

SOLUTION-DRIVEN LOCAL GOVERNMENT MANAGEMENT PROFESSIONAL


Competence - Commitment - Character - Inclusion - Innovation

JOHN A. TITKANICH, Jr. AICP, ICMA-CM

Rockledge, Florida 32955

 jtitkanich@me.com

 my **LinkedIn** profile

 +1 (321) 831-2448

**Proactive Leader - Effective Communicator - Diplomacy - Implementation - Result-Oriented
Perceptive - Strategic Thinker - Solution Driven - Visionary - Outside The Box Thinker**

A solution-driven local government professional with 24 years of progressively responsible and innovative administrative and management experience with the **City of Orlando**, the **City of Cocoa**, and **St. Lucie County**. As a dedicated City Manager with sound understanding of financial dynamics, I have improved the financial condition and the effectiveness of delivering services to citizens in the most cost-effective way, while also preserving and improving the level of service to citizens.

Data-Driven Management	Together with substantial experience in local government operations, strategic planning, budget development and management, I also have specialized and extensive knowledge in community planning and development, economic development, and redevelopment.
Organizational Direction	
Infrastructure Planning	
Economic Development	As a servant leader, I support those I work for and with, and have enhanced work environments, promoted a culture of high-performance, and served those entrusted to me as their leader. In developing and leading high-performing teams, my leadership philosophy is to make a positive difference in the community and organization I serve, while maintaining a work-life balance to be present and meet the needs of my family.
Budget Management	
Presenter and Panelist	
Community Relations	
Growth Management	
Principled Leadership	My career achievements are complemented by a Master of Public Administration , a Bachelor of Arts in Political Science , and a Graduate Certificate in Urban and Regional Planning .
Labor Relations	

An adjunct faculty member for the University of Central Florida's MPA Program, I have taught graduate-level Strategic Planning for Public and Non-profit Organizations. A military veteran, I served between 1984-88 in the US Army 75th Ranger Regiment.

"John Titkanich is a gifted leader and proven administrator with an excellent understanding of local government. His work ethic, integrity, dedication, and genuine love of serving others are exemplary. He is deliberative, analytical, evidence-based, and inclusive of the perspectives of others in his decision-making. Consistently effective at leading teams to achieve assigned objectives, he is honest, ethical, kind, patient, compassionate, and caring leader people trust and want to follow."
Joseph C. Saviak, Ph.D., J.D., M.A., M.S., Management Consulting & Leadership Training

SELECTED CAREER ACCOMPLISHMENTS

- ◆ Reinstated St. Lucie County's alternative collection process for County impact fees, enabling the County to issue more than 3,700 impact fee statements over a 6 months period, and collect more than \$6.2MM for County Parks' impact fees within the City of Port St. Lucie. The City had not been collecting any County Parks impact fees.
- ◆ Led the Innovation & Performance Division when St. Lucie County received the 2021 ICMA Certificate of Achievement for Exemplary Performance Management Initiatives.
- ◆ Created and led the City of Cocoa's Office of Economic Development, developed and executed plans (annexation, economic development and redevelopment) resulting in the City's land area increasing from 7+ to ~14 square miles, increasing the City's population (following a 7.4% decline in the 2000 Census) by more than 18% (2020), and increasing the City's tax base from \$411 million in 2002 to nearly \$1.2 billion by 2008.
- ◆ When I was City Manager, the City of Cocoa received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting in FY 2016, 2017, and 2018, as well as the Distinguished Budget Presentation Award for our FY 2018 and FY 2019 budgets – a first in 17 and 22 years respectively.
- ◆ Provided leadership and actively participated in successfully negotiating an intricate interlocal agreement among the City of Cocoa, Orange County, the Orlando Utility Commission, TOHO Water Authority, and the Deseret Ranch creating a regional alternative water supply project, the Taylor Creek Reservoir/St. Johns River Water Supply Project.
- ◆ Successfully negotiated and ratified collective bargaining agreements with City of Cocoa's fire and police unions within 6-months of my appointment and all subsequent agreements, including general laborers, were negotiated and ratified before the expiration of the existing agreements.

PROFESSIONAL EXPERIENCE

St. Lucie County, Florida (www.stlucieco.gov)

DIRECTOR, INNOVATION & PERFORMANCE DIVISION

04/2020 - Present

St. Lucie County's Innovation & Performance Division reports to the County Administrator and is comprised of 4 County staff members and 2 Contract Labor FTEs. With a combined budget of \$820K, the division is responsible for managing, monitoring, and updating the County's 2021-23 Strategic Plan and its performance management/reporting program. The division's responsibilities were expanded in late 2021 to re-establish the County Impact Fee Program to ensure compliance with state law. St Lucie County's 2023 population is 350,000+.

In addition to undertaking high-level special projects assigned by the County Administrator, my achievements include:

- Serving as the COVID-19 Project Director collaborating with internal and external stakeholders to develop the St. Lucie County COVID-19 Disaster Recovery Plan.
Led the initiative in creating and administering the St. Lucie Recovers Small Business Assistance Grant program providing \$2.3MM+ in disaster recovery grants to more than 400 small businesses impacted by the COVID-19 public health emergency.
Along with the County's Strategic Planning Team, I coordinated and facilitated the adoption of the County's 2021-2023 Strategic Plan down to the strategic initiative level providing a roadmap to prioritize and allocate resources.
In monitoring the implementation of the strategic plan, I evaluate all budget requests and prepare a presentation as part of the County's annual budget workshop demonstrating alignment between the strategic plan and the proposed budget.
For Fiscal Year 2023, 303 budget requests totaling more than \$88.2MM were evaluated for strategic plan alignment.
Provided leadership and support to the Human Resources management team over a 4 months period while the County recruited a new HR Director, during which time we successfully negotiated a new collective bargaining agreement.
Coordinated Lean Six Sigma (LSS) training, resulting in certification of 2 LSS Black Belts, 13 LSS Green Belts, and 62 LSS Yellow Belts. Coordinated Business Process Mapping training for 25 employees.
Recommended to the County Administrator and coordinated 15 senior staff members to attend the National Association of Counties High-Performance Leadership Program.
Served as lead project coordinator to reconstitute the County Impact Fee Program, which included updating all impact fee studies (roads, parks, public facilities and law enforcement), revising impact fee ordinances, holding public and informal Board workshops, and presenting before the Planning and Zoning Commission and Board of County Commissioners' public hearings.
Served as a primary member of the County's negotiations team for the Chapter 164 Conflict Resolution process concerning County Roads/Parks Impact Fees and the City of Port St. Lucie Mobility Plan and Fees.

John is a highly regarded professional manager with a proven track record. His analytical and research abilities are complimented by his servant leadership approach and extraordinary communication skills. John shows up ready to go and always the most prepared person in the room. He is a valued member of the County's senior leadership team and finds success with any challenge or role that he's given.

Howard N. Tipton | County Administrator, County Administrator at St. Lucie County, Florida

City of Cocoa, Florida

CITY MANAGER

02/2013 - 03/2020

COMMUNITY DEVELOPMENT DIRECTOR AND PLANNING & ZONING ADMINISTRATOR

2004 - 2013

DEPUTY COMMUNITY DEVELOPMENT DIRECTOR

2003 - 2004

ECONOMIC DEVELOPMENT MANAGER

2002 - 2003

Located on Florida's Space Coast along the Indian River Lagoon, Cocoa's 2020 population was 19,041. During my tenure, the city employed more than 460 employees with an adopted Fiscal Year 2020 budget of approximately \$153.3MM comprised of a general fund budget of over \$40MM and a water and sewer enterprise fund budget of more than \$64MM and \$18.5MM in bond funded water/sewer capital projects. The city is a regional water provider, the State of Florida's 11th largest potable water supplier providing service to more than 84,000 customers (280,000± residents, 13,000± commercial establishments as well as Kennedy Space Center, Patrick Space Force Base, and Port Canaveral).

As City Manager, I served as the Chief Executive Officer, accountable for administrative and operational affairs. Also served as the Chief Policy Advisor to city council to ensure implementation of the City Council's vision, priorities/policies, and assisted in initiating, reviewing, and implementing city ordinances.

Highlights and Organizational Achievements:

- Championed and facilitated the development of the City's 2016-2021 Strategic Plan, which was an organizational and community-based process resulting in the first strategic plan in more than 20 years.
Provided leadership and actively participated in the Taylor Creek Reservoir/St. Johns River Water Supply Project, a regional alternative water supply project capable of providing an Average Annual Daily Flow of up to 34 MGD of finished (potable) water. Primarily involved in the development of the General Implementation Agreement that established the governance structure for the project between partners, the East Central Florida Services, Inc., Farmland Reserve, Inc. (a Utah non-profit corporation), Orange County Government, Orlando Utilities Commission, and the Tohopekaliga Water Authority.

Finance and Budgeting

- Provided leadership and collaborated with the city's finance director, city attorney, city's financial advisor, bond counsel, and underwriters on the advanced refunding of three bonds in 2018 resulting in total present value savings of more than \$3.33MM (gross savings of \$11.99MM). In the same year, the city issued \$43MM in bonds to fund water and sewer utility capital projects.
- In 2018, the credit ratings for both the city and the utility system were Aa2 and AA (Positive) respectively. In October 2019, Moody's issued an annual comment report reaffirming the City's credit rating and noting its Aa2 rating exceeds the median rating of Aa3 for US cities and Aa for Florida cities.

Human Resources and Labor Management

- Negotiated collective bargaining agreements with fire, police, and general laborer unions. While the general laborers union (LIUNA) was under contract when I was first appointed City Manager, the fire union (IAFF) had been operating without an agreement for nearly four years, and the police union (PBA) for nearly two years. Collective bargaining agreements were successfully negotiated and ratified within six months of appointment, and all subsequent agreements for both public safety unions and the general laborer union were negotiated and ratified before the expiration of the existing agreements, a first for the city.

Public Safety

- Enhanced the City's emergency management preparedness through retrofitting and upgrading the Emergency Operations Center (EOC) and ensuring all staff completed required NIMS training. City utilized the Threat and Hazard Identification and Risk Assessment (THIRA) to not only identify local hazards/risks, but revise the city's Comprehensive Emergency Management Plan, and develop departmental Continuity of Operations Plans (COOP).

Economic Development and Redevelopment

- Marketed and attracted residential and commercial development and redevelopment to the city resulting in the city's tax base increasing from \$411MM in 2002 to nearly \$1.2B in 2008. The city's tax base declined 34.5% (\$407MM+) between FY 2009 and FY 2013 following the Great Recession. The FY 2020 taxable valuation was just under \$1.1B.
- Created and implemented the city's Brownfields Redevelopment Program securing \$1.2MM in U.S. EPA Brownfields Assessment Grants funding both hazardous substances and petroleum assessment activities. Grants awarded in 2003, 2005, 2009, and 2015 resulted in more than 50 sites assessed for potential environmental impairment.

KEY INITIATIVE - OPTIMIZING FIRE STATION RELOCATIONS

As the City of Cocoa grew and its population shifted over time, the City's three fire stations were no longer optimally located to provide effective and efficient fire protection. Functionally obsolescent, maintenance costs were increasing and two were located near downtown and less than a mile apart. Based on prior station planning, an underserved within the community was that the City was going to relocate stations and close one in an underserved and minority area. EMS and transport services were provided by Brevard County and call data demonstrated ~90% of calls serving the underserved community were medical-related. The County fire station serving that area was located 4 miles from the existing City fire station, and operated two EMS units.

Addressing the Challenge

- Created an internal committee from public works, fire department, and the city manager's office. Also retained a GIS consultant to spatially evaluate service areas, calls for service, and optimal locations of each station.
- Conducted analysis of call data, considering run times, deployment criteria, and the NFPA Standard 1710 for response times (90% of calls within 4 minutes). Retained a firm specializing in public safety facilities to initiate designs of new stations based on modern day standards, ADA, OSHA, and best practices.
- Met County officials regarding the station in the underserved community, held public meetings in existing stations, and at a community center to present GIS results, station designs, and proposed locations/relocations.
- To control costs we expanded the construction team and added an engineering/construction management firm.
- Developed a plan to relocate the stations, and acquired property in the north area of the City for Station 3.
- To address the resident's concerns about closing the underserved area station, we negotiated an agreement with Brevard County Fire Rescue to relocate an EMS unit to the former station location and planned to purpose renovate it.
- Former Station 3 would be repurposed for the FD's use following renovation, making it available for short-term occupancy.

Impact

We revised and adopted a new fire assessment methodology, secured bond validation to issue fire protection assessment revenue bonds, secured \$7.8MM in Fire Protection Revenue Bonds, and supplemented all project costs with a general fund contribution of ~\$2.5MM. In 2018, all stations were constructed and relocated and we achieved excellent results.

- Improved response times, increased staffing on scene (Brevard County partnership), ensured all high-hazard occupancies were covered and increased the percentage of overall structures covered within recommended response times.
- Met community needs by keeping the former fire station open via Brevard County's provision of EMS/transport services.
- The City's ISO fire rating improved from Class 5 to Class 3, and very close to achieving a Class 2 ISO fire rating.

City Of Orlando, Florida

**ECONOMIC DEVELOPMENT COORDINATOR
PLANNER I, LAND DEVELOPMENT DIVISION**

**2000 – 2002
1999 – 2000**

PLANNING TECHNICIAN, GROWTH MANAGEMENT DIVISION

1999

- As Economic Development Coordinator, I initiated annexing unincorporated land into the corporate limits of the City of Orlando; performed economic and fiscal impact analysis for annexation and economic development projects; and provided technical assistance and advice concerning land use and residential, commercial, and industrial development.
- As a land use planner, I evaluated subdivision, site plan, zoning, and variance applications for conformance to the city’s Growth Management Plan and Zoning Code and present cases before the Municipal Planning Board and Board of Zoning Adjustment.

MILITARY SERVICE

UNITED STATES ARMY, 3rd Battalion, 75th Ranger Regiment, Sergeant/E-5 (1984-1988, Honorable Discharge)

U.S. Army Ranger School | U.S. Army Airborne School | Expert Infantryman Badge
Army Commendation Medal | Army Achievement Medal | Good Conduct Medal

EDUCATION

Master of Public Administration, December 2001

Graduate Certificate in Urban and Regional Planning, 2001

University of Central Florida, Orlando, Florida

- Pi Alpha Alpha, National Honors Society for Public Affairs and Administration

Bachelor of Arts, Political Science, August 1998

Florida Atlantic University, Boca Raton, Florida

- Jacqueline L. Becker Award in Political Science, April 1998
- Pi Sigma Alpha, National Political Science Honors Society

COMPETENCIES / SKILL AREAS

Business Retention/Expansion	Capital Improvement Planning	Change Management
Community Development	Community Relations	Customer Service
Emergency Management	Employee Compensation	Innovation
Intergovernmental Relations	Legislative Relations/Advocacy	Planning & Zoning
Process Improvement	Public Finance	Public-Private Partnerships
Promoting Accountability	Promoting Inclusivity	Redevelopment
Risk Management	Resource Allocation	Smart Growth
Staff Development	Strategic Planning	Strategic Thinker
Sustainability and Resiliency	Team Building	Water/Sewer Utilities

PROFESSIONAL DEVELOPMENT

High Performance Leadership Program, National Association of Counties/Professional Development Academy, July 2022

Lean Six Sigma Green Belt Certification, Florida Benchmark Consortium, March 2021

ICMA Gettysburg Leadership Institute, 2017

Annual Conferences - Professional Associations

HONORS - AWARDS

Home Rule Hero Award, Florida League of Cities (2019-2018-2017)

Notable Knight, In Recognition for Notable Contributions to the Space Coast Community (2018)

University of Central Florida Space Coast Alumni Chapter

Outstanding Alumni of the Year, University of Central Florida College of Health & Public Affairs, School of Public Administration (2016)

Alumni Achievement Award - Public Administration, University of Central Florida College of Health and Public Affairs (2016)

Public Service Excellence Award, Central Florida Chapter of the American Society for Public Administration (2014)

City Employee of the Year Finalist, Florida League of Cities (2004)

PROFESSIONAL AFFILIATIONS - BOARD APPOINTMENTS - MEMBERSHIPS

International City-County Management Association (2014-Present)

Credentialed Manager (ICMA-CM) (2016-Present)
Member, Sustainable Communities Advisory Council (2016-2017)

Florida City-County Management Association (2015-Present)

Communications Committee (2016-2021), Chairperson (2018-2020), Vice-Chairperson (2017-2018)

Florida Association of County Mangers (2022-Present)

Florida League of Cities

Member, Finance, Taxation & Personnel Legislative Policy Committee (2019)
Member, Land Use & Economic Development Legislative Policy Committee (2016-2018)

American Planning Association (1999-Present)

American Institute of Certified Planners (AICP) (2008-Present)

Florida Brownfields Association (2003-2016)

President (2012-2013), Board of Directors (2008-2013)

United Way of St. Lucie and Okeechobee,

Strategic Planning Adviser - Volunteer (2022), Community Impact Panel Volunteer (2020)

United Way of Brevard, (2016-2020)

Board of Directors, Program Review Committee and Strategic Fund Distribution Committee

Endeavour Elementary School

A UCF-Certified Community Partnership School, Cabinet Member (2015-2020)

PUBLICATIONS

Legislative Session – Legislator Briefing Binder, Lessons Learned. FCCMA Professional Management Matters e-Newsletter, 2019

Getting Involved in Legislative Advocacy. FCCMA Professional Management Matters e-Newsletter, 2018

Health Center Addresses Employee Healthcare and Promotes Fiscal Responsibility.
Florida League of Cities Quality Cities Magazine, January/February 2017

SPEAKING ENGAGEMENTS AND PRESENTATIONS

Presenter and Panelist

Amendments to the Community Redevelopment Act: What the 2019 Legislative Changes Mean to Your City

Florida League of Cities 2019 Annual Conference Orlando, Florida (July 2019)

Brownfields and Equitable Development. US EPA-ICMA 2015 National Brownfields Conference, Chicago, Illinois (August 2015)

Economic Development and Brownfields Redevelopment; Creating a Local Brownfields Development Program; Brownfields 101; and Writing a Successful Brownfields Grant. Florida Brownfields Association Annual Conferences (2004-2013)

Best Practices and Success Stories in Brownfields Redevelopment. East Central Florida Regional Planning Council Brownfields Redevelopment Workshop, Orlando, Florida, (August 2005)

Presenter

Grants, Collaboration, and Innovative Funding Sources

University of Central Florida College of Health and Public Affairs Public Administration Conference, Orlando, Florida (2007)

Parking in Downtown Cocoa Village

Florida Redevelopment Association Professional Certification Program, Orlando, Florida (2004)

Panelist

Local Government Economic Development Issues. Southeastern Conference for Public Administration, Orlando, Florida (2008)
Panel Chair and Discussant

Orlando Experience: Annexation and Smart Growth.

American Planning Association Florida Chapter Conference, Orlando, Florida (2001)