

Robert E. Slavin, President  
SLAVIN MANAGEMENT CONSULTANTS  
3040 Holcomb Bridge Road, AI  
Norcross, Georgia 30071

Dear Mr. Slavin,

In reading your post for the City Manager position for the City of Daytona Beach, the job description closely aligns with my personal municipal experience and formal education. I have an in-depth working knowledge of the commission-manager form of government, having worked 20 plus years in public service, with the past nine years in the positions of city manager (6 years) and county manager (3 years). My municipal experience covers a wide array of public services including oversight of general government, public works, public safety (police and fire protection), municipal airports and marinas, enterprise funds, special events, and community redevelopment agencies. I hold a Master's of Public Administration (Barry University), a Certified Public Manager's Designation (Florida State University), and a Credentialed Manager Designation (ICMA).

During the period between Mr. Chisolm's announcement of his pending retirement and the official posting seeking qualified candidates, I utilized this time to become more familiar with the community. I have made several trips to the city, spoken with residents and business owners, and also with key community leaders. What I discovered is despite the differences, there are many similarities between City of Daytona Beach and City of Palatka/Putnam County when it comes to community make-up and desire for diversity within the workforce. I believe my hiring and promotion history as a manager illustrates a true understanding of the principles of diversity and the vital importance of having a workforce representative of the community it serves to promote inclusive engagement.

As County Manager, I have established and continue to maintain a close and trusting working relationship with the Chamber of Commerce, which is currently Putnam County's designated economic development organization. I have collaborated with the Chamber of Commerce on development projects totaling nearly \$2 billion during my tenure. Putnam County is a fiscally constrained community where the top ten businesses contribute nearly 25% of our ad valorem tax base. I share this information with you to convey the point that in Putnam County every dollar gained through new or existing development is vital to our community, and that a more equitable distribution of tax-based revenue is essential. I attribute much of this success to the change in our approach to client communication within the County organization. At the time of my appointment, I inherited a complaint riddled process that was an immediate priority to improve. I have completely restructured my Development Services Department creating a tailored system to assist developers comprehensively with every step from project conception to navigation through planning and zoning, to plan review and permitting, and ultimately to project achievement.

Throughout my career I have been blessed to work with leadership at all levels of government. I have pitched and promoted city and county projects from Tallahassee to Washington D.C., with everyone from private citizens to government and military officials from local business to the Pentagon. I also serve as part of an interactive work group comprised of local governments, state

legislators, educators, and industry leaders with Project Putnam. This collaborative effort was established to promote multi-agency engagement to improve the economic, social, and educational services within our communities, and to attract new development opportunities within Putnam County. The team was championed by Congressman Ted Yoho. Since inception, this effort in Putnam County has seen exponential improvement in high school graduation rates, household income, lower unemployment rates, and increased state/federal funding. The Project Putnam comparison report is included in my submittal package.

My management style is one of inclusiveness, team approach and ownership. I believe in empowering those in leadership to make the day-to-day operational decisions to provide outstanding service to our community while accepting the responsibility for those decisions. I have completed a reorganization of more than 20 small departments with individual department leaders in Putnam County into five departments with subdivisions to better manage span of control for administration and department directors. This organizational change has increased efficiencies and effectiveness, while enhancing communication throughout the organization. While I have consolidated departmental leadership, it is also important to know that I am an extrovert who thrives in engagement with my commissioners, staff and citizens alike, and personally enjoy direct contact in an effort to engage and build trusting relationships.

I am fiscally conservative, practice open and honest dialogue, and use strategic planning to measure goals and objectives to ensure that my team and I are performing optimally. When I accepted the position of City Manager at Palatka, the financial situation was dire. Reserves had reached 9.61%, but in just two years I had worked to improve reserves to 16.8% and improve the city's bond rating from A- to A+. This significant improvement in such a short timespan resulted in community leaders encouraging me to pursue the Putnam County Manager position when it opened because their financial situation was dire as well. Since my appointment at Putnam County, I have managed to increase reserves from a low of \$4.9 million to \$16.4 million in just three years. Additionally, fiscally conservative budget management has allowed us to reduce millage rates each year, and this year we were also able to reduce solid waste fees. This fee reduction is the result of soliciting and improving contractual agreements for solid waste that has improved the financial position of this department without compromising safety and environmental conditions, nor reducing services overall. This is one of many examples of successes enjoyed by Putnam County under my leadership and guidance. While the City of Daytona Beach is not in the extreme financial situation that Putnam County was previously, fiscal conservancy is imperative to maintain and even improve the viability and future strength of any organization.

Anticipated compensation for this position should align with the professional requirements sought in the preferred candidate as well as the duties, responsibilities and expectations that come with being city manager of a progressive community such as Daytona Beach. My preferred salary range is \$215,000 to \$230,000.

I look forward to hearing from you regarding this exciting opportunity.

In Public Service,

Terry K. Suggs, CM-ICMA

**TERRY K. SUGGS**

**133 Walton Road, East Palatka, FL 32131**

**Home: 352-283-4605**

**Email: [teke00@msn.com](mailto:teke00@msn.com)**

Credentialed Manager with a Master of Public Administration degree and more than twenty years of demonstrated progressive municipal experience with increasing levels of reputation, responsibility, and leadership combined with successful and consistent organizational development, excellent communication skills, and the ability to manage multiple tasks simultaneously.

### **RELEVANT LOCAL GOVERNMENT EXPERIENCE**

Financial Management	Personnel Management	Growth Management
Strategic Planning	Public Policy	Education/Training
Economic Development	Infrastructure and Utilities	Enterprise Funds
Municipal Airport	Municipal Golf Course	Special Events

### **RELEVANT WORK HISTORY**

**Putnam County Administrator**  
**Putnam County, Florida**

**September 2017 – Present**

County Administrator responsible for general government, budget, capital improvements, public safety (fire, rescue, and emergency management), public works (roads, bridges, utilities, and fleet), enterprise funds (solid waste, water, and wastewater), economic and tourist development.

#### **Major Accomplishments**

Administrative:

- Restructured twenty-two general government offices into six departments/divisions
- Increased general fund unrestricted reserves from \$4.9M to \$16.4M
- Decreased millage rate and solid waste rate
- Provided consecutive salary increases for first time in 12 years
- Developed first county-wide comprehensive strategic plan

Economic Development:

- Established development project team to assist developers and contractors

- Seminole Power \$900M transformation from coal to natural gas
- Georgia Pacific \$500M upgrade to paper producing facility
- Comarco Production \$10M food processing facility relocated from New Jersey
- Public Safety \$1.6M fire station and 911 communication equipment upgrades
- Army Corps of Engineers assisting with securing funding for dredging plan within Barge Port of Putnam County to promote marine related businesses
- Secured inclusion of Putnam County Comprehensive Water Supply Infrastructure Modernization Project under the 2007 Water Resource Development Act

#### Enterprise Funds

- Increased solid waste fund more than \$2M annually with additional disposal contracts
- Secured \$3M in grants from St Johns Water Management District to install water and wastewater infrastructure to increase customer base transitioning from well and septic to public utilities

#### Special Events:

- Bass Master Elite Tournament televised on ESPN
- Wolfson Children's Hospital Fishing Tournament (30 years) 400 vessels

#### **Palatka City Manager Putnam County, Florida**

**July 2015 – September 2017**

City Manager responsible for general government, budget, capital improvements, public safety (police and fire) public works (roads, utilities, and fleet), enterprise funds (garbage, water, wastewater, and gas distribution), economic development and community redevelopment agency.

#### **Major Accomplishments**

##### Administrative:

- Implemented city-wide fire assessment fee
- Reduced millage rate from 9.1749 mills to 6.4000 mills
- Improved bond rating from A- to A+
- Conducted national search that led to the successful appointment Police Chief
- Assisted with City Police Department in receiving Reaccreditation in 2017

##### Economic Impact:

- Development projects valued at \$35 million in Public, Private, and Redevelopment Projects
- Municipal Airport projects totaling \$5.8 million funded through FAA/FDOT grants
- City of Palatka Fire Department maintained ISO Rating 2

##### Special Events:

- Annual Blue Crab Festival (4-day event)

- July 4<sup>th</sup>, Veterans Day, Halloween, and Christmas Parade and Fireworks
- Azalea Amateur and Senior Golf Tournament
- Palatka Municipal Airport a Fly-In and Antique Car Show

**Keystone Heights City Manager  
Clay County, Florida**

**September 2011 – June 2015**

City Manager responsible for general government, public works, economic environment and culture and recreation, municipal airport, special events, municipal elections, and community redevelopment agency.

**Major Accomplishments**

Administrative:

- Conducted three municipal elections
- Developed comprehensive strategic plan
- Implemented street preservation plan to extend the life of roadway network by an additional 20 years and saved an estimated \$11M
- Secured Community Development Block Grant
- Secured Florida Recreational Development Assistance Program
- Secured municipal airport grants from Florida Department of Transportation and Florida Aviation Administration

Special Events:

- Wreathes Across America
- Movies in the Park
- Annual July 4<sup>th</sup>, Halloween, and Christmas Festivals

**Public Works Operations Supervisor  
Alachua County, Florida**

**May 2005 – September 2011**

Public Works Supervisor responsible for the management of enterprise fund for multiple environmental solid waste facilities, collection and disposal solid waste, budget, and public/private contracts.

**Major Accomplishments**

Administrative:

- Turned program around from an initial budget deficit to a reserve fund balance of more than \$1M
- Implemented a fee-based user permit designed to allow neighboring county residents to participate in program
- Reduced county resident user fee rate 36% following implementation of neighboring county program

- Awarded designation of Transfer Station Manager from Solid Waste Association of North America

**Zoning Inspector and Waste Inspector  
Alachua County, Florida**

**October 1997 – May 2005**

Inspector responsible for interpretation and enforcement of land development and solid waste environmental code.

**Major Accomplishments:**

Administrative:

- Received Police Service Award for work in blighted neighborhoods
- Served as President of the Board Florida Association of Code Enforcement Board
- Served on the Board of Directors Elected to Recycle Florida Today Board

**Education**

- Master of Public Administration, Barry University: 2013
- Bachelor of Science Public Administration, Barry University: 2011
- Certified Public Manager, Florida State University: 2010

**Professional and Civic Organizations**

- International City/County Management Association - Credentialed Manager
- Florida City/County Management Association
- Rotary International - Past President
- Kiwanis International

**DAYTONA BEACH, FLORIDA**

**CITY MANAGER**

**SEMI FINALIST CANDIDATE QUESTIONNAIRE**

Name: Terry K. Suggs

Home Address: 133 Walton Road, East Palatka, FL 32131

Home/Work/Cell phone numbers:353-283-4605

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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?

*Having worked in both city and county government, I find my passion for public service more closely aligns with city management. Municipal elected officials can better define expectations, better understand needs and concerns of their respective districts, and recognize the value of community engagement that enables the City Manager to enact and fulfill their visions. I began my role as a City Manager in 2011 after a long career in public service and completing my degree in Public Administration. As my experience has grown, I have stepped up into roles with greater responsibility, ones requiring a greater depth of experience with each move. It is my goal to now step into a role that my experience merits but that still provides growth opportunities. I prefer to stay in Northeast Florida, and when this position was advertised, I decided it would be an opportunity that fits my goals.*

*I believe that my background and management style align with concerns that have been shared during my community visits. During these times, I have engaged in conversation with waiters/waitresses, department store workers, and city staff in leadership positions to hear firsthand what they want to see in their next City Manager. They want to see their City Manager more, they want their neighborhoods cleaned up, they want their parks to be family friendly, and they want their next City Manager to work on improving the balance of resources of inner city and established areas, as well as success in the western development corridor. Citizens are seeking change and a new energy that will improve citywide communication, be more participative and visible, and be a good listener.*

*Daytona Beach is beautiful, and my wife and I are both from Florida and wish to remain close to family and friends. We would both welcome this opportunity to be a part of your community. I do possess the base requirements for the position and would welcome the opportunity to be chosen to lead your city employees in developing and sustaining a diverse and inclusive environment that celebrates all that Daytona represents, from its natural resources to the entertainment and sporting events that attract tourists internationally and celebrating a hometown that all residents treasure and protect.*

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.

*Putnam County has a population just under 75,000 and a staff count of around 250 exclusive of Constitutional staff.*

*The City of Palatka has a population roughly 10,500 and 150 staff and three enterprise funds water and sewer, solid waste, and a municipal golf course. Palatka has a gas authority that contributes an annual franchise fee of 5.7% of gross revenues to the general fund. Palatka also has a municipal airport and a community redevelopment district.*

*Keystone Heights has a population of about 1500, less than 15 staff with a municipal airport and community redevelopment district.*

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.

*As County Administrator of Putnam County, I am responsible for oversight of the county's \$160,000,000 General Fund, \$68,000,000 Operating Budget, and \$32,000,000 Capital Budget. In addition to the Capital Budget, Putnam County implemented the Better Place Plan funded via a one cent sales tax designated for road projects (dirt to pave), debt service and equipment. This additional Capital Expenditure Fund generates approximately \$6,000,000 annually and within my oversight.*

*The City of Palatka's general fund is \$30,000,000 with an Operating Budget of \$13,000,000, and Capital Budget of \$6,000,000.*

*During my tenure as City Manager of Keystone Heights, my Operating and Capital Budget were less than \$2,000,000 combined. Working with such limited financial resources provided invaluable experience on how best to partner and leverage resources often garnering grants from FDOT/FAA and Department of Economic Opportunity.*

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.)

*In terms of new housing development, Putnam County is more rural in nature than Daytona Beach, but new affordable housing is in demand as an alternative to more expensive neighboring counties. In preparing for this, Putnam County has updated water and sewer facilities, initiated plans to pave dirt roads as population changes demand and worked diligently to improve education quality to attract and sustain a viable lifestyle and workforce.*

*When I accepted my current position with Putnam County, the economic situation was dire. There had been no large-scale business developments in recent history. We were burdened with many vacant commercial and industrial buildings and only few large-scale employers in Putnam County. Two of the largest are Georgia Pacific and Seminole Electric. Seminole is a coal-fired power plant and with coal-fired plants being phased out*

*or replaced with the more environmentally friendly natural gas it was imperative that we do everything we could to protect and preserve our long-term partnership. Fortunately, as result of collaboration between Putnam County in partnership with the Chamber of Commerce, we were able to work with these two businesses to secure modernization improvements. The Georgia Pacific plant invested over \$500,000,000 in upgrades that brings continued stability and additional workforce demands and Seminole Electric has devoted more than \$700,000,000 securing conversion plans for transitioning from the environmentally damaging coal production of power to cleaner gas production. This conversion is underway and secures Seminole Electric as a viable and consistent employer with a much safer functionality.*

*Also during my current role, I have partnered with the Chamber of Commerce in marketing our area to potential businesses looking to relocate and/or begin their business in Putnam County. One of our most recent successes was celebrated June 2020 when Comarco Products, Inc. became operational. The owners purchased a building that had been sitting vacant since it was built as a spec building by Putnam County in 2004. The owner of the company was relocating his eggplant processing business from New Jersey to Florida to reduce travel, time, and costs of shipping fresh eggplants that were being grown in Florida, to New Jersey. The relocation of this business closer to its resource is what I view as the sustainable and environmentally conservative way we need to attract business to our area. This plant brought over 100 new jobs to our county, reduced pollution, and provides fresher and higher quality food to the end users.*

*In addition to bringing new jobs to the area, I have served to support my Board of County Commissioners in the issuance of a bond for expansion of our Putnam County Barge Port facilities to retain jobs. One of the long-time tenants there needed railroad spur improvements and I was able to participate in discussions and decisioning toward a consensus of cost-sharing responsibilities. These efforts resulted in retaining not only this long-time tenant and the respective employee positions, but also improved efficiencies for a neighboring tenant who has been able to expand operations as a result.*

*Georgia Pacific and Seminole Electric being retained in our community computes to over \$1 Billion dollars in capital investment. These changes at Georgia Pacific resulted in not only 80 new jobs, but also retention of long-term employees who would likely have been phased out without these changes. Seminole Electric's conversion project will not be completed until 2022 and while jobs will be lost over time given the less labor-intensive gas production, it will sustain a core group of employee positions that would have been eliminated had we not been successful in obtaining the conversion project.*

*Georgia Pacific, Seminole Electric, Comarco Products, the Putnam County Barge Port, are among the largest economic developments for our area during my tenure, but we have also brought in three solar farms (with an additional fourth solar farm in development) and worked with several smaller industries to enable them to remain sustainable and viable*

*employers. These efforts combined have resulted in 1,600 temporary workforce members coming to work on these projects. The resulting demands for housing, restaurant, bars, and shopping has been boosted during this past year when without these workers, these businesses may have perished.*

*I am at ease with learning and engaging with potential business leaders and enjoy this part of my role as a municipal manager. New businesses need to be carefully evaluated to ensure they are sustainable, environmentally safe, and overall a good fit for our community needs and population. Daytona Beach is home to many colleges with potential partnerships just waiting to be forged in the spirit of growth and sustainable development.*

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?

*My communication approach is open, prompt, friendly, and honest. It is essential that the City Manager maintain consistent communication with City Commissioners and members of the community. Effectively communicating with my commission and community is an ongoing responsibility of the job.*

*When communicating with elected officials I prefer to be direct and specific, sharing relevant information and asking key questions when soliciting feedback. Understanding that Commissioners are busy people, communication must be delivered efficiently.*

*Sharing positive information is easy but I will not hesitate to communicate “bad news” to my Elected Officials. I believe it is better that Commissioners hear the news directly from me rather than through the proverbial grapevine, or worse, the media. Open and honest, and transparent communication is always best, and I always want my Commissioners to be well informed and educated to make decisions based upon facts.*

*I believe a City Manager should customize his or her communication approach to the preferred mode of information sharing of each commissioner. The key is to see each board member as a valued customer or stakeholder, and to communicate accordingly based on his or her respective preference. I have discovered during my tenure some Commissioners prefer email, others a quick phone call, while a few prefer more face-to-face contact. I make it my goal to meet their personal needs in the area of communication whenever possible.*

*With the advent of social media and 24/7 access to breaking news and critical incidents, Public Information Officers play a critical role in communicating with the community. As County Administrator, I implemented the first public information office in Putnam County. Through our Public Information Officer, we have had the opportunity to get to know*

*community members and the media in greater depth. This position has afforded the county an avenue for building stronger relationships and better serving our public as well as improving accuracy and awareness. The use of social media can be positive, but it must be monitored for accuracy. It is also a tremendous tool in assisting commissioners with a current snapshot of the public's perception, clarifying misinformation, and also with following volatile situations.*

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.

*Throughout my career, my hiring and management philosophy has been to hire and surround myself with the most qualified and best-fit applicants. I believe in hiring from within the community whenever possible, and I believe in bringing people home. Employees that come home to serve their community are generally more effective and happier in their job. This management style has afforded me the benefit of hiring a staff with high quality performance, but also a high level of commitment to their community. As City Manager, I will continue to embrace diversity and accept the responsibility to ensure that leadership is representative of the community for which we serve.*

*One of my best fit hires during my time at the City of Palatka was hiring Police Chief Jason Shaw. The City of Palatka has a roughly 51% African American population. Mr. Shaw, who is African American had been a police officer with the City of Palatka since he attended St. John's River State College on an athletic scholarship. Mr. Shaw had been a leader for many years with the Police Athletic League, and a basketball coach at Palatka High School. He immediately rose to the top of the candidate list due to his experience and education, but the deciding factor for me included the fact that he was engaged with the youth he served in a way that no other candidate shared. His engagement and devotion to this community showed commitment and stability, but also garnered accountability.*

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.

*All staff, including department heads and senior staff, receive annual performance reviews. Putnam County uses these reviews to determine if an employee performed well enough to receive a longevity salary incentive. With department heads and senior staff, I meet formally once a week to stay current on their departmental challenges and any issues they are having but I also conduct meetings in person with my senior staff, weekly, if not more frequently, and certainly when issues arise. Performance issues are often avoided if issues are addressed with a sense of immediacy. It is always easier to assist with an issue or need than it is to repair a problem that has gone unnoticed or unattended to. I*

*believe in empowerment of my employees, but I also view my role as serving their needs to meet the demands of their role.*

*While the annual performance review is helpful and certainly necessary, individual and sometimes departmental goals may change (consider this year with the COVID Pandemic) and roles may even change. For this reason, more frequent interaction is extremely important in enabling and ensuring that performance against goals remain on track.*

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

*Yes, I hold a Credentialed Manager Designation (ICMA) and Certified Manager Designation (Florida State University).*

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?

*As City Manager of Palatka, we gained development and redevelopment projects totaling \$35,000,000. The city issues more than 100 business licenses annually and hosts special events that draw tens of thousands of visitors creating a positive economic impact to local hotels, restaurants, and retail businesses. However, the single largest impact was the implementation of a citywide fire assessment fee passed by the City Commission. Upon implementation, the City reduced millage rate from 9.1749 mills to 6.4000 mills. This diversified revenue source and economic development had a positive effect on the City's bond rating. The City's bond rating improved from an "A-" to an "A+" rating during my time as City Manager.*

*Putnam County's "AAA" bond rating has remained consistent during my tenure even with a \$11,500,000 increase in reserves. One glaring deficiency is the County's Utility Fund. Several years ago, the County bonded approximately \$40,000,000 to build a facility to provide water and sewer to residents. During my interview for the County Administrator position, one Commissioner referenced the need to add customers as this was a sinking fund and not sustainable requiring support from the general fund. When I joined Putnam County, there were extreme financial limitations, so I immediately identified funding and grant opportunities. An alliance and partnership with the St. Johns River Water Management District was forged and the County is currently installing infrastructure to replace wells and septic tanks along the St. Johns River via three grants totaling \$3,500,000. This has led to environmental improvements by removing septic tanks from polluting the river and has added 130 new customers producing an annual increase in revenues of approximately \$150,000. I am currently working with the U.S. Army Corps of Engineers on two other water projects that if successful will provide water and sewer to an additional 2,000 customers.*

*While the Utility Fund is operating at a deficiency, the County's Solid Waste Enterprise Fund is performing extremely well. Putnam County owns 1,500 acres of permitted landfill property and with the combined airspace its lifespan is approximately 100 years. The county averaged less than 200 cubic yards of municipal solid waste per day prior to my arrival. Landfill rates were high and property owners were paying an annual fee of \$329 on their tax bill. The Board of Commissioners granted me the authority to negotiate and approve future solid waste contracts. After calculating required cost per ton needed to cover operations, future expansion, and post-closure costs, we were able to offer lower tipping fees based on guaranteed tonnages per day. This attracted additional solid waste contractors and now the Solid Waste Fund is generating a revenue stream of \$3,600,000 annually. An increase of nearly \$2,000,000. This additional revenue allowed the County Commission to reduce the Solid Waste Fee of property owners by \$40 per year and fund Post Closure Fund costs of \$20,000,000 and put \$17,000,000 in projects and reserves.*

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.

*Getting to know my team would be priority one and is paramount for a smooth transition of leadership. My management style is one of inclusiveness, team approach and ownership. One of my favorite books "Extreme Ownership" illustrates the point that there are no bad teams, only bad leaders.*

*I would start by learning each team member's strengths, as well as their visions, challenges, interests, and capabilities, for the team to function as a single unit. Communication would be free flowing. This is essential to uncover potential issues or concerns that would need to be addressed. I would be open minded and accepting. Teams are going to be diverse and a good manager should use this diversity to enhance comprehensive unity and build trust within the team.*

*I believe in empowering those in leadership to make the day-to-day operational decisions to provide outstanding service to our community and expect individuals to accept responsibility for their decisions, and to always engage assistance where it is needed. This style of management has produced increased efficiencies and effectiveness, while enhancing communication throughout the community. It is also important to know that I am not a micro-manager. I am an extrovert who thrives in engagement with my commissioners, staff and citizens alike, and personally enjoy direct contact to engage and build trusting relationships.*

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

*In question #13, I will illustrate how we, as an organization, crafted the County's Strategic*

*Plan. Part of the statistical data gathered was an employee engagement survey. This survey asked questions designed to measure responses associated with job description, job satisfaction, if an employee felt supported and understood expectations, and if they received adequate direction and coaching to achieve expectations. What we discovered was a rather severe disconnect between upper management and frontline staff. Responses to the survey were extremely positive from supervisor level up but were just as negative from the supervisor level down. This statistic was personally disappointing to me as an administrator. The responses illustrated a performance failure that needed to be corrected immediately.*

*As a result, employee engagement at every level is a goal within our strategic plan with measurable objectives to ensure overall improvement to organizational performance. I have also requested training to be implemented at all levels to improve communication and ensure engagement once COVID limitations allow, but in the meantime, I have used the S.W.O.T. approach to establish strengths and weaknesses in this area, determine how we can improve immediately within current confines and restrictions, but also how we need to ensure this area of communication and engagement carries forward long-term.*

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.

*Throughout my career I have been blessed to work with leadership at all levels of government. I have pitched and promoted projects locally and regionally from Tallahassee to Washington D.C. I currently serve as part of an interactive work group comprised of local governments, state legislators, educators, and industry leaders with Project Putnam. This collaborative effort was established to promote multi-agency engagement to improve the economic, social, and educational services within our communities, and to attract new development opportunities within Putnam County. The team was championed by Congressman Ted Yoho and carries forward with his successor. Since inception, this effort in Putnam County has seen exponential improvement in high school graduation rates, household incomes, lower unemployment rates, and increased state/federal funding.*

*When appointed City Manager of Palatka, the Police Department was operating with an Interim Police Chief and had lost accreditation. The City did not have a Human Resources Department at the time I was appointed, so I functioned as Human Resources Director, as well as City Manager. In September of 2015, I began a national search to hire a Police Chief. After an extensive search, Jason Shaw was my choice and in December 2015, the City Commission unanimously confirmed Chief Shaw.*

*Chief Shaw and I worked closely together with the Commission for Florida Law Enforcement Accreditation, Inc, in developing organizational training standards and updating community policing programs as part of the reaccreditation process. The Palatka Police Department was awarded Reaccreditation and was featured in the 2017 edition of*

*Quality Cities Magazine. The article highlighted the Police Department's reaccreditation, community policing efforts, and lower crime rates. Chief Shaw and Mayor Terrill Hill were invited to participate in a panel discussion to highlight these accomplishments during the Florida League of Cities Conference. I am proud of the fact, that my choice, Chief Shaw is still leading the City of Palatka's Police Department.*

*My most personal accomplishment came during Hurricane Irma while City Manager of Palatka. It was late, dark, and rain was coming down sideways. Palatka Healthcare, a 180-bed facility, had water intrusion on the first floor due to drainage issues being over compromised by stormwater. Moving 180 patients in the middle of the storm was not an option. We quickly pulled together a team to assess the issue and find a solution prior to losing the facility and potentially losing patients. The team was made up of City and County Public Works staff, Emergency Management, Legal Representation, and State Division of Forestry. Within an hour my team had reviewed topography maps of the area, plotted a route to move the water without compromising surrounding structures, and coordinated with the forestry staff to cut a trench during the night in the midst of the storm. Inside the facility staff was moving bed-ridden patients to a portion of the building at a higher elevation where they were safe until the diversion was completed. Upon cutting the trench water was diverted and the healthcare facility along with all 180 patients were saved. This experience required collaboration, quick decisioning, and teamwork. Everyone involved still recalls this event with pride and remembers working together to ensure the safety of our most vulnerable members of the community on that night.*

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.

*Prior to, and since, becoming a manager, I have viewed strategic planning as the barometer to which organizational performance is measured in the public sector. My capstone for my Master's Degree in Public Administration was titled "Organizations: Fail to Plan, Plan to Fail." Another important factor I learned in my Public Manager's course work at Florida State University is that all organizations need to discourage what is commonly referred to as 'silo thinking.'" It takes a focused team approach to find the right solutions to meet the greatest and most widespread needs.*

*As county administrator, I oversaw the creation of the county's first-ever comprehensive strategic plan last year. We held multiple community visioning sessions in outlying areas of our county to ensure full community inclusion. After compiling the data from our citizen workshops, county commissioners met for consecutive days to prioritize community objectives and set measurable goals. The plan was adopted by the County Commission and is uploaded on the County's webpage for all to view and follow progress. We have just held our first workshop this year to discuss goals set and how to begin to work toward achieving this year's priorities.*

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.?

*Serving as City Manager for the City of Palatka, I had the honor of working with the Police and Fire Departments when planning for special events. These opportunities helped me gain experience with innovative ways of addressing public safety in the areas of traffic control, excessive noise violations, and criminal activity. I also gained experience in crowd control and the effects large crowds can have on the surrounding community.*

*As City Manager of Palatka, I over saw planning and preparation for several annual events. Blue Crab Festival, July 4<sup>th</sup> Parade and Fireworks, Palatka Police Department's Trunk or Treat, and Christmas Light Parade. Blue Crab is a four-day event over Memorial Day Weekend that brings tens of thousands to the City's riverfront and Trunk or Treat is a single night with an average of attendance of around 5,000 children and parents.*

*During these events staff managed and addressed issues stemming from thousands of citizens occupying one or more of our local business districts. This required multiple department heads to develop operational plans that protected citizens, businesses, and allowed for traffic to flow smoothly so not to congest the area further or impede traffic flow.*

*Most recently as County Administrator, I over saw multiple city and county departments as they met and prepared for several local protests. The challenges faced during these events also consisted of crowd control, public safety, and traffic issues, while keeping the COVID-19 pandemic in consideration. Having to manage the resources from Public Works, local Police and Fire, and outside agencies showed the importance of mutual aid when addressing unknown circumstances. Obtaining the necessary equipment and setup to safeguard for a controlled environment while also providing the proper resources for Police and Fire to address public safety and prevent vandalism and theft.*

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

*In 2004, I led the countywide cleanup in Alachua County following back-to-back hurricanes that left a trail of debris across Alachua County.*

*During my time at the City of Palatka as City Manager and Putnam County as County Administrator, there have been two major hurricanes that impacted our area and resulted in Emergency Declarations. During both I was fully engaged in managing my staff through these emergencies by participating in planning, being present and engaged during the event, and during clean up and recovery. During both hurricanes, I have remained posted*

*at the Emergency Operations Center to be on hand to lead my staff through emergency situations that have developed, and to provide assistance and networking with other agencies in the area. Hurricane Matthew brought flooding to many parts of the City of Palatka, causing damages to storm water and drainage systems. The remediation process was educational and extremely valuable in facing and preparing for the next storm to hit, Hurricane Irma. Irma brought more extensive damages in the way of trees, additional flooding emergencies, and extended power outages. The after-effects of Irma were more widespread, and I had stepped into my current role as County Administrator after the storm but during the clean-up. These events are profound examples of the need for collaboration, cooperation, and engagement among all agencies involved, and are treasured as profound experiences for both personal and professional growth and development.*

*Inherent with every State of Emergency are costs associated with restoration and cleanup, and these costs are a financial impact of the budget. Experience working with FEMA and FEMA representatives is critical when tracking and seeking reimbursement of allowable expenses. Proper identification and tracking of costs associated with significant events is crucial and accurate record keeping is a must. Maximizing reimbursement of public dollars spent is a vital part of the recovery process as is public confidence in our response in the community's most vulnerable time.*

*The COVID Pandemic has also been a tremendous learning opportunity. I worked with our EOC Director to assist the local Florida Department of Health Staff when they requested to use the Putnam County EOC as their task force point of operations. They were also short-staffed for setting up contact tracing calls. I assisted them by pulling in Putnam County Library staff members who were not able to work due to library closures to staff the call center. During the early days of the Pandemic when many offices and businesses were closed. I was able to transition my staff to alternating schedules working from home and in the office. We have remained relatively safe with few issues and continue to learn and adapt as this pandemic grows. Our local Florida Department of Health Official came down with COVID just as we received our first doses of the vaccine. I worked with my Emergency Services Director to develop a vaccine distribution plan design, and with collaboration with FDOH we have administered these shots seamlessly and receive high praises from the community so far.*

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.

*I have no unusual personal considerations.*

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?

*Yes, Putnam County Administrator.*

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

No.

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.

*Yes, a former employee filed an EEOC complaint. An investigation was conducted, and a finding of no cause was issued. Lead Investigator was Attorney Susan Erdelyi of Marks Gray, PA.*

*Ms. Erdelyi will answer any questions that you may have related to this matter. Ms. Erdelyi can be contacted at 904-398-0900.*

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?

*Salary expectation is \$215,000 to \$230,000.*