

January 19, 2023

Colin Baenziger
President
Colin Baenziger & Associates
2055 South Atlantic Avenue, Ste. 504
Daytona Beach Shores, FL 32118

RE: MICHAEL SILVERMAN APPLICATION

Dear Mr. Baenziger:

This correspondence is in support of my application for the Indian River County Administrator position.

I am currently employed as the City Manager for Pascagoula, Mississippi, a city located on the Gulf Coast with a population of 22,000. During the week it has an estimated population of 45,000 due to the presence of Ingalls Shipbuilding (11,500 employees) and Chevron Refinery (Largest US Refinery). Pascagoula is located thirty minutes from Biloxi, Mississippi and thirty minutes from Mobile, Alabama. As City Manager, I have served as the Emergency Management Coordinator for COVID-19 and hurricanes. I have also worked towards improving the financial stability of an organization that prior to my arrival was operating with a \$14 million deficit. The City of Pascagoula will emerge from its deficit by next Fiscal Year. While working towards returning the City of Pascagoula to financial stability we have been able to develop along with implement essential strategic plans. These plans allowed for long-term investments in climate resilient infrastructure and established quality economic development projects that met the needs of our citizens.

Previously, I served as a City Manager for Caro, Michigan. While maintaining daily services I was also heavily involved with keeping a mental health state hospital in Caro which was one of our largest employers in the county. I also served as the project director to create a \$1 million Farmers' Market, façade rehabilitation of four commercial businesses, and rehabilitation of a three-story historic building into a community center. All of these projects were primarily funded through state economic development grants or private stakeholder investment.

My initial local government position was as a Management Analyst for Lee County, North Carolina, coordinating 16 department heads on policy development, budget analysis and public utilities projects. I was responsible for serving as a liaison to the Lee County Board of Commissioners on economic and community development projects. I prepared an economic development grant for a \$1.5 million sewer-line extension to the local airport to support potential industries that might locate to the Moncure Megasite.

The Indian River County Administrator position attracted me because of the unique challenges the next County Administrator will have to face in effectively managing growth along with establishing a new organizational culture. I believe this position is an ideal match given my experience with economic development, emergency management, and strategic planning.

Thank you for your consideration.

Sincerely,



Michael Silverman

Michael C. Silverman

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EDUCATION

Masters of Public Administration UNC-Chapel Hill	December 2019
Bachelors of Arts in History UNC-Wilmington (Magna Cum Laude)	2012-2014

WORK EXPERIENCE

City of Pascagoula Government Pascagoula, MS (Population 22,000) <i>City Manager</i>	December 2019 – Present
<ul style="list-style-type: none">Oversaw governmental relations with Chevron (Largest US Refinery) and defense industries (Huntington Ingalls Shipbuilding has 11,500 employees) in community.Managed 200 organizational employees.Oversaw Emergency Management Operations for City during COVID-19 and Hurricanes.Developed and oversaw \$44 million City Budget.Facilitated economic development projects.Oversaw infrastructure and community development projects.Served as media spokesperson for City.	
City of Caro Government Caro, MI (Population 4,500) <i>City Manager</i>	July 2018 – December 2019
<ul style="list-style-type: none">Oversaw development and adoption of municipal budget.Serving as supervisor on community development projects.Overseeing economic development projects for City.Negotiator for City on union matters and personnel contracts.Writing and receiving grants of \$10,000 or more.	
Lee County Government Sanford, NC (Population 60,000) <i>Management Analyst</i>	November 2016 – July 2018
<ul style="list-style-type: none">Supervising department heads on budget and policy development.Provide presentations at citizen events and County Commissioner meetings.Serving as team member on public utilities projects.Conducted performance measurements for county departments.Researched and wrote economic development grants for county.	
Lee/Harnett District Attorney's Office Lillington, NC <i>Victim Witness Assistant</i>	August 2016 – November 2016
<ul style="list-style-type: none">Served as community outreach representative for District Attorney.Worked on grants for juvenile justice and veterans court.Addressed criminal justice and opioid issues with state legislators.	
Representative Robert Reives II Raleigh, NC <i>Legislative Intern</i>	February 2016 – August 2016
<ul style="list-style-type: none">Worked with Senate and House staff members on policy issues.Provided analysis for Representative on current events in North Carolina.Researched constituent issues involving economic development for Chatham and Lee Counties.	
North Carolina State Ethics Commission Raleigh, NC <i>Summer Law Clerk</i>	May 2015 – July 2015
<ul style="list-style-type: none">Assisted Senate and House staff members with ethics questions.Reviewed alleged misconduct complaints against covered persons.Provided trainings to lobbyists and other covered persons on State Ethics rules.	

COMMUNITY

- Sanford Housing Authority-Board Member**, Sanford, NC (2016) – Establishing policy for public housing projects in Lee County.
- Juvenile Crime Prevention Council-Board Member**, Sanford, NC (2016) – Assessing the needs of youth in Lee County and creating programs to assist juvenile offenders.
- Sanford Homelessness Authority-Board Member**, Sanford, NC (2017) – Working on designing affordable housing strategies for the homeless.
- Planning Commission-Board Advisor**, Caro, MI (2018) – Oversaw planning and appeals for new development

projects in the community.

Zoning Board of Appeals-Zoning Administrator, Caro, MI (2018) – Provided research and advice to Zoning Board of Appeals on Zoning matters.

Parks and Recreation Commission-Board Advisor, Pascagoula, MS (2019) – Worked with advisory committee on parks and recreation projects in the community.

Pascagoula Redevelopment Authority – Executive Director, Pascagoula, MS (2019) – Managed promoting and encouraging revitalization efforts in the Urban Renewal Area by offering incentives for investors to develop downtown projects.

Homelessness Task Force – Organizer, Pascagoula, MS (2019) – Collaborated with Open Doors Homeless Coalition and Pascagoula Police Department to provide housing and mental health services to homeless citizens in community.

Gulf Regional Planning Commission Metropolitan Planning Organization – Board Member, Pascagoula, MS (2019) – Served to develop and maintain the long-range transportation planning process for Mississippi coastal counties and municipalities.

CERTIFICATIONS

Local Government Budgeting (UNC School of Government); Local Government Leadership (UNC School of Government); Local Public Agency Process Training and Certification (Mississippi Department of Transportation)