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RECEIVED
MAY 15 2015
BY:

May 15, 2015

The Honorable Dan Parrott
Mayor
City of DeBary
16 Colomba Road
DeBary, FL 32713

Dear Mayor Parrott:

Please accept my candidacy for the City Manager position.

I am an ICMA Credentialed City Manager well versed in all areas of city management including budgeting, economic development, labor relations, grant administration, human resource management, policy development and administration, and intergovernmental relations.

I am a team-oriented manager with over 20 years experience in municipal government as well as the private sector. My accomplishments listed on the attached resume demonstrate my successes and my abilities to handle a wide variety of projects. I have the ability to solve problems rapidly, should they occur, to foresee potential problems and implement strategies to avoid them.

I have the ability to lead and direct while maintaining a cooperative and harmonious working relationship with employees, the business community, labor unions, legislative officials, other local government representatives, and the public.

It is important for me to clarify an issue that occurred with my previous employer. In Hood River in 2009, I allowed the Hood River Juice Company to defer payment on a large utility (sewer) bill. This was in the mist of the recession and I did this to keep the company in Hood River, saving 120 jobs for the community. I did not exceed my authority as city manager nor did I violate any law or policy. I did inform the City Council of this action. I set up a payment plan with the company and the debt has sense been repaid and jobs maintained.

Four years later the Hood River Juice Company offered me a position and for a change of pace I accepted it. The local newspaper tried to connect the deferral of the utility bill to this employment offer. There was no connection. I am willing to answer any questions in connection with this issue and I provided a letter from a Councilor to verify that there was no connection. While I was successful in my short tenure at the juice company, I realized how much I enjoyed the City Manager profession and would like again be able to serve a progressive city as its professional manager.

I am a dedicated, loyal employee, with integrity and high ethical and moral standards. As demonstrated by my tenure in previous positions, I am willing to give a long-term commitment. I look forward to further discussing my qualifications in the near future.

Sincerely,

Robert G. Francis, Jr., IMCA-CM

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SUMMARY

High energy ICMA-credentialed manager excelling in finance and budgeting, program evaluation and policy analysis, strategic planning, economic development, public human resource management including labor negotiations, grant writing and administration, utility management, public works, and intergovernmental relations.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

City Manager, Hood River, OR **2004-2013**

Hood River is full service city with a population of 8,000 and is the county seat for Hood River County. Located 60 miles east of Portland, Oregon, Hood River's economy has traditionally been based on three industries: agriculture, tourism, and sports recreation, but recently high-tech industries have become some of the largest employers.

Duties and Responsibilities as City Manager

- Chief Executive Officer of a full service tourist-based community, responsible to a seven member Council for the day-to-day operations and financial management
- Served dual role as Director of Human Resources, responsible for all facets of human resource management, including negotiating medical benefits, principal negotiator for City for Police, Firefighter, and Teamster collective bargaining agreements, training and organizational development.
- Prepare a comprehensive annual operating budget and capital improvement plan
- Main grant writer and grant administrator for the City
- Urban Renewal Administrator responsible for redevelopment and revitalization of three blighted areas of the City: downtown, Heights shopping district, and waterfront district
- Acts as the liaison with state and federal government, local civic and business entities, and interested members of the public
- Managed a staff of 67 and combined budgets in excess of $52 million

Achievements

- Developed fiscal management plan with the Council to eliminate a $1.1 million deficit in the General Fund and developed cost control measures that resulted in an 18% operating reserve in all funds.
- Worked with Department Managers and union representatives to successfully negotiate successive collective bargaining agreements that resulted in a reduction of staff by 20% while maintaining the current level of services.
- Administered federal ARRA grant program for 17-mile replacement water distribution system ($23 million phased project) as well as $3 million sewer system project funded though USDA
- Project Manager for $2 million City Hall renovation project
- Liaison between ODOT, County and private developer to build $5.2 million roadway project at a cost to the city of $500,000.
- Wrote, presented, and administered State program grants for $6 million new fire station; $5 million waterfront park construction.
- As UR Administrator, completed a $12 million renovation program for the revitalization of the downtown including new fascade, streetscaping, and infrastructure; $8 million renovation of the Waterfront District including new WWTP upgrades and new infrastructure that resulted in $35 million developments in a blighted area; and developed the $9 million plan for the Heights revitalization
- Business-oriented City Manager working with state, county and port to attract large and small businesses to City

Borough Manager, Stroudsburg, PA **1997 to 2004**

Stroudsburg is a full service city with a population of 7,200 and is the county seat for Monroe County and adjacent to East Stroudsburg University. Stroudsburg is located in the heart of the Pocono Mountains, 90 minutes from both New York City and Philadelphia. The Pocono region remains Pennsylvania's biggest tourist attraction and has nearly $1 billion in economic impact with over 8 million visitors annually

Duties and Responsibilities as Borough Manager

- Chief Executive Officer of a full service community, responsible to a seven member Council for the day-to-day operation and financial management
- Developed and implemented annual operating budget ($32 million); forecasted funds needed for operations and capital projects; investment management; contract administrator
- Responsible for management of the Redevelopment Authority Plan
- Negotiated Police and Teamster collective bargaining agreements
- Oversee the Borough's Main Street Program.
- Managed a staff of 70 and budgets in excess of $35 million

Achievements

- Refinanced bond issues to save the Borough $40,000 and restructured debt to allow additional borrowing of $2 million without increasing debt service
- Administered all private and public grant programs, including Community Development Block Grants ($750,000 over three years); a state redevelopment grant ($2,000,000) for downtown renovations and parking; recreation grants ($175,000);; and EPA grant ($520,000) for planning and community development, infrastructure construction, and wastewater treatment facilities ($3.7 million)
- Acquired and administered Transportation Enhancement Act grant for $400,000 for Main Street revitalization Program, and for the Main Street Program totaling $300,000 for façade renovation and small business revolving loans.
- Created and facilitated a program "Creating Sustainable Neighborhoods" to reflect the city's vision of a dynamic community featuring vibrant neighborhoods that attract new residents, sustain businesses, and encourage reinvestment.
- Team member in combining three municipal police departments into one regional police force which is now the largest regional police force in Pennsylvania. This move reduced the Borough's costs in the first three years by 30% in the first 2 years and 15% the third year

City Manager/Street Superintendent, Grant, Nebraska **1993 to 1996**

Grant is a city and county seat of Perkins County, Nebraska. Grant is a rural agricultural city with a population of 1,200.

Duties and Responsibilities as City Manager/Street Superintendent

- Chief Administrative Officer of the City for administration of all affairs of the City; respond to and resolve citizen inquiries and complaints
- Street and Public Works Superintendent for the City
- Developed and implemented annual operating budget; forecast funds needed for daily operations and capital projects; investment management; contract administrator for City
- Managed Electrical Utility for the City

Achievements

- Developed fiscal management plan to have a 20% reserve in allfunds to include $3.5 million reserve in Electric Fund;
- Acquired private and public grant programs totaling $750,000 for community development
- Developed small business assistance and revolving loan program to assist small businesses
- Acquired state and federal funding to replace city main water wells ($1.6 million) and expand airport runway ($3 million)

OTHER PROFESSIONAL EXPERIENCE

Interim Executive Director, Home At Last Humane Society, The Dalles, Oregon 2014 – Present

Provide leadership, direction and guidance in conducting day-to-day functions of Home at Last (HAL) Humane Society. Conduct extensive and sustained community outreach, donor and fund development, public relations/marketing, grant writing and administration including public speaking, to advance the mission, vision and program/financial goals of HAL. Developed a financial budget, including to a plan to start a capital campaign for new building construction

Chief Operating Officer, Hood River Juice Company, Hood River, Oregon 2013- 2014

Managed all operational aspects of the Hood River Juice Company and Little King Trucking Company, supervising 6 department managers and 140 employees and budget in excess of $35 million. Provided leadership, management and vision necessary to ensure proper operational controls which led to the company growing its business by 12% and net revenues of over $5 million. Served as Human Resource Manager for the company for 8 months when HR Manager left the company suddenly. Spearheaded a $6 million plant expansion to double production capacity and negotiated with local government for additional land purchase for future expansion.

United States Army (Honorable Discharge –Captain) 1980-1993
U.S. Army Officer specializing in logistics and operations in the 82nd Airborne Division, Berlin and Heidelberg, Germany . Served in Desert Shield and Desert Storm

EDUCATION

M.A., Public Administration, Troy State University, Europe (1992)
B.A., Millersville University, PA (1978)

AWARDS/CERTIFICATIONS

ICMA Credentialed Manager (Current)
ICMA Certificate of Management
Certified Borough Official, Pennsylvania State Association of Boroughs

COMMUNITY SERVICE

Past President and Member of Hood River Rotary Club (Current)
Treasurer of Hood River Rotary Club (Current)
Board Member, United Way, Columbia River Gorge (Current)
Board Member, Oregon City Manager Association (2010-2013)
Board Member and Treasurer for Home at Last Humane Society (2013-2014)
Hood River Chamber of Commerce Board Member (2007-2012)
Board Member and Treasurer, Columbia Center for the Arts (2006-2010)
Board Member and Secretary, Sister City Committee (2004-2013)
Chairman, Monroe County (PA) Control Center (911 Center) (1999-2003)
Board Member and Treasurer, Stroud Area Regional Police Commission, PA (1999-2003)
Treasurer and Board of Directors, Monroe County (PA), American Red Cross (1998-2003)