

Strategic Government Resources
c/o Mike Tanner
PO Box 1642
Keller, Texas 76244

September 3, 2016,

Dear Mr. Tanner:

I hope this cover letter gives you a look into why I think my background will fit well into the desires of the citizens, business and military community, staff, and City Council of the City of Killeen, Texas. Having evaluated the desired traits for your next City Manager, I know most applicants would say they have those experiences. I would tell you the employees, residents and elected officials I have worked with in both New Mexico and Pennsylvania would say I regularly displayed those leadership traits.

I am interested in being the dynamic and ethical leader that tackles future challenges for Killeen and helps the elected officials and staff accomplish their goals. Having served the last 19 years as an officer in the military and 13 years in municipal government, I know firsthand the importance of a positive relationship between staff, elected officials, the community and their engaged, visionary and visible City Manager.

My story as a City manager changed three years ago after attending the Harvard Kennedy School's Senior Executive Program for State and Local officials in July 2013. This transformational experience provided me the opportunity to collaborate with leaders from around the world and I was able to learn from some of this country's best professors. I came back from this experience knowing that to move our community forward, I had to invest more time both internal and external to the organization. Internally, I committed to the professional development/training of our employees and empowered them to develop solutions to insure our organization was high performing. Externally, I doubled my efforts on stakeholder inclusiveness and actively engaged our citizens on many issues. These strategies produced significant results.

As City Manager of Hobbs, New Mexico, I changed our mission statement to "Our Mission is SERVICE." SERVICE is used as an acronym for Safety, Engagement, Responsiveness, Visionary, Inclusive, Customer Driven and Enhancing the Quality of life. Our employees have changed their mindset to a service-minded organization. We measured how the employees felt about the leadership team and our culture. I am fortunate to have proposed and implemented a plan to my current City Commission and have delivered multiple programs that have significantly improved employee engagement. In fact, our third survey of our employees rated my management skills 46% higher than the national benchmark of thirty other local government managers. While average public and private organizations have a 27% engagement rate of their employees, my team and I have been able to grow that number to 57% in Hobbs with some of my leadership initiatives. I was just named the 2016 New Mexico City Manager of the Year.

The City Manager position in Killeen is an outstanding opportunity! My brother Patrick is the Undersecretary of the Army and talks to me about Ft. Hood often. I know living in Killeen would afford my family an amazing quality of life. We have five daughters who are our priority, and it is clear the city is a vibrant, friendly, family oriented community with outstanding educational opportunities. This is indicative of what a high priority quality of life is within this community. My hope is the City of Killeen is looking for a seasoned, vibrant leader who is dedicated to the municipal management profession and is prepared to make a long-term commitment.

I have approximately 500 full time employees and am responsible for a budget of \$197 million. The City was recently ranked the 7th fastest growing micro-city (population under 50,000) in the

country for the second year in a row giving me experience in a high growth community. Solid planning and financial management has helped increase our cash position from \$65M to over \$116 million since my arrival and we have consistently managed to maintain AAA bond rating and a budget surplus of over thirty-four percent. While working for a fiscally conservative city commission in Hobbs, I have had the opportunity to serve a diverse community. It has been my pleasure to lead a team of employees who have made positive impacts such as implementing public-public and public-private partnerships to deliver significant quality of life improvements, enhancing public safety, reducing crime, increasing employee productivity, reducing employee legacy costs, improving customer service and implementing employee morale initiatives which all benefited the staff and our citizens. In addition, I have a history of working well with community organizations and collective bargaining groups and delivering significantly improved community and labor relations.

In Hobbs, I started a strategic plan to invest some of our surplus on programs which reduced legacy costs. We just completed a \$2 million LED lighting campaign converting the majority of our exterior and internal lights to LED. We also have computerized all of our mechanical systems for more energy efficiency. Shortly after arriving, I developed, with the employee's involvement, a transition plan to move employees from traditional vacation/sick leave plan to a paid-time-off plan. This move saved the community \$2 million upfront and \$500,000 per year moving forward in legacy costs.

I have read with interest about Killeen's leadership and innovation desires and want to specifically address the community and economic development challenges. Outside of inspiring our employees, my most significant accomplishment has been balancing multiple economic development projects simultaneously while working with external stakeholders similar to what your advertisement addresses. Collectively these projects, many with other private or public partners will deliver over \$100 million in quality of life improvements to our community. Some of these partners include a local family foundation, the county government, the local municipal school district, the New Mexico Junior College and the University of the Southwest, a local private university. In reading about your desires for your next City Manager, I have to share my experience with the synergy it took to take on a community project here in Hobbs. Together, with the partners listed above we worked on consolidating outdated facilities and agreeing to the design, construction and ongoing maintenance of a \$70 million dollar Center Of Recreational Excellence (CORE.) This approximately 160,000 square foot multi-generational facility will include an indoor water park, indoor competition swimming pool, indoor warm water therapy pool, indoor soccer and a state-of-the-art recreational center which started construction in August 2016. I have worked on this effort for the last four years and have been recognized by our partners as the leader who has brought this project to fruition. I would relish the opportunity to share my lessons learned while delivering future economic development projects in collaboration with community stakeholders.

The highlight of my economic development last year was opening our new municipal golf course, Rockwind Community Links, which was listed by Golf Digest in their annual "Top 10 New Golf Courses." Golf Inc. magazine just listed Rockwind in the Top 5 for "International Golf Developments of the Year." These accolades lead to the USGA asking me to be a featured speaker at their 2016 Face of Play and Innovation Symposium in Pasadena, CA. The USGA just published a five-minute video on their website calling Hobbs a "model community" in growing the game of golf with unique solutions I helped developed.

I have had experience working with municipalities that are both financially stressed and financially sound. Both situations offer their unique challenges and opportunities. From 2002-

2010, I worked for the City of Wilkes-Barre, Pennsylvania, a community of approximately 45,000 residents in a college-City environment and \$40 million budget. The downtown is anchored by two private universities and provided me an opportunity to collaborate on their growth strategies within our community. During this period of time, I implemented a successful "wireless city" initiative, drove a comprehensive economic development program which delivered over \$150 million of new projects and was a catalyst for 56 new businesses opening. I also implemented a more hands-on approach of solid fiscal management which enabled Wilkes-Barre to see an audited \$57 million turnaround during my tenure. This experience has led me to always be fiscally responsible with government funds no matter what the project or budget. Also, my varied experience with public-private-partnerships will assist me in collaborative efforts with regional partners on beneficial community projects in Killeen.

In addition to having a Master's in Public Administration, my dedication to professional development led to my completion of the Harvard Kennedy School's Senior Executive Program for State and Local officials. I also attended the Senior Executive Institute at the University of Virginia where I was trained on turning municipal organizations into high performing organizations. I have sent almost fifteen senior managers from Hobbs to the LEAD training at UVA and three staff/elected officials to the Harvard Kennedy School. I also completed the ICMA Gettysburg Leadership Institute and many different leadership training courses in the military. I had approximately ten classmates in the Harvard and UVA programs that were either elected or appointed from the State of Texas. The experiences I shared with these governmental leaders will assist me in any regional collaborative efforts.

In January of 2014, I was one of 33 City/County Managers across the world selected to be on ICMA's Leadership Task Force which helped author a white paper on the complex challenges facing local governments over the next ten years. I have kept abreast of the most progressive options in organizational management, leadership and turning governmental teams into high performing organizations.

While the position in the City of Killeen will be sought after by my peers across the country, I believe my extensive military background and professional development coupled with my impactful governmental experience will give the elected officials, staff and residents the principled, community-oriented, and selfless leader they deserve. I am very excited about this opportunity and hope to demonstrate my organizational leadership skills in your community while inspiring the employees of Killeen.

Very Respectfully,



John J. Murphy, ICMA-CM

JOHN J. MURPHY, ICMA-CM

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▪ Hobbs, New Mexico 88240

Phone:

SUMMARY

More than 13 years in local government and 19 years as a military officer with expertise in the following areas:

Time Management	Media Relations	Labor Relations
Public-Private Partnerships	Budget Control & Implementation	Customer Service
Leadership & Teambuilding	Organizational Change and Development	Negotiation & Interpersonal Skills

Recognized facilitator and leader, with record of success in maintaining high levels of operational improvements. Known for enhancing productivity through a combination of business savvy and intuitive management skills. Experienced in managing change and delivering multiple economic development projects simultaneously. A motivated team player who is able to work independently within the organizational framework.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

CITY OF HOBBS, NEW MEXICO

SALARY – START \$140K, CURRENT \$180K PLUS \$50K BONUS

CITY MANAGER

AUGUST 2012-PRESENT

Hobbs was ranked the 7th fastest growing micro city (under 50,000) in the U.S. from 2013-2015, with a population of approximately 45,000 people covering approximately 20 square miles. The community sits in the middle of Lea County (pop 65,000) which is labeled the “EnergyPlex” as the local economy is being fueled by the diverse energy industry including nuclear, oil, solar and gas.

Exercised fiscal discipline during economic boom and increased financial surplus:

- Managed/lead city staff of 500 employees and \$230M budget
 - Started year one with projected 30% budgeted reserve - Ended first year with over \$16M budget surplus and 40% reserve
 - Preserved “AAA” bond rating and improved financial position; reduced audit findings from 9 to 3
 - Started year two with projected 30% budgeted reserve - Ended year with over \$20M budget surplus, 40% reserve and \$90M in fund balance
 - Started year three with projected 30% budgeted reserve - Ended year with over \$15M budget surplus, 47% reserve and \$120M in fund balance, maintained “AAA” bond rating
- Facilitated multiple public/private partnerships to move key projects forward that had stalled
 - Project coordinator whose consensus building efforts in the community despite political challenges on the city commission resulted in unanimous support from Commissioners on every meaningful vote to fund a new \$12M golf course and \$1.5M walking trail which enhanced our quality of life
 - Rockwind Community Links was named by Golf Digest “Top 10 Best New Golf Courses”
 - Golf Inc. named project in the Top 5 International Developments in golf industry for 2015
 - Collaborated with key community groups to support \$65M for a Center of Recreational Excellence (CORE); partners’ contributions equaled more than 50% of capital and operational costs
 - Fostered partnership with public school superintendent and private foundation to locate new elementary school in city park and also coordinated over \$4M upgrades to the park
 - Invested \$5M in new field turf for baseball with local school paying \$1.5M over three years providing an outstanding complex to host regional tournaments which increased hotel nights
- Generated support from various community groups to approve water restriction plan and a water rate increase of approximately 25% over an eight-year term
 - Rate increase will generate an additional \$13 million in revenue over the eight year term resulting in a positive fund balance beginning in the 8th year, water restriction plan has already reduced millions of gallons of water usage per month by city and residents

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Motivated and displayed critical leadership during time when employee morale was low:

- Initiated discussion and implemented policy changes moving employees to a Paid Time Off (PTO) plan
 - Inclusion of employees and labor unions in the policy design process resulted in overwhelming support for the change
 - Plan reduced 145,000 sick hours saving \$2M upfront and \$500k per year ongoing in legacy costs
- Created employee morale committee which addressed concerns and significantly increased morale
- Implemented job shadowing/training program in which I would leave City Hall and go work in individual departments (Operation SWITCH--Stop Working in the City Hall)
- Invested in employees' professional growth by initiating a citywide team building event
 - Established a team of stakeholders (employees) to help choose the leadership consulting firm
 - Efforts resulted in over 320 employees voluntarily participating in the daylong event
- Employed negotiation skills to manage and resolve potential litigation immediately upon hire
- Converted employee health insurance from a fully insured to a self-funded plan; savings were reinvested to defer future annual health care increases for employees; projected annual savings are over \$500k
- Above initiatives increased employee engagement from 27% to 57% as measured on a yearly basis
- Annual employee survey ranked my leadership abilities in the 96th percentile versus the benchmark of city/county managers across the country

Developed new avenues to improve partnerships for public safety initiatives:

- Increased police force by over 60% (62 to 107 sworn), which has resulted in a more effective, responsive and community engaged police force
- Crafted new hiring incentives which reward longer employment commitments for recruits
- Created unparalleled partnerships with county drug task force and New Mexico Dept. of Public Safety to boost numbers on drug task force and improved collaboration in state run crime laboratory
- Hired third attorney to work part-time assisting the District Attorney (County) in prosecuting drug cases
- 2016 - Competed and received \$825,000 SAFER Grant adding seven additional firefighters - Added fire department staffing will enable individuals fire stations to respond to multiple incidents simultaneously

City of Hobbs Accolades/Awards:

Hobbs Express – Named 2014 Best Public Transit System in New Mexico

Utilities – 2015 & 2016 Wastewater Treatment Plant awarded “Best Managed Facility in New Mexico”

Streets – 2016 Asphalt Recycling & Reclaiming Association Award for “Excellence in Hot In-Place Recycling”

Fire Department awarded ISO Rating of 2 in 2015 – Top 4% in United States

Parks Department – New baseball complex was named 2016 USSSA Regional Complex of the Year

Rockwind Community Links – Named by Golf Digest “Top 10 Best New Golf Courses”, Golf Inc “Top 5 International Developments in 2015”

Requested to be a featured speaker at the United States Golf Association’s 2016 Pace of Play and Innovation

Symposium in Pasadena, CA to highlight our innovative approach to grow the game of golf

Featured speaker at the Michigan Association of Counties 2014– Topic – “Delivering Public-Private Partnerships”

Named 2016 New Mexico City Management Association’s City Manager of the Year

CITY OF WILKES-BARRE, PENNSYLVANIA

SALARY – START \$55K, FINAL \$83,000

CITY ADMINISTRATOR/DEPUTY CITY ADMINISTRATOR

JULY 2002-APRIL 2010

Wilkes-Barre has a population of 45,000 covering approximately 7 square miles, making it the 13th largest city in the Commonwealth of Pennsylvania, and host to the 4th largest downtown workforce in Pennsylvania. It is the county seat of Luzerne County and one of the principal cities in the Scranton-Wilkes-Barre-Hazleton, PA Metropolitan Statistical Area. This Metro/Stats area is the 4th largest in the state with a population of 563,631.

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Skillfully maneuvered municipality through financial recovery:

- Implemented a five-year recovery plan, which led the city from the brink of bankruptcy and without a bond rating to being the 3rd highest rated ("A") city in the Commonwealth of Pennsylvania with a audited financial turnaround of \$57M from 2003-2009
 - This rating helped the city save over \$300,000 on their 2009 bond issue alone.
- Managed \$45M annual operating budget, \$80M in capital assets, and lead more than 300 employees
- Improved financial position from 2003 revenue of \$34.3M and year end negative fund balance of \$4.2M, to net revenues of \$55.9M and the positive fund balance of \$15.1M in 2009

Committed to developing new avenues to generate revenue for economic development initiatives:

- Coordinated over \$150M in new economic development projects over seven years in the city
- Fostered partnership with two downtown colleges which invested over \$100M in campus improvements
- Marketed building and settled sale terms with private university while releasing \$14M of city's financial obligations to Wilkes-Barre Call Center, which was listed as the Mayor's #1 goal of 2004 and 2005
- Spearheaded efforts to lead Wilkes-Barre from one of the least technologically advanced communities in Pennsylvania into one of the most advanced in the United States with little cost to the municipality
- Settled multiple public/private partnerships in technology, security and economic development delivering tangible benefits to Wilkes-Barre and the surrounding community
- Initiated, managed, and secured grant funding for a citywide camera initiative; added 250 cameras to transform the downtown and public parks into a safe 18-hour vibrant downtown
- Managed and promoted numerous economic development projects; 53 new businesses opened from 2004-09
- Negotiated a lease arrangement with AHL affiliate of the Pittsburgh Penguins that added stable revenue stream to offset the renovation costs of a \$15M state-of-the-art mixed-use recreational project

Recognized for being the labor negotiator who delivered tangible results:

- Served as the lead negotiator for four labor unions and negotiated multiple contracts during my tenure
 - Fair but stern approach which resulted in not going to arbitration once during my tenure
- Implemented labor/management quarterly discussions, which successfully reduced future grievances and costs related issues; utilized team approach to discuss the labor-management agreements

Developed and established stronger communication systems to improve the city in the post 9/11 phase:

- Managed the emergency operations center through five FEMA declared disasters; coordinated emergency personnel and employees to keep citizens safe and provide critical information to media and residents in a timely manner
- Utilized extensive background gained in emergency management to formulate a new emergency operations plan for the city in compliance with Pennsylvania Emergency Management Agency standards
 - Efforts lead to Wilkes-Barre receiving a Level 7 FEMA Community Rating, which saved taxpayers approximately 15% on flood insurance premiums

OTHER PROFESSIONAL EXPERIENCE

GOALS CONSULTING, LLC, WILKES-BARRE, PENNSYLVANIA

SALARY - \$60,000

PRESIDENT/CEO

APRIL 2010-AUG 2012

Utilized government experience to assist public, non-profits and private sectors:

- Consulted with the Wilkes-Barre Chamber of Commerce and YMCA to improve economic development
- Assisted multiple private industry clients in procuring grants in excess of \$5M combined
- Specialized in municipal surveillance; labeled as an expert in the field by a national security trade magazine
- Lectured nationally as a featured speaker on public-private partnerships at multiple conferences

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MILITARY EXPERIENCE

Watch Supervisor, Controller Air Force Rescue Coordination Center—Tyndall AFB, FL 2000-Present

- Granted top secret security clearance (TS/SCI) 16 years in a row; most recent approval Aug 2014
- Coordinates search & rescue operations throughout US in 24/7 Air Operations Center
- Credited with coordinating searches and/or rescues saving over 100 American lives and hundreds overseas

Volunteered for two post 9/11 deployments to coordinate critical search and rescue efforts.

- Deployed to Djibouti, Africa - Combined Joint Task Force - Horn of Africa in 2008 to direct recovery operations across fourteen nations, two continents and three combatant commands in direct support of the Global War on Terrorism.
- Deployed immediately after the Haiti earthquake to stand up the first Humanitarian Assistance and Disaster Recovery Joint Personnel Center in the United States Southern Command to help support the military response to Operation Unified Response.
 - Team coordinated successful medical evacuations saving over 2,000 severely injured Haitians

Vandenberg Air Force Base Spokesperson, Public Affairs Office—Vandenberg AFB, CA 1998-2000

Recruiter, University of Notre Dame, IN (Minority Recruitment Program) 1997-1998

CREDENTIALS

Education	Master of Public Administration, Marywood University, Scranton, PA: 1998 <i>Alpha Phi Sigma; National Criminal Justice Honor Society</i> Bachelor of Arts in Political Science, King's College, Wilkes-Barre, PA: 1993
Affiliations	Member, International City/County Management Association, Credentialed Manager <ul style="list-style-type: none">- Selected Member – ICMA Leadership Task Force – January 2014- Appointed – ICMA Performance Measurement Team – December 2015 Vice President, New Mexico Municipal Managers Association—elected 2014,2015,2016 Founder, President & CEO, GOALS Foundation: 2001-2014
Significant Professional Development	Graduate – Senior Executive Institute – Weldon Cooper Center for Public Service, University of Virginia – August 2014 Graduate – Harvard Kennedy School – Senior Executives in State and Local Government – July 2013 Graduate – ICMA Gettysburg Leadership Institute – May 2013 Completed – Dale Carnegie “Skills for Success” – September 2014 Completed – Karrass “Effective Negotiating” Seminar – February 2015 Completed – ICMA Leadership Institute and numerous ICMA courses– 2002–Present
Awards	King's College Leo Award for dedication to community service from an alumnus: 2005 Meritorious Service Medal: 2012, Joint Service Commendation Medal: 2008 Air Force Commendation Medal: 2000, 2002 and 2003, Joint Service Achievement Medal: 2010 Air Force Achievement Medal: 1998, National Service Defense Medal Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal: 2008 Humanitarian Service Medal: 2010, Military Outstanding Volunteer Service Medal: 2004 Armed Forces Reserve Medal with 2 'M' Devices Volunteer of the Year (Director of Operations), Air Combat Command (ACC): 2001

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Professional References

Sam Cobb, Mayor, City of Hobbs, NM

Joseph Calderon, Hobbs City Commissioner

Cell:

Bob Reid, CEO, J F Maddox Foundation

Work:

Joseph Cotton, President, Hobbs NAACP

Eric Enriquez, Fire Chief, City of Las Cruces, NM (Former Hobbs Fire Chief)

Chris McCall, Police Chief, City of Hobbs

(575)399-1879

Dr. Bill Mitchell, Dale Carnegie Instructor

James Jay Delaney, Jr. Fire Chief, City of Wilkes-Barre, PA

Cell: