



The Mercer Group, Inc.

COCOA, FLORIDA

CITY MANAGER

**Keith Moffett
Lizella, Georgia**

Summary

- **ICMA – CM candidate**
- **PhD Educational Leadership**
- **Executive Master of Business Administration**
- **Current position: County Manager Macon-Bibb County, GA**
- **Salary: \$142,000.00**
- **Cover Letter**
- **Resume**
- **Internet Research**

Various news articles – neutral mention
Linkedin

THE MERCER GROUP, INC.

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June 11, 2020

Dr. Keith Moffett
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Subj: Letter of Interest for City Manager City of Cocoa, FL position

I am interested in applying for the City Manager City of Cocoa, FL position. Currently I am the County Manager for Macon-Bibb County Georgia where I administer the daily activities of the County in a variety of areas and provides direction and oversight to County agencies in implementing policies adopted by the Board of Commissioners. These activities are supported with a \$168 million general fund budget and an overall budget of \$550 million dollars with over 1800 budgeted employee positions. Prior to my current appointment, I served as the County Administrator for Butts County, Georgia with similar duties supported with an overall budget of \$35 million dollars with over 230 budgeted employee positions.

Much of my experience has been in the Mayor's Office for the City of Macon, Georgia in various leadership positions. On January 1, 2014, the City and Macon and Bibb County consolidated, and I was appointed Director of the Emergency 911 Operations Department responsible for the management and daily operations of the county's emergency communication center. During my tenure as Director, my department receive the 9-1-1 Center of the Year by the Georgia Association of Public Safety Communication Officers (APCO).

Prior to the consolidation I served as the Assistant to the Chief Administrative Officer for the City of Macon from January 2012 until December 2013 where I assisted the CAO with the management of 17 departments in areas such as budgets, personnel, and work plans. From November 2007 until January 2012, I serve as the City of Macon's Director of Internal Affairs assisting the Mayor and Chief Administrative Officer with the Legislative agenda and serving as Mayor's liaison with Macon City Council, state, and federal officials affecting local government.

These positions enabled me to work and learn in the current business environment that affects local government and business. My greatest strengths are creativity, flexibility, and most of all, strategic thinking. As a Navy veteran, I am disciplined and organized. As a recognized Distinguished Alumnus of Macon State College School of Business, I have developed a passion for working with people inside and outside of government.

I have a Ph.D. in Educational Leadership at Mercer University's Tift College of Education. With the field of government constantly evolving and adapting to various business models, I feel that my combination of education and experience in business development and operations will be a valuable asset to you with the development efforts and growth initiatives currently underway in your community. My personal leadership style is to create an engaging learning environment that will provide the individual employee with the knowledge and tools they will need to be successful in providing services for residents and newcomers.

It is my goal to combine my range of experience with my ability to be a considerate, enthusiastic, and intelligent leader who will make a positive contribution to your City. I would welcome an interview and hope to hear from you at your earliest convenience.

Sincerely,

Dr. Keith Moffett

Qualification Summary

Proven results-oriented manager with 18 years of strong experience of working in a local, county, and state government. Major areas of experience, knowledge and skills include:

- Budgeting/Financial Administration
- Leadership
- Personnel Management
- Public Policy Analysis
- Organization Development

Education

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|---|----------|---------------|
| <i>PhD, Educational Leadership</i> , Mercer University | Feb 2013 | GPA: 3.95/4.0 |
| <i>Executive Master of Business Administration</i> , Wesleyan College | Aug 2004 | GPA: 3.6/4.0 |
| <i>B. S., Business and Information Technology</i> , Macon State College | May 2003 | GPA: 3.4/4.0 |
| <i>A. S., Electronic Technology</i> , Georgia Military College | Aug 1996 | GPA: 3.2/4.0 |
| <i>A. S., Nuclear Science Technology</i> , Georgia Military College | Aug 1996 | GPA: 3.2/4.0 |

Specialized Training

United States Navy, Navigation Electronic Technician, Submarines

ICMA Credentialed Manager Candidate

Certified Public Manager (University of Georgia Carl Vinson Institute of Government)

Nation Incident Management System - NIMS 100, 200, 700, and 800

General Civic Mediation

Certified County Official (Association County Commissioners of Georgia)

Leadership Training Programs

- Leadership Georgia
- Leadership Macon
- Seven Habits of Effective People

Regional Economic Development and Leadership Development Program

- Economic Development Finance Professional Certification
- International Economic Development Council, Technology for Economic Development
- International Economic Development Council, Economic Development Finance
- GA Institute of Technology EDI, Basic Economic Development Course
- GA Institute of Technology EDI, Georgia Economic Development Course

Instructor Continuing Education

- Time and Stress Management for Instructors
- Do You Manage or Lead
- Learning Theory and Practice
- Complaint Communications
- Learning and Assessment
- Management Strategies
- Enhance Student Learning

Management Consultant

- Leadership Strategies (Trained facilitator)
- Macon State College Continuing Education, Business Consulting

Professional experience

County Manager

March 2018-Present

Consolidated Government of Macon-Bibb County, Ga

- Chief Administrative Officer responsible for the day-to-day operations for the consolidated government of the City of Macon and Bibb County
- Implement and enforce county policies through a workforce of over 1800 budgeted employees supported by a \$168 general fund budget and overall budget of \$560

Accomplishments

- Reorganized city services to better reflect expenditures related to the newly created consolidation charter, resulting in \$8 million dollar reduction in budgeted expenses
- Successfully implemented strategic planning component within the county's annual budget process

County Administrator

Jul 2015-Jan 2018

Butts County Ga.

- Exercise supervision and control of all County departments and agencies except as otherwise required by law
- Exercise supervision and control of County's \$22 million dollar budget within the fiscal guidelines established by the Board of Commissioners
- Serve as an advisor to the Board in the development of policies and procedures for their consideration

Accomplishments

- A 0.57 reduction in the millage rate in first budget
- Successful partnered with Georgia Department of Natural Resource for the construction of a 500 seat conference center in Indian Springs State Park.
- Development of County's \$900,000 Capital Improvement Program

Director of E-911 Operations Center

Jan 2014-Jul 2015

Macon-Bibb County, Ga

- Coordinated and oversaw the orientation, on-going training and certification of dispatch staff
- Direct supervision of 4 Supervisors, 52 operators, and 5 administrative personnel
- Developed departmental policies and procedures, made recommendations to the County Administrator and reviewed, monitored and modified policies and procedures as necessary. Ensured that procedures complied with local and state regulations.
- Responsible for the management and maintenance of daily operations
- Developed and maintained an annual budget of \$3.6 million. Approved expenditures as authorized and monitors expenditures to ensure they are within budgetary guidelines
- Managed the installation, testing, and cutover of the new 800 Mhz radio system and new Computer Aided Dispatch system
- Responsible for interviewing job candidates and making hiring decisions, scheduling, assigning work, reviewing and evaluating performance, and dealing with employee relations issues
- Prepared the departmental payroll records

- Responded to complaints regarding dispatch operations. Which included discussing with the complainant, listening to tape, reviewing the incident, discussing with staff, and responding to and resolving complaint.

Accomplishments

- 2015 Call Center of the Year for the State of Georgia by Ga. APCP and Ga. NENA

Assistant to the Chief Administrative Officer

City of Macon, Macon, GA

Jan 2012-Dec 2014

- Assisted with the management of \$122 million plus budget
- Assisted with the supervised of over 1100 employees
- Assisted with the development of the five year Capital Improvement Programs.
- Multifunctional support responsibilities to the City of Macon seventeen (17) department directors in the following areas: administrative functions, data communications, facilities management, human resources services, insurance, office services, and purchasing.
- Developed strategic alliances and collaborations with City of Macon Council members to plan and develop department objectives, policies and functions for the perspective wards.
- Interpreted City of Macon policies to employees and citizens.
- Assisted City of Macon departments with the enforcement of policy and practices to develop efficient teams.
- Assisted with the development of human resource management policy and programs that contribute to the acquisition, retention, motivation, and development of City of Macon employees capable of meeting current and future needs and objectives.

Accomplishments:

- Creation and Management of City's Five by Five Program- a 5 (five) block area is identify in a designated Ward and various City departments enhance their efforts in that area for 5 (five) weeks.
- Development and approval of new City employee pay scale
- Successfully implementing Service Delivery Strategy with Bibb County of 5 departments resulting in estimated \$5.4 million reduction in city expenses

Director of Internal Affairs

City of Macon, Macon, GA

Nov 07-Jan 2012

- Assisted the Mayor and Chief Administrative Officer with the Legislative agenda.
- Served as Mayor's liaison with Macon City Council, state, and federal officials affecting local government.
- Assisted the CAO with specific projects, and implement customer service plan.
- Monitored Council resolutions and ordinances from introduction through execution by Mayor.

Publication

Dissertation: "A case study of the high school experiences that contributed to placement of 3.0 students into college remedial courses"

Honors and Awards

- Macon State College School of Business Distinguish Alumnus Award 2011
- Macon Magazine Top 5 Under 40 2008
- Georgia Trend Magazine 'Top 40 Under 40' 2006
- Outstanding Trio Achiever by GASPP 2005

Teaching experience

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| <i>Mercer University</i> Steston School of Business, Macon, Ga. | Spring 2013-Present |
| <i>Macon State College</i> School of Business, Macon, Ga. | Fall 2009-Present |
| <i>Miller-Motte Technical College</i> School of Management, Macon, Ga | Summer 2010-Summer 2013 |
| <i>Mercer University</i> College of Continuing and Professional Studies, Macon, Ga. | Fall 2010 |
| <i>Central Georgia Technical College</i> School of Computer Technology, Macon, Ga | Fall 2003 |

Affiliations

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| International City Management Association | 2019-Present |
| Georgia Association of City and County Managers | 2015-Present |
| 100 Black Men of Macon and Middle Georgia | 2003 – 2007, 2016 - Present |
| Board of Directors of City of Macon Credit Union | 2015-Present |
| Board of Directors Keep Macon Bibb Beautiful Commission | 2010-Present |
| Kappa Alpha Psi Fraternity, Inc Macon Alumnae Chapter | 2003-Present |
| - Vice President | 2010-2012 |
| Board of Trustees United Way of Central Georgia | 2006-2009 |
| Georgia Economic Developers Association | 2003-2007 |
| Board of Directors Hospice Board, MedCen Foundation | 2004-2007 |
| Board of Directors Habitat for Humanity | 2005-2006 |
| Board of Directors Central Georgia Tech Prep Consortium | 2004-2007 |
| - Chairman | 2006-2007 |
| Board of Directors City of Macon Office of Work Force Development | 2004-2006 |
| Board of Directors Crisis Line of Macon and Middle Georgia | 2003-2006 |