



PORT ORANGE CITY COUNCIL

SPECIAL MEETING

Council Chambers

Friday, March 19, 2021 @ 1:00 PM

SPECIAL MEETING AGENDA

Pursuant to Section 3.06 of the Charter of the City of Port Orange, the Mayor has called a **Special Meeting** of the City Council to be held for the following purposes:

A. OPENING

1. Silent Invocation
2. Pledge of Allegiance
3. Roll Call

B. DISCUSSION / ACTION

4. Interviews of City Manager Candidates
 - a. 1:05 to 1:30 p.m. - Michael Bornstein
 - b. 1:30 to 1:55 p.m. - Wayne Clark
 - c. 1:55 to 2:20 p.m. - Robin Hayes
 - d. 2:20 to 2:30 p.m. - Break
 - e. 2:30 to 2:55 p.m. - Alan Ours
 - f. 3:00 to 3:25 p.m. - Brian Weiss
 - g. 3:30 to 4:30 p.m. - Deliberation & Selection

C. ADJOURNMENT

NOTICES – PURSUANT TO SECTION 286.0105 OF THE FLORIDA STATUTES, IF ANY PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE CITY COUNCIL WITH RESPECT TO ANY MATTER CONSIDERED AT THIS PUBLIC MEETING OR HEARING, SUCH PERSON WILL NEED A RECORD OF THE PROCEEDINGS, AND THAT, FOR SUCH PURPOSE, SUCH PERSON MAY NEED TO ENSURE THAT A VERBATIM RECORD OF THE PROCEEDINGS IS MADE, WHICH RECORD INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED. THE CITY DOES NOT PREPARE OR PROVIDE SUCH A RECORD.



FOR SPECIAL ACCOMMODATIONS, PLEASE NOTIFY THE CITY CLERK'S OFFICE (PHONE: 386-506-5563) AS FAR IN ADVANCE AS POSSIBLE, BUT PREFERABLY WITHIN 2 WORKING DAYS OF YOUR RECEIPT OF THIS NOTICE OR 5 DAYS PRIOR TO THE MEETING OR HEARING DATE.



HELP FOR THE HEARING IMPAIRED IS AVAILABLE THROUGH THE ASSISTIVE LISTENING SYSTEM RECEIVERS CAN BE OBTAINED FROM THE CITY CLERKS' OFFICE.

City Council Special Meeting

March 19, 2021

Page 2 of 2

IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT (ADA), IF YOU ARE A PERSON WITH A DISABILITY WHO NEEDS AN ACCOMMODATION IN ORDER TO PARTICIPATE IN THIS PROCEEDING, YOU ARE ENTITLED, AT NO COST TO YOU, THE PROVISION OF CERTAIN ASSISTANCE. PLEASE CONTACT THE CITY CLERK FOR THE CITY OF PORT ORANGE, 1000 CITY CENTER CIRCLE, PORT ORANGE, FLORIDA 32129, TELEPHONE NUMBER 386-506-5563, CITYCLERK@PORT-ORANGE.ORG, AS FAR IN ADVANCE AS POSSIBLE, BUT PREFERABLY WITHIN 2 WORKING DAYS OF YOUR RECEIPT OF THIS NOTICE OR 5 DAYS PRIOR TO THE MEETING OR HEARING DATE. IF YOU ARE HEARING OR VOICE IMPAIRED, CONTACT THE RELAY OPERATOR AT 7-1-1 or 1-800-955-8771.

UPON REQUEST BY A QUALIFIED INDIVIDUAL WITH A DISABILITY, THIS DOCUMENT WILL BE MADE AVAILABLE IN AN ALTERNATE FORMAT. IF YOU NEED TO REQUEST THIS DOCUMENT IN AN ALTERNATE FORMAT, PLEASE CONTACT THE CITY CLERK WHOSE CONTACT INFORMATION IS PROVIDED ABOVE.

ANY INVOCATION THAT IS OFFERED BEFORE THE OFFICIAL START OF THE CITY COUNCIL MEETING SHALL BE THE VOLUNTARY OFFERING OF A PRIVATE PERSON, TO AND FOR THE BENEFIT OF THE CITY COUNCIL. THE VIEWS OR BELIEFS EXPRESSED BY THE INVOCATION SPEAKER HAVE NOT BEEN PREVIOUSLY REVIEWED OR APPROVED BY THE CITY COUNCIL OR THE CITY STAFF, AND THE CITY IS NOT ALLOWED BY LAW TO ENDORSE THE RELIGIOUS BELIEFS OR VIEWS OF THIS, OR ANY OTHER SPEAKER. PERSONS IN ATTENDANCE AT THE CITY COUNCIL MEETING ARE INVITED TO STAND DURING THE OPENING INVOCATION AND PLEDGE OF ALLEGIANCE. HOWEVER, SUCH INVITATION SHALL NOT BE CONSTRUED AS A DEMAND, ORDER, OR ANY OTHER TYPE OF COMMAND. NO PERSON IN ATTENDANCE AT THE MEETING SHALL BE REQUIRED TO PARTICIPATE IN ANY OPENING INVOCATION THAT IS OFFERED. A PERSON MAY EXIT THE CITY COUNCIL CHAMBERS AND RETURN UPON COMPLETION OF THE OPENING INVOCATION IF A PERSON DOES NOT WISH TO PARTICIPATE IN OR WITNESS THE OPENING INVOCATION.

February 19, 2021

Mr. Colin Baenziger, President
Colin Baenziger & Associates
2055 South Atlantic Avenue
Suite 504
Daytona Beach Shores, Florida 32118

Dear Mr.  Baenziger,

I am writing to respectfully request that I be considered for the position of City Manager for the City of Port Orange. Attached please find my resume'.

As you know, I have served as City Manager for two Florida coastal cities for a combined total of 21 years. The characteristics for the **Ideal Candidate** as enumerated in the Job Description are part of my personal and professional DNA and are the basis for my longevity and success. My current City has truly put all my abilities to the test and as a testament to their effectiveness, I have been there for nine years this coming April. I believe in these core characteristics now more than ever and in addition, I want to assure you that I am not a *bureaucrat*.

The City of Port Orange is an ideal place for my wife Debra and I to call home. I am originally from Jacksonville and actually graduated from Spruce Creek in 1981. We have spent a lot of time touring around the area enjoying the natural beauty and attending various events. We are ready for a change of pace from the south Florida lifestyle and I want to return to a place where I am more comfortable and feel at home. Port Orange can hopefully be another long term opportunity for me to serve as an advocate, steward, resource, and productive team member.

I look forward to hearing from you with a favorable response. Please let me know if you have any questions or require additional information.

Sincerely,


Michael Bornstein

Attachment: Resume'

MICHAEL BORNSTEIN



OBJECTIVE

Eager to lead the City of Port Orange governmental organization through the next phases of its history by successfully fulfilling the vision as directed by the City Council.

CAREER SUMMARY

23 years of City Management experience with increasing responsibility including managing a \$169 million City budget with over 340 full time employees. Built a reputation as a trusted and creative advisor, team builder, and collaborative leader.

PROFESSIONAL EXPERIENCE

2012 – Present City Manager – City of Lake Worth Beach, Florida

Facilitated the transformation of a dysfunctional City governmental entity with high staff turnover, minimal infrastructure investment, outdated Codes and Ordinances, numerous lawsuits, and a disjointed Vision into a stable, capable, and viable City for its residents, businesses, and employees.

- **Park of Commerce** – Fulfilled a longstanding City goal to construct infrastructure improvements for the Park of Commerce including roads, drainage, water, sewer and electric utility improvements. Phase 1A has been completed with phases 1B & 2 underway at a cost of over \$11 million. Successfully awarded a Federal EDA grant for \$1.4 million, a State Legislative allocation of \$1.4 million and a FDOT Local Agency Program grant of \$1.2 million.
- **Neighborhood Road Program** – a successful ballot initiative resulting in \$40 million for much needed road replacement projects. Water, Sewer and Drainage projects were integrated into the program including the replacement of all 1950's era steel water lines and the installation of 157 missing fire hydrants to ensure all underground work was done before the new roads were constructed. Meetings were held with the individual project neighborhoods to discuss the installation of traffic calming and streetscape enhancements where possible.
- **Comprehensive Plan and Land Development Regulations** – Updated and amended the Comprehensive Plan in 2017 (Evaluation, Appraisal and Report) and in 2018. The Land Development Regulations have been through six rounds of amendments and updates with a seventh underway. The result has helped foster infill development and redevelopment, creating Transit-Oriented Development zones, a Transfer of Development Rights program, all the while protecting the development patterns and character of the core neighborhoods.

- **Development Incentive Program** – Created a package of incentives to promote investment and development in key areas of the City. The incentives include water and electric rebates based on new customers and projected usage, infrastructure improvements prioritization, and density and height bonuses.
- **Public Safety** – Coordinated with Palm Beach Sheriff’s Office (PBSO) for the installation of strategically placed and monitored Security Cameras and License Plate Readers. Implemented a joint effort with Code Compliance Division and Fire Inspector to focus on most difficult areas of City including the creation of a Code Officer position embedded in and paid for by PBSO. Added additional Deputies for improved presence downtown and at the public Beach and Parks. Created Ordinances that regulated single-serve alcohol sales at convenience stores, limited after hour loitering at public facilities, and implemented a soliciting on roadways ban.
- **Emergency Management** – Re-wrote and updated the Emergency Management Plan (EMP) to be consistent with County plan format and with updated City structure and resourcing. Each year prior to hurricane season, staff, PBSO and Palm Beach County Fire Rescue are put through a tabletop exercise as part of required training. The EMP has been activated several times during hurricane season and most recently during the COVID Pandemic.
- **Information Technology** - Worked with consultant to review the City’s IT function and provide a plan of action regarding network security and potential exposure to hacking and attacks. The plan was funded and implemented using \$900,000 in Sales Tax revenue.
- **Energy Savings Performance Contract** – Through a contract with Siemens, the City replaced all of the aging and failing streetlights with high efficiency, dark sky compliant LED lights, reduced water consumption and electric use at facilities and parks, and built a 1.6 mw solar array on former landfill. Additionally, a new Advanced Metering Infrastructure (AMI) meter system for Electric and Water Utilities. The total cost of the program was \$22.5 million which was funded through the energy savings and efficiency resulting from these improvements.
- **Beach/Casino Project** – Completed construction of the \$11 million building renovation and park improvement which included a \$5 million County grant. The historic Casino building is home to four private businesses and a City run ballroom facility which has consistently been named a top wedding destination. The next phase planned for this summer includes seeking a potential Public Private Partnership to create a water feature/pool, additional parking and other amenities and upgrades.
- **Compensation and Classification Study** – The results of the study helped move the City towards a market driven position in the recruitment and retention of employees and has been useful in Union negotiations. While the City is not a market leader, it has become more of an employer of choice in an extremely competitive region.

- **City Events** – Invested in and prioritized community events including July 4th, Veterans Day, Bonfires at the Beach, Festival of Trees, Nighttime Christmas Parade, and Mother/Son Daddy/Daughter Dance. Partnerships were also strengthened with outside organizations for such events as the World’s Largest Street Painting Festival, the Neighborhood Association Presidents Council Great American Raft Race, the Finnish Community’s Midnight Sun Festival, and the CRA Day of the Dead.
- **Successful Ballot Initiatives** – Assisted the Commission in developing and educating the voters on important ballot questions including: The Neighborhood Road Program \$40 million Bond, a City name change from Lake Worth to Lake Worth Beach, an increase in the height limit for the historic Gulfstream Hotel redevelopment, and an increase in City Commission terms from two to three years.
- **Sea Level Rise and Flooding** – Actively participating in the Southeast Florida Regional Climate Action Plan, a four county collaboration, as well as a smaller seven city consortium with Palm Beach County to create and share best practices, policies and planning efforts to address a potentially wetter environment. Investing in drainage improvements including the installation of flapper valves on Intercoastal Waterway drainage outlets and actively seeking assistance from the State Legislature for matching funds for drainage infrastructure improvements.

2000 – 2012 Town Manager – Town of Lantana, Florida

Performed all duties and requirements as outlined in the Town Charter including presenting a budget, reporting to the Mayor and Commission, managing staff, and acting as an official representative of the City.

- **Neighborhood Revitalization** – Created and initiated the Comprehensive Neighborhood Enhancement Program (CNEP) to address neighborhood concerns and foster communication with Town Hall. \$3.5 million was invested into road and swale projects, targeted Code Enforcement efforts, street closures, traffic calming and security cameras .
- **Town Vision** – Working with consultants, the Town created Master Plans for the Public Beach, Bicentennial and Sportsman’s Parks, the Pine Ridge Neighborhood Industrial Area, and the Downtown.
- **AG Holley State Site** – Facilitated planning efforts with Urban Land Institute on a redevelopment plan of the State-owned and operated 1950’s era Tuberculosis Hospital site. Working with the Governor, the State Legislature, and the Department of Health, a large portion of the site was privatized for infill development putting it on the tax rolls. Additionally, new Town park facilities and a Police Operations Center were created as part of the negotiations.
- **Emergency Operations** – Managed the Town’s response through the relentless 2005-06 Hurricane Seasons (Hurricanes Wilma, Charley, Frances, Ivan, and Jeanne).
- **Fire Rescue Service** – Directed consultants in a study on reestablishing the Town Fire Rescue Department and leaving the Palm Beach County Fire Rescue service agreement. The plan was considered with the Council deciding to continue County service.

- **4 MGD Water Plant** – Coordinated with the Town Engineer and staff on the design, financing and construction of the anion exchange treatment plant required to meet new Federal standards. Directed efforts over a three-year period to successfully obtain a 20-year Consumptive Use Permit for SFWMD for the Town wellfield.
- **Police Department** – Negotiated police service contract with the Town of Hypoluxo and a dispatch service contract with the Town of South Palm Beach in order to create better efficiency of scale for budget and coverage. Conducted a Police Pension study to edify the Council on how the pension compared to other agencies. Recruited a well-respected and experienced Chief who mentored the current Chief.
- **Beach Seawall Project** – Coordinated with the Town Engineer on the design, state permitting, and construction of the \$2.6 million seawall over two phases, including an emergency declaration phase to save three Town structures that were in danger of collapsing due to damaging waves.
- **Public Park Land** – Negotiated a purchase of waterfront land in the downtown for future water access, public park space, and parking. The purchase price was 20% below appraised value. Oversaw the construction and opening of the Lantana Nature Preserve.
- **Lake Worth Lagoon** – Partnered with the County for the installation of mangroves, artificial reefs and oyster shell reefs to improve water quality and fish habitat.

1998 – 2000 Development Services Director, Town of Lantana

Managed the staff and budget for the Building Department, Code Enforcement Division, Planning, Economic Development and Town Capital Projects.

- **Code Revisions** – Drafted and coordinated with the Town Attorney a new Sign, Landscaping and Tree Preservation Codes.
- **Downtown Beautification** – Oversaw the completion of the downtown streetscape improvements funded through the Federal ISTEA Grant including custom lighting, landscaping, sidewalks and curbing.
- **Economic Development** – Encouraged and negotiated with developers and business owners to locate and invest in the Town.

1997 – 1998 Legislative Affairs Coordinator, Palm Beach County

Established the work program for the newly created position, coordinating with the County Administration and the County Commission.

- **Legislative Agenda** – Interfaced with the private sector lobbyist to create the County Legislative issue program for the Legislative Session and assisted in its implementation in Tallahassee.
- **Article 5 Referendum** – Ran a successful ballot initiative to ensure the State paid for its share of costs to operate the court system.
- **Channel 20 TV** – Hosted interviews of political leaders on the County's public television station.

1995 – 1997 Assistant to the CEO, Clear Shield, Inc., Riviera Beach

Responsible for product approval testing with engineer and test lab for polycarbonate hurricane panel product approval certifications, coordinated with patent attorney on research and patent applications, and provided operational troubleshooting among the various subsidiaries.

1989 – 1995 County Commissioner Administrative Assistant, District III, Palm Beach County

Working directly for the County Commissioner providing assistance with research, vetting of agendas, and coordination with County Administration. Assisted constituents, represented the Commissioner with district cities and community groups.

EDUCATION

Florida State University, Bachelor of Science, Political Science
President of the Student Body

PROFESSIONAL AFFILIATION

Palm Beach County City Managers Association
Florida City County Managers Association
International City Managers Association

PERSONAL

Wife, Debra Duran-Bornstein, Independent Court Reporter
Daughter, Haley E. Bornstein, Travel Agency Owner
Son, Robert Parks, Captain Boca Raton Fire Rescue

Hobbies: playing guitar, writing music, fishing, boating, motorcycling, cooking and history.

Colin:

Please accept my application for the Port Orange City Manager position. I have attached a traditional chronological resume and a Skills-based Career Summary for your consideration.

My experience and skills align well with the description of the preferred candidate in the Recruitment Brochure. The list below demonstrates some of the ways I can help the Council achieve its objectives as outlined in the "Challenges & Opportunities" and "Ideal Candidate" sections.

- Building partnerships and working well with a wide variety of people and organizations (see newspaper article link below)
- Developing staff skills at all levels including having the internal succession plan candidate promoted to lead the department in all three jurisdictions where I previously served as a director
- Helping Coral Springs, FL and Wilmington, NC transition from budgets relying on new development growth-based revenue streams to budgeting in a built-out, redevelopment mode
- Leading the complex effort to preserve and strengthen Port Orange's last major undeveloped commercial node tax base in Woodhaven at the future Pioneer Trail/I-95 interchange
- Extensive strategic planning experience including in Sterling and Baldrige Award winning Coral Springs
- Leadership roles in key Port Orange projects including RiverWalk Park, Ridgewood corridor planning and capital projects, Pavilion, US Foods expansion, Raydon development review, two Publix rebuilds, Thompson Pump land sale and numerous road improvements and sidewalk additions throughout the city

I have 30 years of local government experience leading a wide variety of government services including over a decade with the City of Port Orange. I know the community's people, institutions and businesses well. I have successfully produced results with almost all the current senior leadership team. I have had the invaluable opportunity to work under and learn from all three permanent city managers mentioned in the recruiting brochure. I would appreciate the chance to carry on their legacy and lead the talented staff team in accomplishing the Council's priorities.

I raised my family here and have owned my home in the city since 2007. I am here now because we decided as a family that Port Orange is our home and where we will stay. Serving as the next City Manager will be a great opportunity to give back to our community.

Thank you.

Wayne Clark



Greater Wilmington Business Journal article:

http://www.wilmingtonbiz.com/government/2020/11/06/the_man_with_a_plan_moves_on/21120

WAYNE CLARK, AICP

CAREER SUMMARY:

Thirty years, including 20 as a department director, building and maintaining great communities by leading a wide variety of local government services, creating and actively implementing plans and strategies, directing efficient processes and overseeing a variety of infrastructure improvements

EXPERIENCE:

2020 – Present	CITY OF DEBARY, Florida
-----------------------	--------------------------------

Economic Development Director (10/20-Present)

- Direct Economic Development functions
- Services include:
 - Lead efforts to promote private development in the ≈ 300-acre Transit Oriented Mixed Use district adjacent to the DeBary SunRail station
 - Assist landowners/businesses/development professionals with the City's development review process; provide ombudsman services as needed
 - Develop detailed economic data to assist the business community and to market DeBary as a desirable place to do business
 - Coordinate business retention and expansion efforts
 - Manage the Economic Development Opportunity Fund and develop standards for incentives for business growth and recruitment

2017 – 2020	NEW HANOVER COUNTY, Wilmington, North Carolina
--------------------	---

Planning Director (9/17-10/20)

- Direct Planning, Housing and Code Enforcement functions
- Department services include:
 - Development Review; Long Range Planning; Transportation Planning, Floodplain Management; Housing; Zoning Enforcement
 - Emergency Response/Hurricanes - Infrastructure Branch (Emergency Operations Center)
- Department budget ≈ \$1.5 million

Major Achievements:

- Coordinated the reorganization and update of six, decades-old development ordinances into a contemporary unified ordinance
- Implemented process changes to modernize development review in an urbanizing county including the multi-department development review committee and the content and presentation of public hearing items for boards and commissions
- Led department efforts to transition the planning development review process to a new organization-wide software (Tyler EnerGov)
- Coordinated the County partnership with the Public Utility Authority to develop a Preliminary Engineering Report for a 30-year utilities build-out plan in the approximately 30 square mile NE section of the county
- Led Emergency Operations Center Infrastructure Branch during several shifts for Hurricanes Florence, Dorian and Isaias including the post-landfall Florence shift with substantial flooding, resident evacuations and road closures
- Coordinated a major staff reorganization and training initiative to provide more diverse skills in key areas and to develop staff depth
- Achieved significant improvements in trust and positive working relationships with other government agencies and diverse stakeholders including business, environmental, development and neighborhood leaders
- Coordinated conveyance of surplus County property to Habitat for Humanity for workforce home ownership

2007 – 2017 CITY OF PORT ORANGE, Florida**Community Development Director** (2/07-9/17)

- Led Planning, Engineering, Building and Code Enforcement divisions
- Department services included:
 - Planning Division: Development Review; Zoning; Long Range Planning; Transportation Planning; Economic Development; Community Redevelopment Agency (TIF District) Administration (2014 – 2017)
 - Engineering Division: Development Review; Capital Projects Management; Construction Inspections, Floodplain Management
 - Building Division: Permitting; Plan Review; Inspections; Post Disaster Damage Assessment (ESF 19)
 - Code Enforcement Division: Code Enforcement; Business Tax; CDBG and SHIP Program Administration (2007-2010); Special Events Permits
- Supervised staff of over 30
- Oversaw consultant support contracts for civil engineering design, surveying, traffic engineering, commercial real estate, nuisance abatement, code enforcement legal support, architectural design, building inspections and building plan review
- Department budget: \$3.2 million - \$1.6 million General Fund; \$1.6 million Building Special Revenue Fund

Major Achievements:

- Implemented process changes to streamline development review leading to successful economic development efforts including a new 100,000 + sqft headquarters for a technology company (Raydon), a 400,000+ sqft expansion of a food distribution facility (US Foods) and construction of the City's largest and 3rd largest commercial developments in its history (Pavilion/Altamira)
- Oversaw financial stabilization of the Building Special Revenue Fund from an inherited \$260,000 deficit to a greater than 100% reserve while maintaining high citizen and development industry customer satisfaction levels
- Supervised staff managing design and construction of capital projects including transportation improvements (roads, intersection improvements, traffic signals, trails/sidewalks), Riverwalk Park and the Police headquarters building
- Coordinated sale of three City-owned properties for economic development purposes resulting in over \$2 million in revenue and coordinated four economic incentive agreements including allowing for expansion of a manufacturer's corporate headquarters (Thompson Pump) and a waterfront mixed use project (RiverWalk)
- Implemented process changes that increased the number of proactive Code Enforcement cases from approximately 33% to over 50%
- Coordinated several neighborhood preservation initiatives to prevent decline during the recession including abandoned property registration, contracted nuisance abatement and use of a special magistrate to process cases
- Led a stable department during a high management turnover period of four City Managers in four years and replacement of six executive staff members in less than five months during 2014
- Coordinated functional reorganization to take City lead role in economic development efforts, Tax Increment Financing redevelopment efforts, floodplain management and several capital projects during the recession and periods of high management turnover
- Leadership XI Class President – Port Orange/South Daytona Chamber of Commerce
- Lean Six Sigma Yellow Belt
- Worked for the City of Asheville, NC as Development Services Director for two months in 2015 during an enduring 2013-2015 organizational turnover period (4 different City Managers and numerous department heads) before coordinating to return to Port Orange to work with the City Manager who ultimately stabilized the organization

1999 – 2007 CITY OF WILMINGTON, North Carolina

Development Services Director (7/02-1/07)

- Supervised staff of over 80
- Department budget: \$7.1 million (General Fund)
- Department divisions included Engineering, Traffic Engineering and Planning
- Department services included:
 - Engineering Division: Capital Projects Design, Management and Inspections;

Surveying; Development Review; Annexation-area infrastructure improvements; Hurricane Damage Assessment

- Traffic Engineering Division: Traffic Signals and Signs; Street Light Management; Neighborhood Traffic Management (Traffic Calming); *SafeLight* Program (15 Red Light Cameras); Development Review
- Planning Division: Development Review; Zoning; Historic Preservation; Long Range, Transportation, Neighborhood and Environmental Planning; Floodplain Management; Metropolitan Planning Organization (MPO) Lead Agency; Transportation Demand Management

Development Services Director (prior to multi-departmental reorganization) (5/00-6/02)

- Supervised staff of 79
- Department budget: \$4.6 million General Fund; \$2 million HUD funds (CDBG, HOME, program income) and \$410,000 stormwater special revenue fund
- Department divisions included Planning, Engineering and Community Development.
- Planning and Engineering services (see above)
- Community Development Division services included:
 - HUD Programs – CDBG, HOME, Rehabilitation Inspections
 - Code Enforcement

Planning Manager (2/99-5/00)

- One of four Development Services managers on a self-directed team reporting to the City Manager
- Directed long range, transportation and sections of development review planning staff
- Coordinated Metropolitan Planning Organization (MPO) administration
- Staff support for four-county elected officials Regional Growth Management Team

Major Achievements:

Department Administration

- Over 90% consistency between staff recommendations and City Council decisions on items on the Council agenda. The Department averaged approximately 35% of the total items on City Council agendas (approximately 125 total agenda items per year)
- Directed development review and infrastructure planning efforts for major downtown redevelopment projects including streetscape improvements, returning the main street to 2-way traffic, two parking decks, a pharmaceutical company's global corporate headquarters (PPD) and the initial stages of a convention center
- Coordinated all annexation rezonings and select infrastructure improvements after the City incorporated almost 20 square miles, over 5,000 properties and about 20,000 residents in two large-scale annexations
- Streamlined the development review process to increase effectiveness and efficiency and to support economic development priorities
- North Carolina Department of Labor Gold Award for Departmental Safety Achievement (5 consecutive years)

Major Achievements (continued):

Engineering/Traffic Engineering

- Supervised staff managing and/or designing over 60 capital projects totaling approximately \$90 million including road improvements, extension of water and sewer lines in a 20+ square mile annexation area, parking decks, bike paths, stormwater facilities and the Riverwalk expansion
- Supervised initiation of the Neighborhood Traffic Management Program
- Staff maintained 185 traffic signals and managed over 9,000 street lights
- Staff maintained a 100% rate of responding to signal failures in less than one hour
- Coordinated damage assessment efforts after several hurricanes and tropical storms including Hurricane Floyd

Planning

- Coordinated a complete update of the City's 20-year old development ordinances and the reorganization into a land development code format
- Coordinated expedited review for major economic development projects including a pharmaceutical headquarters (PPD), a movie/television studio expansion (EUE/Screen Gems) and a wireless telecommunications regional call center (Verizon)
- Coordinated implementation of the Vision 2020 Downtown Plan that was awarded an International Downtown Association award for Plan Implementation
- Developed the City's first Comprehensive Future Land Use Plan
- Oversaw development and implementation of a Transportation Demand Management program
- Coordinated development of four road corridor plans and the NorthSide Neighborhood Plan (a community redevelopment plan)
- Created the concept and script for a land use planning educational video that won the Best Informational Video award from the Alliance for Community Media and 2nd Place Government Programming – Public Education from the National Association of Telecommunications Officers and Advisors (NATOA)
- Coordinated speakers and a tour for the North Carolina Legislative Commission to Address Smart Growth Conference

Other Achievements

- Public Servant of the Year 2005 – American Society of Public Administrators SE NC Chapter/University of North Carolina-Wilmington
- Co-leader of the team that developed the City's first Strategic Plan including authoring focus area sections for economic development and vibrant neighborhoods and coordinating team efforts to author the transportation systems focus area
- Inherited HUD programs on the verge of losing entitlement status. Passed on a stable program to the new department as part of a city-wide departmental realignment
- Supervised community development operations providing new home loans, rehabilitation loans and grants for approximately 100 homes per year
- Speaker at Transportation Summits, Regional Growth Summit, Smart Growth Conference and several other civic, special interest and citizen group meetings
- Interim supervisor for the WAVE Transit Manager (Cape Fear Public Transportation

- Authority, 22 buses, annual total ridership approximately 1 million) – 2/04-6/04
- City United Way Campaign Coordinator 1999

1994 – 1999 CITY OF CORAL SPRINGS, Florida

Senior Planner (department reorganization) (4/97 - 1/99)

- Directed development review, zoning and long range planning staff
- Reviewed and edited all staff reports to the City Commission, Planning and Zoning Board, Development Review Committee and Architecture Review Committee
- Coordinated the Development Review Committee process
- Developed and implemented planning process and development code changes to implement economic development objectives to strengthen the tax base primarily related to community build out projections
- Supported and enhanced downtown revitalization efforts
- Continued the responsibilities listed below

Senior Planner (7/94 - 1/99)

- Coordinated all long range planning activities and supervised section staff
- Reviewed and edited reports for the Planning and Zoning Board, the City Commission and other committees
- Primary staff support for the Planning and Zoning Board and Growth Management and Environmental Protection Advisory Committee
- Processed complex code changes, rezonings and other Commission agenda items
- Served on a variety of interdepartmental service improvement teams
- Trained Code Enforcement staff in zoning interpretation issues
- Represented the Department on the Neighborhood Services Team in 1995-96

Major Achievements:

- Processed and presented over 75 agenda item cases before the Planning and Zoning Board and/or City Council
- Planning support for economic development (over 1 million square feet of new commercial/industrial development in four years)
- Coordinated a \$2.1 million Preservation 2000 Grant (aka Florida Forever) for purchase of open space
- Completed major revisions to the Zoning Code and Sign Code
- Successfully developed a Telecommunications Ordinance to comply with the 1996 Telecommunications Act (helped generate about \$200,000/year in revenue for facilities on City properties)
- Coordinated the Comprehensive Plan evaluation report and update
- Researched and implemented Architectural Design Guidelines
- Team Leader and presenter at numerous neighborhood meetings
- Organized four Earth Day events (1995-98)

1990 - 1994 TOWN OF HILTON HEAD ISLAND, South Carolina
--

Geographic Information System Administrator (9/93 - 6/94)

- Coordinated all Geographic Information System (GIS) activities in the Planning, Engineering, and Building departments
- Administered all aspects of the GIS including budget and supervision of staff

Geographic Information System Analyst (7/91 - 8/93)

- Produced data and prepared reports for comprehensive planning projects, growth management efforts and emergency preparedness
- Managed planning databases
- Coordinated computer resources for planning projects
- Trained Planning staff in the use of a GIS
- Initially hired as the Town's first Planning Intern in 1990 to assist with development review

Major Achievements:

- Developed a data sharing network with local utilities and County staff to reduce the cost of updating GIS data
- Researched and developed data for the Beachfront Management Plan
- Developed data to evaluate options for road network improvements
- Introduced methods to make GIS data and software accessible to all staff to increase the value of the product and efficiency of the GIS staff
- Developed a database to evaluate environmentally sensitive land for public acquisition
- Developed digital data to track the progress of major master planned communities (Sea Pines, etc.)

EDUCATION:

CLEMSON UNIVERSITY, Clemson, South Carolina

Master of City and Regional Planning

Bachelor of Arts in Sociology; Minor: Communications

University of North Carolina - Chapel Hill, Institute of Government

Municipal Administration Course, 2001

FEMA CERTIFICATIONS:

National Response Plan Introduction (IS-00800)

Introduction to the Incident Command System (IS-00100)

ICS for Single Resources and Initial Action Incidents (IS-00200)

Intermediate ICS for Expanding Incidents (ICS-300)

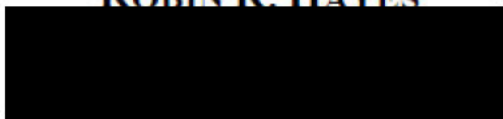
National Incident Management System (IS-00700)

AFFILIATIONS:

American Institute of Certified Planners (AICP)
American Planning Association (APA)
Urban Land Institute (ULI)
International Council of Shopping Centers (ICSC)
International Economic Development Council (IEDC)
Florida Economic Development Council (FEDC)

Daytona State College Facilities Planning Advisory Committee (2014 – 2017)
Florida Benchmarking Consortium Building Service Area Lead (2008 – 2017)
Florida Benchmarking Consortium Board of Directors (2012 – 2015)
Wilmington Downtown Incorporated Board of Directors (2000-2007)
President, Broward County Section, Florida APA (1998)
Broward County Section, Florida APA Board of Directors (1996-1998)

ROBIN R. HAYES



February 18, 2021

Mr. Colin Baenziger
Colin Baenziger & Associates
2055 South Atlantic Avenue, Suite 504
Daytona Beach Shores, FL 32118
Colin@cb-asso.com
Recruit24@cb-asso.com

Mr. Baenziger:

I am pleased to submit my resume for the City Manager position for the City of Port Orange. The opportunity to lead the City of Port Orange organization on behalf of the City Council excites me.

As you can see from the enclosed resume, I am a seasoned leader with twenty plus years' experience in municipal government, the last five years as the City Manager in Mount Dora, Florida. I have focused on building a high performance, transparent, citizen-friendly administration and I encourage individuals to be self-thinkers. I believe this approach encourages teamwork, while empowering the staff to make decisions appropriate for the City and its citizens.

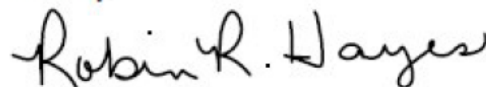
I bring to the organization a passion for the position, a respect for the citizenry and their opinion, especially when different than mine, a focus on honesty and fairness, being a leader and leading by example, experience in the position, dedication to the city, loyal, caring, creative, and a consensus builder, all with a focus on results, while fostering trust and setting examples for high performance. I believe I bring an ability to solve problems rapidly, foresee potential problems, and implement strategies to correct or solve problems. I have a proven record as a leader, understanding the success and challenges that must be faced daily.

My experience includes serving as the City Manager for the City of Mount Dora, in this role I have had the privilege to lead at the highest level of executive leadership in a municipal government, to direct operations: utilities- water/wastewater/stormwater, electric, and public works to include basic infrastructure; finance and budgeting; communications and information technology; human resources & general administration; public safety – police, fire, and code enforcement; leisure services -include parks, recreation, pool, municipal golf course, library, courts, and lawn bowling; economic development; and planning, protective services, as well as CRA administration.

I am a very energetic city manager always looking to improve on future endeavors but taking the time to learn from the past. A City Manager who has cultivated a relationship with the citizens; concentrated on consistently achieving the objectives set forth by the Council; and fostering a positive environment. I am excited to be considered for the next City Manager position in Port Orange, a city that is "Unique by Choice, not by Chance".

The enclosed resume briefly outlines my experience and accomplishments. I look forward to hearing from you. Thank you for your time and consideration.

Sincerely,



Robin R. Hayes

ROBIN R. HAYES

LOCAL GOVERNMENT EXPERIENCE

CITY OF MOUNT DORA, MOUNT DORA, FLORIDA (SEPTEMBER 2016 – PRESENT) *CITY MANAGER*

Manage the Operations of the City, implementing the Policies as set-forth by the City Council, Charter, and Florida Statutes. Transparency in management, commitment to accountability, results-focused, assertive, energetic, a consensus builder among the legislative branch, community member, and a change agent. Knowledge and experience with Infrastructure (Roads, Streets, Sidewalks, Stormwater, Utilities (Pipes, Plants, Distribution and Collection Systems) to include a City owned Electric Utility; Emergency Management Leader; Public Safety services to include - Police and Fire Services; Reorganized the Parks, Recreation, and Library departments into a Leisure Services department with a focus on the community and programming. The City had a total FY 2020-2021 budget of just over \$117 million, of which the General fund budget represented just over \$22 million and there are currently 260 employees. The City is known as a festival city and typically will host approximately 37 events, some of the events will attract more than 150,000-200,000 tourist daily over a weekend.

Key Achievements:

- Building two Fire Stations – Fire Assessment Fees
- Building a Municipal Complex – housing Utilities/Public Works/Electric/Protective Services/Planning/EOC – Fund Source – Capital Revenue Bond
- Developed a future growth plan for the Wolf Branch Innovation District/Economic Development
- Rating Agency – Received a rating of AA-
- Increased the General Fund Balance Reserve from 10% to 17%
- Completed Phase I & II of the Wi-Fi/Bandwidth/Fiber Connection in the Downtown and Extend into the Innovation District the opportunity for Infrastructure of Fiber for Commercial and Residential Use.
- Implemented Economic Development Tax Abatement Programs
- Strategic Plan – established in 2016 and updated annually as City Council changes
- Building of a Solar Farm – Electric Utility
- Master Plans – Utilities; Stormwater; Parks & Recreation; and Transportation
- FEMA funding – IRMA and Mathew/CARES Act
- Grant funding with St Johns River Management & CDBG grants – Lake County
- City of Apopka and the City of Mount Dora - Interconnect of a Reuse Program
- SRF Projects – Utility Projects
- Police Department Assessment and a Fire Department Assessment – Department Overview Plan
- Community Outreach Programs – Police Department established a Unity and Educational program/Fire Department COVID19 vaccine shots Firefighter/Paramedics

CITY OF OVIEDO, OVIEDO, Florida (2012 – September 2016) *Director of Management Services and Communications*

Management Services Director and Communications Director

Beginning in April 2013 as requested served as the Acting City Manager in the City Manager's absence with oversight of 290 full-time employees and city operations for the 38,000 residents of Oviedo.

Developed and implemented the annual City-wide operating budget, as well as the Ten-Year Capital budget. Revamped the budget system and implemented new budgeting processes and procedures. Through the budget process shifted organizational focus from "budgeting cheap/minimum service" to investing in the future and minimizing long-run costs. Initiated and chaired a committee on a new merit-based pay system that rewards employee performance, as well as years of service and education.

Robin R. Hayes

Responsible for the communication services offered through the city, assessing the public image and inquiries from the media, monitoring data that is being disbursed to the public, established a footprint of social media outlets for the City, including the website, Oviedo TV thru Bright house Networks, Facebook, and Twitter.

Instrumental in the financing, planning, and organization of opening the Cities premier land use in the CRA district referred to as "Oviedo on the Park". A park for the citizens, amenities include: Cultural Center or Amphitheatre, Boat Dock and Swan Boats, Splash Pad, Playground, Open Grounds, Small Stage, Dog Park, and a Veterans monument.

CITY OF WINTER GARDEN, Winter Garden, Florida (2008 – January 2012) *Director of Finance*

As Finance Director it was my responsibility to manage the daily and annual functions of a municipal Finance department, as well as Utility Billing/Collections and Customer Service. The City Finance department included Payroll, Accounts Payable, General Ledger Accounting, and Fixed Assets.

- Reviewed and implemented all Contracts with a financial impact, reviewed and posted request for proposals/qualifications, and approved all purchase orders.
- Managed and provided direct oversight of the Construction Improvement Projects and the 5-year CIP plan, balancing revenue and source of funds to the projected expenditures.
- Provided to the City Manager and the Governing body recommendation's on policies, budget inquiries, audit concerns (internal and external), debt, investments, and general information regarding financial issues.
- Prepared and recommended the city wide budget, reviewed expenditures and variances, and initiated corrective actions required to meet budgetary requirements.
- Prepared the Comprehensive Annual Financial Report reflecting the Annual Audit as reviewed by external auditors per GAAP, and performed all internal audits within the city, reviewing internal controls, policies, and procedures.
- Direction of the Utility's metering, billing, collections and customer service operations.

Key Achievements:

- Formulated the financial forecast used to estimate revenue while preparing and presenting an annual budget of \$51 million.
- Championed efforts to introduce change to management strategies, implement process improvements, and streamline daily business processes.
- Protected city assets by establishing credit policies, creating credit procedures, implementing internal/external audits, and enforcing internal controls within the Utility Billing department.
- Implemented Six Sigma/Performance Management objectives based on the Strategic Initiatives adopted by the city.

CITY OF TITUSVILLE, Titusville, Florida (2002 – 2008) *Finance Manager – Collections, Billing, Customer Service, Budget Officer, CIP Manager*

Managed and directed divisions within customer service, utility billing, finance, accounting, budgeting and purchasing.

- Managed the Collections and Billing Division within the Customer Service Department, which included reviewing accounts monthly, establishing payment plans with customers, meter data management and technology, customer service training.
- Prepared and presented the city annual budget and annual audit.
- Managed the capital improvement project financial program and schedules.
- Prepared and reviewed grant submittals, and purchase orders.

Key Achievements:

Robin R. Hayes

- Issued General Obligation Bonds, Series 2005 of over \$10 million to purchase property located on the Indian River for public use.
- Formulated and implemented a financial modeling system to evaluate multiple "what-if" scenarios, which reduced forecast and budget preparation time by 75%, boosted process accuracy, and improved staff awareness of actions needed to reach financial and performance management.
- Increased productivity 40% by implementing an automated financial reporting process that uploaded employee data needed for a budgetary report during the annual update.
- Gained specialized expertise in developing consensus for strategic planning among all stakeholders, which included monitoring processes and metrics, created financial models, and directing process mapping.
- Federal Emergency Management Agency (FEMA) disaster preparedness and disaster recovery policy and procedures experience and certification.

Prior Employers:

Parrish Medical Center

School Board of Brevard County

EG&G Florida

EDUCATIONAL BACKGROUND

Bachelor of Science, Business Administration

University of Central Florida, Orlando, FL

PROFESSIONAL AFFILIATIONS

- ❖ Leadership Lake County - Class of 18 – Graduated May, 2018
- ❖ Leadership Seminole - Class of 25 – Graduated May, 2016
- ❖ International City/County Management Association - #000535650I
- ❖ Florida Government Finance Officers Association - #10961
- ❖ Government Finance Officers Association – since 2003
- ❖ Florida City/County Management Association - #10961

February 16, 2021

Mr. Colin Baenziger
Colin Baenziger & Associates
2055 South Atlantic Avenue, Suite 504
Daytona Beach Shores, FL 32118

Dear Mr. Baenziger:

I am writing to apply for the position of City Manager of the City of Port Orange, Florida. I believe that I have the seasoned experience that the Mayor and City Council seek to be an effective manager and provide enthusiastic leadership into the future.

Since August 2010 I have served as County Manager of Glynn County, Georgia, which has been one of the fastest growing counties in Georgia. As Manager, I have provided leadership to the Board of Commissioners and department heads in helping them provide efficient, responsive, and professional service to county residents. Glynn County is similar to Port Orange in terms of the services offered and the annual operating budget. Glynn County is a full-service local government that is bordered on the east by St. Simons Island (unincorporated) and the Atlantic Ocean. The County has approximately 85,000 year-round residents and has close to four million annual visitors.

Our respective communities also share many of the same attributes. Both have a growing population, a natural ecosystem that must be preserved, an exceptional quality of life, a low crime rate and a business-friendly environment. We both value the need for the City Manager to be passionate about service in local government and to serve as a humble, visionary leader.

In addition to my experience managing diverse and growing communities, I have managed a coastal community that has experienced many of the same challenges in the last few years as Port Orange, such as significant impacts from recent hurricanes. I have provided leadership for the development of Glynn County's first strategic plan, which serves as our guiding document. I have also provided strategic direction for the adoption of a new Comprehensive Plan. This experience will help me work with the Mayor, members of Council and community leaders to develop a new strategic plan for Port Orange that will guide the City once the current plan expires.

I believe that an open channel of communication between the Manager and the Mayor, City Council, department heads and community leaders is essential for an organization that is successful and built on trust. I believe it is important to be intentional about communication.

My leadership style is one of collaboration and building a strong team. This team centered approach has worked well to meet the challenges Glynn County has faced. I also have strong budgetary and financial skills, which will help Port Orange maintain a balanced budget and plan for long term capital needs.

I look forward to meeting with the Mayor and members of City Council to discuss my commitment to public service and qualifications in more detail.

Sincerely,

Alan M. Ours

ALAN M. OURS

STRENGTHS

- Comprehensive knowledge of all aspects of local government.
- Successful track record in building relationships with elected officials and community leaders.
- Proven Leader.
- Excellent budgetary skills.
- Exceptional Communicator.
- Outstanding team builder.
- Competent and calm leader during times of natural disasters, protests and emergency response.
- Successful track record of overseeing and managing large capital improvement projects.
- Loyal, dedicated, ethical, committed, professional.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

County Manager, Glynn County, GA

August 2010 to present

Duties and Responsibilities as County Manager:

- Chief Executive Officer of a county government with 1,030 employees and a \$132 million annual budget.
- Responsible for oversight of police, fire, public works, community development, parks and recreation, finance, human resources, information technology, emergency management, animal control and communications.
- Provide leadership and guidance to the Board of Commissioners, department heads and elected officials.
- Work closely with the Board of Commissioners in developing and updating policy and setting initiatives.
- Responsible for preparing and administering the annual operating and capital budgets.

Achievements:

- Assisted with the development of a successful response to COVID-19.
- Provided guidance and leadership for the restructuring of the Glynn County Police Department to align it with 21st Century Police Practices.

- Provided strategic direction for the successful public-private partnership that created Canal Crossing, which is a new retail center that resulted in a capital investment of approximately \$80 million and the creation of close to 800 new jobs.
- Helped create Glynn County's first Strategic Plan, which provides clarity and direction for the delivery of county services.
- Provided oversight for a new pharmaceutical program for employees that is estimated to save \$1.1 million in 2021.
- Initiated an update and expansion of the County's emergency response plan, which resulted in the successful preparation, response and recovery for Tropical Storm Hermine, Hurricane Matthew and Hurricane Irma.
- Provided leadership for the upgrade of the County's bond rating to AA+ by Standard and Poor's.
- Provided budgetary support for the purchase of capital equipment for the Glynn County Fire Department which resulted in a Class 3 ISO Rating.
- Established a transportation improvement plan to address current and future growth.
- Provided financial oversight and control that has helped maintain a general fund fund balance of between \$40 and \$50 million the last eight years.
- Created a process to facilitate open communication between county government, municipal government, the school board and community organizations.

County Administrator, Lee County, GA

May 2006 to August 2010

- Responsible for the daily management of the county.
- Reestablished credibility of county government.
- Established financial controls which reduced expenses and increased the fund balance for the first time in five years, which added \$3.1 million to the fund balance.

County Administrator, Pickens County, SC

January 2000 to February 2006

- Responsible for the daily management of the county.
- Worked closely with the Economic Development Alliance to successfully recruit new business and industry to the County Commerce Park, which resulted in the creation of over one thousand new jobs.

County Manager, Lowndes County, GA October 1997 to January 2000

Deputy County Administrator, Spartanburg County, SC October 1990 to
October 1997

EDUCATION

Bachelor of Arts degree in Political Science Winthrop College, Rock Hill, SC

PROFESSIONAL AFFILIATIONS

- Member of International City/County Manager's Association (ICMA).
 - ***Credentialed Manager.***
 - Served as Vice-President on the Executive Board, 2013-2016.
- Member of Georgia City/County Manager's Association (GCCMA).
 - Served as President of GCCMA, 2011-2012.
- 2018 Recipient of the GCCMA Pillar of Professional Management Award.
- Chairman of the Board of the United Way of Coastal Georgia (2018, 2019).

INTERESTS

Reading, golfing, kayaking, fishing, playing/coaching basketball.

Brian D. Weiss



February 3, 2021

City of Port Orange
1000 City Center Circle
Port Orange, Florida 32129

Dear Mayor Burnette, Councilmembers,

As a native Floridian with strong ties to the Port Orange area, it would be an honor and privilege to be considered for the position of **City Manager**. After 26 years of loyal and faithful service to this great Nation as a proven leader, innovative thinker and visionary officer in the United States Navy, nothing would give me greater satisfaction than continuing my public service and working for the people of Port Orange. As you review my resume, you will notice that it differs somewhat from the standard municipal government employee but if you take the time, you will see that I have municipal experience as a base Commanding Officer/City Manager in the Navy. You will also notice that I have an impeccable record of leading and cultivating world-class organizations at home and abroad, consistently delivering the highest results. I thrive on servant leadership, team building, professionally developing those around me, and always providing the best possible service to our customers. Sound financial stewardship, respecting others, being responsive and getting to a "yes" or as close as possible are just some of the hallmarks of a winning team and what I intend to bring with me to the City of Port Orange.

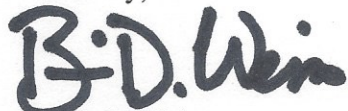
In my current assignment as Commanding Officer/City Manager of Naval Air Station Jacksonville, I have gained, refined and utilized many public administrator skills. Managing the Navy's 3rd largest base comes with a host of demands but one of my favorite responsibilities is building stronger community relationships. This has allowed me to work outside of the base to gain additional experience to include seeking mentorship from local city and county managers. It is through my engagement with these individuals, I have developed a strong desire to pursue municipal leadership. From key membership on the Florida Governor's Military Committee to attending Clay County Chamber of Commerce conferences to participation in the City of Jacksonville's year-long leadership program, I have a diverse and well-rounded portfolio of civic involvement.

It is important to note that I am not your typical rigid senior military leader. When required, I can follow just as easily as I can lead. I embrace hard work and I am not afraid to roll up my sleeves and work side-by-side with teammates to accomplish any task assigned. Interacting with people is how I recharge and where I draw my strength. While I am a very involved, hands-on leader, I also believe in training the staff to "work me out of my job" and empower them with the ability and authority to carry out any assignment. All of this is to say that my personal leadership style coupled with a track record of conservative financial decisions, exposure to various levels of federal government, expertise in international relations and executive management experience dovetails nicely into city management.

As the Commanding Officer/City Manager of a military base with 1,205 diverse military and civilian staff personnel that supports a population of 22,286 employees and military families, I keenly understand that preparation is paramount. That is why I have always ensured my team places a heavy emphasis on disaster preparedness and emergency operations to include pandemic response. Chance favors the prepared and I have learned this first-hand through my direct involvement with successfully managing real-world crisis response during the Miami Air Flight 293 crash into the St. Johns River; three full hurricane seasons in Northeast Florida; Coronavirus Pandemic; and countless other emergencies. I also have operational experience with FEMA and have completed their Incident Command System training. Lastly, I am skilled in interacting with unions, as our base Fire and Security Departments have a large contingency of participating employees. Throughout my tenure, I have effectively worked with union representation to address bargaining unit concerns and/or disagreements on multiple occasions.

For the past 15 years of military service, whether stateside or abroad, I have always considered the City of Port Orange and it's surrounding communities as my "home away from home." With immediate family in the Volusia County local area and a strong penchant to continue serving the local community, I am excited at the opportunity of becoming your City Manager and making Port Orange my permanent residence for years to come. It is my sincere hope that my record of increasingly responsible experience as a senior-level government executive, proven leadership successes, diversity, community engagement and can-do spirit set the stage for your consideration as a top candidate and ultimate selection for the job. Thank you for your time.

Sincerely,


Brian D. Weiss

Brian D. Weiss

PROFESSIONAL SUMMARY

More than 26 years of proven leadership experience, financial stewardship, professional development, and commitment to excellence and integrity. Currently the Commanding Officer of Naval Air Station Jacksonville (NAS JAX), the 3rd largest U.S. Naval installation in the world; similar to a City Manager of a full-service town with a population of 22,286 and yearly economic impact of \$2.6B. Engaged in aggressive redevelopment, maintaining robust infrastructure, while preserving fragile river and wetland environments. Highly accomplished and tech savvy leader with proven outstanding performance across a diverse portfolio of challenging assignments. Collaborates daily with team members, leadership, local communities, and federal, state and local governmental agencies to achieve organizational objectives in a dynamic, fiscally constrained environment.

PROFESSIONAL EXPERIENCE

2017 - Present: Commanding Officer/Executive Officer/Prospective Executive Officer, Naval Air Station Jacksonville, Jacksonville, FL.

Equivalent: City Manager

Rank: Captain

Responsibilities: Directly responsible for impeccably managing contracting budgets worth over \$352M, including pay, utilities, services, and annual operating budget of more than \$49M. Personally oversaw and successfully supervised a team of 1,205 military, union & non-union civilians, and contractors in a wide array of public services, including:

- Fire & Emergency Services
 - Law Enforcement
 - Air & Port Operations
 - Emergency Management
 - Public Works, Engineering, and Facilities
 - Water, Wastewater, and Stormwater Utilities
 - Planning, Development, and Code Enforcement
 - Environmental and Recycling
 - Human Resources
 - Occupational Health and Safety
 - Child Development and Youth Activity Centers
 - Family Support
 - Religious Ministries
 - Marina, Pools, Parks, and Recreation
 - Championship Golf Course
 - Administrative
 - Finance and Budget
 - Information Technology
 - Training
 - Legal
 - Public Affairs, Local Newspaper, Social Media, and Websites
 - Supply, Logistics, and Transportation
 - Economic and Housing Development
- Persistent safe and secure operations of an installation valued at over \$3.7B in assets and infrastructure, including: 2 airports, 3 training ranges, and numerous critical U.S. territories throughout the Caribbean; encompassing over 27,000 acres, 22,286 personnel, 110 organizations/companies, and 803 buildings.
 - Operating quality of life programs for more than 90,000 patrons daily, encompassing a yearly business operation of over \$22M, and includes:
 - Tourist and Travel
 - 27-hole Golf Course
 - 96-slip Marina
 - Flying Club
 - Skeet Range
 - Auto-Hobby Shop
 - 24-lane Bowling Alley and Snack Bar
 - Two Full Service Restaurants
 - Catering and Conference Center
 - 242-bed Hotel
 - 16 Cottages
 - 59 RV Sites
 - Two Pools
 - Bingo Hall

- Effectively managed 146 construction projects, including buildings, airfields, roads, parking lots, and utilities (electrical, water, wastewater, and steam) worth over \$269M.
- Safely operated a child development center and youth activity center with over 350 children, 1,675-bed barracks, full service galley, two churches, recreation center, gym/fitness center, soccer fields, tennis courts, basketball courts, little league baseball fields, softball fields, and numerous parks throughout the installation.
- Ensured medical services at NAS JAX Hospital for more than 100,000 patients.
- Oversaw the upkeep of 302 public private partner residential homes, 52 miles of roads/pavement, and 6 miles of shoreline.
- Delivered 173,000 MWH of electricity, 485 million gallons of water, 175,000 MBTUs of steam, 1.1 billion cubic feet of compressed air, 348,700 MBTUs of natural gas, and collecting and treating 437 million gallons of wastewater per year.

Accomplishments:

- Successful completion of large-scale projects during one of the busiest construction periods in the history of NAS JAX: runway extension, taxiway and parking apron repair; hangar alterations and demolition; retail store renovations; barracks renovations; road, roof, parking lot, and HVAC repairs; energy and lighting upgrades; and storm water improvements.
- Skillfully guided NAS JAX during Coronavirus Pandemic (COVID-19) resulting in zero loss to operational support and customer service. Set the Navy-standard for implementation of Department of Defense (DOD) and Centers for Disease Control and Prevention mandated directives and policies.
- Aggressively partnered with NAS JAX Hospital to implement FEMA-directed COVID-19 support to City of Jacksonville medical first responders.
- Expertly led NAS JAX Emergency Operations Center during Miami Air Flight 293 crash into the St. Johns River. Directed the safe rescue of 137 passengers while expertly coordinating with external agencies for the safe and expeditious removal of the mishap aircraft.
- Safely managed two separate airports to include more than 174,000 mishap-free operations at NAS JAX and Outlying Field Whitehouse.
- Flawless execution of the 2018 NAS JAX Air Show, breaking previous attendance records with more than 300,000 spectators and 1,000 boaters over the three-day event. Direct engagement ensured a very successful, safe, and historic event for the U.S. Navy and the greater Jacksonville community.
- Directly teamed with privatized housing to install solar technology for on-base housing, an estimated \$11.5M savings in energy costs.
- Proactively integrated energy and water conservation measures and environmental programs by partnering with city/state officials to save \$2.5M annually.
- Environmental Awards/Achievements:
 - First major utility in Northeast Florida to achieve “zero discharge” capability of treated wastewater effluent into the St. Johns River
 - Florida Department of Environmental Protection Clean Marina Recertification (2019)
 - Keep Jacksonville Beautiful Commission and City of Jacksonville Award for Outstanding Effort to Beautify Jacksonville (2019)
 - Secretary of the Navy Energy Excellence Award Gold Level (2018)
 - Chief of Naval Operations Environmental Award for Cultural Resources Management (2018)
- Selected as the top Air Station in the Navy - 3 consecutive years (2018-2020).
- Selected as the runner-up for best overall installation out of 70 in the entire Navy - 3 consecutive years (2018-2020).
- Fire Department recognized as best in the Navy (2020).
- Prepared for destructive weather - NOAA/NWS Storm Ready.
- Sustained high morale and positive command climate - Awarded Commander Navy Installations Command Retention Excellence Awards (2018-2020).
- Safety program continued excellence with OSHA Voluntary Protection Program “Star” Certification.

- More than 50 lectures & engagements at numerous Rotary Clubs, Civic Leagues, Associations, Organizations, Schools, and Universities.
- Guest Speaker - Navy Marine Corps Relief Society Active Duty Fund Drive (2021)
- Guest Speaker - Florida Defense Support Task Force, Enterprise Florida (2020)
- Guest Speaker - Tri-Base College Graduation (2019)

2014 - 2017: Director, Operational Plans, Japanese Engagement, and Future Requirements, Commander, Patrol and Reconnaissance Wing One, Atsugi, Japan.

Equivalent: Senior Vice President - Fortune 500 Global Company

Rank: Captain

Responsibilities: Led a team of 14 professional civilian and military experts on multiple high-priority transformational bilateral partnership initiatives and strategic operational plans to meet emerging defense requirements in the Asia-Pacific Region.

Accomplishments:

- Adept at working with many nationalities and cultures, leading over 1,000 participants from 6 nations in a 2016 multilateral exercise focused on enhancing command and control of fleet assets.
- Politically savvy and diplomatic in communicating with multiple high level foreign, federal, state and local officials. Led the coordinated planning and execution of all United States-Japanese maritime patrol and reconnaissance aircraft operations in the region.
- Lead agent behind the coordination of introducing the Navy's first unmanned aerial vehicle (MQ-4C Triton) in the Asia-Pacific Region. Successfully developed the concept of operations and strategy for employment.

2012 - 2014: Commanding Officer/Executive Officer, Patrol Squadron Nine, Kaneohe Bay, HI.

Equivalent: Chief Executive Officer - Mid-Size U.S. Company

Rank: Commander

Responsibilities: Responsible for directing, supervising, and leading 70 officers and 276 enlisted personnel maintaining, supporting, and operating eight P-3C Orion aircraft worth over \$700M.

Accomplishments:

- Flawlessly led squadron operations during two six-month operational deployments, surpassing 35 years of mishap-free flying and totaling more than 200,000 mishap-free flight hours.
- Successfully and safely ensured squadron execution of all flight hour program requirements, including 960 combat sorties spanning 5,156 flight hours and a \$25M/year operating budget.
- Maximized organizational efficiency by improving pilot proficiency 35% during a six-month deployment. Innovative and progressive pilot proficiency plan became a best practice for future deploying squadrons.
- Led squadron to receive multiple awards for warfighting excellence, retention, safety, readiness, and diversity. Recognized as a top aviation squadron in the U.S. Navy through receipt of 2014 Fleet Battle Efficiency Award.

2009 - 2012: Budget Programmer, Analyst and Strategy Division Chief, United States Special Operations Command, Tampa, FL.

Equivalent: Chief Executive Officer - Mid-Size U.S. Company

Rank: Lieutenant Commander

Responsibilities: Led a joint-Service team of 7 professional civilian and military experts in the budget development and programming of \$46B in Special Operations Forces resources world-wide.

Accomplishments:

- Expertly teamed with multi-service stakeholders to design and implement a visionary resourcing strategy for more than 60,000 personnel during a dynamic and fiscally austere period. Ensured \$46B was properly invested in appropriate manning, training, and infrastructure.

- Provided essential executive-level support, guiding the prioritization and assessment of Global War on Terror activities spanning 620 working groups comprised of more than 50 U.S. Government interagency groups and key partner nations.
- Led collaborative cross-directorate staffing processes aimed at identifying and addressing organizational shortfalls and capability gaps.

1995 - 2012: U.S. Naval War College Student, Warfare Development Officer, Flight Instructor, and U.S. Naval Aviation leadership positions onboard aircraft carriers, shore based staffs, and squadrons.
Equivalent: Chief Operating Officer - Mid-Size U.S. Company
Rank: Ensign to Lieutenant Commander

EDUCATION

Navy Senior & Command Leadership School, Navy Leadership and Ethics Center
2012 & 2017 - U.S. Navy War College, Newport, RI
Master of Arts in National Security and Strategic Studies
2009 - U.S. Navy War College, Newport, RI
Bachelor of Arts in History
1994 - Pennsylvania State University, State College, PA

PROFESSIONAL & CIVIC AFFILIATIONS

VyStar Credit Union - Board of Directors (ex officio)
Military Interstate Children's Compact Commission - DOD State Appointed Representative
Florida Governor Base Commanders Committee - Member
Greater Jacksonville United Service Organizations (USO) - Member
JAXUSA Military Issues Committee - Member
Experimental Aircraft Association - Member

CERTIFICATIONS / QUALIFICATIONS / RECOGNITIONS

Leadership Jacksonville Class of 2020
Emergency Operations Center Incident Management Course and Team Member
FEMA Incident Command System Courses - 100, 200, 300 & 400
Top Secret / SCI / SSBI Clearance
P-3C Orion Naval Flight Officer / Mission Commander / Instructor / 3,000 Flight Hours
Chief of Naval Operations Vice Admiral James B. Stockdale Award Finalist (2014)
Commander, Patrol and Reconnaissance Wing Two Navy & Marine Association Leadership Award for Outstanding Leadership in the Execution of Duties (2013)

MILITARY AWARDS

Legion of Merit - for exceptionally meritorious service (2017)
Air Medal - strike flight operations in support of Iraqi Freedom (2006)
Defense Meritorious Service Medal (2011)
Meritorious Service Medal (2014)
Navy Commendation Medal (3 awards for various tours)
Navy Achievement Medal (3 awards for various tours)
Japan Maritime Self-Defense Force Letter of Appreciation (2017)