

Thomas J. Hutka

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January 6, 2021

City Commission  
City of Daytona Beach

Dear Mayor Henry and Commissioners,

After seeing your listing on the ICMA and Slavin Management Consultants websites, I am very interested in the position of City Manager. The challenges described fit extremely well with the skills I've built over many years in community leadership roles.

I have worked in literally all aspects of community government, and developed a track record of proven management skills based on participatory leadership and professional innovation. Having worked my way up through the ranks, I also have hands-on experience in the day-to-day operations of inclusive, diverse local governments, especially in support of neighborhood redevelopment, stable growth management and sustainable economic investment.

My portfolio of successful management initiatives has relied on fostering excellent working relationships with elected officials, citizens, employees, the news media, private companies and other government agencies. Communication and consensus building are the keys to my implementing many diverse initiatives. Under my watch, complex government operations are run like efficient profitable businesses, but with respect for each individual employee and citizen. In all cases, my results-oriented successes are marked by strict but reasonable financial decisions, operational efficiency, and emphasis on quality customer service for every citizen.

As you can see, I am excited about the position, and working for you and with the citizens of Daytona Beach. I look forward to hearing from you.

Sincerely yours,

Tom Hutka

## THOMAS J. HUTKA

(954) 501-3626

tjhutka@yahoo.com

1300 South Ocean Blvd. #704, Pompano Beach, FL 33062

### EDUCATION:

Harvard University, Master Public Administration (land planning, public finance).  
Princeton University, BSE Civil Engineering (structural, water/wastewater).  
Florida State University, Certified Public Manager program.

### EXPERIENCE:

#### City Manager: Port Huron, MI

Championed dynamic public-private partnerships to fully re-energize a great, but recently stagnant community, honored with All America City award. Implemented "Downtown Action Plan" to rebuild streetscapes, attract new investment, and reduce downtown vacancy from 40% to 8%. Innovative economic development program resulted in reducing vacancies in City-owned industrial park from 30% to 5%. Completed — with minimal neighborhood disruption — reconstruction of city's water, sewer, stormwater and street infrastructure (US-EPA's nation-wide excellence award). Enlisted the collaborative efforts of regional governments, corporate sponsors and citizen volunteers as recognized with Municipal League's Greatest Innovations award. Led management team to Thomas Edison Business Award for creating exceptional work environment. 2001 to 2006.

"Hutka Helped Port Huron to Become Better. Hutka is a leader. There is no question Hutka made a difference. He reached out to a variety of community leaders and set a standard of cooperation. The City's progress was substantial enough to win state and national recognition. On Hutka's watch . . . he did much to help the city achieve. That type of leadership is hard to find . . . outstanding city manager."

— Port Huron Times Herald

#### Director of Public Works: Broward County, FL

Led nine divisions of city services including Capital Projects, Solid Waste & Recycling, Facilities Management, Streets & Bridges, Traffic Engineering, and Water & Wastewater Operations and Finance. Served on Climate Change Task Force, Complete Streets Team, Fort Lauderdale International Airport Expansion Committee, and Convention Center/Hotel Team. All projects LEED Gold, including one of AIA's Best Ten Buildings in State. Greatly increased efficiencies and service quality, even while implementing ERP and reducing expenditures. 2009 to 2020.

#### Director of Municipal Program Management: HNTB Corporation, Indianapolis

Consultant to local governments, managing capital improvement programs and enhancing funding sources. Clients included South Bend, IN (Notre Dame University), Town of Speedway, IN (Indy 500 racetrack), City of Dallas, Hillsborough County, FL and other municipalities. 2006 to 2009.

#### Deputy County Manager: Osceola County, FL

Directed all elements of growth management: development review, land use planning, public works, capital program, engineering, solid waste, and code enforcement for this high-growth area which includes Walt Disney World. Implemented concurrency planning and smart growth measures for Disney's Town of Celebration and other nationally-recognized sustainable developments. Many first-time initiatives: personnel management training, one-stop permitting, land development code, long-term financial planning, capital project cost/schedule controls, management information systems, parks/recreation master plan, and inaugural solid waste collection service. Extensive construction program included major league baseball park renovation, rodeo/fair complex, jail, courthouses, offices, libraries, parks and highways. 1997 to 2001.

#### Associate County Administrator: Hennepin County (Minneapolis)

Directed IT, purchasing, finance, accounting, investments, budget, facilities and public works programs for one of the county's largest governments. As member of the County's Executive Team,

led one of the nation's most advanced social service and health care systems. Developed County-wide strategic planning initiatives: performance measurement, employee evaluation and total quality management (NACO Excellence Award winners). Implemented comprehensive cost/benefit priority analysis for all capital expenditures-producing \$50 million in cost savings. Maintained one of the few public AAA bond ratings. 1994 to 1996.

Commissioner of Engineering and Construction: City of Cleveland, OH

Led capital re-development improvements, public works maintenance, and development review for America's premier economic renaissance. Successfully completed – on time and on budget – City's largest infrastructure program in support of major league sports facilities, Rock and Roll Hall of Fame, State Aquarium, light rail line, waterfront parks, and neighborhood revitalization. Established City's reputation for professionalism and honesty with local private industry. Nationally recognized successes based on award-winning public/private partnerships, regional government partnerships, large state and federal grants, and innovative privatization. 1992 to 1994.

Bond Rating Specialist: Standard and Poor's, New York, NY

Expert analysis of municipalities' management, budgeting and financial planning. Specialized in operation and management of public water, sewer and solid waste utilities. Experienced with entire range of public finance options. This training has helped increase bond ratings for every agency I led.

**LEADERSHIP POSITIONS:**

Economic Development Alliance of St. Clair County, Executive Board Member.  
Downtown Development Authority of Port Huron, Board Member.  
Blue Water Habitat for Humanity, Jimmy Carter Work Project, Board Chair.  
Port Huron Neighborhood Housing Corporation, Board Member.  
Volunteer of the Year Award, MainStreet Port Huron.  
Rotary Club, Board of Directors, President Elect.  
United Way of St. Clair County, Annual Campaign Board Member.  
United Way of Broward County, Broward County (agency) Chair.

**PUBLICATIONS & PRESENTATIONS:**

"Local Government Public-Private Partnerships," National Council Public-Private Partnerships Annual Conference.

"How to Improve Your Capital Bond Rating," Training session for State of Colorado employees.

"Rebuilding Infrastructure with Public/Private Partnerships," American Public Works Association International Exposition.

"Cost Requirements of the Safe Water Act for Cities," Credit Week magazine.

"Neighborhood Conservation Policy Alternatives," for Landmarks Commission, City of Boston.

"Marketing Your Downtown for Development Opportunities," International Council of Shopping Centers Conference.

"Fundamentals of Public-Private Partnerships," American Water Works Association Annual Conference.

"Finding Funds for New Construction," American Public Works Association International Exposition.

"Twenty-One Tips for Successful Capital Projects," Public Management magazine, International City/County Management Association.

"Checking for Quality," "Advanced Customer Service Skills," "How to Interview and Hire the Best People," In-house training.

"Managing a Reduced Workforce: Managing Public Expectations," NIRS Conference.

**DAYTONA BEACH, FLORIDA**

**CITY MANAGER**

**SEMI FINALIST CANDIDATE QUESTIONNAIRE**

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**BACKGROUND**

**THE FOLLOWING IS A SUMMARY OF INFORMATION PROVIDED INDIVIDUALLY BY THE MAYOR AND CITY COMMISSIONERS. IT CONTAINS THEIR THOUGHTS ABOUT IMPORTANT CITY MANAGER MANAGEMENT, LEADERSHIP AND INTERPERSONAL ATTRIBUTES, DESIRED ELEMENTS OF SUCCESSFUL PREVIOUS EXPERIENCE AND SOME CRITICAL OPPORTUNITIES AND CHALLENGES THAT WILL FACE THE CITY'S NEXT CITY MANAGER.**

The current City Manager of Daytona Beach, FL is retiring after sixteen years of service to the City. The City Commission desires to continue the progress made during his tenure. Progressive, compassionate, knowledgeable, forward thinking, and thorough are all attributes that the new City Manager must demonstrate as he or she takes the reigns of this vibrant, dynamic, and diverse City. Regulating smart and conscientious growth, planning and developing transportation and utilities infrastructure, addressing affordable housing, enhancing focus on redevelopment of the older, core areas of the City, and managing and controlling the newer development in western areas of the City are all of concern.

Specifically, the City Commission is interested in the new City Manager having a successful track record and the experience and attributes to provide leadership to the community as follows:

Continue and enhance **economic development** initiatives to include not only large company recruitment, retention, and expansion, but also small business initiatives to enhance existing businesses and to promote new start-ups.

Recognize the importance and contribution of the local colleges/universities and work with the educational community to provide job opportunities to retain college students in the community as they represent a trained and ready workforce for new and/or existing companies.

Emphasis must be placed on achieving **affordable workforce housing** for the community, particularly as a significant portion of the existing economy is tourism related with modest wages, and housing has and is becoming ever more expensive.

Develop and deliver Improved **recreational projects and programming** that will draw young families to the community and provide enhancements for the current residents.

Effectively **communicate** with the members of the Commission, residents, and constituents of the community. The Commission expects the new City Manager to be transparent, forthcoming, and timely with the Commission on important issues as well as be comfortable engaging and meeting with the local community.

**Staff development, diversity and support** is important. The ability to Identify, recruit and inspire good employees is essential. In particular, department directors must be appropriately managed; however, they must be allowed to provide their input, expertise, and leadership in matters that pertain to their departments. Further, Daytona Beach is a diverse community, and the City Commission desires that the staff reflect the diversity and character of the community and the employees be treated equitably and fairly.

**Financial expertise** is essential. The City is in very good financial shape and the City Commission and community desire to maintain an excellent financial position.

The new City Manager must have a demonstrated record of **cooperation, collaboration and negotiation** with national, state, and local political, educational, and governmental entities and institutions as this is essential to the continuing success of the City.

A solid background in **event management** is a “plus” as events in Daytona Beach are more complex than in similar sized cities.

Candidates must possess a bachelor’s degree in public or business administration, urban planning, or a related field. A Master’s degree in public administration, public policy or related advanced degree is preferred. The successful candidate must have at least eight years of progressively responsible municipal government administrative/management experience, preferably at the department head level or higher in a City of comparable population and complexity and/or a minimum of five years’ experience as a City Manager and/or Deputy City Manager. ICMA-CM credential desired. Executive level private sector experience would be viewed as a plus if combined with public sector executive experience.

Experience in a progressive tourism and recreation-based environment where economic development, growth management, customer service, high ethical standards and open communication exist and are valued is desired. An equivalent combination of education and experience which provides the required knowledge, skills, and abilities to perform the essential functions of the job will be considered.

## QUESTIONS

1. Why are you interested in becoming Daytona Beach's next City Manager and how does this job fit your overall career goals?

As you can see from my resume, my entire career has been dedicated to public service. I spent the first part of my career learning professional skills with the goal of bringing advanced, in-depth technical knowledge into local government. The rest of my career has been devoted to two objectives: protect the environment and serve the public.

I was excited to see on the ICMA website that Daytona Beach is looking for a new City Manager. I consider the position one of the best opportunities in my profession, since I know from my visits that your community is one of the very best places in the country to live and work. At this point in my career, I am interested in putting my management experience and skills to work as an executive directly for a professional, reputable and forward-thinking governing board. I would very much like to put to use my nationally recognized experience to cultivate community partnerships and lead City staff to lasting results for your great community.

Relevant to the specific needs of the Daytona Beach community, I have in-depth, extensive and successful experience rebuilding local economies, revitalizing downtowns, neighborhoods and lives, as well as leading and preserving communities through pressures from rapid growth, tourism and large events in small communities: Indy 500, Super Bowls and other high-profile, high-volume activities.

2. What is the largest number of employees you have managed and where? Explain any inordinately high or low staffing level relative to population such as operating an airport or a utility.

I have managed up to 1300 people for Broward County.

3. What are the largest operating and capital budgets you have managed and where? Explain any inordinately high or low amounts relative to population such as enterprise operations.

I have managed operating budgets from \$100 million at the City of Port Huron to \$500 million at Broward County, and capital budgets up to \$1 billion per year for Hillsborough County, City of Cleveland and Broward County.

4. Please describe any experience you have with developing new affordable housing and new good-paying jobs and business diversification. Support your answer with measurable results such as number and types of projects that were initiated or business attracted (number of jobs created or saved, types of incentives used, etc.)

As Port Huron's City Manager, I championed dynamic public-private partnerships to fully re-energize a great, but recently stagnant community, as honored with the All America City award. We implemented the "Downtown Action Plan" to rebuild streetscapes, attract new investment, and reduce downtown vacancy from 40% to 8%. Our "Revitalize Port Huron" program focusing on the city's depressed residential neighborhoods resulted in drastic aesthetic improvements, a

20% increase in property values, 33 new subsidized single family homes, and most importantly the first new unsubsidized housing starts in more than 50 years. Our innovative economic development program resulted in reducing vacancies in the City-owned industrial park from 30% to 5%.

5. Thorough, timely and evenhanded communications between the City Manager, the City Commission and forthright and regular communications between the City government and the community are highly valued in Daytona Beach. What techniques have you utilized to ensure effective City Manager/City Commission/Community communications?

Open, candid and accurate two-way communication with City Commissioners has to be based on the principle that there is always enough time to discuss important issues equally with all Commissioners. In other words, I have and always will commit as much time as necessary to brief everyone in both official formal meetings and one-on-one in informal discussions.

Working for many years in council-manager governments, I have always stuck to the basics: Staff — led by the City Manager — needs to brief Commissioners with background information, options and recommendations so that the City Commission can make well-informed policy decisions. In turn, staff follows those policy decisions in implementing specific programs, projects and actions, and reports back to the Commission on the success of those efforts. Policy priorities and general policy direction should regularly be set by Commissioners in public sessions, culminating in a written official statement.

Our team successes in accountability and transparency are based on proactive communication with all members of the community to the highest level of the public's expectations. I welcome a discussion with anyone who cares enough about their community to discuss issues of concern, and use every and all methods to communicate with the public: town hall meetings, civic group presentations, site visits, discussions on the street, publishing my desk phone number, and personally returning all phone calls. Government officials need to be diligent in seeking feedback from all members of the public, so I have always worked hard to talk to as many people as possible to gauge the effectiveness, satisfaction and friendliness of our services.

I've always succeeded in instilling this type of responsiveness in all staff members at every level of the organization. To truly provide sincere customer service of the highest caliber, we designed and implemented extensive in-house training programs based on advanced techniques. Canned courses on the basics of customer service are easily found, but typically don't address the hands-on skills needed by government employees, so we designed our own program. Subjects included "How to Defuse Angry Customers," "How to Talk with People of All Cultures," and "How to Confirm That Your Customer is Satisfied."

6. Daytona Beach is a diverse community comprised of members from varied backgrounds and life experiences that thrives on the creativity and collaboration of people from every corner of the globe. Daytona Beach strives to ensure that its workplace reflects the community it serves. Describe your experience leading organizational diversity efforts.

My own experience leading government staff in some of the most diverse communities in the country has led me to focus on leading by example. Day-by-day actions and statements have to back up lessons taught in conferences and classes. In short, we have to "walk the talk" to

realize our plans. As a result, my teams' specific success in hiring, promoting and training the very best and most diverse staff is very evident in our team at all levels.

I have successfully led the effort to fully diversify the staff — and provide fair and equal services to all members of the community — at all levels of the Broward County Public Works Department. As a recent example, we've addressed a shortage of suitable applicants in the public works department with the Broward County's first successful apprentice program drawing from young people in our own community.

7. Do you regularly evaluate the performance of your department heads and senior staff? If so, briefly describe the process you use and if not, why not.

Along with everyone in the community, I evaluate the performance of team members every day! Instead of sitting behind a desk, I spend most of my time out in the community talking to citizens, business owners, visitors, City employees and City Commissioners – asking questions and listening to complaints, compliments, suggestion, whatever helps me understand how our staff members are doing individually and as a team. In turn, I always follow up with direct reports on the management team to discuss what we're doing well, what needs improvement and how best to proceed. When we're struggling to achieve our goals, I work in even more depth to help senior staff with whatever corrective action additional resources, or whatever is necessary.

On a more formal basis, every City employee and their activities should be evaluated one-to-one against the Commission's Missions, Visions, Strategic Plan and resulting Action Items and Annual Budget.

8. Do you hold any professional certifications such as ICMA - Credentialed Manager?

I am a 30-year member of ICMA, and have completed my Florida State University classes for the Certified Public Manager program. I also have a professional civil engineering license.

9. Describe your experience in developing revenue and expenditure options to enhance a city's financial condition. What is your jurisdiction's bond rating? Has it changes during your tenure?

Based on my education and experience, I have helped to increase the bond rating of every local government I've worked for. I studied public finance in my masters program, and rated bonds for Standard and Poor's. Our jurisdictions have set records earning, using and leveraging state and federal grants. Broward County enjoys an AA+ bond rating.

Starting with my analyzing local government budget and finance plans on Wall Street, and continuing with my teaching finance classes at national conferences, I have developed an extremely advanced set of skills that I've applied on the job to raise bond ratings and lower taxes and user fees for several communities as both a consultant and a government official.

I worked for the City of Cleveland after their near-bankruptcy, for the City of Port Huron during the regional recession following 9/11 and Broward County during the Great Recession. In all cases, we not only continued to provide basic city government services, but actually succeeded in rebuilding the local economy, rebuilding neighborhoods and rebuilding lives. The lessons I

learned centered on how to do more with less, how to make the best use of dedicated staff members, and how to leverage help from outside.

10. As Daytona Beach's new City Manager, describe how you would begin the process of working with a senior management staff consisting of well-qualified and respected members.

Especially in the first few months, I will talk less and listen more to well-qualified and respected staff members. I fully believe that every dedicated, experienced team member knows their job better than anyone else.

Simply put, my management philosophy is based on the "Golden Rule." Having worked my way up through the ranks, I've worked for many different leaders and have developed a strong sense of how I would like to be treated, challenged and appreciated on the job. My practice of "participatory leadership" promotes working concepts of teamwork, as well as a sense of professional accountability and appreciation on a personal level.

To achieve success, we have to be *both* process-oriented and results-oriented. I have led professionals in literally every service provided by city government — from mechanics to accountants, and chemists to highway workers — to the highest levels of individual and team success and pride. In several executive positions, I implemented the organizations' first customer service training, first quality improvement workshops, first project management classes, in addition to many other management initiatives. We emphasized the principles of professional accountability and management by exception — in short, how to get team and personal results. As a result, our management team at the City of Port Huron won the Thomas Edison Business Award (Malcolm Baldrige criteria), cited for "creating an exceptional work environment."

11. What experience do you have with organizational and performance analysis?

My early training as a construction project manager taught me well how to plan, assign and track accountability and performance on the job, particularly using the approaches of "manage by exception" and ample professional recognition. In every one of my professional positions, I have led the design and implementation of cost/benefit analysis and cost/schedule controls for every project and program. Within a short time, managers at all levels were properly trained to enforce cost, schedule and quality controls for every effort, large and small.

Activities are monitored for performance efficiency and effectiveness with the installation of ERP systems to track all expenditures. Of particular importance are our work order and task management systems. Further financial savings were found by aggressively pursuing grants, continuously reviewing and refining staff assignments, contracting for and implementing energy efficiencies, applying appropriate levels of preventative maintenance, studying repair vs. replace decisions, implementing up-to-date accounting and tracking systems, regularly training staff in quality management, rigidly enforcing cost and schedule controls, creating an enjoyable and professional work environment, and many more measures on a daily basis.

But computer-based systems do not give the entire picture. As a manager, I have always spent most of my day, every day, visiting crews and service providers at the front lines of our work for

the public. To fulfill my leadership philosophies, I have always spent many hours asking staff how I can help them do a better job.

12. Provide one or two examples of significant accomplishments that you have achieved that were the result of cooperation, collaboration and negotiation with national, state, and local political, educational, and governmental entities and institutions.

All of the successes summarized on my resume (and many, many others) have been achieved by cultivating close partnerships between all stakeholders. I have built close professional and personal relationships based on a shared desire to serve the public with:

- Citizens and civic groups,
- Local and national businesses,
- State government including environmental agencies and governors,
- Adjacent City governments,
- County governments,
- Regional water control/conservation agencies,
- Regional planning agencies,
- Environmental organizations,
- Hospitals,
- School districts,
- Colleges and universities,
- Not-for-profit community service organizations.

For example, the intergovernmental/private business/citizen partnerships I led in Port Huron were recognized by "All America City" and State Governor awards. Not only did I team up with all local stakeholder organizations, I sat on the executive boards of many community groups (as listed in part on my resume).

Our successful local economic programs were in part based on such innovative public-private relationships. We received both financial and technical support from local businesses, large and small, including banks, universities, service organizations, non-profit groups, commercial stores, etc. One example was our housing program where we built and rehabilitated homes in depressed neighborhoods using funds, materials, volunteers and advertising donated from many local and national private businesses.

13. Please describe any experience you have in developing and implementing a strategic planning process that resulted in the establishment of plans and priorities for both the community and the organization.

I have assisted elected boards develop strategic plans in every community government I've worked for. In fact, as City Manager in Port Huron, I introduced the concept of strategic planning and priority setting, and helped develop and implement the City's first ever strategic plan.

I have had success in several communities, not only working through the process of preparing strategic plan-based action items, but have been very successful in completing the action items and in turn advancing the Council's priority programs. In short, I have many years of significant tangible results in government: Under my leadership, the Strategic Plan gets done.

14. What experience do you have with innovative policing or crowd control methods related to community event(s) involving significant crowds and their associated traffic, noise, criminal activity, etc.?

As City Manager of Port Huron, I led the transition of the week-long Port Huron to Mackinac Race festivities from rowdiness based on excessive drinking to a family-focused and safe event for up to 10,00 visitors a day. In addition, also I served on the Indy 500 Planning Committee (300,000 visitors) and three Super Bowl Planning Committees.

15. What management experience do you have related to weather-related or any other significant community emergency or crisis situations?

For more than ten years, I served as Infrastructure Branch Chief (Executive Team Member) for Broward County, overseeing street, airport, seaport, utilities, business assistance and transit during many hurricane activations. I also led Broward County's successful response to the Zika virus through our Mosquito Control Division.

16. Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.

No.

17. Is the resume you submitted accurate and current? If not, please explain any discrepancies.

Yes.

18. If selected as a finalist candidate for this position, we will conduct comprehensive background checks on you. These will include educational degree verification; driving, civil and criminal court record checks; a credit check; internet checks, Sex Offender Registry check and reference checks. Will we find anything concerning you that you need to disclose and explain ahead of time?

No.

19. Are you currently employed? If so, where?

I am currently working for a consulting firm on a temporary contract basis.

20. Have you ever been fired or resigned under pressure from a job? If so, please explain.

I (and half of their staff) was laid off by HNTB Consulting in 2009 during the Great Recession due to lack of company work.

21. Have you ever been alleged to have committed any acts of discrimination, sexual

harassment, or creation a hostile work environment? If so, please explain.

No.

22. Have you ever sued an employer or been sued by an employer or employee? If so, please explain.

No.

23. What is your salary expectation?

My salary expectations are in line with local market salaries for similarly sized cities in Florida.

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