.

16. What steps and/or processes have you used to track the performance of your organizations? Please include any specific examples involving performance metrics, and how you have communicated organizational efficiencies to the public and/or employees.

Through our Strategic Action Plan process, the City develops and tracks over 500 performance measures to ensure that we meet operational standards and move forward on key City Council initiatives. These performance measures are a great tool to track the progress of our teams, departments, and divisions. Each quarter I meet with teams and departments to go over the performance measures, identify any that are falling behind, better allocate resources, and of course celebrate successes. Heightened scrutiny is given to performance measures that are specifically linked to key City Council goals and objectives. To that end, I meet every Monday with our team to ensure those key City Council goals and objectives stay on target.

17. Palm Coast currently operates FiberNET, a municipal high-speed fiber-optic backbone that connects City sites and facilities. The City's economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its fiber network, ideally with the assistance of a new public-private partnership (P3) to help leverage its assets. Please tell us about any municipal fiber experience you may have, as well as any P3 projects you or your organization(s) may have been involved with, highlighting your particular contributions to the development and/or maintenance of such partnerships.

I was very involved with the effort to update the FiberNET Business Plan in coordination with Magellan Advisors. In addition, I became more familiar with the City's FiberNET during my time as Interim Information Technology Director. I am very supportive of the Magellan Advisors recommendation to pursue a P3 partnership to further leverage and

expand the City's FiberNET. I believe the P3 partnership could be the turning point for not only FiberNET, but our downtown and City as a whole.

During the course of my employment, I have been involved in many P3 partnerships and also developed the City's guidelines for P3 projects. Most recently, I negotiated the P3 partnership to allow a local church to construct additional shared parking on one of the City's future park sites. This will reduce the cost of constructing the park for the City in the future, while allowing the church to construct and share the parking area in the future.

18. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the City of Palm Coast?

Nothing to warrant explanation or concern to the City of Palm Coast. My family does have credit card debt that we are currently paying off, which is typical for the average American family. My wife and I got married, bought our first house, and had our first child in the one year, so needless to say we accumulated some credit card debt during that time.

19. What will we find in an internet search of press coverage that may be controversial or of concern to the City of Palm Coast? Please provide whatever explanation you think is appropriate to help us understand what we will find.

I don't believe there will be any press coverage that would be controversial or of concern to the City of Palm Coast.

20. Are you currently involved in any other searches and what is your status in those searches?

I am currently not involved in any other searches.

21. Please provide a full description of your current compensation and benefits package and your desired compensation and benefits package if you were selected for this position.

As Interim City Manager, I currently have a base salary of \$140,000 with all benefits currently provided to department heads. In addition, the City provides a \$200 per month auto allowance and pays my family's health insurance premium.

My desired compensation and benefits package for this position includes a base salary of \$165,000 with all benefits currently provided to department heads. Comparing Cities in Florida with a population between 75,000 and 100,000, this would make the Palm Coast City Manager the lowest paid City Manager in that group.

In addition, I desire the following additional benefits typical for City Manager packages: City paid premiums for all benefits, City paid maximum contribution to HSA Account (if high deductible plan selected), additional City paid 7% contribution to 457 plan(s), auto allowance of \$400 per month, and cellular data allowance of \$100 per month.

22. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would have to be resolved before you would be ready to accept the position as the next Palm Coast City Manager?

I have no concerns or hesitations, so long as the City is able to provide a mutually acceptable compensation and benefits package.

23. What are the three most important questions you have for Palm Coast Mayor & City Council?

1. What is your vision for Palm Coast in the next five and ten years?
2. How do you see my role in helping accomplish that vision?
3. What is the one challenge or obstacle that could keep us from accomplishing that vision?

BRENT MORAN



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 then 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

City Manager Pre-Interview Questionnaire
City of Palm Coast, Florida
Due NLT Monday, February 4th at 11:00 PM CST

Full Name (first, middle, last): Brent Paul Moran
Other names or nicknames, if any: _____

Cell: [REDACTED]

Home: _____

Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?

- a. Job title: Center Deliver Manager
- b. Organization and Location: Deloitte – Lake Mary, FL
- c. Population of community: N/A
- d. Total number of employees in the organization: 39,000 worldwide
- e. Size of budget that you were responsible for: \$20,000
- f. Number of direct reports: Varies based on project 3 - 27
- g. Total number of employees you supervised: Employees are matrixed
- h. Job title: Director, Manpower and Personnel
- i. Organization and Location: U.S. Strategic Command - Offutt AFB, NE
- j. Population of community: 4,000 locally – over 180K worldwide
- k. Total number of employees in the organization: 50
- l. Size of budget that you were responsible for: \$20K, I think...small
- m. Number of direct reports: 50
- n. Total number of employees you supervised: 50
- o. Job title: Commander, 4th Mission Support Group
- p. Organization and Location: 4th Fighter Wing - Seymour Johnson AFB, NC
- q. Population of community: 14,000
- r. Total number of employees in the organization: 2,000+
- s. Size of budget that you were responsible for: \$60M
- t. Number of direct reports: 2,000+
- u. Total number of employees you supervised: 35

2. Please detail the specific departments you have supervised in your last three positions.
Answered above
3. Please explain why you left your last three positions. 2 were military transfers based on jobs well done and I have not left my last position.
4. Are there any gaps in excess of two weeks in your employment history? If so, please explain in detail. Yes, I moved from Omaha to Lake Mary, FL and that took about a month. Given my start date, I could not have accelerated it either.
5. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for the organization and communicate that vision to all stakeholders? I was part of several strategic plans to include the Quadrennial Defense Review. Our plans were categorized by mission, vision and goals, where goals were assigned metrics. I was also a part of the balanced score card and Government and Performance Results Act. Both required collecting, analyzing and reporting results. You develop a clear vision by beginning with the end in mind. Communication of a strategic plan that the stakeholders developed is not hard to communicate. The key is to monitor and assess metrics to ensure goals are being met and are effective goals.
6. What do you feel are your greatest strengths as a leader and manager? My greatest strengths are my common sense; I have some. I can convey complex issues to simple terms that people understand. I'm also able to communicate with anyone at any level.
7. What is the most complex project you have coordinated? Describe the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project. I was responsible for bringing in the first ever deployment of the F-22 and a drone into a foreign country. I engaged host nation officers, the US Embassy, and higher headquarters to get the approvals, diplomatic clearances to transit foreign airspace, logistics for housing, food, equipment, specialized fuel, munitions storage, and a climate-controlled hangar. The challenges were political and logistical. In the end, we got it done.
8. Please describe your experience in overseeing the following operations: Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, and Public Safety (Police & Fire). I served an internship with the state of Delaware's Department of Natural Resources and Environmental Control. There, I monitored water quality of commercial and residential sites. As a commander, I managed and engaged water and treatment facilities with the city. As for public safety, I led a group that had police, security, explosive ordinance, firefighters, and paramedics. I also completed an incident management course that taught me how to lead an incident site. Both as a group deputy and group commander, I've gathered enough skills and insights to more than meet your intent with this question.
9. Please describe your experience and skills in municipal financial management, budget development, and capital infrastructure planning, maintenance, and financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls. I've formulated, approved, prioritized, and staffed

budgets for approvals. I've also analyzed a city budget as an academic exercise and highlighted where they shifted money from one requirement to another. I've done similar things in the budgets I maintained. For creative financing, we leveled buildings that no longer needed to be maintained and invested those savings back into buildings. I oversaw a \$18M runway repair and a \$50M clinic that had an earthen roof. My annual budget as a commander was in excess of 60M, I believe, and construction was a separate pot of money. There was a process to identify a need for a new building, but the process was very slow.

10. Please describe any experience you may have in assisting your community/organization in advancing voter-referendums to consider financing of proposed municipal capital projects and/or community initiatives? In your response, also indicate the results of any such referendums, including any lessons learned that you would apply in future referendums. Zero experience. If you want money from your community, you have to let them know what is in it for them. If you can't do that, you will struggle to get what you need or want.
11. Please describe your experience with collective bargaining and labor relations, highlighting the types of bargaining groups you have worked with and tell us about any particularly innovative provisions/programs you may have incorporated in previous collective bargaining agreements? I've had several labor relations personnel on my staff as a commander. During a furlough, we had to get the union buy-in on the furlough letters and impacts, but given it was a government furlough, they were receptive. Everyone has a job to do and with appropriate people skills, everyone understands that. It's just business.
12. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels. I'm a collaborative leader but am not afraid to go it alone. Consensus can be a powerful tool. My guiding value when dealing with people is that everybody is somebody (so says a tee shirt from Luckenbach, Texas). Treat people like people and not resources and you will get tremendous results. No matter how people are treated, the function of the city must get done. Mission first.
13. How do you facilitate open and transparent communication with the Mayor & City Council, staff, residents, and other stakeholders? Just do it. Honestly, there is no secret.
14. Palm Coast desires to be recognized as a community that encourages development consistent with its evolving vision from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center to diversify the City's tax base. Please tell us about any innovative strategies that you have used in your current or previous posts that successfully resulted in increased economic development, including providing some notable examples. I have zero experience in this area, but if you want to build a tech hub, you must have great schools for their children, entertainment for the young single-types, an educated populace from which to hire from, and incentives to bring businesses in. You are not the only game in town. In a perfect world, you'd have a recognized college of distinction in your town or close by.
15. Please tell us about any notable intergovernmental partnership(s) you have developed or played a significant part in their implementation. As part of your answer, highlight any

significant challenges that you had to overcome to help make the partnership(s) successful. We did a public-private partnership with the city of Goldsboro. They wanted world-class soccer fields and we wanted the same and to not have to manage land we had no identified purpose for. The city paid for a new fence, and we leased them the land for 50 years. Other than negotiating and dealing with lawyers, we had little issues.

16. What steps and/or processes have you used to track the performance of your organizations? Please include any specific examples involving performance metrics, and how you have communicated organizational efficiencies to the public and/or employees. I've used performance metrics and built many in my time. While no exact metric comes to mind, many were dollars to performance related. Most recently, I have used machine language and predictive analytics in a classroom. So, one could link dollars to performance now to measure impacts in the out-years. That modelling is outside of my skillset, but not outside my understanding.
17. Palm Coast currently operates FiberNet, a municipal high-speed fiber-optic backbone that connects City sites and facilities. The City's economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its fiber network, ideally with the assistance of a new public-private partnership (P3) to help leverage its assets. Please tell us about any municipal fiber experience you may have, as well as any P3 projects you or your organization(s) may have been involved with, highlighting your particular contributions to the development and/or maintenance of such partnerships. I covered the public-private partnership in another question. As for fiber, I have fiber experience, but not in a municipality. While you are focused on fiber, you should be pondering what is next after digital. Other cities have fiber already. What would make Palm Coast more attractive?
18. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the City of Palm Coast? If my country can trust me with a top-secret clearance, I am sure you can too. I've held a top-secret clearance. I've never been in trouble with the law, I pay my bills, and don't have or share extremist views that would embarrass the city or myself.
1. What will we find in an internet search of press coverage that may be controversial or of concern to the City of Palm Coast? I have a very small net presence. Any search might mention that I am a flight instructor or that I have applied for other city manager jobs.
19. Are you currently involved in any other searches and what is your status in those searches? I'm a semifinalist for Addison, TX.
20. Please provide a full description of your current compensation and benefits package and your desired compensation and benefits package if you were selected for this position. I currently make \$130K + a variable bonus per year. I also get medical a matching 401K and compensation like that. If hired I desire \$150K per year plus a similar compensation package.

21. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would have to be resolved before you would be ready to accept the position as the next Palm Coast City Manager? I would have no concerns.
22. What are the three most important questions you have for Palm Coast Mayor & City Council?
- Which department is struggling the most right now and why?
 - How willing would the city be to automating some of its workforce where applicable in terms of robotic process automation? Think in terms of a digital workforce.
 - Can you name a city you aspire to be? Namely, is there a city you think is doing things that Palm Coast should do? It could be a U.S. city or anywhere in the world.

CLAIRE COLLINS



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 |

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.

City Manager Pre-Interview Questionnaire
City of Palm Coast, Florida
Due NLT Monday, February 4th at 11:00 PM CST

Full Name (first, middle, last): Claire Anne Collins

Nicknames (if any): _____

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

 _____

Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?
Current position: 17 employees at peak under \$12 million budget;
Immediate Past position: Sole proprietor consultant with annual budget of \$100,000; and
Former Past Position: 120 employees under \$60 million budget
2. Please detail the specific departments you have supervised in your last three positions.
Federal services – FEMA client department
Local Government - Administration, Building & Grounds, Building Inspections, Community & Economic Department, Emergency Management, Engineering, Finance Department including Account Receivable, Accounts Payable, Audit, Cost Allocation, Payroll, and Procurement, Human Resources, Parks & Recreation, Public Works, Solid Waste & Recycling, and Technology Services
3. Please explain why you left your last three positions.
Still in current position with desire to utilize skills to serve community;
As sole proprietor government management consulting entrepreneur, I performed part-time professional services for current employer until professional services workload increased to work my way out of my management consulting business; and
In 2011, I left employment as Rockbridge County Administrator as a result of governmental downsizing effort to take early retirement and begin sole proprietorship government management consulting business
4. Are there any gaps in excess of two weeks in your employment history? If so, please explain in detail.

Yes, between changes in employment I took much needed time off from working 60+ hours per week for months during summer of 2008 and holiday to early winter between 2011 and 2012.

5. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for the organization and communicate that vision to all stakeholders?

Over the years, I have actively facilitated strategic planning and visioning sessions for communities and organizations. Also, I have been a participant and team member developing strategic plans and visions for cities, counties, regional and state boards and commissions, and organizations.

The first step used to facilitate development of a clear vision used is to identify and engage a diverse group of stakeholders representing the core community and/or organization. These stakeholders meet over a period of two hours on three scheduled dates and times to be provided historical background and state of current situation, ground rules and process to be used to develop vision, and implementation of process to result in development of agreed upon vision. Prior to each meeting, an agenda is shared with invitees and placed on website and posted in public information areas. At the second scheduled meeting, stakeholders present their individual vision ideas that are documented in a list for further discussion and consideration. Then, the list of visions are shared with stakeholders for ranking and prioritization for final discussion and vote on at third meeting for overall buy-in that the vision represents the community and/or organization and will be commonly accepted. After the vision is accepted, it is communicated through every available platform (verbal, electronic, media, documents, etc.) as branding for logo and other market-driven materials to be created as well as having visibility internally and externally throughout organization and community. An example of a good vision is: To be the top ranked connected U.S. City. The vision tells what the community or organization wants to be in an easy to understand statement. The vision does not focus on the strategic plan for how to accomplish the mission that is developed following the vision.

6. What do you feel are your greatest strengths as a leader and manager?

My greatest strengths are honesty, negotiation, and my entrepreneurial spirit and passion to innovate for betterment of community through understanding of governance, policy, regulations and advocacy. Also, my strengths are shown in my ability to communicate and relate to people from diverse backgrounds, to actively listen, to have empathy, to advocate for those less fortunate, to create faith that what is perceived as the impossible is possible, to walk the talk, and to initiate, plan, execute, monitor and control to closure any program, project, or effort in a team setting managing for results, compliance and risks.

7. What is the most complex project you have coordinated? Describe the steps you took to ensure political, organizational, and community support for the initiative, highlighting

specific challenges you faced, and how you overcame them to successfully implement the project.

8. Please describe your experience in overseeing the following operations: Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, and Public Safety (Police & Fire).

Experience in overseeing Water Treatment & Distribution and Wastewater Collection & Treatment is in managing municipal enterprise funds and operations to maintain facilities and infrastructure through fee based user fees to not have to allocate general funds for operations, maintenance and future capital outlay or project funding. Also, staff training program was developed and instituted resulting in industry recognized operations service awards for meeting regulatory and compliance criteria excellence.

In addition, experience includes partnering with service authorities managing and owning water and wastewater operations and facilities to assist with capital project funding and financing to improve user fee based service delivery. The partnership created resulted in the service authorities providing services needed by the community outside of their responsibility to augment costs and enhance local government service delivery capabilities and capacities without increasing cost to taxpayers.

Municipal stormwater, street and traffic control oversight of Public Works department to address problems and issues in advance of receiving citizen complaints by instituting staff training and certifications to recognize situations what needs to be done and handled.

With regard to public safety, I served as Emergency Services Director for more than five years working closely with law enforcement, fire departments, and police to make sure public safety was top priority with adequate resources provided and training.

Safety and security throughout community is important to sustain and grow economy. Creating partnerships with Police and Fire through collaboration and communication is the hallmark of a great place to live and work in community. Throughout my professional career, I have maintained strong relationships and allegiance with Police and Fire as a local government manager, elected official, and citizen.

9. Please describe your experience and skills in municipal financial management, budget development, and capital infrastructure planning, maintenance, and financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.

With more than 20 years of experience in local government financial management, budget development, and capital infrastructure planning, maintenance, and financing, financial strategies used to address CIP infrastructure shortfalls, include and are not limited to the following:

- Refinancing of balloon payment General Obligation bond to lower interest rate to lower debt payment and increasing capacity to grow fund balance for future maintenance, repairs and emergencies;

- Establish “pay as go policy” for capital projects and maintenance until significant debt paid off;
- Recommend and obtain internal and external sources of funding including grants, P3 partnerships, low interest loans and resources not commonly used by municipalities for funding capital outlay;
- Use ingenuity and staff to manage and construct small capital projects; and
- Finance projects packaged together in performing due diligence and bond rating to secure low interest extended life cycle cost debt.

Budget preparation and management of \$20 to \$60 million budgets with capital project and maintenance projects ranging from \$3 to \$27 million. Assets and depreciation schedules monitored and updated monthly with financial status reviewed weekly to report on status of revenues and expenses, including cash flow, payables, and receivables.

10. Please describe any experience you may have in assisting your community/organization in advancing voter-referendums to consider financing of proposed municipal capital projects and/or community initiatives? In your response, also indicate the results of any such referendums, including any lessons learned that you would apply in future referendums.

While I have not had any experience in assisting my community/organization in advancing voter-referendums to consider financing of proposed municipal capital projects and/or community initiatives, I have taken a municipality without a bond rating through the process of due diligence to obtain a rating. The bond rating along with financial plan for debt repayment positioned the City to work with citizens and regional industrial development authority to obtain public endorsement to secure bond financing for a \$22 million elementary school and middle school campus project. Throughout the process, my role was to be the point of contact and presenter on behalf of the City to Standard & Poor and Moody's, citizens and community organizations participating in justifying due diligence and need for project through the proposed financial plan. Lessons learned from this experience is to anticipate any potential roadblocks or delays as part of pre-planning any capital project.

11. Please describe your experience with collective bargaining and labor relations, highlighting the types of bargaining groups you have worked with and tell us about any particularly innovative provisions/programs you may have incorporated in previous collective bargaining agreements?

While I have no experience with collective bargaining, I have more than 20 years negotiating and arbitrating staff compensation packages, salary steps, benefits, performance processes, annual raises and bonuses, grievances, employee policies and procedures, and employment contracts.

When the economic downturn occurred with local government budgets being stretched and taxpayers against any tax increases, a one-time retirement incentive program was developed, implemented, and offered with input from staff for three years of the existing share of employer health insurance premiums to be paid for any employee eligible for

retirement who provided notice to retire at the end of the fiscal year. Implementation resulted in retirements reducing fiscal impact to budget and avoidance of layoffs or decrease in service delivery.

12. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.

Approach and philosophy used is to show up, engage, be a role model, have an open door policy, be interested, and seek employee input and ideas. Also, I like to make employees feel important and become part of my extended family. I check on employees regularly, get to know them and their families, create opportunities for employees to celebrate success and participate in events bringing employees together to talk, play games, and share hobbies and talent. Making the workplace enjoyable is a primary focus to motivate employees.

13. How do you facilitate open and transparent communication with the Mayor & City Council, staff, residents, and other stakeholders?

Open lines of communication are important. My facilitation of an open door policy allows for responsiveness and enhanced service delivery in working with the Mayor & City Council, staff, residents, and other stakeholders. Learning and knowing how people prefer to communicate is used to reach out and connect verbally at least weekly. I also provide weekly written executive level updates to alleviate surprises. To address city emergency situations, a communication plan is developed and implemented.

The same message is communicated simultaneously to alleviate surprise or potential delay in receiving information. Communication is premised on telling it like it is and providing information packages no later than three days before any meeting to the Mayor, City Council, media, staff, residents, and any other stakeholders. Communication platforms are used to post public information on websites, social media, radio and other community identified mediums to relay public service announcements, upcoming events and meetings. Communication effort is one of the performance metrics to be used for evaluating the City Manager.

14. Palm Coast desires to be recognized as a community that encourages development consistent with its evolving vision from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center to diversify the City's tax base. Please tell us about any innovative strategies that you have used in your current or previous posts that successfully resulted in increased economic development, including providing some notable examples.

To increase economic development in previous posts held, existing parcels and structures were identified and visited in partnership with the Chamber of Commerce and community leadership to prioritize areas for redevelopment and/or new development. The parcels and structures prioritized were digitized and mapped for marketing to economic development site consultants, state economic development agency, and regional organizations. Reports on each parcel were developed in collaboration and discussion with each property owner to develop types of development desired. Results were

renovation of the former bowling alley building into a shoe sole design and production facility with an award winning brewery with tasting room built on adjoining parcel, and development of food and gas businesses across the road. Performance agreements with clawback clauses were used to negotiate incentives of delay of real estate tax payments based on dollar investment and number of jobs created. This was accomplished over a three-year period resulting in additional small business growth throughout the primarily residential corridor.

15. Please tell us about any notable intergovernmental partnership(s) you have developed or played a significant part in their implementation. As part of your answer, highlight any significant challenges that you had to overcome to help make the partnership(s).

The most notable intergovernmental partnership I played a significant part in developing from inception to now is the Shenandoah Valley Partnership, the regional economic development organization serving 5 cities and 10 counties. The key challenge to develop the Partnership was the boundaries counties and cities have that had to be overcome to not maintain the status quo and establish a funding structure based on a per capita formula. The involvement of the universities and colleges in the region along with business leadership working with government leaders has resulted in one of the most successful regional economic development organizations in the U.S.

16. What steps and/or processes have you used to track the performance of your organizations? Please include any specific examples involving performance metrics, and how you have communicated organizational efficiencies to the public and/or employees.

Establishment of criteria as to numbers of calls received and serviced as well as miles patrolled, calls completed are some of the many metrics used to track performance. The best performance metrics are developed working in conjunction with staff and public to make sure documented and reported as part of budget development and reporting process and highlighted on a monthly basis. Monthly reports and newsletters have been used to communicate efficiencies and celebrate successes.

17. Palm Coast currently operates FiberNet, a municipal high-speed fiber-optic backbone that connects City sites and facilities. The City's economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its fiber network, ideally with the assistance of a new public-private partnership (P3) to help leverage its assets. Please tell us about any municipal fiber experience you may have, as well as any P3 projects you or your organization(s) may have been involved with, highlighting your particular contributions to the development and/or maintenance of such partnerships.

I spent the majority of a three year period in working with two cities, two higher educational institutions, and telecommunications providers to develop the plan and design for the largest middle mile fiber project in the Commonwealth of Virginia. The creation of a network authority resulted in partnership agreements with Washington & Lee University, Virginia Military Institute, the two cities, the county, and the telecommunications providers to create the network authority resulting in land for a state

of the art data center for the region constructed on land donated by Washington & Lee, local funding match from the cities and county, and due diligence and successful application for an NTIA grant award of \$10 million for fiber build-out. My role was the point of contact to respond to NTIA, perform due diligence, and coordinate communication and collaboration among all parties involved in the project. This partnership has grown and is responsible for maintaining the infrastructure and working with the local community and economic development offices for business and job growth in areas of remote work opportunities and entrepreneurship.

18. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the City of Palm Coast?

Nothing that I am aware of.

19. What will we find in an internet search of press coverage that may be controversial or of concern to the City of Palm Coast? Please provide whatever explanation you think is appropriate to help us understand what we will find.

You will find commentary on time serving as elected official chairing the Board of Supervisors in Bath County and the attempt by a citizen group to legally remove officeholders from elected positions that was eventually denied by Court as no contest.

20. Are you currently involved in any other searches and what is your status in those searches?

No, I am not involved in any other searches.

21. Please provide a full description of your current compensation and benefits package and your desired compensation and benefits package if you were selected for this position.

Current compensation package includes salary of \$139,000 per year, 401K 50% matched by employer, life insurance, professional membership dues payment, 120 hours of Personal Time Off, 16 hours of floating holiday, and annual bonus based on performance.

Desired compensation package is salary of \$144,000, retirement or 401K match, life insurance, 3 weeks personal leave, life insurance, and payment of professional membership dues.

22. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would have to be resolved before you would be ready to accept the position as the next Palm Coast City Manager?

Factoring moving costs into initial compensation package. Another concern is having enough time between employment to get moved and settled in prior to first day of work with City.

23. What are the three most important questions you have for Palm Coast Mayor & City Council?

What is your top priority for the City Manager to work on starting the first day of work?

What is your preferred method of communication with each other, the community, and the City Manager?

What are the performance indicators you will use for annually evaluating the City Manager?

DAVID STRAHL



DAVID STRAHL

◆ davestrahl731@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

◆ davestrahl731@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

City Manager Pre-Interview Questionnaire
City of Palm Coast, Florida
Due NLT Monday, February 4th at 11:00 PM CST

Full Name (first, middle, last): James David Strahl

Nicknames (if any): _____

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

[REDACTED]

Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?
 - St. Charles, IL – 268 Employees, Overall budget: \$161 million, General Fund: \$45 million, Supervised HR, Records management – budget under \$1 million
 - Mount Prospect, IL – 300 Employees, Overall budget: \$112 million, General fund: \$57 million, Supervised HR, IT, Public Information, Cable TV – budget \$3.5 million
 - O’Fallon, MO – 450 Employees, Overall budget: \$122 million, General fund: \$84 million, Supervised all departments – full budget responsibility
2. Please detail the specific departments you have supervised in your last three positions.
 - St. Charles, IL – Supervised Human Resources and records management departments
 - Mount Prospect, IL – Supervised Human Resources, Information Technology, Public Information, and Cable TV departments
 - O’Fallon, MO – Supervised Assistant City Administrator (Planning, Economic Development, Citizens First, Communications), Administrative Services Director (Human Resources, Fleet, Facilities, Volunteer Services), Public Works, Finance, Police, Court Administration, Internal Auditor, and Parks & Recreation Departments (Fire and EMS services provided by a separate taxing authority)
3. Please explain why you left your last three positions.
 - St. Charles, IL – Professional advancement
 - Mount Prospect, IL – Change in Leadership of Village Manager
 - O’Fallon, MO – Mutual parting of ways over a difference of philosophy regarding open meetings

4. Are there any gaps in excess of two weeks in your employment history? If so, please explain in detail.
- April 2016 - October 2017: Looking for a position until starting in O'Fallon
 - October 2018 - Current: Looking for a position, currently working as an interim village manager
5. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for the organization and communicate that vision to all stakeholders?
- Have coordinated and implemented strategic planning and visioning in two different agencies (Mount Prospect, O'Fallon). I worked closely with the councils in both locations with a facilitator to develop an action plan and developed measurement criteria to monitor progress toward the various objectives. I made sure each department had a clear understanding of their role in the progress of completing the vision. Each department then included the departmental objectives as part of their general employee evaluations which also included the evaluations for the department directors. All staff was aware of the community objectives and knew their role in achieving the objectives. Wanted to make sure all employees were "rowing in the same direction" and knew how their labor contributed to the overall progress of the community. Also linked the action vision items to each general discussion item as part of the agenda development so that the council knew the discussion and potential staff recommendation had a link to an actual action item relating to the community strategic plan. There is also a need to close the loop as it were to measure citizen satisfaction as part of generating a report card on progress of the vision and strategic plan. A regular standard citizen survey process is critical for trend analysis going forward. I was involved in developing a survey instrument in Mount Prospect with a third party but had not gotten to that point yet in O'Fallon.
6. What do you feel are your greatest strengths as a leader and manager?
- I feel I am strong in setting an example for continuous improvement and not being satisfied with the status quo. I regularly and consistently ask how can things be accomplished better, what did we learn from this situation, how will we react differently in the future, etc. I feel by challenging staff to think and look beyond the day-to-day work they will develop a better understanding of the bigger picture. Department directors are paid to manage and I expect them to do so, I will assist whenever necessary, but will not relieve them of the burden of leadership. I foster this interaction through a collaborative approach of inclusivity encouraging various inputs into decision making and recommendation development. I also make it a point to encourage solution-based suggestions from management personnel and not reacting to each "problem" as presented allowing the department director or management team member to consider possible solutions before me dictating a decision to address the situation each time. I also

follow a basic philosophy that people “have to” follow managers, but “want to” follow leaders. So, I focus on illustrating leadership as a cornerstone of decision making. I feel it is critical to listen first and talk second to understand the situation at hand.

7. What is the most complex project you have coordinated? Describe the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.
 - I was project manager for the development, construction, and activation of a new village hall and parking structure in downtown Mount Prospect. I coordinated the citizen advisory committee that included a sample of elected officials to assist in developing an overall vision. We focused on visiting other buildings in other communities looking at what worked and did not work so well. This information along with the programming development was used to create the plans with the architect. In order to avoid the inevitable blame shifting that comes with each construction project, the village contracted directly with the general contractor and architect so that they were responsible directly to the community in ensuring proper value engineering. This process allowed for the general contractor to share in savings that may be generated through such value engineering. This process allowed for significant cost savings that could be put into other areas of the project as changes came about. I directed the project following the concept of making sure the building reflected the fiscal sensibilities of the community. This was accomplished by ensuring the functional areas of the building were generally utilitarian while dressing up the public areas with timeless materials. Part of the risk that I was purposefully trying to avoid was public criticism of the village board for taking a chance of approving the construction without going to referendum for prior approval. The challenges of making the building match the needs of the community without it appearing to overdo the appearance with community functionality improvements. We were able to design a building that allowed community meetings after hours without supervision of staff so that all citizens and groups could take pride in what the building represented. The exterior was intended to be a public gathering space for community events which was also accomplished with more events added each year. Finally, the building came in under budget and on time.
8. Please describe your experience in overseeing the following operations: Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, and Public Safety (Police & Fire).
 - I have experience in overseeing all of these operations and have extensive knowledge of the nuances needed to address the unique solutions of each operation. When I worked in St. Charles and O’Fallon we had to rely on ground water as our potable water source. There was a sustained effort to ensure emergency operational capabilities through retrofitting the wells with generators

and a specific maintenance schedule for the mechanical systems. It was clearly understood and taken seriously that there was little room for system failure. We also connected water lines in a manner that would allow redundant flowage by avoiding dead end lines and making interconnections with surrounding communities. When I was in Mount Prospect we followed the same principles, but with an unlimited supply of water from Lake Michigan the wells were maintained as emergency back-ups. My experience in wastewater systems are from St. Charles and O'Fallon. Mount Prospect participated in a county-wide system that the village was only responsible for the conveyance to the plants. However, in St. Charles and O'Fallon there were significant upgrades built into the wastewater plants that were regularly scheduled as funds were available through rates. A major project in O'Fallon was a multi-year upgrade of \$78 million that was underway when I was there. I was involved in the initial planning phases. I was more involved in stormwater issues in Mount Prospect than the other communities. Mount Prospect was in a very flat area and there was not a conveyance system that could be built to handle some of the rainfall events we experienced, including two 500-year storm events in one summer. However, we did undertake a study of the community to determine if there were limitations to the amount of flow that could be handled. A portion of the community was found to be at a less than 10-year storm event level, so it was determined that the entire community was to be at least be brought up to that level. The village had previously added a surcharge to the bills to generate the funds needed to make these upgrades. These funds were leveraged through bonds to undertake projects on an annual basis so some upgrade work was underway annually. Street & traffic control were a constant challenge in all three communities I worked, but was regularly on the mind of citizens in Mount Prospect and O'Fallon. Mount Prospect was "blessed" with three major surface highways and a commuter train line converging in the downtown area that consisted of some five to six blocks. Rush hour traffic was always an issue and when the trains came through the entire cycle was disrupted. Much of our efforts were to address the signal timing since all the signals were controlled by the state. Also, there was an effort to encourage local residents to bypass the downtown during these periods. There was limited success in these efforts unless a bypass road was constructed, but in a built out community that was pretty much impossible. Therefore, the staff spent considerable time communicating the limitations of the system as it existed to the general public and addressing speeding issues. We had an active traffic control program in place to install traffic control devices such as speed humps were possible and other engineering efforts to slow traffic. In O'Fallon the traffic issues were primarily a volume issue. The community only had a few main arteries that had many residential areas branch off these main routes. We had a traffic control program also, but I modified it while I was there because I felt the program was too rigid in terms of communicating to residents and did not necessarily provide an education component. We were getting the same requests from the same neighborhoods tying up a large amount of engineering staff time. So I had them

consolidate the requests and broaden the discussion open houses for larger numbers of homes in the subdivision. I also directed an education effort showing the difference in speed perception between a large truck and a small car. I have been directly involved in working with the chiefs of police and fire to address their needs for service delivery and working with them to measure operations for budgetary purposes. I understand their needs and how much of their decision making is undertaken, but I also worked with them to make sure their teams are integrated as part of the overall city operations teams and not isolated onto their own. I have directed the chiefs to expand their service delivery options beyond the traditional roles of police and fire activities. Some of these additional activities included crime free housing and expanded inspection efforts. I have also worked with the chiefs to ensure there is a strong regional cooperative relationship among other departments.

9. Please describe your experience and skills in municipal financial management, budget development, and capital infrastructure planning, maintenance, and financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.

- I have been involved in managing budgets in each of the agencies I have worked in with progressively more responsibility as my professional experience grew. I have been involved assisting in creating the budget document and making changes to it to improve transparency and public understanding of the document. I have researched various revenue options and expenditure reductions with an eye toward possible impact upon service delivery. I have worked to develop the direct link of service delivery and actual expense to deliver such a service with a prioritization of each service in case of service reductions. At the very least I wanted to know the direct impact of personnel on service delivery, assuming personnel had to be reduced. I was also involved in alternative service delivery through private contract options. I also directed the creation of performance measures so that there could be some comparison of our efforts to deliver a service compared with other communities and know what it cost to provide certain services. I have been involved in assisting and presenting budget presentations to various audiences. I was involved in developing the capital improvement budget and its evolution as a planning document for long term prioritizations in both Mount Prospect and O'Fallon. Creative financing runs the full gambit from grants, to project deferral, to debt financing, to commercial financing, to using energy savings to fund needed upgrades. I have been involved in many different options and determining the one that is actually the best fit for the community could take several reviews and extensive analysis. Not every situation is the same and has to be explored as such. There may also be opportunities to combine CIP projects to benefit a wider range of services that the department requesting the funding. It is the job of the manager to look for these opportunities and again leverage those projects to address priorities as needed.

10. Please describe any experience you may have in assisting your community/organization in advancing voter-referendums to consider financing of proposed municipal capital projects and/or community initiatives? In your response, also indicate the results of any such referendums, including any lessons learned that you would apply in future referendums.

- While in O'Fallon the council put a referendum on the ballot in an attempt to recapture lost sales tax from internet purchases. The state law allowed a potential recapture after the first \$2000 was spent per year, which primarily focused on businesses. The money was earmarked for street improvements. Unfortunately, the initiative lost at the ballot box. Staff of course was limited in what they could say. I was involved in formulating the message in a cooperative effort with other surrounding communities so we all had similar messages. Even though we reached out in an attempt to develop citizen committees we were unsuccessful. In addition, no council member came out publicly supporting the effort. I was advised the council usually does not take a public position until they see the direction of the vote and typically endorses the effort on the second try. I felt the staff did what we could within the limits of the law and made the connection of what the additional revenue was for. However, using the additional money for streets was difficult for the public to understand, because even though we had communicated how bad the street issue was there were few visible signs that the street condition situation was as bad as it was. During the city's high growth period the developers used a concrete mix that deteriorated from the inside out at a quicker rate than normal and accelerated if exposed to salt through snow removal efforts. There was a need for \$2 million a year to be devoted to correcting this situation for the next 10 years. The staff had communicated this situation regularly, but did not actively go into the community to advise the general public. Given another opportunity staff could partner with area business interests and citizen groups, including HOAs, chamber, condo associations, etc.

11. Please describe your experience with collective bargaining and labor relations, highlighting the types of bargaining groups you have worked with and tell us about any particularly innovative provisions/programs you may have incorporated in previous collective bargaining agreements?

- I have been involved in negotiating labor contracts for over 30 years. The groups I have negotiated contracts with include Teamsters, IBEW, police and fire unions. I always approached the negotiations as a business arrangement and wanted to maintain a relationship with the employees throughout and after the process. It was not uncommon for the attorneys that might have been at the table for the respective sides to spend considerable time posturing at the expense of the employee/employer relationship. I made it a point to remind both sides of this situation to keep the negotiations in perspective. I also communicated what the city could afford and showed the unions the numbers in terms of revenue and how expenses were accounted for. I always made sure I had all the relevant data on

each group in terms of current wages and benefits and projected wages and benefits. In addition, I also showed the actual cost of benefits broken down into a "cost per productive hour" that illustrates the actual cost per employee for actual hours worked once paid time off is subtracted out. This allows for comparison with other communities to determine if wages or benefits may be a primary driver of expenses.

12. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.

- One of the primary foundations to building a strong team to reinforce the strategic plan through actions of all employees from the line employees all the way up the chain of command to the entire management team. This is accomplished through the establishment of measurable goals and objectives and measurable outcomes of various departmental operations. I meet regularly with the department directors to monitor progress and determine if there are any issues that need to be addressed. I make it a point to discuss progress and try to make sure the management team has the tools necessary to be successful. Defining expectations and holding people accountable is an effective motivational technique that I have been able to use as I progressed through my career.

13. How do you facilitate open and transparent communication with the Mayor & City Council, staff, residents, and other stakeholders?

- Communicating regularly through the various medium options is the key to transparent communications be it email or other methods. It is critical to communicate frequent enough so that information is shared consistently. It is just as important to share the information of what is going on both positive and not so positive. Sharing information showing progress on important community issues and how tax dollars are going to improve the community is critical. Being an advocate for the community is the responsibility of the manager in each public interaction opportunity. Regular communication should include weekly updates to the council and general public. Establishing open communication also includes establishing an atmosphere in which the council shares intelligence they may gather in the field with staff to minimize surprises just as staff strives to minimize surprises to them.

14. Palm Coast desires to be recognized as a community that encourages development consistent with its evolving vision from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center to diversify the City's tax base. Please tell us about any innovative strategies that you have used in your current or previous posts that successfully resulted in increased economic development, including providing some notable examples.

- O'Fallon is a large community with significant residential development mixed in with over 40 strip centers dispersed throughout town. The city was working with a developer for the last large piece of undeveloped property in the community.

The developer originally proposed a development predominately made up of residential units even though a portion of the property fronts a major highway and was not zoned for residential. Through extensive and lengthy discussions with the developer and regular updates with the council we were able to alter the development proposal to include a better mixed use project that utilized the location to include a development that included more revenue generating uses than just residential uses. The need to be relentless in getting this amount of mixed use was successful in obtaining a much better product than what was originally proposed. The strategy was to make sure the council members were on board with the concepts the staff was pushing the developer on based on potential revenue impact. That way the developer could not appeal directly to the council members to obtain support that varied from the staff position. The zoning was originally high tech and while the entire property was not maintained as that, enough was retained to still benefit the community through high tech development and additional revenue generation compared to residential.

15. Please tell us about any notable intergovernmental partnership(s) you have developed or played a significant part in their implementation. As part of your answer, highlight any significant challenges that you had to overcome to help make the partnership(s) successful.
 - When I was in Mount Prospect the community was a party to intergovernmental partnerships for water, emergency dispatch, refuse, health insurance, and liability insurance coverage. I was involved in serving in a decision making role for each of those initiatives as part of my work duties. I was even vice chair of the health insurance cooperative when it expanded from 40 to 72 member communities. When I was in O'Fallon I started developing the idea of joint purchasing among surrounding communities and joint health insurance purchasing. We had lined up the participants and was working toward formal agreements.
16. What steps and/or processes have you used to track the performance of your organizations? Please include any specific examples involving performance metrics, and how you have communicated organizational efficiencies to the public and/or employees.
 - I was a primary driver of developing region-wide performance measures among 20 area communities. We did create the baseline data and collection systems to gather the data and share it among participants for benchmarking. In addition to that process I lead the effort to use performance measures as part of our budget process to integrate the data for transparency purposes. I felt it was critical to illustrate departmental performance compared to expenditures to know efficiency levels. While I performed most of this work while in Mount Prospect, I transferred the same focus to O'Fallon and was building the system there before I left.
17. Palm Coast currently operates FiberNet, a municipal high-speed fiber-optic backbone that connects City sites and facilities. The City's economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its

fiber network, ideally with the assistance of a new public-private partnership (P3) to help leverage its assets. Please tell us about any municipal fiber experience you may have, as well as any P3 projects you or your organization(s) may have been involved with, highlighting your particular contributions to the development and/or maintenance of such partnerships.

- I was involved in developing and coordinating the installation of the fiber connections between our village facilities along with back-up systems. This connection was through a private vendor. There was significant development of numerous fiber lines throughout the community's right-of-way that serviced several data centers in Mount Prospect. I am familiar with this technology and its value to development. My P3 experience has centered on service delivery opportunities; however, I am confident that I could provide the required leadership to utilize the fiber network as a foundation for technological development. The use of fiber is becoming more universal for all business and private users to become more integrated with everyday life and marketed as such.

18. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the City of Palm Coast?

- No there will be nothing that should concern the community.

19. What will we find in an internet search of press coverage that may be controversial or of concern to the City of Palm Coast? Please provide whatever explanation you think is appropriate to help us understand what we will find.

- I do not anticipate any coverage that would be considered controversial. I was given a severance package when I left Mount Prospect even though I was an at-will employee which was representative of my contribution to the community.

20. Are you currently involved in any other searches and what is your status in those searches?

- I have applied to several other communities and are working through their processes, but do not have any pending offers. I am currently working as an interim village manager for a community of 12,000 in the Chicago area, but remain very interested in the community of Palm Coast as my primary opportunity.

21. Please provide a full description of your current compensation and benefits package and your desired compensation and benefits package if you were selected for this position.

- I would anticipate a compensation and benefits package commensurate to the responsibilities of the position and my experience based on the area market.

22. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would have to be resolved before you would be ready to accept the position as the next Palm Coast City Manager?

- Based on what I know at this point I do not have any concerns that would cause me pause in accepting the position.

23. What are the three most important questions you have for Palm Coast Mayor & City Council?

- What are the timeframe priorities of the major projects that the council has directed staff to undertake?
- What is the council's level of comfort in using a combination of additional revenue sources and existing funds to improve the public works facility to a facility level comparable to a first responder facility? Public safety facilities are hardened to allow their personnel to perform their required functions related to safety during emergencies and public works facilities should be considered the same. However, public works operating during and after an emergency could actually be more involved and take longer for recovery than addressing the initial public safety response. This type of service delivery requires a support facility that is integrated to the service level required of those personnel.
- What is the comfort level of the council to consider an infrastructure surcharge to generate revenue to address infrastructure improvements?

JEFFREY (JEFF) ORIS



Jeffrey L. Oris, CEcD



Jeff.Oris@gmail.com

January 7, 2019

Ms. Bobbi C. Pekham, 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.
North Palm Beach, FL

2017-Current

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

City Manager Pre-Interview Questionnaire
City of Palm Coast, Florida
Due NLT Monday, February 4th at 11:00 PM CST

Full Name (first, middle, last): Jeffrey L. Oris
Nicknames (if any): Jeff

Please provide your cell, home, and office numbers to facilitate contacting you if needed.



Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?

This question is not relevant to my private sector consulting positions as budgets were based on each individual project in which I was involved which were of relatively short duration. I can and will answer the question for my last three public sector positions which would be more relevant to the position in Palm Coast.

Economic Development Division Director, City of Miami Beach, FL – There were 1.5 positions which I oversaw. The average budget I oversaw during my tenure was approximately \$3 million (including capital projects for which I was responsible).

Community Development Department Director, Martin County, FL – I had oversight of 10 positions. The total budget for which I was responsible, on average, was about \$11 million including grant funding and capital projects managed by my department.

Executive Director, Margate CRA/Economic Development Coordinator, Margate, FL – I was responsible for myself and an intern position. In this dual-role I oversaw a CRA budget of approximately \$7 million and had oversight of grant funds which were a maximum of \$3 million annually.

2. Please detail the specific departments you have supervised in your last three positions.

Again, I will answer for the last 3 public sector positions.

Economic Development Division, City of Miami Beach, FL – This was oversight of a single division responsible for economic development and redevelopment within a much larger department of the City.

Community Development Director, Martin County, FL – This position included oversight of the one department as well as the Martin County Community Redevelopment Agency. Functional areas within the Department included: grants administration, economic development, affordable housing, historic preservation, urban design, and redevelopment.

Executive Director, Margate CRA/Economic Development Coordinator – I was solely responsible for the CRA and its activities, in addition, due to my location as one of two professionals in the City Manager's Office (the City Manager being the other), I did not formally oversee any departments, but on behalf of the City Manager was involved in day-to-day activities of the Building Department and the Planning and Zoning Division of the City.

3. Please explain why you left your last three positions.

City of Miami Beach, FL – I was locked into the home I owned and the commute to the job started to become quite long. Upon completing a major project I had worked on for 3 years and an offer from a consulting firm to work with them, the time was appropriate for my departure.

Planning and Redevelopment Consulting, Inc, - I owned this business and was its sole employee. An opportunity arose to work for the City of Miami Beach which would provide for full benefits and no significant reduction in my income which being involved in a major internationally known city.

Martin County, FL – The County was anticipating a significant drop in revenues due to the economic downturn. The Commission began discussing the potential of merging my department with another and eliminating my position. With this discussion at hand, I took advantage of an employee buyout program that was designed to reduce the number of County employees and thus pressure on the County's budget.

4. Are there any gaps in excess of two weeks in your employment history? If so, please explain in detail.

There are no gaps in my employment history meeting this criteria.

5. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for the organization and communicate that vision to all stakeholders?

I have been extensively involved in strategic planning and visioning mostly as it relates to agencies seeking to update their organization, vision, and plans, as well as some overall visioning with Cities seeking to expand on specific function areas (economic development) or on a defined geographic area's development. In fact, I have been involved in approximately 20 efforts to plan out growth, development, and/or

redevelopment in cities around the State of Florida. In most of these efforts I was either the lead staff person or the consulting project manager. I have a long list of experience in public input, one-on-one sessions with elected officials, appointed officials, residents, property owners, and business owners in order to formulate a vision and the individual project, programs and other efforts that would render approval and implementation of the efforts successful. This often includes organizational structure, the types of people/positions necessary, the potential costs and impacts on budgets, as well organizational, policy, and legal changes that might be required to implement the vision.

Through my experiences, I have found it of importance to understand all of the opinions in a room, understand why individuals or groups foster a specific view or opinion and to get an idea of what is their desired end result. Knowing this information is the first step towards crafting a clear vision that all understand and are often willing to compromise to achieve.

I have found the best strategy to development and communicate a clear vision is simply to get as many people involved as possible and remain open and transparent with the process. Don't hid any facts, listen and accept all input, and most of all, answer all questions straightforward and honestly. I have found that most people will trust the process and are willing to compromise when they feel that have been given the information available, listened to, and given an opportunity to hear others opinions. While not foolproof, this approach has be the key in my career to successful preparation of strategic plans and visions and has often had the effect of bringing a group together rather than being a forum for exacerbating differences of opinion.

6. What do you feel are your greatest strengths as a leader and manager?

I believe my greatest strengths as a manager include the ability to create a clear process and understanding of issues, particularly complex ones and to break them down into necessary tasks. Additionally, I have found my ability to understand a "big picture" view of the tasks as hand and convey this view to others has contributed to my managerial skills.

My greatest strengths as a leader are similar but put forward a bit differently. I have always looked to my ability to put myself in someone else's shoes has helped me to understand the view of others and given me the ability to determine what motivates them and keeps them moving forward. This skill leads to interactions with individuals that is more focused and which can be different for each person. Coupled with a "lead by example" approach, I try to instill in other the concept that we are all on the same team and that I would ask of them that which I am unwilling to do myself.

I have found these aspects of management and leadership, when combined, have been my greatest strengths and have led to good relationships with the people I have worked with and led.

7. What is the most complex project you have coordinated? Describe the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

I was the project manager on an effort to prepare a revitalization strategy for the North Beach District in Miami Beach. This effort was complex due to the nature of the district. It had seen no significant development investment in over 20 years, the City had not made any significant infrastructure or programmatic investment in the area in a similar timeframe. Households in the area were polarized on either end of the income scale with a large number of waterfront homes worth over \$1 million but also having a very significant number of multi-family rental units in smaller buildings over 60 years old. In fact, over 20% of the population lived below the poverty line. The area was a battleground between developers/property owners that wanted more development rights and the City's strong historic preservation community that wanted protected status for a large number of the older multi-family structures to preserve the buildings and the character of the neighborhoods in which they were located. The City engaged a consultant to prepare the plan and I was the leader of all of the efforts.

I had already worked in the district preparing a public space and infrastructure analysis which included a number of large public meetings in which I was the only City staff person presenting the issues and gathering input. This meant that I was able to start the revitalization strategy efforts with a level of community trust. (Be honest and be trustworthy_

The first step towards success was to meet with all of the elected officials of the City to determine their expectations of the project and to try to manage some of those expectations. This was followed by several meetings with key City department directors to determine their needs within the district, present the project parameters and gauge their expectations as well. (Determine expectations and do your best to manage them)

Working with the consultant, I arranged for a significant public-input effort. This included a series of public meetings including a "kick-off" meeting to explain the project to the public, a number of small-scale, informational sessions in which experts were invited in to discuss individual issues, a full-scale week-long charrette with evening informational meetings at the charrette location, and the creation of a steering committee that met regularly and was a forum for regular public input throughout the process. (Be open and transparent)

I gathered information from key individuals and constituencies throughout the initial meetings and process. Once a list of projects and desired outcomes was created, I worked with different groups to craft a compromise of desired outcomes based on the information collected from all groups. This led to the potential for a strategy that maximized the outcomes for all interest groups and a level of trust by all parties for the process. (Listen to all and maximize benefit to all)

Once the consultants had completed a draft document that reflected the desired outcomes and methods to accomplish them based on the compromise I had brokered, I was able to go back to the elected officials, department directors and other staff, and various resident and special interest groups to present the document. This effort was utilized to answer any outstanding questions, explain the aspects of compromise language, and solidify support before bringing the item to a final public presentation and adoption by the City Commission. (Make sure you heard everything right and solidify support)

The final document was presented in a public meeting of over 300 people in which there was overwhelming support to finalize the document and obtain approval. This led to another round of meetings with elected and appointed officials to insure they understood all aspects of the plan and the compromises contained within. (Make sure all parties understand, ask questions, and be comfortable with outcomes.

This plan led to the first winning referendum on an increase in density in the City since a charter provision was put in place that required such a vote. Additionally, the plan won a Charter Award from the Congress for New Urbanism based strongly on the public input component.

8. Please describe your experience in overseeing the following operations: Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, and Public Safety (Police & Fire).

I do not have direct experience in overseeing these functions. I have been involved as the project manager of capital projects related to water, sewer, and stormwater. I have also been involved in a number of traffic studies and implementation of traffic calming devices.

9. Please describe your experience and skills in municipal financial management, budget development, and capital infrastructure planning, maintenance, and financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.

The most relevant experience I have in these areas was as the Executive Director of the Margate CRA. In this position I was solely responsible for the development and implementation of the agency's \$7 million budget. It was my responsibility to make revenue projections and create the agency's work plan expenditures. In addition, I presented the budget to the CRA Board, oversaw all of the expenditures with the responsibility to either keep spending within the budget or to prepare and present appropriate budget amendments and transfers. It was also critical to the agency that I matched our capital work plan (the majority of our budget was capital projects) with the City's capital budget while insuring legality of the CRA paying for certain capital projects that were owned by or were ultimately the responsibility of the City.

While in this position, I also held the title of City Economic Development Coordinator in which I oversaw all of the City's Community Development Block Grants (CDBG) and State Housing Initiatives Partnership (SHIP) funds. This required managing separate budgets for each program, tracking all expenditures to insure expenditures for the program (and per project) did not exceed allowable limits.

While Community Development Director for Martin County, I worked closely with the Capital Projects Division to prepare a capital budget that included all of the projects that were to be funded or partially funded by one of the County's seven CRA districts. In addition, I employed a creative financing method for a water-sewer project the CRA was undertaking when the State Supreme Court ruled that borrowing against tax increment revenues would require a referendum. We were just about to borrow funds to begin a long-awaited and limited-time grant funded project when the ruling was made. I devised a method by which the seven CRA districts could borrow money from one another to complete this project and several others for which borrowing was anticipated. This allowed this project and two others to continue to construction while this limitation was in place (the Court reversed its ruling several months later).

I also devised an economic development funding mechanism in Martin County where funds anticipated due to construction on a site over a 10 year period could be utilized to undertake necessary public improvements that would enable the project to happen. This was touted as an economic development incentive that paid for itself.

As a consultant, I also worked with several governments to create a financial incentive program to fund private economic development projects in redevelopment districts by giving credits to a municipality or agency that undertook a capacity-building capital project. Those credits would then be available for sale or as a credit to a private economic development project. This either incentivized a new or expanding business or created a reimbursement to the agency that constructed the project freeing up their budgeted funds for other needs.

10. Please describe any experience you may have in assisting your community/organization in advancing voter-referendums to consider financing of proposed municipal capital projects and/or community initiatives? In your response, also indicate the results of any such referendums, including any lessons learned that you would apply in future referendums.

Since staff advocating for a position in such a referendum is contrary to Florida law, my experience in such situations is limited to setting up a condition in which a referendum could take place, or dissemination of facts prior to voting for an item to be placed on a ballot.

I have two specific examples: 1) as briefly mentioned in my answer to question 7 above, part of the compromise for the redevelopment strategy for North Beach was that the City would allow increased density for development along a key commercial corridor (in exchange for a funding mechanism for historic preservation grants directly related to the

use of this density). My involvement in this project and the considerable amount of time I spent creating the compromise between developers, property owners, residents, and the historic preservation community led to a successful referendum allowing the increased density, the first ever successful such referendum since a charter provision was adopted in 2001 that required voter approval of any density increase in the City. My role in this question was to craft the compromise and bring all of the parties to the table to agree as to the conditions of the density increase and show support for a future vote. This was all done prior to the placing of an item on the ballot so my role was not to advance the referendum, it was to create an item that would be acceptable if placed on the ballot.

2) Another effort I was involved with in Miami Beach was preparation for a referendum on a convention center hotel. The City was undertaking a \$600 million dollar renovation project of the Miami Beach Convention Center but had no headquarter hotel for the facility. A hotel had been proposed but a referendum approving the lease with a private hotelier failed at the ballot. I was appointed as the staff liaison to a Committee with the sole responsibility of designing a hotel program that would attract potential private partners and would receive a positive vote at referendum (in which a 60% voter approval was required). I worked closely with various groups and the public at large along with the Committee, to create a hotel program including, building size, number of rooms, and a site, that would have the best chance of voter approval. I was directly responsible for information gathering and dissemination during this time as well as being the contact person for the public. The end result of the work of the committee was a referendum on to approve a land lease for an 800+ room hotel that passed with a 64% approval.

11. Please describe your experience with collective bargaining and labor relations, highlighting the types of bargaining groups you have worked with and tell us about any particularly innovative provisions/programs you may have incorporated in previous collective bargaining agreements?

I will start with stating that I have a degree in Industrial and Labor Relations. I have not been directly involved in collective bargaining in any of my previous positions. While with the City of Tamarac, I was responsible for and analysis of and the resolution of grievances related to the City's bonus pay incentive system.

12. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.

I believe that all members of a team need to have a common mission and that all members need to understand how they fit into the larger efforts the team. As an example, I made an effort to show a completed grant funded project to a clerk in my City's Finance Department once. She had been taken away from other regular responsibilities to do research on certain expenditures that I requested for the grant application. I wanted her to understand that without her work, the grant would not have been possible and thus,

the project would never have been built. This type of effort instill pride in an individual in the team's effort. Respecting everyone's role, no matter how small it may seem, is a guiding principal of my approach to team work. I have learned to support my team members and allow them the greatest flexibility possible to accomplish their work. Probably most import in building a strong team is finding ways to insure that team members respect one another, their role, and time constraints on everyone in our collective efforts. If all the members see the big picture, are given ownership of their role, and respect one another, the team will come together and people will enjoy their work.

13. How do you facilitate open and transparent communication with the Mayor & City Council, staff, residents, and other stakeholders?

I have found the best methods to facilitate such communication is to insure there is regular contact and dissemination of information when appropriate. In addition, I have found it key to make sure that the same information is available to everyone be it Mayor, Council or the public. This insures that every feels they are treated equally and no one has information not made available to everyone (this is critical in maintain the trust of the elected body). Key to such efforts is also to make myself available wherever and whenever it is most convenient for everyone involved. I have found open efforts lead to trust and a free flow of information both ways. I have found a willingness to talk or meet with people at any time strongly reinforces trust in the process.

14. Palm Coast desires to be recognized as a community that encourages development consistent with its evolving vision from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center to diversify the City's tax base. Please tell us about any innovative strategies that you have used in your current or previous posts that successfully resulted in increased economic development, including providing some notable examples.

As development/redevelopment is one of my areas of expertise, I have been involved in the creation and/or implementation of numerous such strategies both as government staff and as a consultant.

One such example was an early intervention program while with the City of Margate. The City had not seen any significant commercial development in a number of years and had several large vacant spaces. I created and implemented a program by which any potential user of such large space would meet with the planning, zoning, and building staff of the City at the site. The potential user could bring their architect and other design professionals or equipment providers to directly convey to those that review and permit the project for the City their vision. This often led to a clear understanding of what was anticipated to happen and conveyance of specific code requirements that would need to be followed (Building, Fire, or local zoning code). In two such projects, one a large grocery-type retail space of 120,000 square feet, and one a large three story office building, this led to significant time savings in moving a project forward and to a closer

understanding of the project needs by both the user and the plan reviewers. In fact, this program led to another user transforming a 25,000 square foot retail space into a 650-seat office in less than 30 days.

Another example was one cited above in which I created an economic development incentive program for Martin County. Through this program, anticipated revenue from a project over a future 10 year period would be estimated. Up to 50% of this amount would be made available to the private party constructing the project to defray the cost of impact fees or improvements in the public space (turn lanes, utility capacity increases, etc.). This essentially made these improvements self-funding and easing the financial pressure on the developer meanwhile, the money that was for-gone by the County was put into publicly-owned projects so even of the user left, the improvement was still available to the public.

15. Please tell us about any notable intergovernmental partnership(s) you have developed or played a significant part in their implementation. As part of your answer, highlight any significant challenges that you had to overcome to help make the partnership(s) successful.

I worked to create a partnership with the Florida Department of Transportation while with the Margate CRA/City of Margate. I created a future vision for a major state roadway through the City's commercial district that included significant traffic pattern changes. This plan was designed to implement a number of improvements FDOT desperately sought in the City (and which the City had previously rejected) with access improvements designed to help the businesses along the 2-mile corridor. After meeting with FDOT officials and explaining how this plan was to work to both parties benefit, a closer, more mutually beneficial relationship was established between the City and the Department which led to on-going discussion on how to tackle other needs of both parties within the City and grant funds to beautify several roadways. As mentioned, a significant challenge that needed to be overcome in this process was a threat by the City to sue FDOT if they were to implement some of the improvements the District sought. By including improvements the City desired and showing how these improvements worked together to further both groups work plans, a common ground was found.

16. What steps and/or processes have you used to track the performance of your organizations? Please include any specific examples involving performance metrics, and how you have communicated organizational efficiencies to the public and/or employees.

I have not often been in a position where significant tracking methods were required to understand performance. In both Martin County and Miami Beach I was involved in efforts to identify proper performance metrics and to eliminate metrics that were either irrelevant to others or measures that were not really controlled by my organizations performance (i.e. Property values as a measure of redevelopment performance, overall number of jobs as an economic development metric. Alternative metrics were suggested where they existed.

17. Palm Coast currently operates FiberNet, a municipal high-speed fiber-optic backbone that connects City sites and facilities. The City's economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its fiber network, ideally with the assistance of a new public-private partnership (P3) to help leverage its assets. Please tell us about any municipal fiber experience you may have, as well as any P3 projects you or your organization(s) may have been involved with, highlighting your particular contributions to the development and/or maintenance of such partnerships.

I have not been involved in any municipal fiber projects in the past. I have been involved in the promotion of P3 projects in several locations in which I have worked or consulted. My examples here are small but had significant long-term impacts on the areas in which they happened.

I was involved in a small, but important project as a consultant to the Town of Jupiter. An anchor, waterfront restaurant did not have kitchen space and thus had a prep kitchen in a building across the street from the restaurant. The City owned a parcel of land adjacent to the restaurant that was for designated park space. I set up an arrangement by which the restaurant could build an extension of their building for a kitchen on a small portion of the City land. In exchange, the restaurant also placed, facing the park, public restrooms for which they were responsible for maintaining. This allowed the restaurant their kitchen, and allowed the City to create the park when they did not have funds for required public restrooms. The success of this restaurant has led to significant traffic in this area of the City and a number of redevelopment projects followed this traffic.

In the following example I was not able to move the project forward into implementation however I fully developed the arrangement. I created a program for a joint developer request for proposals in Fort Collins, Colorado. I was the project manager on an economic development/redevelopment strategy plan for the City. There were several parcels in the center of the study area, each owned by different individuals and some public space owned by the City. All of the owners had expressed interest in selling or developing their land but the parcels were oddly configured or too small for the significant anchor project the City sought. I devised a program by which all of the land owners would participate in a developer RFP to be created and let by the City. This RFP was to express all terms of each owner (cost, future involvement, etc.) with the City creating the process for letting the RFP and selecting a developer. Unfortunately, I did not remain involved in the project and I am not aware of the end result of these efforts.

18. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the City of Palm Coast?

You think I am a very boring person and find nothing that would be of any concern to the City.

19. What will we find in an internet search of press coverage that may be controversial or of concern to the City of Palm Coast? Please provide whatever explanation you think is appropriate to help us understand what we will find.

You will not find anything that I consider controversial or that should be of any concern to the City. There are a few efforts I was involved in that were up for public debate, though my role in these projects was not of issue. There are several old editorials put out under my name regarding the role of eminent domain in Florida when I was President of the Florida Redevelopment Association in 2007 or so. The letters were informational and did not take any political stance of any kind, however, I mention it because eminent domain was a very controversial issue at the time.

20. Are you currently involved in any other searches and what is your status in those searches?

I am currently a semi-finalist for an Assistant City Manager position in Largo, FL.

I am a finalist for the position of City Manager for City Manager of Dade City, FL. I understand I was not selected for the position, however, I have not yet been formally notified of such.

21. Please provide a full description of your current compensation and benefits package and your desired compensation and benefits package if you were selected for this position.

My current consulting position does not have any benefits and I am working on a \$135 an hour rate.

In my last government position I had a \$125,000 salary with reimbursement for auto use, life insurance equal to one year's pay, health insurance commensurate with the general employees of the City, a Health Savings Plan, available 457 plan, and a defined-benefit pension with 9% employee contribution. The City paid for attendance at approximately three professional conferences each year along with association dues for several professional membership organizations.

If selected, I would seek a salary of approximately \$165,000 annually, health and life insurance paid at a rate equal to that of other City employees, reimbursement of automobile expenses, payment of professional membership dues and attendance at limited professional conferences. 3 weeks of vacation and other holidays as granted to the general employees of the City. A pension commensurate with that of other City employees.

22. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would have to be resolved before you would be ready to accept the position as the next Palm Coast City Manager?

I would only want to be sure that I was the selection of the Mayor and Council and was offered the position with no hesitation by any members of the elected body.


23. What are the three most important questions you have for Palm Coast Mayor & City Council?

- 1) What are the Mayor and Council's three most important concern for the City moving into the future?
- 2) Are the Mayor and Council prepared to seek innovation within City Hall even if it means stumbling every now and then with efforts that do not obtain desired results?
- 3) What is the one or two most important traits the Mayor and each member of the Council seek in their new City Manager?

KEN KELLY



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)

Ken Kelly, BaH, MURP, CPA

The following is a list of projects in which Ken has played a significant role in the successful delivery of the project requirements.

Local Government

Develop RFP Efficiency of Waste Management System in Nova Scotia – For the Municipal Provincial Priorities Group MacLaren Municipal Consulting was asked to develop a request for proposals to investigate the efficiency of the existing waste management system. Ken's role involved interviews with various municipalities to identify their needs and objectives for the study and development of the request for proposal document.

Business Case Marina Fuel Services Town of Gananoque, Ontario – For the Economic and Development Association of the Town of Gananoque MacLaren Municipal Consulting was engaged to determine the feasibility of the constructing or integrating fuel services at existing marina locations within the Town. A recent land sale and residential development has eliminated the main marina fuel service for the Town along the shore of the St. Lawrence in the downtown core. This project involved capital costing, financial projections for operations, interviewing suppliers and regulatory bodies in order to present a business case for this service.

Benchmarking and Best Practices Call Centers – For the City of Ottawa, Ontario MacLaren Municipal Consulting was engaged to research best practices and benchmark performance metrics employed in five leading municipal call center operations. Ken's role was to survey municipal call centers, collect relevant data and interview senior staff on process improvement initiatives, new technology, and use of social media as an interaction channel for municipal services.

Benchmarking and Best Practices Municipal Corporate Security – For the City of Ottawa, Ontario MacLaren Municipal Consulting was engaged to research best practices and benchmark performance metrics employed in ten leading municipal corporate security operations. Ken's role was to survey municipal corporate security operations, collect relevant data and interview senior staff on process improvement initiatives, challenges, policies (CCTV, Employee Investigations, Trespass, Executive Protection, Facility Security Design Standards), costs and staffing.

Merger Feasibility Study of Town of Burin and Fox Cove-Mortier– The Ministry of Municipal Affairs appointed Ken as commissioner to study the feasibility of merging the two administrative structures of the towns of Burin and Fox Cove-Mortier. The study included profiling both communities strengths and weaknesses (assets, infrastructure, resources, structures), developing a financial picture of a combined organization, potential tax rate, with impacts and benefits of a merger on tax payers. Public Hearings were held in both communities to hear the views of residents with a final report submitted to the Minister.

Merger Feasibility Study Victoria and Salmon Cove – The Ministry of Municipal Affairs appointed Ken as commissioner to study the feasibility of merging the two administrative structures of the towns of Victoria and Salmon Cove. The study included profiling both communities strengths and weaknesses (assets, infrastructure, resources, structures), developing a financial picture of a combined organization, potential tax rate, with impacts and benefits of a merger on tax payers. Public Hearings were held in both communities to hear the views of residents with a final report submitted to the Minister.

Merger Feasibility Study Rushoon, Parker's Cove and Baine Harbour – The Ministry of Municipal Affairs appointed Ken as commissioner to study the feasibility of merging the three administrative structures of the towns of Rushoon, Parker's Cove and Baine Harbour. The study included profiling

each communities strengths and weaknesses (assets, infrastructure, resources, structures), developing a financial picture of a combined organization, potential tax rate, with impacts and benefits of a merger on tax payers. Public Hearings were held in each community to hear the views of residents with a final report submitted to the Minister.

Develop Terms of Reference Documents for Feasibility Study, Towns of Conception Bay South and Paradise – For these two municipalities UVH developed the Terms of Reference and the Request for Proposal documents for a feasibility project. The Towns of CBS and Paradise wish to determine the feasibility of providing public transit to their constituents both internal to their communities and as a commuter service to St. John's. Ken's specific role within this project is the overall management, consensus building between the two municipalities, meeting facilitation, reporting to the project authority and development of the Request for Proposal.

Develop Terms of Reference Documents for the Review of the Northeast Avalon Regional Plan – The Northeast Avalon Regional Plan is a partnership between the Province and the 15 municipalities included in the region. The Ministry of Municipal Affairs engaged UVH Group to facilitate the development of the request for proposal process and documents to retain a planning consortium to conduct the Review. Working with the Technical Committee for the project Ken conducted best practices research in regional planning processes, facilitated working sessions with representatives of the municipalities and developed the process and documents for the request for proposal process.

Rezoning Review, Incinerator Road – Ken was appointed as the Commissioner to prepare a rezoning report for the Minister of Municipal Affairs with regards to the rezoning of a parcel of land located West of Incinerator Road just outside of the municipal boundaries of Conception Bay South and the City of St. John's. The land is currently zoned Public Open Space and the applicant is seeking a change to Rural and intends to use the land as a quarry operation. Ken conducted the public hearing and will submit his report to the Minister.

Boundary Review, Town of Long Harbour – Ken was appointed as the Commissioner to prepare a feasibility report for the Minister of Municipal Affairs with regards to a request for an extension to the municipal boundary for the Town of Long Harbour. This project includes review of submissions, conduct of the public hearing and development of the feasibility report and recommendations.

Operational Review and Route Structure – For Metrobus (St. John's Transportation Commission), UVH Group in partnership with IBI Group, has been engaged to perform a comprehensive operational review of the City's public transit organization. This project includes the development of short and long term strategies, route structure changes, marketing strategies and organizational change. Extensive consultation with the public and focus groups will be used to gauge public perception of the organization as well as feed the need for change. These same groups will be used to test new strategies and recommendations for change.

On and Off Street Parking Services Support – For the City of Ottawa, UVH Group in conjunction with KPMG LLP, provided process support to Traffic and Parking Operations Branch in the procurement process for Pay and Display Technology, implementation of the technology, parking pricing policy and governance models. Ken was responsible for researching technologies and processes implemented in other jurisdictions, organizational models (Parking Authority, Privatized, In-house), and pricing policy (rates, hours, free Saturdays, Sundays, Evenings).

Council Investigation Town of Portugal Cove – St. Philip's – The Ministry of Municipal Affairs appointed Ken as a Special Investigator to conduct an investigation to determine whether Councillors and senior officers of the Town were conducting the business of the municipality in an irregular, improper, or improvident manner. This included an assessment of the conduct of the Councillors and senior officers, a review of the committee structure of Council and its effectiveness in discharging the affairs of the Town as well as an assessment of the working relationship and working environment between Council and the Council staff. A report was issued to the Minister which outlined issues and suggested resolutions dealing with the Committee Structure, unwritten policies, Council procedures and the working relationship of Council and Staff.

Competitive Service Delivery Review Process – For the City of Ottawa, Ken managed a broad consultant team to develop a framework, work tools and training for the department. The framework 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 include 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. It has been rolled out in the Public Works and Services department and started with an initial project list of 12 operational areas for review. The project has been adopted by Council as the corporate wide process for reviews as part of the Universal Program Review process for all City departments. The Ontario Ministry of Housing and Municipal Affairs has also 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 also presented at the 2004 American Public Works Association conference held in Atlanta, Georgia. Some of the other projects listed here for the City of Ottawa are the result of projects under this broad initiative.

Business Process Review Project – For the City of Ottawa, UVH Group in partnership with KPMG LLP, was engaged to develop a methodology and training materials, deliver training to City staff and assist 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 also established with the mandate under their project charters to re-engineer two business areas – Real Property and Asset Management and By-law Services. Ken's role included development of the methodology, training tools as well as assistance to the By-law review pilot team in the investigation of Parking Enforcement.

Parking Enforcement, Business Process Review By-law Services – For the City of Ottawa, UVH Group in conjunction with KPMG LLP provided support to the Project Team tasked with completing a Business Process Review of the By-law Services (Enforcement) Branch of the City of Ottawa. Ken provided research and analysis support to the project team in areas of costing, technology, resources and resourcing model (in-house or contracted), and shift organization/deployment.

Review Landfill Operations – For the City of Ottawa, Ken managed a review of the City's largest residential landfill operations, Trail Road Landfill. The review focused on efficiency of current operations, best practices review of other municipal operations, the cost per tonne of operations versus other private operators and the long term strategic direction that should be taken with regards to the City operation of the landfill versus contracted management services.

IT Blueprint – For the City of Ottawa, Ken 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 prioritised the limited funds available for IT investments. This process dovetailed with the Corporate IT process - Value Management process which was led by the City's IT department.

Development of a Transit Asset Management Plan – For the City of Ottawa, UVH Group worked in conjunction with KPMG LLP. to develop a Transit Asset Management Plan (TAMP) for 2006 2015 for Fleet Services Branch. This document was part of the submission to the Province in order to receive funding under the gas tax funding program. In addition the TAMP is considered a best practice in asset management and will serve as an internal operating document. The TAMP 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 Paratranspo 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.

In-house Bid Development Team, Para Transpo City of Ottawa – For the City of Ottawa, UVH Group in partnership with KPMG LLP, provided support to the In-House Bid Team in the development of a submission for the City's Request for Tenders for the delivery of Para Transpo Van and Sedan services. This process is a manager competition in which the City seconds a team of employees to compete against the private sector bidders in an effort to win the work. The In-House Bid Team

submission is held to the same standard as other bidders with an additional audit of the financial submission by an independent auditor. The submission includes vehicle tender, organizational design, process design, operational planning, financial analysis, Human Resources (labour relations, staffing, lay-offs), facility design and procurement. In addition, the In-House Bid Team has to negotiate with internal City departments for services as part of its submission. This contract is worth approximately \$100 million over 5 years and will include about 200 drivers, office support staff and maintenance staff.

Inquiry Management Process – For the City of Ottawa, Ken led a project team to review the department's fragmented approach to inquiry management and develop a single inquiry management process with supporting structure, role designation, guidelines and technology selection.

SMART CARD Feasibility Study – For the City of Ottawa, Ken 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 potential deployment of a Corporate SMART CARD.

Private Parking Enforcement Review – For the City of Ottawa, Ken led a review of the private parking enforcement service provided by the parking enforcement component of Public Works and Services (work unit is now transferred to Community and Protective Services). This project involved detailed financial analysis of the provision of the service, potential for a private service provider to be utilized, development of the rationale, development of RFP, selection of service provider and implementation. This was one of the first projects to use the Competitive Service Delivery Review process to reach a conclusion. It has resulted in the reallocation of existing resources to other bylaw enforcement activities and an increase in City revenue of \$400,000 annually.

Public Private Partnership Streetlight Maintenance Services – The City received an unsolicited proposal for the provision of streetlight maintenance services by a private provider. Through the SIBP office Ken reviewed the proposal and with the operational expert developed a framework that was used to negotiate with the proponent. The final contract was implemented in April of 2005 and resulted in fixed savings for the City in the amount of \$520,000 annually or 18% of the annual program budget.

Review Roadway Modification Process – With the introduction a new Municipal Act in 2001 it became necessary to review several processes to ensure that they met the requirements of the new legislation. For the City of Ottawa Ken managed this project from concept to implementation, which included multi department consultation (PG&E, PWS and Corporate Services), design of a new process, which utilized the delegated authority by-law to accomplish a streamlining of the service and a savings in newspaper advertisement.

Develop a Performance Measurement Framework – For the City of Ottawa, Ken 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.

US Embassy Encroachment and Easement Agreement – For the City of Ottawa, Ken led the finalization of the agreement between the City of Ottawa and the United States – State Department for the establishment of the Embassy in its current location. 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.

Transition of the Regional Municipality of Ottawa-Carleton and its 10 Local Area Municipalities—KPMG was engaged by the Ottawa Transition Board to provide overall Project Management for the Transition. The 11 organizations had a combined workforce in excess of 10,000 people and a combined budget of \$1.4 billion (Cdn). The project included the establishment of a project office, operating procedures, reporting structure and monitoring of progress for the 60 plus projects that were conducted. Ken had specific involvement in the daily operation of the project management office for project tracking, issue management, reporting and the review of projects in the challenge sessions. Specific project assistance in the following areas Transportation Utilities and

Public Works team, design and approach to the Client Service Centres, Reform of the Taxi Industry, and an analysis of the vehicle fuel procurement approach.

Restructuring Study – Oxford County—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 (including the City of Woodstock, Ingersoll, Tillsonburg, South-West Oxford, Zorra, East-Zorra-Tavistock, Norwich and Blandford Blenheim). Ken's role was the review of tax billing within the municipalities and the operational review of the City of Woodstock. He reviewed documents, interviewed senior managers, reviewed best practices, facilitated issue identification and design sessions, and developed recommendations.

Governance and Administrative Operational Review Town of Fort Frances—KPMG was engaged by the Town (population 8500) to review the operations to ensure that the Town is operating as effectively and efficiently as possible. The Town wanted to position itself to respond to future demands. Interviews were conducted with the Councillors, Senior Staff, line managers, unions, and the committees and boards that report to Council. Employee sessions were also held to engage the employees within each division. Financial analysis was conducted using the FIR and benchmarking of comparable organizations was used to focus the service review. The result was a new organizational design, recommendations to improve communications, implementation of new corporate planning processes, approaches to relationships with outside groups, and areas that could be explored such as amalgamation. Previous KPMG work done in 1993 for the Town had resulted in \$275,000 in savings annually. Ken was responsible for the conduct of the 1999 project which included benchmarking, best practices, organizational review, interviewing, documentation review, and the development and presentation of the recommendations.

Review of Financial and Administrative Processes Town of Fort Frances—KPMG was engaged to conduct a process review of the accounts receivable, accounts payable, information technology management, utility and tax billing, human resources, and customer management processes. The objectives of this review were to identify the specific actions to be taken for efficient use of resources, process reengineering, realizing cost savings and implementing technology were appropriate. Ken was responsible for this project which included, process mapping, documentation review, interviewing, activity based costing, best practices, resource allocation and the development and presentation of recommendations.

Analysis of the Transition Process and Organisational Review: Regional Municipality of Ottawa-Carleton— As a follow up to the report of restructuring options, KPMG detailed the experiences of other municipal amalgamations that have taken place in Kingston, Chatham-Kent, Toronto and Halifax for best practices and pitfalls to a smooth transition. Issues dealt with include merging collective agreements, voluntary exit packages, legislative requirements and constraints on area municipalities, merging many IT systems, salary level adjustment, how to staff the new organization, reductions and transition costs. The second component was the design of the principles for the new organization. Ken was involved in the analysis and the development of the report on all of these issues.

Business Directions Document: Regional Municipality of Ottawa-Carleton—KPMG was engaged to develop a strategic management plan for the Region. This plan would be used as the vision or guiding document for Council, the public and internal organizations to outline the key priorities for the regional government over the coming five years. 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.

Analysis of Restructuring Options: Regional Municipality of Ottawa-Carleton— Conducted a financial analysis of three models that have been proposed for the restructuring of local governance in the Region. This included benchmarking with other municipal amalgamations for cost savings.

Support to In-house Bid Preparation Team for Land Ambulance Provision: Regional Municipality of Ottawa-Carleton— KPMG assisted the In-House Bid preparation team to develop the

guidelines and protocol that they should employ to ensure that they conduct their process to minimize any potential conflict of interest issues. Team composition as well as the development of a Request for Proposals for specialist consultant services as well as assistance in evaluation of the Request for Proposals. Ken was responsible for the management and delivery of this project.

Performance Information Reporting for City of Ottawa—KPMG was engaged to develop a framework for reporting of performance information to the Council of the City of Ottawa. The goal was to improve the quality of the information that flows through to Council so that it receives accurate and sufficient information on which to base its decisions. This project involved best practices review of reporting frameworks, interviews with Council and department heads and development of a framework and the coinciding performance measures. Ken was involved in the best practices review, interviews of Councillors, development and presentation of the framework and other recommendations.

Cost Benefit Analysis of Autodesk Municipal Products for Autodesk-Vision Solutions—KPMG was engaged to conduct a cost benefit analysis for the Autodesk Municipal Products solution that was implemented under a partnership agreement with local area municipalities and the Regional Municipality of Ottawa-Carleton as an enterprise Geographic Information System. The implementation coincided with business process re-engineering of many municipal functions. Interviews were conducted with actual users, GIS coordinators and others to determine where the actual benefits accrued in terms of financial, level of service and efficiencies. Ken was responsible for the interviews and quantification of the benefits where possible.

Process Review of Waste Facility Siting: Halifax, NS.— This project reviewed the process that was used to determine the site for a waste to energy facility and how the process failed to achieve its goals. This involved interviews with key agencies, departments, and individuals and organizational analysis. Ken was responsible for all aspects of this project.

Transportation

Review of the Taxi Industry for the New City of Ottawa—KPMG was engaged to review the taxi industry due to the amalgamation of the municipalities and the respective by-laws. The review involved the taxi, limousine and shuttle bus sectors in the New City. Some of the issues that were tackled included new vehicle standards; driver training, 'plate' limits/issuing strategies, multi-plate ownership, compensation for current owners, zones, governing body, developing an accessible taxi fleet and customer service. Ken was responsible for interviewing stakeholders, reviewing the approaches in other cities Toronto, Halifax, Montreal, Vancouver and in the US, development and analysis of the options, development of the principles for the by-laws and drafting the report.

Comprehensive Review of OC Transpo— KPMG was engaged to examine long term strategies to enhance public transit, as well as potential improvements in route design and day to day operations. Extensive benchmarking and best practice reviews of properties in North America and Europe were conducted as part of the project. Ken's specific input included examination of outsourcing analysis, transit supportive land-use strategy, maintenance process review, route scheduling review, corporate governance structure options, integration of paratransit with fixed route, environmental initiatives and public consultation and internal consultation.

Plant Maintenance Working Group Facilitation OC Transpo— KPMG was retained to facilitate a Plant Maintenance Working Group which included establishing the working group, identifying issues, benchmarking and other practices of other agencies, developing a work plan for the future to focus the group on its objectives. The functional areas of the Plant and Facilitates Maintenance included snow removal, garbage removal, landscaping, custodial duties for all OC Transpo buildings including the Transitway stations, all carpentry, plumbing and electrical for these facilities as well. Ken was responsible for the facilitation and plan for future work of this group.

Feasibility Analysis of Light Rail Transit: Regional Municipality of Ottawa-Carleton — This project included the identification of the preferred route, feasibility review and establishment of a public-private partnership for implementation. Ken had specific input on project management, feasibility analysis, light rail operations, vehicle procurement and public consultation.

Feasibility Analysis of Light Rail Transit: Halifax, NS.—This project proposed the use of existing rail infrastructure as a light rail corridor for the suburban centres of Halifax region that would help alleviate the present congestion problems. Project included feasibility analysis, potential to reduce future road construction, transit supportive land use strategies and identification of station placement.

Financial Management

Resource Review of the Canadian Food Inspection Agency, Treasury Board Secretariat—KPMG was engaged to conduct a review of the CFIA's current operations in relation to two aspects; the ability to meet its mandate, and future domestic and international pressures. Ken was involved in the review of one particular business line of CFIA and one of its four regional areas within Canada. This involved workshops and interviews with key senior level managers, stakeholders as well as direct clients to identify opportunities for improvement.

Geospatial Data Cost-Recovery Policy Study, Natural Resources Canada—KPMG was engaged to conduct a national and international study of geospatial data policies and their impact on user communities. The study involved detailed analysis of federal, provincial and municipal geospatial data cost-recovery policies as well as a comparative analysis of US and Australian policies. Ken was involved in all aspects of the project, including research, designing and managing a national survey campaign, as well as other data collection and field work.

Review of the Canadian Police College, RCMP - project data not available for dissemination.

Development of Business Case, Sales and Marketing Plans: Commander of Training Schools, DND—KPMG developed the business case for the sale of CTS intellectual property which consists of some 400 courses that the school provides. This entailed market analysis of the commercial education and training environment and the viability of this proposition. A draft RFP was developed for the establishment and operation of a Business Unit for this concept. The marketing and sales plans focused on channel distribution through a large client executive program, smaller distributors, and an e-commerce strategy.

Resource Review: Federal Public Service Commission—This project was a resource review of the PSC. It focused on the management of financial resources, the alignment of resources in relation to the PSC vision, direction and monitoring, and relationships with clients and partners.

Business Case Development: Public Service Commission—KPMG was engaged to develop a business case for the Recourse and Review Branch of the PSC. This involved activity based costing, financial analysis of current and future expenditures, and environmental scanning of future pressures that could increase workload volumes.

Information Management / Information Technology

Design of Post Implementation Production Support Structure for Oracle Financials, DIAND—KPMG was engaged to design the post implementation support organization that would include tier three help support and internal development capabilities for DIAND. Interviews were conducted with business units to determine specific business support needs. Ken's role included the benchmarking of other Oracle Financial support units for roles and responsibilities, skill sets, ratios of support team to number of concurrent users and operational costs for ongoing support.

Review of Asset Management Proposal: Serco Facilities Management—KPMG was asked to conduct an independent review of a proposal submitted to Serco for the management of output for CMHC. This task included benchmarking and best practices review of other organizations to determine if methodology was appropriate, product analysis, financial costing and ability to meet the requirements as stated.

City Manager Pre-Interview Questionnaire
City of Palm Coast, Florida
Due NLT Monday, February 4th at 11:00 PM CST

Full Name (first, middle, last): Ken Todd Kelly

Nicknames (if any): _____

Please provide your cell, home, and office numbers to facilitate contacting you if needed.



Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?

Eastern Regional Service Board as County Manager / Chief Administrative Officer- The general fund budget of ERSB is \$11-12 million annually which includes the fire and emergency protection, water and waste water consulting, governance and administration, and the regional waste management curbside collection program and regional transfer facility. This encompasses 35 direct employees and about 15 to 20 contracted employees. Oversight of the regional landfill and recycling facility special fund of \$13 million which is owned by a local municipality and includes another 55 employees plus contractors. The ERSB approves the budget, sets fees and provides oversight of the operation. Curbside waste collection fees comprise half of the ERSB revenue and landfill tipping fees comprise about 45% of the remainder. The newest revenue stream that the Board is developing is fire and emergency protection fees. The ERSB has entered into a service level agreement with a municipal fire department to provide fire and emergency protection through the towns 21 firefighters. This service level agreement is expected to be replicated with another 10 to 12 municipalities in the next 12 to 18 months which should bring the total number of firefighters under contract to upwards of 200.

Town of Long Harbor Mount Arlington Heights, Town Manager – The general fund for this town was \$1 million annually plus capital works funding. It had 4 full time staff. Services provided included planning, water, wastewater, waste collection (contracted), parks and recreation, road maintenance, fire protection, governance and administration.

1. Please detail the specific departments you have supervised in your last three positions.

The following are supervised by the ERSB:

- Board Clerk responsible for the support of the Board which includes the public meetings, motions log, Board Committees, minutes and the management of the meeting calendar.
- Outreach coordination which manages the support the Board provides to 5 soon to be 8 consultative groups of municipal councils. This includes the meeting calendar for these groups, the advocacy these groups perform, economic development initiatives of these groups and opportunities for sharing services.
- Financial Management and Budget Preparation – the financial management of revenue to be collected to support the Board and its activities including invoicing, receipt of funds and delinquent account collection. The accounts payable function to ensure all liabilities of the Board are met. The annual budgetary process to develop and present the operating and capital budgets. Reporting of financial information to the Board and our stakeholders.
- Human Resources – The Board is a non-union environment. The Board staff of inside and outside workers are managed through the policies developed by the Board for those positions.
- IT – the networks, servers, financial and operating systems of the Board including all cellular assets.
- Facilities management – all owned and leased assets of the Board.
- Fleet management – the Board operates both a light and heavy fleet that includes light vehicles, waste trucks, highway tractors and civil heavy equipment.
- Waste Operations – this includes a transfer facility, 10 waste recovery facilities, mobile household hazardous waste events and the provision of curbside collection to 32,000 properties each week – residential and commercial.
- Fire and Emergency Protection – through a interlocal agreement with a municipality the Board provides fire and emergency protection services to unincorporated areas.
- Water and Wastewater – through a provincially funded program we provide water and wastewater treatment engineering advice to 18 communities to assist in the management of these systems and to reduce the instances on boil water advisories plaguing these systems.

The following were supervised for the Town of Long Harbor Mount Arlington Heights:

- Services provided included planning, water treatment and distribution, wastewater collection to ocean outfall, waste collection (contracted), parks and recreation, road maintenance, fire protection, governance, financial management and administration.

2. Please explain why you left your last three positions.

Each time that I accepted a new position it was a new challenge and an enhancement to my career. Most of my early career was focused on project management in the municipal sector and management consulting either with a private company contracting to government or as an internal staff person providing advisory services as an internal government resource. This would describe the work with KPMG Consulting LLP, the City

of Ottawa, and UVH Group. When I accepted the position of Town Manager with Long Harbor Mount Arlington Heights it was to begin my career as a professional administrator and to gain direct experience managing operations and supporting a municipal council.

The Eastern Regional Service Board for which I have worked for the past eight years did not exist when I first accepted the mandate from the Minister of Municipal Affairs (direct appointment by State government). ERSB originally had a budget of \$200,000 which has grown to \$11-\$12 million general fund under my tenure as Chairperson and Chief Administrative Officer. I had to build every aspect from the organizational structure, governance, financial system and policies, operational plans, budgets, as well as lead the planning for the design of the regional waste management system. This was a unique opportunity to build a new municipal service delivery entity.

3. Are there any gaps in excess of two weeks in your employment history? If so, please explain in detail.

In September of 2005 when I finished work with the City of Ottawa, Ontario I moved to another Province, St. John's, Newfoundland and started a management consulting company UVH Group in April of 2006.

4. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for the organization and communicate that vision to all stakeholders?

I have developed strategic plans for large organizations like the City of Ottawa (population 900,000) to smaller organizations like ERSB or the Town of Long Harbor. The process starts with gathering key information on aspects that influence the planning horizon of the strategic plan. Information such as population projects, economic projects, issues identification, key technical input from staff such as infrastructure life cycle management issues or condition reports etc.... Key stakeholder groups are involved to bring forward their issues and input. This material is presented to Council or the "owners" of the strategic plan.

Visioning sessions are about articulating the desired state for the "owners" of the plan. What is it that they want to focus on as their desired state. The strategic plan identifies the components that will help realize that vision.

For the ERSB the vision has been communicated to our Board in the key messages that we have equipped them with for communication events, to the staff through collateral materials and meetings, and our stakeholders have seen the messages in the public consultation programs that we have completed. For example, in the Fall of 2018 we launched a public consultation initiative that involved a website and online survey tool plus targeted telephone surveys to understand the public views on what is important for service delivery, for cost recovery models, and how they feel about our brand.

5. What do you feel are your greatest strengths as a leader and manager?

My greatest strengths are my passion for Municipal government and the delivery of quality services and well as my approach to problem solving as an objective thinker.

6. What is the most complex project you have coordinated? Describe the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

The most complex project has been the multi year development and implementation of a regional waste management system. This involved the closure of 42 community landfills and teepee incinerators and the creation of waste recovery facilities and joint collection services. Consultant teams were engaged for various aspects such as the design of the closure and decommissioning projects, development and implementation of public consultation plan, and the design of specific policies.

The most contentious issue was the closure of community landfills for two main reasons. The closure of the landfill was seen by many as a reduction in services as the local sites were seen as more convenient and were often unmanaged and open anytime. Secondly, many communities derived a significant portion of their operating revenue from the landfills and the closure had a large financial impact on the community.

The case for change was built on the changing legislative environment, the desire to adopt modern standards and the protection of the environment. These objectives became the key platforms and key messages used by myself and other Board members to articulate the reason for the initiative.

7. Please describe your experience in overseeing the following operations: Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, and Public Safety (Police & Fire).

Water and Wastewater – ERSB as CAO - through a provincially funded program we provide water and wastewater treatment engineering advice to 18 communities to assist in the management of these systems and to reduce the instances on boil water advisories plaguing these systems. Also assisting in planning for these communities to become compliant with federal regulations on effluent discharge to the ocean. As Town Manager – responsible for water treatment and distribution of town system. Wastewater collection but no treatment as effluent was discharged directly to ocean.

Municipal Stormwater – I have never managed any municipal stormwater infrastructure.

Street & Traffic Control – Town Manager responsible for all road/street infrastructure including winter snow and ice control, road resurfacing, and construction of new roads. With the City of Ottawa reviewed the streetlight maintenance program of the City and contracted out the maintenance and installation of assets to save the City 18% annually.

Fire and Emergency Protection – through an interlocal agreement with a municipality the Board provides fire and emergency protection services to unincorporated areas.

Policy – no past experience managing a policy service.

8. Please describe your experience and skills in municipal financial management, budget development, and capital infrastructure planning, maintenance, and financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.

Financial Management and Budget Preparation – As the CAO of the ERSB I am responsible for the operating and capital of the organization which is approximately \$11 to \$12 million annually. The financial management of revenue to be collected to support the Board and its activities including invoicing, receipt of funds and delinquent account collection. The accounts payable function to ensure all liabilities of the Board are met. Cash flow management and management of reserve fund investments. The annual budgetary process to develop and present the operating and capital budgets. Reporting of financial information to the Board and our stakeholders. In addition we provide oversight of the \$16 million annual special fund for the regional landfill and the associated assets. As a Town Manager responsible for budget preparation, annual reporting, revenue collection, accounts payable, government funding proposals and management, cash flow management including payroll.

As an example of my creating ability to finance projects in the past with Urban Vision I utilized second mortgage backed securities to create instruments that individuals could hold in trust in their registered retirement savings plans. These protected the first and second mortgage holders with security of the asset and allowed our company to access additional funds for capital acquisitions.

9. Please describe any experience you may have in assisting your community/organization in advancing voter-referendums to consider financing of proposed municipal capital projects and/or community initiatives? In your response, also indicate the results of any such referendums, including any lessons learned that you would apply in future referendums.

There are many examples of initiatives that can be used to fund Capital Improvement Programs such as “Pennies for Pinellas” which has been a successful program used in Pinellas County Florida since 1989 and renewed in 1997, 2007 and 2017 with a current end date of 2030. This is in contrast to other funding initiatives such as Greenlight Transportation in 2014 which was voted down in Pinellas County.

Any new initiatives that Palm Coast would be considering should first be informed by discussions with other organizations that have had both successes and failures in bringing these types of referendums before their electorate. These would glean the lessons learned from these organizations and be a basis for a strategy that would include public information and consultation on the purpose of the funding initiative.

10. Please describe your experience with collective bargaining and labor relations, highlighting the types of bargaining groups you have worked with and tell us about any particularly innovative provisions/programs you may have incorporated in previous collective bargaining agreements?

Both the ERSB and the Town of Long Harbor were non-union organizations. With the City of Ottawa I worked on proposal teams with union executives in managed competitions to respond to City issued tenders.

Through my career the projects that I have been involved in often included an aspect of labour reassignment or reduction. We would engage union representatives on these issues and seek input. In the same manner we would seek their assistance for projects such as the managed competition proposal. I have also worked side by side with unions such as the Amalgamated Transit Union on operational improvement projects.

11. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.

Currently I have four direct reports Manager of Corporate Services, Manager of Waste Operations, Board Clerk Office and Outreach, Regional Water and Wastewater Systems. Senior staff are engaged in budget development and management, significant organization wide issues and business unit specific issues. For instance an organization wide issue would be the implementation of a 9/80 flexible work week schedule and how it would impact each business unit.

In terms of staff development all senior staff are encouraged to participate in industry and service specific development – certifications, conferences and educational events. Our organization supports educational leave and partners in funding of beneficial education.

On an ongoing basis I practice servant leadership and support the senior team in improving performance and delivering on objectives through advice, consultation and discussion to problem solve. Technical solutions may not always be the accepted solution and I work with senior staff on options and problem solving to bring forward recommendations that have the highest likelihood of acceptance by our Board. Providing people with the tools to do the job is more than providing new software or a fleet of equipment.

12. How do you facilitate open and transparent communication with the Mayor & City Council, staff, residents, and other stakeholders?

The current Board that I report to is composed of 20 elected municipal mayors, deputy mayors and councilors. The chairperson can be chosen from amongst these members or they can seek an independent chairperson which they have done for this term.

Given that each of the members is elected by a constituency that is different than our regionally focused board it makes for a very interesting dynamic. The individual members are chosen by the residents in their ward or town but to become a member of the ERSB they are elected by their peers and asked to represent a larger regional constituency.

As stated elsewhere I also work with over 400 municipal councilors and over 200 local service district representatives in our region. As well I have a direct working relationship with the 20 Provincial House of Representatives that govern our region whereby they will call directly to seek information and advocate for constituents.

My approach with elected officials is to provide equal information to all irrespective of political affiliation in a timely manner. By that I mean everyone gets the information at the same time and in advance of issues becoming public – elected representatives should never be the last to know about an issue or hear of it in the media first. The advice and guidance that is provided is concise, well thought out and gives a balanced presentation of risks and recommendations.

Trust once lost is very hard to regain and my goal is to never lose that trust.

13. Palm Coast desires to be recognized as a community that encourages development consistent with its evolving vision from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center to diversify the City's tax base. Please tell us about any innovative strategies that you have used in your current or previous posts that successfully resulted in increased economic development, including providing some notable examples.

With the Town of Long Harbor we successfully attracted a hotel to the Town as part of the construction of a large industrial project. In addition, the increased activity in the Town lead to the commissioning new residential development. I also worked with a separate economic development corporation to prepare and advance the availability of industrial land for new ventures that were attracted to the Town to support the larger industrial project – a nickel smelting plant.

14. Please tell us about any notable intergovernmental partnership(s) you have developed or played a significant part in their implementation. As part of your answer, highlight any significant challenges that you had to overcome to help make the partnership(s) successful.

The ERSB is similar to a county service provider with the unique quality that it does not hold the authority to provide services within local municipal boundaries without the agreement of the municipality (interlocal agreement). As such each community in which the ERSB provides services is through a partnership that provides both sides with value and benefits. The waste and waste water consulting that we provide is through agreement of the towns. The curbside waste collection program is through a service

level agreement that each Town agrees to adopt. Both the ERSB and the client town are pursuing the same goal of efficient service that is cost effective.

I have developed a very unique way of partnering with local municipalities to purchase fire and emergency services so that the Board can leverage the existing equipment and staff of a town to provide services beyond the towns municipal boundaries. This allows for a low cost delivery model for the Board and better utilizes the town's resources and allows them to recover some of their sunk costs. We are currently in negotiations with 10 to 12 additional municipalities to enter into similar agreements to purchase services.

This partnership solves several problems:

- Towns would be called upon to provide service outside their municipal boundaries with no compensation.
- Moral dilemma for the Fire Chief of a town because they would often be directed by their Council not to respond outside the municipal boundary because it removes service from the taxpaying residents and also provides a service to people and properties that do not pay property taxes.
- Towns would attempt to collect fees for the service outside their boundaries in areas that were adjacent to the town but there was no legislative authority to charge outside the municipal boundary – payment was voluntary and thus collections were low.
- ERSB was given authority to provide service in these unincorporated areas but due to the large geographic size and low populations did not want to incur a high cost of service.
- Property owners were left unprotected by a lack of essential services. This effected insurance rates in these areas and property owners sense of security.

The most interesting example of how I have positioned our organization to be a leader within our region (county) and to work with other organizations is through consultative or working groups that we call joint councils. The mayors and councilors of a town select two members to sit on the joint council for their area. We have as many as 16 towns in some joint councils. The Joint Councils do not have legislative authority but they do achieve results through mutual agreement. The individual towns will agree to participate on initiatives. Everything is based on trust, mutual benefit and accountability. Our role is to support the joint council administratively so that the regular monthly meetings can take place efficiently and we support them with professional resources and consulting advice on a project or policy basis. For instance, one joint council agreed to engage a consultant to develop an economic attractions package for their region. We proposed the idea, proposed the cost sharing approach, developed the terms of reference for the consultant, conducted the consultant evaluation, and are now acting as the project managers for the joint council for this initiative. This builds our relationship with these communities for other future service delivery opportunities and partnerships.

15. What steps and/or processes have you used to track the performance of your organizations? Please include any specific examples involving performance metrics, and how you have communicated organizational efficiencies to the public and/or employees.

With the City of Ottawa I managed a project to develop the performance measures for the Public Works department and how these could be communicated to the public in a citizen report card. This included gathering existing metrics and understanding current data that was created that could be used to support the metrics. We also conducting extensive best practices review of other comparable municipalities to understand the metrics they were using. Some of the comparable municipalities were further identified as potential benchmarks for the comparison of metrics. A CAO Performance Benchmarking Initiative for the municipalities in the Province of Ontario was also used as a source for comparing the City and our performance to other similar organizations doing similar work and provision of services.

Some of the metrics that we use with the ERSB internally are cost per unit of service and comparison of the internal cost versus the contracted costs. We track the volume of customer interactions by in person, email, telephone and general correspondence. Cost per household in our region for a service versus other regions in the Province. Cost of tipping fees at landfills across the Province. We also present information on the recycling diversion achieved and the volume of waste landfilled and transported.

These types of metrics have been used to demonstrate the value of our services that are provided by the ERSB.

16. Palm Coast currently operates FiberNet, a municipal high-speed fiber-optic backbone that connects City sites and facilities. The City's economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its fiber network, ideally with the assistance of a new public-private partnership (P3) to help leverage its assets. Please tell us about any municipal fiber experience you may have, as well as any P3 projects you or your organization(s) may have been involved with, highlighting your particular contributions to the development and/or maintenance of such partnerships.

Fiber optic networks will be a new municipal service for me; however, I am familiar with the issues of internet connectivity and the role that it can play in economic development. Within our region there are areas that have no or poor cellular and internet services. The Province has implemented a broadband initiative to improve services mainly targeting opportunities to provide additional services in potential tourist areas and communities that may be able to leverage internet services for employment attraction. Our organization has worked with the main implementation firm to utilize our facilities as sites for communication equipment such as a cell tower.

In terms of public private partnerships I have been involved in projects in the past to develop the concept for municipal services such as off street parking and on street parking. We studied the potential to package on street parking meters as a revenue

stream with off street parking facilities to sell franchises in the City of Ottawa as a method to incentivize the construction of new parking facilities and reduce City operating costs.

17. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the City of Palm Coast?

There is nothing in my background that should be of concern to the City.

18. What will we find in an internet search of press coverage that may be controversial or of concern to the City of Palm Coast? Please provide whatever explanation you think is appropriate to help us understand what we will find.

From a personal standpoint there will be no issues of concern in terms of internet content that is attributed to me personally.

19. Are you currently involved in any other searches and what is your status in those searches?

Yes I am currently involved in other searches and I have been actively searching since November 2018. The searches are at various stages from initial submission of expressions of interest in a position to interviews and reference checks. There are no open offers of employment as of February 4, 2019.

20. Please provide a full description of your current compensation and benefits package and your desired compensation and benefits package if you were selected for this position.

My salary for 2019 with the ERSB will be \$147,000 before any additional payouts. I would be seeking a comparable starting salary plus additional benefits.

21. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would have to be resolved before you would be ready to accept the position as the next Palm Coast City Manager?

I would want to have a clear understanding of the relationship that Council expects or wants to have with the City Manager. The previous City Manager was fired and it is to be expected that Council may have some apprehension about the incoming person and how the new relationship will develop.

At the outset I would want to have the expectations of the role of City Manager clearly defined in terms of how performance will be evaluated, what Council sees as its role and what it sees as the role of the City Manager, what timeline will be given to get up to speed on the organization and its issues, and what commitment will individual Councilors make to setting strategic direction – strategic retreat to flush out issues and plans for the City.

22. What are the three most important questions you have for Palm Coast Mayor & City Council?

Prioritize these items from most to least important: quality service delivery, cost of services, economic development, environment and stewardship for the future?

What are the ten most important projects/initiatives that Council wants to accomplish in their term of office?

The last City Manager was fired from the position. What does Council see as its role versus the role of the City Manager?

MATTHEW MORTON



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 dark ink, appearing to read 'Matt Morton', with a stylized flourish at the end.

Matthew T. Morton, ICMA-CM, EMPA
www.linkedin.com/in/matthew-morton-icma

Matthew Thomas Morton, ICMA-CM, EMPA

[REDACTED]

[REDACTED]
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 turf 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
Land Use and Environmental Project Coordinator

12/10/2002 to 12/30/2005

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 - CitiesX: 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 |

City Manager Pre-Interview Questionnaire
City of Palm Coast, Florida
Due NLT Monday, February 4th at 11:00 PM CST

Full Name (first, middle, last): Matthew Thomas Morton
Nicknames (if any): Matt

Please provide your cell, home, and office numbers to facilitate contacting you if needed.


Office: N/A

Please answer each of the following questions completely and thoroughly.

- 1. How many employees, and what size budgets did you oversee in your last three positions?**

| Position | Employees Overseen | Budget Overseen |
|---------------------------------------|---|---|
| Cle Elum Assistant City Administrator | Partial/indirect responsibility for oversight of 45 +/- | Partial/indirect responsibility for oversight of \$11 Million |
| Cle Elum City Administrator | 45 +/- | \$11.7 Million |
| Duvall City Administrator | 50 +/- | \$43.4 Million |

- 2. Please detail the specific departments you have supervised in your last three positions.**

I have supervised departments across full-service cities, including;

Administration, Administrative Services, Clerks Office, Municipal Court, Airport Manager, Public Works, Community Development, Parks, Economic Development, Police and Fire, Emergency Management and 911 Call Center, Water and Sewer Treatment, Information Technology, Stormwater, and Finance.

3. Please explain why you left your last three positions.

| Position | Reason for Leaving |
|---------------------------------------|--|
| Cle Elum Assistant City Administrator | Promotion to City Administrator |
| Cle Elum City Administrator | After 10-years at the City, I moved to accept a great opportunity in a larger city. |
| Duvall City Administrator | Mutually agreed upon separation – Newly elected full-time mayor. There was no cause, no discipline and no adverse cause of action. |

4. Are there any gaps in excess of two weeks in your employment history? If so, please explain in detail.

After the mutual separation became effective in August 2018, I have taken the past few months to search for an outstanding career opportunity and the right organizational fit. There are many jobs out there, but I am interested in a consummate legacy opportunity and I believe Palm Coast is just such an opportunity.

5. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for the organization and communicate that vision to all stakeholders?

Goals are the mechanical process that we believe are likely to be achieved. Vision represents the most fundamental values and beliefs of the community that require relentless consistency and our best efforts to deliver with excellence. Through it all, we have a responsibility to listen to understand, to build relationship and ask for feedback that we will use. The fastest way to lose public trust and credibility is to ask for feedback during a strategic planning/visioning process and then to dismiss it.

I have exceptional experience and skills in strategic planning and visioning. I have won recognition as the "News Maker of the Year" in a regional newspaper for designing, organizing, leading and connecting the community and larger County region through a successful strategic planning and visioning effort known as Vision Cle Elum.

I was fortunate enough to be approached by a mentor early in my career in Cle Elum, WA who had involvement on the executive level with General Electric, Alaska Airlines, and Trendwest corporations. This mentor had been taught by the famous Mike Vance of the Walt Disney Company. Mr. Vance is credited with adapting storyboarding out of the movie studio and into the business practice and strategic planning and operations realm.

After being taught and coached for several years on the intricacies and value of storyboarding, I have adopted the storyboarding concept as a regular practice. I have used the storyboarding process in almost every facet of strategic planning and development. At its heart, storyboarding creates an engaging, iterative and complete process where every stakeholder can be heard, a diversity of ideas and opportunities can be thoroughly

evaluated and prioritized, and a clear and actionable vision can be not only communicated but embraced by stakeholders.

Storyboarding is communicative and visually engaging. As human beings, we are wired for story. Storyboarding helps distill ideas, themes and the technocracy of government activity into a tangible and accessible tool for communication, building legitimacy, communicating with clarity and providing an opportunity for the various viewpoints and the voices of dissent to be heard, acknowledged and addressed.

More importantly than the strategic plan or vision itself is the capacity to be committed to its execution. Too many great plans sit on a shelf as merely bookends collecting dust and reminding us of lost opportunity.

6. What do you feel are your greatest strengths as a leader and manager?

As a leader I believe my greatest strengths are;

1. Consistency: I operate with openness, clarity, and consistency; always providing a steady hand at the wheel.
2. Creativity and vision: I am a creative and visionary big picture thinker willing to innovate practices, incorporate institutional knowledge that works, and fearless to jettison broken elements of dysfunctional institutionalism.
3. Highly developed leadership practice: I expect leadership contributions from every member of the organization. Moreover, my leadership practice is based off a natural curiosity for just about everything. I recognize the value in humility, servanthood, truth and never criticizing, condemning or complaining. I proactively choose to use the good, true and beautiful in every situation as the foundation of transformative success and the fuel for moving forward.

As a manager I believe my greatest strengths are;

1. Developing the talent, experience, and commitment of those around me. I believe in empowering, coaching and supporting staff to operate more wisely and more courageously toward the accomplishment of the greater good. I desire for people to break out of the endless tactical loops of poor management that only seek to triage our self-created emergencies.
2. Cadence of accountability. I believe in establishing a cadence of accountability that is not punitive in nature. This is accountability based off every staff member knowing the "score", knowing where they fit on the team, and knowing their role is essential toward realizing greater organizational success. Employees want to thrive. By challenging, engaging and addressing the "whole person" with organizational and personal goals, we can create an environment where employees may thrive, and Palm Coast becomes the premier choice for employment.
3. Pushing down/delegating to the 'lowest possible level'. Nothing I have accomplished has been done alone. We must move away from the independence mentality (the I can do that all by myself), past the dependence mentality (the I

can do that if you/they first do that for me) to a culture of true interdependence; where the sum of our knowledge, experience and will support the collective ideal of success that allows everyone to share in accomplishment. This paradigm recognizes that attitude and effort are replicable and should be the first focus as outcomes are not replicable. I treat failure as an opportunity to learn and improve, never looking for the nearest source of blame. This interdependent mindset allows strategic vision and mission to animate the mind and illuminate the heart toward meaningful action that realizes the highest levels of public value.

7. What is the most complex project you have coordinated? Describe the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

The most complex project I have coordinated was the Washington State Horse Park in Cle Elum, Washington. The project involved two Gubernatorial Administrations, State Legislators, Native American Tribes, County Commissioners, Private Enterprise, Environmental Regulators at the State and Federal Level, constituencies composed of former U.S. Olympians and individual citizens and citizen groups both in support of and vehemently opposed to the project.

The Washington State Horse Park Project was a landmark, albeit conceptual project, that was less than 48-hours from the original agreements expiring and the project failing.

I used the first 24-hours to take in the entirety of the project documents in an 'emergency briefing room' to attempt to rediscover the energy, the hopes and the vision behind the project. I remember staying up all night, pouring through documents, graphics, and letters. I reframed sticking points toward positive outcomes and separated positions and values away from people and personalities.

Bright and early the next morning I made urgent phone calls to the key project stakeholders, reminding them of their contribution and passion for the project and asked them to suspend their disbelief and agree to an emergency meeting. From that meeting, I was able to get the key stakeholders to simply extend the agreements for 90-days while as a group we could rediscover why this project was so important and evaluate the desire to recommit to the project and move forward.

This process was visionary from its inception. However, while general support existed for the project, that support generally contained conditions or demands that would mutually exclude some or all of the interests of other key stakeholders. This clearly would lead to impasse and project failure.

I led storyboard sessions for the project. Found ways to invent options for mutual gain that would result in an 'enlarged pie' and a true paradigm of mutually beneficial negotiation rather than the typical distribution of loss, as is the case with so many discussions erroneously mislabeled 'negotiations'. I used my skills and experience in

conflict resolution and negotiation to uncover the positions and desired outcomes; encouraging all to resist focusing on personalities and problems. I led community and stakeholder meetings where we first sought to understand the community and stakeholders' concerns before we sought to be understood. I was able to clearly and tangibly illustrate that project failure resulted in a complete loss for everyone involved.

This process led to the siting of the Washington State Horse Park in Cle Elum, a 112 Acre equestrian event facility with dozens of miles of connected trails, that is a regional and international destination. The Horse Park serves as a key economic lynchpin to the Upper Kittitas County Economy. Ancillary to the Horse Park project, it cleared the way for the reimagining the City Bullfrog Urban Growth Area that will be the home to 90-acres of mixed light industrial and commercial and some 1,100 residential units.

8. Please describe your experience in overseeing the following operations: Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, and Public Safety (Police & Fire).

Water Treatment and Distribution: I have overseen a full municipal water treatment plant and distribution system, designed for 8-MGD and serving multiple cities and a master planned resort development. This system operated on multiple pressure zones with coordinated telemetry through SCADA. The system utilized several water sources including direct riverine diversion and groundwater wells in hydrologic continuity with an adjacent waterway. The system was capable of delivering non-treated (raw water) for irrigation to our resort development and two golf courses. I was directly involved in water rights procurement and expansion sourcing design with FEMA and the U.S. Army Corps of Engineers. I have helped bid and oversee improvements to water treatment capacity and storage reservoirs. On the distribution side, I have overseen water meter upgrade and radio read meter conversions, replacement of water service mains and lines, including new replacement and slip lining existing lines and hydrant upgrades. Along the administrative side I have conducted and overseen rate analysis studies, cost allocation studies, cost reduction studies, efficiency audits, and long-term capital facilities planning. I have been involved with Water Comprehensive Plans and Annual Water Quality Reporting.

Wastewater Collection & Treatment: I have overseen the operation of two regional wastewater treatment plants. Both were similar band/influent screen aeration treatment, with the separation and disposal of bio-solids with post selective Spectrum U.V. Treatment and/or contact chlorination. The City of Duvall plant utilizes a biomembrane reactor (MBR) for primary treatment. Wastewater collection operations overseen include sewer lines, lift stations and collection points. I have also been involved with NPDES Discharge renewals and testing compliance.

Municipal Stormwater: I have overseen both NPDES Phase I and Phase II communities' comprehensive approach toward stormwater collection, storage, treatment and

discharge and the general operation of municipal stormwater utilities and Capital M&O and facilities planning.

Street and Traffic Control: I have worked with PW Directors, City Engineers and consultants to conduct and oversee TIP's, traffic studies, apply for state and federal transportation infrastructure grants, and financing TIP and street improvements via Transportation Benefit District and Fuel Tax mechanisms. I have worked directly on roadway safety components and secured grants for Safe Routes to Schools and Main Street traffic and parking redevelopment.

Public Safety (Police and Fire):

Police: I have overseen two municipal police departments; working toward compliance with 21st Century Policing, Police operating procedures conversion to LEXIPOL and accreditation. My police department oversight includes organizational restructure, jail siting and negotiation and a data-driven LOS study with the ICMA Center for Public Safety Management. I have also overseen and been directly responsible for the Public Safety Communication and Social Media Strategy. I have overseen fleet conversion, capital building acquisition and security upgrades.

Fire: I have overseen a combination paid staff and volunteer Fire Departments. I have overseen technology redeployment, grants for engine and bunker gear acquisition, and regional EMS operation agreements with Hospital Districts for ALS and BLS transports. I have overseen capital facilities acquisition and drafting new personnel policies.

9. Please describe your experience and skills in municipal financial management, budget development, and capital infrastructure planning, maintenance, and financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.

I have experience in full-service city budgets, inter-fund loans, issuance of bonds and both councilmanic and market rate LTGO indebtedness. Using the storyboarding process, I discussed earlier, I illustrate budgets over multi-year arcs connecting trends, tracking accomplishments and uncovering opportunities hiding in plain sight. I have refinanced municipal debt, ensured investments were maturity laddered and generating the best rates of return for the taxpayers. I am fiscally conservative, believing that debt we incur today must be essential because it restricts future opportunities.

I have broad experience in assessing and planning for the costs of maintenance and operations, capital infrastructure, CIP's, and finding creative ways to reduce fixed and variable costs while leveraging existing assets to create M&O and CIP revenue streams.

Two recent examples of this are; first, leasing space on City 'big belly solar compactors' for the defeasement of event and festival solid waste collection costs.

Second, identifying synergistic ways to create revenue streams from underutilized city staffing, physical and capital assets. For example, creating and marketing shared telecom lease locations or renting city equipment, such as vector trucks that have

regular, planned periods of downtime that can be leveraged to create replacement equipment revenue.

10. Please describe any experience you may have in assisting your community/organization in advancing voter-referendums to consider financing of proposed municipal capital projects and/or community initiatives? In your response, also indicate the results of any such referendums, including any lessons learned that you would apply in future referendums.

Most communities I have worked in have been fiscally conservative and tax averse. Consequently, I have designed and led only two voter referendums, both of which were successful. The key to a successful levy isn't in getting the number of votes needed to pass, it is telling a clear, concise and transparent story and showing proactive gratitude for the life of the collection of the levy/referendum.

1. A successful voted indebtedness excess levy for capital acquisition and operations of the Municipal Fire Department.
2. A successful voted excess levy for Police and Public Safety, Technology and Turfed Sports Complex.

The levy initiatives taught me essentials to long term success I will employ again.

1. Begin with the end in mind. Take the time to research similar referendums in other communities. What were the successes and failures? Do we have a crystal-clear blueprint of our vision?
2. Begin by expressing the need of the City/community in terms of social, civic, safety, etc. Resist the urge to 'jump out of the gate' with a predesigned campaign, dollar amount and plan you might have to backtrack on later. Offer to have a conversation on needs and resist yelling fire and having fire extinguishers for sale.
3. Listen to the public. Ask for alternatives and do the hard work of evaluating their alternatives and proposing those as a backup plan should the community decide to not desire a levy/referendum vote or if the levy/referendum fails. If we believe in the need before asking the voters for money, we will do our best to attend to the need if they reject the allocation of additional tax dollars. Plan in full transparency and let our citizens decide.
4. Seek to build coalitions of supporters that can tell the story better than local government. Also, we have a responsibility to the critics, listen to them as well. Value their objections.
5. If the levy referendum fails, show how we continue to try to accomplish the goal/solve the problem/etc.
6. If the levy/referendum passes continually thank the community and create 'blue ribbon' reminders of their money at work. Celebrate completion milestones. We printed banners at project sites, and placed graphics on City Police Vehicles that stated, "Delivering on our promises". Earning and maintaining the trust of our community is far more valuable than winning or losing the dollars.

11. Please describe your experience with collective bargaining and labor relations, highlighting the types of bargaining groups you have worked with and tell us about any particularly innovative provisions/programs you may have incorporated in previous collective bargaining agreements?

I have broad experience in collective bargaining and labor relations. I have trained with the National Labor Relations Institute and have extensively studied and put into practice trusted practices of principled negotiation taught by Harvard's William Ury in the three books; *Getting to Yes*, *Principled Negotiation* and *The Power of a Positive No*.

I have found that often collective bargaining and labor relations are destined to fail for several reasons. First, city officials often fail to build relationships and hold regular and routine meetings with individuals, labor groups and labor representatives. You cannot see each other once every 2 or 4 years and expect to begin negotiations in earnest with trust and colloquialism. Relationship is the foundation. If an organization is constantly appreciating, respecting and encouraging employees, consistent communication will act as the bedrock for that trust.

Moreover, negotiators typically never negotiate, they only distribute loss and think they have negotiated. This leaves everyone frustrated and results in poor deals and festering regrets. True negotiations can only happen when you have trust, listen to understand before talking to be understood, taking the time to accurately understand the positions and needs/wants behind those positions and uncover creative ways to enlarge the pie by bringing multiple issues and resolutions forward. Issues and concerns must be constantly reframed toward the positive. A true *Pareto Efficient* negotiation leaves no opportunity untouched and successfully addresses all available options for mutual gain. This is when negotiations and labor relations move past transactional moments to transformational opportunities.

An example of this came with a recent Teamster Negotiation (the city's largest bargaining unit). The group wanted significantly high COLA adjustments over the life of a multi-year agreement. I took the time to truly listen and get to the heart of their position. It turns out there was great fear that if they did not get COLA's into the salary schedule while the tech economy was red hot, the City would do as it had done in years past and balk at future COLA's while the economy was bad.

I reframed their position (of fear) to clearly express that they desired "predictability in the stability of salary increases" to which they agreed was their primary concern. I then framed the City concern of economic volatility and our need for consistency and predictability that matched inflation and ad valorem tax collection rates. The results of a 5, 10 and 20 year CPI analysis I conducted determined the CPI grew at an average rate of 2% per annum.

The innovative solution proposed was a new cola formula that used a 10-year rolling average of CPI. This guaranteed the Teamsters COLA increases that were regular and that would never be “0”, clearly meeting the need behind their position. This also met the cities need for stability and predictability that matched revenues and insulated the city against the volatility of CPI spikes in our booming economy.

12. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.

Ronald Regan got it right when he said: “There is no limit to what we can accomplish if we do not care who gets the credit”. Teams need to be more than strong. Teams need to be transformational. Teams need to be fully engaged with trust, truthfulness, courage, and transparency that extends past the independent and dependent paradigms into a true mode of interdependence- that produces everyone’s best mentality, best creativity, best loyalty and best maturity. This is what builds a high-performance culture that creates significant public value.

There are only three things that a person can train; body, mind and your discipline/craft. In that paradigm mindset drives behavior and behavior drives performance. I believe transformational teams have clarity, they see their effort is commiserate with their success, they train and are confident and prepared, they are supported with courageous acts of leadership that value effort as a valid indicator of success. Transformational teams recognize failure as an authentic way by which we learn and are prepared to move forward from failure striving to hold each other up toward the accomplishment of the greater good and the realization our most important strategic goals and objectives.

I focus as much on performance as I do on outcomes. This is because attitude and energy are replicable...specific outcomes are not. High performing teams know and practice the crucial difference between reacting (seldom good) and thoughtfully responding with the most important objectives in mind (always beneficial).

We are all familiar with and train our professional areas of expertise and professional certifications. I ask my teams to work with me to train the mindset skills of calm, confidence, focus and trust. These are all mindset skills used by the most successful coaches worldwide to build epic transformational teams.

13. How do you facilitate open and transparent communication with the Mayor & City Council, staff, residents, and other stakeholders?

The key to open and transparent communication is relationship. I have witnessed Mayors, Councils and Staff being open, transparent and honest yet heckled liars because there is no relationship or trust with those whom we seek to communicate with.

Open and transparent communication is a perpetual activity, it is a constant component to what we do. To that end, I have employed a wide array of techniques and mediums. I make it a routine to touch base with Mayors and Councilmembers at least weekly. I believe in regular open retreats to focus on communication and information sharing. I

perpetually engage stakeholders with regular and recurrent meetings. I host “Coffee with the Manager” and other gatherings to become truly accessible. Equally as important is meeting people on their turf. Seeking to be invited to HOA and community meetings to simply ‘listen’. I seek out voices of dissent and recognize we have as much a responsibility to listen and consider the voices of those that disagree with us as those that do.

I strive to ensure that everyone has access to the same good and consistent information that creates the context for local government activities by illustrating the extent to which local government services and policies are fulfilling expectations or where we are falling short. I strive to always be approachable and accessible. As Gandhi noted “People are the purpose of our work...not a distraction to it”. This philosophy is the existential starting point for all my communications.

- 14. Palm Coast desires to be recognized as a community that encourages development consistent with its evolving vision from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center to diversify the City’s tax base. Please tell us about any innovative strategies that you have used in your current or previous posts that successfully resulted in increased economic development, including providing some notable examples.**

In Cle Elum, Washington I employed several creative strategies to encourage development consistent with the City Vision; this included pre-permitting land uses consistent with the City economic objectives as a means of demonstrating feasibility and intent. Another approach was to identify key industry sectors, such as high-tech, light manufacturing and fabrication, that could be sited with an incremental approach toward traditional infrastructure. This led to the innovative Swiftwater Business Park that became home to high-tech machining operations for Trek-Bicycles, Ping Golf, Boeing Aerospace and other airlines parts suppliers.

The keys to this success were having a clear and concise vision with concrete actionable steps that were both attractive, timely and of particular responsiveness to industry trends for the various markets we sought to attract.

- 15. Please tell us about any notable intergovernmental partnership(s) you have developed or played a significant part in their implementation. As part of your answer, highlight any significant challenges that you had to overcome to help make the partnership(s) successful.**

I had a significant stake in developing with County Commissioners, Central Washington State University, three City Councils, and multiple chambers of commerce the regional merger of 4 fractured chambers of commerce. This was difficult because of actual job losses and the perception of the loss of organizational identity. In the end, we were able to demonstrate greater efficiency, greater accomplishment and a focused regional branding that allowed identity to remain a fundamental component of a more organized

and productive chamber organization with the collective resources to accomplish strategic goals that had been languishing for years.

Kitcomm 911 Regional Emergency Management and Equity Reconciliation – I served on an executive board of countywide leaders to develop how operational and CIP costs would be allocated among member agencies. This was needed to ensure quality operations of a regional EMS 911 Center, and to allow for required 21st-century upgrades to Spillman, E-911 services and call logs charges. The result ensured that transactional costs would not continue to be a deterrent to police officers properly conducting their jobs and that the center was financially secure moving forward.

16. What steps and/or processes have you used to track the performance of your organizations? Please include any specific examples involving performance metrics, and how you have communicated organizational efficiencies to the public and/or employees.

I have used both performance metrics and goal setting along the personal, professional, team and organizational dimensions. Performance measurements are effective if we clearly connect what we are measuring and why we are measuring it. We can then effectively communicate that story, so everyone knows it has created desired or meaningful public value.

Along the strategic goal dimension, I employ the simple but incredibly effective goal setting formula of “x” to “y” by when. I believe the greatest government mobilization and period of effectiveness outside of wartime was when J.F.K. used this goal setting formula in the form of “x” a man, “y” to the moon”, by (when) the end of the decade. This simple clarity of the most important strategic goals and vision create a laser focus on delivering, with excellence, the defined steps toward accomplishment while allowing the organization to remain nimble enough to continue to leverage success toward accomplishment rather than remain recalcitrant in irreverent fixed paradigms.

This performance measurement paradigm involves;

1. Focus on the wildly important goals.
2. Focus on lead measures that are leverageable and actionable.
3. Keep a scorecard so people want to “play” and know what needs to be done to win.
4. Create a cadence/rhythm of accountability that weekly assesses small steps toward the big goals.

17. Palm Coast currently operates FiberNet, a municipal high-speed fiber-optic backbone that connects City sites and facilities. The City’s economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its fiber network, ideally with the assistance of a new public-private partnership (P3)

to help leverage its assets. Please tell us about any municipal fiber experience you may have, as well as any P3 projects you or your organization(s) may have been involved with, highlighting your particular contributions to the development and/or maintenance of such partnerships.

I have worked on the periphery of a municipal regional fiber-optic network project as it related to the utilization of State and County owned or leveraged fiber optic backbone and dedicated strands.

In the technology-heavy region of Seattle, the conversation is shifting to the deployment of 5g and faster wireless technologies. These technologies, albeit having their own limitations, are easier and faster to deploy, require less risk and expense of infrastructure in the ground, allow for more rapid and organic deployment and do not involve the deep capitalization into fixed assets.

Consequently, our conversations have relegated our fiber corridors as lease opportunities to operators who are capitalized enough to operate, maintain and add redundancy to looped fiber backbone or toward specific employment centers (such as Microsoft) who demand Dark Fiber access.

Moreover, and of key importance, revenue can be generated in the form of utility taxes and communication assistance from telecom, while broadband and internet remain largely unassailable to regulation, customer service standards and cost sharing aside from franchise fee establishment.

18. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the City of Palm Coast?

I did have had two unfortunate medical crises in my life. First, when I was in college and did not have any medical coverage I was bitten by a dog and developed a paracardial infection. This led to an arrhythmia and t-wave abnormality. At the conclusion of that medical process I was advised to file for Chapter7 Bankruptcy. This was bad advice as my medical bills at the time amounted to only a few thousand dollars, but that seemed insurmountable to a very young person.

Second, I was diagnosed with Hodgkin's Lymphoma. I underwent two years of Chemotherapy and a full analogous stem cell transplant. We filed Chapter 13 Bankruptcy as the stem cell transplant medical bill were enormous and the bills still in process were significant. We did everything we could to avoid bankruptcy but did not have enough financial resources. We completed the required 5-year payment plan in 2018.

I will pass the five-year cancer free date on February 14, and am no longer in remission but considered cured.

Aside from those two events, we have solid credit; good savings and have always lived responsibly and within our means.

19. What will we find in an internet search of press coverage that may be controversial or of concern to the City of Palm Coast? Please provide whatever explanation you think is appropriate to help us understand what we will find.

I am not aware of any significant controversy. I believe articles you will find explain themselves and/or are just typical press City Managers/Administrators receive.

20. Are you currently involved in any other searches and what is your status in those searches?

A: I am currently involved in five other searches. I am a semi-finalist in one-search and the remaining four searches are set to close the initial application period within the next few weeks.

21. Please provide a full description of your current compensation and benefits package and your desired compensation and benefits package if you were selected for this position.

A: My most recent compensation package included;

- a. Salary \$143,000.
- b. A severance package of six-month salary and healthcare premiums.
- c. State Public Employees Retirement System premiums.
- d. Comprehensive medical, dental and vision insurance for myself, spouse and dependents. A 25% premium cost share applied to medical insurance only.
- e. Monthly vehicle allowance in the amount of \$350.00.
- f. Monthly social media stipend for 'duties outside of normal, customary and exempted' activities in the amount of \$550.00 per month.
- g. 96 hours of executive leave granted annually (no cash value and unused leave expired December 31 of each year).
- h. Accrual of annual leave commiserate with other senior staff.
- i. Accrual of sick leave at approximately 8-hours per month.

b. Desired compensation

- a. Salary of \$150,000.
- b. Medical, Dental, Vison Insurance premiums for myself and dependents.
- c. Accrual of annual leave and sick leave commiserate with similar employees.
- d. Retirement program contributions in Florida State Retirement (FRS) or similar.

- e. Vehicle allowance of \$500 per month or use of City Fleet Vehicle for business related travel.
- f. Severance for at will separation/termination.

22. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would have to be resolved before you would be ready to accept the position as the next Palm Coast City Manager?

I would like to know that the candidate selected has the support of the Mayor, City Council and Senior Staff.

23. What are the three most important questions you have for Palm Coast Mayor & City Council?

1. What do you view as the biggest challenges and opportunities for the new City Manager?
2. What do you view as the foundation of a successful relationship between City Manager and Mayor/Council and Community?
3. What are the most important strategic items you want accomplished in the next 1, 5- and 10-year horizons?

MICHAEL (MIKE) MCNEES



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 McNees
5105 S. U.S. Highway 1
Grant-Vakaria, Florida 32949
321-507-3743
mikemcnees@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.

City Manager Pre-Interview Questionnaire
City of Palm Coast, Florida
Due NLT Monday, February 4th at 11:00 PM CST

Full Name (first, middle, last): Michael Alan McNees
Nicknames (if any): Mike

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

Cell: 321-507-3743
Home: 321-914-3640

Please answer each of the following questions completely and thoroughly.

1. *How many employees, and what size budgets did you oversee in your last three positions?*

City of Melbourne, Florida - Budget \$288 Million – Approximately 900 FTE's

USA Track and Field - Budget \$25 Million - 50 FTE's

Blaine County Idaho – Budget \$30 Million – App. 200 FTE's

2. *Please detail the specific departments you have supervised in your last three positions.*

In my last three local government positions:

- City of Melbourne – Full service city with all essential services, I supervised Police, Fire, Water and Sewer Utilities and Utility Billing, Parks, Recreation and Golf, Streets and Stormwater, Community and Economic Development, and a full slate of internal services such as Finance and Human Resources, as well as the City Clerk.
- Blaine County, Idaho – County government with Planning, Road and Bridge, Emergency Management, Economic Development, and cooperative relationships with the Constitutional Officers.
- City of Sarasota – Full service city with all of the same departments as Melbourne, with the exception of Fire, and with the addition of a major performing arts hall.
- USA Track and Field – National Governing Body for the sport, with a completely different set of activities than a local government. These included Youth, Masters, and Elite departments, Sport Performance, Broadcast and Marketing, Merchandise, Events, Associations, Travel, and Finance.

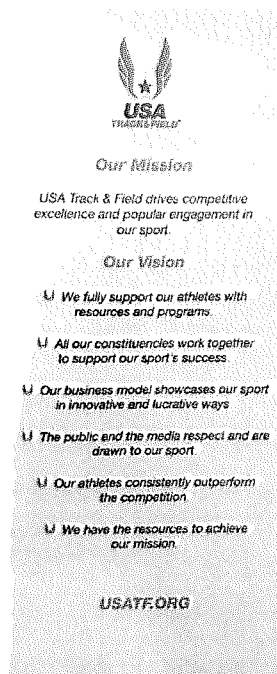
3. *Please explain why you left your last three positions.*

- City of Melbourne – A newly-elected City Council terminated my contract without cause as their first action following their swearing in.
 - USA Track and Field – The CEO that hired me (to serve as Chief Operating Officer or COO) was fired, and I served subsequently as Acting CEO for two years as the Board of Directors looked in a number of directions for a new CEO. Once that person was hired, my contract was bought out to allow him to bring in his own selection as COO.
 - Blaine County, Idaho – I was recruited to the position of Chief Operating Officer for USA Track and Field.
4. *Are there any gaps in excess of two weeks in your employment history? If so, please explain in detail.*

Yes. I left the City of Melbourne more than two weeks ago, and the ensuing gap represents the time required to apply and participate in selection processes such as this one.

Similarly, when I left the City of Sarasota, there was approximately a three month gap before I relocated to Idaho as I applied for that job and went through their hiring process.

5. *Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for the organization and communicate that vision to all stakeholders?*



I was a principal in writing and monitoring the Collier County Growth Management Plan in the early 1990's. This was an infrastructure-specific strategic document.

Both in Sarasota and at USA Track and Field I led those respective boards through visioning/strategic planning exercises. At USATF in particular this was an extremely successful process, which also led to the development of a detailed implementation ("tactical") plan that guided organizational activities in the following years.

You develop a clear and well-articulated vision in such a process by facilitating it well, even if it means using outside resources if necessary. It also requires sincere commitment from the participants to the process and the eventual outcomes.

Communication of the vision must be undertaken through all available channels. That starts with official channels such as meeting minutes and the City website and social media outlets. It must also be communicated through the chain of command both verbally and in writing. Depending on the nature of the vision, some sort of "reminder" device may be in order. Shown above is a photograph of a laminated card

that I created at USATF that was handed out to board members, staff, and members of our constituency.

Most importantly the implications of the vision have to be incorporated into the daily decision-making, and awareness of and commitment to the vision needs to be modeled by that manager and members of the senior staff. It can't just be a clever sign on the wall that has no daily relevance.

6. *What do you feel are your greatest strengths as a leader and manager?*

As a leader my best attributes are good judgement, dependability, and an ability to stay level-headed and focused should anything go astray. I am clearly and consistently committed to the mission, ahead of my own personal interests. I am responsible for my own actions, and believe in doing the right things for the right reasons.

As a manager I bring an extremely broad and deep base of experience, with a diverse skill set to match. What is most often said about me is that I have a talent for taking complex issues, digesting them quickly, sorting out the key facets, and articulating them in an understandable way, which helps both with problem solving and communication. My department heads know that I will support them, and I will also allow them to do their jobs, with guidance where necessary and freedom where merited. Above all, the operations and organizations I have supervised have worked, and they have worked well.

7. *What is the most complex project you have coordinated? Describe the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.*

I'll choose guiding the redevelopment process and the implementation of the Downtown Master Plan in Sarasota in the early 2000's. Community interest was high, as was skepticism. A very active segment of the constituency had helped develop the plan, and opinions varied widely on implementation. At the staff level we were undertaking a level and type of work the City hadn't seen before, and for my part I had never worked in urban redevelopment.

Success was a function of significant staff development, constant communication through both public hearings and open meetings. Informal communication was also critical, including a blog I wrote for that purpose. Communicating our vision to potential investors was critical, and I found one-on-one to be the best way to accomplish that.

In terms of construction management and business impacts as things came to fruition, we started out behind the eight ball, but subsequently developed an extensive system of notification and communication that included web postings, signage, group meetings with affected property owners, and direct contact with individual businesses.

As for my own inexperience, near the end of my tenure there I appeared on a panel on public/private partnerships at the National Association of Shopping Centers, where I was

considered an “expert”. As far as I know the attendees still believed that once the panel had concluded.

8. *Please describe your experience in overseeing the following operations: Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, and Public Safety (Police & Fire).*

I started my government career at the bottom of the administrative structure of the Collier County Utilities Division, which was at that time one of the fastest growing water and sewer utilities in the United States. I worked my way up and eventually served as Division Administrator, on my way to becoming Deputy County Manager/COO. In Sarasota and Melbourne both I was responsible for major water and wastewater systems that served more than just the municipal population.

In Sarasota, Melbourne, and Blaine County I was responsible for oversight of streets, stormwater, and traffic control operation. During my time in Collier County I also served a year as Interim Transportation Administrator, directly overseeing Road and Bridge operations and capital projects.

The City of Sarasota operated a full-service urban police department with about 200 sworn officers. In Melbourne we had a police force of approximately the same size, and a full-scale Fire Department as well.

Hopefully it will suffice for me to say that my executive experience in all of these disciplines is extensive, with a track record of consistent improvement and quality operations.

9. *Please describe your experience and skills in municipal financial management, budget development, and capital infrastructure planning, maintenance, and financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.*

During my time in Collier County I served for 5 years as Director of the Office of Management and Budget, as Collier saw the highest rate of growth in the USA. During that time I also attended the Advanced Government Finance Institute of the Government Finance Officer’s Association. In the years since as a chief administrator I have guided the creation of dozens of annual budgets under all sorts of differing economic, financial, and political conditions. The improvements made to the budget process and structural solutions to the budget challenges I devised in Melbourne were unanimously praised by members of the City Council, and in fact are among the most positive legacies I left there. This includes planning for capital infrastructure, including rolling stock for emergency service operations.

I have been involved in the decision-making and execution in probably \$200 million worth of municipal financings, from new money for utility system improvements to interest-saving bond refundings and tax-anticipation financings. These have involved negotiated sales, competitive selection, bank placements, and internal loans. As far as innovation goes, it’s always a process of evaluating where the money can be found and when and

how it can be paid back. To be effective that process always requires thorough analysis of all alternatives, both traditional and new.

10. *Please describe any experience you may have in assisting your community/organization in advancing voter-referendums to consider financing of proposed municipal capital projects and/or community initiatives? In your response, also indicate the results of any such referendums, including any lessons learned that you would apply in future referendums.*

During my tenure in Melbourne and Sarasota I cultivated a widespread understanding, over multiple years, of the need for new police headquarters facilities. In both cases the City Councils authorized and the voters ultimately approve general obligation bond referendums for the construction on new police stations. In both cases we communicated openly and thoroughly about existing conditions, through public appearances, printed materials, and cultivation of the various media outlets. Most importantly we had compelling needs, and we trusted that if the voters understood those needs they would approve the projects. In both cases they did.

11. *Please describe your experience with collective bargaining and labor relations, highlighting the types of bargaining groups you have worked with and tell us about any particularly innovative provisions/programs you may have incorporated in previous collective bargaining agreements?*

My collective bargaining experience is extensive. I have been involved in multiple negotiations with police, fire, and general employee unions as lead negotiator, as a member of the negotiating team, and as an overseer of the process. In all cases I served as conduit between the bargaining team and the elected officials, ensuring that the objectives of the elected body are well understood and represented. Further I believe in a straightforward approach to collective bargaining, without manipulation of gamesmanship.

12. *Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.*

From an internal standpoint I believe that building the team is one of the most important priorities a manager has. Most fundamentally there must be an atmosphere of mutual trust and respect, without those things a high-functioning team is an impossible dream.

A high-functioning team requires equal measures of support and accountability, and having the right people in the right places. It is also important that quality outcomes are more important than who gets the credit, especially for the Manager.

With regards to motivation, I like to select people who will help motivate me, who have an intrinsic drive to do quality work, and to do the right things for the right reasons. Beyond that, it is essential that employees are fairly treated, respected, and are appreciated for their contribution.

13. *How do you facilitate open and transparent communication with the Mayor & City Council, staff, residents, and other stakeholders?*

Ideally openness and transparency aren't tools or techniques, they are ways of being, and must be fundamental values of the organization and its leaders. With the Mayor and Council, it means being accessible and learning how each individual prefers to receive information, and ensuring that all council members are equally well informed. I offer each Council member a standing weekly opportunity to meet with me one-on-one, and in times of emergency have found it helpful to assign a high-level staff member, one who is on duty during the event, to be in direct communication with an assigned council member throughout, which builds capacity should I also be serving as Incident Commander for the event. Under those circumstances communications are regular and very well coordinated.

With staff it means the same level of openness and accessibility, combined with effective listening. It also means helping staff understand why decisions are made rather than just sending down edicts.

The same principles apply with residents and other stakeholders. For additional outreach, when I became dissatisfied with the Sarasota media coverage of critical City issues, I began to write a blog where I could address the "whys and wherefores" of the issues we were facing, as well as give the public the opportunity to question me directly, and have everyone else be able to read the answers. I was one of the first City Managers in the United States to use this tool, and it was highly successful, and those posts can still be read online.

14. *Palm Coast desires to be recognized as a community that encourages development consistent with its evolving vision from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center to diversify the City's tax base. Please tell us about any innovative strategies that you have used in your current or previous posts that successfully resulted in increased economic development, including providing some notable examples.*

I don't know that it's innovative, but the roadmap for success in these arenas is fairly clear. First there must be a clear plan that articulates a vision that an investor wants to be a part of. That plan must be backed up by land development regulations and a "can do" spirit in City Hall that facilitates, rather than stifles progress toward that vision. Most importantly it requires dogged, determined effort over the long haul to reach that vision. Success does not come overnight, though often only those on the inside know what it took to get there.

I have been at the forefront of game-changing transformations in both Sarasota and Melbourne, and speak from experience when I describe what a successful process looks like. In those situations my role has been to sell the vision to prospective investors, ensure that development regulations serve rather than limit progress, and build a staff infrastructure who knows how to move things forward. I have found one of my most valuable roles to be that of problem-solver. It is not unusual for complex, high dollar projects to meet obstacles that may seem insurmountable. I am particularly skilled in gathering all parties, listening to the different issues that have led to logjam, and massaging those issues until a path forward can be found.



No project better exemplifies that dynamic than the One Hundred Central project in downtown Sarasota, an urban mixed-use which is anchored by a Whole Foods Market (on a highly constrained site) and a public parking garage. This project was nearly at a dead stop multiple times, but thanks to committed, high quality staff work and a few problem-solving interventions on my part, it not only

succeeded but also became the cornerstone for a downtown redevelopment that must be seen to be believed.



The same process has been applied in the City of Melbourne, where the first major downtown mixed-use project, Highline Apartments, is under construction. The developer of that project, Sam Zimmerman, is among my references, and I suspect his story will sound very much like the one I told about One Hundred Central above.

These specific projects fulfill the visions of the plans that fostered them. The visions and goals may differ in another city, but the process remains the same.

I have also been involved, as a member of the team, and representing the interests of the City, in major economic development projects. The most notable is "Project Summit", code name for a major expansion of Northrup-Grumman that is bringing 1800 well-paid engineers to Melbourne to design the new long range bomber for the U.S. Air Force. This was one of the largest economic development coups in Florida this decade.

15. *Please tell us about any notable intergovernmental partnership(s) you have developed or played a significant part in their implementation. As part of your answer, highlight any significant challenges that you had to overcome to help make the partnership(s) successful.*

Question 12 asked about building a team environment. In my world view that team extends to the other governmental jurisdictions with which we interface. Even when our interests differ, it is still possible to work together.

In Blaine County, Idaho I was one of two principals in the creation and development of a countywide economic diversification effort called "Sustain Blaine". One of the goals of this effort was to gain buy-in from every jurisdiction in the form of both staff participation

and financial commitment. With the blessing of my County Commission, I became the ambassador to the cities to make this project happen. Skepticism about the effectiveness of the effort was high, and money is always hard to find for new initiatives even in the best of times.

Success required appearance before each council to answer all questions and articulate the vision, individual meetings when requested, and equal measures of persuasion and compromise built around a very solid concept. Typically each added jurisdiction makes unanimous agreement significantly more difficult, and in that instance we achieved 100% participation in what became a very successful effort.

16. *What steps and/or processes have you used to track the performance of your organizations? Please include any specific examples involving performance metrics, and how you have communicated organizational efficiencies to the public and/or employees.*

In Collier County I developed and implemented a Program/Priority Budget system that tied funding to specific outcomes for each operating section. These measures became the basis for discussion as the budget was reviewed in public by the County Commission. One challenge in this type of process is the risk of measuring and rewarding activity for its own sake rather than effectively measuring the quality of outcomes. It is also possible to expend more effort in identifying and tracking certain measures than you gain back in better-informed decision making. This dynamic is an important one to be aware of in any system of metrics.

The strategic plan I discussed that I developed at USA Track and Field also led to a detailed tactical plan that identified specific operational objectives, responsible staff, target dates, and measurements of success. This was a very effective tool for ensuring that we were all working toward the same ends.

17. *Palm Coast currently operates FiberNet, a municipal high-speed fiber-optic backbone that connects City sites and facilities. The City's economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its fiber network, ideally with the assistance of a new public-private partnership (P3) to help leverage its assets. Please tell us about any municipal fiber experience you may have, as well as any P3 projects you or your organization(s) may have been involved with, highlighting your particular contributions to the development and/or maintenance of such partnerships.*

I didn't do the work directly, but we were working with local providers to develop the fiber network for all remote City facilities.

I worked with a local entrepreneur on a project to bring wi-fi service to the Melbourne Downtown CRA at no cost to the City, by allowing the vendor to use it as a demonstration project. That project is ongoing.

All of the projects I described above involved both public and private assets. The process by which we presented large-scale events at USATF was very much like a P3 model, with the organization partnering with different private-sector agencies to manage or present

various segments of or all of the event. The contracts for the presentation of the 2012 Track and Field Olympic Trials, which I negotiated, involved USATF, The US Olympic Committee, and the Local Organizing Committee. The relationships and layers were quite complex, and reflected the same sorts of challenges as a P3 project would have.

18. *When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the City of Palm Coast?*

Nothing.

19. *What will we find in an internet search of press coverage that may be controversial or of concern to the City of Palm Coast? Please provide whatever explanation you think is appropriate to help us understand what we will find.*

Nothing. You will find a record of a long career highlighted by organizational achievement. You will find nothing that isn't detailed in my resume.

20. *Are you currently involved in any other searches and what is your status in those searches?*

Yes. I am an applicant in a select few searches, and have been invited to interview in one of those in the near future. I have also spoken to the City of Edgewater, Florida about the possibility of doing interim work for them as they complete a Manager search, in which I am not an applicant.

21. *Please provide a full description of your current compensation and benefits package and your desired compensation and benefits package if you were selected for this position.*

I am not currently employed. When I left Melbourne my base salary was \$197,000 with a fairly typical benefit package and \$500/month car allowance.

I have no specific demands beyond an industry-standard level of benefits, and fair-market value level of compensation, which I believe was reflected in the posted range.

22. *If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would have to be resolved before you would be ready to accept the position as the next Palm Coast City Manager?*

None.

23. *What are the three most important questions you have for Palm Coast Mayor & City Council?*

My questions for the Mayor and City Council, should I have the opportunity to ask them, will be about their expectations for the manager and level of commitment to a collective vision for the City.

ROBIN HAYES



ROBIN R. HAYES



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 socioeconomic 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



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) preform 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 - #0005356501
- ❖ Florida Government Finance Officers Association - #10961
- ❖ Government Finance Officers Association – since 2003

City Manager Pre-Interview Questionnaire
City of Palm Coast, Florida
Due NLT Monday, February 4th at 11:00 PM CST

Full Name (first, middle, last): Robin Renee Hayes _____

Nicknames (if any): _____

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?

City of Mount Dora – FY 2016/2017 \$59,716,471 with 215.62 Full Time Equivalent (F.T.E.'s) positions; FY 2017/2018 \$61,830,076 with 243.03 F.T.E.'s; and FY 2018/2019 \$109,284,941 with 261.128 F.T.E.'s.

City of Oviedo – Total Budget \$71 million and 307.89 F.T.E.'s

City of Winter Garden - Total Budget \$61 million and 290 F.T.E.'s

2. Please detail the specific departments you have supervised in your last three positions.

City of Mount Dora – Administration; City Clerk; Economic Development; Electric Utility; Environmental Services (Storm Water); Finance (Customer Service/Billing & Collections, Purchasing, Accounts Payable/Accounts Receivable, and Payroll); Human Resources; Leisure Services (Parks, Recreation, and Library); Information Technology; Public Information Officer; Planning & Development (Building Official and Building Services); Public Safety (Police and Fire Services); Public Works (Roads & Streets, Facilities); and Utilities/Plant Operations.

City of Oviedo – Communications; Public Information Officer; Website Management; Budget Management and Strategic Development; and Administration. Served as the Acting City Manager when the City Manager was unavailable (Police, Fire, Utilities (Water/Wastewater/Stormwater); Finance; Human Resources; Parks & Recreation; and Planning & Development).

City of Winter Garden – Finance Department to include the following divisions: Utility Billing and Collections, Meter Reading, Accounts Payable/Accounts Receivable, Payroll, Purchasing.

3. Please explain why you left your last three positions.

I tendered my resignation as the Finance Manager/Budget Officer with the City of Titusville in 2008 to join the City of Winter Garden as the Finance Director. I then resigned from the City of Winter Garden to join the City of Oviedo in 2012 as the Management Services Director of Budgeting, Communications, and Strategic Planning. I left the City of Oviedo in 2016 so I could lead the City of Mount Dora as their City Manager, and I currently reside in that position.

4. Are there any gaps in excess of two weeks in your employment history? If so, please explain in detail.

In April 1994 I resigned after nearly 10 years with EG&G Florida to stay home with our kids, then ages 6, 4, and a new born. I went back to school in August 1994 and graduated from the University of Central Florida in 1998. I returned to the work force with the School Board of Brevard County in December 1996.

5. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for the organization and communicate that vision to all stakeholders?

I have been intimately involved with Strategic Planning and Metrics since 2003, when at the City of Titusville, I began demonstrating the connection between the Budget and Strategic Planning. At the City of Winter Garden, the City Manager encouraged and championed the Six-Sigma approach, spurring the Strategic Planning process to take place. I led the team and located a Facilitator who could engage the City Commission. The Facilitator and I worked to educate the City Commission and other Director's, setting the table for success. Once the Goals, Initiatives, and Metrics were established, the implementation plan was developed to include personnel and software.

Learning from the previous two City's, I arrived at the City of Oviedo and began individual meetings with the Mayor and Councilmembers, along with the City Manager. Engaging the City Council and becoming familiar with the current baseline was the advantage going forward. I began with work sessions and basically facilitated the Strategic Plan through a series of open dialog and community meetings. Open communication, drilling down into the proposals submitted by each member during the sessions helped, along with Citizen input. Each meeting started with a Summary of the last, discussing the outcomes and also restating the Goals which helped to affirm the Strategic Plan. Goals were agreed upon, then initiatives with the help of staff were developed, each initiative also needed a metric to determine success by the community, City Council, and staff. Finally, a reporting mechanism, as well as a schedule of updates to the community and the City Council were agreed upon. During the process of updating the City Council on the Strategic Plan there were occasions when they had to determine whether to remove an initiative due to it being completed or and a few occasions as to whether they would remove an initiative based on it no longer being "applicable" due to a change in operations.

City of Mount Dora – I began my career with the City on September 26, 2016, the City Council had their first ever Strategic Planning session in July 2016 at their request. This session was facilitated by Ms. Crotty with the University of Central Florida's Institute of

Government. During my first 30 days I reached out to Ms. Crotty and arranged for her return with a goal to see the City move forward with the Strategic Plan. I arranged the next meeting for December of 2016, with the purpose to review the previously discussed Goals and determine the top priorities for the City. The initial meeting lead to subsequent meetings in February, March, June, September, and December 2017. Ms. Crotty led the Strategic Planning Sessions in February and September to guide the process along and help the City Council understand the difference between "Goals" and "Initiatives". I led the planning session during the other months and also cross-walked the City Council through the process of relating metrics to each of the initiatives and defining success.

The Strategic Plan is the building block by which the City has not only developed the budget but built the foundation in which the future Growth will be evaluated, as well as the business plan which will provide direction to accomplish the goals and initiatives. It is our goal to see a growing and thriving City, one which prospers and reflects the beliefs of its people. The Strategic Plan is reviewed as a document quarterly and the accomplishments and metrics set to drive success are presented monthly.

I have attached the document I provided the City Council during our last work session on the Strategic Plan. Since the City annually has Council elections, I feel as though each time a new member joins the City Council the newly seated Council needs to re-affirm the Strategic Plan. It is also a good time to review the accomplishments of the past year and communicate the direction of the future according to the plan.

6. What do you feel are your greatest strengths as a leader and manager?

I listen to the City Council, the public, and staff, communication is vital, as well as, a passion for your career. I also believe I possess the characteristics which help in being a good manager, integrity and ethical values are at the top of my list, honesty, loyalty, dedication, fairness, and trust. I am involved in the community with our Civic partners, non-for-profits, HOA's, Government agencies, as well as other organizations, placing partnership high on the list of strengths. I lead by "setting an example" I am involved in the festival's and other City functions, showing up to help at the onset not when all the work has been completed. I work hard each day to be the best I can be, I also believe it is important to "own" my decisions, not only with the City Council, the Community, but also with the Employee's. Confident in the staff and their expertise in order to reach out to each of them for information and to provide credit where credit is due.

7. What is the most complex project you have coordinated? Describe the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

In July 2017 I reached out to the City's Financial Advisor after working with the City Council the last several months in relation to the City's Capital Improvement Program. The City Council approved the construction of a Public Works Facility, the Capital Improvement Project worksheet having been submitted as part of the FY 2016/17 budget originally. The

CIP was on the agenda at multiple work sessions during the first quarter of 2017, and also in June and July 2017. After much discussion the item was carried forward into FY 2017/18 with presentations from the Engineering firm on contract in May 2018, along with a revised cost estimate. The engineering firm provided a cost estimate of \$12.8 million to build the facility on land we already owned and using a design provided to them by one of the City's engineers. I would say this was a wake-up call for all! The fund source was identified as "debt", but there had not been a determination of what type of debt.

Additionally, there were several other projects totaling just under \$10 million to include expanding the City Hall Building and construction of a Parking Garage. Between the three projects, the total Capital Improvement funding request was around \$22 million.

The City engaged in a contract with Fitch Associates requesting an analysis of the Fire Department's processes and provide an assessment to include facility opportunities. The report was presented to the City Council in December 2017, the report provided direction to the City to assist in obtaining accreditation. Recognizing there was a need to improve the ISO rating from a 2-3 to a "1" by building three (3) new Fire Stations within the City limits, in order to meet the response time to a scene of 4-5 minutes. The City Council knew one of the two Fire Stations currently in operation needed to be replaced, it was erected 12 years ago and the building was meant to be temporary, hence why it is a modular facility, only meant to last 3-5 years. In order to educate the City Council and the public, I added the Fire Station discussion on every work session. The City enacted the Fire Assessment Fee for Capital Purchases for two fire truck three years ago, the fire assessment fee was due to expire. Now the opportunity existed to use similar funding for the fire stations, capital purchases, and future positions.

I placed the Fire Station discussion on every work session, bringing in the contractor from time to time to explain how the funding of the fire assessment fee would be applied to build three facilities and also the methodology to determine the collection process. The education process was not only for the City Council but also for the citizens. If the City Council approved the funding source as the Fire Assessment Fee the annual rate would increase substantially. The Fire Assessment Fee was collected as part of the Tax Collection process by the County and on the TRIM notice. The Fire Stations based on others recently built in the State varied in cost to construct between \$3.8 million and \$8 million. The total estimate for the City is \$22 million for the Fire Stations and equipment.

During the summer of 2018 I also proposed purchasing several pieces of property in the Historic part of downtown in order to construct some surface parking lots. The CIP cost for the land and construction was estimated at \$4 million dollars.

The challenge was to present the facts to the City Council and to the public, so when the public meetings occurred all the answers to questions had been considered, with a focus on being transparent. Between all the projects the City would spend approximately \$48 million for its Capital Improvement Program, even with creative funding this was a large amount of money to spend on several programs, especially since the City did not have any open debt outside of its Utility Funds and one refinancing due to be paid-off in 2019. The City Council approved all the funding initially in July, August and at the first and final

budget hearings. After a review of the projects and addressing the construction of a parking garage, I reduced the \$22 million to \$12.8 million in Capital Improvement Bonds to cover the Public Works Facility only. The City Council approved a short-term bank loan for the surface parking and property of \$4 million, these properties are located within the Community Redevelopment Agency area and will be paid in most part by cash available for such purposes. The final piece of the puzzle will be the construction of the Fire Stations, the City Council agreed to fund the stations using Fire Assessment Fees, there were several issues and the City Council struggled with increasing the current fire assessment fee from \$50 per homesteaded household to \$269 annually per homesteaded household. There were approximately 12 citizens who spoke out against the fee increase, and approximately 5 emails expressing their disapproval of the increase. Going forward I will be presenting the City Council a hardship option in case some of the citizens in the City qualify for assistance or relieve of the Fire Assessment fees.

Also, as part of this process the City had to go before the rating agencies and establish a credit rating. The total process was quite extensive and at times difficult to gage whether I had provided enough data for the City Council to make a very difficult policy decision.

8. Please describe your experience in overseeing the following operations: Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, and Public Safety (Police & Fire).

City Manager with the City of Mount Dora since September 2016, Utilities include Water Treatment and Distribution, as well as, Wastewater Collection and Treatment. There are two Water Treatment Plants and two Wastewater Treatment Plants and Collections. Experience with managing the Capacity Use Permit (CUP) issued by St. John's River Water Management District (SJRWMD) dealing with treatment capacity, current system has a capacity of approximately 4.9 million gallons per day (MGD). Managed the metering department for more than 13,000 accounts and very familiar with installation of new meters, as well as the Financial Collection piece of owning a Utility with a User Fee established for services rendered. Service includes more than 1000 fire hydrants, more than 100 miles of water mains and just over the same in sewer mains. Intimately involved in submission and management of State Revolving Funds (SRF) loans and grants issued by the State of Florida through varied agencies. Extensive experience in Water Plant Modifications and updates, boil water notices as well as the Florida reporting requirements with DEP if the testing indicates a minimum concern. Annual reporting to the DEP on water quality, and reporting to the State and Federal Government on the water at the Wastewater Treatment Plants. Familiar with our lift stations and the requirements to replace and repair and present to the City Council the need to allocate funds for operations issues, R&R (Renewal and Replacement), and line cleaning (use of the Vacuum truck to assist with solids being removed). Familiar with SCADA controls and reporting and the need for automated systems. Working to develop an interconnect with another local City to purchase their Reuse excess and pipe to several residential developments, needing additional capacity for irrigation.

Stormwater run-off and monitoring of the drains and ponds and the filtration to the aquifer represent a small piece of this Utility System. Legal requirements for the NPDES permits and the surface water requirements, as well as the long-term goals of effective stormwater management are vital. Without the stormwater collection drains the City's would see more flooding and pollutants could enter our lakes, ponds, and waterways. Challenges with stormwater drains include undersized drains mainly due to when they were installed and growth in number of homes serviced. The stormwater systems or pipes are no longer adequate, to correct the problem not only will new infrastructure need to be installed, but also new roads/streets, curbing, and driveways, etc. since now homes exist where at one time they did not, creating an ongoing challenge.

Street & Traffic Control exist as part of other departments, such as Public Works for Streets; and Traffic Control is within the parameters of Policing Services. Street Maintenance is critical to safe streets, just to mention a few of the issues to be aware of when managing this program, address pot holes and repair properly, stripping visible for safe operation of vehicles on the streets, and adequate lighting of the area. Traffic Control needed during an event at the appropriate locations, street lights working properly to assist with movement of vehicles through an area, speed limits set as per residential or commercial uses and traffic patterns, as well as the use of School Crossing Guards at intersections for safety.

Police and Fire Services are fairly similar at all City's and I have had the pleasure of working with both units at four different City's. For the most part, the management structure employed at each is the para-military command. Also, most of these organizations are represented by collective bargaining units, therefore the rules and regulations are fairly detailed and straight forward. The officers/firefighters that work in these two departments tend to follow the "chain of command" and they are led by their Chief, then the City Manager. These men and women like all employees in general, work hard to support the City and put their lives on the line, at the end of the day they want to be respected for the work they perform. Challenges for these organizations include shifts, promotions, the tools to perform their jobs, vehicles, accreditation, ratings as in the ISO for the Fire Department, and training. Keeping the City safe and providing protection at the highest level is paramount to the City and the Citizens.

9. Please describe your experience and skills in municipal financial management, budget development, and capital infrastructure planning, maintenance, and financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.

I have extensive experience in not only creating a Budget for Cities but also experience with Audit's and the CAFR. Each of the Budget's I have had the pleasure to be involved in have also had extensive Capital Improvement Plans or Programs. I have created CIP and Capital Outlay programs from the simplistic point of establishing the process of submitting the request to include the quote to substantiate the request and also as to how to decide on the source of funding from a revenue point of view. CIP programs to include Capital Outlay may include a component in which the requestor must justify the

request, including a Return-on-Investment (ROI) analysis, a cost-benefit analysis, as well as solution if the funding is not available.

Operating or general department use is budgeted and discussed during the budget work sessions, along with full-time equivalency data. Data analysis and Metrics are presented as to why the items are included in the budget. Revenues or Source of funds are also included during the budget work session meetings. Part of the Operating process includes Replace and Renewal of Utility Systems, Vehicles, Computers, and overall maintenance of the facilities. Extensive experience with Enterprise and Internal Service Funds, as well as Special Revenue Funds. I have issued RFQ's, and RFP's for the Financial Advisor's, Utility Rate Studies, Impact Fee Studies, and various other types of financial reporting documentation.

This past year I went with the City's Financial Advisor to New York and met with all three rating agencies, with a goal of seeing the City with an established Rating for future bonds. Types of bonds varied from capital improvement bonds to fire assessment fee structured bonds. The process was successful, we received overall a rating of AA- and A3 on the fire assessment fee bond since it is treated similar to a General Obligation Bond due to the security of the way the funds are collected and assessed.

10. Please describe any experience you may have in assisting your community/organization in advancing voter-referendums to consider financing of proposed municipal capital projects and/or community initiatives? In your response, also indicate the results of any such referendums, including any lessons learned that you would apply in future referendums.

Referendum to build a Police Station. The key to a referendum is education, the statute allows Cities to educate the public as long as there is no directional input as to how to vote. Informing the Citizens as to the reason and also explaining the process is the largest obstacle. Hiring the right consultant to provide the correct type of promotional educational material and also provide metrics to the City Council as to where, when, and how the materials were deployed, and then after the vote, providing more analytics as to the why the vote went the way it did. The referendum in which I was involved was approved and the Police Station is in the engineering and design/build process.

11. Please describe your experience with collective bargaining and labor relations, highlighting the types of bargaining groups you have worked with and tell us about any particularly innovative provisions/programs you may have incorporated in previous collective bargaining agreements?

I have been part of the negotiating team for two cities, currently with the City and the FOP or the Florida State Lodge Fraternal Order of Police; the Professional Firefighters of Mount Dora - IAFF- International Association Fire Fighters; and General Employees of whom have been part of the FOP or the Florida State Lodge Fraternal Order of Police for many years. The new agreement included some language stipulating new hires could not make a higher rate of pay as current employees still on probation and already on board

with the City Police Department. Added language for the Fire Department stating you could only test for a promotion if you were in good standing with the department. All three bargaining agreements include the provision paying for annual stipends to individuals to be paid during the first pay period of December annually.

12. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.

Respect for each member and their knowledge of their discipline. I look for members who are interested in the City, the discipline they represent, and teamwork. If someone is only worried about their department they will not look out for the bigger team or the City overall. I am direct and honest with employees and I expect the same, I have a good feel when you fit in with the organization and the leaders on-board.

13. How do you facilitate open and transparent communication with the Mayor & City Council, staff, residents, and other stakeholders?

I established weekly standing meetings with the Mayor and the City Council members beginning the first week of tenure as the City Manager. Actually it began after I accepted the position, I met with each member in the 45 days prior to beginning work so as to get to know their concerns and also to become familiar with the City and the issues in which the City Council viewed as their first priorities. I review items of interest during the weekly meetings and also the agenda for the next meeting, providing an overview of each item, I gather any questions they may have and then I follow-up with them. I send emails and updates or information during the week and also call them if I feel as though there could be an issue which may need their immediate attention. I provide information to the City Council via each agenda item, therefore the community can review all the information the City Council is provided. I also speak at several Community functions (Rotary, Women's Club, Kiwanis, HOA's or Community Organizations, Chamber, County and any other event in which I am invited). The Mayor is the spokesperson for the City, so I work closely with him to determine who will present or if a team approach. Providing information and a well written memo so the public can view it in advance of the City Council meeting has been the best way to communicate with the residents and also some of our stakeholders. I also meet with various stakeholders in reference to Development, the Wolf Branch Innovation District, or even on programs in which the schools wish to implement.

14. Palm Coast desires to be recognized as a community that encourages development consistent with its evolving vision from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center to diversify the City's tax base. Please tell us about any innovative strategies that you have used in your current or previous posts that successfully resulted in increased economic development, including providing some notable examples.

Identify or interview consultants, asking for input, looking for similar challenges, as to how to resolve the challenges, and then looking at their successes and missed successes. Involving the right experts from the start and listening to their comments, marrying the

input to the expectations of the City Council and the Community. Developing a plan with a reasonable implementation to include the diversification aspects expected and making sure your land development code language supports your plan. Knowing the direction of the project and verifying the project can support the direction is crucial to success, sustainability is the key. Advertising and promoting the area in a way to attract the right businesses, ad valorem tax programs can assist if a company is competing in similar Cities for a particular business, providing adjustment to the impact fees or a credit for the developer/builder of fees.

The Duke Energy Site Certification Study afforded the City the opportunity to view the property located in the Innovation District from the 50,000-foot prospective. The Study determined if loading or unloading of vehicles or trucks made sense, looked at the egress and ingress of the potential roads still to be built, and assessed whether the local job market could support specific types of jobs in the Life Sciences, Manufacturing, Industrial or a series of other specialties. Understanding the market and where you sit in that market is important, defining the industry and then trying to find some small wins as to bringing the right corporations or businesses to fill the niche's, one business at a time.

15. Please tell us about any notable intergovernmental partnership(s) you have developed or played a significant part in their implementation. As part of your answer, highlight any significant challenges that you had to overcome to help make the partnership(s) successful.

The City of Mount Dora recently partnered with not only SJRWMD but the City of Apopka to Interconnect the Reclaimed Water Lines. The City received funding from SJRWMD toward a partnership and both Cities have developed a relationship. The City of Mount Dora will build the interconnecting system and will purchase Reclaimed or Reuse water from Apopka and transfer the water to the subdivisions where there is a need for additional water in which to irrigate. Future plans will include an interconnection for potable water, since the City of Mount Dora has a large CUP and the City of Apopka may based on high volume usage at peak times need potable water. Some of the challenges include issuance of permits and agreements, since we are also in two different Counties, so MOU's and agreements have had to be updated to not only keep everyone informed but also to meet all liability and legal issues.

The City has partnered with Lake County on many projects over the years, currently we are partnering to improve the infrastructure of both the City and the County. The City has a Joint Planning Agreement (JPA) with the County and therefore several projects fall within the agreement, to include roads, utilities, and services. The City has been a financial partner and the County has been willing to write the grant request to the State for funding and the County has been the recipient of the state appropriations due to the roadway being a County Road.

16. What steps and/or processes have you used to track the performance of your organizations? Please include any specific examples involving performance metrics, and how you have communicated organizational efficiencies to the public and/or employees.

Florida Benchmark Consortium (FBC) involved since 2012 with this organization, but overall involved with metrics since 1996.

17. Palm Coast currently operates FiberNet, a municipal high-speed fiber-optic backbone that connects City sites and facilities. The City's economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its fiber network, ideally with the assistance of a new public-private partnership (P3) to help leverage its assets. Please tell us about any municipal fiber experience you may have, as well as any P3 projects you or your organization(s) may have been involved with, highlighting your particular contributions to the development and/or maintenance of such partnerships.

I have dark fiber now and our goal is to install the conduit as we install new pipes in the Wolf Branch Innovation District and then run the fiber once the commercial businesses begin construction. We have had six different contractors provide options in which the City could install and provide fiber to the commercial and residential customers in the future. The City is looking into P3 - private/public partnerships due to the type of utility service fiber is considered, meaning we as a City can't sell the fiber directly, but must go through a third party based on the service expected and provided. The City has expressed and received interest in partnering with a private corporation, also with a corporation which will assist in the capital portion and establish the service and then share in profits.

18. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the City of Palm Coast?

There is a Robin Hayes in the North Carolina legislative and several others in other positions in several other states – no relation.

19. What will we find in an internet search of press coverage that may be controversial or of concern to the City of Palm Coast? Please provide whatever explanation you think is appropriate to help us understand what we will find.

Same as number 18. I am sure the City Council meetings in which I have participated will display different quotes and input. No controversial items.

20. Are you currently involved in any other searches and what is your status in those searches?

No

21. Please provide a full description of your current compensation and benefits package and your desired compensation and benefits package if you were selected for this position.

- Annual Salary – \$157,423
- Annual Merit based on performance review
- Premium Term Life Insurance at Twice annual base salary
- Vacation credited with 10 days initial and 10 days annually
- Sick accrual based on City policy for City Employees

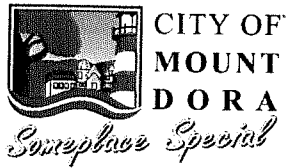
- Vehicle allowance of \$500 and increase per CPI
- Cell phone
- Retirement – 401A plan administered by ICMA-RC contribution rate of 15% of manager's base pay

22. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would have to be resolved before you would be ready to accept the position as the next Palm Coast City Manager?

I would need to provide the current employer at least a 30-day notice as per contract and it may be more toward of a 60-day notice. The timing of the resignation coincides with the beginning of the Budget Process, adequate time to allow for an Interim City Manager would need to be considered.

23. What are the three most important questions you have for Palm Coast Mayor & City Council?

- A. What obstacles and/or improvements do you believe will affect the FY 2019/20 budget cycle which will cause you to rethink the Strategic Action Plan?
- B. With the Innovation area and the future of the Fiber P3 program, what foreseeable challenges in educating the business community do you expect, and will there be an expected residential benefit due to the implementation of the program?
- C. Have you updated the Purchasing Policy to include the allowance of a P3 private/public partnership, and do you believe the private cooperation or business will need to compile to Municipal and State since there is an established partnership of sorts?



**CITY OF MOUNT DORA
STRATEGIC PLAN
FISCAL YEAR 2017-18
ACCOMPLISHMENTS**

Economic Development

- ✓ Created an Economic Development Plan
- ✓ Plan future growth of the Wolf Branch Innovation District
- ✓ Extended two-year no-cost to annex for the Wolf Branch Innovation District
- ✓ Established Special Events Standards and Fees
- ✓ Completed Phases I & II of WiFi/Bandwidth/Fiber Connection in Downtown CRA
- ✓ Entered into a negotiated territorial agreement for the JPA area with the County
- ✓ Hired Economic Development Manager
- ✓ Job sharing a position between Economic Development and City Clerk a new position to coordinate and support the Economic Development Manager
- ✓ Council approved several economic tax abatement programs, as well as several façade improvement programs
- ✓ Council approved the implementation of an Entertainment District within the Historic Downtown area
- ✓ Reviewed the current charter and uncovered definition of short-term rental allowances and staff defined a process to register such businesses
- ✓ Grandview plan as presented by RMA to expand commercial and residential in the NorthEast CRA.

Infrastructure

- ✓ Developed a Report on the Parking Lots, Sidewalks, and Streetscape Requirements
- ✓ Obtained CDBG grant for the Northeast CRA Stormwater Improvements
- ✓ Presented E-Sciences Tree Inventory Report
- ✓ Completed Lighting/Lamp Upgrades in Downtown CRA
- ✓ Constructed Library Butterfly Garden
- ✓ Relocated Enterprise Departments to the remodeled City Hall Annex to cohabit with Parks & Recreation
- ✓ Applied for State Revolving Funds for several utility projects

Fiscal (Resources)

- ✓ Increased the General Fund Balance Reserve from 10% to 17%
- ✓ Council approved the following updated fiscal policies:
 - FY 2018-19 Fee Schedule
 - Purchasing Policy Annual Revision
 - Library Donations Policy
 - Fund Balance Policy
 - Investment Policy
 - Various other policies
- ✓ Created new budget format in 2017-18 and 2018-19

- ✓ Re-evaluated the debt for the future due to the costs of the Public Works Facility
- ✓ Completed ratings process and received ratings from Fitch and S&P
- ✓ Obtained \$12MM Capital Improvement Bonds for construction of Parking Lots and Public Works Facility
- ✓ Obtained \$22MM Fire Assessment Bonds for construction of three Fire Stations
- ✓ Completed the Electric Rate Study and implemented rates, resulting in savings to customers
- ✓ In November 2018, Council hired a new City Attorney, who was appointed to succeed prior legal counsel in August 2018
- ✓ Completed audit with new auditors; closed the forensic audit that was opened in 2017; and addressed management comments
- ✓ Obtained SAFER grant, which partially funds the salaries of 12 new firefighters over 3 years
- ✓ Police Department sponsored student leadership program in partnership with the Chamber

Growth Management

- ✓ Enacted the following updated growth management policies:
 - FY 2018-19 Fee Schedule
 - Naming or Renaming of City Streets and Facilities
- ✓ Completed Phases I & II of the Wi-Fi Plan for the Downtown/Highland Corridor
- ✓ Completed purchase of Gobie property for potential parking in the Downtown/Highland CRA
- ✓ Delivered a Letter of Intent for proposed purchase of property on Limit Avenue for the construction of the Public Works Facility
- ✓ Delivered a Letter of Intent for proposed purchase of property on Baker Street for future expansion in the Downtown/Highland CRA
- ✓ Delivered a Letter of Intent for proposed purchase of property on Limit Avenue for a Recreation Facility
- ✓ Enacted 4-hour time limit parking in the Downtown/Highland CRA
- ✓ Entered into a sponsorship agreement with a third party to provide shuttle service in the Downtown/Highland CRA
- ✓ Created and implemented Summer Camp program through partnership with Round Lake Charter School
- ✓ Created and implemented After-School programming through partnership with Round Lake Charter School
- ✓ Relocated IT Department to City Hall
- ✓ Reorganized Customer Service within the Finance Department and promoted Supervisor from within; hired two part-time Customer Service Representatives to assist

Public Safety

- ✓ Accepted the Fitch Report on the Wellness of the Fire Department
- ✓ Developed a Strategic Plan in the Fire Department based on the Fitch Report
- ✓ Added 5 new police officers in FY17-18 and 2 new School Resource Officers (SROs) in FY18-19
- ✓ Recruited, hired, trained, and onboarded 12 new firefighters funded by the SAFER grant
- ✓ Added an officer in the Downtown CRA
- ✓ Reduced property insurance rates (ISO) in partnership with the Fire Department
- ✓ Installed cameras in parks and facilities as needed
- ✓ UCR Crime Rate is down 4%



**CITY OF MOUNT DORA
STRATEGIC PLAN SCORECARD - DECEMBER 2018**

| Goals | Inwork | Future | Hold |
|-----------------------------|--|--|------|
| Economic Development | Developing a Master Plan for the Parks & Recreation Programs | Develop a Master Mobility Plan - Traffic Management | |
| | Developing a WiFi/Bandwidth/Fiber Connection in the Downtown CRA. Phase III Inwork. | Develop a WiFi/Bandwidth/Fiber Connection for the future commercial and residential at Wolf Branch Innovation District | |
| | Staff Evaluating Special Events | Council Presentation of Special Events - March 2019 | |
| | Updating IPA contract with County | Purchase of land and construction of parks & recreation general purpose building | |
| | Developing Master Mobility Plan (Traffic Management) as part of EAR/Comp Plan | Plan & Develop Trail System - Wekiva | |
| | Review/Revise Impact Fees to include potential Mobility Fee | Plan & Develop Trail System - TavDora | |
| | 3-Year Contract with Dr. Richard Levey (beginning May 2017) to lead planning and economic development in Wolf Branch Innovation District - partnership with Lake County | | |
| | Contracted with PRMG to review all impact fees and make appropriate recommendations on future changes to the impact fee program | | |
| Infrastructure | Engineering of Public Works Facility | Develop a Master Plan for Infrastructure to incorporate maintenance and future growth | |
| | Parks & Recreation Master Plan; 80% complete - Current Parks, Future Parks, Trail System for Bicycling and 10-Minute Walkability, Passive and Interactive Activities, etc. as presented by consultant at most recent meeting | Develop a Master Plan for Stormwater | |
| | Construct a Public Works Building - in design | SR 441 and SR 44 enhancements | |
| | Upgrading current facilities by maintaining preventive maintenance programs | Construction of new Public Works Facility | |
| | Improving the Stormwater in the North East CRA through a grant from CDBG and financing from the board | Fire Assessment implementation of ISO Build of 3 new Fire Stations | |
| | Engineering Stormwater Improvements in the North East CRA | Develop a Utility Master Plan to include Wolf Branch Innovation District | |
| | RFQ for Construction At-Risk Manager for Public Works Facility Build | Remodeling of Public Safety Facility to a Police Department Facility as part of Capital Improvement Bond definition - future bond sale | |
| | RFQ for Construction At-Risk Manager for Fire Stations Build | Develop and implement an efficient sewer and reclaimed water system outside the interior city limits | |
| | Discussion on Future Parking Lots in Downtown | | |
| | Purchase of no more than three sites for future Fire Stations. (Potential to use City property for one site.) | | |
| | Purchase additional property on Limit Avenue for construction of Public Works Facility | | |
| | Assessing Post Office property for use as a Public Parking Facility | | |
| | Inspected available property for possible office space as well as property allows for parking - Analysis of use needs to be determined | | |
| | Apopka Interconnect | | |
| | FDOT/County/City water/wastewater piping | | |
| | Engineering process with FDOT/County/City - Roadway system | | |
| | Dogwood Mountain Restoration - The stormwater system failed during Hurricane Irma, washing out the roadway and bleeding into Lake John and creating lift station issues. | | |

CITY OF MOUNT DORA
STRATEGIC PLAN SCORECARD - DECEMBER 2018

| Goals | Inwork | Future | Hold |
|--------------------|---|---|---|
| Fiscal (Resources) | Lincoln Avenue Pool Resurfacing | Replicate Budget Process and Reports / Focus on improving CIP documentation | |
| | Engineering of Library Parking Lot | Prepare sale of future bonds secured within the Capital Improvement bonding process to fund remodeling of Public Safety Facility (available bond funding) | |
| | Internship Program (NorthEast CRA) with CareerSource | | |
| | Internship Program (Library) with CareerSource | | |
| | City-Sponsored Internship Program with a vocational and/or state college | | |
| | Shadowing Program with Legislature to include Mount Dora High School, Mount Dora Christian Academy and Homeschool students | | |
| | Post Office Property: Finalize contract for lease/purchase of property for Downtown Parking | | |
| | Post Office Property: Continue to negotiate with owners for future purchase of property | | |
| | Evaluation of the Mount Dora Golf Association contract | | |
| | North East CRA budgeted funds for purchase of property for a future parks & recreation general purpose facility | | |
| | Installing cloud-based fiscal asset system for vehicles, mobile equipment and facilities - Geotab | | |
| | Installing bar-coding system within the warehouse/inventory structure - WASP | | |
| | Hiring of key personnel, such as Finance Director and newly-created position for+ IT Director | | |
| | Contracted with PRMG for a Utility (Water & Sewer) Rate Study - ongoing | | |
| | Contracted with PRMG to determine an allocation method for all enterprise funds and special revenue funds to general fund | | |
| Growth Management | Developing a WIFI Plan for the Downtown/Highland Corridor - Phase IIIA | Develop a Building Master Plan for Infrastructure to incorporate maintenance and future growth | Valet Parking and Buses/Shuttles in Downtown CRA: Items brought before Council; Council denied proposals, but requested to hold and re-evaluate |
| | Continue to research/engineer and present options for surface parking lots in Downtown CRA | Ask State Legislature to consider making Golden Triangle area a CRA to address blight | |
| | Negotiations to acquire additional properties for parking in Downtown CRA | Purchase of additional property for City Hall renovations and parking lot | |
| | Multi-modal transportation network - County new Impact Fees and definition of mobility vs. transportation | Trail lighting/mobility | |
| | Expansion of the Highland Tennis Courts through a State grant process and County tourism dollars - add 4 tennis courts, 16 pickleball, concession and restrooms | | |
| | Comp Plan and EAR | | |
| Public Safety | Acquire National Accreditation for the Fire Department | Purchase property and build new Fire Station(s) | |
| | Develop Public Safety Plan for deployment and Implementation of the City's future growth - Fitch Report | Goal in the Fire Department of a six (6) minute response time to an incident | |
| | Install cameras in parks and facilities as needed | Pedestrian safety at 441 and other major intersections | |
| | | Place into service an additional fire apparatus ladder truck through the use of the SAFER personnel | |

DONALD KEWLEY



Donald G. Kewley

[REDACTED]
[REDACTED]
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

[REDACTED]
dkewleysr@gmail.com

DONALD G. KEWLEY

<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

Jan 2017 to Present

AFN Operations Manager

- 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, Procore, 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 ▪

City Manager Pre-Interview Questionnaire
City of Palm Coast, Florida
Due NLT Monday, February 4th at 11:00 PM CST

Full Name (first, middle, last): Donald Glenn Kewley
Nicknames (if any): None

Please provide your cell, home, and office numbers to facilitate contacting you if needed.



Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?

- City of Ashland Fiber Network Operations Manager (6) direct reports, 4 Internet Service Providers/Resellers and manage subcontractors; \$4.3 million budget.
- KellyMitchell (PG&E 3rd Party Contractor) Senior Program Manager; (0) direct reports; managed procurement & direct-install subcontractors; \$50 million budget.
- MJM Management Group (City of San Francisco 3rd Party Contractor) Capital Project Manager; (0) direct reports; Supervised projects and managed Subcontractors; \$25 million budget.
- In my Program Manager II position with Richard Heath and Associates I managed a team of 44 people across 23 counties in Northern and Central California. My working budget at the time was \$14.6 million.

2. Please detail the specific departments you have supervised in your last three positions.

- City of Ashland Fiber Network – I manage all operational aspects of the city-owned telecommunications infrastructure. This includes but is not limited to: strategic planning, forecasting, budgeting, marketing, personnel, training, project management, contracts and administration, billing, customer service & outreach, and managing the public-private Internet Service Provider (ISP) partnerships.
- KellyMitchell (PG&E 3rd Party Contractor) Senior Program Manager – I worked with consultants from Price Waterhouse Cooper (PwC) to design a bulk purchasing/procurement process and administered the RFP for Pacific Gas and Electric Companies \$500 million Energy Savings Assistance Program (ESA).
- MJM Management Group (City of San Francisco 3rd Party Contractor) Capital Project Manager – I worked with the City of San Francisco Office of Community Investment and Infrastructure (OCII) To prioritize capital infrastructure projects, develop project scopes & specifications, manage the RFP process from beginning

to end, prepared and managed capital construction project contracts on behalf of the City of San Francisco, served as the project manager for construction projects, managed vendors and key stakeholders and worked as a contributor on MJM Management Groups Urban Development Project Design Team on several public space projects across the United States.

3. Please explain why you left your last three positions.

- City of Ashland Fiber Network – Currently employed with the City of Ashland but I feel undervalued in my current role and I am seeking professional growth opportunities.
- KellyMitchell (PG&E 3rd Party Contractor) Senior Program Manager – This was a contract position that ended due to lack of funding.
- MJM Management Group (City of San Francisco 3rd Party Contractor) Capital Project Manager – My personality didn't align with the company culture.

4. Are there any gaps in excess of two weeks in your employment history? If so, please explain in detail.

- The gap between my employment with KellyMitchell (PG&E 3rd Party Contractor) and the City of Ashland Fiber Network was because my family and I relocated to Southern Oregon for my spouse's employment. (June 30, 2016 -Jan 11, 2017)
- August to September 2014 – 5-week gap between my employment with Bass Electric and my contract position with the Mosaic Company. (August 18, 2014 – September 20, 2018)

5. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for the organization and communicate that vision to all stakeholders?

- I usually begin by working with my team to collect relevant data and holding brainstorming sessions with key stakeholders and internal staff. Stakeholder meetings should result in developing a unified vision and preparing the appropriate communication for each target audience (executive council sessions, press releases, town hall meetings, etc.). I would then work with my team to review the budget and begin developing strategies, goals and work plans that are geared towards accomplishing organizational objectives.

6. What do you feel are your greatest strengths as a leader and manager?

- To answer this question, I will share information obtained from a 360 Leadership Assessment that I participated in during the capstone course for my MBA program at Pepperdine University. I asked my current staff, peers, and two directors from the City of Ashland to evaluate me using a survey that administered by an independent consulting company. The results indicated my top three leadership competencies were as follows: integrity, inspires others and performance feedback and coaching/mentoring. I have listed a few of their comments and

provided a brief statement as to circumstances that may have prompted their responses.

- Integrity: Does the right thing even when negative consequence may result. Maintains a high standard of excellence when dealing with ethical, legal or regulatory issues. Conducts all dealings in an honest and upfront manner. When I accepted the Operations Manager role with the City I inherited several Public Utility Commission violations that had not been addressed for several years. Instead of placing the blame on my predecessor I immediately took ownership of the issues and worked with my staff to develop a plan for achieving compliance. Even though it would cast a negative shadow over my organization, I informed the City Council and Executive Leadership team about the issues and communicated the plan for resolving them.
- Inspires Others: Motivates and challenges his team to attain a shared vision. Clearly communicates project, customer, and/or organization objectives and inspires others to action. Articulates a compelling vision of the future. Within a few weeks of starting my position with the City I realized the team was suffering from lack of vision, communication and leadership. I began to host and facilitate structured team meetings on a bi-weekly basis. During these meetings, we discussed the organizations mission, safety concerns, customer issues, training needs, scheduling and I provided each member of the team with an opportunity to ask questions and discuss any barriers that may prevent them from performing their job.
- Performance Feedback and Coaching: Sets high performance standards and challenges others to excel. Consistently conducts performance reviews and provides constructive feedback to his team. Recognizes and celebrates the accomplishments of his team members and colleagues. Coaches employees in how to leverage individual strengths and develop skills to improve work performance. I have bi-weekly one-to-one sessions with every member of my team. During the one-to-one session's, we discuss their personal and professional aspirations and I provide them with mentoring and coaching. In January 2018, I had worked with my current staff for one year and I thought it would be a good time to conduct performance evaluations. Majority of the team had never been evaluated by their supervisor. The team was pleased that someone from the management realm cared about them enough to look at their performance and provide feedback.

7. What is the most complex project you have coordinated? Describe the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

- I have coordinated several complex projects during my career. One of the most challenging was the servicing of two critical electrical switch gears at Yerba Buena Gardens in downtown San Francisco California These switch gears provide electricity for several large-scale operations for two city blocks. Affected facilities

included the Mascone and Marriott Convention Centers, Metreon shopping center and theatre, all the Yerba Buena Gardens facilities and City of San Francisco owned retail properties in the area.

- This was a mission critical project that required effective communication and the cooperation and coordination of several agencies and stakeholders. I facilitated planning and key stakeholder meetings for several weeks and worked with my contractors to put the whole thing together. They work would take approximately 8 hours to complete and both switch gears need to be serviced at the same time. One was fed by the Hetch Hetchy Hydroelectric Plant and the other by Pacific Gas and Electric Company. To further complicate the project some of the buildings couldn't be without power for an extended period so we had to procure several generators that were large enough to support the operation. In addition, the security systems for the entire area would be inoperable during the shutdown so we received assistance from the San Francisco Police Department.
8. Please describe your experience in overseeing the following operations: Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, and Public Safety (Police & Fire).
- I have no direct experience overseeing these operations from a municipality perspective however, I have managed numerous public works, traffic control, storm water and water treatment construction projects throughout my career.
9. Please describe your experience and skills in municipal financial management, budget development, and capital infrastructure planning, maintenance, and financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.
- While working for the City of Ashland I have prepared and defended budgets for the City of Ashland Fiber Network. The Ashland Fiber Network is an enterprise fund, so the budget process includes forecasting revenues (Fiber, Cable TV, Miscellaneous Services, etc.), expenses (personnel, materials & maintenance and capital outlay) and debt service (paying off municipal bonds). During my time with the City of Ashland I have not experienced any CIP infrastructure shortfalls.
 - Prior to working in the government sector, I managed all operational aspects (profit/loss, forecasting, budgeting, billing, capital improvements, human resources, etc.) of several multimillion dollar 3rd party energy efficiency programs and government partnerships.
10. Please describe any experience you may have in assisting your community/organization in advancing voter-referendums to consider financing of proposed municipal capital projects and/or community initiatives? In your response, also indicate the results of any such referendums, including any lessons learned that you would apply in future referendums.
- During my career I have not had any experience with advancing voter referendums. The funding had already been secured for the municipal projects I

have been involved with. While working as a Program Manager II for Richard Heath and Associates I was involved in securing funding from the California Public Utility Commission and Federally sanctioned lending institutions for Energy Efficiency projects in Northern and Central California.

11. Please describe your experience with collective bargaining and labor relations, highlighting the types of bargaining groups you have worked with and tell us about any particularly innovative provisions/programs you may have incorporated in previous collective bargaining agreements?

- I have worked with the following work represented work groups: IBEW (electrical & clerical), Laborer's, Cement Masons and Operating Engineers. The innovative provision that I have been part of is a letter of understanding clause which my counterpart and I had put in the last CBA which allows the bargaining agreement to be modified as necessary to best accommodate the city's needs. For example, modifying work assignments and reducing to staff to compensate for budget cuts.

12. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.

- A transparent and accountable culture is characterized by a feeling of trust at all levels. Situations are equitably resolved, and work is completed by collaborating with all the parties involved. OpenGov is a software application that's available to help cities promote transparency, streamline their budgeting process and promote public engagement. I strive to provide leadership and vision, insist on transparency, create a trusting environment that's built upon respectful open and honest communication. I believe in empowering my teams and giving them autonomy to complete projects or assignments. In my experience, employees who are given ownership and responsibility through inclusion and involvement in business processes, tend to feel properly recognized and justly rewarded.

13. How do you facilitate open and transparent communication with the Mayor & City Council, staff, residents, and other stakeholders?

- For me it begins by having an open-door policy. I strive to approach each situation objectively and encourage all parties to engage in an open and honest dialog (check ego's and politics at the door). I always seek to understand what questions need to be answered and what information is needed. I then determine which type of communication works best for the given situation and I provide the requested information in a timely manner. I find value in using surveys and hosting listening sessions or community engagement events to seek public input and support on matters of significant importance.

14. Palm Coast desires to be recognized as a community that encourages development consistent with its evolving vision from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center to diversify the City's tax base. Please tell us about any innovative strategies that you have

used in your current or previous posts that successfully resulted in increased economic development, including providing some notable examples.

- In my experience Environmental (Green) Initiatives, Smart City strategies and the availability of affordable housing result in diverse communities and promote strong economic development. During my time with the City of Ashland, I have partnered with the local Chamber of Commerce, community-based organization's (CBO's), Next Century Cities and the National Association of Telecommunications Officers and Advisors (NATOA). Through my partnerships with these organizations I have been able to implement cost savings programs, update my organizations strategic plan and develop a marketing strategy/plan to promote the city and services it provides for the community.

15. Please tell us about any notable intergovernmental partnership(s) you have developed or played a significant part in their implementation. As part of your answer, highlight any significant challenges that you had to overcome to help make the partnership(s) successful.

- As the only municipally-owned telecommunications in Southern Oregon my organization has developed several inter-government service agreements in place. These agreements enable the Ashland Fiber network to provide high-quality and affordable Internet Bandwidth to neighboring communities to support mission critical services. The biggest challenge is getting community support as a small number of tax payers are concerned their money is being used to subsidize the effort. In addition, one of our city councilors is a director for a neighboring community for which my organization provides services which adds complexity to the situation. The councilor recuses himself from any decision making with respect to the partnership and the legal teams from each community carefully review all associated documentation and payments for services.
- While working as a 3rd Party Program Manager II for Richard Heath and Associates I managed several government partnerships. These groups had representatives from cities, counties, local housing authorities, economic development corporations, elected officials (congressmen, representatives, mayors, etc.). the goal of these organizations was to provide services for the underserved communities in Northern and Central California. While working in this capacity I helped develop several pilot programs that brought new energy efficiency programs to various communities throughout my territory.

16. What steps and/or processes have you used to track the performance of your organizations? Please include any specific examples involving performance metrics, and how you have communicated organizational efficiencies to the public and/or employees.

- In my current role with the City of Ashland my departments performance is measured by industry benchmarks in the following areas: Service interruptions caused by Node issue, customer outages corrected the same day, new customer

connects within 2 business days, network latency, network uptime, facilities inspected % plan completed, Facility Remediation and PUC violations corrected.

17. Palm Coast currently operates FiberNet, a municipal high-speed fiber-optic backbone that connects City sites and facilities. The City's economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its fiber network, ideally with the assistance of a new public-private partnership (P3) to help leverage its assets. Please tell us about any municipal fiber experience you may have, as well as any P3 projects you or your organization(s) may have been involved with, highlighting your particular contributions to the development and/or maintenance of such partnerships.

- I have managed all aspects of Ashland's City-Owned Fiber Network for 2-years. During that time, I have worked with the City Council, City Leadership Team and the Citizenry to improve the organizations performance and public perception. The facilities I manage include a combination of 119 miles of coaxial network and 25 miles of fiber on 1,750 utility poles or buried in underground conduits. The outside plant includes 40 optical nodes and more than 1,000 amplifiers, power supplies and other active devices. The organizations Headend and Network Operations Center is configured with industry standard equipment. The current internet bandwidth capacity of the plant is 20 Gigabits of carrier and path diverse transit and 10 Gigabits of transport.

The organization is setup an open access model meaning the city owns, manages operations and maintains the telecommunications infrastructure, then leases it to preferred locally owned Internet Service Providers (ISP's) so customers can choose between going with AFN directly or the partner ISP that best fits their needs. Through the public-private partnership the City of Ashland provides high-speed, robust, broadband telecommunication services to approximately 4,200 residential, commercial, health care and educational customers in the Ashland area.

The infrastructure presently has nine cable modem service levels enabling customers to select the service level that best fits their needs. AFN's direct fiber service provides connections up to 1Gigabit per second, with 99.9% connection availability, and 24/7 local technical support. My organization also offers up to 24Mbps wireless service via a tower serving residential customers living outside the urban growth boundary.

Cable TV is provided to the community through a lease agreement between the City of Ashland Fiber Network and a local retail partner. The cable TV signals transit AFN's network. The Ashland Fiber Network is responsible for the maintenance and regulatory compliance of the network along with performing hot-connects and disconnects for TV installations and responding to majority of the cable TV service calls. The City data network transits through AFN connections

as the City government operation relies on the Telecommunications Division for mission critical connectivity.

18. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the City of Palm Coast?

- I have had several comprehensive background checks and am certain you won't find anything with my background or reference check that will require an explanation. I do have student loans, medical bills and tax payments all of which I am currently making payments.

19. What will we find in an internet search of press coverage that may be controversial or of concern to the City of Palm Coast? Please provide whatever explanation you think is appropriate to help us understand what we will find.

- I haven't been associated with any press coverage that will require an explanation.

20. Are you currently involved in any other searches and what is your status in those searches?

- I have applied to positions in the Pacific Northwest, but the postings have not closed.

21. Please provide a full description of your current compensation and benefits package and your desired compensation and benefits package if you were selected for this position.

- Step 5 of 5 Operations Manager salary
- PEERS, 401k, medical, dental, life, supplemental Insurance, VEBA contributions, Health Savings, Tuition reimbursement, mileage reimbursement
- 40 hours admin leave annually, 5 hours Vacation bi-weekly, 4 hours sick bi-weekly, paid holidays

22. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would have to be resolved before you would be ready to accept the position as the next Palm Coast City Manager?

- Out of courtesy, I would need to provide my current employer at least 30 days' notice prior to my departure. I would also be concerned about securing short-term and long-term housing and the costs associated with relocation.

23. What are the three most important questions you have for Palm Coast Mayor & City Council?

- What metrics would you utilize to determine whether your new city manager and their leadership team has been a success?
- What are the top three priority issues that you would like to see addressed by the incoming City Manager and what is the anticipated timeline for completion?
- What creative financing activities have found to be successful for your community and what hasn't worked?

GREGORY (GREG) YOUNG



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

[REDACTED]

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



youngest@comcast.net

City Manager Pre-Interview Questionnaire
City of Palm Coast, Florida
Due NLT Monday, February 4th at 11:00 PM CST

Full Name (first, middle, last): Gregory Allyn Young
Nicknames (if any): Greg

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

[REDACTED]
[REDACTED]

Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?
 - A. City of Ferndale – 70 total FTEs – six direct report Department Heads - Total Budget \$30 million.
 - B. City of Marysville – 150 Total FTEs – two direct reports - Total Budget \$160 million.
 - C. Town of La Conner – 30 total FTEs – four direct reports – Total Budget \$10 million.
2. Please detail the specific departments you have supervised in your last three positions.
 - A. City of Ferndale – Supervised Finance, City Clerk, Public Information, Court, Police, Community Development and Public Works (water/sewer/storm)
 - B. City of Marysville – Supervised Economic Development Department – reporting directly to Mayor
 - C. Town of La Conner – Supervised Finance, City Clerk, Community Development, Police, Court, and Public Works (water/sewer/storm)
3. Please explain why you left your last three positions.
 - A. City of Ferndale – Qualified for State Retirement – end of employment contract term
 - B. City of Marysville – Left to join City of Ferndale
 - C. Town of La Conner – Left to begin government consulting
4. Are there any gaps in excess of two weeks in your employment history? If so, please explain in detail.
 - A. Left City of Ferndale on December 31, 2018 – end of contract term.

5. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for the organization and communicate that vision to all stakeholders?

Without strategic planning and visioning, all you are doing is wasting time. I have developed techniques for Councils to articulate and prioritize projects to set the direction of the city (see attached ICMA magazine article I authored). Once established, you clearly and loudly declare to the world what you want and need to accomplish.

In addition to website and social media exposure, I have found that the cost and energy to prepare a direct mailing to all citizens is well worth the effort – it is amazing how many people will open and read something from the city – we once did a survey and discovered that over 80% of our residents read our monthly newsletter.

6. What do you feel are your greatest strengths as a leader and manager?

People enjoy working for me because I give them not only responsibility but authority to do their job. I have high expectations and work with my employees to develop work plans to accomplish their/our goals. We then report back to the Council periodically to highlight the accomplishments and alterations to the work plans. I like to have my employees deliver updates directly to the Council – it is good for the employee and it is gratifying for the Council to hear and see from their people.

I am fair and most importantly, consistent. I do not play favorites and strive to have my employees exceed their own expectations. I am inclusive – every Councilmember will know the same information at the same time – that is how you spur group cohesiveness and good decision-making.

7. What is the most complex project you have coordinated? Describe the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

In Ferndale we charted and then delivered on a multi-year and multi-facility construction program. Through visioning and prioritization, the Council decided that the city needed three new facilities – a new police/court facility, a new library and a new community center.

Both the police and the library were housed in undersized and inadequate buildings – there was no community center.

The city owned a shuttered old roller rink. The existing library would make a good police station. So, over a three-year period we completed the following:

- a. We first remodeled the old roller rink into a temporary library (at the end, this facility would house the community center). This was done with cash on hand.

- b. With the library in their new temporary home, we remodeled the old library into the police/court (through a bond measure).
 - c. After the law and justice facility was completed, we built a new stand-alone permanent library (using community donation program and bond issue).
 - d. Once the library moved out of their temporary facility, we completed additional minor renovations (with cash) to turn the facility into the Community Center – we also moved our Chamber of Commerce and Visitors Center into the building – the Chamber (in return for free rent) schedules and rents out the community center for events.
 - e. Through this multi-pronged approach, we obtained significant community buy-in. We “recycled” two existing facilities, improved public safety (and police retention/attraction), increased community pride (new beautiful library), and created a community meeting place with rental income cash flow. These achievements were signified by the passage of two bonds by large margins.
 - f. Also, of note was that for all of these projects, I was the Owners Representative – working daily with the architects, engineers, and contractors. For the civil portion of the three projects, the City (I) also assumed the role of general contractor – hiring all subs and working with our civil engineer to supervise the projects.
8. Please describe your experience in overseeing the following operations: Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, and Public Safety (Police & Fire).

I have significant experience in all of these areas:

- A. Water – Constructed a new water treatment plant and developed a multi-year program to drill new wells, obtain new water rights, and replace/modernize our water distribution system.
- B. Sewer – I have supervised – from design to construction – two wastewater treatment plant expansion projects and recently developed/implemented a four-year \$8 million sewer line and lift station modernization program.
- C. Stormwater – This area has seen the largest growth in regulation and capital investment. I often tell people that we really do not build new roads today – we build stormwater facilities that have a road nearby. Over the last decade, I formed and grown our Stormwater Department – hiring both a Director and Technicians/Inspectors.

- D. Street/Traffic Control – I am an expert on street and traffic issues – this is not a boast but a fact – having constructed/reconstructed a new roadway in every year of my 15-year tenure with the city, I have deeply studied and taken multiple classes on traffic engineering. People will always complain about their traffic (regardless of level of service) – for it is the only traffic they encounter on a daily basis. I have a proven track record of improving the transportation network to increase economic development and to better the quality of life in your community.

I have personally obtained over \$40 million in State grant funding and received state grant funds every year – we had a strong track record of delivering projects on time and on budget and were rewarded by the state agencies through generous funding.

- E. Public Safety – If people do not feel safe in their homes, you will accomplish nothing – the reason cities exist, and the reason people historically grouped together is for safety. For this reason, public safety must be the first priority. As noted, I have constructed new police facilities and have written the 20-Year Strategic/Capital Improvement Plan for the local Fire District. I understand staffing issues and how to objectively determine the appropriate staffing for proper response time.
9. Please describe your experience and skills in municipal financial management, budget development, and capital infrastructure planning, maintenance, and financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.

I began my career in Finance – first as an Assistant State Auditor, reviewing the financial affairs of dozens of cities and then as a Finance Director where I developed and monitored budgets. Finance is where I started and what I enjoy – as strange as it sounds to some, I enjoy the beauty of a well-designed spreadsheet.

These skills have served we well – especially in the area of CIP development and implementation. I have designed well-reasoned multi-year CIP plans that are communicated to the public so they understand what projects come first and can appreciate that there is a plan in place to address a multitude of issues.

I am a strong proponent of well-researched and appropriate impact and connection fees. New development must be expected to pay their fair share (not all) of the cost of future improvements because it is the on-going growth of a city that dictates the necessary capital improvements. If you have a sustainable and predictable impact/connection fee program, you will have the matching funds to facilitate the application for grant funding.

Regarding creative strategies, I was pleasantly surprised at the potential for a well-design fundraising program to generate significant revenues. When we fundraised for the new library, we had the benefit of a donor pledging \$1 million

on a matching basis. This spurred an idea – I proposed that the City also pledge \$1 million in matching money. Thus, anyone who pledged a dollar, would be matched by the city as well as the donor – the power of saying one dollar turns into three dollars was dramatic.

10. Please describe any experience you may have in assisting your community/organization in advancing voter-referendums to consider financing of proposed municipal capital projects and/or community initiatives? In your response, also indicate the results of any such referendums, including any lessons learned that you would apply in future referendums.

In Washington State, the law prohibits the “promotion” of a bond issue by the city. Thus, we have been forbidden from developing materials or otherwise suggesting to voters to “vote yes”. What this has meant is that we needed to double our efforts to clearly articulate the need for the improvement and most importantly, to demonstrate that we have a well-developed plan. It is a matter of obtaining trust from the community that not only that the improvement is needed but that their money will be well spent. In my career, I have never had a bond issue fail at the ballot box.

11. Please describe your experience with collective bargaining and labor relations, highlighting the types of bargaining groups you have worked with and tell us about any particularly innovative provisions/programs you may have incorporated in previous collective bargaining agreements?

I have extensive collective bargaining experience. At my most recent city, we had five bargaining units – two Teamsters units, two Machinists units, and a Police Guild. I was the lead negotiator and handled all grievances and discipline matters.

For the Police Guild, it was a newly formed unit, so I was tasked with developing the initial collective bargaining agreement. As is the case for fire/police units, there are many public safety specific provisions that need to be negotiated. This was done with the backdrop of our existing agreements to ensure that there was consistency amongst the groups.

I am very proud of the fact that we had very few formal grievances – I owe this to my ability to be consistent and fair with all employees while keeping the best interest of the city in mind.

Navigating through the Great Recession was a challenge and required a different approach amongst the bargaining units. Some opted for wage concessions while others preferred layoffs to align our new revenue picture to the changing times.

12. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.

I believe in a team atmosphere – this is why I hold weekly Department Head meetings wherein each Department Head highlights all of the issues and projects currently underway. I have found that it is vital for every department head to

know what the others are doing – this not only fosters an environment of shared goals and purpose but also helps everyone understand how financial resources need to be fairly and purposely allocated.

I am not content to just manage city operations – I push hard to establish bold goals for the next two to three years and move decisively to fulfill these ambitions. At the City of Ferndale, we did more each year, lining up more projects, instituting more IT solutions to streamline operations and challenging all employees to strive for excellence. If I do not have dozens of projects either underway or moving toward implementation, I am not satisfied.

13. How do you facilitate open and transparent communication with the Mayor & City Council, staff, residents, and other stakeholders?

I believe in working very closely – on a daily basis – with the Mayor. They had the courage to run for office and especially in the current political climate, this needs to be honored and respected. I will provide the same information to every Councilmember – the idea of managing by controlling information is one that I do not utilize. The best decisions are made when all options are discussed, and the collective will of the elected officials is determined.

Over the last few years I have instituted the principals of LEAN for all employees. Each Friday employees gather for about an hour in the morning and share their LEAN ideas from the last week. I have found that this has fostered an atmosphere of shared goals – it is refreshing to see someone from the finance department offer to build a spreadsheet for the parks maintenance crew to better track their park maintenance activities after hearing during a LEAN meeting that the current forms were cumbersome.

As for the citizens, they need to know how their dollars are being spent. Therefore, I have encouraged a robust social media presence. The City of Ferndale has the second biggest per-capita social media outreach in the State of Washington – second only to Seattle. We use social media to not only push out information but, more importantly, to have a two-way conversation with our residents.

14. Palm Coast desires to be recognized as a community that encourages development consistent with its evolving vision from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center to diversify the City's tax base. Please tell us about any innovative strategies that you have used in your current or previous posts that successfully resulted in increased economic development, including providing some notable examples.

As Economic Development Director for the City of Marysville, I was tasked with developing an economic development strategy to grow the city from its historical residential stature to a more economically balanced community. I am extremely proud of how this strategy has transformed the city into a thriving city with a diverse tax base.

At the City of Ferndale – historically a bedroom community for the nearby county seat of Bellingham – we embarked on a multi-faceted program of economic development centered primarily in the streamlining of permitting. We drastically reduced permitting time and brought in development that not only increased the tax base but also provided living-wage jobs. This was facilitated by an aggressive transportation network improvement program that has allowed for a 40% growth of the city's population over the last 15 years together with an *increase* in our transportation level of service.

We partnered with the local Port District to open a small business incubator center and with the facility of Western Washington University to open a Small Business Assistance Center. Together these two programs have not only brought new businesses into the city but also helped the existing businesses to grow and prosper. This last point is worth reinforcing – research has shown that 70% of the new jobs created in your city will come from businesses that have already chosen to locate in your community – they have already made the investment and your time is well spent working with them and their suppliers/customers to help them grow.

Lastly, we invested in completing a Planned Action Environmental Impact Study (EIS) for approximately 500 acres adjacent to the city center. This has meant that for businesses locating in this area, no additional environmental review is necessary if they pay the established impact fees. This has dramatically reduced the time needed to locate in the city and had brought certainty to the costs of opening or expanding operations.

15. Please tell us about any notable intergovernmental partnership(s) you have developed or played a significant part in their implementation. As part of your answer, highlight any significant challenges that you had to overcome to help make the partnership(s) successful.

One noteworthy intergovernmental alliance I formed and managed was related to Domestic Violence. There was a pressing need to have an advocate to help victims of domestic violence traverse the court system. These individuals are under extreme stress and the intricacies of the legal system can be daunting. I headed a partnership with the smaller cities in Whatcom County (the County and Bellingham have their own program) to hire a Domestic Violence Advocate to fulfill this need. This program, paid via a pro-rated annual city assessment system I developed, has provided this service for nearly a decade.

16. What steps and/or processes have you used to track the performance of your organizations? Please include any specific examples involving performance metrics, and how you have communicated organizational efficiencies to the public and/or employees.

Performance Measurement has become popular over the last decade but in some instances, it has evolved into "form over substance". Providing performance figures is meaningless unless there is context. For example, to say that the city

installed X number of valves or wrote Y number of reports doesn't mean anything (how many should they have done?) – it may answer the question of what you do all day but it does little to convey a sense that the people's money is being well spent, that efficiency is being emphasized.

As a result, I focus on telling the story of how we can do more this year than last year and instead of tasking my employees with keeping mountains of statistics (how much time is wasted tracking the number of trash cans were emptied?), I challenge them to offer ideas on improving operations and delivery superior services.

17. Palm Coast currently operates FiberNet, a municipal high-speed fiber-optic backbone that connects City sites and facilities. The City's economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its fiber network, ideally with the assistance of a new public-private partnership (P3) to help leverage its assets. Please tell us about any municipal fiber experience you may have, as well as any P3 projects you or your organization(s) may have been involved with, highlighting your particular contributions to the development and/or maintenance of such partnerships.

I have been deeply involved in the developing the city's fiber system – both for city needs as well as business. I've worked closely with service providers to efficiently improve the fiber backbone within the city. Utilizing the city's franchise agreements, we have constructed fiber connections amongst city facilities and, significantly increased the reliability of our utility system (water/sewer) through fiber telemetry connections. Our utility operators have 24-hour on-line monitoring capability which has drastically reduced manpower requirements.

18. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the City of Palm Coast?

I am rightfully proud of my municipal career. I have worked with countless councilmembers and almost a dozen mayors. I can say that I've left every city better than I found it. I believe that my references will reinforce this history and track record.

19. What will we find in an internet search of press coverage that may be controversial or of concern to the City of Palm Coast? Please provide whatever explanation you think is appropriate to help us understand what we will find.

I left my previous employer, the City of Ferndale, when the current mayor decided to not renew my contract. Having worked for three different mayors over the 15 years at this city, my relationship with the current mayor became stressed with him wanting the Council to raise his salary and offer him insurance coverage for him and his family. Citing not only precedent but the financial cost, the Council denied his requests.

As a result, he took the position (in relation to the extension of my contract) of wanting me to reduce my salary to free up monies for (perhaps) an increase in his compensation. This placed me in a difficult ethical and professional dilemma – to either accept this reduction or not. In the end, I would not support his efforts and, as a result, he decided to not renew my contract, decided to promote the Community Development Director to City Administrator, thus achieving the goal of reducing the administrative cost to the city. This situation may surface during your research of press coverage.

20. Are you currently involved in any other searches and what is your status in those searches?

I am currently in the very early stages of considering one other City Manager position, am researching the city but have not moved into the formal selection process.

21. Please provide a full description of your current compensation and benefits package and your desired compensation and benefits package if you were selected for this position.

Below are the particulars of my last compensation contract:

| | |
|-----------------------------------|---|
| Salary | \$153,775.91 |
| Deferred Compensation - \$900/mo. | \$10,800.00 |
| Vacation | 38/day per year |
| Sick Leave | 16/days per year |
| Health Insurance | High-Deductible HSA with \$4,700 annual city contribution |
| Dental/Vision | 100% employer paid |
| Travel/Training Budget | \$3,500.00/yr. |

The compensation package for Palm Coast would need to be negotiated and commensurate with the demands of the position and, as noted in the promotional flyer, competitive for the Florida market.

22. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would have to be resolved before you would be ready to accept the position as the next Palm Coast City Manager?

Realizing that the current Interim City Manager is a candidate, discussions would need to occur to ascertain his career intentions and his ability to support and advance the goals of the city.

I have mentored many individuals in the past and am proud to say that this has enabled them to further their municipal management careers.

23. What are the three most important questions you have for Palm Coast Mayor & City Council?

1. What are your shared goals for the city – is there consensus as to the direction of the city?
2. Are you interested in someone who will just “keep the trains running on time” or are you looking for more? I have a desire to take the City to new heights, not to just manage the city. Over my career, I have performed the duties of most every Department Head so I know what can and cannot be expected from my employees. I want to strive for greatness and want to be sure these are the attributes the City desires.
3. It is sometimes easy to say what you want to change – everyone runs for office with specific goals in mind. Just as important as what you want to change is what you would never want to change. What about Palm Coast would you never want to change?

Closing – I am a highly skilled and time-tested City Manager. With this said, I am also not your typical City Manager. I have (in my mind healthy level) a certain degree of impatience. I am not content to do what has always been done. I get excited when someone comes in my office and says, “I have a crazy idea”. I foster a sense of professional independence in my Department Heads – I give them both the responsibility as well as the authority to do their jobs in a superior way.

If we are not having fun and enjoying new challenges, what is the purpose. I will be a superior Palm Coast City Manager – we will move fast and hard and the citizens of Palm Coast will be the benefactors.

Having managed extremely large workforces (8 direct reports and 300 employees) as well as relatively small organizations, I have amassed broad experience that enables me to focus strategically on long term goals and develop specific strategies to accomplish shorter-term objectives.

BY GREG YOUNG, ICMA-CM

WHAT MUST WE DO TO ACHIEVE CONSENSUS?

One exercise I like supports new and current elected officials

Budget retreats and prioritization exercises are often interesting and sometimes productive, but one vexing aspect of city management is achieving a consensus among councilmembers regarding long-term goals. I don't know of a single recently elected councilmember who did not come into office with a list of local government priorities.

In my experience, the best recipe for council unrest is frustration by one or more councilmembers over what they considered the priorities of the community. To combat this and to provide consensus in the budgeting process, I have refined a methodology and come up with a three-tiered list of projects that are considered the Must-Do, Should-Do, and Could-Do lists. These lists are the basis for building the budget, and over time they provide a measure against which activities of the local government can be evaluated.

For a council of seven members and a mayor, the entire process takes approximately three hours and fits well into established budget retreats or other annual council processes. I use this whenever there is a change in council composition or whenever there is a need to reflect and possibly redirect our actions.

The Process

In advance, I ask all participants to think of one simple question, such as "What should the city do in the next four years?" At the retreat, participants then go through the following series of steps:

Brainstorming. Each councilmember lists one item (for example, improve downtown parking), and it is written on a board. There is no debate or explanation of the idea. The concept at this point is to simply download all ideas. Every person states ideas until there are no more, and we usually end up with 30 to 50 ideas.

Explanation and consolidation.

We then go through each idea and have the participants explain their suggestions and, in general, present their argument on its merits. Since there will undoubtedly be ideas that are similar, we combine the different ideas with the consent of the parties in order to pare down the list (perhaps combine "improve downtown parking" with "build a parking garage" into "study downtown parking issues," for example).

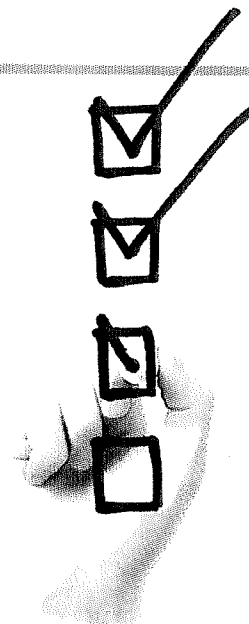
At this point, we usually take a short break. Not only does the break provide an opportunity for participants to stretch their legs, but you will see discussions begin around the various ideas.

Prioritization, first round. All elected officials are given a sheet of paper with 10 lines and asked to assign their favorite idea 10 points, their second favorite 9 points, and so on. The points are totaled and placed on the board next to the respective ideas. Ideas that did not receive points are removed from the board.

Prioritization, second round. To come up with the *Must-Do* list, participants are again given a sheet of paper, this time with five lines. Each member's favorite idea gets five points, the next favorite idea gets four, and so on. The points for each idea are totaled, and the five biggest vote getters go on the *Must-Do* list.

Prioritization, final rounds. Each member ranks each remaining item twice more in order to get the *Should-Do* list and the *Could-Do* list.

At the end of the day, three lists represent the established priorities of the councilmembers. These lists are then used in formulating the budget. Given the inclusive nature of the exercise, I have found that this results in a lower probability of outliers thwarting the budgeting process.



Two Final Details

First, because of the recent economic downturn, we have seen less value in redoing the exercise annually. The high-value ideas tend to transcend annual budget cycles.

Second, repeating this exercise has allowed some councilmembers to figure out how to game the system. Two can collaborate to allocate their points to each other's ideas, thus ensuring that idea's survival in the first round. There is a solution.

Have a preliminary round in which everyone is asked to mark which ideas they could generally support and fund—with no limit on the number of ideas they can support. With a seven-member council, any idea that does not have at least four votes is eliminated.

One year, on the day before the council retreat, I did this same exercise with only the department heads. At the end of the departmental retreat, I posted their three lists for comparison with the council's lists. There was a lot of overlap, and the group seemed to enjoy the comparison and joked about which list was best!

I hope this no-fisticuffs exercise can help colleagues who will be working with recently elected officials. **RM**



GREG YOUNG, ICMA-CM
City Administrator
Ferndale, Washington
gregyoung@cityofferndale.org

JAMES (JIM) DRUMM



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.

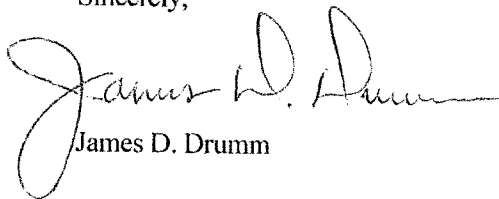
Page Two

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.

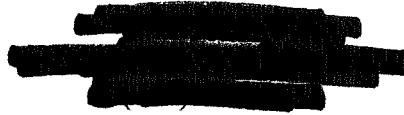
I would be pleased to discuss my interest in the City Manager position and my qualifications further either by telephone or in person. I thank you in advance for consideration of my application.

Sincerely,

A handwritten signature in black ink, appearing to read "James D. Drumm". The signature is fluid and cursive, with a large initial "J" and "D".

James D. Drumm

James D. Drumm



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.
- Redesign 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.
- Redesignated 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 of Lake Alfred, Florida

City Manager

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 cataloging 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

City of Auburndale, Florida

Assistant City Manager

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

CREDENTIAL 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

City Manager Pre-Interview Questionnaire
City of Palm Coast, Florida
Due NLT Monday, February 4th at 11:00 PM CST

Full Name (first, middle, last): James David Drumm

Nicknames (if any): Jim

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

 _____

Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?

Brunswick: 200 \$46 million

Zephyrhills 185-165 \$60 million

High Springs 69-72 \$21 million

2. Please detail the specific departments you have supervised in your last three positions.

Brunswick: Police; Fire; Finance; Planning, Development and Codes; Economic and Community Development (Economic Development, CDBG, Youth Center and Senior Center); Public Works (including parks, streets, sanitation, vehicle maint, cemeteries, facilities maint, stormwater); Land Bank Authority; DDA, TIF District; and Administrative Services (IT, HR, and Grants).

Zephyrhills: Police; Fire; Finance; Planning; Building and Codes; Public Works (including parks, streets, sanitation, cemetery, vehicle maint, facilities maint, stormwater); Utilities (water/sewer); IT; Library; Airport; Community Redevelopment Agency (CRA); and Administrative Services (HR).

High Springs Police; Fire; Finance; Planning, Development and Codes; Pubic Works (including water, sewer, parks, recreation, streets, sanitation, vehicle maint, facilities maint, stormwater); and City Clerk's Office).

3. Please explain why you left your last three positions.

Brunswick: Still employed. Looking at career advancement and locating closer to family in central Florida.

Zephyrhills: just prior to my three year contract expiring, the former city manager with 20+ years with the City, actively began to compete for the appointment. I initially did not understand this was happening behind the scenes and began a public discussion with Council about the odd position taken by of two council members that two of the five members could block my contract from passing. They claimed I needed a super-majority as I was being "rehired". I legally disagreed with this legal interpretation respectfully, as I was on staff and not being "re-hired". I had three members (majority) in favor of renewing my contract. Once the two council members eventually explained they wanted the former manager back as he was extremely well known and loved in the community (I liked him too), I agreed to resign just before my contract expired. Though the circumstances were unusual, the separation was amicable. I did receive positive performance evaluations during my employment and was ranked at 88% or higher in the annual citizen satisfaction surveys during my tenure.

High Springs: After 6.5 years of service, I resigned. Newly elected Commissioners (a new majority) continued to pressure that I fire our Public Works Director of 5 years. She was a 58 year old woman who had 20 years of experience. She held the WWTP and Water Plant operator licenses for our City. She had excellent performance reviews and was liked by staff and citizens in the community. Over many months they made it clear (even in public) that she should be replaced, as a "woman does not belong in that type of job". I explained numerous times to them privately that she had outstanding performance on numerous occasions and warned that they were putting us in position that could lead to an EEOC complaint and/or litigation (confirmed in public session by city attorney). During a Budget meeting, they indicated they would vote to begin the (30 day) process to consider canceling my contract if I did not fire her or remove her from the budget. They began the process that evening and I resigned within the 30 days after negotiating a severance package. Within weeks of my resignation, I was contacted and asked by Commissioners to consider returning after the Commission majority again changed after an election. I chose not to negotiate my return to this position.

4. Are there any gaps in excess of two weeks in your employment history? If so, please explain in detail.

January – February 2002, I traveled and visited family in New England, prior to opening my own Municipal Planning and Management Consulting firm.

November 2010 – May 2011, I was a stay at home dad with my toddler and actively was seeking employment as a city manager

May 2014 – August 2015, I actively was seeking employment as a city manager

5. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for the organization and communicate that vision to all stakeholders?

In Brunswick, we have a community wide vision statement developed by the City, County and other public agencies. Using this general vision we develop our organizational goals. In my current and past communities, I have always worked with the elected leaders and staff to develop organizational goals, which ultimately are organized into a strategic plan for implementation. I hold an annual city council retreat to develop new goals and to re-affirm support for goals previously identified. This is especially important when new council members are elected, as new concepts are often added. These goals are ranked by the council. Staff will often add the details and scheduling of these priorities and then identifies funding sources (or potential sources) and the plan is implemented in the annual budget cycle based on priority and available funding streams. Goals are distributed to the general staff for a greater understanding of the vision and direction of the city for the budget year and the years ahead.

6. What do you feel are your greatest strengths as a leader and manager?

I have received many positive comments about my overall knowledge of municipal operations and the technical issues facing all departments. I have been told I am a great asset to the staff and elected officials. I believe that I am a great team builder and promote professionalism in the workforce, including professional development of staff. I have received wonderful comments on my abilities to work with Budgets and my ability to understand and explain the details within all departments. I have been given praise for my ability to reduce expenses without reducing the quality of city services. I have been praised for my ability to receive and manage grant projects (especially those acquired through the State legislative process). I have been described as visionary and that I have strong planning skills for the community. I have been praised for my customer service skills in helping citizens, developers and business owners with issues and concerns. I have been thanked by the City Commissioners for my assistance in researching their individual issues and concerns. I have been told that I think "outside the box". I have been described by staff as "fair" in implementing personnel policies. I believe that I am an ethical leader.

7. What is the most complex project you have coordinated? Describe the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

This would be the High Springs Wastewater System construction project. This project was born out the finding that raw sewage was leaching into the riverbed of the Santa Fe

River, which was located on our western boundary. The City was over 100 years old, with no sewer system. The project was the installation of sewer lines and hook ups on every street, including the historic downtown. This was planned to be a five phase project, with the sewer plant and the downtown as phase one. This took much public interaction with planning and about closing residential and businesses septic tanks and digging up yards. Every property owner had to provide a signed easement. The project was funded with Federal grants (60%) from Rural Development and a State Revolving Fund loan (40%). This took much interaction with the public, engineers, and State/Federal officials. Complications occurred just before phase two, when the US Government indicated our City was no longer eligible for the grant funding. The loss of the grant funding was based on our recent growth in new housing resulting in the increase in our population and median income. The project was considered halted after phase one. Our dilemma was we had a fully developed WWTP with only 125 customers. This left us upside down in our debt service with a small customer base to pay it. The Mayor and I worked together as a team to seek out support of our local State and Federal delegations. Though it took two years, we were able to locate other cities across the country with similar circumstances, and we were able to get Federal legislation to amend the criteria regarding the Rural Development funding. Our close relationship with the Florida Office of Rural Development resulted in the funds that had been originally allocated for us being held by that Office during the long process to to change Federal policy. Phases two, three and four were then completed under my leadership. This allowed the debt service to be adequately addressed without tremendous utility rates for our citizens.

8. Please describe your experience in overseeing the following operations: Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, and Public Safety (Police & Fire).

I have over 20 years experience working in planning, budgeting, staffing, and overseeing all of these areas of operations. I have worked with staff and engineers to expand and upgrade water and sewer utilities. I have developed intergovernmental agreements between neighbor communities to interconnect systems for sale/purchase of water capacity, as well as emergency backup. I did oversee the establishment of a wastewater plant and sewer collection system in High Springs. I worked with engineers and Department leadership to develop new well fields in Zephyrhills. I was instrumental in the creation of the ordinance of the Stormwater utility in Lake Alfred, Polk City, and Brunswick. I have planned and managed stormwater projects and maintenance operations as well. In all my municipal management roles, I was involved in the coordination with engineers, city planners and Public Works staff in new street development and maintenance operations. I have been involved at the committee level with the DOT Metropolitan Organizations in Polk County, Alachua County and now in the Brunswick Area Transportation System (BATS) Georgia. I have worked closely with Police and Fire operations in all my city management positions. I have hired, promoted and mentored new leaders in these fields as they transform into management roles. I have assisted in development of community policing programs. I have worked with Fire

Department leadership and staff to increase the level of training and services provided which included EMT services and paramedic services. I have coordinated with these operations closely in emergency preparedness and response (hurricanes, wild fires, gas leaks, train derailment, etc). I have an excellent understanding of equipment, communications, and technology needs in public safety.

- 9. Please describe your experience and skills in municipal financial management, budget development, and capital infrastructure planning, maintenance, and financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.**

Upon coming on staff as City Manager I quickly become familiar with the budget and the details of the operations. My attention to detail gives me a great understanding of operations in all departments. This strategy assists in the Budget process and the creation of the proposed Budget. I have reduced the padding of budget line items (usually by Department Directors) and have evaluated how work is performed and the staff needed to provide the service. This involves much interaction buy in, and team work with the Department Directors to achieve results. This resulted in more efficient budgets for Zephyrhills. In 2011-12, I proposed in the City of Zephyrhills a Budget that reduced \$1.2 Million in the general fund expenses. The result was that the City lived within it's means (without raising taxes) and it ended a four year pattern (prior to my tenure) of significantly depleting reserves. In Brunswick, I have used similar techniques and the City has increased it's fund reserve significantly and not increased taxes during my tenure. I budget conservatively and this has built significant fund balances that have been used to maximize the matches for Federal and State grants. In addition to the above strategies I have worked closely with the Finance Director in the management of the Budget, grants, contracts, the bid processes and the approval of expenditures during the year. I promptly counsel Department Directors of problems found with their budget and request corrective actions. I have increased funding for infrastructure projects in different ways. I have used tax increment financing districts (CRA), which provide designated funding to redevelopment projects including utilities, streets, and parks. I have used impact fees to address the infrastructure needs brought on by rapid growth of the population served. These fees are usually associated with utilities, but can also be applied to streets, fire, police, and even facilities. By offering impact fee credits to developers, I have leveraged private funding for early infrastructure improvements. I have used assessments, such as fire and stormwater assessments to bring in new revenue. I have used local option sales tax initiatives to raise money for Capital Improvement Projects. Occasionally, Federal, State, and private foundation grants can be matched with the above sources to maximize infrastructure projects.

- 10. Please describe any experience you may have in assisting your community/organization in advancing voter-referendums to consider financing of proposed municipal capital projects and/or community initiatives? In your response,**

also indicate the results of any such referendums, including any lessons learned that you would apply in future referendums.

Through the years I have been involved with Local Option Sales Tax referendums. I was involved with the development of projects, public information campaigns, and the timely implementation/construction of projects. The referendums involved many road and drainage improvements, park development, emergency services equipment. In the early 2000s they were in Alachua County and Pasco County. The "Penny for Pasco" vote passed, but the Alachua County vote failed. Most recently in Brunswick, we had a sales tax referendum pass at around 70%. The difference was the united presentation given by the city and county governments. By law we could not advocate, but we could explain the merits of the projects that would be funded should it pass. In Alachua County some cities did not actively participate in the public education meetings passively indicating they did not support the effort. Projects should also take into account the wants of the population, not just the needs of the government. Paving County dirt roads were not exciting for city residents. Park improvements in Brunswick during the 2016 referendum, helped attract young voters to vote for the tax.

11. Please describe your experience with collective bargaining and labor relations, highlighting the types of bargaining groups you have worked with and tell us about any particularly innovative provisions/programs you may have incorporated in previous collective bargaining agreements?

I have successfully negotiated several collective bargaining agreements with unions representing city staff, primarily Police (PBA) and Fire services (IAFF). I have served as the chief negotiator in Zephyrhills and I have served on the management team using a labor attorney to serve as chief negotiator in a previous city manager position. I began my career in public personnel administration, and so I have a detailed background in personnel policy and benefits administration. I work closely with the elected officials to set out management's goals before beginning the process. I am a good listener and work with our Team to understand the concerns of the collective bargaining unit.

12. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.

I work with Department Directors as a team in organizational planning and problem solving. I encourage creativity in their planning and I mentor new managers in my organization. I frequently visit departments and talk with staff and give them the opportunity to talk to the City Manager about any issues. I encourage staff training at all levels, involvement in professional organizations and I encourage the purchase and use of new technology. In Brunswick I re-instituted the tuition reimbursement program that had been suspended during the recession. In addition, I have established career paths in multiple departments, and in some cases I have established paths with self promotion, based on the employees progress along the steps designed within the path. I have also began employee recognition programs in each City I have served in. These programs recognize an "employee of the year" and other accomplishments of staff.

13. How do you facilitate open and transparent communication with the Mayor & City Council, staff, residents, and other stakeholders?

I have about 29 years experience working with elected officials. I communicate with them often using phone calls, emails, memos, and including texts today. I meet with them one on one to determine their concerns and meet with them as a group to gain consensus on the goals of the City Council. I use an annual retreat with City Council and the Department Directors to work toward the establishment of the goals and the capital improvement plan. This often includes review of strategic plans and other comprehensive plans that are on record to see if amendments are needed. I do not take sides on issues that are divisive between members, however I often will assist both members with their research so they can make their argument to the Council to gain support for their issue. I meet with department directors individually on budget, projects, operations and staff concerns. Formally we meet twice per month as a group in a department director meeting. This helps communicate overall directives and coordinate operations. It also fosters team building and group discussion on issues that cross department lines. Communication with the public has often been through the media (newspaper, radio, TV and newsletters) and the internet (City Websites and Facebook). I have also created a cable TV monthly program to discuss community issues and to showcase municipal services. This program is called the "City of Brunswick-In Depth". To encourage citizen engagement in High Springs, I created the "Citizens Academy" which was a eight session training program m taught by me and department directors for citizens to learn more about city government and especially their City. This was an outreach to those that didn't understand local government or felt disenfranchised. This resulted in many newly engaged citizens and an informed group of applicants to be considered for future appointments to City advisory boards. In Brunswick I have worked with the Commissioners and staff to develop Neighborhood Planning Assemblies to encourages residents to organize and to communicate concerns to the City government. His has provided opportunities for more citizen communication and engagement.

14. Palm Coast desires to be recognized as a community that encourages development consistent with its evolving vision from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center to diversify the City's tax base. Please tell us about any innovative strategies that you have used in your current or previous posts that successfully resulted in increased economic development, including providing some notable examples.

I have over 20 years in economic development and downtown redevelopment. Since the earliest days in my career I worked closely with the Chamber of Commerce and the County Economic Development Agencies for business retention and recruitment. I served on the Board of Directors of the Chamber of Commerce in Auburndale, Lake Alfred and High Springs. In Lake Alfred I served as President in 1999-2000. I served on the Board of the Polk County (Florida) Economic Development Council from 1994-2001. In my role as a City official, I worked to improve infrastructure (roads, utilities, and rail) to areas identified and zoned for industrial and commercial development. When we

identified a potential new industry looking to come to our County, I served on a “strike team” to help them evaluate the site and then to help them navigate through the government regulations. In many cases this involved annexation into the city limits and securing appropriate land use and zoning designations. In two cities I served (High Springs and Zephyrhills) as City Manager, I proposed the use of an Economic Development Taskforce made up of key stakeholders in the City and the County. I found that though there was much interest in economic development throughout the City, there was not a clear vision or strategic plan of how to accomplish meaningful economic development. I served as the facilitator and we brought in several expert speakers on economic development topics to include industrial, retail, downtown, aviation, railroad, highway transportation, infrastructure, branding/marketing, and education/workforce training. In both cities this resulted in an Economic Development Plan. In High Springs this led to recruitment of new businesses and especially to the retention of a pipe manufacturer (Prime Conduit) which was considering closing it’s plant in our city due to railroad issues. We were able to come to a community solution to maintain the rail and to secure their retention. They remain in High Springs today. In Zephyrhills, the plan advanced further as it called for the creation of a locally focused Economic Development Coalition of Partners. Serving on the Steering Committee of this Group, we held Economic Development Summits with key community and State leaders. We brought in our Congressman, State Senators, State Representatives, County officials, School Board Officials and the Florida Secretary of Commerce. The Zephyrhills Economic Development Coalition along with the City worked to secure State and County funding for highway improvements, rail improvements, and runway improvements. We identified businesses that customers/citizens wanted in our city through surveys and successfully recruited retail businesses. A recent example was the placement of a “Hobby Lobby” in a vacant grocery store. Using new City tax incentives and grants (programs that were recommended by the ZEDC) I and my fellow ZEDC partners were able to recruit new industries to our industrial park. This included a boat manufacturer (Century Boats). A flight school and a drone manufacturer also was recruited during this time to be located at our Municipal Airport. The flight school exceeded that of a regular schools in that it offered Air force officers from developing countries in Central and South America flight and helicopter training. In Brunswick, I have worked to identify further business incentives to recruit new businesses. Our focus has been downtown and old highway commercial areas. We have established enterprise zones, where we give tax abatement benefits, reduced development fees, and building restoration grants. This has brought the development of a bakery and also micro-brewery in downtown. In addition, we have successfully lobbied and obtained designation of a portion of our City as a Federal Opportunity Zone, which provides Federal income tax incentives for investment in these areas.

- 15. Please tell us about any notable intergovernmental partnership(s) you have developed or played a significant part in their implementation. As part of your answer, highlight any significant challenges that you had to overcome to help make the partnership(s) successful.**

I have been involved in creating and implementing many inter-governmental partnerships. They would include contracts for joint services such as 911 communications (Glynn County, GA), creation of joint building inspections (Winter Haven FL), County wide visioning (Alachua County), creation of the Municipal Fire Authority (Alachua County), creation Water service interconnect (Dade City, FL), and the creation of Land Bank Authority (Glynn County, GA). These partnerships all had challenges in bringing local governments together for shared benefits. The most challenging intergovernmental partnership, was actually the Polk County Library Cooperative. In the late 1990s, I was instrumental in bringing together 13 municipal libraries and 2 Polk County libraries to create the Polk County Library Cooperative. This effort was undertaken as municipal libraries were not receiving Florida Department of State funding, and Polk County left many thousands of dollars on the table each year by not being a County operated system. In this plan, municipalities would still independently own their libraries, but had to consolidate certain services and procedures. The 14 different Library Directors were independent and had different borrowing, policies, late fees, computer software, standards of the collection. All municipal libraries charged outside city resident fees for check out privileges. There was great resistance to change, and most of the alternative procedures were viable. I was one of two city managers brave enough to get in the middle of this discussion for the betterment of all the libraries. I was elected the founding Chairman of the organization. To my surprise, the Board later made it a four year term. Coming to understand the operations at the large and small libraries and by building trust with the group, I was able to lead them through a process to consolidate policies, procedures and software. Our now united Cooperative was able to secure State funding to replace all computers/software, establish an executive director, and improve the quality of library books offered county wide. We expanded service to rural areas using a book mobile. The Polk County Library Cooperative is still operating today.

16. What steps and/or processes have you used to track the performance of your organizations? Please include any specific examples involving performance metrics, and how you have communicated organizational efficiencies to the public and/or employees.

Early in my career as a Management Analyst, I created performance measurements for programs in County government. It was very detailed and tied to the performance goals within the Budget. An example was the amount of Code inspections (building, electrical, plumbing and mechanical) performed by an inspector per week. A job audit was done that determine how many an inspector could do in a week. An analysis was done on the amount of inspection requests that came in per week and the amount of Code Inspectors. Standards were set in the expected amount of inspections should be addressed per day/week. This set employee performance standards. The data was used to ensure timely response to service requests. It also helped in evaluating staffing needs. Later in my career I used many of these methods in program

performance/evaluation and/or budgeting, but with limited staffing the level of work was not to the extent of my service in County government.

- 17. Palm Coast currently operates FiberNet, a municipal high-speed fiber-optic backbone that connects City sites and facilities. The City's economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its fiber network, ideally with the assistance of a new public-private partnership (P3) to help leverage its assets. Please tell us about any municipal fiber experience you may have, as well as any P3 projects you or your organization(s) may have been involved with, highlighting your particular contributions to the development and/or maintenance of such partnerships.**

I have coordinated with Fiber installation by private companies, however, I have not had a City operated/owned system with infrastructure. I have worked with projects linking internet fiber between city facilities and providing public internet access in parks and public spaces. I did partner with the City of New Smyrna Beach in the mid 1990s to provide a municipal owned internet connector (utility). It was innovative at the time, in that we used the new technology of the day, which was a dial up service. Billing was added to the monthly utility bill. This utility phased out over five years as customers dropped due to newer technology.

- 18. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the City of Palm Coast?**

I could not imagine, what would need explaining. My service has always been honorable and ethical.

- 19. What will we find in an internet search of press coverage that may be controversial or of concern to the City of Palm Coast? Please provide whatever explanation you think is appropriate to help us understand what we will find.**

My service has always been honorable and ethical. A search of news stories may find that there has been negative comments made about me and/or city council by some members of the public because they were not happy with the policy the city had adopted. I have had a history of explaining and defending City Council actions. As one could expect some meetings over a 25 year career can involve controversial issues. This could include annexation initiatives, zoning policy changes, water rate increases, decision to extend water and sewer into old neighborhoods, and maybe road paving assessments/projects. My favorite negative comment about me during a sewer expansion project was that "Mr. Drumm is an alien- because he never gets angry and he knows the answer to everything". In addition to other internet news stories, you may find conflicting headlines (Gainesville Sun) indicating I was "fired", however that was a mistaken declaration of the reporter and ultimately was proven procedurally incorrect, as I resigned from the City of High Springs four weeks later.

20. Are you currently involved in any other searches and what is your status in those searches?

Yes. I am involved in one other search, and that search is still in the recruitment stage.

21. Please provide a full description of your current compensation and benefits package and your desired compensation and benefits package if you were selected for this position.

City of Brunswick, GA

Salary \$91,500

Car allowance \$ 6,000

Paid Health (employee and partial family), Life insurance, and defined benefit pension plan.

Professional development (ICMA and other conferences/seminars)

City of Palm Coast, FL

Salary \$158,000

Car allowance \$ 8,400

Health, dental, life insurance, retirement benefits (to be negotiated)

Professional development (ICMA, FCCMA and other training opportunities)

22. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would have to be resolved before you would be ready to accept the position as the next Palm Coast City Manager?

Successful negotiation of the contract.

23. What are the three most important questions you have for Palm Coast Mayor & City Council?

Questions I would normally ask, such as vision, goals and priorities are explained well in the brochure. I am comfortable with them. So I have additional less conventional questions.

1. Why did Mayor Holland and each Council member initially run for office (motivation) and have they accomplished that original goal or address that concern?
2. Stability on staff and with the Council are an important factor of an effective team. Are Council members planning to run for re-election?
3. I have had tremendous success in municipal expansion through annexation. Is the Mayor and City Council open to further annexation of areas to the east and south, to include additional territory for housing, commercial and clean industrial development?

JEFFERY (JEFF) EDER



Jeffery A. Eder


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

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.

- Coordinated annual budget process with department heads and obtained council approval.
- Coordinated with Commissioners on the operations of individual departments they oversee.
- Hired an outside consultant to lead the City through development of a strategic plan. This allowed council and staff to classify 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 and a fee increase to pay for the improvements.
- Spearheaded reorganization of Public Works Department leading to greater efficiency and coordination among divisions.
- Implemented Route Smart technology in Public Works to allow better route mapping and information gathering.
- Served as the City of East Peoria representative to a board overseeing emergency dispatch consolidation within Tazewell County.

City of Rock Island Assistant City Manager / Community and Economic Development Director

June 2012 – August 2016

Managed department consisting of three divisions: Planning and Redevelopment, Economic Development, and Inspections in furtherance of City Council goals and adopted City Code.

- Responded to requests and initiated development projects in accordance with Council goals.
- Researched, reviewed, edited, and prepared reports, memoranda, and policy recommendations for review and consideration by the City Manager and City Council.
- Prepared and administered annual department budget, reviewed and approved requests for materials, contracts, and purchasing of services, supplies and equipment.
- Oversaw the administration of funds involved in various community development projects, coordinated with outside agencies and departments involved with those projects, coordinated application processes for state and federal grants.
- Managed the annual CDBG program.

- Represented the City at a wide range of community and economic development meetings on the neighborhood, city wide, business district, and regional levels.
- Worked with neighboring communities on grant for a regional home lead abatement program focusing on homes with children.
- Served on and provided staff support to a number of City Boards and Commissions.
- Met with other department heads regarding projects that involve coordination with other City departments to ensure successful, cooperative efforts.

Village of Franklin Park

Director of Community Development

May 2009 – June 2012

A reorganization of departments resulted in continuing to oversee Economic Development and Planning operations 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.
- Worked regionally as the community representative for the Elgin-O'Hare Expressway bypass which encompassed 20 communities and two counties.

Planning and Development Division:

- Duties as noted below continued under this position.
- Grant writing and management including drafting application and subsequent receipt of a \$200,000 brownfield grant from the USEPA for the remaining cleanup of an old dry cleaner site.

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 a major developer and created an incentive package redevelopment 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

- Laid groundwork for newly created position of Director of Economic development. Identified and executed tasks and goals of the Economic Development Department.
- 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.

Locus Information Systems
Director of Business Development

March 2000 – August 2000

- Planned, identified, and implemented sales and marketing programs designed to build relationships with potential clients.

Greater Champaign-Urbana Economic Partnership
Director of Economic Development

November 1997–March 2000

- 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
Grant Writer

1995 – 1996

- Wrote JTPA and various other grants.
- Designed and implemented a new budget tracking system for the six offices.

Grissom Redevelopment Authority
Manager of Property/Developer

1994 – 1995

- Grissom Airforce Base was closed as part of the BRAC process in 1993. Managed all development prospects, gathered and developed marketing information

Peru/Miami County Economic Development Corporation
Manager of Technical Support Services

1993 – 1994

- 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

City Manager Pre-Interview Questionnaire
City of Palm Coast, Florida
Due NLT Monday, February 4th at 11:00 PM CST

Full Name (first, middle, last): Jeffery A. Eder
Nicknames (if any): Jeff

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

 _____

Please answer each of the following questions completely and thoroughly.

1. How many employees, and what size budgets did you oversee in your last three positions?
 - City of East Peoria, IL – City Administrator - 200 total employees, 8 direct reports, \$55 million budget
 - City of Rock Island – Assistant City Manager / Community & Economic Development Director – Department budget \$2 million with 20 employees.
 - Village of Franklin Park, IL – Community Development Director - 12 people, 3 direct reports
2. Please detail the specific departments you have supervised in your last three positions.
 - City of East Peoria – City Administrator – supervised the following departments: Finance, Human Resources, Public Works, Police, Fire, EastSide Center (sports complex), Community Development
 - City of Rock Island - Assistant City Manager / Community & Economic Development Director – supervised Planning, Zoning, CDBG, Economic Development, Building Inspections, Code Inspections
 - Village of Franklin Park – Community Development Director – Planning, Zoning, Building Inspections, Code Inspections
3. Please explain why you left your last three positions.
 - My last position was City Administrator for East Peoria which I left on September 30, 2018. I left because the City uses the Commission form of government and the Commissioners want to run the departments they oversee. This was an issue before I took the position and the council wanted to change but have not followed through.
 - I left the City of Rock Island as the Deputy City Manager/Community Development Director to take over the top position with the City of East Peoria.

- I left the Village of Franklin Park for a larger community and the opportunity to advance my career.

4. Are there any gaps in excess of two weeks in your employment history? If so, please explain in detail.

I am currently unemployed as my position as City Administrator ended with the City of East Peoria. The City of East Peoria is a commission form of government giving the Commissioners authority over individual departments, not the City Administrator. It was an issue before, I arrived and the commissioners indicated they wanted and would change but never followed through. I left during a time when the council was discussing a potential referendum change to the form of government. However, in the end, they decided the Commission Form was best for them without an administrator so they did not put a question on the ballot.

5. Please describe your experience and skills in strategic planning and visioning? How do you facilitate development of a clear vision for the organization and communicate that vision to all stakeholders?

I introduced the City of East Peoria to strategic planning and visioning using a consultant to lead the process to develop a strategic vision and plan. The City of Rock Island annually had a strategic planning and visioning process using a consultant who worked with Council Members and executive staff to create an annual strategic plan. It was generally used as a kick off to the annual budgeting process. In both cases, the plan was a public document and used as part of the decision-making process.

6. What do you feel are your greatest strengths as a leader and manager?

The ability to work with people from a wide variety of backgrounds. I feel that to be a good leader and manager you first must be a good listener. Need to listen to people to find out issues or ideas others have and then help them solve the problem.

7. What is the most complex project you have coordinated? Describe the steps you took to ensure political, organizational, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

The City of Rock Island mayor announced the redevelopment of an old shopping center and surrounding properties just before I arrived in the community to be the future home of a national retail tenant (Walmart). This was done without final commitments from Walmart and on a one-year time table set by the Mayor. The project required the

purchase of 8 different properties, relocation of 10 different companies. Several successes ultimately were achieved from the project although Walmart pulled out at the end and did not complete the planned store. The community was able to help a commercial bakery located on the property build a new \$12 million-dollar facility saving over 100 jobs across town by working with a local developer, a local non-profit to secure New Market Tax Credits along with City TIF dollars. This was a big win as the corporate headquarters had initially planned on relocating the company to the east coast. Another tenant in the property needing relocated was part of a community college with an outdated career training center. The city worked with the community college board working with them to fund and build (mostly with city dollars) a new location to serve the community. The other smaller retailers were all relocated in the community. The issue all along with the unrealistic time frame set out by the Mayor up front. It took almost four years to complete the site assembly, relocations and demolition of the old structure. The project is a success today as the property is available for development and the city was able to get two new larger facilities. A big issue throughout the project was political as the press was never let up on the fact Walmart did not build and the length of time it took to complete. The project would have been better received by the community if the Mayor had given a more realistic expectation on the time to complete the project. I would have likely helped keep costs down as well. As a staff member, you don't always get to influence the politician's decisions but this is one which should have been thought out more before the city made the announcement.

8. Please describe your experience in overseeing the following operations: Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, and Public Safety (Police & Fire).

As City Administrator in East Peoria, I oversaw Public Works (Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control), Police and Fire. Police and Fire were less intensive from a management standpoint as I worked primarily with both Chiefs. I worked a great deal with Public Works from overseeing an organizational analysis, street program, water treatment and wastewater treatment. The City undertook an analysis of its aging wastewater treatment plan and proceeded through a design and funding discussion to initiate a major capital project designed to meet EPA criteria and offer the capacity needed for the community. The funding discussion ultimately had City Council passing a rate increase to fund the needed project. The project is currently going to bid and will be constructed in four phases over a number of years.

9. Please describe your experience and skills in municipal financial management, budget development, and capital infrastructure planning, maintenance, and financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.

In my role of City Administrator, I was responsible for financial management, budget development, capital infrastructure planning, maintenance and financing. Working with Council and the finance department we put in place best practices regarding financial management both from a policy stand point and operations standpoint. This included working with staff to coordinate purchases, review invoices, and cash management. Working with Council, a cash reserve policy was established for the first time. The budget development included an analysis of all revenue and expense assumptions as City previously missed the mark in prior budgets. An increased sales tax was implemented to fund a portion of the capital infrastructure (roads, and capital equipment) as most all capital had been eliminated from the budget to cover operating costs and increasing pension obligations. I have also been involved in a number of bond issuances supporting capital projects.

10. Please describe any experience you may have in assisting your community/organization in advancing voter-referendums to consider financing of proposed municipal capital projects and/or community initiatives? In your response, also indicate the results of any such referendums, including any lessons learned that you would apply in future referendums.

I have not been part of any voter-referendums of this nature. In watching others, the most successful referendums are ones in which the community is very transparent and open with information regarding the specific project and the need for that project.

11. Please describe your experience with collective bargaining and labor relations, highlighting the types of bargaining groups you have worked with and tell us about any particularly innovative provisions/programs you may have incorporated in previous collective bargaining agreements?

I have never led the collective bargaining for the community. Although, I have been part of the process and been part of the preparation team. The bargaining groups included Public Works, Police and Fire.

12. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.

A strong team environment is a must in today's government. The group needs to be able to share information and ideas freely to solve the unique challenges governments face. A leader needs to show trust to the staff by supporting and encouraging them to take some risks. This is especially true when staff needs to look to new ideas or ways of doing business. A leader needs to reward the team for taking risks regardless of the outcome. Another often over looked side of building a strong team is the ability to not only complete the work required but to create some fun along the way. In order for employees to perform at the highest levels they need various ways of deal with the sometimes-high level of stress.

13. How do you facilitate open and transparent communication with the Mayor & City Council, staff, residents, and other stakeholders?

Communication takes on many forms within the city. It is my belief that having regularly scheduled meetings with the Mayor and City Commission members along with regular email or phone contact creates an opportunity for productive dialog. This goes with staff as well. Communicating to residents and other stakeholders also can take on many forms. Nothing replaces the personal touch which can be achieved by face to face meetings. However, it is not always possible or desirable for face to face meetings so the use of email, memo's and other methods of communication is needed.

14. Palm Coast desires to be recognized as a community that encourages development consistent with its evolving vision from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center to diversify the City's tax base. Please tell us about any innovative strategies that you have used in your current or previous posts that successfully resulted in increased economic development, including providing some notable examples.

Along with the state goal of encouraging a more diverse mix of businesses, the city needs to define the development process. The process should address development review and timelines for getting items back to developers. It should make development standards known so all parties are aware from the started on the desired level of quality for each development. A strategy I have used to increase economic development is to have the appropriate infrastructure in place to encourage the desired development which may include, water, sewer, stormwater, and road way. If not completed have a plan for completion to complement any development. I have been involved in projects using innovative financing techniques such as tax increment financing, new market tax credits, industrial revenue bonds and a business loan program.

15. Please tell us about any notable intergovernmental partnership(s) you have developed or played a significant part in their implementation. As part of your answer, highlight any significant challenges that you had to overcome to help make the partnership(s) successful.

Representing the City of East Peoria, I took a leading role to create a consolidated 911 dispatch center as required by the State of Illinois. The county had four dispatch centers which needed to be consolidated down to two. The City of East Peoria had one of the four 911 dispatch centers so it directly impacted the community. The most significant challenge was the lack of political will by the County which was the entity noted by the state to undertake the effort or lose state funding. I worked closely with the Mayor of East Peoria and City Attorney as both were placed well in the county political structure to get the process moving as the county had waited until the last minute and did not want to move forward as they preferred the status quo. It took some time and several meetings but the County finally hired a consultant to put together a recommended organizational structure and funding solution to pay for the services. Once this was completed a board of directors was formed. I served as one of two representatives for my community. I took a leading role in the executive director search committee and the benefit and compensation committee.

16. What steps and/or processes have you used to track the performance of your organizations? Please include any specific examples involving performance metrics, and how you have communicated organizational efficiencies to the public and/or employees.

Financial information was shared with departments to make them more aware and help them track both expenditures and revenue for the City. This was done as a major financial challenge existed in which previous revenue goals were not met and revenues were declining but staff had not changed how they acted. The information was shared at least once a month with departments and also was shared with Council as part of a monthly report. An early retirement program and organizational analysis in the Public Works department created an opportunity to reduce staff and contain costs which the results were updated on a semi-annual basis to show Council and the public the cost savings.

17. Palm Coast currently operates FiberNet, a municipal high-speed fiber-optic backbone that connects City sites and facilities. The City's economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its fiber network, ideally with the assistance of a new public-private partnership (P3) to help leverage its assets. Please tell us about any municipal fiber experience you may have, as well as any P3 projects you or your organization(s) may have been involved with,

highlighting your particular contributions to the development and/or maintenance of such partnerships.

I have a limited amount of experience with municipal fiber. The City of Rock Island owned fiber between its facilities and was part of a regional fiber ring with the other Quad City Communities. The City had a policy of very year budgeting funds to expand fiber to City owned facilities and all but a few were already connected. The City wanted to find a way to expand the network to local residences but did not have the ability to directly serve. A local start-up fiber company was having difficulty with some access routes and asked the City if we would consider leasing a portion of its dark fiber. This started discussions and eventually they did lease some fiber from the City. The City also worked with this company on right-of-way issues as they build out fiber to neighborhoods in the community. The discussion involved staff from the Community Development Department, Public Works, and IT Departments all working towards a common goal.

18. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the City of Palm Coast?

I have a bankruptcy on my credit. It is the result of some real estate investments which I was a partner in during the downturn in the economy.

19. What will we find in an internet search of press coverage that may be controversial or of concern to the City of Palm Coast? Please provide whatever explanation you think is appropriate to help us understand what we will find.

I don't believe you will find any item which would be of concern to the City of Palm Coast.

20. Are you currently involved in any other searches and what is your status in those searches?

I am involved in a couple of other searches which are at the semi-finalist stage.

21. Please provide a full description of your current compensation and benefits package and your desired compensation and benefits package if you were selected for this position.

My compensation at the City of East Peoria was \$125,000 along with retirement and normal health care benefits. I had a city vehicle for my use.

22. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would have to be resolved before you would be ready to accept the position as the next Palm Coast City Manager?

23. What are the three most important questions you have for Palm Coast Mayor & City Council?

Does the Mayor & Council have a good working relationship with each other and with staff?

What does the Mayor & Council feel are the three to five items the new City Manager is expected to address?

Does the Mayor & Council believe in an annual strategic planning process to review organizational goals?