

## VINCE AKHIMIE, CPM

1212 Candlewood Drive, Lakeland, FL 33813

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Transmitted via [Recruit28@cb-asso.com](mailto:Recruit28@cb-asso.com)

Mr. Colin Baenziger  
Colin Baenziger & Associates

Dear Mr. Baenziger:

I am pleased to submit my resume and application for the position of City Manager for the City of Key West, FL as posted on your company's website.

My professional experience includes more than eighteen years of senior executive management experience in municipal government including six years in a capacity equivalent to an Assistant City Manager. I have extensive experience in disaster management and hurricane evacuation. I am currently certified by the National Incident Management System (NIMS) and FEMA.

My qualifications include the Bachelor's and Master's degrees including coursework in economics and financial analysis from the University of Washington in Seattle, Washington. I completed all but the dissertation towards the Ph.D. in an interdisciplinary program encompassing Public Administration, Urban and Regional Planning, and Engineering at the University of Michigan in Ann Arbor, Michigan. I earned the professional designation Certified Public Manager (CPM), through the Center for Public Management at Florida State University in Tallahassee, Florida.

My career track record highlighted in the attached resume demonstrates strong leadership, financial management and a thorough understanding of the municipal budget process; the ability to establish and maintain open communication with the community and as well as cooperative relationships with other governmental entities, various community groups and other stakeholders. I have extensive experience in collective bargaining and labor relations

I am excited about the potential opportunity to serve the City of Key West, Florida as its City Manager. I look forward to further exploring how my background and experience match the City's needs in filling this position. Should additional information be needed, I can be reached at 863-409-5754 or by e-mail at [vincent.akhimie@verizon.net](mailto:vincent.akhimie@verizon.net).

Sincerely,



Vince Akhimie, CPM

Enclosure: Résumé

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## SUMMARY

More than twenty years of progressively responsible executive management experience in all aspects of local government administration, working effectively with boards, elected officials, staff, citizens, business and community leaders, and other agencies with expertise in:

- Community relations
- Customer service
- Staff development
- Media relations
- Capital projects implementation
- Intergovernmental relations
- Labor relations and contracts
- Utilities management
- Strategic planning
- Policy analysis
- Finance & budget
- Team building

## EDUCATION

**Florida State University, Center for Public Management** Tallahassee, Florida  
Completed Certified Public Manager Program and earned CPM professional designation.

**University of Michigan** Ann Arbor, Michigan  
Completed 50 semester hours beyond the Master's degree with coursework in Public Administration, Planning, and Engineering. Applicant for the PhD, having completed all degree requirements but the dissertation (PhD ABD).

**University of Washington** Seattle, Washington  
Master of Science and Bachelor of Science degrees in Engineering.

## DETAILS OF PROFESSIONAL EXPERIENCE

**City of Bremerton, WA** Public Works and Utilities Director

Bremerton is a strong Mayor-City Council municipality on the western edge of the Seattle-Tacoma 3.3 M population metropolitan area whose utility service area includes the Puget Sound Naval Shipyard, Navy Yard City, Jackson Park, and Tracyton with a combined population of 60,000. The City's annual operating budget for 2010-11 was \$126 million, with 332 FTE's. The City is unionized, with an area of 32 square miles, including 13 square miles of forest owned by the City's utilities. (2010-11)

### Duties and Responsibilities:

Functioning in a capacity equivalent to an Assistant City Manager, with responsible charge for 35% of the City's total 332 FTE's, managed 120 employees in eight divisions and all operations of the City's largest and most comprehensive departments, reporting directly to the City's chief elected official. Managed and prepared \$63 million operating and capital budget - 50% of the City's \$126 million total budget - as well as a \$107 million multi-year C.I.P. (90% of the City's multi-year C.I.P.). Served as a voting member on the Board of Directors of City-owned Gold Mountain Golf Association, site of the annual U.S. Junior Amateur Championship. Represented the City on the Puget Sound Regional Council (PSRC) and the Kitsap County Regional Coordinating Council (KRCC).

### Achievements:

- Fostered and encouraged community outreach programs as exemplified by public events such as:
  - Door to door circulation of brochures to improve water quality of Kitsap Lake

PROFESSIONAL EXPERIENCE (continued)

- Special 6-29-11 event marking completion of the City's \$50 million Combined Sewer Overflow Reduction project, at which both the Governor and the State's Director of Ecology presented letters commending Bremerton as "a leader and role model" in water quality in the State
- Reprioritized the Capital Improvements Program and moved forward on the City's \$2.5 million CrossTown pipeline project to avoid emergencies due to recurring breaks in this major sewer line.
- Brought together a multi-disciplinary and multi-jurisdictional (local, state and federal) effort to develop a comprehensive clean-up Master Plan for the adjoining Gorst Watershed to benefit the City's Urban Growth Area (UGA) estimated at \$20 million, potentially eligible for state and federal grant funding
- Facilitated starting \$1.4 million Anderson Cove grant-funded redevelopment project with the City's Parks and Public Works and Utilities Department, including undergrounding stormwater improvements and an above ground public park to simultaneously provide public waterfront access and alleviate chronic neighborhood flooding
- Facilitated \$1.4 million grant-funded Lower Wheaton Way arterial road improvements, including sustainable Low Impact Development (LID) to enhance environmental and economic viability of this area of the City
- Directed the completion of \$3 million grant-funded improvements on Pacific Avenue from 6<sup>th</sup> to 11<sup>th</sup> St. including landscaping, beautification and undergrounding of utilities to complement downtown revitalization
- Directed completion of City's \$6 million state of the art Ultraviolet Water Treatment Plant funded with federal stimulus dollars to provide secondary treatment to protect against chlorine-resistant pathogens such as cryptosporidium as required by EPA
- Managed design of \$1.3 million grant-funded 11<sup>th</sup> Street and Warren Avenue (WA 303) street intersection improvements to improve safety and relieve congestion at this major intersection connecting downtown and East Bremerton adjacent to Olympic State College
- Coordinated \$50 million replacement of the City's iconic 80 year old Manette Bridge with the Washington State Department of Transportation (WSDOT)
- Resolved the 15-year old Harrison Medical Center reconstruction issue, allowing a major employer in the region to move forward to expand their kitchen and surface parking facilities in East Bremerton.
- Reduced the Department's cost of operations by approximately \$750,000 while increasing service levels in the Department
- Negotiated significant progress in resolving several major Port of Bremerton financial issues with the City of Bremerton pertaining to stormwater and water utilities resulting from annexation of the Port's development projects into the City
- Worked successfully with the State Department of Ecology as part of the Governor's pollution cleanup program for the Salish Sea / Puget Sound, of which Bremerton's Dyes and Sinclair Inlets are major component bodies of water, with environmental, economic and tourism significance to the community
- Initiated program to eliminate eyesores and enhance City revenues through sale of City-owned derelict properties city-wide
- Enhanced 2010 City revenues and clean-up through clearing, salvaging and selling fallen timber from 2010-11 rainstorms, preserving the pristine quality of the City's 13 square mile forest owned by the City's utility

PROFESSIONAL EXPERIENCE (continued)

**City of Riviera Beach, FL** Public Works Director

Riviera Beach is a very diverse coastal community with 37,000 population and a land area of eight square miles, a council-manager City, located within the urbanized area of Palm Beach County with a total population of 1.26 million. The City has 526 FTEs. (2006–10)

**Duties and Responsibilities:**

Reporting directly to the City Manager, responsible for managing 54 Public Works Department employees and all operations, and prepared and managed implementation of Annual Budget and Work Program for the Department, and assisted one of the City's two Assistant City Managers in managing the 70 FTEs and operations of the City's Utilities District.

**Achievements:**

- Served as a member of the City's union negotiation team
- Initiated and managed the City's first comprehensive Stormwater Master Plan
- Spearheaded the City Manager's Infrastructure Task Force for the City
- Chaired the City Manager's Landscaping Standards and Implementation Committee for the City
- Chaired the City Manager's Energy Efficiency Committee for City Facilities
- Completed a comprehensive Master Maintenance Schedule for the Department of Public Works, encompassing Streets, Stormwater, Facilities, and Vehicle Maintenance
- Completed the City's first five year Vehicle Replacement Plan
- Served as member of the steering committees for the City's annual nationally recognized Jazz Festival and BET (Black Entertainment Television) Spring Bling televised music festival
- Served on Palm Beach County \$800M Waste to Energy Plant Design and Operations Committee

**City of Oviedo, Florida,** Public Works Director (including Utilities)

Oviedo is a diverse council-manager community on the east side of the Orlando metropolitan area of over 1.1 million. The City had a total work force of 350 FTE's and an annual budget of \$353 million. The City's land area is 15 square miles, and the population is 33,000. (2004–06)

**Duties and Responsibilities:**

Reporting directly to the City Manager, managed the 76 FTEs and all operations of Public Works (including Utilities), the City's second largest department. Prepared and managed implementation of the Annual Budget, Work Program and \$50 million five-year Capital Improvements Program. Appointed by the City Manager and City Council to represent the City on the Joint Committee of Cities and Seminole County to develop the Region's Water Supply Plan for the Year 2025, the joint cities and county Solid Waste Committee and the joint cities and county Storm Water Management Committee.

Chaired the City's Staff Strategic Planning Group on Infrastructure working on one of the three strategic goals adopted by the City Council in 2005 to ensure that the City's infrastructure kept pace with anticipated growth in the community, which led to the preparation and adoption of the City of Oviedo's first ever 5-Year Capital Improvements Program and Budget for new infrastructure projects, including:

- Expansion of the City's utilities to include wastewater treatment
- Completion and adoption of the City's Stormwater Master Plan in FY 2005 including a rate increase in stormwater utility fees to fund projects included in the Master Plan
- Police, Fire and other City facilities through the year 2025
- New \$4.1 million 5,200 square foot Public Works complex designed to be certified as a Gold LEED "green building," and a new City Fuel Depot to provide fuel for City vehicles, particularly emergency vehicles, around the clock, both of which were to have been completed in early 2006.

PROFESSIONAL EXPERIENCE (continued)

**Achievements:**

- Worked with the City Manager to transfer management of Solid Waste Services then provided by Republic Inc. from City Manager's Office to the Public Works Department
- Managed development of Water, Waste Water, and Reclaimed Water Master Plans for 2025
- Reorganized City's Public Works Department into three major divisions, Engineering Services, Operations, and Utilities, to facilitate open communication and handle expected increased demand for City services to accommodate growth and development projected in the City.
- Attracted and hired competent, qualified staff to fill key positions, including those newly created.
- Took over management of projects lagging in implementation that have now been completed, such as Shane Kelly Park, Round Lake Park, the Rock Climbing Wall, Franklin/Division Street and the Division Street Extension, Downtown Parallel Pairs, urban forestation for Mitchell Hammock, and State of Florida grant-funded beautification for SR 434 within the City.

Milestones of progress while leading the Public Works Department include

- Completion of the City's \$13 million 10 million gallon per day state of the art water treatment plant and water storage tank in 2005
- Initiation of City of Oviedo gateway route monuments, beautification and landscape improvements within the SR 434 median, which later evolved into the development, adoption, and implementation of the City's Beautification Master Plan and Study
- Created and staffed new Fleet Management Division to enhance efficiency and reduce life cycle costs for approximately 200 City-owned pieces of equipment and vehicles.

**Board of County Commissioners, DeSoto County, FL** Utilities Director

DeSoto County, FL is a diverse semi-urban county with a land area of 637 square miles with a population of 32,000. It has an Administrator-Commission form of government, with a total budget of \$60 million, and a work force of 158 employees. It is non-union. (2003-04)

Hired by the County Administrator to implement a new water and wastewater utility for DeSoto County, to promote area growth and new career and education opportunities for County residents by providing water and wastewater service to new development, including a new Wal-Mart Distribution Center, Wal-Mart Super Center and South Florida Community College.

- Implemented \$30 million first phase of a three-phase \$70 million capital improvements program with a first year budget of \$21 million, for a new comprehensive county-wide water, wastewater and reclaimed water system.
- Managed construction of 20 miles of water transmission mains with fire hydrants located every 1,000 feet to provide fire protection and safe drinking water, two reverse osmosis water treatment facilities, storage tank and booster pumping facility, and 31 miles of wastewater transmission mains, six wastewater lift stations, built in less than twelve months.
- Participated in negotiating purchase of several private utility systems by the County to augment the new construction.
- Worked with the Heartland Water Alliance (HWA) comprised of Highlands, Hardee, Polk and DeSoto Counties and the Peace River Manasota Water Supply Authority alliance of the Counties of Charlotte, DeSoto, Manatee and Sarasota and the Cities of Northport, Long Boat Key, Punta Gorda, Arcadia and Bradenton, to produce the 2020 Area Water Supply Plan for the region.
- Worked with staff of the Peace River Manasota Water Supply Authority to implement regional capital improvement programs, and represented DeSoto County at Authority Board meetings.
- Served on the Public Water Supply Advisory Committee of the Southwest Florida Water Management District (SWFWMD).
- Presented regular progress reports and updates to Board of County Commissioners.

PROFESSIONAL EXPERIENCE (continued)

**Board of County Commissioners, Polk County, FL**    Utilities Director  
Traffic Engineer, 11/02 – 4/03

Polk County is a charter county serving a population of 600,000 with a land area of approximately 2,000 square miles in Central Florida. Polk County government had 1,950 employees, an annual operating budget of \$860 million, and a five-year capital improvement program of \$400 million. (1997-2003)

**Duties and Responsibilities:**

- Managed County's Utilities Division, then the second largest of County government, with 236 FTEs, \$182 million 5-year capital improvement program and annual budget of \$126 million.
- Participated extensively in union negotiations with three separate bargaining units.
- Oversight responsibility for contract administration, planning, design, compliance, customer service, billing, operations, maintenance, and capital programs to ensure safe, reliable, timely and cost-effective delivery of water and wastewater services.
- Represented the agency at County Commission meetings and in dealing with other public agencies at the national, state and local levels, business and community groups, professional associations, and media appearances.

**Achievements:**

- Improved internal and external coordination and communications, particularly in the area of development review and approval.
- Improved customer service by implementing automatic bank drafting, Internet and phone pay for utilities billing, and upgrading phone handling system thereby reducing customer complaints while increasing customer satisfaction and improving employee morale.
- Managed the agency's five-year capital improvements program averaging \$15 million per year in new construction, peaking at \$25 million in one year.
- Managed implementation of \$40 million Utility System Revenue and Refinancing Bonds issued in 1997, and issuance of \$62 million utilities bonds in 2003.
- Supervised the operation and maintenance of 46 water plants, 23 wastewater plants, 180 wastewater lift stations, water pumping stations, and water storage facilities, 450 miles of water transmission and distribution lines, and 165 miles of wastewater collection and transmission lines in the County.
- Participated in the acquisition of 36 private utility systems bringing in revenues averaging over \$7 million in connection fees annually.

**City of Miami Beach, Florida**    Public Works Director (including Utilities)  
*Staff Coordinator, City Commission's Capital and Finance Committee*

Miami Beach is an international resort community of 90,000 in summer months, 140,000 winter months, the central attraction for an urbanized area with 2.9 million population plus 3 million visitors annually, with a commission-manager city government. The City has 1,900 employees, annual operating budget of \$290 million, and \$1 billion five-year capital improvements program. The City is unionized. (1994-97)

**Duties and Responsibilities:**

- Reporting to the Assistant City Manager, directed the Department of Public Works, managing 150 full time employees plus approximately 100 contractual employees in eight divisions.

PROFESSIONAL EXPERIENCE (continued)

- Served as principal staff coordinator for the City Commission's Capital and Finance Committee that oversees the City's \$290 million annual operating budget as well as its \$1 billion capital improvements program and bond financing.
- Prepared and managed an annual operating budget of \$45 million and a multi-year \$400 million Capital Improvements Program.
- Represented the agency before televised City Commission meetings and other public agencies at the national, state and local levels, business and community groups, and televised public education programs.

**Achievements:**

- Streamlined the organization to facilitate the implementation of the City's extensive Capital Improvements Program by creating a Construction Management Division, redeploying and retraining existing staff.
- Reduced General Fund expenditures in the Department of Public Works by 9% for Fiscal Year 1995-96 without affecting service delivery.
- Directed a successful public information effort to garner support for a comprehensive water and sewer main replacement program financed with a \$59 million bond issue repaid with increased water and wastewater rates.
- Initiated a Citywide bridge replacement and maintenance program starting with replacement of three critical bridges in FY1996-97.
- Managed measures to bring the City into compliance with the Federal Storm Water Management Act by controlling and eliminating pollutant runoff into the City's storm water system, including initiating a \$36 million bond issue to finance capital improvements.
- Coordinated programs under consent decree agreement with the Environmental Protection Agency (EPA) to correct deficiencies in the City's collection and transmission systems and pumping stations, and eliminate illegal storm water sewer connections and low point flooding.
- Team managed Boardwalk Beautification Project to upgrade and enhance 24 blocks of the City's central beach area.
- Managed \$18 M North Shore and \$20 M Venetian Island community enhancement projects, including undergrounding utilities, curb and gutter, lighting, landscaping and street resurfacing.
- Worked with development districts such as Lincoln Road Partnership, Mid Beach and North Beach Development Corporations, and Washington Avenue Merchants Association to facilitate redevelopment including capital improvements to beautify and upgrade their areas.
- Obtained \$500,000 EPA grant for a pilot ASR (Aquifer Storage Recovery) innovative program for reclamation and reuse of storm water.
- Initiated citizen complaint system to generate reminder notices to improve customer service.

**Village of Oak Park, Illinois (Chicago Area) Public Works Director (including Utilities) 1992 - 1995**

Oak Park is a diverse board of trustees-manager community on the western edge of Chicago with a land area of 4.7 square miles and a population of 53,000, a total annual budget of \$105 M and 500 employees.

**Duties and Responsibilities:**

- Reporting directly to the Village Manager as Public Works Director, managed 135 full time employees in eleven divisions, including Utilities (Water and Wastewater), Engineering, Streets, Solid Waste working with BFI, Waste Reduction, Traffic Engineering, Street Lighting, Signs and Signals, Fleet Maintenance and Central Garage, and Forestry.

PROFESSIONAL EXPERIENCE (continued)

- Managed an annual operating budget of \$10 million and an annual capital budget of \$5 to \$7 million. Reduced expenditures by 5% department-wide without reducing services.
- Participated in annual bargaining sessions with three unions in my department.
- Represented the municipality with state, federal, and other local officials, boards, and commissions, including the regional Mayor's Council.

**Achievements:**

- Assisted in preparing Request for Proposals for implementation of privatization of solid waste collection, disposal and recycling services.
- Initiated programs necessary to bring water supply system into compliance with USEPA and IEPA Safe Water Drinking Act standards. Supervised development of design and project planning for \$4.5 million relief sewer project.
- Managed water supply system with three pumping stations and a maximum capacity of 35 million gallons per day serving a population of 53,000.
- Directed development and implementation of variable rates for community-wide solid waste management aimed at providing economic incentives for recycling, thereby reducing the solid waste stream.
- Reorganized Department to streamline operations, improve workflow, and capitalize on strengths.
- Participated in Cost Center Study to identify true costs of providing public services including depreciation of capital assets, office space, lighting, and overhead.
- Supervised preparation of \$1.2 million grant application and design for state route arterial enhancement project working with neighboring jurisdictions.
- Realized economies of service through use of a slurry seal/micropaver approach to street maintenance, thereby stretching the budget to resurface as many streets as possible.
- Negotiated a new 58-year franchise agreement for power supply for the community with Commonwealth Edison, including acquisition of alley lighting to save costs.
- Managed development of a geo-based information system for inventory and evaluation of the urban forest maintained by department's Forestry Division and valued at \$34 million.
- Managed commercial district redevelopment project by the State of Illinois in tandem with state-funded 2-mile \$3 million resurfacing project through commercial zone. Managed another \$3.1 million state route reconstruction project in residential zone.

**City of Stamford, Connecticut** Traffic and Parking Director  
and Executive Director, Greater Stamford Transit District

**1986 - 1992**

The City of Stamford, Connecticut within the New York City Greater Metropolitan Area has a diverse population of 112,000 plus up to 100,000 daily inbound commuters, with a land area of 37 square miles. Stamford is the regional or national headquarters of dozens of Fortune 500 companies. The City has 1,200 employees, an annual operating budget of \$325 million, and a \$168 million 5-Year Capital Improvements Program. The City of Stamford is unionized with a total of six bargaining units, four of which were in my department.

**Duties and Responsibilities:**

- Reporting directly to the Mayor, served in an equivalent capacity to an Assistant City Manager.
- Managed the Department of Parking and Traffic, one of the major departments of city government with 90 to 100 permanent and contractual employees, an annual operating budget of \$3.5 million and a multi-year \$19 million Capital Improvements Program.
- Served as Secretary of the City's Traffic Commission.
- Simultaneously served as Executive Director of the Greater Stamford Transit District, per the City's Charter, reporting to a Board of Directors. Participated in implementing a Downtown Shuttle Bus Program. Expanded Dial-a-Ride services for elderly and handicapped citizens.

PROFESSIONAL EXPERIENCE (continued)

- Served as Co-Chair of the Mayor's Transportation Management Committee, a joint public/private partnership of major employers seeking alternatives to reduce traffic congestion with the assistance of a \$269,000 UMT grant.
- Dealt with union representatives of MAA, AFSCME, Teamsters, and IBEW in disciplinary and other matters regarding union employees in my department.
- Represented the Department and the City in public presentations to the Board of Representatives, Board of Finance, business and civic groups, various public agencies, public hearings, and on radio and television talk shows.
- Managed the maintenance, operation and revenue collection for parking structures, off-street lots, and on-street meters.
- Managed the installation and maintenance of all traffic control devices, street signs and markings, and street lighting throughout the city.
- Supervised maintenance and operation of 180 signalized intersections.

**Achievements:**

- Significantly increased rate of collection of delinquent parking ticket fines.
- Managed implementation of a computerized signal optimization project.
- Participated in managing the reconstruction and opening of the multimodal Stamford Transportation Center (garage, rail station, and intermodal transfer area) at a total cost of \$64 million. Managed the operation of the Transportation Center parking garage.

## PROFESSIONAL AFFILIATIONS

**Florida City and County Managers Association (FCCMA)**, Affiliate Member (2003 to Present)

**ICMA Alliance for Innovation**, Active Alumni, (2005 to Present)

**State of Florida**, Certified Public Manager (CPM), (2002-Present)

**State of Florida**, Licensed Professional Engineer (PE), (1995-Present)

**American Public Works Association (APWA)**, Member (1988 to Present)

**American Water Works Association (AWWA)**, Member (1993 to Present)

## CIVIC ACTIVITIES

Mentor, **Big Brothers and Big Sisters**, Lakeland, Florida (2001 to 2005)

Member and Speaker Chairman, **Miami Beach Rotary Club**, Miami Beach, FL (1995-97)

President, **Lions Club International**, Stamford, Connecticut (1989-92)

Board of Directors, Stamford **YMCA**, Stamford, Connecticut (1989-92)

Charter Member, **Louisville Economic Development Corporation (LEDCO)**, Louisville, KY (1980-82)

Board Member, **Downtown Neighborhood Association**, Louisville, KY (1981-82)

Member, **South Jersey Development Council Planning Committee**, Atlantic County, NJ (1984-86)

## PERSONAL

Married, one daughter and one son. Enjoy playing tennis and golf.