

ROBERT FARMER, MBA

SUMMARY OF QUALIFICATIONS

I have a proven professional career of more than 32 years in the public sector, with more than 15 years as a progressive and authentic executive agency leader, with expertise in the following:

- Fiscal Analytics & Public Budgeting
- Organizational Change & Building Healthy Culture
- System Design & Operational Efficiency
- Revenue Cycle Management & Budgetary Forecasting
- Policy Development & Risk Assessment
- Negotiations & Managing Complex Labor Relationships
- Quality Assurance & Process Improvement
- Building Communication Among Stakeholders
- Resolution of Complicated HR & Ethics Issues

My career is highlighted by constantly developing employee leadership and management skills, repeatedly leading agencies through crisis, being a change agent for a healthy organizational culture, and providing customer-focused oversight to large public-safety agencies. My experience includes: Providing visionary leadership across large, diverse organizations; Complex organizational design; Governmental budgeting and transparent fiscal management; Building strong, customer-focused working relationships with elected officials, stakeholders, and the public; Strategic and tactical planning with outcome analysis; Organizational policy development with impact and risk assessment; Negotiation, mediation, and facilitation of complicated labor relationships and complex human resource issues; System metrics and performance measures interpretation and analyzation to maximize operational efficiencies; Staff engagement and cross-functional team building; Employee leadership development and mentoring at all levels in the organization.

RELEVANT PUBLIC SECTOR EXPERIENCE

LEE COUNTY BOARD OF COUNTY COMMISSIONERS - FORT MYERS, FLORIDA

Director of Public Safety

2013 / 2017

Lee County, located on the Gulf Coast of Southwest Florida, is home to more than 720,000 permanent residents across more than 1,210 square miles. Each year during the winter tourist, spring break, and baseball spring-training season, more than 4 million people visit Lee County.

- Provide vision, direction, and leadership to more than 420 high-performing public safety professionals in the delivery of exceptional emergency services across the community. The Department of Public Safety consists of multiple divisions, including Emergency Medical Services (ground transport ALS/BLS, rotor-wing transport, and countywide COPCN), Emergency Communications and countywide Fire / EMS dispatch, Emergency Management, two dependent fire protection districts, and all E-911 / NG-911 / government communications network infrastructure for the Cape Coral - Fort Myers metropolitan area.
- Serve as the County's Director of Emergency Management, and as a member of the Board of Directors for Southwest Florida's Urban Search and Rescue / Florida FEMA Task Force 6.
- Developed and maintained accountability for the department's \$41.4m (FY16-17) annual operating and capital budgets, including oversight of EMS revenue cycle management for the more than 86,500 calls for service performed annually. Increased operational efficiencies across the agency, which decreased countywide EMS services cost per capita 27% in my first two years as Director.
- Successfully led the department through four independent national accreditations, including: Accreditation of the emergency medical services ground-transport division by the Commission on the Accreditation of Ambulance Services (CAAS); Dual ACE accreditation of the Emergency Communications Center in Emergency Medical and Emergency Fire Dispatch (EMD / EFD) from the International Academies of Emergency Dispatch (IAED); and Accreditation of the LeeFlight rotor-wing air-medical transport program by the Commission on Accreditation of Medical Transport Services (CAMTS); A fifth accreditation was near completion for Emergency Management from the Emergency Management Accreditation Program (EMAP).
- Founded the "Lee County Public Safety Leadership Academy." The academy was conducted semiannually and provided an opportunity for employees within all levels of the organization to enhance their leadership skill set, work with other passionate individuals, and build their professional networks. The week-long academy covered a wide array of topics including, but not limited to, communication skills and techniques, conflict management, public speaking, process improvement, and ethics.

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RELEVANT PUBLIC SECTOR EXPERIENCE (CONT.)

DELAWARE COUNTY BOARD OF COUNTY COMMISSIONERS - DELAWARE, OHIO

Director / Chief of Emergency Medical Services

2004 / 2013

Delaware County, located in Central Ohio just north of Columbus, is home to more than 180,000 residents across nearly 460 square miles. Delaware County has repeatedly been named one of the most rapidly growing counties in the US.

- Responsible for all countywide EMS operations from eleven locations. Oversee the 140-member unionized staff.
- Active member of the County's Emergency Management Advisory Board, as well as a permanently appointed member of the County's 9-1-1 Leadership Board, leading the Delaware County 9-1-1 Center (DelComm) through countywide consolidation.
- In 2012, led the department successfully through its initial accreditation by the Commission on the Accreditation of Ambulance Services (CAAS), without deficiency.
- Recognized in August 2012 by both the **State of Ohio Senate** and the **State of Ohio House of Representatives** for an "Unwavering Dedication to Excellence in Leadership."

CITY OF UPPER ARLINGTON FIRE DIVISION - UPPER ARLINGTON, OHIO

Firefighter / Paramedic

1991 / 2004

Upper Arlington is a suburban city in Franklin County, Ohio, in the Columbus metropolitan area (bordering The Ohio State University), with a population of approximately 35,000 residents across 9.5 square miles.

- Served in the Upper Arlington Firefighters Association (IAFF Local 1521) as the Public Relations Representative, working with civic associations and community organizations to arrange countless community activities, safety initiatives, blood drives and charity fundraisers.
- Served as the paramedic liaison to the nine physicians of the Upper Arlington Medical Advisory Board.

ADDITIONAL PROFESSIONAL EXPERIENCE

NICE PUBLIC SAFETY - HOBOKEN, NEW JERSEY

Strategic Alliances, Business Development Partner Manager

2018 / present

- I lead business development and strategic partnerships, and establish strategic relationships with software companies, systems integrators, and IT solution providers. I also identify customer opportunities and leverage relationships, lead thought leadership and alliance efforts, foster and maintain relationships in the public safety industry, and negotiate formal business agreements with our strategic partners.

ATOS PUBLIC SAFETY - IRVING, TEXAS

Director, North American NextGen & Smart Cities Solutions

2017 / 2018

- With the rapid progression of the public safety industry migrating toward NG911 and other mission critical technologies, I helped our clients and internal partners understand each other's vision, needs and capabilities. Responsible for building and strengthening business relationships, and clearly communicating the value of our team's solutions.

MEDFLIGHT OF OHIO - COLUMBUS, OHIO

IT Project Manager / Critical Care Paramedic

1998 / 2001

- Developed and implemented a state-wide (14 location) intranet to expand corporate communications, improve organizational efficiencies, and streamline employee timekeeping.
- Presented, by invitation, at the AAMS Spring Management Conference in March 2000, and at AMTC in October 2000.

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EDUCATION & ACCREDITATION

- **Master of Business Administration (MBA), with a minor in Sport Event Security Management**
University of Southern Mississippi, College of Business and Economic Development, Hattiesburg, MS
The National Center for Spectator Sports Safety & Security (NCS4), Hattiesburg, MS.
- **Fellow / Executive Paramedic Officer (FACPE/EPO)**
American College of Paramedic Executives, Platte City, Missouri
- **Bachelor of Science in Management (BSM)**
Hodges University, Johnson School of Business, Naples, Florida.
- **EMS/Fire Science Program, EMS-Paramedic Certification**
Columbus State Community College, Columbus, Ohio

PROFESSIONAL CERTIFICATIONS

State of Florida EMT-Paramedic (*Cert #PMD528225, exp. 06/01/2021*)

State of Ohio EMT-Paramedic, EMT-Paramedic Instructor (*Cert #0017715, exp. 02/21/2022*)

Incident Command: Capabilities, Planning and Response Actions (06-16 IC)

- Center for Domestic Preparedness / Department of Homeland Security, Anniston, AL

FEMA EMI - IS-100, AWR-160, IS-200, ICS-300, MGT-360, ICS-400, ICS-402, ICS-700, ICS-800

VOLUNTEER EXPERIENCE

THE GULF COAST SYMPHONY

Board of Directors Member

2020 / present

- The Gulf Coast Symphony is the premier community orchestra of Southwest Florida and one of the most dynamic orchestras in the United States. Now the third-largest non-profit performing arts organization in SW Florida, we are the largest community orchestra in the country. As a member of the Board of Directors, I serve as a steward to patrons and donors and a liaison to the SW Florida community. Additionally, I participate in fundraising, event planning, assistance on multiple committees, and provide organizational governance.

THE AMERICAN COLLEGE OF PARAMEDIC EXECUTIVES - PLATTE CITY, MISSOURI

Charter Commissioner

2016 / present

- The purpose of the American College of Paramedic Executives (ACPE) is to implement and oversee the administration of a professional credentialing program for supervising officers in EMS and related organizations throughout the discipline of paramedicine, on behalf of the National EMS Management Association (NEMSMA).

INTERNATIONAL ASSOCIATION OF EMERGENCY MEDICAL SERVICES CHIEFS - WASHINGTON, DC

Executive Board Member

2011 / 2015

- The International Association of Emergency Medical Services Chiefs (IAEMSC) is a member driven organization whose mission is to support, promote and advance the leadership of EMS response entities and to advocate for the EMS profession. Membership of the IAEMSC is made up of leaders from both career and volunteer EMS organizations, representing public and private EMS agencies that collectively respond to more than 3.3 million emergencies and transport 2.78 million patients annually.