

March 26, 2012

Mr. Colin Baenziger
Colin Baenziger & Associates

Dear Mr. Baenziger:

My name is Phillip Smith-Hanes, and for more than 15 years I have been building a career doing something I love – providing professional management to local communities. Currently, I am privileged to occupy a challenging and rewarding position as Administrator of the most scenic rural county in America, Humboldt County, California. At this stage in my life and career, I am seeking opportunities to live and work in communities that would allow me to improve on an already excellent quality of life. These opportunities are relatively few and far between, but I believe that Key West, Florida, may be one such community. Accordingly, I am submitting my résumé in application for the City Manager position with the City of Key West.

I am intrigued by the position of City Manager in Key West not only because it would allow me to live in a beautiful and diverse community, but also because the skills listed as desired for the position are exactly those which I have cultivated during my career to date. Examples include:

Disaster management and NIMS certification. I have completed the 100, 200, 300, 400, 700 and 800 level NIMS courses and am a graduate of the preparedness and response course from FEMA's Emergency Management Institute in Emmitsburg, Maryland. In addition, I served as organizational spokesperson during two significant natural disaster events in Humboldt County – a magnitude-6.5 local earthquake that garnered visits from our Congressman and Governor, and the tsunami that damaged our port facilities following the 2011 Japanese earthquake.

Finance, budgeting, cost control, infrastructure and organizational efficiency. In my first fiscal position, I performed cash management functions that included investing up to \$200 million in assets. I moved on to work as a performance analyst, concentrating on linking the allocation of resources to specific measures of performance and organizational goals. I next gained extensive experience in municipal utility finances, which provided me a solid understanding of capital improvement programming for both facilities and equipment. Most recently, I have guided Humboldt County through reductions that have resulted in a total budget 11% lower than it was three years ago, and an organization employing 185 fewer people.

Leadership, consensus building, delegation and team building. One of my proudest achievements in Humboldt County has been the introduction of values-based management that emphasizes employees taking responsibility for their activities and working in teams to address organizational issues.

Experience in a tourism economy and collective bargaining environment. Two of my significant projects over the past year have been working to create a Tourism Business Improvement District for the County and helping negotiate employee contracts that provide no raises for up to three years.

I would very much appreciate the chance to speak further with you – and ultimately the Key West City Commission – regarding my qualifications and how they might fit with the City's needs.

Sincerely,
Phillip Smith-Hanes

PHILLIP SMITH-HANES

PROFESSIONAL EMPLOYMENT HISTORY

COUNTY ADMINISTRATIVE OFFICER

County of Humboldt, California

December 2009 - present

Serve as chief administrator for coastal county covering 3,800 square miles of agricultural, recreational, natural resource, and tribal lands with a population of 134,623 (nearly 70,000 in the unincorporated area). Report directly to a five-member Board of Supervisors, elected by district on a nonpartisan basis. In conjunction with 19 department heads, coordinate activities of 1,900-person organization with \$263.7 million annual budget. Directly responsible for 40-position department providing internal services of management and budget, risk management, information technology, communications, purchasing and revenue collection.

- Executed successful strategy to reset General Fund budgets to a lower baseline in recognition of economic conditions, and conducted first-ever public budget outreach workshops.
- Led Board-directed efforts to recruit new department heads, revamp department head performance evaluations and reorganize provision of indigent criminal defense services.
- Re-organized County Administrative Office to continue providing high level of services despite two successive years of decreased General Fund resources totaling more than 20 percent.
- Introduced high performance organization concepts, including values-driven leadership, into department structure.
- Expanded county-wide training academies to better prepare front-line and executive-level staff, including first joint multi-county executive training workshop.

ASSISTANT COUNTY ADMINISTRATIVE OFFICER

County of Humboldt, California

August 2007 - December 2009

Through subordinate supervisors, managed staff of 32, including the County's centralized information technology, communications, purchasing and revenue collection services. Coordinated the County's annual budget preparation process. Served as Acting CAO in absence of County Administrative Officer.

- Completed County facilities master planning process and served as Board/CAO liaison on facilities projects including Courthouse security remodel.
- Served as point person on controversial community issues, including reform of Code Enforcement activities and citizen oversight of law enforcement.
- Developed strategies for employee development, including establishment of internship program.

DEPUTY COUNTY ADMINISTRATIVE OFFICER

County of Humboldt, California

April 2005 – August 2007

Supervised staff providing centralized purchasing and mailroom functions for all County departments. Reviewed all budget and agenda items for law enforcement and corrections, legal, public works, and human resources functions.

- Worked with Assistant County Administrative Officer to completely revamp budget format.
- Led team in updating solid waste system, including contract negotiations with haulers.

PHILLIP SMITH-HANES

MANAGEMENT ANALYST II, Public Works Department

City of San Bruno, California

August 2000 – March 2005

Coordinated preparation of General Fund, internal service fund and utility enterprise budgets totaling \$19 million for the largest department in a suburban city of 41,114 residents bordering San Francisco International Airport. Coordinated all departmental personnel activities, including classification and compensation, recruitment and testing; provided confidential support to labor negotiators. Managed water and wastewater utility rate setting process. Coordinated city's recycling and solid waste reporting programs. Served as city's water conservation officer. Prepared press releases, web pages, community newsletter articles. Organized public awareness campaign for water disinfection conversion.

- Served as chair of organization-wide technology policy committee.
- Represented City in international Sister City exchange.

Assigned by department head to serve as interim **Deputy Public Works Director for Maintenance & Operations** upon vacancy in position. Managed staff of 37 providing City's maintenance functions, including water production and distribution, wastewater and storm water system maintenance, street maintenance, and fleet management.

- Conducted supervisory training program that led to internal promotions of three field services managers.

PERFORMANCE MANAGEMENT ANALYST, Budget Department

Sedgwick County, Kansas

September 1999 – August 2000

Served as budget analyst for finance, operations, treasury and human resources budgets of \$71 million for a county with 452,869 residents (2000) and a land area of 1,008 square miles. Responsible for ensuring the integrity of performance data reported in the annual budget document for an organization of 2,300 employees. Trained other employees on meeting facilitation and strategic planning.

- Developed process for incorporating Board of Commissioners priorities into departmental strategic plans.

CASH/DEBT MANAGEMENT COORDINATOR, Accounting Department

Sedgwick County, Kansas

September 1998 – August 1999

Served as sole cash manager and investment officer for \$100 million+ portfolio. Liaison with bond counsel and depository bank. Researched and wrote County investment policy.

PRINCIPAL PLANNER, Department on Aging

Sedgwick County, Kansas

February 1998 - September 1998

Supervised work unit providing customer service and departmental technology services.

MANAGEMENT INTERN, County Manager's Office

Sedgwick County, Kansas

June 1997 – January 1998

Wrote and edited articles for monthly internal newsletter. Prepared correspondence for County Manager. Processed budget adjustments. Coordinated agenda for weekly meeting of Board and top staff. Facilitated community meetings on solid waste plan.

PHILLIP SMITH-HANES

INTERN, Special Services Division

League of Kansas Municipalities

July 1996 – May 1997

Composed electric deregulation survey. Updated model policy manuals. Conducted annual compensation surveys. Assisted in personnel classification studies. Wrote published articles on Fair Labor Standards Act and Family Medical Leave Act.

PROFESSIONAL INVOLVEMENT

International City/County Management Association (ICMA)

- Served on Task Force on Financing, Nominating Committee, Conference Evaluation Committee, Task Force on Employment Agreements.
- Received 10-Year Service Award.

Cal-ICMA

- Served on Membership Committee, Task Force on Preparing the Next Generation.

Municipal Management Association of Northern California (MMANC)

- Served as Regional Co-Chair, Conference Programming Chair, Conference Session Moderator and Co-Presenter.
- Received Honorary Membership Award.

Kansas University City Managers and Trainees (KUCIMATS)

- Serve as Board president.

California State Association of Counties Institute for Excellence

- Serve on Governing Council.

POST-SECONDARY EDUCATION

Master of Public Administration

University of Kansas

Juris Doctorate Magna Cum Laude

Washburn University School of Law

Bachelor of Science Summa Cum Laude

Kansas State University

CONTINUING EDUCATION

*Intergovernmental Management Training (IGMT) Program
Berkeley Executive Seminar, University of California Goldman School of Public Policy
Emerging Leaders Development Program, International City/County Management Association
Senior Executive Institute, University of Virginia Weldon Cooper Institute
Credentialed Senior Executive, California State Association of Counties Institute for Excellence
Credentialed Manager Candidate, International City/County Management Association*