

# David B. Kraus

[REDACTED], Lake City, FL 32025

(386) 623-0803

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March 15, 2018

Lake Shore Hospital Authority  
259 NE Franklin Street, Suite 102  
Lake City, Florida 32055

RE: Executive Director Position – RFQ-2018-001

Attached is my submission for RFP-2018-001, the Executive Director Position. I am a hands-on, achievement oriented manager with almost 30 years of experience in both city and county government, as well as experience in the private sector. Over the years, I have focused on continuous improvement and providing quality services to the communities I served. For most of my career, I served as a City Manager in communities that allowed me to actively participate in all aspects of providing services from negotiating contracts and interlocal agreements to overseeing capital projects and the daily operations of all Departments.

I am a project oriented problem solver. In 2007, I left public service for the private sector. In 2010, Columbia County asked me to return as a consultant/contractor to complete construction and initial operation of their utility. Over time, they added the regulation of privately owned utilities and housing rehabilitation. I continued to operate a small business at this time. Eventually, this grew into a permanent position. In 2013, the County directed me to address updating 911 to EMD/EFD and to meet new ISO standards including the construction of 3 fire stations. I have reduced Workers Compensation costs 59.8% and audited all insurance coverages. In addition, I continue to work with utilities, housing and capital projects.

Since 2010, I have served as your representative on the Shands/ Lake Shore Regional Medical Center Advisory Board and keep a working relationship with both the City of Lake City and the County. As Risk Manager, I deal with insurance carriers, case managers and medical providers in managing our Workers Compensation program and oversee the property and liability insurance coverages and claims. I have a Master's Degree in Public Administration from Indiana University. I can be a valuable asset to the Lake Shore Hospital Authority and look forward to the challenge.

Sincerely,

David Kraus

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## *Experience*

### **Columbia County, Florida Various Positions 2010 to Present**

- Initially hired as consultant/contractor to manage the completion and startup of the County's water and waste water treatment facilities.
- Launch and manage employee safety programs, computerized training, crew safety visits, insurance coverage audits, reserve audits, facility inspections, and new employee safety orientation which reduced annual Workers Compensation claims from a high of 149 to 37 and reduced Workers Compensation claim losses by 59.8%. Manage Safety, Workers Compensation and Risk/Insurance programs.
- Initiate and Implement Emergency Medical Dispatch, Emergency Fire Dispatch, and fractal response for EMS including the implementation of benchmarks, quality control and skills testing for 911 Dispatcher applicants without increasing staffing.
- Write, manage and administer successful grants from application to closeout including three FEMA HMGP projects (\$2.5 million), two CDBG projects (\$750,000 each), two Water Management District RIVER grants (\$500,000 for water mains and \$150,000 for park restoration), one Neighborhood Stabilization Program grant (\$1,000,000), one FRDAP grant. (\$50,000), one USDA RBEG grant (\$76,000), two Planning and Technical Assistance Grants (\$21,000 and \$33,000), and a Florida Jobs Growth Fund grant (\$3.125 million). Administer two legislative appropriation projects.
- Guide the Fire and Rescue Department in lowering the ISO rating from a 5/9 to a 4/4x including the handling citizen concerns over non-ad valorem assessment increases; assisting in the rate study, conducting community meetings, constructing 3 new fire stations, and recruiting 21 additional firefighters.
- Provide oversight of emergency management during declared disasters including Tropical Storm Debby, as well as, serve as back up to Emergency Management Director during hurricanes Hermine, Matthew, and Irma. Work with Emergency Management on Zika outbreak.
- Negotiate and write property leases and interlocal agreements; write ordinances and resolutions; simplify the rate regulation of private utilities; and conduct staff assisted utility rate cases recommending Board Action on the rate cases.

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## **Self Employed 2007 to 2013**

- Fish Window Cleaning in Gainesville Florida
- Adjunct Faculty for Barry University at Santa Fe College

## **City of Lake City, Florida City Manager January to August 2007**

- Consolidate Parks Maintenance Department into the Public Works Department to reduce costs and redundancy and improve service.
- Work with Downtown Merchants and the Community Redevelopment Agency on projects such as mixed-use development.

## **City of Mount Holly, North Carolina City Manager 1998-2006**

- Manage a community wide vision process that, within six months, led to the adoption of \$5 million in General Obligation Bonds, beer and wine sales, and mixed drink sales; oversaw the construction of the downtown streetscapes portion of the bond projects.
- Establish programs including first responder, K-9 officers, rollout garbage, E-911 modernization, water intake upgrades, and sewer rehabilitation programs.
- Merge two independent fire departments and a rescue squad into the Mount Holly Fire and Rescue Department including the construction of a new \$1.3 million headquarters station.
- Direct two public housing complexes including the transition from contract management of the properties to the establishment of the City's housing division.
- Direct the construction of two new parks, the purchase of a recreation center, and the acquisition of over 250 acres for future parks and greenways which required working cooperatively with State agencies, neighboring communities, local industry and not-for-profit agencies.
- Advocate in Gaston County for the development of the US National Whitewater Center across the river from Mount Holly.
- Develop and implement interlocal cooperative agreements with neighboring communities and the County on water and sewer interconnections and extensions.

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## **City of Lowell North Carolina**

### **City Manager**

**1996 to 1998**

- Wrote and administered Law Enforcement Block Grant, Governor's Highway Safety Program grants, North Carolina Housing Finance Agency HOME grants and Senior Citizen Winterization grant.
- Oversaw all capital projects including the completion of the sewer system rehabilitation, developed Wastewater Pretreatment Program, issued sewer use permits and negotiated interlocal agreements with neighboring cities and industries on water and wastewater operations and sewer interconnections.
- Wrote three annexation plans and conducted one involuntary annexation, guiding the economic development of a 2,500-seat movie theater and adjacent commercial properties.

## **City of Wilmington North Carolina**

### **Program Specialist/ Management Analyst**

**1988 to 1996**

- Managed candidate selection process for Police Department including screening applicants, administering written testing, and coordinating interview boards, polygraphs, background investigations, and medical/psychological evaluations.
- Wrote and administered grants including AmeriCorp, US Department of Justice grants (COPS, COPS More, and COPS Universal), North Carolina Governor's Crime Commission grants (VOCA, JJDP and DSCI), and North Carolina Highway Safety grants (DWI and Seatbelt).
- Assisted in development of reduction in force plan, benchmarking, work plans and public safety plans and prepared annual 5-year financial forecast.
- Wrote and administered US Housing and Urban Development grants (Drug Elimination and Emergency Shelter) which included working with two homeless shelters (Salvation Army and Good Shepherd shelters).
- Lead and facilitated Quality Improvement Teams and served as a certified instructor in Wilmington's Quality Improvement programs.

## **City of Fort Wayne Indiana**

### **Assistant to Mayor**

**1984 to 1988**

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## Education

**Master of Public Administration** 1984  
Indiana University, School of Public and Environmental Affairs Bloomington, Indiana  
Internship with Federal Emergency Management Agency, Emmitsburg, Maryland 1983

**Bachelor of Arts** 1982  
DePauw University Greencastle, Indiana

## Recent Related Training

ICS- 15, 100, 120, 200, 230, 400, 700, and 800	FEMA Emergency Management Institute
HSEEP	FEMA Emergency Management Institute
G-300, 364, and 393	SERT and FEPA
CJIS Level 1 Certification	CJIS
Threat and Risk Assessment	Texas A&M
Basic Life Support (CPR and AED)	American Heart Association

## Civic and Professional

SHANDS/ Lake Shore Regional Medical Center Advisory Board	2010 to Present
CareerSource Florida Crown Board/Consortium	Present
Public Risk Management Association (PRIMA) National and Central Florida	2015 to Present
Lake City/Columbia County Humane Society Board of Directors	2013 to Present
Florida Emergency Preparedness Association	2013 to Present
Richardson Community Center/Annie Mattox (North) Advisory Council	2008 to 2012 and Present
Florida Rural Water Association	2010 to 2013
United Way of the Suwannee Valley – Board Member	2007 to 2012
Allocations Committee and Planning Committee	
Rotary International	1999 to 2009
Mount Holly Community Development Foundation	2003 to 2006
Catawba-Wataree Metro Advisory Group –Duke Energy Hydroelectric Relicensing	2004 to 2006
Gaston Urban Area Metropolitan Planning Organization TCC	1996 to 2006
TCC Chairman in 2002	
TCC Vice Chairman in 2003	

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## REFERENCES

Trevor Hickman

Trevor Hickman Insurance

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(386) 752-0006

trevor@thinsagency.com

David Boozer, Director of Food Bank

Catholic Charities

PO Box 1529

Lake City, FL 32056-1529

(386) 867-2979

Rita Dopp, Executive Director

United Way of Suwannee Valley

325 W Hernando St

Lake City, FL 32055

(386) 752-5604

Rita@unitedwsv.org

Robert D Black, Insurance/ former Mt Holly Mayor

City of Mount Holly, NC

108 West Catawba Street

Mount Holly, NC 28120

(704) 827-8331

RobertDBlackInsurance.com