

February 25, 2023

Dear City Manager Francis:

Please find attached my resume for consideration for the position of Interim City Manager, Belle Isle, FL.

You will note in my resume that I have extensive local government experience, especially in Massachusetts, Florida and Texas. For approximately five years as City Manager in Deltona (Florida), I worked closely with the community and City Commission to develop its first useable strategic plan. Prior to my arrival, there was no process to identify goals to be achieved and how to reach consensus. The City staff constantly drifted from project to project without completion. Inertia was prevalent because when you try to do everything you end up doing nothing. Once the strategic plan was adopted both the Commission and staff had clear direction on what projects were a priority so that the required staff time and appropriate funding could be assigned. The plan allowed staff to provide exceptional municipal services in a fiscally prudent manner because the priorities and desired outcomes were identified and agreed to.

Deltona has an all funds budget of over \$170M and over 400 employees, excluding 83 contracted Sheriff's Department personnel. City Departments consist of Building and Enforcement Services, City Clerk, Economic Development, Finance, Fire/Rescue, Human Resources, Information Technology, Parks and Recreation, Planning and Development Services, and Public Works/Utilities/Solid Waste. More has been accomplished in my tenure than under previous City Managers. In 2016 and with less than a year as City Manager, I received the City Manager of the Year award for Volusia County. My reputation is an "improvement maker" because I achieve results by working collaboratively with numerous individuals, entities and partners. For example, under my direction Amazon has built a 1.4M square foot distribution center in Deltona. Deltona is the envy of numerous municipalities across the nation. Deltona is now well on its way in transforming from a retirement/bedroom community (over 80% residential) to a more diversified property tax base. Prior to my arrival this development goal was discussed for over a decade with no results.

Before Deltona, I was the Deputy City Manager for Transportation and Public Works for El Paso, Texas. The City of El Paso is a border community of approximately 700,000 located adjacent to Juarez, Mexico (2.3M metropolitan area). Major issues facing the City of El Paso, similar to other communities, are ensuring reliable revenue estimates, providing excellent services to citizens in every area despite budget constraints, finding new revenue sources to address unfunded liabilities, maintaining/improving the community's quality of life, balancing/guiding/targeting economic development/redevelopment, creating jobs, promoting environmental conservation/sustainability, improving public safety and increasing health and human service needs. As the Deputy City Manager, I managed the City's airport (including a municipal golf course) and bus systems, \$1B capital improvement program, engineering department, facilities and land management, international bridges, streets and traffic programs. Back then my portfolio had an operating budget of over \$160M, a capital budget of approximately \$1B and over 1600 employees. As a complement to building infrastructure for the future, I also worked closely with the arts, building services, civic organizations, financial services, historic groups, human services and public safety regarding downtown revitalization (construction of a Triple A baseball stadium and relocation of City Hall) and well-planned residential neighborhoods.

If I am selected as the Interim City Manager, I will continue to foster this spirit of equity, collaboration and teamwork with the City administration. I am a "proactive problem solver" who can facilitate and guide individuals/entities to achieve consensus and to achieve a common vision/result. I support a team that represents a "can do" attitude. I have communication, intergovernmental and public information experience as I have overseen capital improvement projects, construction, engineering, roadway, streets, traffic, storm water and water and sewer operations in Deltona and El Paso. I have also managed Community Redevelopment Areas/Agencies and Master Planned Communities in both Deltona and El Paso. This background is vital to building a prosperous,

sustainable and vibrant community, while enhancing the City's infrastructure and maximizing the City's resources to provide outstanding municipal services.

I have the ability to carry out government initiatives and to make strategic decisions pertaining to the conservation of natural resources, creating a business-friendly environment and land development. I have experience with smart growth and understand the value to building a vibrant community where residents can live, work and play, as well as promoting solar initiatives, tourism and walkability. I have the ability to set the tone and vision for staff. I can find ways to gain efficiencies in service delivery and provide a new vision for how staff provides quality services so that residents believe their tax dollars are being put to good use. I have been complimented with establishing the best senior management team and inspiring the most productive workforce in Deltona to create government excellence. I will strive to maintain/improve the quality of life for the community while still being environment and business friendly. I value partnerships with other communities on regional issues and resource sharing. I am a critical decision maker, am able to process information strategically and can implement decisions into reality. I have the ability to be "big picture" oriented while maintaining an acceptable level for details. I am adaptable, business and people oriented, diplomatic, dynamic, ethical, fiscally conservative, flexible, innovative, passionate, professional, self-confident and strategic. I also have the confidence to acknowledge my mistakes and to be held accountable.

My rebuilding of the Sun Metro bus system in El Paso from the verge of a meltdown into the Outstanding Transit Agency of the Year serves as an example of my ability to carry out a vision, to be focused on customer service and to transform a low performing department to a high performing department. My prior experience with the clean-up of the Boston Harbor, the "Big Dig" and 9/11 shows that I have the knowledge to deliver and come up with improved policies and procedures and innovative solutions to ensure economic results and to resolve problems while preserving Boston's natural coastline and waterfront. My extensive Boston experience gives me an excellent and progressive background in economic development/redevelopment, historic communities, labor negotiations, natural resources, technology, tourism and waterfront preservation. I understand the importance of preserving the character and history of unique communities. During that time period I also managed to maintain Airport operations in the black despite the downturn in air travel and growing safety mandates. I have strong negotiation skills that can find a way to turn disputes into consensus and to carry forward the City's goals and initiatives.

I have a diverse background which includes experience in civil rights, community consensus building, construction, contract and union negotiations, economic development/redevelopment, emergency preparedness, environmental processes, fiscal/financial management, historic preservation, labor relations, land/project development and management, operations, public information, public private partnerships, public works, real estate, resiliency, strategic planning and implementation, smart growth development, technology, tourism, transportation, utilities and zoning. I have worked and partnered with many organizations, including federal, state and local entities and non-profit organizations. I am a high performer, customer-focused, creative and dedicated individual. I will set a positive example of accountability, competence, hard work, ethics, leadership and professionalism to the organization and community. I have expertise in traffic improvements, comprehensive plans and event planning related to centennial celebrations.

My past experience and accomplishments in Deltona/El Paso/Tampa/Boston make me a strong candidate and an excellent fit to be the Interim City Manager for Belle Isle, FL. Thank you for considering my application.

Sincerely,

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