

S. Renee Narloch & Associates
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Suite D4-242
Tallahassee, FL 32309

February 1, 2015

Dear Ms. Narloch:

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 community, staff, and County Commissioners of Palm Beach County, Florida. Having evaluated your desired traits for your next administrator, 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 accomplished leader that tackles future challenges for the County and helps the County Commissioners accomplish their goals. Having served the last 17 years as an officer in the military and 12 years in municipal government, I know firsthand the importance of a positive relationship between staff, elected officials, the community and their engaged, visionary County Administrator.

The County Administrator position in Palm Beach County is an outstanding opportunity! Although I have lived all over the country, I have served in the Air Force Reserves for the last ten years at Tyndall Air Force Base in Panama City, Florida. My wife and I have always desired to move to Florida and raise our daughters. I know living in Palm Beach County would afford my family an amazing quality of life. Palm Beach County is the ideal place for me and my wife to raise our family. We have five daughters who are our priority, and it is clear that Palm Beach County is a vibrant, family oriented community with great schools. As my children are all school-aged, this is one more positive opportunity for my family, as well as being indicative of what a high priority education and quality of life are within this community. My hope is that Palm Beach County is looking for a young, vibrant leader who is dedicated to the municipal management profession and is prepared to make a long term commitment to the community.

As the City Manager in Hobbs, New Mexico I have approximately 500 full time employees and am responsible for a budget of \$170 million. The City was recently ranked the 8th fastest growing micro-city (population under 50,000) in the country giving me experience in a high growth community. Solid planning and financial management has helped us save \$105 million and we have consistently managed to maintain a budget surplus of over forty 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 improving public safety, reducing crime by over twenty percent, 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 collective bargaining groups and delivering significantly improved labor relations.

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 Hobbs, I started a strategic plan to invest some of our surplus on programs which reduced legacy costs. We just completed a \$1 million LED lighting campaign for our exterior lights and are currently moving forward in converting all of our internal lights to LED. We also have computerized all of our mechanical systems for more energy efficiency. Shortly after arriving, I developed, with the employees involvement, a transition plan to move employees from a 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.

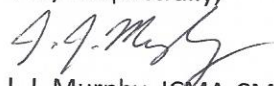
I have had experience working with municipalities that are both financially stressed and financially sound. Both situations offer their unique challenges and opportunities. From 2002-2010, I worked for the City of Wilkes-Barre, Pennsylvania, a community of approximately 45,000 residents and \$40 million budget. 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.

In addition to having a Master's in Public Administration, my dedication to professional development led to my completion of the Senior Executive Institute at the University of Virginia, ICMA Gettysburg Leadership Institute, and the Harvard Kennedy School's Senior Executive Program for State and Local officials. I had over 10 classmates in the Harvard and UVA programs that were either elected or appointed from Florida. 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 Palm Beach County will be sought after by my peers across the country, I believe my extensive military background coupled with my governmental experience will give the 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 Palm Beach County.

Very Respectfully,



J. J. Murphy, ICMA-CM