

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING

Section 8

Matthew “Matt” J. Garside

*Bay Harbor Islands Town Manager
Candidate Report*

Cover Letter and Resume

Section 8

May 16, 2020

Colin Baenziger
Colin Baenziger & Associates
2055 South Atlantic Avenue, Suite 504

Dear Mr. Baenziger,

I am interested in the Town of Bay Harbor Islands Town Manager position. I learned about the job posting on your web site and found my talents and experience to match your requirements for the position.

I have an extensive knowledge of the day-to-day requirements to effectively manage a large organization and am currently Town Manager in Poland, Maine. I have prepared municipal budgets that are effective and that keep the mil-rate down. Additionally, I prepared and executed a \$30 million dollar budget for a large U.S. Navy organization with 3000 staff and another budget of \$50 million for a commercial firm with 100 staff.

In addition to my experience as a Town Manager, I have also served in responsible, senior roles as a Chief Executive Officer and Board Director for a commercial firm in Singapore and as Chief of Staff (U.S. Navy Captain) for the group that managed all logistics for the U.S. Navy in the Western Pacific.

I have experience working with labor unions, have managed large capital projects, and am playing an active role in economic development here in Poland.

I also have a solid education background. I hold a Master in Public Administration, Kennedy School of Government, Harvard University, a Bachelor of Science in Marine Transportation, Massachusetts Maritime Academy, and was a Fellow, Security Studies Program, Massachusetts Institute of Technology.

What I would bring to this role is my current experience as a Town Manager and the character, integrity, and honesty of a career naval officer along with the senior level leadership and management skills I have developed during my professional life. I would like to put those skills to work for the Town of Bay Harbor Islands as Town Manager. Please do call me at [REDACTED] or email me at matthew.j.garside@gmail.com.

Sincerely,

Matthew Garside

Matthew J. Garside
Email: matthew.j.garside@gmail.com Phone: [REDACTED]

Summary

Senior executive with 20+ years' experience leading and managing government and commercial organisations with expertise in the following areas:

- * Operations and Project Management
- * Labor Relations
- * Customer Service
- * Organizational Change / Development
- * Strategic Planning and Operations Analysis
- * Financial Operations and Budget
- * Systems Design and Implementation
- * Media Relations

Able to quickly adapt to changing circumstances, create strategy and drive change throughout organizations. Strong interpersonal and leadership skills. Adept at attracting and retaining talented employees and building long term successful business partner relationships.

Recent Local Government Experience

Town Manager, Town of Poland, Maine

2017 – Present

Poland is a town with a population of 6,000 that rises to 12,000 during the summer months. It is located in Androscoggin County, Maine (population 108,000).

Duties and Responsibilities as Town Manager:

- Chief administrative officer of a municipal government with 50 employees and a \$12 million budget.
- Oversight responsibility for the following functions: police, roads, waste disposal, water and sewer utility, parks, recreation, planning, zoning, finance, general services and personnel.
- Implementation of Select Board directed policy. Administration of the Town's day-to-day operations as well as identification and resolution of long-range issues.
- Preparation and administration of the Town's operating and capital budgets.
- Negotiation with public and private sector entities on a variety of issues ranging from economic development and growth to service contracts.
- Media representation of the Town including interviews with the print media and preparation of press releases.
- Responsible for the Town's compliance with County, State and Federal regulations such as health, environmental and EEOC.
- Manage labor relations with one bargaining unit and non-unionized staff.

Achievements:

- Prepared and submitted municipal budget and capital plan. \$12M plan provided for continuation of essential services and investment in capital projects without increasing the mil rate.
- Applied for and obtained \$88K in grant funding. Funds were used to acquire an electronic speed sign to help mitigate high-speed traffic and to install an electric vehicle charging station.
- Reinvigorated the capital plan. Addressed several long-standing maintenance issues, partnered with contractors to save money and time. Result, long-standing projects now complete with minimal expenditure of tax dollars.

- Facilitated the Town's purchase of a summer camp. Presented proposal at a Special Town meeting to purchase the camp, negotiated terms with the seller, resolved boundary line and water issues.
- Leading the effort to revise and update the Poland Comprehensive Plan. Recruited committee members, sourced a firm to assist with technical details, developed and executed a schedule that will allow the project to be completed in time for Town Meeting.
- Implemented best business practices:
 - Supervised reconciliation of Town finances; tax reconciliation, posting of expenses and revenues, and cash controls. Long standing issues resolved.
 - Introduced cost saving measures; installed LED streetlights and exterior lighting for municipal buildings. Used grant funding to install and electric vehicle charging station. Considering a large solar array project.
 - Instilled discipline in the procurement process; ensured all large purchases were put out to bid via a request for proposal, centralized maintenance and other support contracts.
 - Revamped human relations department; implemented a checklist for all new hires, updated job descriptions, brought stakeholders into the hiring and interview process.

Other Professional Experience

Caring for Elderly Parents **2013-2017**

**Chief Executive Officer and Board Director
Reflect Geophysical, Singapore** **2012-2013**

Provided marine geophysical services, seismic acquisition services and technical and operational support for oil and gas companies venturing into the Asia Pacific region.

Duties and Responsibilities as Chief Executive Officer:

- Directed administration of \$50M revenue with full P&L responsibility and 100 staff.
- Directed operations of seismic vessels in support of business goals.
- Led business development effort and maintenance of existing business relationships.
- Responsible for Program, Product and Service Delivery. Oversaw marketing, promotion, delivery and quality of geophysical programs, products and services.
- Managed \$5M/month in operating costs.
- Responsible for communication with the Board of Directors and Shareholders.
- Responsible for the firm's compliance with all environmental and safety regulations.
- Managed labor relations with non-unionized staff.

Achievements:

- Developed plan to address \$80M in debt. Liaised with 56 trade creditors to address outstanding debt, maintain communication and ensure vital services for seismic operations were supplied on a cash basis. Worked with largest creditor (\$50M) to maintain support and stave off legal action.

- Retained 77 employees through extreme financial hardship. Kept employees informed, apprised of challenges, what the company was doing to meet those challenges, and how their continued participation enabled the firm going forward.
- Right sized workforce. Cut redundant, underperforming staff. Saved \$54K/month.
- Built and maintained relationship with major Indian oil company. Reflect was delayed in starting \$35M contract. Established regular communication cadence, kept company informed, and built trust such that the contract remained viable.
- Effectively managed 16 legal challenges ranging from arrest of vessel to winding up petitions. Sourced and directed legal representatives. Directed responses and action such that the company was not encumbered and could continue operating.
- Saved \$11K/month by restructuring communications architecture. Communication costs were averaging \$16K/month. Reviewed cost drivers and eliminated expensive and redundant communications path.

Chief of Staff, Logistics Group Western Pacific, Singapore**2005-2012**

Logistics Group Western Pacific is a U.S. Navy logistics organization of 3000 based in Singapore, at sea, and ashore in the Asia Pacific region.

Duties and Responsibilities as Chief of Staff:

- Direct 100 Singapore based military and civilian staff across five areas; logistics, marine maintenance and repair, marine salvage, operations, and military exercises/engagement.
- Supervise operation of U.S. Navy presence to include; police, infrastructure (docks, fuel storage, pipeline), housing (200 units), recreation facility and programs, religious facilities and programs, library, and relations with Singapore government.
- Manage labor relations with three bargaining units and non-unionized staff.
- Direct operations of 45 ships.
- Manage \$8.9B of inventory, sourcing and delivery of \$446M of fuel.
- Approve all significant HR actions; hiring new staff, termination of staff, disciplinary matters, monetary awards for performance. Resolve personnel issues diplomatically and objectively.
- Directly supervise supporting staff; human relations, administration, legal, medical, facilities, IT, and public affairs.
- Develop and execute \$30M budget.
- Keep Supervisor and Staff informed.

Achievements:

- Integrated air, ground, and sea transport, and leveraged contracts with suppliers to produce a holistic logistics plan to support 70 recurring customers.
- Kept group focused and on budget. Developed budget. Previously, funding, \$30M/year, had been expended with no discipline. Validated requirements, justified future/ongoing expenses. Produced budget that met present and future requirements.
- Developed strategic plan that looked out five years. Set goals and built a business plan to achieve them. Briefed staff on goals, business plan, and how they could contribute to success.

- Built relationships with multiple stakeholders to further the goals of the organisation. Established ongoing relationships with naval leaders in 11 South East Asian nations along with U.S. Government officials in those countries. Worked closely with the Republic of Singapore at the local government level and representatives from the United Kingdom, New Zealand, and Australia to foster relationships that enabled the U.S. Navy presence to continue as well at more senior levels to further U.S. strategic goals.

- Established fuel ordering and accounting tracking program to manage fuel for all U.S. Navy ships in the Western Pacific – produced \$25M in cost avoidance in the first year.

- Executed centralized order processing plan; reduced workforce from 53 to six and order processing locations from 11 to one, achieved \$6M/year in manpower savings.

- Led U.S. Navy logistics relief effort during 2011 Japanese Tsunami. Organized supply chain to move materiel to load port and on to customers at sea and ashore, used six logistics ships to move 7827 tons of life sustaining supplies to the affected area, and provide 8.2 million gallons of fuel to 18 USN ships. Conducted relief operations in a nuclear radiological environment without impacting delivery schedule.

Commanding Officer, Mobile Security Squadron 7, Guam

2003-2005

New organisation – start-up. Provided armed security for naval units operating throughout the Western Pacific and Middle East. Directed training and operational certification of three 75 man and 11 five man security teams. Administered \$1.5M budget. Oversaw maintenance and repair for six security vessels, supporting rolling stock, and inventory of over 300 weapons. Maintained quick reaction force able to respond in 24 hours for emergent security requirements. Developed supply chain for logistics requirements.

Commanding Officer, Beach Master Unit 1, Coronado, CA

2001-2003

Deployed five combat ready Beach Party Teams in support of amphibious operations in the Western Pacific and Middle East. Controlled landing craft, lighterage, amphibious vehicles, and coordinated movement over the beach of equipment, troops, and supplies. Provided beach and surf zone salvage. Administered \$1.0M budget.

Education

Harvard University

1996-1997

Kennedy School of Government, MPA - Public Administration
Concentrated in finance and economics

Massachusetts Institute of Technology

1996-1997

Fellowship - Security Studies Program
Concentrated in organizational management

Massachusetts Maritime Academy

1978-1982

BS - Marine Transportation

Professional Affiliations

Maine Town and City Managers Association

United States Naval Institute

Candidate Introduction

Matthew J. Garside

Education

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|---|-------------|
| Harvard University Kennedy School of Government, MPA - Public Administration Concentrated in finance and economics | 1996 – 1997 |
| Massachusetts Institute of Technology Fellowship - Security Studies Program Concentrated in organizational management | 1996 – 1997 |
| Massachusetts Maritime Academy BS - Marine Transportation | 1978 – 1982 |

Experience

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|--|----------------|
| Town Manager, Town of Poland, Maine | 2017 – Present |
| Caring for Elderly Parents | 2013 – 2017 |
| Chief Executive Officer and Board Director Reflect Geophysical, Singapore | 2012 – 2013 |
| Chief of Staff, Logistics Group Western Pacific, Singapore | 2005 – 2012 |
| Commanding Officer, Mobile Security Squadron 7, Guam | 2003 – 2005 |
| Commanding Officer, Beach Master Unit 1, Coronado, CA | 2001 – 2003 |

Background

Poland is a town with a population of 6,000 that rises to 12,000 during the summer months. It is located in Androscoggin County, Maine (population 108,000). Poland is strategically located adjacent to Maine’s population and economic centers. Nearly 50 % of Maine's population is located within a 30-mile radius of Poland. While Poland does not in and of itself have a broad-based, diverse economy, it is part of a much larger economically robust regional economy. The Town of Poland is considered part of the Lewiston-Auburn Metropolitan Statistical Area (MSA). This MSA has one of the most robust and thriving economies in the State, which possesses innovative healthcare, high precision manufacturing, financial services and printing sectors.

Poland’s General Fund Budget was \$4.7 million with a total budget of \$12.2 million in Fiscal Year 2020. The town has 26 full time, six part time employees, and 35 per diem Firefighters. An additional 15 part time, seasonal employees work at Public Works and the Recreation Department. I directly supervise 9 employees and one contracted service.

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The three most significant issues facing the Town are:

- Economic development to expand the tax base. Poland has only a few large business's that comprise a disproportionate share of the tax base. The Town is executing a strategic development plan to attract diverse businesses.
- Infrastructure expansion. The Town has a short segment of water and sewer installed at the south end of town and an additional water service installed at the north end of town. The Town needs to complete and execute a plan to expand both of these services to serve residents and attract new business.
- Revenue and budget. The Town predicts drastic shortfalls in revenue due to the recent economic slowdown. Additionally, to compensate for those reduced revenues, expenses were slashed. While the municipal operational budget was preserved to allow for continued services, the contribution to the Capital Improvement Plan was eliminated for one year. The Town will need to make up those CIP contributions going forward.

General Management Style and Experience

Bay Harbor Island is a unique community. While it is in the center of a major metropolitan area, it is still relatively small. The population is almost the same as Poland which I find attractive and would allow me to form the personal relationships with residents that I find rewarding. Just as important is the professional challenge that Bay Harbor Island would present. Reduction in revenue, economic development, and infrastructure improvement and replacement are challenges that I am well equipped to address. For example, I recently amended the municipal budget to account for reduced revenue, reduced expenses while maintaining all services, I work closely with our Community and Economic Development Committee to attract new business and make the Town more of a destination for tourists, and have developed a plan to address long term infrastructure and capital challenges. I believe that my demonstrated skill set will help Bay Harbor Island meet these challenges.

I have a collaborative, consensus building management style. I have found my biggest success when pursuing big projects or attempting to make a large change by building a consensus and getting "buy in" from stakeholders. Achieving goals is a lot more effective if everyone is pulling in the same direction. However, there are times when specific direction is required.

I believe that to be a good and effective leader one has to do five things; earn the respect of seniors and subordinates, demonstrate technical competence, be consistent, give feedback and correction in an appropriate manner, and provide clear direction on the way forward.

I find the best way to earn respect is to earn it. That is you don't gain respect in a day or week, but through exemplary and continuous example and action. You must demonstrate that you are competent in your role. That does not mean that you have to know everything. A willingness to

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admit shortfalls in an area, but then take prompt action to address those shortfalls sets the example for others, and shows you are ready to do the hard work to get up to speed and contribute.

Leaders must be consistent. Consistency in personnel actions, business decisions, bearing, and expectations is important.

Providing honest feedback and where appropriate and corrective action in the proper setting is important. It lets employees know that you understand what they are doing, that you value their efforts, and gives you the chance to reinforce standards and expectations. Corrective counseling is also important. It also lets employees know that you are aware of their actions that fall short of standards, and gives them specific steps to improve. Corrective counseling should be done in an appropriate setting – in private.

Probably the most important attribute of a good leader is to provide clear and precise direction. Doing this takes time and effort – you have to know where you want to go before you issue instructions. But taking the time to do this gives employees – particularly your top performers, the direction they need to execute.

My staff would say that I am approachable, consistent, willing to learn, and supportive. As part of my annual review of direct reports, I request an evaluation of my performance from those subordinates. I value that feedback as it lets me know what things are going well, and more importantly, areas that could be improved.

Elected officials would say they are happy with my performance. In formal annual reviews I am told they appreciate my approachable management style, how I interact with residents, my outreach and relationship building with other municipalities, correction of long standing financial issues, and how I have addressed and solved several long standing problems. An example of a long standing problem that I solved was a dispute over maintenance of a road in a failed development. I identified the core issues, brought stakeholders together, and offered a solution that was ultimately accepted by all parties.

I believe that my biggest strength is consensus building. I have found that if you want to take on large projects or achieve real change you must convince the group you are working with to move forward with you. For example, the Town had an opportunity to purchase a Summer Camp. The purchase involved settling land survey issues, obtaining water rights, identifying a funding source for the purchase price, and finally convincing voters that it was project worth supporting. In addressing these issues, I worked with abutting property owners, worked through the land survey issues with the Registrar of Deeds, collaborated with the owner of an adjacent Summer Camp to use their well, briefed local stakeholders on the plan and sought their input, and finally gave a detailed presentation at a Special Town Meeting which was ultimately approved by voters.

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As for weaknesses, I recognize that I sometimes have trouble saying “no” to requests and sometimes take on more than I can handle at one time. To help in this area I delegate where appropriate and manage my own time effectively.

I am proud of my role in improving the Town’s budgetary posture. When I arrived the budget process was contentious and inefficient. Various groups had differing agendas and priorities. As a result, providing a consistent level of municipal taxation was difficult. Before the first budget season, I met privately with stakeholders to identify issues and where there was common ground. Most importantly, I listened to concerns. I also met with key municipal staff to identify areas where we might reduce expenditures and where we needed to request additional funding. The result has been budgets that meet the needs of the Town, have kept the mil-rate flat, and addressed the concerns of all stakeholders.

An issue that I could have handled better was a proposal to increase law enforcement coverage for the Town from daytime only to 24 hour presence. Poland contracts with the Androscoggin County Sherriff for law enforcement presence. That service only runs from early morning until late evening – the overnight hours leave Poland with no dedicated Police presence. I researched crime data, reviewed police logs, solicited citizen input, and presented a cost estimate. The proposal was ultimately rejected by the Select Board as being too costly given the current financial situation. Looking back, where I could have done better was in my timing. I could have made the proposal, but recommended it be put to voters at next year’s Town Meeting.

Over the course of my career, I have found it necessary to terminate employees. It has always left me with a heavy heart. However, when termination of an employee is required it should not come as a surprise. Employees should know from both formal and informal review that their performance is not up to standard and should have been given an opportunity to address shortfalls. Actual termination should be done in a professional manner and in private. Treating people with dignity and respect should be a constant of any organization.

The challenges I see facing Bay Harbor Island are:

- Addressing the revenue shortfalls from the pandemic.
- Economic development.
- Long term capital projects. Continue the efforts to save and prepare for the eventual replacement of bridges.
- Emergency preparedness to include hurricanes and climate change.

During the first six months my efforts will involve:

- Building professional relationships with staff, community stakeholders, local business’s, Mayor and Council, and appropriate State officials.
- Understanding the goals and direction of the Mayor and Council.

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- Reviewing the Town’s financial posture.
- Becoming familiar with relevant laws and codes.

I maintain a good working relationship with local media to ensure important news about Town events and actions by the Select Board are made known to the community.

Social media is an important communication tool. I use the Town Facebook page, our municipal web site, and twitter to communicate with residents. Keeping these social media platforms fresh and populated with new content gives residents up to date information and encourages them to stay connected.

I do not anticipate that anyone would contact Bay Harbor Island with any negative information about me.

In my spare time I enjoy travelling with my family.

Six adjectives or phrases that would use to describe myself

- Approachable
- Honest
- Dedicated
- Willing to learn
- Good communicator
- Able to deliver bad/unpleasant news

Reason for departing current position

Being Town Manager here in Poland is a wonderful job. I truly enjoy the work and the people. However, I have found that the professional challenge here is not what I had hoped for. I need to have more complex and varied challenge.

Current/most recent salary

Town of Poland, Maine
Town Manager
\$110,000
Reflect Geophysical
Chief Executive Officer and Board Director
\$325K

Logistics Group Western Pacific
Chief of Staff
\$165K