

Ricky A. Horst - A Municipal Management Professional

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Profile

Thirty-five years of successful management and leadership experience with a reputation of realizing the most challenging organizational objectives. Recognized for "making seemingly impossible situations work." A proven and verifiable record of creativity, innovation, honesty, and as a results oriented leader "who gets things done."

Summary of Qualifications

Twenty-eight years of progressive experience in the field of public administration with twenty-three years of service in the position of City Manager. A strong record of success that suggests a unique ability to utilize the resources of a motivated team in an entrepreneurial approach to problem solving, process development, and fostering a work culture supportive of the city's overall vision. A strong personality that has learned when to lead and when to listen and finds that all individuals have something to contribute. An analytical background suggests order, functionality, strong policy and great service. An artistic background brings quality and an aesthetical approach to all areas of service.

A Team Leader who...

- ✓ Believes in the concept of empowerment and accountability
- ✓ Believes that it is the role of government to astonish the customer, not just to merely satisfy the customer
- ✓ Believes that only the non-complacent will thrive
- ✓ Believes you should develop a team of big thinkers
- ✓ Knows how to work with the Elected Leadership and Citizens of the Community to create "Vision" and then will work to make that "Vision" a reality
- ✓ Is approachable and available to both the public and employee
- ✓ Is an excellent communicator by both written and oral word, but more importantly by personal actions
- ✓ Gets out from behind the desk and is not afraid to roll up his sleeves and do whatever is required
- ✓ Is well versed with the tools, technologies, and a skill set necessary to manage success
- ✓ Espouses the skills, knowledge and abilities as desired in the City Manager for Maricopa

Employment History

City Manager (Pop. 65,000)
2011 to Present
City of Rocklin
Rocklin, California

February

Serves as the Chief Executive Officer accountable to a legislative body consisting of five Council Members. Administers, coordinates, and follows through in regard to a wide variety of requests and problems of municipal concern.

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City Manager
September 2008 to February 2011
City of Ocala
Florida

Ocala,

Served as the Chief Executive Officer accountable to a legislative body consisting of five Council Members responsible for the proper administration of all affairs of the City. As a regional center, Ocala serviced a daytime population in excess of 150,000. A full service community that provides all traditional municipal services including police, fire, public works to include solid waste, parks, recreation, planning, building, zoning, transit, water and sewer. Ocala also has an electric utility, storm water utility, telecommunication utility, an airport and two municipal golf courses. Ocala employed just fewer than 1,100 employees with an annual budget in excess of \$650 million inclusive of all funds.

City
January 2000 to September 2008
City of South Jordan
Jordan, Utah

Manager

South

Chief Executive Officer with duties and responsibilities that mirror those listed above.

City
November 1998 to January 2000
City of Santa Clara
Clara, UT

Manager

Santa

Consultant - Economic Development
November 1998
Bay County Chamber of Commerce
County, Panama City, Florida

August 1998 to

Bay

Recruited industrial and commerce groups to establish operations in Bay County/Airport

City Manager
1994 to August 1998
City of Lynn Haven
Haven, FL

September

Lynn

City Manager
to September 1994
City of Marianna
Marianna, FL

April 1994

Director, Public Works/Public Utilities/Parks & Recreation
May 1989 to April 1994
City of Lynn Haven - City of Crestview
State of Florida

Planned, directed and provided leadership over a wide spectrum of public service operations including construction, maintenance and operational tasks; responsible for departmental organization, development, personnel, and project requirements to affect the most efficient and economical utilization of resources. Developed and implemented program policies and provided leadership in the following fields of municipal service: administration, maintenance, solid waste, water, wastewater, storm water, parks & recreation, planning & development, gas & electric utility, airport, etc.

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Executive
March 1982 to May 1989
Boy Scouts of America
Rock, Arkansas

Little

Academic Achievements

Associate of Arts
1977
Okaloosa Walton Junior College
Niceville, Florida

Two - Year Foreign Service Mission
1977-1979

Ontario, Canada

Bachelor of Science
1981
Brigham Young University
Provo, Utah

Master of Arts
1983
Brigham Young University
Provo, Utah

Master of Science (only selective course work completed)
1998
Troy State University
City, Florida Panama

ICMA Credential Manager
2004
International City/County Management Association University
Washington, D.C.

Selective Achievements

City of Rocklin, California

- Successfully navigated the fiscal crisis by pursuing organizational change, shedding outmoded business practices and fully exercising our ability to make strategic and operational changes. Entered my first year of service in Rocklin (2011) with a near \$3 million budget deficit...finishing the fiscal year in the black by \$9,999.00 with only two positions being eliminated or left unfilled and zero reliance on reserves. Every year since the budget has been in the black without using reserves for operations needs.
- Reversed over \$600 million in sales tax leakage by effective economic development efforts resulting in a 284% increase in sales tax receipts over the past seven years.
- Family Circle magazine named Rocklin one of the "10 Best Towns" for families in America. Ranked #65, Best Places to Live - "Money's List of Americas Best Small Cities."

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- Developed the Office of Event Tourism with the creation of the Quarry District and Performing Arts Amphitheater bringing renewed life and redevelopment to the older parts of the city. Rocklin Adventures, a unique outdoor high adventure venue is under construction designed to bring over 120 thousand visitors annually. This has triggered significant private investment in the downtown.
- With the assistance of a dedicated staff, worked to dramatically reduce the City's Other Post Employment Benefit liability by (1) establishing an irrevocable trust, (2) increasing amounts of the Actual Required Contribution raising the discount rate credited to the City, (3) adopting fiscal policies so that the percentage of the ARC will increase 10% per year until the full ARC is being paid by 2022, (4) sound investment strategies increasing the OPED fund by 50% in the last three years.
- Led pre-RDA dissolutions measures to soften dissolution repercussions; reduced RDA impacts related to the general fund budget, moved forward actions to create a new paradigm laying the ground work for a community investment plan and creation of new tools in support of economic growth.
- Successfully completed a \$28 million interchange on Interstate 80. Refinanced a bond allowing the assessment rates for affected property owners to be reduced by 32%; financing the balance with city reserve funds dedicated to the Employee Retirement Fund. The City was able to realize a rate of return in excess of 8% in lieu of the previous state pool investment rate of .034%. This enabled interest receipts to grow from approximately \$78,000 per year to approximately \$850,000 per year. Threefold benefit realized: (1) infrastructure development (2) increased rate of return on investment portfolio and (3) retail development.
- The interchange project supports two new retail projects of a combined in excess of one million square feet anchored by Wal-Mart, Target, Bass Pro Shops and Studio Grill. This project was declared the largest retail project in the state at the time of its announcement.
- Successfully put together a public/private-funding package to forward a new interchange on Highway 65 that will open up over 200 acres for new development to include over one million square feet of commercial development with the potential for new job creation in excess of 2,000. No debt.
- Worked to obtain over \$1.9 million in grants to include "Safe Routes to School", intermodal transportation, road surfacing, and several smaller grants in support of public safety.
- Obtained Fitch rating upgrade to AAA and Standard and Poor's to AA+ due to (1) sound financial reserves, (2) moderate debt profile, (3) positive local economic trends; while realizing "regional economic sluggishness resulted in significant local assessed value (property tax) declines, and strong management practices and polices.

City of Ocala, Florida

- Within 90 days of taking the helm as City Manager, worked to quell a revolt by customers of the Ocala Electric Utility, due to rates being the highest in the state. Refunded \$5 million in overcharges to customers. Through reform and restructure, no layoffs, moved the rate downward from the highest rate in the state to being on par with competitive rate averages. The utility rate remained stable through the length of my tenure as City Manager.
- Moved the city forward toward the development of an industrial park at the city's airport. A move the local press decried at "a huge and desperately needed step forward toward revitalizing the local economy." Now home to several new corporations to include a \$122 million Fed Ex facility.
- Awarded \$3.169 million grant by the U.S. Department of Commerce, Economic Development Administration to construct infrastructure to

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facilitate the opening of 150 acres of new commercial sites with an initial \$24.9 million in private investment. The EDC (Federal Gov't) touted the "Cone" project as a pilot to study how the community can instill confidence in business decision makers that their projects will be permitted and constructed expeditiously and provide "no surprises" guidance through the permitting and regulatory process.

- With unemployment at historic levels (over 14% in at the time), established the Office of Long-term Planning and Sustainability declaring economic development as the city's top priority. In a move to diversify our job base beyond new home construction we successfully recruited such companies as Signature Brands Popcorn Division, Intellon, now acquired by Atheros, a developer of semiconductor system solutions for wireless and other networking products, IHMC (Institute of Human and Machine Cognition) a research and development company and Center State Bank opening their regional headquarters in the downtown.
- Initiated significant financial reforms resulting in enhanced transparency, greater efficiency, and elimination of fiscal waste realizing a savings in the millions. Implemented action plans that enabled the city to cope with reduced revenues (\$47 million) without having to raise taxes or fees, layoff staff, reduce services, or rely on fund reserves to balance the budget. Served a dual role as CFO for a year.
- Brought forward "pension reform" supported by unions and general employees alike.
- Moved health plans to a partially self-insured program resulting in significant savings in the hundreds of thousands of dollars. Initiated an in-house clinic in support of employee health needs while reducing insurance related costs and improving employee benefit.
- Downtown re-development: *"Our downtown is growing, authentic, and evolving into cool."* Pete Tesch, CEO of the Ocala/Marion E.D.C. Circa 1940 historic Marion Theater renovated and reopened as a first run movie theater.
- Vision 2035: The purpose of the Ocala 2035 Vision project is to develop a long-term vision for the community's physical characteristics. The Visioning process will express the community's desired future through visual and functional elements of urban reform and design. It will update the 60's era based development code.
- Established West Ocala Enterprise Zone in cooperation with the Florida State Legislature.

City of South Jordan, Utah

- Grew sales tax base by 595% from 1999 to 2008 (Utah Tax Commission) while reducing the ad valorem rate from .00211 to .001790
- Established AA Bond Rating
- Orchestrated the development of "The District," a Entertainment, Dining and Shopping Oasis
- Instrumental in the creation of a "downtown," previously non-existent creating "places worthy of or affection"
- Envision Utah Governor's Quality Growth Award - 2002 Grand Achievement

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- Selected to present at the 2008 Transforming Local Government Conference at the invitation of the Innovations Group, ICCMA, and Arizona State University, "Creating Sustainable Futures: Global Issues/Local Solutions - Planning for Fiscal Sustainability creating a 20 year financial stability forecasting model.
- Successfully negotiated and established development of a master planned community inclusive of over 20,000 home sites, 5 million square feet of office to include Rio Tinto Regional Center, University of Utah Medical Center and eBay Data Center; 2 million square feet of commercial to include Soda Row and over 1.5 million square feet of industrial development to include Kennecott Copper Supply Center. (Daybreak, South Jordan, UT)
- Successfully negotiated and establish both a light rail transit system extension with multiple stops and a high-speed rail stop within city jurisdiction.
- Successful coordination and cooperation in support of the 2002 Winter Olympics.
- Successful implementation of policy; "Building Places Worthy of our Affection."
- EDC UTAH Economic Review, Jeff Edwards President and CEO, September 4, 2008 "...in the time Rick managed South Jordan the city experienced exponential growth in economic development and sales tax revenue. His tenure saw growth in retail centers and the positive impact of Daybreak's massive development on the west side...we commend South Jordan for its innovative approach to city planning and also for its willingness to share its innovation with other municipalities across the county."
- Established ten (10) Redevelopment Area Projects totaling \$438,311,000 in value 2000-2008 - State Redevelopment Law structured in part based on a working paper authored by Horst, Utah League of Cities and Towns RDA Sub-committee (Utah Planner's Corner - Tuesday, June 28, 2005)
- Ranked #18, Best Places to Live - "Money's List of Americas Best Small Cities (2010) - A result of Strategic Planning and Execution beginning in the year 2000.

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Community Activities and Affiliations

Past Chair and Member, Sacramento Area Council of Governments, Professional Manager's Group

Board Member, Rocklin Area Chamber of Commerce

Board Member, Placer County Economic Development Council

Board Member, Placer Valley Tourism

Member-ICMA and various other community associations

Rocklin Area Chamber of Commerce - Business Excellent 2014/15 Business Person of the Year

"With his out-of-the box thinking, he has invigorated our staff to reach new levels of efficiency and creativity. He is a rare find in the world of government leaders and will certainly lead Rocklin roaring back to fiscal stability." Brett Storey, Former Mayor of Rocklin

"He leads by example. He has an excellent work ethic and a positive attitude. These traits are reflected in how other managers and staff conduct themselves." Greg Janda, Rocklin City Council

"He has exceeded our expectations...He has remained focused in key areas: right-sizing expenditures...and laying the groundwork for a business-friendly economic development strategy." Scott Yuill, Rocklin City Council

"It's absolutely different from the ways things have been done in the past," Ocala Council President Kent Guinn said, "We have gotten more done in the last year than I have gotten done in the last seven years."

"He took into account both sides and created a proposal that seemed to work for everybody"
Ocala Councilmember Heinbockel said, *"Horst is using a multi-pronged approach to promote economic development..."*

Ocala Councilmember Owen... *"He is one of the most effective I have ever seen in my organizational life.*

He understands bureaucracy and how to minimize its growth...Horst is clam, has a great personality and doesn't have a mean bone in his body."

"He is focused on economic development. He is focused on the citizens. Around town, people are watching Horst and like what they see." - Ocala Mayor Randy Ewers-

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"He is putting the right people in the right place," North Magnolia Merchants Association President

Floyd Hershberger said, "We are excited about what is going on with the downtown area - the Tuscawilla area..."

George Carrasco, President of the Downtown Business Alliance said "Horst is responsive..."

He's not afraid to pull the trigger and get things done."