

ROBIN R. HAYES

FEBRUARY 2022 – DECEMBER 2023 CITY OF COCOA BEACH, COCOA BEACH, FLORIDA - *CITY MANAGER*

Managed the Operations of the City, implementing the Policies as set-forth by the City Commission, presented a balanced budget in coordination with a Strategic Plan and planned metrics and key performance indicators. Knowledge and experience in managing multiple disciplines: Administration, Communications, Finance, IT, Personnel, City Clerk, Leisure Services, Development Services, Public Works, Engineering, CRA and downtown garage, Stormwater, Reclamation, Police, and Fire serving nearly 12,000 citizens and more than 2.8 million tourists annually. These services reflect an annual budget of nearly \$90,000,000 and it takes more than 340 employees to effectively meet the demands of both the residents and visitors.

Key Achievements:

- Strategic Plan –established four (4) major goals – Metrics to be implemented with the annual budget in FY 2024-2025.
- Master Plans – Utilities; Stormwater; Parks & Recreation; and Transportation.
- FEMA funding – Hurricane Ian and Tropical Storm/Hurricane Nicole.
- Hired Lobbyist and traveled to the State Legislative Session – successful in receiving \$1,000,000 for a Slip-Line Sewer System Project and \$1,250,000 to Improve/Renovate Bicentennial Park.
- Contracted with ICMA/CPSM for department assessments of the Police & Fire Department.
- Created a succession program for the executive directors.
- Created a Communications Division with a Public Information Officer (PIO).
- Presented plans for a NEW City Hall – approved and build underway.

MAY 2021 – JANUARY 2022 CITY OF PORT ORANGE, PORT ORANGE, Florida - *Interim Director of Finance*

As Finance Director it was my responsibility to manage the daily and annual functions of the municipal Finance department, as well as Utility Billing/Collections and Customer Service. The City Finance department includes Payroll, Cash Management, Accounts Payable, Purchasing/Contracts, General Ledger Accounting, and Fixed Assets.

- Provided to the City Manager and the Governing body recommendations on policies, budget inquiries, audit concerns (internal and external), debt, investments, and financial processes as they relate to generally accepted accounting principles (GAAP).
- Reviewed all bids and contracts, verifying scope of services and compliance with purchasing policies and state laws.
- Prepared and recommended the city-wide budget, reviewed expenditures, and variances, and initiated corrective actions required to meet budgetary requirements.
- Prepared annual five-year Capital Improvement Plan – assessed needs from an infrastructure perspective and a financial, reviewed all capital outlay as part of the same process.
- Prepared the Comprehensive Annual Financial Report reflecting the Annual Audit as reviewed by external auditors per GAAP, and performed all internal audits within the city, reviewing internal controls, policies, and procedures.
- Provided direction of the Utility's metering, billing, collections, and customer service operations.
- Experience with Workday the City's ERP system.

SEPTEMBER 2016 – APRIL 2021
MANAGER

CITY OF MOUNT DORA, MOUNT DORA, FLORIDA - CITY

Managed the Operations of the City, implementing the Policies as set-forth by the City Council, Charter, and Florida Statutes assuring directives are implemented. Focused on transparency, committed to more than 400 employees, accountable to more than 15,000 residents and community members. Knowledge and experience in managing Capital Improvement Projects such as: Infrastructure - Roads, Streets, Sidewalks, Stormwater, Utilities (Pipes, Plants, Distribution and Collection Systems) to include a City owned Electric Utility; experienced in dealing with Hurricanes and other relevant projects related to Emergency Management; directed the Public Safety services of the City to include - Police and Fire Services with a focus on the community; Reorganized the Parks, Recreation, and Library departments into a Leisure Services department with a focus on the community and programing. The internal service departments support each of the operating functions of the city: IT, PIO/Communications, HR, Finance, City Clerk, Development Services, and Administration all support the scope of services required to serve the residents and tourists.

Key Achievements:

- Planned construction of a Municipal Complex and two Fire Stations.
- Developed a future growth plan for the Wolf Branch Innovation District/Economic Development.
- Implemented a “refreshed” Website with Civic Plus while implementing Civic Clerk
- Increased the General Fund Balance Reserve from 10% to 17%.
- Completed Phase I & II of the Wi-Fi/Bandwidth/Fiber Connection in the Downtown with an extension into the Innovation District – Infrastructure of Fiber for Commercial and Residential Use.
- Implemented Economic Development Tax Abatement Marketing Programs.
- Strategic Plan – established in 2016 and updated annually/Florida Benchmark Consortium-metrics and key performance indicators (KPI’s).
- Master Plans – Utilities; Stormwater; Parks & Recreation; and Transportation.
- FEMA funding – IRMA and Mathew/CARES Act.
- Grant funding with St Johns River Management & CDBG grants – Lake County.

JANUARY 2012 – SEPTEMBER 2016
Services

CITY OF OVIEDO, OVIEDO, Florida - Director of Management

Office of Management & Budget, Strategic Planning and Communications

Beginning in April 2013 as requested I served as the Acting City Manager in the City Manager’s absence with oversight of 290 full-time employees and city operations for the 38,000 residents of Oviedo.

Developed and implemented the annual City-wide operating budget, as well as the Ten-Year Capital budget. Revamped the budget system and implemented new budgeting processes, procedures, and software. Through the budget process shifted organizational focus from “budgeting cheap/minimum service” to investing in the future and minimizing long-run costs. Initiated and chaired a committee on a new merit-based pay system that rewards employee performance, as well as years of service and education.

Responsible for the communication services offered throughout the city, assessing the public image and inquiries from the media, monitoring data that is being disbursed to the public, established a footprint of

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social media outlets for the City, including the website, Oviedo TV thru Bright house Networks, Facebook, and Twitter.

Instrumental in the financing, planning, and organization of opening the City's premier land use in the CRA district referred to as "Oviedo on the Park". A park for the citizens with the following amenities: Cultural Center or Amphitheatre, Boat Dock and Swan Boats, Splash Pad, Playground, Open Grounds, Small Stage, Dog Park, and a Veterans monument.

JUNE 2008 – JANUARY 2012 **CITY OF WINTER GARDEN, Winter Garden, Florida** - *Director of Finance*

As Finance Director it was my responsibility to manage the daily and annual functions of the municipal Finance department, as well as Utility Billing/Collections and Customer Service. The City Finance department included Payroll, Cash Management, Accounts Payable, Purchasing/Contract Administration, General Ledger Accounting, and Fixed Assets.

- Reviewed and implemented all Contracts with a financial impact, reviewed and posted request for proposals/qualifications, verified scope of services, and approved all purchase orders.
- Managed and provided direct oversight of the Construction Improvement Projects and the 5-year CIP plan, balancing revenue, and source of funds to the projected expenditures.
- Provided to the City Manager and the Governing body recommendations on policies, budget inquiries, audit concerns (internal and external), debt, investments, and general information regarding financial issues.
- Prepared and recommended the city-wide budget, reviewed expenditures, and variances, and initiated corrective actions required to meet budgetary requirements.
- Prepared the Comprehensive Annual Financial Report reflecting the Annual Audit as reviewed by external auditors per GAAP, and performed all internal audits within the city, reviewing internal controls, policies, and procedures.
- Direction of the Utility's metering, billing, collections, and customer service operations.
- Implemented new financial software and a work order system for trades and a separate one for IT.

Key Achievements:

- Formulated the financial forecast used to estimate revenue while preparing and presenting an annual budget of \$51 million.
- Championed efforts to introduce change to management strategies, implement process improvements, and streamlined daily business processes.
- Protected city assets by establishing credit policies, creating credit procedures, implementing internal/external audits, and enforcing internal controls within the Utility Billing department.
- Implemented Six Sigma/Performance Management objectives based on the Strategic Initiatives adopted by the city.

SEPTEMBER 2002 – JUNE 2008 **CITY OF TITUSVILLE, Titusville, Florida** - *Finance Manager – Collections, Billing, Customer Service, Budget Officer, CIP Manager*

Managed and directed divisions within customer service, utility billing, finance, accounting, budgeting, and purchasing.

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- Managed the Collections and Billing Division within the Customer Service Department, which included reviewing accounts monthly, establishing payment plans with customers, meter data management and technology, customer service training.
- Prepared and presented the city annual budget and annual audit according to GAAP.
- Managed the capital improvement project financial program and schedules.
- Prepared and reviewed grant submittals, and purchase orders.

Key Achievements:

- Issued General Obligation Bonds, Series 2005 of over \$10 million to purchase property located on the Indian River for public use.
- Formulated and implemented a financial modeling system to evaluate multiple "what-if" scenarios, which reduced forecast and budget preparation time by 75%, boosted process accuracy, and improved staff awareness of actions needed to reach financial and performance management.
- Increased productivity 40% by implementing an automated financial reporting process that uploaded employee data needed for a budgetary report during the annual update.
- Gained specialized expertise in developing consensus for strategic planning among all stakeholders, which included monitoring processes and metrics, created financial models.
- Federal Emergency Management Agency (FEMA) disaster preparedness and disaster recovery policy and procedures experience and certification.

Prior Employers:

April 2001 – September 2002 Parrish Medical Center – Corporate accountant

December 1996 – April 2001 School Board of Brevard County – Project/Budget Analyst

November 1984 – April 1994 EG&G Florida – Project Analyst in Work Control – Reviewed Work Authorization Packages for scope of services and DOD requirements – Space Shuttle Launch and LRAS requirements; Maintenance Analyst within the PMI/OMI program.

EDUCATIONAL BACKGROUND

Bachelor of Science, Business Administration

University of Central Florida, Orlando, FL

PROFESSIONAL AFFILIATIONS

- ❖ Leadership Lake County - Class of 18 – Graduated May 2018
- ❖ Leadership Seminole - Class of 25 – Graduated May 2016
- ❖ International City/County Management Association - #000535650I
- ❖ Florida Government Finance Officers Association - #10961
- ❖ Government Finance Officers Association – since 2003
- ❖ Florida City/County Management Association - #535650