

April 13, 2012

Mayor Craig Cates
City Commissioners
Habana Plaza
3126 Flagler Avenue
Key West, FL 33040

Re: City Manager Search
Via: Colin Baenziger and Associates

Dear Mayor and Commissioners;

Please accept this letter of interest and attached resume as my application for the position of Key West's next City Manager. It is with great excitement and interest that I submit my application for this position, a position that I believe I am uniquely qualified for. As this letter of interest and attached resume will demonstrate, I have extensive experience in municipal and private sector leadership and management; 25 years municipal and 8 years private sector. My public sector experience ranges from Town Manager to Community and Economic Development Director to Public Works Director.

Today's world is so difficult and so complicated to negotiate, whether it's issues at work or the growth of your family, it is an ever changing world. Every day I bring 30+ years of progressive leadership experience to the work table. As the demands from growth, housing, transportation, the environment, and services change so must governments' response to those changes. In Peterborough, I have worked closely with the Office of Community Development on several very exciting programs; of particular note is the West Peterborough Tax Increment Finance (TIF) District Infrastructure Improvement Plan. This is a \$2.5 million effort funded by TIF revenues to improve the infrastructure, the attractiveness and the livability of the West Peterborough Village. Last month for this effort we were awarded a Plan NH 2012 Merit Award for excellence in sustainable planning, design, and development of the built environment an award that champions sustainability, smart growth, and social responsibility.

Of the many improvement projects I have undertaken funding has always been a critical component. Whether it is use of local funds, creative use of local funds (TIF Districts), state, federal, or private funds these sources of revenues make necessary improvements financially bearable. Funding opportunities have included ARRA funds from both Federal and State Agencies for wastewater treatment, water supply, stormwater treatment, and biomass projects. Recently I coordinated two grant applications to the National Endowment for the Arts for opportunities to bring the arts to all people by improving access to the arts. The work included coordination with art oriented non-profit organizations and particularly the MacDowell Colony, an organization that fosters young and developing artists. Thornton Wilder wrote most of "Our Town" while in residence there. Which brings up the next item; if I am selected as the next City Manager for Key West, which in and of itself would be so very exciting, I will be participating in the Ernest Hemmingway lookalike Contest at Sloppy Joe's!

So much of my work has been built on consensus and the public process. Technical solutions can be defined; developing the support to execute the solutions is the key to success. Without the public where would government be? The exchange of independent ideas is the basis of consensus building. For many efforts I have turn to the concept of "Context Sensitive Solutions" or CSS; recently adopted by FHWA and supported by many state DOTs. The process strives for input on issues before beginning to develop of solutions and in all cases fully involves interested parties; this process is not only applicable to infrastructure concerns but also to any public endeavor, any effort where placemaking is involved. I have developed relationships with all of my State Agency counterparts and municipal peers. Without a plan there can be no projects and these projects must be fully integrated to all applicable plans.

It will take strong innovative leadership to address the issues of today and into the future. It will take three important attributes to makes this happen; communication, communication, and communication among all parties. I recognize the challenges, I understand the difficulty in achieving goals and I have the commitment to see that Key West moves forward maintaining its positive progressive environment.

I am committed to responsible fiscal management, long range planning, and the continuation of the quality of life for Key West. I believe my unique mix of qualifications, 30 years of management experience, and a technical background will benefit the city's future and its management team. I look forward to hearing from you soon and discussing my interest in this very exciting opportunity.

Thank you for this opportunity sincerely,



Rodney A. Bartlett

PS: My birthday is June 2nd and I would love to spend it in Key West!

Rodney A. Bartlett
11 Mill Stream Drive
Atkinson, NH 03811
603-831-8819

Career Objective:

Professional challenges that will test my extensive and unique public and private sector experiences

Experience:

March 2006 to present

Town of Peterborough, NH (pop. 6200)

Director of Public Works

- Acts as the Town Administrator in the Town Administrators absence.
- Responsible for the overall operations of the department
- 2006 DPW Capital Improvement Budget included \$20+ million in planned improvements; \$17+ million completed to date on time on budget, including a new wastewater treatment facility
- Introduced rate modeling software for Water and Wastewater User fees
- Coordinated electric power restoration after the 2008 Ice Storm where residents were without power for an average of 3 weeks
- Active with the Town's Water Resources Advisory Committee, Energy Advisory Group, Municipal Facilities Needs Committee and the Regional Planning Commission's Brownfields Advisory Committee.
- Developed an "Environmentally Preferred/Green Purchasing Policy" with the assistance of the Energy Advisory Group.
- Staff liaison to the 3 existing Tax Increment Finance Districts
- Training and professional development coordinator for DPW administrative personnel with the Local Government Center.
- Lead position in Collective Bargaining process

February 1998 to March 2006

Town of Salem, NH (pop. 30,000)

Director of Public Works

December 1998 to March 2006

- Responsible for the overall operation of the department. Operating budget in excess of \$10 million.
- Managed a major municipal water service expansion to 200+ homes in a neighborhood impacted with groundwater water contamination (MtBE) utilizing water user fees, local, state, and federal funding and grants.
- Assisted two neighborhoods with wastewater service expansion projects utilizing the neighborhood's funding for the project
- Assisted in the development of a new Water and Wastewater System Access/Connection Fee to fund expansion as outlined in their respective master plans. Provided expert witness support during recent court challenge.

- Established a roadway and municipal utility capital planning program for the long term maintenance and upgrades of the systems
- Lead position in Collective Bargaining process
- NIMS Certified in 2005

Operations Manager February 1998 to December 1998

- Directed the daily operations of the Public Works Department; highway, fleet, buildings and grounds, cemeteries, solid waste, water and wastewater.

February 1996 to February 1998

New England Precast, Amesbury, Ma

General Manager

- Primary responsibility was the reversal of negative financial trends and the development of an extended customer base.
- Responsible for all phases of the operation; sales, customer service, production scheduling, accounts payable and receivable, etc.

September 1990 to February 1996

Scott Concrete, Londonderry, NH

General Manager

- Responsible for all phases of operation, with a focus of expanding into the public sector sales market.

November 1979 to March 1990

Town of Derry, NH (pop. 28,000)

Community and Economic Development Director October 1989 - March 1990

- Established the town's first Community and Economic Development Department. Initiated plans for a comprehensive downtown redevelopment effort.

Town Manager

January 1988 to October 1989

- Reported directly to the Mayor and Town Council. Responsible for the overall operations of the community; budget presentation, management and leadership for 215 employees, with an overall budget of \$24 million.

Director of Public Works

November 1979 to October of 1987

- Established the community's first Department of Public Works; to include highway, fleet, buildings, grounds, cemeteries, water and wastewater.
- Replaced and expanded the outdated wastewater treatment facility funded by user fees, state/federal funds, and newly created access fees.
- Lead position in Collective Bargaining process

Education:

1976-1977 University of Massachusetts, Amherst, Ma

Graduate studies towards a M.S. in Civil Engineering

1970-1974 University of Massachusetts, Amherst, Ma

B.S. in Civil Engineering

1966-1970 St. Johns High School, Shrewsbury, Ma.

Interests: All outdoor activities

References: Supplied upon request