

## Gibson, Crystal

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**From:** David Scott <davideugene.scott@gmail.com>  
**Sent:** Thursday, April 21, 2022 3:39 PM  
**To:** City Clerk  
**Subject:** Interim City Manager  
**Attachments:** DES Cover Letter 4-22.pdf; David Eugene Scott Resume 4-22.pdf

Please accept this letter of interest and resume for the position of Interim City Manager.

As you will see on the attached resume, I am a visionary leader with over 30 years of public sector experience and a demonstrated record of successful innovative strategy implementation and organizational process improvement, overseeing a diverse portfolio of municipal operations with 7,000 employees and budgets of \$800 million. I have strong experience leading municipal operations such as public works, recreation and parks, traffic and transportation, solid waste, water and wastewater utilities, stormwater management, airport, engineering, emergency management, fire, police, and economic development. I currently serve as Director of Economic Development/Strategy for the City of Boynton Beach, Florida. I have served in several executive positions including Assistant City Manager for the City of Delray Beach, Florida, Assistant County Administrator for Pinellas County, Commissioner of Public Works for the City of Atlanta, Georgia, and Deputy Mayor for Operations and Director of Public Works for the City of Baltimore, Maryland.

I hope to convey my dedication to the future course of the City of Boynton Beach and the leadership of this Commission. I serve at your pleasure and that of the community.

I am available should you require any additional information.

Thank you for this opportunity.

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David E. Scott

444 NE 30<sup>th</sup> Street, Unit 806  
Miami, Florida 33137  
(410) 598-2321  
davideugene.scott@gmail.com

April 21, 2022

Mayor, Vice Mayor, Commissioners  
City of Boynton Beach  
100 E. Ocean Avenue  
Boynton Beach, Florida 33435

Please accept this letter of interest and resume for the position of Interim City Manager.

As you will see on the attached resume, I am a visionary leader with over 30 years of public sector experience and a demonstrated record of successful innovative strategy implementation and organizational process improvement, overseeing a diverse portfolio of municipal operations with 7,000 employees and budgets of \$800 million. I have strong experience leading municipal operations such as public works, recreation and parks, traffic and transportation, solid waste, water and wastewater utilities, stormwater management, airport, engineering, emergency management, fire, police, and economic development. I currently serve as Director of Economic Development/Strategy for the City of Boynton Beach, Florida. I have served in several executive positions including Assistant City Manager for the City of Delray Beach, Florida, Assistant County Administrator for Pinellas County, Commissioner of Public Works for the City of Atlanta, Georgia, and Deputy Mayor for Operations and Director of Public Works for the City of Baltimore, Maryland. I have worked under strong Mayor and City/County Commission organizational structures.

I challenge my executive team to develop vision, mission and strategy aligned with the administrative and fiscal priorities and goals. That vision is built around the fundamentals of who we are and what we do. I highly value our employees and seek to build excellence. I work hard to cultivate leadership teams, hiring and organizing to maximize expertise and foster a culture of collaboration and continuous improvement. Our team is not confined to the office, to old protocols or outdated hierarchies. I actively seek new thinking from every level of the organization, from outside of government, and outside of traditional business models.

I engage our residents and stakeholders on an unprecedented level – not waiting for emergencies and service problems to introduce us. Engaged stakeholders are critical to the sustainability of the City's business and services we provide. Public satisfaction is built not just on good service, but on understanding the true cost of service and, subsequently, the value – beyond convenience – that City services bring to our lives. I want our residents, businesses, and visitors to be satisfied and become advocates for the investment necessary to sustain our services and infrastructure into the future.

I have proactively improved efficiency and realized savings as a matter of regular business practice. I have developed the internal competencies to manage budgets and drive financial conversations. Implementing a strategic plan, creating sustainable business models and practices, and involving operations in decision making ensures successful implementation of the organization's goals and objectives.

One of my notable accomplishments was during my tenure as the Director of Public Works for the City of Baltimore. I led the development and implementation of the reorganization of municipal solid waste operations as a solution to address inefficiencies and provide better customer service that changed residential collection from twice per week to once per week, balanced collection routes and enabled the City to achieve a 50% recycling rate. The initiative saved \$7 million and provided proactive street and alley cleaning crews and dedicated recycling crews.

Another notable accomplishment was during my tenure as the Commissioner of Public Works for the City of Atlanta. I led the development and implementation of a \$150 million Quality of Life Bond Program as a solution that managed and completed nearly 700 sidewalk, arterial beautification, pedestrian and vehicle safety, traffic calming, road narrowing projects, and modernized traffic control equipment at over 100 intersections.

My current work leads the City's economic development and strategic planning efforts, working with the Commission in defining and setting strategic priorities. Our goal is to position Boynton Beach as a place to live, grow your business, find a successful career, enjoy our lifestyle amenities, and raise a family.

I am results driven with a strong record of success in performance and operational improvements, providing strategic transformation, organizational change, and program management.

I believe that I am the candidate that you seek with the applicable strategic and operational experience.

Sincerely,

A handwritten signature in blue ink, appearing to read 'David E. Scott', with a stylized, flowing script.

David E. Scott

Attachment

# David Eugene Scott

444 NE 30<sup>th</sup> Street, Unit 806

Miami, Florida 33137

(410) 598-2321

[davideugene.scott@gmail.com](mailto:davideugene.scott@gmail.com)

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Strategic Leadership • Multi-Discipline Operations • Budget Administration • Performance Improvement  
Collaborative Communication • Change Management • Outcome Oriented • Solutions Focused

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## SUMMARY

A visionary leader with business acumen and strategic management skills required to manage and lead an organization through the complex challenges of a city experiencing urban transformation. A goal-oriented leader that builds true strategic relationships and consensus. A change leader that encourages other perspectives, adapts to change, and focuses on goals. An operations leader with over 30 years of public sector experience and a demonstrated record of successful agency management and administration, overseeing a diverse portfolio of municipal operations with 7,000 employees and budgets of \$800 million. An experienced executive level municipal operations manager of public works, transportation and traffic, recreation and parks, fire, youth and families, public safety, economic development, solid waste collection and disposal, waste-to-energy processes, fleet, bridge and street maintenance, surface water management, urban forestry, engineering, emergency preparedness, business continuity, crisis response, emergency management, water and waste water utilities, airport, and community development.

**Municipal Agency Management and Administration**

**Emergency Response and Operations Continuity**

**Strategic Outcome Based Process Implementation and Improvement**

**Communication and Brand Management**

**Community Engagement**

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## KEY SKILLS

Agency Management and Administration • Visionary Leadership • Strategic Foresight

Relationship Development • Change Management

Public Communication • Innovation/Technology • Organizational Analysis

Project Management • Ethical Judgment

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## EDUCATION

Masters of Engineering • University of Maryland • College Park • Maryland

Bachelor of Science • Civil Engineering • University of Maryland • College Park • Maryland

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## SELECTED ACCOMPLISHMENTS

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### **Agency Management and Administration**

Executive management of a diverse portfolio of municipal operations departments with 7,000 employees and budgets of \$800 million that provided interdepartmental coordination, general management and consulting, public/private partnerships, business development and marketing, capital improvement planning and management, community engagement, and policy development; while developing initiatives to address budget challenges, job retention, organizational inefficiencies, and customer satisfaction.

### **Strategic Outcome Based Process Implementation and Improvement**

Participated in the development and implementation of Citistat (Baltimore, Maryland), a continuous process improvement system and led the development and implementation of ATLStat (Atlanta, Georgia), and Pinellas County continuous process improvement systems. These systems ensured operational sustainability by aligning goals and objectives with operational outcomes and metrics and applying business principles of financial management, resulting in effective strategic cost and asset management plans, improved efficiencies, and customer satisfaction.

### **Emergency Response and Operations Continuity**

Developed and implemented emergency management and operations continuity plans that provided emergency preparedness through drills and training and continuity that protected the municipality's reputation, established redundant systems, and restored operations. This work required a crisis assessment related to weather, flooding, active shooter, domestic and foreign terrorism. It also requires an assessment of threats to operation continuity and engage public relations and executive teams.

### **Communication and Brand Management**

Developed and implemented communication strategies and messaging that managed major crises and initiatives, strengthened community relationships, and protected the municipal brand. These strategies created the opportunity for the organization to achieve its goals and ensure that the municipality continued to attract investment.

### **Community Engagement**

Developed programs that leveraged stakeholder relationships and existing resources to strengthen local businesses, support comprehensive plans, develop community anchors, stimulate private investment, enhance economic development, and elevate the quality of life and safety for residents focused on effectively creating pathways to build, retain and transfer economic growth to the local community

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## DIRECTLY RELATIVE PROFESSIONAL EXPERIENCE

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### **City of Boynton Beach • Boynton Beach, Florida**

#### **Director of Economic Development and Strategy • March 2017 to Present**

Executive management of the Department of Economic Development and Strategy, overseeing the strategy development and implementation of strategic and economic development plans that support the vision of a welcoming, progressive, and prosperous coastal community with a high quality of life that exemplifies diverse, inclusive, and equitable neighborhood economic and environmental sustainability and resiliency. Serves as the lead integrator of economic development initiatives, including social and racial equity, interagency planning, business development and resources, education and workforce development, legislation and advocacy, infrastructure, and attainable housing. Representative to panels and organizations focused on regional economic development.

#### *Key Accomplishments*

Business Development Strategy, Local Business Preference Policy, Contracting Strategies, Grants Management, Business Outreach and Advocacy, Workforce and Vendor Development Programs, Strategic Plan Development and Tracking Systems, Entrepreneurship Business Grant Program and Strategy, Racial and Social Equity Community and Organizational Assessment Strategy

### **Kaizen Management Solutions • Miami, Florida**

#### **Principal • September 2016 to Present**

Founder and Principal of ideation, planning, and design consulting firm specializing in highly effective business market strategy design and plan implementation, project and program management, culture and vision development, solutions team management, client, investor, partner, and vendor relationship engagement and support, executive and operational coaching, operational alignment, communication, and process improvement, and best practices quality of service optimization.

#### *Key Accomplishments*

Market Strategy Design, Proposal/Scope Development, Ideation and Rapid Concepting, Program Development and Management, Project Implementation and Administration, Contractor/Vendor Engagement, Strategic Community Workforce and Local Vendor Engagement Programs, Placemaking Initiatives, Brand Management and Communication Strategies

### **City of Delray Beach • Delray Beach, Florida**

#### **Assistant City Manager • 2015 to 2016**

Executive management of a portfolio of operating departments of approximately 450 employees. Direct oversight of departments responsible for municipal water and wastewater utilities, public works, facilities management, community improvement, code enforcement, parks and recreation, homelessness, and project management. Services include parks maintenance, recreation programs, bridge and street maintenance, natural resource protection and restoration, solid waste collection, code enforcement, surface water management, traffic and parking management, urban forestry, wastewater collection, reclaimed water and water supply and distribution, engineering and emergency response and management.

### *Key Accomplishments*

Homelessness, Workforce Housing, Coordination Of Children, Family and Youth Services, and Local Business Development And Retention, Operational Reorganization ▪ Organizational Change Management, SWOT Analysis, Performance Improvement Systems, Strategic Plans, Major Project/Program Implementation and Management, Asset Management Plans

### **Pinellas County • Clearwater, Florida**

#### **Assistant County Administrator • 2012 to 2015**

Executive management of a portfolio of operating departments of approximately 900 employees with an operating budget of \$800 million. Direct oversight of departments responsible for municipal water and wastewater utilities, public works, St. Petersburg/Clearwater Airport, and engineering. Services include bridge and street maintenance, mosquito control, natural resource protection and restoration, solid waste collection and disposal, waste-to-energy processes, landfill management, surface water management, traffic management, urban forestry, wastewater collection, wastewater treatment, reclaimed water and water supply and distribution, airport operations, engineering and emergency response and management.

### *Key Accomplishments*

Strategic Plans, Data-Driven Management Systems, Organizational Alignment And Efficiency, Reorganization Of Municipal Operations, Strategic Community Engagement and Communication, Content Management Programs, Brand Management and Communication Strategies, Storm Water Enterprise Development.

### **City of Baltimore • Baltimore, Maryland**

#### **Director of Public Works • 2008 to 2010**

Executive management of the Department of Public Works of over 3,000 employees with an annual operating budget of \$390 million. Direct oversight of operations responsible for municipal solid waste, building and facilities maintenance, fleet, water and wastewater utilities. Services include mosquito control, natural resource protection and restoration, solid waste collection and disposal, waste-to-energy processes, landfill management, surface water management, wastewater collection, wastewater treatment, water supply and distribution, engineering and emergency response and management.

### *Key Accomplishments*

Municipal Solid Waste Operations Reorganization, Recycling Programs, Volume Based Billing, Automated Collection Equipment, Landfill Operations, Multi-Year \$1 Billion Municipal Sanitary System Rehabilitation Program Consent Decree Management, Project/Program Management, Community Engagement, Asset Management Plans

### **City of Atlanta • Atlanta, Georgia**

#### **Commissioner of Public Works • 2003 to 2008**

Executive management of the Department of Public Works of over 900 employees with an annual operating budget of \$80 million. Direct oversight of operations responsible for municipal solid waste, transportation and traffic, and fleet. Services include bridge and street maintenance, solid waste collection and disposal, waste-to-energy processes, surface water management, traffic management, urban forestry, engineering and emergency response and management.

### *Key Accomplishments*

Development And Implementation Of Atlstat (Atlanta, Georgia) Continuous Process Improvement System, Delivered Multiple Municipal Projects Through A \$150 Million Quality Of Life Bond Program, Completing Nearly 700 Sidewalk, Arterial Beautification, Pedestrian and Vehicle Safety, Traffic Calming, Road Narrowing Projects, and Modernized Traffic Control Equipment at Over 100 Intersections, Improved Operational Efficiency Of Municipal Parking Meter Program, Effective Evaluation of On-Street And Off-Street Parking Usage, Re-Routing and Reorganization of Parking Meter Enforcement Personnel, Implementation of Multi-Space Meters and Handheld Units, Public/Private Partnerships Community And Safety Projects, Red Light Cameras, In-Street Crosswalk Signs, Traffic Calming Projects, Sidewalk Cafés, Newspaper Box Corrals, Fleet Service Delivery Inventory Tracking, Real-Time Vehicle Service Tracking, Fleet Replacement Program, Fuel Usage Tracking Systems, Critical Solid Waste Collection And Disposal Operations Routing

#### **City of Baltimore • Baltimore, Maryland**

##### **Deputy Mayor • 1999 to 2001**

Executive management of a portfolio of operating departments of approximately 7,000 employees. Direct oversight of public works, transportation and traffic, recreation and parks, fire, youth and families, and assisted the Mayor in managing the Police Department. Services include bridge and street maintenance, mosquito control, natural resource protection and restoration, solid waste collection and disposal, waste-to-energy processes, landfill management, surface water management, traffic management, urban forestry, wastewater collection, wastewater treatment, reclaimed water and water supply and distribution, engineering, fire and medical response, public safety, community outreach, and emergency response and management. Representative to panels and organizations focused on procurement, franchises and concessions, the Taxi and Limousine Commission, and the Department of Environmental Protection.

### *Key Accomplishments*

Citistat, a Data Driven Continuous Process Improvement Organizational Management System, Playground Lead Paint Removal EPA Program, Managed Transition to Private Building Custodial Management, Housing and Solid Waste Code Enforcement Grime Program, Project/Program Management, Public Property Disposition Task Force, Mayor's At-Risk Youth Strategy - Baltimore Rising, The Mayor's Office Of Children, Youth And Families, The Local Management Board.

#### **City of Highland Park • Highland Park, Illinois**

##### **Deputy City Engineer • 1998 to 1999**

Management of the engineering division responsible for transportation, water, wastewater, and storm water design and construction program.

#### **City of Baltimore • Baltimore, Maryland**

##### **Civil Engineer • 1985 to 1998**

Municipal Engineering, Construction Inspection

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## OTHER PROFESSIONAL EXPERIENCE

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Scott, Hammond & Associates, Senior Partner

City of Norfolk. City Transportation Engineer

CEO, David E. Scott Management Consulting

Vice President, AECOM

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## CERTIFICATIONS

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### **FEMA Certifications**

IS-100.b: Introduction to Incident Command System, ICS-100

IS-200.b: ICS for Single Resources and Initial Action Incidents

IS-700.a: NIMS An Introduction

IS-800.b: National Response Framework, An Introduction

G-300: Intermediate Incident Command System for Expanding Incidents

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## SOCIAL MEDIA

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[LinkedIn](#)

<http://www.linkedin.com/pub/david-scott-p-e/24/42a/533/>

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## PUBLICATIONS

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[Building Community and Public Trust through Strategic Communications and Technology](#)

<https://www.linkedin.com/pulse/building-community-public-trust-through-strategic-david-scott-p-e-/?published=t>

[Customer Value Performance Management](#)

<https://youtu.be/J9rbHgcZI9U>

[Restoring Public Trust Through Outcome Based Budgeting and Performance Management](#)

[https://www.linkedin.com/pulse/restoring-public-trust-through-outcome-based-david-scott-p-e-/](https://www.linkedin.com/pulse/restoring-public-trust-through-outcome-based-david-scott-p-e-)

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## MEMBERSHIPS AND ORGANIZATIONS

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International City/County Management Association (ICMA) - Member

Florida City & County Management Association (FCCMA) - Member

Vita Nova, Inc. - Helping young adults transition to independence – Board Member

International Economic Development Council – Member

Palm Beach County Business Development Board, Economic Development Stakeholders – Member