

VERNON MYERS
MAYOR - COMMISSIONER

MARY LAWSON BROWN
VICE MAYOR - COMMISSIONER

ALLEGRA KITCHENS
COMMISSIONER

PHIL LEARY
COMMISSIONER

JAMES NORWOOD, JR.
COMMISSIONER



ELWIN C. "WOODY" BOYNTON, JR.
CITY MANAGER

BETSY JORDAN DRIGGERS
CITY CLERK

MATTHEW D. REYNOLDS
FINANCE DIRECTOR

GARY S. GETCHELL
CHIEF OF POLICE

MICHAEL LAMBERT
CHIEF FIRE DEPT

DONALD E. HOLMES
CITY ATTORNEY

Regular meeting 2nd and 4th Thursdays each month at 6:00 p.m.

June 29, 2012

**TO MESSRS: MARY LAWSON BROWN, ALLEGRA KITCHENS, PHIL LEARY AND
JAMES NORWOOD, Jr.:**

You are hereby notified that a special called meeting of the City Commission is called to be held at the regular meeting place of the City Commission at City Hall, 201 N. 2nd Street, in the City of Palatka to commence at 1:00 p.m. Tuesday, July 3, 2012.

The purpose of the meeting is to interview the five finalist candidates for the position of City Manager.

Is/ Vernon Myers
Vernon Myers, MAYOR

We acknowledge receipt of a copy of the foregoing notice of a special meeting on the 29th day of June, 2012.

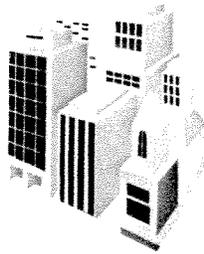
Is/ Mary Lawson Brown
COMMISSIONER

Is/ Phil Leary
COMMISSIONER

Is/ James Norwood, Jr.
COMMISSIONER

Is/ Allegra Kitchens
COMMISSIONER

PERSONS WITH DISABILITIES REQUIRING ACCOMMODATIONS IN ORDER TO PARTICIPATE IN THIS MEETING SHOULD CONTACT THE CITY CLERK'S OFFICE AT 329-0100 AT LEAST 24 HOURS IN ADVANCE TO REQUEST ACCOMMODATIONS.



CITY OF PALATKA
Betsy Jordan Driggers
City Clerk
201 N. 2nd Street
Palatka FL 32177
Phone: 386-329-0100
Fax: 386-329-0199
e-mail: bdriqqers@palatka-fl.gov

Memorandum

To: Palatka City Commission and Staff
From: Betsy Driggers, City Clerk
Date: July 2, 2012
Re: City Manager Interviews – Finalist Candidates

Interviews for the five finalist candidates for Palatka City Manager will begin at 1:00 p.m. on Tuesday, July 3, 2012. One hour has been allotted for each interview. A question/scoring sheet has been provided for your use for each candidate. This is a guideline to be used to help you question each candidate and contains ICMA-recommended questions to ask of a candidate for the position of City Manager.

The five candidates are scheduled for interviews as follows:

1:00 p.m.	Kraig McLane
2:00 p.m.	Clarence Hulse
3:00 p.m.	Robert (Bobby) Payne
4:00 p.m.	Michael (Mike) Czymbor
5:00 p.m.	Gary Getchell

The final process for choosing a candidate with which to begin contract negotiations for the position of City Manager will be discussed and agreed upon at this meeting.

Interview Instructions to City Commission:

1. The City of Palatka is an equal opportunity employer, and does not discriminate on the basis of race, color, national origin, sex, marital status, sexual orientation or preference, age, religion, creed or political belief, mental or physical disability, or status as a Vietnam era or disable veteran in admission, access to, or conduct of its education programs and activities and in its employment policies and practices.
2. All questions asked of candidates that are not listed on the score sheet should be submitted to the City Attorney for review and comment.
3. If there has been any ex-parte communication, it should be declared prior to individual interviews.

1:00 p.m.

Kraig McLane

Attachment:

'Resume' and Supporting Information

B. Kraig McLane, AICP
120 Roberts Lane
Palatka, Florida 32177

May 9, 2012

Acting City Manager
201 N. Second Street
City of Palatka
Palatka, Florida 32177

Dear Acting City Manager:

Please accept this letter and enclosures as my application for city manager. While my abilities and experiences are outlined in the attached resume, helping Palatka and surrounding areas has been a focus of my community involvement over the past twenty-two years. My work to assist Palatka in improving its wastewater treatment and reclaimed water systems, as well as leadership on the planning and construction of community trail projects — such as rails-to-trails — illustrates my leadership and commitment to successful completion.

My work experience with local, state, and regional governments provides me with extensive knowledge and insights in managing staff, budgets, capital projects, communications and media relations, and meetings with staff and elected officials. This includes the management of sensitive and controversial projects, such as the negotiation and establishment of a 3,000-acre conservation corridor during the closure of Naval Air Station Cecil Field.

With regard to personnel management, my experience has included fourteen years of managing and supervising staff in the areas of program and project management, public works, planning, and growth management. My experience also includes personnel training in the areas of coaching, performance monitoring, and compensation.

My knowledge of practices and principles associated with finance, budgeting, planning, public administration, program and policy development, and Florida and federal law have matured over twenty-five years in service to Citrus County and the St. Johns River Water Management District. During my tenure with the county and water management district, I have served in the roles of planning, administration, project management, public works, budgeting, contract management, and government and media relations. I have extensive and productive relationships with local government staff and elected officials in north central and northeast Florida for the past eighteen years.

My educational background — a Masters degree in Urban and Regional Planning and registration in the American Institute of Certified Planners (AICP) — provide a strong foundation in city management through the understanding of urban policy, form, and application. Additionally, my education and experience provides me insights on resources available to assist in establishing vision and solving urban problems. I have extensive training in collaborative problem solving techniques.

Thank you for your consideration. I look forward to hearing from you. I can be contacted at (386) 937-0522.

Sincerely,



B. Kraig McLane, AICP

B. Kraig McLane, AICP
120 Roberts Lane
Palatka, Florida 32177

Enclosure to May 9, 2012 letter to Acting City Manager, Palatka, Florida

Professional References:

Henry Dean

(former Executive Director of St. Johns and South Florida water management districts)

Henry Dean and Associates, LLC

224 North Forest Dune Drive

St. Augustine, Florida 32080

(904) 814-0175

Tim Smith, Clerk of Courts

Putnam County, Florida

PO Box 758

Palatka, Florida 32178-0758

(386) 937-6409

Joe Stephenson, Director

Public Works, St. Johns County

1625 State Road 16

St. Augustine, FL 32084-0548

(904) 209-0266

Additional references are available

Salary History:

March 2009 to October 2011 \$93,600 (senior management)

Governmental Affairs Manager

October 2011 to present \$89,000 (position restructuring due to reduction in force)

Intergovernmental Coordinator

Salary requirement: \$90,000 to \$110,000

120 Roberts Lane
Palatka, Florida 32177
Daytime (386) 937-0522
Evening (386) 325-0765

B. Kraig McLane, AICP

Experience

- October 2011 to present St. Johns River Water Management District
Intergovernmental Coordinator, Office of Communications and Intergovernmental Affairs
- Manage intergovernmental affairs with local governments and legislators within Alachua, Marion, Putnam, and Lake counties.
 - Manage the professional and administrative support for the legislatively created Harris Chain of Lakes Restoration Council
 - Oversee the coordination of the District's work with 30 local governments, including the Florida Water Star program, water supply management, conservation, surface water restoration, land acquisition and management, permitting, and compliance.
 - Ex-officio member of the North Central Florida Regional Planning Council
- March 2009 to October 2011 St. Johns River Water Management District
Governmental Affairs Manager, Office of Communications and Governmental Affairs
- Manage planning review
 - Manage intergovernmental and legislative affairs
 - Oversee the Florida Water StarSM program
- February 2002 to March 2009 St. Johns River Water Management District
Program Manager, Lower St. Johns River, Department of Water Resources
- Manage the lower St. Johns River Basin program, including environmental sciences, planning, engineering, and project management.
 - Oversee budgeting, reporting, and legislative funding.
 - Provide reports and briefings to executive staff and Governing Board members.
- September 2001 to February 2002 St. Johns River Water Management District
Management Analyst, Office of Budget and Management Reporting
- Manage internal planning and reporting functions of the agency and coordinate its implementation with senior staff and executives.
 - Assist the agency to implement its evolving mission, purpose, and management strategies after reduction in force.
 - Facilitate working groups to carryout the agency's management changes and project delivery initiatives.
- February 2000 – September 2001 St. Johns River Water Management District
Assistant/Acting Director, Office of Policy and Planning
- Managed and supervised seventeen-member staff.
 - Managed integrated management and planning program including District Water Management Plan and Strategic Plan.
 - Managed the local government assistance, intergovernmental program, and the review of comprehensive plans, developments of regional impact, and state clearinghouse projects, which were highly regarded in the state.
 - Maintained positive and proactive working relationships with government representations, citizens, media, and colleagues.
 - Represented the District as a member of the Northeast, North Central, and Withlacoochee Regional Planning Councils.

B. Kraig McLane, AICP

February 1999 – February 2000 St. Johns River Water Management District

Intergovernmental Program Manager

- Managed and supervised seven-member staff, while providing intergovernmental support to five northeast counties and their municipalities.
- Managed local governmental assistance and intergovernmental programs.
- Provided lobbying assistance to meet the District's legislative goals.

1993–1999 St. Johns River Water Management District

Intergovernmental Coordinator

- Facilitated the District's mission to protect and manage water resources with local governments, elected officials (state and local), and community leaders in five northeast Florida counties.
- Supervised four college interns.
- Worked closely with elected officials, governing board members, local government and agency staff, and executive office.
- Monitored local government activities and assisted local governments with comprehensive plan amendments, permit issues, funding requests, meeting facilitation, and troubleshooting.
- Served as lead staff on growth management issues, such as developments of regional impact, sector plans, regional plans, and trends.
- Appointed as representative to the Northeast Florida Regional Planning Council and non-voting member of the St. Marys River Management Committee.

1990-1993 St. Johns River Water Management District

Water Resources Planner III

- Participated on a team that oversaw development of the District's planning program.
- Coordinated land management planning including the District's 1994 Five-year Land Acquisition Plan.
- Coordinated preparation of the land management rule.
- Lead the preparation of the St. Marys River basin study.
- Provided support for the St. Marys River Management Committee.

1987-1990 Department of Development Services, Citrus County

Senior Planner

- Prepared, and presented to the County Commission, the Conservation; Coastal, Lake and River Management; Recreation and Open Space; and Drainage elements of the Comprehensive Plan.
- Chaired a committee appointed by the Board of County Commissioners to prepare a Manatee Protection Plan.
- Developed planning reports, recommendations, and regulations in environmental and natural science areas in conjunction with comprehensive and current planning.
- Provided assistance to the planning staff and public officials on environmental topics.
- Assisted with zoning and current planning matters at the customer counter.
- Served on committees for Wellfield Protection, Wildlife Preservation, Crystal River Surface Water Improvement and Management Plan, and Manatee Advisory Committee of Citrus County.
- Served as Public Information Officer for the County during peacetime disaster exercises.

B. Kraig McLane, AICP

1985-1987 Florida Department of Natural Resources - Division of Recreation and Parks

Planner

- Contributed to the completion of a statewide outdoor recreation facility inventory and associated research for the development of Florida's 1987 - State Comprehensive Outdoor Recreation Plan.
- Provided technical assistance to local, regional, state, and private interests on outdoor recreation.
- Prepared written and statistical materials for inclusion in plans and reports.

Education

May 1987 Florida State University

M.S. Urban and Regional Planning

Environmental Specialization

May 1985 Florida State University

B.S. Geography

Minors: Biology and Environmental Studies

Accreditation

American Institute of Certified Planners (AICP)

Special Skills and Experience

- Experience and training in leadership, management, project management, strategic planning, facilitation, mediation, and media relations
- Strong skills in conducting productive meetings
- Knowledge and use of computers for spreadsheet analysis, graphics, database management, statistical analysis, Geographic Information System (GIS) mapping applications, and word-processing

Organizations and Honors

- Vice-chairman, Putnam County Trails Council, 2010 to present
- Chairman, Trails Development Committee, Putnam County Chamber of Commerce, 2001-2008
- Unit Commissioner, Osceola District, North Florida Council, Boy Scouts of America
- Ex-officio gubernatorial representative to the Northeast, North Central, and Withlacoochee region planning councils, Florida, 2000-2001
- Past President: First Coast Section, Florida Chapter, American Planning Association, 1999
- Public Service Award, Nassau County Chamber of Commerce, 1999
- Award of Excellence, Closure and Redevelopment of NAS Cecil Field, SJRWMD, 1999
- Nominee for Employee of the Year, Executive Office, SJRWMD, 1998
- Co-chair: NE Florida Regional Greenways Task Force, 1998 – 1999
- Chair: Florida Chapter, Rails-to-Trails Conservancy, 1997 – 2000
- Meritorious Service Award, Team Production - Local Government Water Resource Atlases, SJRWMD, 1996
- Ex-officio representative to the St. Marys River Management Committee, 1993-2001
- Co-Recipient: APA Planning Award - Citrus County Manatee Protection Plan, 1990

B. Kraig McLane, AICP

Publications

Contributed to:

- *Florida Forever Work Plan*, St. Johns River Water Management District, January 2002.
- *FY 2000-2001 Annual Progress Report*, St. Johns River Water Management District, December 2001.
- *FY 2001-2002 Annual Work Plan and Budget*, St. Johns River Water Management District, September 2001.
- *FY 2000-01 Strategic Plan*, Volume 1 – Strategic Directions and Volume 2 – Program Action Plans: St. Johns River Water Management District, April 12, 2000.
- *Committee Report*: St. Marys River Management Committee, June 1998.
- *Local Government Water Resource Atlases*, St. Johns River Water Management District, 1996. (St. Johns, Clay, Duval, Nassau, and Baker counties)
- *District Water Management Plan*, St. Johns River Water Management District, March 1994.
- McLane, B. Kraig, *Upper St. Johns River Conservation Area: Land Management Plan*, St. Johns River Water Management District, 1993
- -----, *Wildlife Habitat Analysis and Recommendations*, Citrus County Wildlife Preservation Committee, March 1989
- -----, *Manatee Protection Plan*, Citrus County Manatee Plan Committee, December 1989.
- -----, *Manatee Site-specific Protection Measures*, Citrus County Manatee Plan Committee, November 1989
- -----, *Citrus County Comprehensive Plan*, November 1988, (Conservation Element, Coastal, Lakes, and River Management Element, Drainage Sub-element of the Infrastructure Element, and Recreation and Open Space Element)

Achieve Results

- 
- A) Relations
 - B) Management
 - C) Project implementation

Healthy Palatka

- A) Strong and diverse economy
- B) Sound and affordable public services
- C) Safe, low crime community
- D) Visually attractive
- E) Healthy lifestyles

Important Initiatives that are at the heart of economic development

- 
- Downtown and Main Street
 - Branding
 - Stronger education
 - Evaluate Airport facilities and land – role in economic development
 - Safe streets
 - Functions well within regional plans
 - transportation
 - multi-purpose trails
 - St. Johns River water quality – continue to expand reclaimed water use
 - Active participant in anti-addiction campaigns

Economic Development

- 
- Greatest strength –obtain results through assessing needs, focusing on priorities, and using knowledge base and relationship skills
 - Prepared and managed budgets, proposals, contracts, invoices, and accountability reports
 - Led and actively participated in economic development related projects such as Cecil Commerce Center (Jacksonville) and regional multi-purpose trails. Promoted economic development as an important component of policy and project plans.
 - Reviewed local plans and large-scale development projects with a sensitivity to community needs and economics
 - Participated in annual strategic planning sessions with the Putnam County Chamber of Commerce
 - Participated in and conducted regional leadership training sessions in conjunction with the Northeast Florida Regional Council
 - Participated as a non-voting member of the NE, NC, and Withlacoochee regional planning councils
 - Participated on comprehensive plan development team for Citrus County
 - Reviewed and provided letters of support for local brownfield (redevelopment) initiatives
 - Participates in continuing education program for accreditation in American Institute of Certified Planners (AICP)
 - Economic development and redevelopment is a component of Master Degree in Urban and Regional Planning

Resources and Relationships:

USDA Rural Communities – US Department of Agriculture

FDOT – Florida Department of Transportation, Lake City and Jacksonville programs and staff

City and County leaders in Putnam County and north Florida

Putnam County Chamber – members and staff

NEFRC – Northeast Florida Regional Council, programs and staff

Florida League of Cities

Georgia-Pacific operations

Legislators and legislative process

FDEM – Florida Division of Emergency Management

FDEO (*formerly DCA*) – Florida Department of Economic Opportunity, Tallahassee staff and programs

FDACS – Florida Department of Agriculture and Consumer Services, Tallahassee and local staff and programs

FDEP – Florida Department of Environmental Protection, Jacksonville and Tallahassee leadership, staff and programs, include water, wastewater, solid waste, surface water quality standards

US Army Corps of Engineers – Jacksonville District, planning, engineering, and regulatory staff

FWC – Florida Fish and Wildlife Conservation Commission

US Fish and Wildlife Service – Jacksonville Office

SJRWMD – St. Johns River Water Management District, including regulatory, water supply, flood protection, water quality, and natural systems.

St. Johns River Alliance, board members and staff

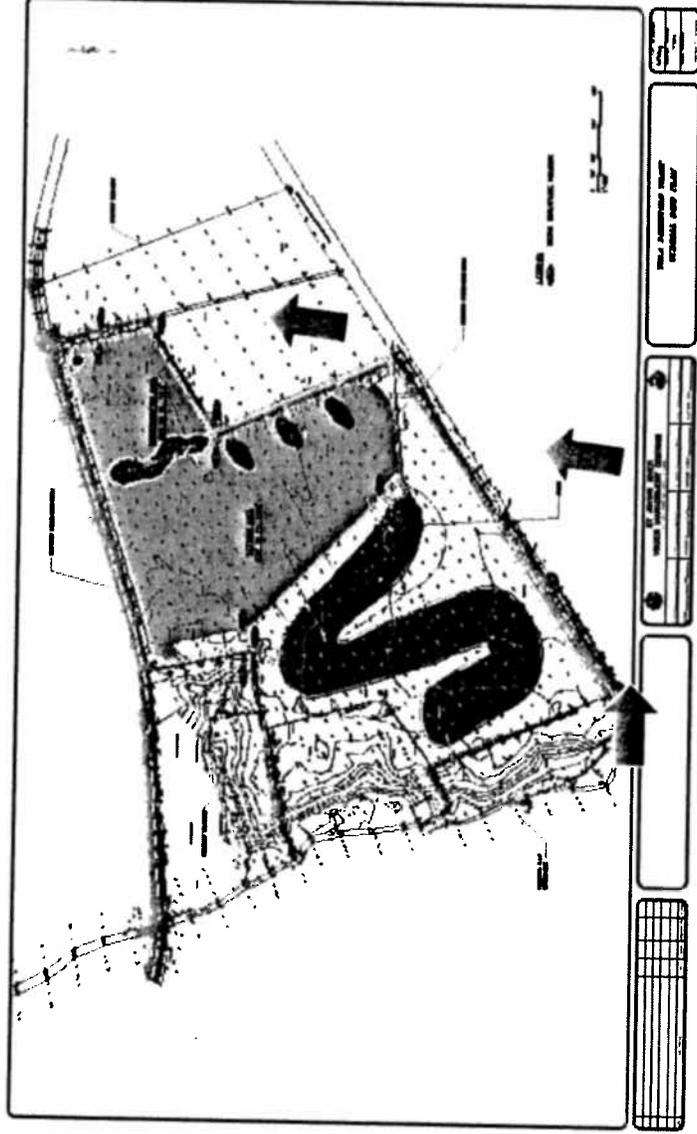
St. Johns Riverkeeper, board members and staff

1000 Friends of Florida (NGO) – staff and programs, Florida Waterfronts

Management and Implementation highlights

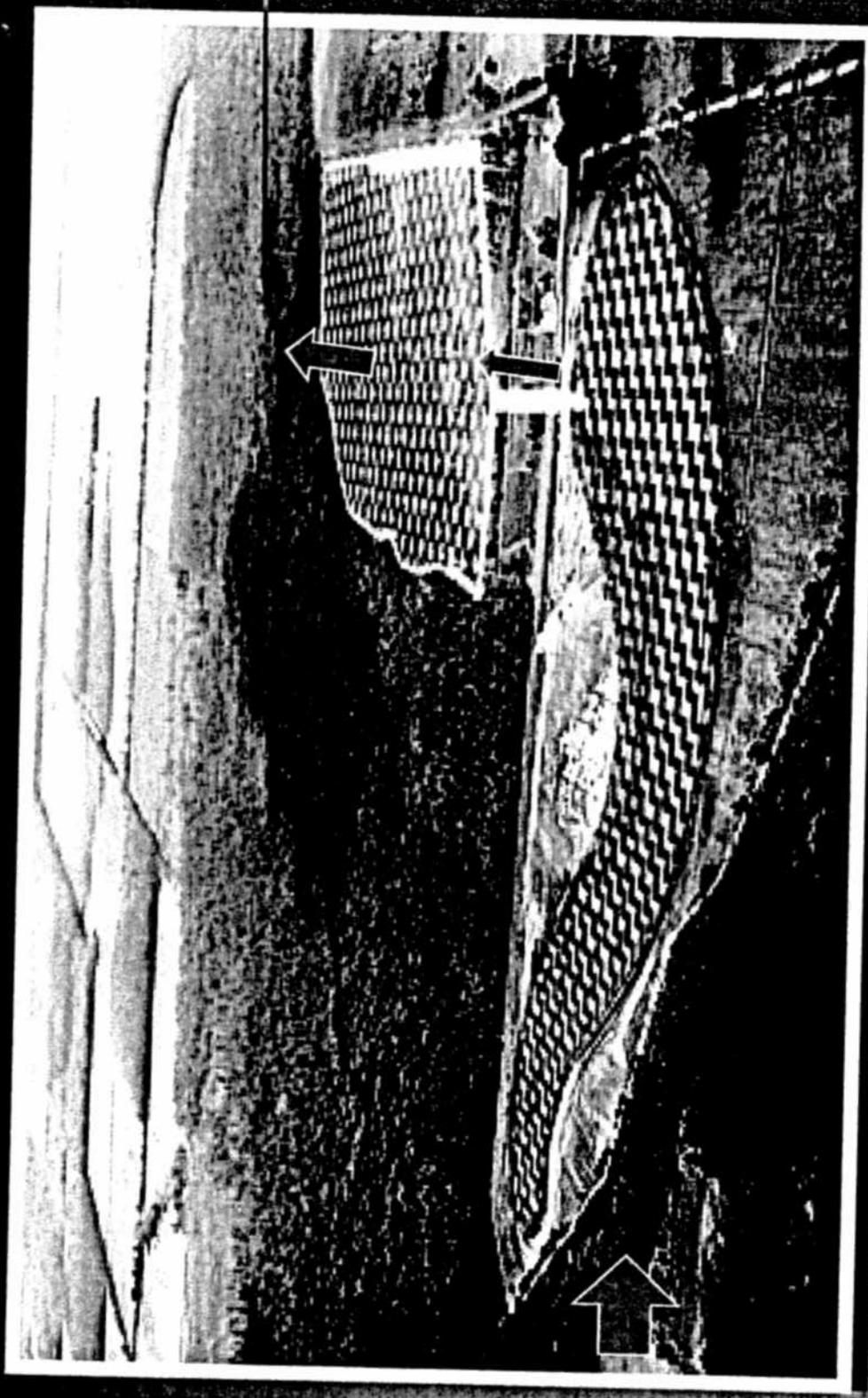
- Managed the lower St. Johns River Basin program for the St. Johns River Water Management District, which included:
 - the construction of two regional stormwater treatment systems (\$7 million) known as Edgefield (Putnam County) and Yarbrough (St. Johns County) and sale/transfer of the Deep Creek-Masters project to St. Johns County. Led the transfer of operations and management responsibilities of the first two projects to associated counties. This enables them to earn nutrient reduction value toward the Nutrient Total Maximum Daily Load requirements. The overall program management included greater than 20 staff in the disciplines of engineering and construction, project management, and environmental sciences. Aerial photographs are included.
 - completion of state-of-the-art water quality modeling that led to the adoption of the state's first nutrient total maximum daily load and associated basin management action plan. This work has led to significant reduction of nutrients to the St. Johns River from Mayport to Palatka – with the aim to significantly reduce the frequency and duration of algal blooms.
 - managed contacts with local governments to reduce nutrient loading via improvements to wastewater treatment plants and construction of reclaimed water infrastructure. At the peak of this initiative, contract values included approximately \$60 million in SJRWMD and state funds for total project cost greater than \$141 million.
- Created the vision and led the St. Johns River Water Management District to work closely with the Naval Air Station Cecil Field (West Duval County) base closure and economic development interests to create wetland mitigation value for future development. This mitigation value helps economic development project within the Cecil Commerce Center move more quickly and at less cost. The mitigation value was derived from the protection of the western third (3,000 acres) of the soon-to-be retired naval air station and was included in conservation corridor between the Ocala National Forest, Osceola National Forest, and Okefenokee National Wildlife Refuge.
- Managed a collaborative effort with two counties in Georgia and two counties in Florida (Nassau and Baker), St. Marys River Management Committee, Georgia Environmental Protection Department, The Nature Conservancy, and White Oak Plantation to prepare and adopt the St. Marys River's first management plan. This plan recognized the importance of the local land use practices (tree farming) to the economy and protection of water quality.
- Managed plan review and intergovernmental programs for the St. Johns River Water Management District, which provided technical assistance to 118 local governments and legislative offices.
- As a community leader, steered an effort since 1991 to create the region's first linear state park (aka , rail trail) from Lake City (Florida-Georgia Southern Rail Road) to St. Augustine (Florida East Coast Railway). Trail sections and facilities exist, are planned, or are under construction in the City of Palatka, Putnam County, St. Johns County, Town of Hastings, Clay County, City of Keystone Heights, Union County, and City of Lake Butler.

Dog Branch – Edgefield



St. Johns River
Water
Management
District

W. Deep Creek - Yarborough



St. Johns River
Water
Management
District

Cecil Commerce Center

Site Background

- 17,000 acre former Navy Master Jet Base conveyed from 1999-2002 to three public entities: City of Jacksonville (JEDC - 8,300 acres, City of Jacksonville Parks - 2,200 acres), Jacksonville Aviation Authority - 6,100 acres and Clay County - 640 acres
- The north portion of the site offers first generation developable sites while the south portion is primarily the redevelopment of a former Navy Master Jet Base

Current Uses

- Primarily home to aviation and aerospace uses
- There are more than 2,400 people employed at more than 30 establishments including Boeing, Logistical Services International (LSI), Northrop Grumman and FlightStar

Recent Developments

- Hillwood finalized a 25-year agreement with the City of Jacksonville to be the master developer of approximately 4,474 acres of City-owned property at Cecil Commerce Center. Hillwood has the expertise, track record and private capital resources needed to develop this large industrial site and create the job haven and economic driver for Jacksonville that the community has envisioned. In addition to branding the site with their premiere brand name - AllianceFlorida at Cecil Commerce Center, Hillwood will invest more than \$1.3 billion to develop the entire 31-million-square-foot master plan. These developments will attract the companies that will bring thousands of new jobs and expand the tax base
- JAXPORT's foreign trade zone footprint has been expanded to include AllianceFlorida at Cecil Commerce Center as well as other areas in Northeast Florida. AllianceFlorida has been identified as the "magnet site" within the newly expanded zone. Businesses within the new footprint are now eligible to import goods free of duties and excise taxes and are eligible for other benefits as well. The Northeast Florida zone is the first designated regional trade zone of its kind in the state of Florida and the 31st in the nation
- Boeing recently moved its F-18 repair operations to Cecil Commerce Center, creating 60 jobs in Jacksonville. Boeing leased a City-owned building and invested \$4 million in tenant improvements and equipment
- SAFT America, Inc., a world leader in the design and manufacture of high-technology batteries, is constructing a 277,560 sq. ft. lithium battery manufacturing plant on 12 acres at Cecil. SAFT plans to invest more than \$200 million in new capital and employ 279 people at the new facility, scheduled to open in July 2011
- FlightStar, a heavy aircraft maintenance, repair and overhaul contractor, recently expanded by 150 employees and now employs 320 individuals and is paving the way for continued aviation investment in Jacksonville
- Bridgestone Americas Tire Operations invested approximately \$44 million in a 1 million square-foot distribution and logistics center that created 250 direct jobs and 219 port-related jobs

A Unique Asset

- Public entities have invested more than \$180 million in infrastructure including industrial scale utilities, new spine and arterial roadways and landscaping
- Home to only CSX/McCallum Sweeny-certified "Megasite" in Florida - a 1,500 acre, heavy industrial property qualified to support a major manufacturing facility
- One of the few facilities in Florida with the potential to be an aviation and aerospace industry center, boasting the third-longest runway in Florida - 12,500 feet and three additional 8,000+ foot runways
- Cecil Commerce Center is the landside complement to the expanding JAXPORT - already one of the largest ports in Florida. Mitsui O.S.K. Lines has completed its \$200 million terminal and Hanjin is planning the construction of a \$300 million terminal, both of which will provide direct Asian container ship service and double container throughput at JAXPORT



For more information contact: Ron Barton, Executive Director
at 904.630.7115 or rbarton@cedc.net

www.jaxdevelopment.org
www.allianceflorida.com



JEDC
JACKSONVILLE
ECONOMIC DEVELOPMENT
COMMISSION

Business Development

[COJ.net](#) > [Departments](#) > [JEDC](#) > [Business Development](#) > [Cecil Commerce Center*](#) > Current Developments

Area Maps

Business Resources

Cecil Commerce Center*

Available Sites

Cecil Commerce Center* Advantages

Cecil Commerce Center* Maps

Contact Us

Current Developments

Current Outlook

Existing Users

Hillwood

History

Incentives

Intermodal Infrastructure

Media Library

Photo Gallery

Site Development Information

Contact Business Development Team

International

Jacksonville Business Overview

Jacksonville's Military Presence

Life in Jacksonville

Links

Market Data and Resource Library

Small Business

Cecil Commerce Center*

Downtown Development

Enterprise and Empowerment Zones

Film and Television

JEDC Information

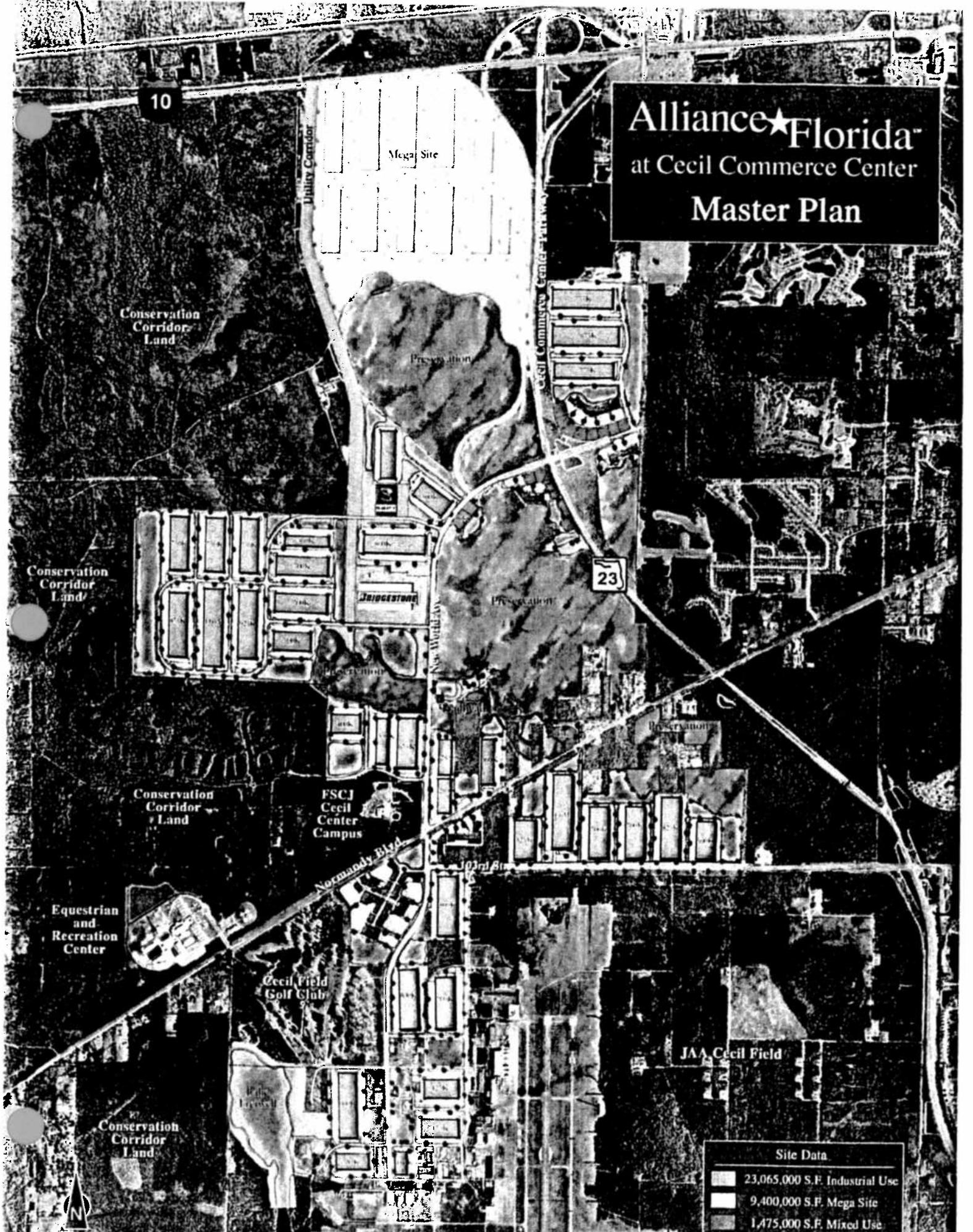
Redevelopment Initiatives

Sports and Entertainment

CURRENT DEVELOPMENTS

- Hillwood finalized a 25-year agreement with the City of Jacksonville to be the master developer of approximately 4,474 acres of City-owned property at Cecil Commerce Center*. Hillwood has the expertise, track record and private capital resources needed to develop this large industrial site and create the job haven and economic driver for Jacksonville that the community has envisioned. In addition to branding the site with their premiere brand name – AllianceFlorida at Cecil Commerce Center*, Hillwood will invest more than \$1.3 billion to develop the entire 31-million-square-foot master plan. These developments will attract the companies that will bring thousands of new jobs and expand the tax base. [Click here to read more about this Agreement.](#)
- Florida State College is developing a new state of the art truck driving facility at their North Cecil Campus. Construction is set to begin in late 2010.
- Boeing recently moved its F-18 repair operations to Cecil Commerce Center*, creating 60 jobs in Jacksonville. Boeing leased a city-owned building and invested \$4 million in tenant improvements and equipment.
- SAFT America, Inc., a world leader in the design and manufacture of high-technology batteries, recently broke ground on a 277,560 sq. ft. lithium battery manufacturing plant on 12 acres at Cecil. SAFT plans to invest more than \$200 million in new capital and employ 279 people at the new facility.
- The new Cecil Commerce Center* Parkway and I-10 interchange was completed in October 2009. [Click here](#) to learn more about the \$62 million project that provides direct access to Cecil Commerce Center*.
- Alenia North America plans to build a \$65 million final assembly and delivery center for the C-27J Spartan cargo plane at Cecil Commerce Center*. The center will add 300 new jobs to the local market. The company also expects to invest approximately \$42 million in new, private capital for manufacturing equipment, technology, infrastructure and furniture.
- Bridgestone Americas Tire Operations recently purchased 63.3 acres in Cecil Commerce Center* North and constructed a 1-million-square-foot distribution center. The site will employ 250 and represents a private capital investment of \$44 million.
- Florida State College recently completed phase one of a new, 44,000-square-foot center in Cecil Commerce Center* North. The new campus offers general education courses.
- FlightStar, a heavy aircraft maintenance, repair and overhaul contractor, added 150 more employees. This brings their employment at Cecil Commerce Center* South to approximately 320. Visit them at <http://www.flightstarjax.com/>
- The U.S. Coast Guard has recently renovated its 32,000-square-foot building and added 150 new personnel to its drug interdiction operation at Cecil. Overall annual payroll for the operation is approximately \$12 million.

Alliance★Florida™ at Cecil Commerce Center Master Plan



Site Data	
[Light Gray Box]	23,065,000 S.F. Industrial Use
[White Box]	9,400,000 S.F. Mega Site
[Dark Gray Box]	1,475,000 S.F. Mixed Use

Equestrian
and
Recreation
Center

Conservation
Corridor
Land

Conservation
Corridor
Land

FSCJ
Cecil
Center
Campus

Cecil Field
Golf Club

JAA Cecil Field

Conservation
Corridor
Land

Conservation
Corridor
Land

Mega Site

Utility Corridor

Cecil Commerce Center Parkway

Preservation

Preservation

Preservation

Normandy Blvd

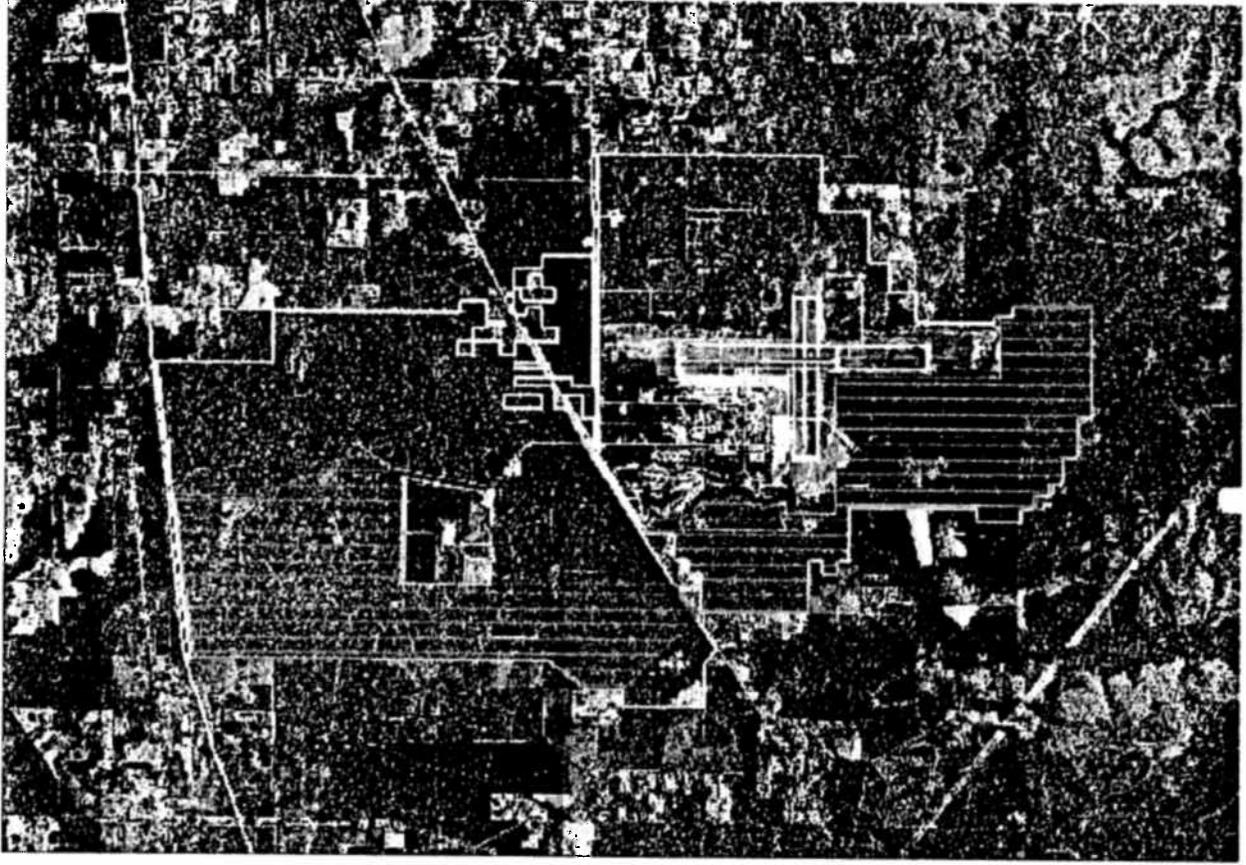
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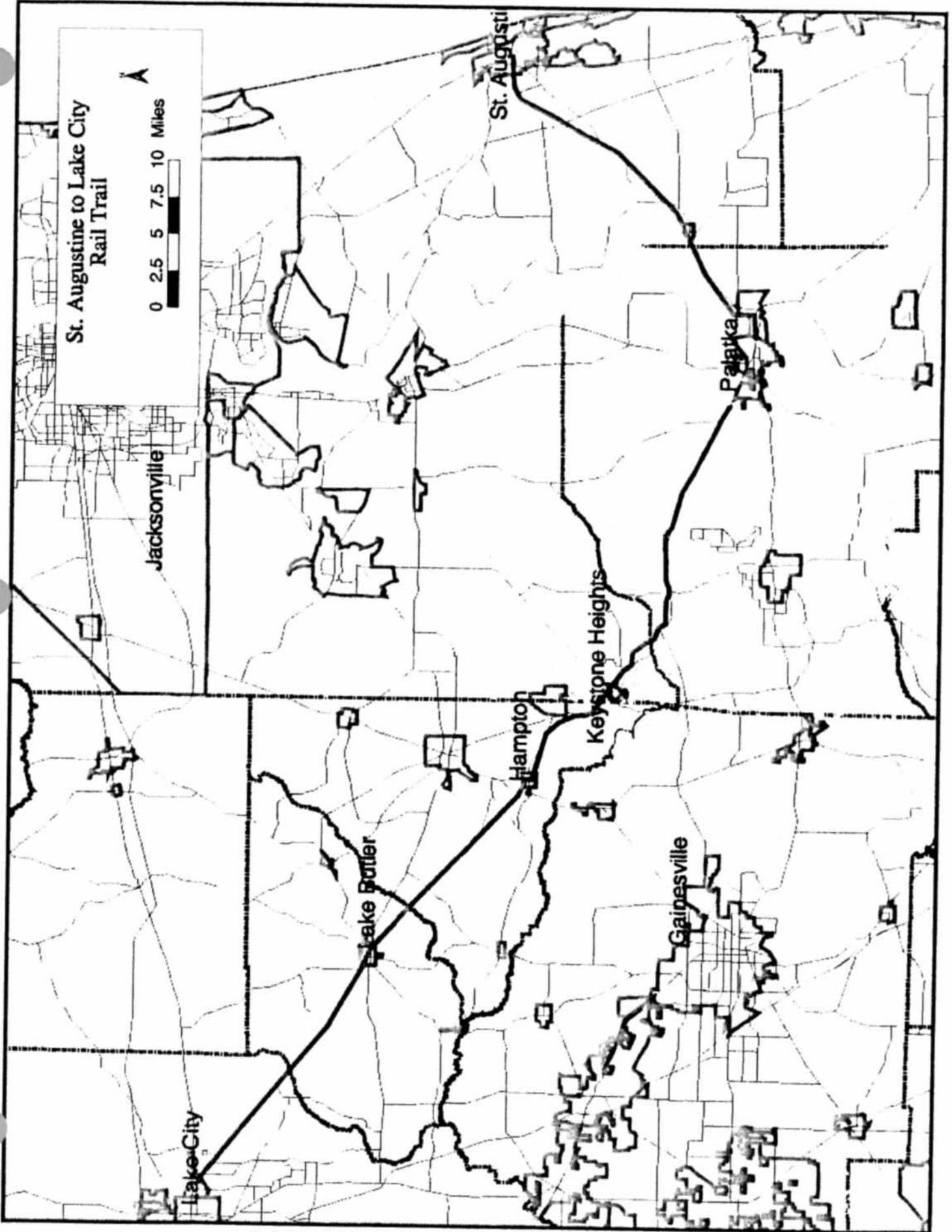
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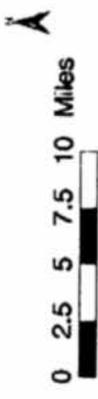


NAS Cecil Field

"Natural & Recreation Area"



St. Augustine to Lake City
Rail Trail



Jacksonville

Lake City

Stake Butler

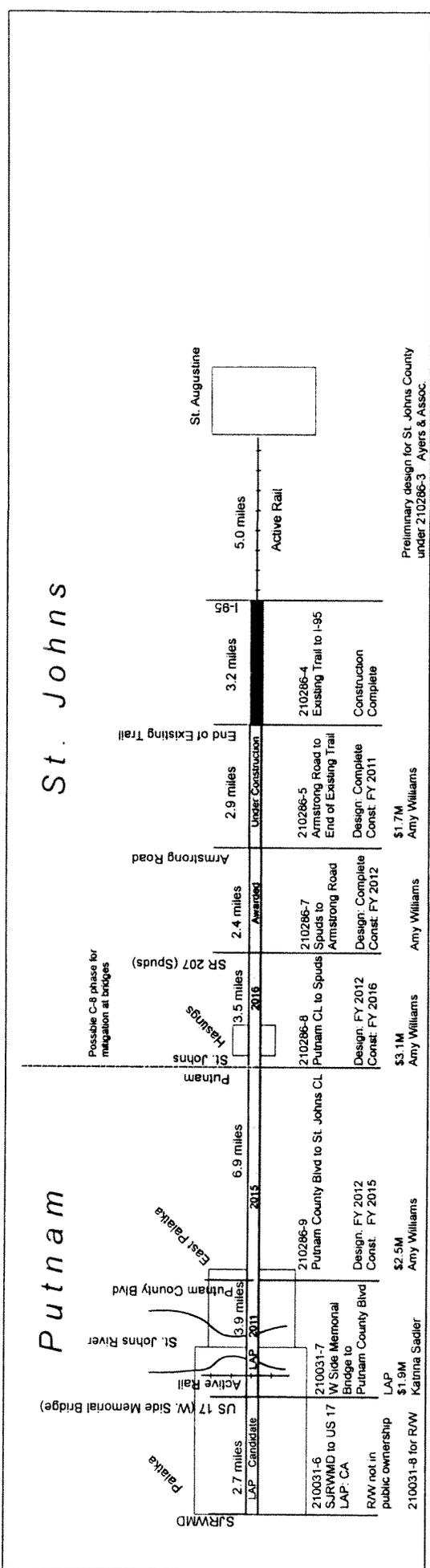
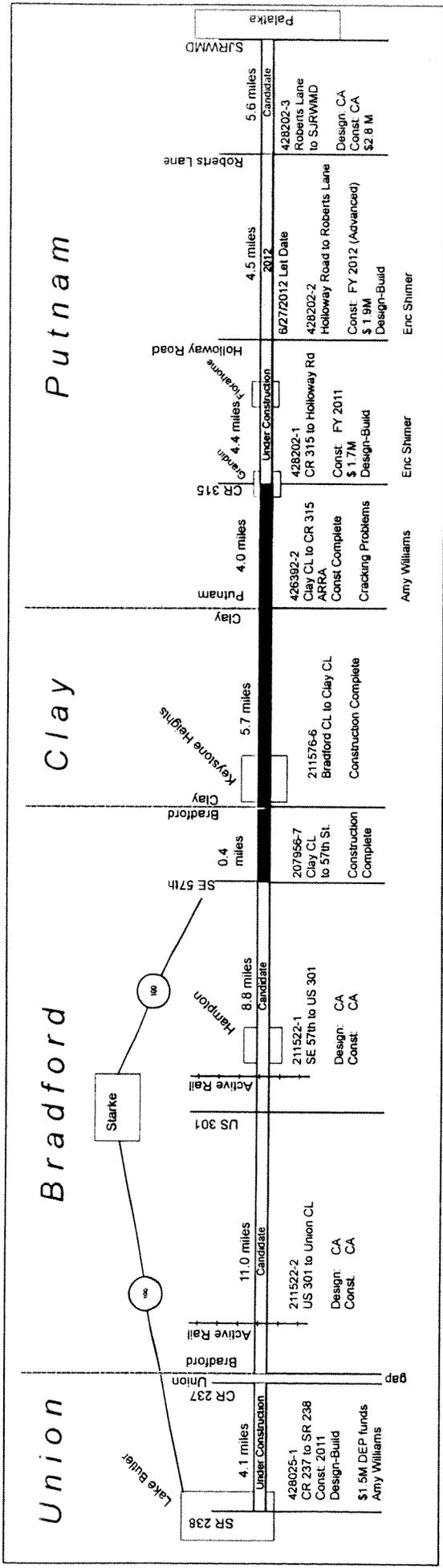
Hampton

Keystone Heights

Gainesville

Palatka

St. Augustine



Lake Butler to St. Augustine Rail-Trail

Preliminary design for St. Johns County under 210286-3 Ayers & Assoc.

Last Update 01-11-2012
Subject to Frequent Change
B.Bennette

Economic Development Chapter, St. Marys River Management Plan, 2003

F. Economic Development

1. Existing and Projected Conditions

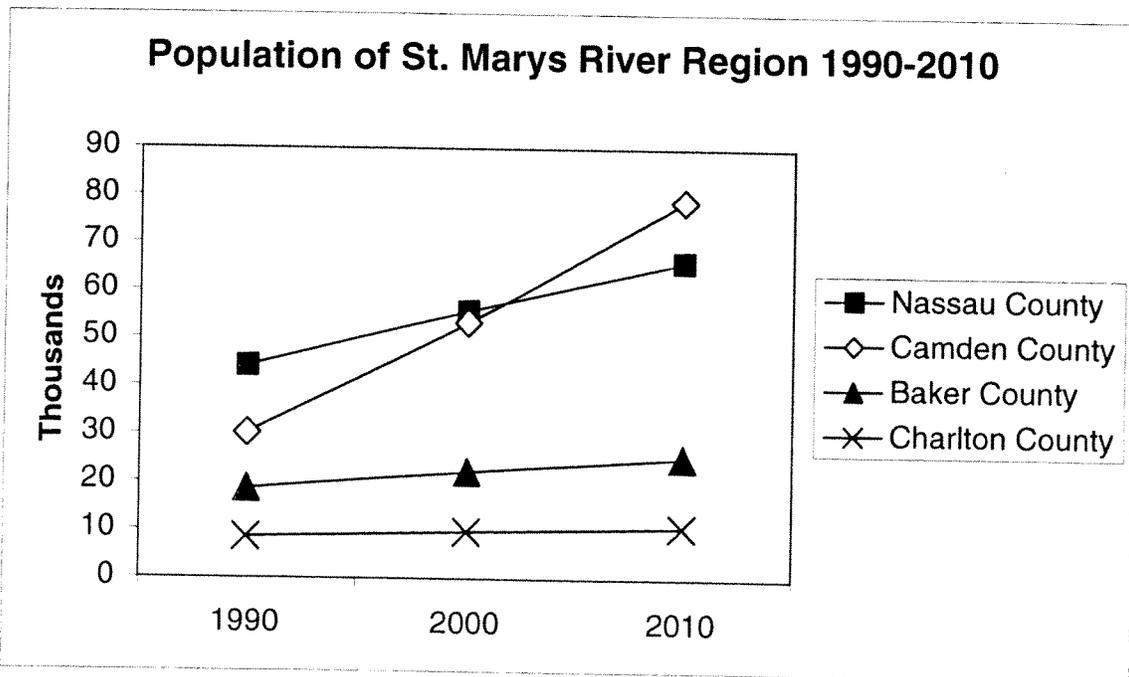
The St. Marys River region is comprised primarily of Charlton and Camden Counties, Georgia and Nassau and Baker counties, Florida, which encompass 2,600 square miles. As of August of 2000, this region has a resident population of 141,000 people, with about 48,000 households earning a total personal income of \$2.75 billion (Table F.1.1). Per capita income ranges from \$15,800 in Charlton County to \$26,175 in Nassau County. The population of the region is projected to grow by 28 % to 181,000 in the year 2010. Growth is expected to be most rapid in Nassau and Camden Counties (Figure F.1.1).

Table F.1.1. St. Marys River region population, land area (LA), households (HHs), total personal income (TI in millions), and per capita income (PCI).

County	Population (thousands)			LA (sq. mi.)	# HHs (1996)	MM \$ TPI (1998)	\$ PCI (1998)
	1990	2000	Proj. 2010				
Camden County Georgia	30.2	53.3	78.9	630	15,846	765	16,159
Charlton County Georgia	8.5	9.7	10.7	781	3,441	149	15,804
Baker County Florida	18.6	22.2	25.2	585	8,063	383	18,191
Nassau County Florida	44.2	55.7	66.1	652	20,427	1,450	26,175
Total Four-County Region	101.5	140.9	180.9	2,648	47,777	2,747	

Sources: UFBEBR 1997, UFBEBR 2000, Georgia Governors Office 2000, US Department of Commerce 2000, MIG 2000.

Figure F.1.1: Predicted Population of St. Marys River Region



Sources: UFBEBR 1997, UFBEBR 2000

Economic Characteristics

Economic characteristics of the four-county St. Marys River region are summarized in Table F.1.2. Economic output, representing sales of products and services, totaled \$4.04 billion (B), and employment totaled 52,205 people. Total value added amounted to \$2.43B, including employee compensation of \$1.47B, income for business proprietors of \$104 million (M), other property income and corporate profits of \$739M and indirect business taxes paid of \$119M.

The leading economic sectors of the region, in terms of economic output, were manufacturing (\$1.3B), government (\$940M), services (\$536M), finance, insurance, real estate (\$358M), and trade (\$323M). In terms of employment, the government sector was the largest with 17,750 jobs, followed by services (10,701), trade (9,670), manufacturing (5,866), and construction (2,938).

Within the manufacturing sector, forest products was the largest industry subsector, including paper mills (\$500M), paperboard mills (\$293M), paper bags (\$53M), logging contractors (\$44M), boxes (\$35M), and sawmills (\$28M). Other major manufacturing subsectors included surgical appliances (\$65M), guided missiles (\$55M), agricultural chemicals (\$55M), transportation equipment (\$46M), apparel (\$25M), steel wire, surface active agents, boat building, and ready mix concrete. Government subsectors include federal military (\$489M) and non-military (\$207M), and state and local government education (\$59M) and non-education (\$166M).

The service sector's major subsectors include hotels (\$536M), management and consulting services (\$125M), and doctors and dentists. For utilities, major subsectors are motor freight (\$57M), communications (\$34M), electric services (\$29M), water transportation (\$25M), and railroads (\$15M). Within the finance, insurance, and real estate sector, real estate represents \$135M in output, owner-occupied dwellings are \$112M, and banking is \$85M. Within the trade sector, eating and drinking establishments represent \$111M, and other major industries are wholesale trade (\$48M), food stores (\$48M), automotive dealers and service stations (\$46), miscellaneous retail, general merchandise stores, and building materials and gardening stores. In the construction sector, at least \$10 million in output is associated with residential structures, industrial and commercial buildings, government facilities, highways, and maintenance and repair. Within the agriculture sector, forestry products, poultry, dairy farms, and greenhouse and nursery products all have outputs greater than \$10 million.

Economic Context

The St. Marys River region is economically linked to and dominated by the much larger economy of the greater Jacksonville metropolitan area (Duval County). Approximately 35% of Nassau and Baker county households commute to Duval County for employment (UFBEBR, 1997). If Duval County is included, the St. Marys River region has a population of over 1 million persons, and total personal income of \$22 billion. When combined with Duval county, the region had economic output of \$46.3B, total value added of \$28.7B, and employment of 579,561 people.

FINAL DRAFT

Table F.1.2. Economic activity of the St. Marys River region (Charlton, Camden, Nassau, Baker counties) by major sectors and subsectors with at least \$10 million output (smaller subsectors are included in totals).

Industry Sectors (In order of total output in millions of dollars 1996.)	Industry Output (M \$)	Employment (jobs)	Employee Compensation (MM \$)	Total Value Added (MM \$)
Total All Industries	4,038. 0	52,205	1,466. 0	2,429. 0
Total Manufacturing	1,312. 1	5,866	282. 6	462. 4
Paper Mills, Except Building Paper	499. 6	2,081	118. 8	193. 7
Paperboard Mills	292. 5	708	44. 3	90. 5
Surgical Appliances and Supplies	64. 9	375	18. 9	21. 2
Complete Guided Missiles	55. 0	279	16. 2	16. 8
Agricultural Chemicals, N. E. C	54. 9	161	8. 4	22. 8
Bags, Paper	52. 8	316	11. 0	18. 7
Transportation Equipment, N. E. C	45. 9	205	9. 3	9. 2
Logging Camps and Logging Contractors	43. 9	263	7. 5	18. 7
Paperboard Containers and Boxes	34. 9	194	8. 2	10. 6
Sawmills and Planing Mills, General	28. 2	177	5. 5	8. 9
Apparel from Purchased Materials	24. 9	320	6. 5	7. 8
Steel Wire and Related Products	18. 0	67	3. 2	5. 3
Surface Active Agents	13. 6	20	1. 7	4. 8
Boat Building and Repairing	10. 8	102	3. 4	3. 5
Ready-mixed Concrete	10. 6	63	3. 5	4. 5
Total Government	940. 1	17,750	686. 8	931. 5
Federal Government - Military	489. 2	6,056	292. 3	489. 2
Federal Government - Non-Military	207. 1	4,279	190. 4	207. 1
State & Local Government - Non-Ed.	165. 8	4,993	135. 5	165. 8
State & Local Government - Education	59. 0	2,206	59. 0	59. 0
U.S. Postal Service	10. 3	168	8. 2	7. 4
Total Services	536. 2	10,701	201. 5	297. 5
Hotels and Lodging Places	125. 2	2,170	43. 8	72. 3
Management and Consulting Services	87. 6	1,426	33. 2	42. 9
Doctors and Dentists	40. 0	581	17. 3	22. 5
Motion Pictures	32. 5	270	13. 0	17. 4
Hospitals	27. 9	573	13. 3	16. 8
Automobile Repair and Services	27. 3	384	6. 4	12. 3
Accounting, Auditing and Bookkeeping	20. 2	648	3. 9	17. 8
Nursing and Protective Care	17. 7	513	9. 5	11. 7
Other Medical and Health Services	17. 2	300	6. 6	9. 3

FINAL DRAFT

Industry Sectors (In order of total output in millions of dollars 1996.)	Industry Output (M \$)	Employment (jobs)	Employee Compensation (MM \$)	Total Value Added (MM \$)
Total Finance, Insurance, Real Estate	357.5	1,880	38.2	256.7
Real Estate	134.7	726	7.5	93.4
Owner-occupied Dwellings	111.5	0	0.0	88.5
Banking	84.5	677	19.8	58.0
Total Trade	323.5	9,670	136.4	221.1
Eating & Drinking	111.4	3,309	38.2	55.9
Wholesale Trade	48.3	582	18.8	33.2
Food Stores	47.5	2,041	25.5	40.7
Automotive Dealers & Service Stations	45.7	1,098	20.1	34.7
Miscellaneous Retail	27.3	1,032	13.0	22.9
General Merchandise Stores	22.4	918	10.4	16.8
Total Construction	234.9	2,938	58.8	82.8
New Residential Structures	77.4	951	14.2	20.3
New Industrial and Commercial Buildings	41.7	440	9.5	13.3
Maintenance and Repair Other Facilities	40.7	714	15.3	21.3
New Government Facilities	33.2	319	9.5	13.3
Maintenance and Repair, Residential	20.6	275	5.3	7.3
New Highways and Streets	11.7	117	2.5	3.5
Total Transportation, Communication, Utilities	182.0	1,265	39.7	93.2
Motor Freight Transport and Warehousing	57.4	610	13.2	21.2
Communications, Except Radio and TV	33.6	138	6.0	21.5
Electric Services	28.7	98	5.2	25.4
Water Transportation	25.3	126	4.2	6.0
Railroads and Related Services	14.9	95	5.6	9.2
Total Agriculture	148.5	1,831	20.8	80.9
Forestry Products	52.9	106	2.3	27.3
Poultry and Eggs	34.3	304	3.2	11.0
Dairy Farm Products	19.2	222	2.3	9.2
Greenhouse and Nursery Products	13.6	261	3.4	12.0

Source: MIG 2000

2. *Economic Analysis*

Local Economic Impacts

A standard approach in community economic development is to emphasize the maintenance and expansion of industries that have the greatest local impact, due to the nature of their economic linkages and their use of available local resources. Industries that produce products or services for export markets and industries that use local resources have the greatest impacts on a local economy.

The total economic impact of a particular industry may be represented by an economic multiplier constructed with an input-output model. This method captures the total economic impacts, or multiplier effects, of changes in output or employment in particular industries. Multiplier effects also account for changes in output of other industries that supply inputs to a particular industry (indirect effects), and changes in personal consumption expenditures of industry employees (induced effects). For further information about the theory and application of input-output models for analysis of local economic impacts, see Mulkey and Hodges (2000).

Economic multipliers (Table F.1.3) for the St. Marys River region were developed with the *Implan Pro* input-output analysis software and associated databases for the four counties in Florida and Georgia (MIG 2000). Value-added, output, and employment multipliers for major industries of the region are shown in Table F.1.3. The multipliers are ranked by the magnitude of their effect on the local economy. The value-added and output multipliers represent the change in this measure for a given change in sales to final demand for the industry, while the employment multiplier represents the change in number of jobs per million dollars change in demand. For example, a change in federal military spending of \$1 million would result in a change in the local economy of \$1.6M in output, \$1.4 in value added, and 22.9 jobs.

Sectors with higher multiplier values can have a greater impact on the local economy in either a positive or negative direction, depending on growth or downturns in the given sector. Sectors associated with relatively high multiplier values were government sectors (education, military, other state and local government, postal service) and trade and services sectors (hotels, miscellaneous retail, general merchandise stores, food stores, automotive service, real estate). Several general business service sectors (accounting, banking, wholesale trade, electric, sanitary services/steam supply, railroads) and an agriculture sector (greenhouse and nursery products) were included in the group with the highest multipliers. Although manufacturing (particularly paper products) is a large industry sector in the St. Marys River region, it has a low multiplier effect on the local economy.

In summary, these multipliers reflect the overall importance of these industry sectors to the St. Marys River regional economy. The government and service sectors are particularly valuable to the local economy in this respect.

Table F.1.3. Economic multipliers for selected industries in the St. Marys River region.

Industry Sector	Value Added	Output	Employment (jobs/MM \$ output)
State & Local Government - Education	1.481	1.658	49.0
Federal Government - Non-Military	1.475	1.647	32.0
State & Local Government - Non-Education	1.468	1.633	41.2
Federal Government - Military	1.451	1.604	22.9
Food Stores	1.383	1.707	55.6
Miscellaneous Retail	1.365	1.709	50.4
Accounting, Auditing and Bookkeeping	1.360	1.660	43.8
Greenhouse and Nursery Products	1.350	1.617	29.9
Electric Services	1.342	1.596	14.1
Owner-occupied Dwellings	1.301	1.691	12.1
Automotive Dealers & Service Stations	1.289	1.721	36.6
General Merchandise Stores	1.282	1.722	53.5
Real Estate	1.217	1.724	17.8
Wholesale Trade	1.185	1.684	24.1
Motion Pictures	1.171	1.977	21.6
U. S. Postal Service	1.167	1.642	27.0
Arrangement Of Passenger Transportation	1.142	1.608	30.6
Nursing and Protective Care	1.139	1.670	40.3
Sanitary Services and Steam Supply	1.137	1.627	22.1
Banking	1.130	1.611	18.2
Communications, Except Radio and TV	1.093	1.628	14.4
Hotels and Lodging Places	1.084	1.710	29.4
Hospitals	1.067	1.675	31.7
Doctors and Dentists	1.057	1.709	26.2
Railroads and Related Services	1.055	1.620	16.5

Note: Multipliers reflect total effects, including direct, indirect and induced effects. Source: MIG, 2000

Projected Impacts of Future Economic Change

For the purpose of analysis, two possible future scenarios related to the St. Marys River region are changes in timber harvest levels and changes in nature-based tourism. Table F.1.4. summarizes the simulated economic impacts of changes in the timber industry and in nature-based tourism on other industry sectors in the St. Marys River region. These changes may be either positive or negative in direction, reflecting an increase or decrease in economic activity.

For a \$1 million change in timber harvests, there would be a total economic output impact in the four-county region of \$1.65 million, including indirect effects of \$215 thousand (K) and induced effects of \$437K in addition to the \$1M direct effect of the change in harvest levels. Other impacts would include a change in employment of 14 jobs, and a change in total value added of \$1 million.

FINAL DRAFT

The impact of tourism was simulated in terms of 1000 tourist visitor days, using national average daily expenditures by tourists for food, lodging, transportation, and other local retail purchases of \$154 per person-day. The total economic impacts of 1000 tourists on the St. Marys River region include \$256K in output, \$159K in value added, and 5.1 jobs.

In summary, these projected economic impacts reflect the importance of the timber industry to the St. Marys area. In addition, this analysis shows that an effective, small tourism industry and related services could locally capture a greater share of economic benefits from recreational use of the natural resource base, rather than requiring so many local residents to commute to Jacksonville for their income. A relatively small increase in tourism would contribute measurable economic benefits as well as help to diversify the economy.

Table F.1.4. Simulated economic impacts of timber harvest and tourism changes in the St. Marys River region (Values in year-2000 dollars).

Industry	Output Impact (Thousand \$)				Value Added Impact (Thousand \$\$)	Jobs Impact
	Direct	Indirect	Induced	Total		
Impact of \$1 Million Timber Harvest						
Agriculture	1,000	124	2	1,126	605	5.4
Construction	0	4	43	47	17	0.6
Manufacturing	0	10	9	19	6	0.1
Trans, Com, Utilities	0	5	15	20	11	0.1
Trade	0	7	47	54	38	1.6
Finance, Ins, Real Estate	0	12	54	66	47	0.3
Services	0	51	51	103	66	2.2
Government	0	1	214	215	214	4.1
Total	1,000	215	437	1,651	1,004	14.4
Impact of 1000 Tourist Visitor Days						
Agriculture	0	1	<1	<1	<1	0.0
Construction	0	2	6	8	3	0.1
Manufacturing	0	2	1	3	1	0.0
Trans, Com, Utilities	0	5	3	8	5	0.1
Trade	68	2	10	80	45	2.3
Finance, Ins, Real Estate	0	10	11	21	15	0.1
Services	86	9	10	105	61	2.0
Government	0	1	28	29	28	0.5
Total	155	31	70	256	159	5.1

3. *Strategies*

Promote conservation easements and/or less-than-fee acquisitions that maintain a forest-based economy and protect river resources by continuing compatible agricultural uses, such as tree farming.

STRATEGY PRIORITY	BENEFITS	ST. MARYS		IMPLEMENTATION		FOLLOW-UP ACTION	TYPE OF EFFORT
		RIVER	BASIN	RESPONSIBILITY	PROCESS		
★6	Maintains a forest-based economy and protects river resources by continuing compatible agricultural uses, such as tree farming	×	×	Coordinated local action	Promotion of programs for voluntary local or individual participation	Committee/subcommittee explores and promotes conservation easement and less-than-fee acquisition programs that might help to maintain a forest-based economy.	Long Term

Designate a subcommittee to explore establishment of incentives for businesses compatible with river management goals

STRATEGY PRIORITY	BENEFITS	ST. MARYS		IMPLEMENTATION		FOLLOW-UP ACTION	TYPE OF EFFORT
		RIVER	BASIN	RESPONSIBILITY	PROCESS		
	Captures greater share of revenues in local services	×	×	Coordinated local action	Voluntary coordination and planning effort	Committee/subcommittee explores with local economic development leaders the coordination of incentives for local river-related businesses such as job training programs or tax relief.	Long Term

The services, finance, and trade sectors of the St. Marys River region are relatively underdeveloped. Value added in the services sector represented only 12% of the total value added, compared to 21% for the overall economies of Florida and Georgia. A large portion of the service functions in the four-county area are provided by businesses in the Jacksonville area, which represents a loss of value to the local economy that could be avoided if local services were better developed. As demonstrated by the economic impact analysis, continued encouragement for the silvicultural industry and incentives for development of a natural-resource-based tourism industry will help to capture a greater share of economic benefits in the immediate area. These changes might be accomplished through incentives such as provision of tax abatements and job training programs, and through better coordination of local economic development councils.

120 Roberts Lane
Palatka, Florida 32177
Daytime (386) 937-0522
Evening (386) 325-0765

B. Kraig McLane, AICP

Experience

- October 2011 to present St. Johns River Water Management District
Intergovernmental Coordinator, Office of Communications and Intergovernmental Affairs
- Manage intergovernmental affairs with local governments and legislators within Alachua, Marion, Putnam, and Lake counties.
 - Manage the professional and administrative support for the legislatively created Harris Chain of Lakes Restoration Council
 - Oversee the coordination of the District's work with 30 local governments, including the Florida Water Star program, water supply management, conservation, surface water restoration, land acquisition and management, permitting, and compliance.
 - Ex-officio member of the North Central Florida Regional Planning Council
- March 2009 to October 2011 St. Johns River Water Management District
Governmental Affairs Manager, Office of Communications and Governmental Affairs
- Manage planning review
 - Manage intergovernmental and legislative affairs
 - Oversee the Florida Water StarSM program
- February 2002 to March 2009 St. Johns River Water Management District
Program Manager, Lower St. Johns River, Department of Water Resources
- Manage the lower St. Johns River Basin program, including environmental sciences, planning, engineering, and project management.
 - Oversee budgeting, reporting, and legislative funding.
 - Provide reports and briefings to executive staff and Governing Board members.
- September 2001 to February 2002 St. Johns River Water Management District
Management Analyst, Office of Budget and Management Reporting
- Manage internal planning and reporting functions of the agency and coordinate its implementation with senior staff and executives.
 - Assist the agency to implement its evolving mission, purpose, and management strategies after reduction in force.
 - Facilitate working groups to carryout the agency's management changes and project delivery initiatives.
- February 2000 – September 2001 St. Johns River Water Management District
Assistant/Acting Director, Office of Policy and Planning
- Managed and supervised seventeen-member staff.
 - Managed integrated management and planning program including District Water Management Plan and Strategic Plan.
 - Managed the local government assistance, intergovernmental program, and the review of comprehensive plans, developments of regional impact, and state clearinghouse projects, which were highly regarded in the state.
 - Maintained positive and proactive working relationships with government representations, citizens, media, and colleagues.
 - Represented the District as a member of the Northeast, North Central, and Withlacoochee Regional Planning Councils.

B. Kraig McLane, AICP

February 1999 – February 2000 St. Johns River Water Management District

Intergovernmental Program Manager

- Managed and supervised seven-member staff, while providing intergovernmental support to five northeast counties and their municipalities.
- Managed local governmental assistance and intergovernmental programs.
- Provided lobbying assistance to meet the District's legislative goals.

1993–1999 St. Johns River Water Management District

Intergovernmental Coordinator

- Facilitated the District's mission to protect and manage water resources with local governments, elected officials (state and local), and community leaders in five northeast Florida counties.
- Supervised four college interns.
- Worked closely with elected officials, governing board members, local government and agency staff, and executive office.
- Monitored local government activities and assisted local governments with comprehensive plan amendments, permit issues, funding requests, meeting facilitation, and troubleshooting.
- Served as lead staff on growth management issues, such as developments of regional impact, sector plans, regional plans, and trends.
- Appointed as representative to the Northeast Florida Regional Planning Council and non-voting member of the St. Marys River Management Committee.

1990-1993 St. Johns River Water Management District

Water Resources Planner III

- Participated on a team that oversaw development of the District's planning program.
- Coordinated land management planning including the District's 1994 Five-year Land Acquisition Plan.
- Coordinated preparation of the land management rule.
- Lead the preparation of the St. Marys River basin study.
- Provided support for the St. Marys River Management Committee.

1987-1990 Department of Development Services, Citrus County

Senior Planner

- Prepared, and presented to the County Commission, the Conservation; Coastal, Lake and River Management; Recreation and Open Space; and Drainage elements of the Comprehensive Plan.
- Chaired a committee appointed by the Board of County Commissioners to prepare a Manatee Protection Plan.
- Developed planning reports, recommendations, and regulations in environmental and natural science areas in conjunction with comprehensive and current planning.
- Provided assistance to the planning staff and public officials on environmental topics.
- Assisted with zoning and current planning matters at the customer counter.
- Served on committees for Wellfield Protection, Wildlife Preservation, Crystal River Surface Water Improvement and Management Plan, and Manatee Advisory Committee of Citrus County.
- Served as Public Information Officer for the County during peacetime disaster exercises.

B. Kraig McLane, AICP

1985-1987 Florida Department of Natural Resources - Division of Recreation and Parks
Planner

- Contributed to the completion of a statewide outdoor recreation facility inventory and associated research for the development of Florida's 1987 - State Comprehensive Outdoor Recreation Plan.
- Provided technical assistance to local, regional, state, and private interests on outdoor recreation.
- Prepared written and statistical materials for inclusion in plans and reports.

Education

May 1987 Florida State University
M.S. Urban and Regional Planning
Environmental Specialization

May 1985 Florida State University
B.S. Geography
Minors: Biology and Environmental Studies

Accreditation

American Institute of Certified Planners (AICP)

Special Skills and Experience

- Experience and training in leadership, management, project management, strategic planning, facilitation, mediation, and media relations
- Strong skills in conducting productive meetings
- Knowledge and use of computers for spreadsheet analysis, graphics, database management, statistical analysis, Geographic Information System (GIS) mapping applications, and word-processing

Organizations and Honors

- Vice-chairman, Putnam County Trails Council, 2010 to present
- Chairman, Trails Development Committee, Putnam County Chamber of Commerce, 2001-2008
- Unit Commissioner, Osceola District, North Florida Council, Boy Scouts of America
- Ex-officio gubernatorial representative to the Northeast, North Central, and Withlacoochee region planning councils, Florida, 2000-2001
- Past President: First Coast Section, Florida Chapter, American Planning Association, 1999
- Public Service Award, Nassau County Chamber of Commerce, 1999
- Award of Excellence, Closure and Redevelopment of NAS Cecil Field, SJRWMD, 1999
- Nominee for Employee of the Year, Executive Office, SJRWMD, 1998
- Co-chair: NE Florida Regional Greenways Task Force, 1998 – 1999
- Chair: Florida Chapter, Rails-to-Trails Conservancy, 1997 – 2000
- Meritorious Service Award, Team Production - Local Government Water Resource Atlases, SJRWMD, 1996
- Ex-officio representative to the St. Marys River Management Committee, 1993-2001
- Co-Recipient: APA Planning Award - Citrus County Manatee Protection Plan, 1990

B. Kraig McLane, AICP

Publications

Contributed to:

- *Florida Forever Work Plan*, St. Johns River Water Management District, January 2002.
- *FY 2000-2001 Annual Progress Report*, St. Johns River Water Management District, December 2001.
- *FY 2001-2002 Annual Work Plan and Budget*, St. Johns River Water Management District, September 2001.
- *FY 2000-01 Strategic Plan*, Volume 1 – Strategic Directions and Volume 2 – Program Action Plans: St. Johns River Water Management District, April 12, 2000.
- *Committee Report*: St. Marys River Management Committee, June 1998.
- *Local Government Water Resource Atlases*, St. Johns River Water Management District, 1996. (St. Johns, Clay, Duval, Nassau, and Baker counties)
- *District Water Management Plan*, St. Johns River Water Management District, March 1994.
- McLane, B. Kraig, *Upper St. Johns River Conservation Area: Land Management Plan*, St. Johns River Water Management District, 1993
- -----, *Wildlife Habitat Analysis and Recommendations*, Citrus County Wildlife Preservation Committee, March 1989
- -----, *Manatee Protection Plan*, Citrus County Manatee Plan Committee, December 1989.
- -----, *Manatee Site-specific Protection Measures*, Citrus County Manatee Plan Committee, November 1989
- -----, *Citrus County Comprehensive Plan*, November 1988, (Conservation Element, Coastal, Lakes, and River Management Element, Drainage Sub-element of the Infrastructure Element, and Recreation and Open Space Element)

B. Kraig McLane, AICP
120 Roberts Lane
Palatka, Florida 32177

Enclosure to May 9, 2012 letter to Acting City Manager, Palatka, Florida

Professional References:

Henry Dean

(former Executive Director of St. Johns and South Florida water management districts)

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224 North Forest Dune Drive

St. Augustine, Florida 32080

(904) 814-0175

Tim Smith, Clerk of Courts

Putnam County, Florida

PO Box 758

Palatka, Florida 32178-0758

(386) 937-6409

Joe Stephenson, Director

Public Works, St. Johns County

1625 State Road 16

St. Augustine, FL 32084-0548

(904) 209-0266

Additional references are available

Salary History:

March 2009 to October 2011 \$93,600 (senior management)

Governmental Affairs Manager

October 2011 to present \$89,000 (position restructuring due to reduction in force)

Intergovernmental Coordinator

Salary requirement: \$90,000 to \$110,000

2:00 p.m.

Clarence Hulse

Attachment:

Resume' and Supporting Information

May 8th, 2012

Sent Via Email: wboynton@palatka-fl.gov

City Manager
201 N. Second Street
Palatka, FL 32177

RE: Palatka City Manager Recruitment

Dear Mayor and Council:

I would like to apply for the position as City Manager of Palatka. You will find me to be an achievement-oriented problem solver with strong fiscal management skills. My diverse background has allowed me to manage public policy initiatives, challenging human resources issues and reorganizing departments, complex economic development and redevelopment projects. This included but not limited to overseeing the development and construction of parks, public work and utility projects and championing Council initiatives.

I have managed CRA's (TIF Districts), coordinated budget and comprehensive planning processes, upgraded the development review procedures, revised Human Resources and Purchasing policies and oversaw technology advancements in the code enforcement and permitting process. Other programs I have managed and/or developed are: affordable housing and historic preservation programs, CDBG and other Federal grants, business recruitment/retention programs and developing successful partnerships with other units of local government and the business community. I also have experience working in Florida coastal communities where tourism marketing and disaster planning are critical.

As demonstrated by my work history, I have been successful in each position. In fact I have won numerous awards for myself and my organizations. These include winning several awards from the Government Finance Officers Association for budget reporting and presentation, state award for Innovations in Communications and Technology and Indiana Planning Association 2010 Community Planning Award. Personally I have won awards such as Outstanding New Developer of the Year from the International Economic Development Council and the Man of Distinction Award 2011 for Outstanding Community Involvement and Leadership.

My experiences in the public and private sector, municipal management and real estate have provided me exposure to a broad range of complex issues. I am confident that you will find I have the professional experience, qualifications, and leadership characteristics to effectively assist in managing Palatka's future growth and development. I would like to become the next City Manager for the City of Palatka because I am a great fit for the Council, community, and staff. I look forward to hearing from you soon.

Sincerely,

Clarence L. Hulse

Clarence L. Hulse

1522 Oakmont Drive
Jeffersonville IN 47130

Cell: (321) 863-9493
hulsecl@yahoo.com

EXECUTIVE SUMMARY

Results-oriented leader with a record of accomplishments in diverse disciplines seeks new challenge. Adept problem-solver and analytical decision-maker with strong interpersonal skills and financial background. Successful experience in complex, full-service communities with emphasis on building quality services and outstanding employee teams. Exceptional experience with economic development, redevelopment, real estate development, strategic planning and community goal setting, and financial alternatives.

PROFESSIONAL EXPERIENCE

Director of Economic Development

04/2010-01/2012

City of Jeffersonville, IN – Pop. 45,000

Community and Economic Development: Established Office of Economic Development and strategic planning process to develop city's future economic development goals and objectives and tourism potential. Developed incentives and programs to recruit and retain retail/commercial businesses.

Developed marketing program to highlight city's business relocation/expansion assets. Created 3,000+/- new jobs and approximately \$225 million in capital investment in past 2 years.

Core member of Canal District Development Team. Developed programs to recruit and retain retail/commercial businesses including Commercial Façade Program generating \$1 million reinvestment (10 to 1 ROI). Initiated the development of free Wi-Fi downtown and the waterfront.

Established community programs such as Jeffersonville Neighborhood Leadership Institute (Won State of Indiana Planning Association 2010 Community Planning Award) and National Night Out (2011 Rookie of the Year Award).

Partnered with Redevelopment Commission to develop strategy to brand commercial corridors and gateways thru city wide signage program. Also served as Executive Director of the Jeffersonville Urban Enterprise Association.

Managing Consultant (PT)

07/2008-12/2010

Belize Real Estate Development Group LLC, Cocoa, FL

Prepared applications/reviewed documents for land owners/developers seeking land entitlement/permits. Advised non-profits in workforce development strategies to achieve organizational/operational efficiencies.

Real Estate Development Manager

04/2005-06/2008

Intrawest Placemaking, Orlando FL

Owner's representative for international luxury resort developer. Responsible for the financial success and bottom line of assigned development projects, and all phases of residential real estate development up to and including Certificate of Occupancy and property management of company owned (commercial and residential) property. Managed over \$150 million in construction projects.

Real Estate Development: Coordinated the design process from land acquisition and strategy creation to grand opening - oversaw the site planning process and document technical due diligence quality (for e.g., geotechnical, environmental) during design and construction phases. Hired and managed all consultants from design through construction and delivery. Performed regular audits of all consultants to provide project quality control. Negotiated all contracts with consultants, utilities, brand partners, and local municipalities.

Construction Management: completed 2 luxury condo-hotel projects: *Luau Towers* - 2 high-rise residential towers (19 and 12 stories), 243 units – Budget \$100 million; *Elation*: 8 story, 118 units – Budget \$45 million.

Community Development Administrator

2004-2005

Martin County, FL – Growth Management – Pop. 147,155

Managed 7 Community Redevelopment Districts, Historic Preservation and Affordable Housing (CDBG/SHIP) with staff of 7 and \$5 million budget. Coordinated inter-departmental team to streamline the 1st CRA mixed-use redevelopment project through developmental review/permitting, est. value \$35 million; initiated workforce housing policy development and managed sewer feasibility study for underserved areas.

Planning and Zoning/Urban Planning: Updated mixed-use zoning regulations, commercial and residential design overlays and developed policy and procedures for redevelopment projects.

Deputy City Manager

2001-2004

City of Cocoa, FL – Pop. 17,500

Chief Operating Officer responsible for 9 departments and divisions with 445 employees. Prepared and assisted in managing \$25 million operating budget and \$75 million capital budget.

Council/Manager form of government with a multitude of citizen committees, commissions, and boards. Managed daily operations, strategic planning, special projects, legislative agenda, capital projects and budget planning, personnel/union issues and community relations.

Re-organization: Responsibilities included with major citywide re-organization, motivating workforce, establishment of a high performance organization committed to promoting continual learning and professional development.

Strategic Planning: Introduced the concept of strategic planning; facilitated the process which produced the city's first Strategic Plan which included City Council, City Manager and Department heads ranking the city's major priorities and later adopted as part of budget planning process.

Budget Reform: Introduced and implemented performance measures. After initial training, formed an internal Performance Measures Review Team to design, train, and implement performance measures for the budget and for use as a management and decision-making tool.

Policy Revision and Development: Updated outdated personnel and purchasing policies with work teams which had been trained to perform at a high level of competence.

Reclassification and Compensation Study: Coordinated citywide reclassification and compensation study to address salary and grade inequity, both internally and externally.

Administrative Service/Public Works Re-organization: Organizational management studies used to align central administrative services to the needs of line departments, affected Human Resources, Purchasing, Information Technology and Fleet. Public Works Department created

from previous Utility Department division; outsourcing such functions as payroll and utility billing were also reviewed.

Grants Management: Created inter-departmental team to solicit grant funding/hired grant manager - increased grants success by 50%. (e.g. CDBG, EDA and FDEP grants).

Citywide Information Technology Upgrade: Coordinated planning and implementation: HR tracking systems, document imaging, GIS, mobile police reporting and online bill payment - City won 2003 state award for Innovations in Communications and Technology from Florida City and County Management Association for expanded telecommunications utility and internet service.

Community Policing and Services: Development of community policing teams and a separate partnership with the City's housing authority for police residency in public housing units. Initiated partnerships with Weed and Seed agency, neighborhoods and area non-profits to assist in crime reduction strategies.

Economic Development/Redevelopment Strategy and Implementation: Established city's 1st economic development department and developed strategy that led to the development of 2 business parks (600,000 SF) working with local developers. Achieved Enterprise Zone and HUBZONE Status, and Federal Brownfield Designation (\$200,000 grant) and Foreign Trade Zone in partnership with Port Canaveral.

Managed 3 Community Redevelopment Agencies and developed strategy for urban renewal and downtown revitalization using TIF financing. Projects included \$3 million Waterfront Park, \$200,000 - new landscaping, \$500,000 - sidewalk improvements, commercial façade program and business incubator program. Directed aggressive marketing and public relations campaign and attracted \$90 million private investment to downtown including retail and multi-family development. Assisted developers and businesses to obtain financing and streamline projects through city permitting process and devised a strategy and assisted in negotiations for land assemblage.

Community Development and Planning: Reviewed evaluated and recommended changes related to zoning, subdivision and other special development permits for approval by the City Council and Planning & Zoning Commission as well as administering and making recommendations for modification to the Zoning and Subdivision Ordinances and similar programs.

Advocated and directed staff to provide more customer-oriented services to assist business owners, citizens, and corporate officials through the complicated regulatory process. This simplification was achieved without compromising environmental quality. Streamlined development review processes and initiated new policies in code enforcement (property maintenance and nuisance), upgraded permitting technology, implemented customer service training and coordinated comprehensive planning process.

Facilitated the development of the 1st residential subdivision in 14 years - 5 new subdivisions planned, including multifamily development. Directed annexation program – city boundaries grew 80%. Reversed 10 year population decline with 14.2% increase and city tax valuation increased 60% in 3 years.

Housing: Initiated exceptional in-fill home ownership and housing rehabilitation programs with a combination of Entitlement and general funds. Revised CDBG programs and city's housing

policies and procedures to ensure compliance with HUD guidelines. Advocated revitalization of public housing with Housing Authority attracting \$25 million public-private investment for 75 single-family affordable homes with commercial plaza and \$10 million investment to for 200 unit mixed income apartment complex using state/federal tax credits.

Growth Management: Participated with County Government and MyRegion.org, a regional multi regional government/private sector initiative on growth management and related issues (land use, transportation, environment, education, economic development, health care delivery, etc.).

Utility Expansion Policy: Participated in ongoing discussions with water management district for the renewal of City's consumption use permits. These actions involved contacts with regional counties, State and Federal agencies. Participated in development of financing for City's water reclamation project and acquisition of \$50 million loan for water main upgrades to improve services to 90,000 customers.

Consultant (PT)

2000-2001

Micro-Business USA, St. Petersburg FL

Trained and evaluated small business clients for micro-lending program. Training included loan packaging, small business marketing, business plan development and establishing credit worthiness.

Senior Business Development Manager

1994-2000

Pinellas County, FL- Department of Economic Development – Pop. 944,199

Supervised staff of 5 to implement business development strategy with emphasis on the high technology sector, biotechnology, medical manufacturing, and software clusters. Developed financial and incentive packages, including industrial revenue bonds.

Business Recruitment/Retention: Resulted in over 200 companies relocating/expanding to Pinellas County creating 16,000+ new jobs, 4 million+ s.f. absorption and \$500 million capital investment within 5 years.

Brownfield Redevelopment: Coordinated the 1st successful Corporate Brownfield Redevelopment project in the State of Florida with Information Management Resource global headquarters retention/expansion resulting in 1000 jobs averaging \$44,000 per annum and \$63 million private capital investment.

Regional Economic Development Marketing: Member of Tampa Bay Partnership team (6 Counties); conducted location and labor analysis and developed marketing strategies that increased prospect leads by 50% for the region. Member of the Florida High Technology Corridor team (23 Counties) that developed and implemented targeted marketing programs for Central Florida using cluster development strategy.

Workforce Development: Developed training programs for low income and ex-felons for employment and life skills. Developed partnerships with 150+ local businesses to establish a job bank to hire graduates of STARS/STEPS programs - achieved 62% placement rate - twice the state average. Negotiated \$20+ million tax refunds/credits and training grants for local businesses from the State of Florida and local governments.

International Trade: Coordinated Trade Mission to Mexico; achieved \$5 million in sales.

Technology Transfer: Coordinated technology transfer and commercialization of intellectual property from NASA to local manufacturers.

EDUCATION

University of Oklahoma, Economic Development Institute (CEcD Candidate)

University of Southern Mississippi, MS. Economic Development

Harding University, BS. Public Administration, **Magna sum Laude**

Continuing Education courses list available upon request

COMPUTER & LANGUAGE SKILLS

MS Office Prof. Suite, MS Project, KIVA, Arc-Info, Goldmine, POET, Conversational Spanish

AWARDS

NAACP Community Award 2011, Southern Indiana

Man of Distinction Award 2011 - Outstanding Community Involvement and Leadership - CASI

Award of Excellence, Brevard County School Board, Volunteer - Cambridge Elem., 2002

Outstanding Developer of the Year, International Economic Development Council, 1999

Economic Development Award, National Forum for Black Public Administrators - Tampa Bay

PROFESSIONAL AND COMMUNITY AFFILIATIONS

International Economic Development Council, (1992-) Board of Dir. (2005-07, 2010-)

One Southern Indiana, Economic Development Council (2010-)

Leadership Southern Indiana – Class of 2012

Southeast Indiana Small Business Development Center Advisory Council (2010-)

Southeast Economic Development Council (2011-)

Midwest Economic Development Council (2010-)

Indiana Planning and Zoning Association (2010-)

International Council of Shopping Centers (2010-)

Jeffersonville Urban Enterprise Zone Commission (2010-)

Jeffersonville Main Street Association (2010-)

10 St. Area Business Association (2010-)

Workforce One – Region 10 Workforce Board (2010-)

Jeffersonville Rotary Club (2010-)

Urban Land Institute, (2001-)

Leadership Florida, Class of XXII (2004-)

Leadership Pinellas, Class of 1999

Past

Florida Planning and Zoning Association

World Future Society

International City/County Managers Association

Florida City/County Managers Association

US Green Building Council

Habitat for Humanity Volunteer

Florida Economic Development Council

Florida Redevelopment Association

Caribbean-American Chamber of Commerce

City of Largo Main Street. Board of Directors

Tampa Bay Partnership – Various Committees

Space Coast Economic Development Council Board of Directors, Tax Abatement Committee

MyRegion.Org, CEO Roundtable, Economic Development Committee

Cocoa Beach Area Chamber of Commerce, Gov. Relations Committee

Cocoa Rotary Club, Chairman-Community Partnerships
World Trade Center – Tampa Bay
St. Petersburg/Clearwater Film Commission
St. Petersburg/Clearwater Tourism Council, Alternate Board Member
Pinellas County Workforce Board, Alternate Board Member
St. Petersburg Enterprise Zone Commission Board Member
Enterprise Florida, International Trade and Economic Development Board

Clarence L. Hulse
CONTINUING EDUCATION

Economic Development Institute - Diploma, University of Oklahoma, Nov, 2011
Jeffersonville Neighborhood Leadership Institute, Oct, 2010
Orange County Sheriff Office, Citizens Academy, April 2008
Construction Fundamentals for Development Professionals, ULI, Feb. 2008
Green Building for Building Professionals, HBA of Metro Orlando, Oct. 2007
Residential Construction, Seminole Community College, August, 2007
Documentation and Proof of Construction Delay, Lorman Seminars, May 2007
Construction Defect Claims, Lorman Seminars, April 2007
Real Estate Development in Florida, Lorman Seminars, March 2007
Developing Resorts, Second Homes, and Golf Course Communities, ULI, March 2007
Developer's Toolbox –Pro Formas, Rutgers University Online, November 2006

Intrawest Placemaking Development School, May 2006
Owner's Duties and Responsibilities in a Construction Project, Lorman Seminars, May 2006
Advances in Environmental Mold Issues, Lorman Seminars, July 2005
Affordable Housing Development, Florida Housing Finance Corp., June 2004
Certificate: City of Cocoa, Worker's Compensation Training, March 2004
Florida Appraisal Board Course I, Steve Williamson Real Estate Education, March 2004
Certified Public Manager Program (Levels I-VII), Florida State Univ., 2001-2004
School of Governmental Finance, Certificate, FGFOA, Sarasota, Nov. 2002

Municipal Engineering for Non-Engineers, University of Wisconsin-Madison, 2002
Emergency Response to Terrorism: Basic Concepts, U.S. Department of Justice, Dec. 2001 Site
Design and Plan Review Workshop, FAPA, St. Petersburg, FL, March 2001
Main Street 101, Florida Main Street Program, January 2000
Florida Real Estate Certificate, Bob Hogue School of Real Estate, November 1999
Advanced Supervisory Skills, Pinellas County Personnel Dept., Clearwater, May 1999
Shopping Centers: How to Build, Buy and Redevelop, ULI, Washington, DC, April 1999
Basic Supervisory Skills Course, Pinellas County Personnel Dept., Clearwater, March 1999
Capital Planning & Budgeting for Smaller Cities & Counties, ICMA Univ., Orlando, Oct. 1998

Certificate: *CUED Development Finance Course*, San Diego, Sept. 1998
Executive Fellows Leadership Development Program, USF, Tampa, June 1998
Certificate: *Operations Management*, University of South Florida, Tampa, Jan. 1998
Developing & Administering a Budget, Fred Pryor Seminars, Tampa, Jan. 1997
Economic Impact Analysis II Seminar, Arthur Andersen LLP, Chicago, Oct. 1996
Certificate: *City & County Planning & Implementation*, University of Missouri, Oct. 1996
SBA: Be the Boss Seminar Series, SBDC, Hattiesburg, MS, Aug-Sept. 1994
Certificate: The New South Basic Economic Development Course, AEDC, Sept. 1993



References

Tom Galligan (Former Mayor)
City of Jeffersonville
500 Quartermaster Ct.
Jeffersonville IN 47130
M: (812) 207-0335

Joe Johnson, Jr.
Former Director of Economic Development
Fulton County
2865 Duke of Gloucester
East Point, Georgia 30344
M: (404) 956-2122

Bill Gregory
Deputy Chief (Ret)
City of Cocoa Police Department
1800 Friday Road
Cocoa FL 32926
H: (321) 632-6788

Michael McCoy
University of Louisville
City Solutions Center
426 W. Bloom Street
Louisville, KY 40208
M: (502) 435-3324

Salary History

Over the past ten years my salary has ranged from \$70,000 to \$85,000 plus benefits. For this position, I am seeking in the range \$95,000 to \$125,000 per annum.



City of Cocoa, Florida

Serving the Community

OFFICE OF THE CITY MANAGER
603 Brevard Avenue Cocoa, Florida 32922
PHONE (321) 639-7550 FAX (321) 639-7575

May 17, 2004

JAMES R. (RIC) HOLT
City Manager

To Whom It May Concern:

Clarence L. Hulse was the Deputy City Manager for the City of Cocoa from April 2, 2001 until his lay off on May 17, 2004. During his tenure with the City, Mr. Hulse worked under the City Manager and oversaw half of the departments reporting to the City Manager. For the first two years, Mr. Hulse oversaw Community Development, Administrative Services, Economic Development and the Office of the City Clerk. As of October 1, 2004, he oversaw the Police and Fire Departments, Finance, Public Works and the Utilities Department.

While working for the City, Mr. Hulse attended and graduated from Leadership Florida XXII and has one more series of classes to attend in order to get his Certified Public Manager certification.

Mr. Hulse's strengths lie in his networking skills and his ability to be a change agent. He came to Cocoa, saw a problem and resolved it. He attends numerous day and evening meetings in order to understand the issues facing Cocoa and its residents and community Leaders. He does not shy away from challenges and knows how to motivate his employees. He was instrumental in starting Performance Measures and has organized the last three Visioning sessions with the City Council.

It was with great regret that his position was one of several that was eliminated from the budget in order to make the City solvent this fiscal year. Had it not been for budgetary issues, Mr. Hulse would still be an employee with the City helping to make a positive change for the City and its residents.

Sincerely,

Ric Holt, City Manager
City of Cocoa

OFFICE OF THE MAYOR
The Honorable Thomas R. Galligan

Jeffersonville City Hall
500 Quartermaster Court
Jeffersonville, Indiana 47130

812 - 285 - 6400 office
812 - 285 - 6403 fax
www.cityofjef.net



December 28th 2011

Subject: Letter of recommendation for Clarence L. Hulse

To Whom It May Concern:

For the past two years, I have had the pleasure of Clarence working on my team and it is bittersweet to see him move on. He was not only full of great ideas and innovation but had the ability to organize, lead and see them to fruition. Clarence was able to juggle multiple projects, remain calm under pressure and always tactful in dealing with people.

I was really impressed with his networking abilities, relocating to a new community and built great relationships with various segments of the community. He developed a reputation as someone who got things done and was rewarded with two personal awards, 2011 Community Award by the NAACP and the 2011 Man of Distinction Award for Outstanding Community Involvement and Leadership by CASI.

Clarence brought a brand new approach to economic and community development to our community, developing programs that won both state and national awards. Under his leadership, the City of Jeffersonville won the State of Indiana Planning Association 2011 Community Planning Award for the Jeffersonville Neighborhood Leadership Institute and 2011 Rookie of the Year Award for the first National Night Out held in Jeffersonville.

Through his aggressive approach in business recruitment and expansion, we were able to increase employment significantly and expanded our tax base for future growth. Clarence is clearly in the top echelon of his class when it comes to economic development and his positive impact to our community will be felt for many years to come. He is an outstanding leader, possesses good judgment, loyal and values integrity. I have the highest personal and professional regard for Clarence and would consider him an asset to any team. Please give him every consideration for an opportunity to serve on your team.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Galligan".

Tom Galligan, Mayor
City of Jeffersonville

*The City of Jeffersonville is a safe, friendly community with a robust economy,
diverse culture and recreation, and is a destination for a day, a week, or a lifetime.*



City Manager 90 Day Action Plan

Palatka, Florida – On the St. Johns

Clarence L. Hulse

First 90 Days

- Introductions & community orientation
- Identify Commission Expectations
- Integration and team-building
- Develop an action agenda and establish reporting process

Introductions & community

First 90 Days

orientation

- Introduction to community, possibly a reception, along with community 'Coffee Chats' throughout the City
- Meet with employees, employee groups, CRA, governmental partners, media, business, community groups
- Orientation on the key Palatka issues and ongoing projects

Establish Expectations

First 90 Days

- Tours with each Commission Member to assess community needs & Commission Member interests.
- Conduct a facilitated goal setting meeting with City Commission to establish performing expectations and establish a reporting format to communicate successes.
- Initiate the development of an annual strategic planning process.

Integration and team-building

First 90 Days

- Integration and team-building with the Executive Management Team
- Discuss and address any lingering issues from management transition
- Evaluate key staff to achieve Commission priorities and meet community expectations
- Develop restructure/realignment plans, as needed.

Putting it all together, an action plan

First 90 Days

- Look, listen & learn from citizens & Commission
- Build rapport with staff & build strong team
- Concentrate on the fundamentals of municipal management
- Action plans for Commission expectations with performance based goals
- Initiate annual strategic planning process for the organization

First 90 Days

Conclusions

- Extremely Busy
- Extremely Important
- Requires a team approach
- Personal Commitment:
 - Give the position, organization, and community my very best
 - Hold myself and the organization accountable
 - Validate the City Commission's trust and my selection as Palatka's next City Manager



Promote City Commission's Goals

- Preserve Life and Property
- Strong Communities
- Safeguard the Environment
- Economic Development
- Exceptional Governance

3:00 p.m.

Robert

(Bobby) Payne

Attachment:

Resume' and Supporting Information

Bobby Payne
2700 Fairway Drive
Palatka, Florida 32177
386-325-2199
Rpayne_se1@comacast.net

April 30, 2012

Mr. Woody Boynton, City Manager
201 N. Second Street
Palatka, FL 32177
wboynton@palatka-fl.gov

Dear Woody,

Please find attached a copy of my resume and salary history for the advertised position of City Manager. I am a second generation, life-long citizen (54 years) of Palatka. As you are aware, I am an active Business and Community Leader with the passion to assure the continued success of the City Commission for citizens of Palatka. I have discussed the leadership requirements of this position with you and I feel that my Administrative, Financial and Project Management experience in a large local private business gives me the background to excel in the position. My community service, local knowledge of issues, reputation and relationships with business leaders and citizens gives me the ability to gain consensus and quickly transition into sustaining the efforts that are currently in progress.

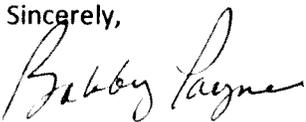
As requested in the advertisement, I am including recent salary history information for the last 5 years and expected salary requirements of this position. My salary history does not include retirement and savings benefits, 401K match, bonuses or other benefits of my current employer that are considered significant contributions to my overall compensation package. Five year salary history:

2012	\$129,000
2011	\$127,000
2010	\$124,000
2010	\$119,000
2009	\$117,000

Salary requirements start at \$110,000, plus medical and dental benefits.

I would welcome the opportunity to discuss my skills and passion as a local applicant with the desire to continue the "vision of improvement" required for this position. Please contact me by phone at my home or e-mail at rpayne_se1@comcast.net. I have enclosed me resume for your review. I look forward to hearing from you.

Sincerely,



Bobby Payne

Robert "Bobby" Payne

2700 Fairway Drive, Palatka Florida 32177

Home: (386) 325-2199

rpayne_se1@comcast.net

Executive Summary: 30+ years of business leadership experience in the electric utility industry, 25 years in progressive Management roles with in-depth knowledge of Business Operations, Project Management, budgeting and site permitting.

Experience:

- Jan. 2012 to present Seminole Electric Cooperative Inc., Tampa, Florida
Senior Project Development Representative
Seminole Electric is a wholly owned generation/transmission cooperative that generates and transmits electric power to 10 member system cooperatives, approximately 1.8 million customers throughout the state. Seminole Electric is headquarters in Tampa, FL., with generation facilities located in Palatka and Hardee County. Responsible for researching and recommending long-term strategies associated with policies, emerging technologies, site location feasibility studies and regulatory compliance.
- Mar. 2008 - Jan. 2012 Seminole Electric Cooperative Inc., Palatka, Florida
Manager of Plant Operations
Responsible for the safe and effective operations of a one billion+ dollar coal fired generating station. Responsible for planning and organizing staff operational goals, including day-to-day activities. Ensure efficient operations in order to provide the lowest costs of generation available to customers. Administered policies, developed and controlled plant annual Operations budget of \$36 million for six departments, 116 employees.
- Mar. 2005 - Feb. 2008 Seminole Electric Cooperative Inc., Palatka, Florida
Manager of Projects
Responsible for activities associated with \$350 million dollars of plant upgrades, including projects specifications, bidding and contract oversight. Implemented a three-year capital plan for modifications and installation of upgrade equipment . All Projects completed on time and within the Engineering estimates. Assisted in developing specifications and permitting of a proposed third coal fired generating plant . Directed the duties of Engineers, contractors and equipment providers in order to meet mandatory compliance schedules. Worked with environmental law firms and served as the corporate spokesperson in the permitting process.
- Jan. 2000 - Mar. 2005 Seminole Electric Cooperative Inc., Palatka, Florida
Manager of Business and Administrative Services
Responsible for plant oversight and initiatives associated with plant safety, workers' compensation, security, training and the administrative office staff. Duties included methods of developing and tracking an annual generating facility budget of over \$65 million dollars. Developed revenue opportunities by market synthetic gypsum, ash products and timber sales.

- Mar. 1992 - Dec. 1999 Seminole Electric Cooperative Inc., Palatka, Florida
Manager of Safety and Training
Managed facility safety and training functions including all mandatory compliance for site employees. Personally managed Occupational Safety & Health Agency (OSHA) accident investigations. Achieved a milestone of three consecutive years without a lost time injury.
- Dec. 1988 - Feb. 1992 Seminole Electric Cooperative Inc., Palatka, Florida
Operations Supervisor
Plant shift Supervisor responsible for shift duties and daily operations of the facility.
- May 1985 - Nov. 1988 Seminole Electric Cooperative Inc., Palatka, Florida
Plant Control Room Operator
Responsible for plant daily generation and supervision of an eight-man crew.
- Dec. 1981 - Apr. 1985 Seminole Electric Cooperative Inc., Palatka, Florida
Plant Operator
Responsible for meeting daily operational duties associated with the boiler, turbine and generator functions.

Education:

- 1977 - 1978 St. Johns River Community College - Associates of Arts Degree, Magna cum Laude
1992 - 1994 Jacksonville University - Bachelors Degree in Business
1996 - 1998 Nova Southeastern University - Masters Degree in Business Administration, MBA

Community Service:

- Member and past Chairman (2006), Putnam County Chamber of Commerce Executive Committee
- Member and past President (2000), Rotary Club of Palatka, Sunrise
- Member of Robert's Hospice Care Center Advisory Board and Capital Fundraising Committee
- Former Executive Committee Member, United Way of Putnam, (seven years, two as Treasurer)
- Past Chairman and host of the Timiqua District Boys Scouts of America annual fund-raiser (2010)
- Past President of Palatka High School Athletic Boosters Club
- Member of St. Johns State College Athletic Executive Board
- Life South Community Blood Center Advisory Board

Honor and Awards:

- Recognized By Hitachi Power North America for outstanding Project Management Leadership (2009)
- Pennell Publishing award to plant project team for "Top 5 innovative plants in the world" (2009)
- Seminole Electric Superior Performance Award (2008)
- State of Florida, Division of Safety, Excellence Award (1998)
- Rotary Club of Palatka, outstanding member award (1997)

References:

President Joe Pickens, President of St. Johns River State College
Mr. Tim Smith, Clerk of the Court, Putnam County, Florida
Mr. Breck Sloan, General Manager Beck Automotive Group

4:00 p.m.

Michael

(Mike) Czymbor

Attachment:

Resume' and Supporting Information

841 Park View Place East
Fernandina Beach, FL 32034

May 1, 2012

Mr. Woody Boynton
City Manager, City of Palatka
201 N. Second Street
Palatka, FL 32177

Dear Mr. Boynton:

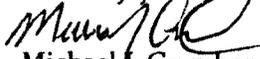
It is with great interest and pleasure that I submit my credentials to you for the Palatka City Manager position. After reading the profile of the position and community, I became more intrigued and interested in obtaining employment with the city.

I feel my background closely parallels the education, experience, skills, and personal characteristics, which are desired by the city's elected officials as detailed in the position's advertisement. My most recent position was a city manager in a full service community in northeast Florida. I have also obtained over twenty six years of management experience in three municipalities Michigan and Ohio. At the present time I hold a masters and bachelors in public administration and I am also a certified local government manager. My previous experience and education has brought me to the point where I feel confident in my own abilities to deal with the complex problems local governments face on a daily basis.

My extensive public sector management experience has provided me the skills and abilities to be able to proactively deal with the noted upcoming challenges which will confront the next City Manager. I have directly managed a full service public works department; possess significant experience and a successful track record in economic development and redevelopment activities, possess extensive capital improvement planning and subsequent project management experience. I will bring a high level of energy, integrity, honesty and longevity to the position.

I believe that Palatka would be a nice place to live and work and I feel I possess many desirable characteristics, which could benefit the community. I have attached my resume, which gives a condensed version of my qualifications, training, and experience, which will hopefully help the elected officials to fully evaluate my credentials. If you desire any additional information you may contact me by phone at (904) 310-6182. Thank you for considering me for this opportunity and I will be looking forward to meeting with the city's elected officials if chosen.

Sincerely yours,


Michael J. Czymbor

MICHAEL JOSEPH CZYMBOR

841 Park View Place East
Fernandina Beach, FL 32034
Home Phone (904) 310-6182
Email mczymbor@hotmail.com

SUMMARY

More than twenty six years of local government experience with expertise in the following areas:

- Operations Management
- Labor Relations
- Customer Service
- Organizational Change
- Development Negotiations
- Financial Operations and Budget
- Grant Writing and Management
- Media Relations

An innovative leader with demonstrated organizational, analytical and communications skills. Experienced in managing change and specializing in process improvements. Achievement-oriented with foresight; a dedicated team player who is able to work independently within the organizational framework.

EMPLOYMENT

CITY MANAGER, Fernandina Beach, FL

2006 TO JAN. 2012

Served as the City Manager in a full service City on Amelia Island in North East Florida. Fernandina Beach and Amelia Island is a well known and highly regarded tourist destination which is known for its beaches, hospitality and special events. The City Manager is responsible for cultivating, managing and promoting the success of the City and island by managing a budget of ninety four million dollars with a work force of approximately two hundred and thirty full and part time workers. The current year round population of the City is 11,500 but it more than doubles during the tourist season.

SIGNIFICANT ACCOMPLISHMENTS:

- Right-sized the City's overall work force from 211 full and 80 part time employees to 182 full time and 45 part time employees by means of department re-organizations, use of privatization by a management agreement, and union cooperation.
- Actively pursued and obtained over twenty-six million dollars of federal and state grants for capital improvements and public service programs.
- Working cooperatively with both internal and external stakeholders developed, adopted and financed a community-wide strategic planning effort called *Forward Fernandina*.
- Successfully cultivated many partnerships and agreements with other local, state, and federal government, as well as not-for-profit agencies to better provide critical and essential municipal services.

- In cooperation with many stakeholders, both internal and external successfully developed, administered and implemented City budget of approximately ninety four million dollars which continues to maintain a consistently high public service level while maintaining a reasonable reserve levels.
- Continuously worked to increase the efficiency and effectiveness of municipal service delivery and was successful in receiving state-wide accreditation for the Police Department and national acclaims for the Fleet Management Department. Developed creative and innovative initiatives such as Sustainable Fernandina and a City-wide employee budget committee to increase efficiencies and decrease costs.
- Diligently worked to enhance the City's communication strategy by the effective usage of press releases, community website, community access channel, presentations and speeches to various organizations and community groups to increase awareness and education of community policies, programs, and goals.

CITY ADMINISTRATOR, Milan, MI

1996 TO 2005

Served as the municipal administrator in a growing full service community in Southeast Michigan. Responsible for the development and administration of a seventeen million dollar budget and five-year capital improvement program. Managing a municipal workforce consisting of seven department heads and forty-three full-time and twenty-seven part-time employees.

SIGNIFICANT ACCOMPLISHMENTS:

- Successfully utilized cooperative intergovernmental agreements with neighboring townships and annexation procedures to double the land area of the City, increased the City's total taxable value by over 35% and increased the population by 50%
- Actively pursued and obtained over \$2.5 million in federal and state grants for capital improvements and public programs
- Successfully pursued and attracted new commercial and industrial entities to the City
- Successfully used redevelopment tools including a Brownfield Redevelopment Authority and grants to remediate previously contaminated property, and encouraged thriving industrial and residential development on the properties
- Created and implemented a merit pay system, department head performance evaluations, risk management policy, municipal construction standards ordinance, and historical commission
- Developed and promoted partnership with the school district and adjacent communities for technology, purchasing, programming and capital improvements
- Promoted efficiency and effectiveness by computerizing most City departments, selected use of privatization, targeted use of technology, and regular competitive bidding of employee benefits, liability insurance, and professional services
- Responsible for the purchasing and labor relations including contract negotiations and grievance administration function for the City

CITY ADMINISTRATOR, DeWitt, MI

1990 TO 1996

Served as the municipal administrator in a growing community in mid-Michigan. Pursued and obtained several state and federal grants for street reconstruction, bridge rehabilitation, economic development, park land purchase and development, downtown beautification, and tree planting and maintenance. Directed and coordinated from original conception to completion the construction and/or installation of numerous capital improvement projects. Developed and implemented weekly curbside recycling program, fixed asset inventory control system, personnel manual, and purchasing manual. Facilitated the revision of the City's Master Plan, Downtown Development Plan, and Tax Increment Financing Plan. Assisted the Mayor in initiating and cultivating an international sister city relationship with Konan, Japan. Additionally, responsible for the human resources, labor negotiations, budget preparation and administration, and purchasing functions for the city.

VILLAGE MANAGER, Paw Paw, MI

1990 TO 1990

Appointed the first Village Manager in a previously adopted council-manager form of government. Responsible for developing and administering a five million dollar budget. Managed eight departments including electrical distribution with forty-two full-time employees and several part-time employees. Directed several capital improvement projects. Acted as interim Public Works Director and Zoning Official.

VILLAGE ADMINISTRATOR, Whitehouse, OH

1986 TO 1990

Served as the first professionally trained municipal administrator of a full service community in Northwest Ohio. Managed six departments consisting of twenty-five full-time and fifty part-time employees. Created and implemented a personnel policy manual, purchasing policy manual, community newsletter, economic development policy, merit pay system, sidewalk rehabilitation program, records retention manual, and a historic preservation project. Developed and implemented a five year capital improvement program. Successfully administered annexation procedures. Pursued and obtained several state and federal grants.

EDUCATION

Master of Arts in Public Administration, Bowling Green State University
Bachelor of Science (Local Government Administration), Central Michigan University
International City and County Managers Association Credentialed Manager since 2003

MEMBERSHIPS

International City and County Managers Association since 1988
Florida City and County Managers Association since 2006
Served on several not for profit boards and commissions

REFERENCES FOR MICHAEL J. CZYMBOR

ELECTED OFFICIALS:

Arlene Filkoff, Mayor/Commissioner, City of Fernandina Beach, FL. 904-491-8629

Tim Poynter, Commissioner, City of Fernandina Beach, FL 904-415-6533

Susan Steger, Former Mayor/Commissioner, City of Fernandina Beach, FL 904-261-4372

Eric Childers, Former Commissioner, City of Fernandina Beach, FL 904-705-6261

Ken Walker, Former Mayor/Commissioner, City of Fernandina Beach, FL 904-237-9504

Bruce Malcolm, Former Mayor/Commissioner, City of Fernandina Beach, FL 904-261-9062

John Crow, Former Commissioner, City of Fernandina Beach, FL 904-753-4317

Kym Muckler, Mayor, City of Milan, MI 734-417-2611

PROFESSIONAL:

Arthur (Buddy) Jacobs, Attorney at Law 904-261-3693

Rich Scholz, Attorney at Law 904-261-3693

Steve Durant, Attorney at Law 904-652-2600

Curtis Burkett, Professional Engineer 386-453-1028

James Hurley, Fernandina Beach Chief of Police 904-277-7344 ext.235

John Louis, Certified Marina Manager, 954-260-1718

Andrew Holesko, Certified Project Manager, 904-757-6106 ext.411

Gil Langley, Executive Director, AIGCVB, 904-483-0214

Tammi Bach, City Attorney, City of Fernandina Beach, FL 904-491-2044

Tony Quattrochi, Commercial Real Estate Broker, 904-251-4700

Coleen Beach, Certified Risk Manager, 904-421-5307

Kimberly Briley, Master Municipal Clerk, 904-583-2306

Ed Stull, Bond Financial Advisor, 407-426-9611

PERSONAL:

Thomas V. King 904-491-0274

Doug Bailey 904-206-1906

John Landregan 904-277-1152

Donna Paz Kaufman 904-277-2664

CITY OF PALATKA, FL AND CITY OF FERNANDINA BEACH, FL

HOW THEY ARE SIMILAR:

1. BOTH ARE LOCATED ON AND HAVE ACCESS TO A RIVER
2. BOTH ARE LOCATED ON A SIGNIFICANT HIGHWAY
3. BOTH ARE LOCATED IN RURAL COUNTIES
4. BOTH ARE "FULL SERVICE" COMMUNITIES WHICH INCLUDE UTILITY SERVICES TO ITS CUSTOMERS AND RESIDENTS
5. BOTH HAVE A MUNICIPAL GOLF COURSE WHICH IS OPERATED BY A PRIVATE MANAGEMENT COMPANY
6. BOTH ARE SERVED BY MAJOR RAILROAD PROVIDERS
7. BOTH HAVE PAPER MILL PLANTS AS THEIR MAJOR TAXPAYER AND COMMUNITY STAKEHOLDER
8. BOTH PROVIDE A WIDE VARIETY OF ANNUAL SPECIAL EVENTS AND FESTIVALS
9. BOTH HAVE MUNICIPAL CEMETARIES
10. BOTH HAVE RECENTLY ADOPTED RIVERFRONT (WATERFRONT) MASTER PLANS TO REVITALIZE AND REINVIGORATE THEIR COMMUNITY
11. BOTH HAVE ADOPTED A COMMUNITY REDEVELOPMENT AGENCY TO FINANCE CRITICAL INFRASTRUCTURE IMPROVEMENTS
12. BOTH HAVE A HISTORICAL ASPECT AND IMPORTANCE TO THE INCORPORATION OF THE COMMUNITY
13. BOTH HAVE SUCCESSFULLY OBTAINED CDBG FUNDS TO FINANCE NEEDED COMMUNITY INFRASTRUCTURE IMPROVEMENTS AND PROJECTS
14. BOTH HAVE DIVERSITY IN THE DEMOGRAPHIC MAKEUP OF THE COMMUNITY
15. BOTH HAVE STRONG RELATIONSHIPS WITH THEIR STATE AND FEDERAL LEGISLATORS

February 2012

To Whom It May Concern,

Michael Czymbor has served the City of Fernandina Beach, Florida for six years as City Manager and was asked to resign under sad and unfortunate circumstances. While we had hoped that our historic coastal town had grown beyond its "small town politics", with Mr. Czymbor's resignation, we are reminded that there is still much work to be done. His departure and the needless manner in which he was asked to resign keenly points out that destructive forces continue to influence daily operations here, none of which is a reflection on Mr. Czymbor's dedication to our community or his ability to lead and manage.

Since I've served on Nassau County's Library Advisory Board and have been active in several of the community's non-profit organizations, I've had the opportunity to work directly with Mr. Czymbor. I've observed him at committee and City Commission meetings as well as joint meetings with the County Commission and public forums. I have always appreciated his ability to help facilitate discussions and clarify important pieces of information, engage others to help create a positive outcome and add perspective and guidance when necessary.

Respected by his staff and appreciated by other professionals in our community who have seen his performance as a sign of our community's growth, Mr. Czymbor needed to make bold moves to create a more functional government. Some in our community who had been quite comfortable with their personal power and a lack of transparency felt threatened by his presence early on. Using the local press to distort major issues and make mountains out of mole hills, their efforts to thwart the City's progress was centered on removing a competent professional as our City Manager.

As you consider candidates for your management position, I can only suggest that the hardships that Mr. Czymbor endured in our community would enhance his skills and insights, and make him an invaluable leader on both technical and personal levels.

Sincerely,



Donna Paz Kaufman

REFERENCES FOR MICHAEL J. CZYMBOR

ELECTED OFFICIALS:

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Susan Steger, Former Mayor/Commissioner, City of Fernandina Beach, FL 904-261-4372

Eric Childers, Former Commissioner, City of Fernandina Beach, FL 904-705-6261

Ken Walker, Former Mayor/Commissioner, City of Fernandina Beach, FL 904-237-9504

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John Crow, Former Commissioner, City of Fernandina Beach, FL 904-753-4317

Kym Muckler, Mayor, City of Milan, MI 734-417-2611

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Steve Durant, Attorney at Law 904-652-2600

Curtis Burkett, Professional Engineer 386-453-1028

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John Louis, Certified Marina Manager, 954-260-1718

Andrew Holesko, Certified Project Manager, 904-757-6106 ext.411

Gil Langley, Executive Director, AIGCVB, 904-483-0214

Tammi Bach, City Attorney, City of Fernandina Beach, FL 904-491-2044

Tony Quattrochi, Commercial Real Estate Broker, 904-251-4700

Coleen Beach, Certified Risk Manager, 904-421-5307

Kimberly Briley, Master Municipal Clerk, 904-583-2306

Ed Stull, Bond Financial Advisor, 407-426-9611

PERSONAL:

Thomas V. King 904-491-0274

Doug Bailey 904-206-1906

John Landregan 904-277-1152

Donna Paz Kaufman 904-277-2664

January 20, 2012

Michael,

Even after sleeping over the events of last evening, I am still somewhat at a loss of words to properly express the sadness I feel for you and your family. From your comments at the meeting, you clearly saw a lack of support and made the decision to move on as being the best for you and the city. I know that decision had to be one made with a great deal of soul searching. I trust that the support that you got from family and friends will continue to give you strength over this next week as you say your good-byes to fellow workers and others that you have worked with over the last 5 years here in Fernandina Beach.

I vividly remember the first time we met at the Golf Course during the Meet & Greet for the finalists. I had spoken earlier in the evening to Colin and even though he was trying to be as objective as possible regarding all the candidates, I thought I detected a clear preference for your candidacy and your skills and qualifications led to that selection. I'm sure at that meeting it was a bit like Daniel in the lion's den, but you handled yourself with confidence and seemed to be at ease among all the new faces and carried an attitude that showed you were truly hopeful to be selected for the City Manager position.

Since that time I have had the opportunity to work with you and other City staff on a number of issues. I have always found you to be hospitable, responsive, respectful and willing to listen. Sometimes we disagreed on the tactics and processes that were best, but I know your goal was always the same – to make Fernandina Beach a better community and to make city government more responsive and efficient.

Debbie and I wish you and your family the best as you go forward. If there is anything I can do to be of assistance in the future, please do not hesitate to ask.

Best Wishes,

Dave Holt

P.S. looking forward to your "celebration of success" on Monday evening

Michael,

I am sorry I was not able to be present this evening but Larry was and my thoughts were there with you.

I am truly upset about the process that went on in this city. The new commissioners are off to a very bad start and there are many people who now question their leadership ability. A smart and experienced commissioner would have sat down and tried to work out any problems. They would have given both you and themselves a few months on the job in order to see what was needed and then come to a conclusion as to whether or not it was a good fit.

Until the recent problem with the garbage at Main Beach I did not have many dealings with the city. There were small things that I would have changed in how you handled the situation, and I would have loved to have had the chance to talk with you about them, but your professionalism and the expert way you handled the matter far outweighed anything else. I thank you for working with me and for the care and attention you gave to the matter.

I had looked forward to sharing with you some of my visions for the city.

My hope for you as you face the future is to compliment yourself on the things you accomplished and to learn from what may have gone wrong - in the end that is all we can do. As you have said to me - sometimes things are not always in our control.

If you need any references in the future you may call on me. I wish you the very best of things to come and hope that a new and happy door opens for you and your family.

Best Regards,
JoAnn Hertz

From: Jim Powers [mailto:jimepowers17@me.com]
Sent: Thursday, January 12, 2012 11:55 PM
To: Michael Czymbor
Cc: Deborah Powers
Subject: Best wishes

Michael,

" Illegitimi non-carborundum ", to use an old World War II saying (before your time, I know, but still quite appropriate).

You are better than they are ---or can hope to be. Keep that thought with you.

Best wishes,
Jim

From: brucesmyk@comcast.net [mailto:brucesmyk@comcast.net]
Sent: Thursday, January 12, 2012 9:39 PM

To: Michael Czymbor
Subject: employment

I am in California, so I cannot relay this in person. I saw the termination agreement on the special meeting agenda and was truly saddened. I am sorry to see you separate from the city. I thought you performed a great service. You certainly have more patience than I would have in dealing with the Commission, residents and media. I thought your job is, and was, thankless, all-consuming and more than exasperating. Good luck in your endeavors. I'd be happy to give you a letter of recommendation. Best wishes.

From: Dave Lott [mailto:dwlott@bellsouth.net]
Sent: Saturday, January 14, 2012 11:19 AM
To: Michael Czymbor
Subject: RE: Main Beach Dumpster Controversy

Hey Mike,

I am in the process of writing you a personal note, but we are all pretty emotional about what has transpired in the last 24 hours so taking some time in putting the words down. Know that you have the love and support of your family and friends and that is what really matters in the long run. Just hated that it turned into the political spectacle that it did as there was no reason for that. I'm sure it gave you some level of comfort in seeing all the city employees there supporting you.

Yes, I told the commissioners yesterday morning when I first found out about your settlement offer (and then when I heard a couple of the names being circulated) that I would like to be considered as the interim manager until a new City Manager could be hired. Things have changed in my company that would allow me to pursue this option whereas they did not exist before now. When I asked Debbie what she thought, her first response was "What, are you crazy?" She still isn't wild about the idea because of all that you have gone through but she knows how much I love our city and we are willing to make the sacrifices if selected, which is a really big IF.

Whoever is selected as interim, I hope the CC does it quickly early next week (although I don't see anything on Tuesday's agenda or another special meeting) so there will be some transition time with you. I thought your 2-week offer was professional and reasonable and in the best interests of the City to assist in an orderly transition.

Best wishes for the future and I'm sure I will see you next week. I know you have a ton of things to do between now and next Friday, but hopefully the stress level has dropped a bit with this behind you.

Dave

From: harvesthome67@comcast.net [mailto:harvesthome67@comcast.net]
Sent: Saturday, January 14, 2012 9:36 AM
To: Michael Czymbor
Subject: Some thoughts

Mike,

You may not credit this, I don't know, but I just wanted to wish you and your family well on wherever the future might take you and whatever it holds. I know we've had policy differences, some that might have caused hard feelings, but those differences, I believe, were professional, not personal. So, my feelings concerning your and your family's future are sincere and genuine.

I cannot let this moment pass without telling you how much I've enjoyed teaching and getting to know Danielle. She is a wonderful young person and you should be very proud of her.

Again, wishing you and your family well as to the future,
Ron Sapp

From: Richard Gray [mailto:grayracing@earthlink.net]
Sent: Sun 1/15/2012 8:41 AM
To: Arlene Filkoff; Sarah Pelican; Jeffrey Bunch; Charles Corbett; Tim Poynter
Subject: Friday's Special Session Comment

Commissioners - After witnessing Friday evening's embarrassing session, might I be so bold as to suggest an "in camera" session when discussing such personal matters as the number one agenda item. I have served on boards of directors and commissions in the past and often when personnel disciplinary action was required, relief of officer duties etc was discussed, and it was done "in camera". If you are unaware of "in camera" sessions, please look it up and become familiar with the concept. While some may consider it a violation of transparency, it is not; it serves to allow for the airing of dirty laundry and highly personal issues to only those affected. The final vote on any topic, BTW, is usually done with the public in attendance, just the personal discussions held "in camera".

Other things concerned me about that meeting, but I will save that for another time.

Sincerely,

Richard

From: Doug Bailey [mailto:dbailey@ssiai.com]
Sent: Monday, January 16, 2012 12:02 PM
To: Michael Czymbor
Subject:

Michael,

I want to apologize to you for our new commissioners, a very ugly display of leadership. Uninformed, rude, and vindictive. I guess what they do not realize are you made it easy on them by resigning. I have really enjoyed working with you and wish you and your family the best. For what it is worth I would be happy to write a letter of recommendation as a citizen, business owner, and advisory golf board member. It will be a challenge for all of us without you as city manager. Let us know your plans going forward.

Sincerely

Doug Bailey

Southern States Insurance Agency, Inc.

301 Centre Street

Amelia Island, Florida 32034

Phone (904) 261-9828 ext 24-- Fax (904) 261-1124

From: Erik J. Olsen [mailto:eolsen@olsen-associates.com]

Sent: Sunday, January 15, 2012 2:10 PM

To: Michael Czymbor

Subject: RE: Nassau County Beach Restoration Program

Mike I was very disappointed and taken back by the City Commissions 's recent actions. It's a tough job but I think you set a record for duration in the Fernandina City mgr seat. Best wishes to you and your family and feel free to consider me as a reference in the future.

Regards. ERIK

From: Mark Kaufman [mailto:mkaufman@pazbookbiz.com]

Sent: Monday, January 16, 2012 12:38 PM

To: Michael Czymbor

Subject: RE: Last Friday's Meeting

Hi, Michael -

After watching the manner in which the Commission handled your

"resignation" at last Friday's special meeting, I submitted the letter below to the News-Leader, and wanted to share it with you as well.

SPENDING CUTS

Our two recently elected city commissioners, apparently appalled by the idea of "Forward Fernandina," campaigned on a platform of eliminating what they believed to be wasteful spending. Yet, after holding office for less than a month, neither had a problem spending well over \$100,000 for severance and benefits by demanding the immediate resignation of Michael Czymbor, our city manager. And from all appearances, they seem ready to terminate the city attorney as well, to the tune of another hundred grand. To adamantly state that they could not work with Czymbor -- when there was barely sufficient time to get to know him -- strongly suggests a high degree of intolerance and/or lack of managerial experience. It's one thing to have an issue with "Forward Fernandina," but another altogether to blame the city manager for following the directives of a previously united commission. Their actions and behavior at the special session of the City Commission last Friday -- especially with Czymbor's family present -- were thoughtless, heartless, and even venomous.

Amongst public administration professionals (with the possible exception of former city commissioner-turned-city manager Joe Gerrity), the City of Fernandina Beach has developed a reputation as a place to be avoided by competent city managers. Given the current polarized climate of the city commission, can you imagine how much of a salary a new city manager will demand? After all, he or she will be held accountable by five different bosses, who are likely to have considerably different expectations and demands. The same will be true for a city attorney, should a search for a replacement be undertaken as well. While we're at it, should we talk about how much the search process itself will cost?

I, for one, would really like to know what our new commissioners have in mind. How much more will it cost the city in the long run when the infrastructure continues to deteriorate, when businesses vacate downtown, when tourists no longer find an attractive place to visit? Thanks to 80% of the registered voters who didn't bother to show up on election day, we seem to have a real mess on our hands, with no indication of how it will play out. And guess who gets to foot the bill for this erratic and reckless behavior? All of us taxpayers -- including those who objected to "unnecessary spending." How can expenditures for civic improvement be less important than the unnecessary spending we've just witnessed?

I find it unfortunate that you were put in such an untenable situation, and can only hope that whatever your future holds in store will be far more rewarding (and far less stressful).

Thank you for your service and commitment to our fair city.

Mark Kaufman (no relation to Adam Kaufman)
1716 Ruskin Lane
Fernandina Beach, FL 32034

From: Dee Torre [mailto:dldtorre@comcast.net]
Sent: Monday, January 16, 2012 6:41 PM
To: Michael Czymbor
Subject: Good Luck

Michael,

A pleasure having you and your family here in FB. We appreciate your honesty, your ethics for hard work and the time you spent in caring for our City. Politics are a tough and ugly business—been there done that—but please move on to better horizons knowing that it's not about you—you gave it your best. It is about a city government and surrounding community who have not learned how to play nicely in the sandbox of life together.

Best of luck in future.

Dee

From: Amy Dyar [mailto:amyd@uwnefl.org]
Sent: Wednesday, January 18, 2012 11:14 AM
To: Michael Czymbor
Cc: Robin Marley; Kim Kaye; Linda Malloy
Subject: Thanks for all you did for United Way

Hi Mr. Czymbor,

I was saddened to learn that you will be leaving the City of Fernandina Beach. I know it is a cliché but when one door closes—another one always opens. I'm sure that will happen for you—maybe even a little less stressful. ☺ I wanted to thank you for your support of United Way while you were City Manager as a donor, your support at our various Nassau and City Events, and your gracious permission to use the Atlantic Beach Recreation Center for our kickoff. I hope you will keep in touch and let us know where your journey takes you.

Amy

Amy Dyar

Campaign Manager

United Way of Northeast Florida
1301 Riverplace Blvd., Suite 400
Jacksonville, FL 32207

904.390.3239

904.390.7373 (fax)

www.LiveUnitedNortheastFlorida.org

GIVE. | ADVOCATE. | VOLUNTEER. | **LIVE UNITED™**

Date: Thu, 19 Jan 2012 13:31:01 -0500

Subject: Best wishes

From: gcbanscome@gmail.com

To: mczymbor@hotmail.com

I guess we saw it coming after the recent election but it still does not make it any easier to accept. Congratulations on being able to exit with grace even though a couple of folks did not want to cooperate. And it is cold comfort to realize that your tenure is probably a record for a small beach town with a professional manager rather than some non-professional tied to the political bosses. So thanks for your service and best wishes for your future endeavors as a city manager.

--

G. Curtis Branscome, Chair

ICMA Credentialing Advisory Board

(2812 Magnolia Woods Court

Fernandina Beach, Florida)

January 23, 2012

Michael Czymbor

City Manager

City of Fernandina Beach

Mike, so sorry to hear you are leaving, sorry for you because of the man you are, but perhaps more sorry for the City of Fernandina, they are losing a true champion for positive, managed forward change. Over the last several years you and I have spent many hours together trying to solve downtown issues, we have at times butted heads, but we have always had a mutual respect for each other that has led to our solving problems in the downtown.

As you move on, and continue your career elsewhere, you go with all that you brought, your courage to lead, your intelligence and knowledge of how a city should work your ethics and your outstanding character. Those are the building blocks of a good man. Take those, and hopefully the learning you have gained while here in Fernandina, and use them to grow.

On a personal note, I know what you have accomplished. I also know how difficult it would have been on me to accomplish anything downtown, had it not been for your cooperation and friendship. I wish you well as you travel through life, please always keep in touch.

Max

From: Ed.Stull@firstsw.com
To: mczybor@hotmail.com
Date: Tue, 24 Jan 2012 10:53:33 -0600
Subject: FW: Last day of work in Fernandina Beach, FL

Mr. Czybor –

It is with great disappointment that I learned of the commission's decision to end your tenure as the City Manager. Your management style, your knowledge and your patience brought a great deal of stability to a historically unstable environment. In addition, when I think of all of the great things that you did to make the City of Fernandina Beach a better place, I can't help but to think that this was a stepping stone to greater things in your career.

If I can ever be of assistance in your search, please let me know - a lot of communities that we work with could use someone like you!

Ed

From: Bordelon, Janice L [<mailto:Janice.Bordelon@dot.state.fl.us>]

Sent: Friday, January 20, 2012 9:48 AM

To: Michael Czybor

Cc: Arlene Filkoff; Tim Poynter; jbunch@nassaucountyfl.com; Charles Corbett; Sarah Pelican; wboatright@nassaucountyfl.com; sjohnson@nassaucountyfl.com; dleeper@nassaucountyfl.com; skelly@nassaucountyfl.com; Tammi E. Bach

Subject: Best Wishes for the Future

Mike: What a loss to the City of Fernandina Beach! Your leadership, hard work and persistence were responsible for the Alachua Street rail crossing project. You will be missed! I wish you and your family the very best!

Janice Bordelon

Public Crossing Opening and Closure Program



Florida Department of Transportation
Mail Station 25
605 Suwannee Street
Tallahassee, FL 32399-0450
Telephone: 850-414-4528



5:00 p.m.

Gary Getchell

Attachment:

Resume' and Supporting Information

GARY S. GETCHELL, MA

100 Herja Acres Lane ♦ Palatka, FL 32177 ♦ Cell (386) 937-1701 ♦ E-mail: ggetchell@palatka-fl.gov

May 2, 2012

Elwin C. "Woody" Boynton
City Manager
City of Palatka
201 N. 11th Street
Palatka, Florida 32177

Re: City Manager Vacancy

Dear Mr. Boynton:

In response to your recent advertisement for City Manager, please accept my resume for the position of City Manager for the City of Palatka.

My unique background and experience includes thirty-four years of progressively responsible public administration, eleven years as the City's police chief, Master's degree in management, and instruct business and organizational management at the college level.

I also possess a strong public budgeting background and have a demonstrated history of collaborative problem solving. As the City's Police Chief for the past eleven years, I am intimately aware of the City's strengths, culture, socio-economic challenges, historic pride and current municipal improvement projects. I know each of the Commissioners, the City's dedicated employees, and the many people who call Palatka their home or place of business. Certainly, these attributes would allow me to hit the ground running.

I am comfortable with the public and media. I have appeared on television and radio talk shows, and delivered speeches to a wide array of audiences. My expertise on organizational performance and development has allowed me to function as a consultant to many profit, not-for-profit, and government organizations. My enclosed resume will provide additional information pertaining to my educational preparation and related experiences.

If appointed, my vast experience in customer service delivery and organizational performance would be used to create a team oriented organization, which is responsive to the needs of Palatka. I look forward to discussing with you the contribution I can make as the City's next City Manager.

Thank you for your consideration.

Sincerely,


Gary S. Getchell

Attachments

GARY S. GETCHELL, MA

100 Herja Acres Ln ♦ Palatka, FL 32177 ♦ Cell (386) 937-1701 ♦ E-mail: ggetchell@palatka-fl.gov

Summary of Qualifications

A dynamic and results oriented leader with over 34 years of progressively responsible experience in public administration. Positions held include city, county government, consulting to for-profit, not-for-profit, and government organizations, and teaching business and management at the college level.

- BUDGETING/FINANCIAL ADMINISTRATION
- PROJECT MANAGEMENT
- LEADERSHIP
- ADMINISTRATION OF PROCESS IMPROVEMENT PROGRAMS
- IDENTIFYING & IMPLEMENTING BEST PRACTICES
- PERSONNEL MANAGEMENT
- STRATEGIC PLANNING
- TEAM BUILDING
- ORGANIZATIONAL DEVELOPMENT
- RAPID GROWTH RELATED PROJECTS

Education

<i>Master of Arts, Management (M.A.)</i> Webster University, St. Louis, MI (Space Coast Campus)	1999
<i>Command Officers Management Program; 12th Session</i> North Carolina State University, Raleigh, NC	1994
<i>Bachelor of Professional Studies (B.P.S.)</i> Barry University, Miami, FL	1992

Work Experience

Chief of Police 6/2001 - Present
City of Palatka, Palatka, Florida

Exercise executive command of the day-to-day operations of the City's forty-one member police department; with an overall operating budget of 3.2 million dollars.

Major Accomplishments:

- Since 2001, reduced crime by 43% decrease, a 34 year low.
- Secured over \$8,000,000 in federal and state grants for additional personnel, equipment, and technology-based programs.
- Facilitated the City of Palatka becoming a federally recognized Weed & Seed site under the United States Attorney's Office.
- Received re-accreditation (x3) through the Florida Commission for Florida Law Enforcement Accreditation.
- Established race relation's initiatives.

- Facilitated development of the City of Palatka Airport Business Plan.
- Directed city-wide emergency management activities.
- Directed city information technology function.
- Acquisition and installation of Mobile Data Terminals (In-car lap-top computers).
- Developed and directed volunteer programs.
- Developed and directed new mechanisms to decrease budget expenditures.
- Developed and implemented Crime Analysis Function.

Adjunct Instructor – Business & Management
St. Johns River Community College, Palatka, Florida

2004 - Present

Formulate, administer, and teach college level course in the fields of business and organizational management.

President/CEO
Gary Getchell & Associates, Vero Beach, FL

1993 - 2001

A Florida based consulting and training organization dedicated to organizational development, personal development, and management studies. Programs include performance improvement, team development, leadership, total quality management, and personal and organizational communications.

Indian River County Sheriff's Department, Vero Beach, FL

1983-2001

Held numerous line, supervisory, and executive level positions, to include:

- Managed the operational and financial activities of a major division, to include, Human Resources, Training & Development, Fleet Services, Civil Process, and Court Services. Designed and delivered all quality improvement and organizational development initiatives.
- Managed the operational and financial activities of a major division, to include, Planning & Research, Grants Administration, Central Records, Facilities Management, Purchasing, County-wide 911, and Special Projects.
- Managed the financial activities of the Sheriff's Department, to include an 18 million dollar budget, and directed a staff of supervisory, professional, and clerical personnel in the fiscal management and purchasing functions. Advised on all departmental budget adjustments, developed cost estimates, performed financial studies and budget projections, advised on financial feasibility of proposed programs, and recommended how programs could be best carried out within existing budgetary limitations. Also, directed the procurement and management of capital equipment purchases, and contract administration.
- Managed the operational and financial activities of a highly specialized division, to include, Planning & Research, Grants Management, Human Resources, Training & Development, Law Enforcement Accreditation, Media Relations, School Resource Officer Program, and Drug Abuse Resistance Education (DARE).

Major Accomplishments:

- Administered large local government budget (18 million+) with money returned to Board of County Commission.
- Managed and facilitated Sheriff's becoming the first law enforcement agency on the

Treasure Coast to become internally accredited through the Commission for Florida Law Enforcement Accreditation.

- Developed and administered Employee Assistance Program.
- Designed and facilitated organizational and staff development programs
- Developed and administer organizational intervention programs for culture change.
- Developed and direct innovative customer programs.
- Participated in design of public safety building.
- Developed and directed new mechanisms to decrease budget expenditures.
- Developed and implemented Crime Analysis Function.
- Developed Public Service Aide Program.
- Directed the development of Victim/Witness Advocate Program.
- Directed many technology based initiatives to include:
 - Conversion from mainframe computer systems to PC LAN & WAN systems,
 - Acquisition and installation of an upgraded Computer Aided Dispatch System,
 - Acquisition of an automated Records Management System,
 - Acquisition and installation of an automated Fleet Management System,
 - Acquisition and installation of a Human Resource Information System,
 - Development of Department Web Page.
 - Conversion to 800 MHz radio system.
- Directed the development of strategic plans.
- Served as an internal consultant on organizational change initiatives.

Assessor (part-time)

1990-2000

Commission on Accreditation for Law Enforcement Agencies, Inc., Alexandria, VA

Conducted in-depth reviews of other law enforcement agencies to determine compliance with internationally recognized administrative and operational law enforcement standards.

Adjunct Instructor – Criminal Justice

1980 - 1991

Indian River Community College, Ft. Pierce, FL

Instructed law enforcement officers within the basic recruit and college level programs in topics that included, patrol techniques, firearms, chemical weapons, and tactical police driving.

City of Vero Beach, Vero Beach, FL

1978 - 1983

Patrol Supervisor (1980 - 1983)

Responsible for the direction of law enforcement personnel in law enforcement activities, to include, personnel assignments, traffic enforcement, community programs and directed.

Patrol Officer (1978 - 1980)

Responsible for law enforcement activities, to include, traffic enforcement, community programs and directed patrols.

Affiliations

International Association of Chiefs of Police
Police Executive Research Forum
Florida Police Chiefs' Association
Florida Public Employer Labor Relations Association
St. Johns River State College Region Training Council
St Johns River State College Bachelor of Applied Science Advisory Board
Northeast Florida Regional Domestic Security Task Force
Putnam County Chapter of the N.A.A.C.P.
Rotary Club of Palatka (Paul Harris Fellow) - President (Current & 2008 - 2009)
Putnam County Habitat for the Humanity Board of Directors
Barry University Alumni Association
Webster University Alumni Association

References

L.E."Bud" Spencer
4055 41st Street
Vero Beach, Florida
(772) 978-6212

Daniel Martinez
320 Round Lake Road
Palatka, Florida 32177
(386) 325-3959

John Nelson
400 N. 15th Street
Palatka, Florida 32177
(386) 329-0132

Salary History & Requirements

City of Palatka Chief of Police annual salary - \$89,727

Salary Requirements for appointment to City Manager – Negotiable

Personal/Management Philosophies

Personal Mission Statement · My mission in life is to exemplify a person with uncompromising sincerity, honesty and ethics, which will be the sustenance for enhancing the lives of myself and other people. Through continued enlightenment, I will strive to understand the world and each person that touches my life. Within my talents and with sacrifice, I will dedicate my time and resources to enhancing the lives of others. Each day, I will motivate through learning and inspiring myself and others, to be better than the day before; and, with profound humility in my heart and mind, I will have benevolence by giving kindness and generosity to the oppressed, dissenting, and self-centered. So help me God!

Leadership/Management Philosophy

The foundation that best describes my leadership & management philosophy: visionary, ethical, open communicator, team builder, innovator, and results oriented.

- I. **Visionary Leadership**: I am a visionary. The future of government is very clear to me; providing quality service with less resources; while maintaining a high level of service and satisfaction for customers.

People with vision guide successful organizations. It is the application of visionary leadership that builds stakeholder commitment to focus their efforts on the organization's strategic direction, and to understand the organization's values. Leadership is a visionary action that moves an organization from 'getting things done' to 'getting the right things done.' It involves managing relationships and interacting and communicating within an organization, network or social system to move towards one's highest aspirations. There is a move away from the traditional policing models, which preserve the status quo, and over time, results in mediocrity, and an end to organizational innovation.

Over the past several decades, citizens have demanded more and more from their governments. The traditional response to service demands, is to hire more public employees. **A new level of thinking solves problems!** To quote Albert Einstein, "Problems cannot be solved at the same level of awareness that created them." Government must facilitate its' services with efficiency, but at the same time keep cost down. Government leaders must take a guiding role in transforming their organizations from a status quo reactive model, into an organization that is known for innovation, flexibility, and customer responsiveness.

- II. **Ethical Leadership**: Integrity is the cornerstone of all my business practices. Citizens and employees want their local government to operate ethical. My ethical consciousness is achieved through systematic consideration of the interests of all stakeholders (the people who will be affected by a decision). It involves being trustworthy, respectful of all people, accepting responsibility for my actions, just and fair to all, caring and citizenship. Leadership that insists on doing the right thing based on principles and values.

My ethical competencies, involves serious attention to ethical decision-making. A careful and objective evaluation of facts, creativity in developing options, and foresight in predicting the potential consequences of my choices (long-term and short-term, unintended and intended), the decision must be balanced for all stakeholders, and must withstand public scrutiny.

- III. **Open Communication**: Whether personal or professional, open communication is paramount to building and maintaining healthy relationships. I maintain a very strong commitment to keeping lines of communications open among employees, supervisors, and external customers. While respecting the chain-of-command, I encourage and practice open-office management, which allows

employees to drop in and pitch ideas, discuss concerns, or make me aware of personal progress and projects.

- IV. **Team-building Leadership:** I believe organizations and people should be managed as though you're making a home rather than renting. When you create a home, you nurture the house, make incremental improvements, and facilitate repairs when needed. The home becomes a direct reflection of your personality, personal insight, and leadership. When you rent, the structure is not nurtured, and there is no incentive to make improvements. You're only there temporarily. When dealing with complex issues such as crime, public safety, urban growth, and organizational success, I have found work teams and collaboration delivers the finest home on the block. Teams far surpass individualism. Effective teamwork has been found to be a key characteristic of America's 100 best companies. Nevertheless, teamwork just doesn't automatically happen. Work teams must have a solid strategic plan, customer input, and preparation in team dynamics, and most importantly, a stake in shared leadership; otherwise, group dynamics result in fighting, arguing, and no cooperation.

The potential of a team depends on the skill, knowledge, and ability of people in the team, but also on their ability and motivation to make the best use of their resources toward achieving the team purpose. Teams achieve greater flexibility, empower employees in making decisions, and maximize the use of employees' intellectual and creative abilities. Teams improve organizational performance, learning and adaptability, as well as strengthen employees' commitment to the organization.

The largest assets possessed by a local government organization are not cars, or its physical plant; the greatest assets are people (internal and external), and their combination of knowledge and experience. It is the job of the leader to create an environment, which, has a strong and clear sense of purpose, that each member is confident the team is capable of achieving its goals and overcoming problems, an open line of communication exists where opinions and feelings are freely expressed, each member is flexible and can do different functions when necessary, and recognition of individual and team contributions are given often.

My personal style of leadership is collaborative; however, I have found situational leadership works the best when leading people. I believe each person and situation is unique. Using one method of leadership is typically a disservice to many individuals. Not all stakeholders are skillful with collaboration; thus, collaborative leadership would be inappropriate with those stakeholders. Situational leadership affords me the opportunity to apply the appropriate style for any given situation. Situational leadership acknowledges when to make decisions by consensus and when to take action on my own, whenever and wherever it is called for. Situational leadership tailors management and decision making strategies according to the people, the time and situation involved. Decisions are best made by groups when the commitment of group members is required, when new insights into old problems are required, when time is a consideration, and when the decision has to reflect the bigger picture.

- V. **Innovator:** I love innovation! The only limitations we have are the limitations we place on ourselves. New ideas are not accepted by the majority; and innovation is dumped for tradition and status quo, unless other organizations/agencies have already tested the idea. Reactionary in nature, police managers have a tendency to jump onto programs, because others are using it. Although I believe in using time-tested models to solve problems, I don't subscribe to using models just because everyone else is doing it. This represents "peer pressure" at its best, and a self-imposed limitation.

Each community is unique; public leadership must be cognizant of their community's uniqueness. To rise above the reactionary nature, police leaders need to encourage and enable their people "to imagine the future." We cannot continue to rely on a reactionary management system that is not delivering long-term success. Innovation or a higher level of thinking is the best tool to help organizations improve services, develop, design and deliver new services. Without a deep look into

the future, and a development of programs and service delivery initiatives that meet tomorrow's demands, leaders will be managing tomorrow's issues with yesterday's viewpoint.

Innovation also places importance on human alliances. Alliances that build relationships with citizens, communities, vendors, and other organizations. Successful alliances will require a very different, less hierarchical system of managing. They require people to use delegated power in decision-making. They necessitate a matching of cultures and a common language, and people who can operate interdependently.

VI. Quality Results: This, I call the "WOW" experience, or exceeding the expectations of your stakeholders. Public administrators increasingly are asked to operate their organizations more effectively and efficiently, motivated by constrained and shrinking revenue sources, escalating requirements by the public, and multiplying mandates from other governmental bodies. Long-term success improves the quality of life for the respective community and establishes a "WOW" experience for all stakeholders. This is how local government organizations and their leaders should be evaluated.... long-term success.