

Marvin "Marc" Collins III
1352 Coconut Drive
Fort Myers, FL 33901
(239) 839-6508
MarvinCollins74@gmail.com

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Honorable City Council and City Manager Search Committee:

Thank you for this opportunity to introduce myself and submit my resume for consideration for the position of City Manager for the City of Traverse City. The importance of place and enhancing the quality of life to the Traverse City community is attractive. I offer over 18 years of ethical, local government experience and nine years of management experience to support my selection to meet the goals of Traverse City, in working with the community and City Council to continue the development of a world class community with superior municipal services through steady leadership and innovative practices to support the development of a high performing municipal government.

The qualities and experience sought by Traverse City for the next city manager match my work experience. In my current position is the Assistant City Manager for the City of Fort Myers, FL, I serve as the sole assistant chief administrative office in service to the city manager and City Council since I was hired nearly six (6) years ago following a transition to the Council-Manager form of government. The community has an annual population of 68,000, seasonal population over 80,000, and daytime population over 100,000 as a regional government center and county-seat for a county with over 660,000 residents and approximately 7.5 million annual visitors. Despite this activity, the citizens value its historic distinction with three national register historic districts, including its downtown, and expect the customer service and close relationships associated with a "small town" atmosphere. In this role, I have extensive work experience and demonstrated ability in economic development, redevelopment, community planning, parks and recreation, tourism development, and utility replacement projects.

Fort Myers is a full service city that provides additional amenities and programs beyond traditional municipal services. I provide management services to all departments, three collective bargaining units, three local pensions, serve as the economic development staff for the city, and take pride in developing and administering the citizen response system that handles service requests and communication from citizens received from City Council referrals or direct contact to the City Manager's Office. The position is a high-profile, high-stress assignment in a community that was one of the hardest hit during the recent economic recession. I have demonstrated consistent, ethical leader and used my analytical nature and communication skills to provide innovative solutions to meet community and organizational goals during this time of hardship. In this role I demonstrate daily a commitment to the value of citizen accessibility and community engagement.

In a previous position as Assistant County Manager / Planning Director of Burke

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County, NC, I gained experience over a seven (7) year period supporting elected and appointed boards, collaborating daily with State and Federal agencies, established innovative land development codes that supported high value development that protected the sense of place and pristine lake viewsheds, implemented community based planning efforts, and demonstrated regional leadership during the multi-jurisdictional FERC hydro power relicensing process for the Catawba-Wataree River. Through this work experience, I developed the ability to work in high profile, collaborative efforts to achieve shared goals with a diversity of populations and interests.

The professional attributes and abilities sought in a manager are a good fit with my work experience and personal drive as a credentialed manager through the International City Manager's Association (ICMA-CM). I approach all tasks with humility understanding the dual role of a public manager as the employee and resource for City Council and as the ethical, compassionate leader that develops a high-performing management team and superior municipal organization. I have experience in developing budgets for general funds operations, capital improvement plans, enterprise operations, utilities, and special funds at the division, department, and organizational levels. Success in implementation of innovative and efficient practices is demonstrated by Fort Myers receiving 35 awards and recognitions during the past six years by encouraging staff to be innovative, request grant funding, and submit projects for award recognition.

My management style is open and communication is appropriately channeled verbally, in writing, emails, phone, and through social media to City Council and the public. I practice two-way communication and value listening as a means to learn what is important to City Council and citizens. Within the organization, I am a trusted leader to my staff that demonstrates hard work and dedication to providing professional work through clear, concise, and complete communication. I hold myself to a high work standard and in-turn hold my management team accountable. Through my applied effort, I demonstrate to the organization, community, workforce, and my peers the value of public service, continued training and education, and expectation of excellence.

I believe in dedicated, honest communication and work to earn the trust and establish the relationships necessary to foster professional and personal bonds with the elected officials, employees, and community. I am confident in my leadership abilities and view public service as my commitment to promoting the efficient and effective delivery of government services to serve the best interests of all the people. My family and I engage in the community and are active in community events and serve on professional boards. Please take this opportunity to contact my references provided or contact me directly to discuss how I may be of service to the City of Traverse City.

Sincerely,

Marvin "Marc" Collins, ICMA-CM
Assistant City Manager
Fort Myers, FL

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Objective

To provide responsive, progressive leadership within a public organization to enhance the quality of life within the community, both today and in the future, and ensure a dynamic, rewarding work experience for its employees through implementation of the elected board's policy and proven leadership of a professional management team.

Education

County Administration Course

University of North Carolina, Chapel Hill, North Carolina
Institute of Government Course on Local Governance in North Carolina

April 2008

Master of Public Administration

Appalachian State University, Boone, North Carolina
Concentration in Public Management

May 2005

Bachelor of Science in Political Science, Minor in Geography

Appalachian State University, Boone, North Carolina
Concentration in Public Management

May 1999

Professional Experience

City of Fort Myers

Assistant City Manager

Fort Myers, FL
May 2009 - Current

- Complete managerial tasks as only assistant chief administrative officer and participate as active member of the management team within an 850+ member organization with 3 collective bargaining units and 3 local pension funds for a 48.82 square mile City of approximately 68,000 year round diverse residents and daytime population over 100,000.
- Provide management direction for Public Works Department (Engineering, Water, Sewer, Reuse Water, Stormwater, Streets, Facilities, Fleet Maintenance, Parks & Beautification, Recreation, Public Art, and Golf Courses), Community Development Department (Building Inspections, Planning, Code Enforcement, Housing, Real Estate, Sustainability, Historic Preservation, and GIS Services), Cultural and Historic Resources (two museums and several leased historic buildings), Harborside Event Center, and the Fort Myers Yacht Basin.
- Responsible for Citizen Response Service (CRS) customer relations management system administration, development and review of Legislative Agenda, economic development liaison for the City, and managerial roles as assigned by the City Manager.
- Assist in the review and development of FY 14/15 city-wide budget of \$298,951,911 that includes the \$88,509,900 general fund budget and \$85,325,500 utility budget. Assist in development and implementation of 5-year capital budget of \$199,984,144. The Departments and Divisions directly managed operate using the following major fund types: general funds, special revenue funds, enterprise funds, and internal service funds.
- Current projects of significance include drafting of city economic development strategic plan, ITS selection and roll-out of improved customer relations management and public records request system to include addition of online web portal and smart phone application for service requests, evaluation and improvement to the FEMA Community

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rating system to increase flood insurance savings, collaborative partnership with community foundation to enhance fiscal sustainability of nonprofits, implementation of ADA improvements to city facilities and infrastructure, downtown collaborative for higher education center and co-working facility, and manage neighborhood infrastructure replacement capital projects.

- Represent the city at county and regional economic development, travel and tourism, workforce development, health, and sustainable community meetings.
- Provide positive community involvement on behalf of the city through attendance, presentation, and guidance to community groups, schools, neighborhood associations, and civic organizations.

Burke County Planning & Development

Morganton, NC

Assistant County Manager/Planning Director

July 2006 – April 2009

- Complete managerial duties as delegated and participate as active member of the management team within a 500+ member organization for a county of approximately 89,000 year round residents.
- Provide direct leadership for four divisions (Planning & Development, Building Services, Code Enforcement, and Transportation) through the administration of all land use, building, and transportation functions for the County.
- Provide staff support to the elected Board of Commissioners and three (3) appointed boards.
- Regularly speak, present, and lecture to professional groups, civic organizations, college classes, business associations, and diverse community groups in an approachable, professional manner that reflects the community in a positive manner.
- Administration, project management, development and drafting of grants related to infrastructure, housing, recreation, economic development, and transportation. Provide project oversight for eCivis Grants Locator Service program for all County departments.
- Management of a Medicaid transportation policy for Social Services, volunteer-employee appreciation picnic, and employee wellness program.
- Represent the County through participation and negotiation on regional efforts such as the Duke Power Catawba-Wateree Hydro Power Relicensing, Regional Recreation Task Force, and development of a regional transportation authority.
- Responsible for county strategic and comprehensive land use planning and coordination of land use decisions with the ten municipal jurisdictions. Provide active leadership in infrastructure, land use, and economic development decisions of the County in coordination with the Economic Development Director, County Engineer, Building Services Director, and other team members.
- Actively encouraged the diversification of the local economy from one based on traditional manufacturing through the promotion of residential development, commercial development, historic preservation, and recreation and travel tourism through negotiated development agreements, collaborative projects with State and Federal agencies, the Chamber of Commerce, and other project specific organizations, as well as through the creative development of project concepts and collaborations to achieve strategic organization goals.

Senior County Planner

2004 – July 2006

- Designed and implemented a structural re-organization to address needs in Planning & Development, Building Services, Finance, and County Manager while serving as Interim Director of Community Development (October 2005 – July 2006) and performing Assistant

County Manager duties.

- Responsible for the administration, review, and amendment of all land development ordinances through research, public consultations, plat review, case preparation, presentation to County Boards, and enforcement.
- Development of major projects using small group and team discussions, public hearings, field analysis, board presentations, and comparative analysis.
- Assist in the development and drafting of strategic plan and land use plans in several small area planning processes.
- Represent Burke County at various regional planning, recreation, environmental and economic development initiatives.
- Supervise the County Planner Position in the provision of planning and development services and provide technical assistance to Zoning and Inspections staff.
- Provide planning and demographic research for the County Manager, Director of Community Development, and other County departments.

County Planner

September 2001 -2004

- Provide technical reviews and assistance to the development community and citizens related to land development ordinances.
- Grant proposal writing and administration for environmental, transportation, and recreation grant programs.
- Implemented planning initiatives such as the development of the Pisgah Loop Scenic Byway through application to the NCDOT Scenic Byway Program.
- Assisted in long range planning efforts, land use case preparation, and board presentations.

Catawba County Planning Department

Newton, NC

County Parks Supervisor

May 1999 - September 2001

- Responsible for planning and directing an expanding parks program for a county of 141,685 citizens.
- Developed and administered the Parks Division annual budget including daily oversight of the training, maintenance, operations, and capital improvements line items.
- Supervised the work of 2.5 Park Ranger positions and varying numbers of volunteers to maintain and develop park services.
- Obtained a \$250,000 grant from the Parks and Recreation Trust Fund (PARTF) for the development of a new county park. Application process involved budget development, cost and maintenance analysis, site selection, component design, public presentation, and grant proposal writing.
- Coordinated public relations and customer service responsibilities for the division, including; facilitating, presentations, and speaking at public meetings, education events, and community group meetings.
- Represented Catawba County Planning Department at regional recreation and planning initiatives and assisted planning staff in recreation and open space planning.

Orange County Recreation and Parks Department

Hillsborough, NC

Recreation Program Assistant

June 1993 - January 1996

- Developed, implemented, and monitored general programs at recreation centers.
- Worked with diverse populations and afterschool youth programs.
- Received an Outstanding Achievement Award for job performance from the County Manager after nomination by the Recreation Director.

Professional Awards and Certifications

- 2014 International City-County Manager's Association Certified Manager (ICMA-CM)

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- 2014, 2013, and 2012 Florida League of Cities – Home Rule Hero Award
- FEMA Emergency Management Certificates (ICS 402, ICS 400, ICS 300, IS 800, IS 700, IS 200, IS 100)
- 2004 Certification in Group Facilitation Methods

Professional Involvement

- International City-County Managers Association (ICMA) Member
- Florida City-County Managers Association (FCCMA) Member
- FCCMA Selection Committee (Appointed 2015)
- FCCMA Fiscal & Administrative Responsibility Committee Member (Appointed 2013-2015)
- Comprehensive Economic Development Strategy (CEDS) Committee
- SWFL Economic Development Directors Committee
- Catawba-Wateree Relicensing Coalition – Board Member, Treasurer (2007-2009)
- Comprehensive Relicensing Agreement – Final Agreement Committee Member (2007-2009)
- Chamber of Commerce Private Housing Committee – Committee Member (2007-2009)
- Western Piedmont Regional Transportation Authority – Alternate Member (2008-2009)
- American Planners Association, NC Chapter – Youth Education Chair (2003-2008)
- Greater Hickory Metro Regional Recreation Committee – Committee Member (1999-2001)
- Catawba River Study Committee – Committee Member (2006-2009)
- Unifour MPO Technical Coordinating Committee – Committee Member (2006-2009)
- Unifour RPO Technical Coordinating Committee – Committee Member (2006-2009)
- Blue Ridge National Heritage Area – Burke County Heritage Council Member (2008-2009)
- Muddy Creek Restoration Initiative – Committee Member (2001-2009)

Professional Development

- Attended workshops in the past 2 years to include Health, Planning, & the Built Environment; Culture Builds Florida Communities; Business and Breakfast Matchmaker; Economic Development – Redeveloping Your Community; Guiding Your Agency Strategically through Priority Based Budgeting; and Innovative Local Government Marketing Strategies that Build Community and Trust.
- Completed training in Supervisory Risk Management, ADA Training, Effective Communication, Successful Grant Writing, Budget Preparation and Development, Flood Plain Management, and attended the Carolina Recreation Facility School.
- Attended grant seminars for Clean Water Management Trust Fund, Parks and Recreation Trust Fund, NC Rural Center, and Community Development Block Grant.
- Masters level coursework include the areas of budget and fiscal administration, personnel, public management, organizational theory, crisis communications, and grant writing.

Research Experience

- Developed a crisis communication plan for Burke County.
- Assisted in development of Personnel Ordinance for Burke County as a member of a team approach to addressing the issue. Researched and drafted the employment grievance policy.
- Conducted research to examine the effectiveness of grant writing methods used by North Carolina municipalities.
- Examined the impacts and requirements of the Phase II EPA Stormwater Requirements on the North Carolina counties affected by the proposed regulations.

References

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Aaron Church Rowan County Manager	(704) 216-8180 Salisbury, NC
Casey Cook Legislative Advocate at the Florida League of Cities	(850) 228-8559 Tallahassee, FL
Dr. Marvin Hoffman Consultant at System Strategies & Former MPA Director at Appalachian State Univ.	(828) 964-6626 Boone, NC
Mark Stephens New Bern City Manager	(252) 649-4717 Newbern, NC
Vicki Taylor Attorney and International Consultant	(704) 528-0480 Mooresville, NC
Margaret Wuerstle Executive Director of the Southwest Florida Regional Planning Council	(239) 338-2550 Ext. 222 Fort Myers, FL

Additional contacts or background on the contacts provided will be provided upon request.

Management Salary History

Assistant City Manager / Planning Director, Burke County, NC
Ending Salary: \$71,381

Assistant City Manager, Fort Myers, FL
Starting Salary: \$94,000
Current Salary (2% below starting pay): \$91,978

Note: Impact of Great Recession on Salary History

The City faced severe budgetary issues resulting from the housing market collapse that resulted in a loss of over 42% of ad valorem value and impacted other revenue sources. The City eliminated nearly 200 employee positions and froze additional positions, used available reserves, negotiated pension savings with the three (3) employee bargaining units, and increased revenue rates. General employee salaries were reduced 10% (5% mandatory furloughs and 5% straight pay reduction) in 2010. Mandatory furloughs were reduced in 2014 to restore 3% of pay. Mandatory furloughs were eliminated (2%) and 3% pay was restored in 2015. As the economy improves, the City has prioritized the restoration of pay to its employees by restoring pay to police, fire, and now general employees (fully restored in 2016) as contracts are renegotiated. The improving economy and increased revenue rates enable the restoration in a calculated approach that is coordinated with the restoration of core service levels and increasing reserves above the recommended minimum balances.