

# Mathew D. Horn

Director of Municipal Services

Former City Manager and municipal operations expert with a strong background in infrastructure planning, strategic development, and community engagement. Extensive experience in municipal budgeting and finance, collaborative service delivery, comprehensive planning, downtown revitalization and economic development. Municipal consulting background includes internal process auditing, public relations assistance and guidance, and development of local government management capacity, as well as long-term strategic planning for community growth.



## Expertise

**Community Planning / Enhanced Management Capacity** – As former municipal consultant for Washington-based local government support services firm, worked closely with the International City-County Managers Association, National League of Cities, and other government leadership associations. Supported community development efforts and developed strategic plans to address service delivery challenges, public works and aging infrastructure, parks and recreation services, and public safety, as well as other critical municipal services for more than 50 clients.

**Strategic Development** – Engaged with client communities to conduct a range of studies and identify best practices and implement solutions to address challenges and support long-term community sustainability. Developed *feasible* implementation plans for innovative approaches, based on direct knowledge of municipal operations and unique familiarity with local government fiscal constraints, regulatory requirements, labor impacts, and statutory guidelines.

**Regional / Shared Services Approaches**– As City Manager, worked to establish collaborative relationships and develop a shared-services approach to municipal and community service needs. Coordinator of data-driven implementation of integrated staffing and program management, including completion of workflow analysis and workload assessment.

**Hands-on Municipal Management / Innovative Leadership** – Worked directly with municipal officials to implement community goals through strong team leadership and successful management of personnel in multiple departments and across several disciplines.

## Education:

BS, Public Administration; Public Management Concentration; Political Science Minor, James Madison University

## Professional Affiliations:

- Credentialed Manager, International City-County Managers Association
- Named to 2016-2017 "Top 100 Local Government Influencers"; Engaging Government Leaders
- Member, Local Leaders Council, Smart Growth America

## Local Government Management and Operational Consulting

### **Key Projects**

#### **City of Geneva Downtown Revitalization Initiative**

- Led effort to author and submit a Downtown Revitalization Initiative (DRI) proposal, successfully obtaining investment from the State of New York in the form of a \$10 Million award
- Developed Geneva's *Master Plan for Downtown Redevelopment*
- Fostered more than \$30 Million in private and public investment in downtown revitalization, with an additional long-term commitment for another \$30 Million
- Reduced first-floor vacancies from 50% to less than 15% in just five years
- Facilitated public and business engagement, and established a multi-year, grass roots redevelopment effort for the central business district

#### **Innovation in Infrastructure Financing**

- Utilized public-private partnerships and developed a performance-based contracting model
- Facilitated data-driven facilities and infrastructure analysis, developed detailed scopes of work
- Engaged City Council in infrastructure management processes including finance deliberations and performance contract reviews

#### **Permit and Financial Software Review**

- Facilitated conversion of City's financial, planning and permitting software from legacy and proprietary systems to a single source provider with a unified, comprehensive database and open software architecture, reducing customization and update costs
- Coordinated workflow analysis in impacted departments, developed system specifications, facilitated selection and procurement, coordinated deployment, adaptation and personnel training

#### **Comprehensive Planning**

- Facilitated development of the first community comprehensive planning effort conducted in more than two decades
- Curated committee and personnel staffing
- Fostered community participation / civic engagement
- Supported data acquisition, and document development
- Coordinated plan adoption within statutory requirements
- Commenced plan execution