

December 27, 2009

Mayor Kiker and Fort Myers Beach Town Council
2523 Estero Blvd.
Fort Myers Beach, FL 33931

Dear Mayor Kiker and Town Councilmembers:

I am pleased to respond to an invitation to apply for the position of Interim Town Manager for Fort Myers Beach. While this will be my first interim position, I have over 30 years of experience in local government with almost 20 of those years serving as the chief executive officer through the positions of either City Manager or County Administrator. I believe that aspects of my experience may be particularly helpful to you during this interim period. For example:

- Having served in both large (350,000 population) and small (11,000 population) governments, I have an understanding of each. This is helpful in overseeing the operation of a smaller government while being able to communicate successfully with larger entities;
- Having served as both a City Manager and a County Administrator, I can represent the Town before the County with some degree of understanding;
- My experience working for a coastal Florida community has sensitized me to issues of tourism, retiree expectations, and the unique environmental needs of a coastline (not to mention hurricanes);
- With 30 years of experience, I may be able to make some recommendations for improvements in Town operations and also assist in the recruitment for the next Town Manager if desired by the Town Council;
- I have crafted nineteen city or county budgets, many of which required reductions in expenses and increases in revenues. This financial experience may be particularly helpful to the Town at this time.

I can provide you with whatever references you may desire and can meet with you personally – either as a group or individually - on short notice.

I wish you the best in your search for the appropriate professional for this position and look forward to hearing from you.

Sincerely yours,

Duncan Ballantyne

Duncan Ross Ballantyne

3562 S.E. Clubhouse Place Stuart, Florida 34997
(772) 223-1336 home (772) 919-5446 cell

dmcballant@aol.com

Executive Summary

Since 1990, I have served as the chief executive officer for two cities and one county in the positions of City Manager and County Administrator. In these positions, I consistently developed and implemented strategies that achieved the Board's goals while implementing operating innovations and efficiencies. During my career, I have continued my professional development at some of the country's more challenging universities. I look forward to leading public organizations to success during challenging times.

Experience

Martin County (138,000 population) County Administrator

**Martin County, Florida
October 2005 to April 2009**

As County Administrator, I was responsible for a \$400 million budget, approximately 1,000 employees, and multiple public services including: fire/rescue, emergency management, roads and engineering, water and wastewater utilities, solid waste disposal, general aviation airport, community development, social services, growth management, building inspection, parks and recreation, environmental quality, conservations lands, beach and inlet management, libraries, and housing.

Major organizational accomplishments during my tenure include:

- Implemented a significant organization downsizing and economizing effort resulting in a budget reduction of almost \$50 million and over 100 positions without full time position layoffs or significant reductions in services or general fund reserves.
- Constructed a new public safety complex, water quality and storm water treatment areas, library expansion, new courtrooms, water and wastewater treatment plants, and multiple park and redevelopment area improvements.
- Completed the construction and reconstruction of major roadways while implementing state of the art traffic congestion management technology.
- Partnered with our business development organization in creating economic development tools while reducing development application review time through business process reengineering.
- Significantly extended technology applications resulting in service efficiencies, improved customer service, and cost savings.

City of Concord (42,000 population) City Manager

**Concord, New Hampshire
October 1996 to October 2005**

As City Manager of this state capital city, I oversaw an approximately \$52 million budget, 470 employees, and directed the activities of a broad range of public services similar to those listed above and also including police services, public arena, golf course, public prosecutor, economic development, and cemeteries.

Major organization accomplishments during my tenure as Concord City Manger included:

- Initiated a Community Policing Program that created many police/community partnerships, opened sub-stations, produced a Citizens Police Academy, created a crime analysis and tactical planning function, and placed technology in the cruisers and School Resource Officers in the schools.
- Reorganized the Fire Department to reduce ambulance response times, created an emergency medical service quality control function, and upgraded the fire inspection, training, and public education.
- Implemented tax increment financing districts to fund the redevelopment of a key downtown block with a parking deck to support new Class A offices, and the redevelopment of an abandoned lumber yard into a hotel/conference center and office park.
- Implemented interest-based bargaining in union negotiations to replace the more contentious traditional bargaining process with long term cooperative relationships.
- Achieved an improved bond rating to AA2 (Moody's).

City of Bath (10,000 population)

City Manager

Bath, Maine

June 1990 to October 1996

- Planned / passed \$13M of voter-approved bond issues to fund landfill/sewer system upgrades.
- Jointly created a three-town regional economic development organization to diversify the City's defense dependent economy which has become a regional Council of Governments.
- Implemented the City's first curbside recycling and urban forestry programs.

City of Grand Rapids (189,000 population 1990)

Assistant City Manager

Grand Rapids, Michigan

June 1985 to June 1990

City of Charlotte (360,000 population 1985)

Assistant to the City Manager

Charlotte, North Carolina

January 1980 to June 1985

City of Charlotte

Budget and Evaluation Analyst

Charlotte, North Carolina

1977 to 1979

Education

University of Cincinnati

Bachelor of Arts in Political Science

Cincinnati, Ohio

1974

University of Cincinnati

Master of Public Administration

Cincinnati, Ohio

1977

Additional Education

2003 - **University of Virginia**, Senior Executives Institute, Center for Public Service

1995 - **Harvard University**, Program for Senior Executives in State and Local Government

1989 - **Central Michigan University**, Institute for Public Administration

1983 - **University of North Carolina**, Chapel Hill, Institute of Gov't., Municipal Admin. Program

1980 - **University of North Carolina**, Chapel Hill, Government Executives Institute

Professional Credential

International City and County Management Association Credentialed Manager: ICMA-CM