

KEVIN A. COWPER, AICP, ICMA-CM

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PROFESSIONAL PROFILE

Dynamic professional with extensive local government executive management experience and proven record of accomplishment in:

Community Planning • Growth Management • Economic Development • Redevelopment • Neighborhood Development & Relations • Budgeting & Financial Management • Capital Planning & Budgeting • Project Management • Organizational Change & Development • Strategic Planning •

Management - Highly responsible self-starter with strong work ethic, enthusiastic attitude and excellent management skills. Decisive leader and creative problem solver with inclusive management style. Strong budgeting and financial management skills. Experienced in managing organizational change.

Communication - Persuasive communicator with well-developed presentation, facilitation, and negotiation skills. Ability to present complex information in a concise and understandable manner and to build consensus among diverse and competing interest groups. Able to develop productive relationships with elected and appointed officials, colleagues, citizens, media and staff at all levels.

Strategic Planning - Comprehensive strategic thinker with ability to see the big picture, establish goals and design specific programs and actions to produce desired results.

Leadership - Highly regarded and accomplished leader with vision and skill to lead large organization.

EXPERIENCE

Assistant City Manager – City of Auburn, Alabama. 2007 to the present. Auburn (population 60,000) is part of the Auburn-Opelika Metropolitan Area (population 140,000) and is home to Auburn University. The City has approximately 600 employees in 12 departments with budgets totaling over \$120 million, including a General Fund budget of \$75 million.

Responsibilities:

- Oversee activities of the City's Neighborhood, Growth, Development & Infrastructure Business Unit which includes the Planning, Public Works (engineering, construction/maintenance, traffic), Environmental Services (solid waste, recycling, ROW maintenance, fleet services, animal control) and Water Resource Management (water, sewer, stormwater) departments consisting of 170 employees and budgets totaling approximately \$50 million.
- Coordinate with departments to develop annual work programs, bi-annual operating budgets, capital budgets, and six-year capital plan. Align budgets with department goals, work programs and adopted plans, and evaluate department directors based on results achieved.
- Oversee downtown activities including parking management, redevelopment, infrastructure improvements, beautification efforts, and downtown events and festivals.
- Review, edit and assemble bi-weekly City Council meeting agenda materials. Prepare and present various reports for City Council and City Manager and attend all City Council meetings. Conduct City Council meetings in absence of City Manager and serve as Acting City Manager in absence of City Manager. Respond to City Council inquiries and concerns.

Accomplishments:

- Prepared a reorganization plan for the City's Neighborhood, Growth, Development & Infrastructure Business Unit including functional responsibilities and personnel to better align department resources with the City's strategic objectives.
- Evaluated department operations and implemented organizational, personnel, and operational changes to improve performance and coordination between departments. Introduced inter-departmental project management teams to improve project design and delivery.

- Prepared a growth management strategy to effectively manage growth including annexation, extraterritorial planning, development agreements, development costs and impacts, creation of improvement districts, infrastructure planning, downtown redevelopment and corridor redevelopment.
- Oversaw downtown improvements including parking, landscaping, streetscapes, street signs and way-finding, pedestrian crossings, improved lighting and beautification projects. Oversaw establishment of a downtown entertainment district and preparation of a downtown redevelopment plan and a downtown parking plan.
- Developed a Leadership & Innovation Team consisting of approximately fifteen emerging leaders to provide leadership training opportunities and promote innovation in the city organization.
- Promoted the High Performance Organization (HPO) model as a means of improving employee and organizational performance.

Community Development Director - City of Pensacola, Florida. 2001 – 2007. Pensacola (2007 population 56,000) is a full service coastal city with a 2007 operating budget of approximately \$236 million and is the central city of a two-county metro area with a population of over 420,000.

Responsibilities:

- Member of the City's executive management team advising the City Manager and City Council on various issues affecting city government operations. Served as principal staff to the City Council's Economic and Community Development Committee and was responsible for producing and presenting bi-weekly meeting agenda materials.
- Administered all operations and directed all programs of the Community Development Department with a 2007 budget of \$2.5 million.
 - Planning services including comprehensive planning and current planning activities (zoning, subdivision, historic districts).
 - Environmental services including Brownfield and Superfund Site remediation and redevelopment.
 - Inspection services including plan review, permitting, inspections, building/zoning code enforcement, and business licensing.
 - Economic development programs and initiatives designed to stimulate economic activity including the Pensacola Enterprise Zone.
 - Neighborhood development programs including the Urban Infill and Redevelopment Area Program and the Weed and Seed Partnership Program.
- Oversaw operation of the Pensacola Community Redevelopment Agency (CRA) with a 2007 budget of \$5.5 million derived from tax increment revenues.

Accomplishments:

- Amended the City's comprehensive plan and land development regulations to support neighborhood preservation and downtown/inner city redevelopment objectives.
- Prepared several neighborhood strategic plans for target neighborhoods and secured funding to implement recommended actions including tax increment financing.
- Developed and oversaw programs and initiatives designed to improve the physical health of neighborhoods and to improve neighborhood relations and increase neighborhood involvement.
- Oversaw environmental services program to manage environmental issues including formation of an Environmental Advisory Board and remediation and redevelopment of Superfund Sites and Brownfields.
- Oversaw hurricane response and recovery activities including post-disaster damage assessment, construction permitting, contractor licensing, temporary housing, code enforcement, and operation of information call center as well as long term recovery plans in coordination with FEMA and the Florida Department of Community Affairs.

Director of Planning and Zoning - Baldwin County, Alabama. 1995 - 2001. Baldwin County is a high growth coastal county located on the Gulf of Mexico in the Mobile metropolitan area.

Responsibilities:

- Advised County Commission on planning and zoning matters. Attended County Commission meetings and presented all planning and zoning related matters.

Accomplishments:

- Established the Planning & Zoning Department and all operating procedures.
 - Drafted amendments to the County's Planning and Zoning Enabling Legislation enacted by the State Legislature as Act No.98-665.
 - Drafted the *Baldwin County Zoning Regulations* adopted by the County Commission in 1999 to manage growth and development.
 - Directed the *Tensaw River Initiative*, which resulted in the designation of the Tensaw River as Alabama's second *Outstanding Alabama Water*.
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EARLY CAREER

Land Development Planner - Shelby County, Alabama. 1991 - 1995.

Planning Research Assistant - Regional Economic Development Center. Memphis, Tennessee. 1989 to 1991.

Planning Intern - Shelby County, Alabama. June 1989 to August 1989.
Mobile, Alabama. March 1988 to May 1988.

EDUCATION & TRAINING

Master of City and Regional Planning

University of Memphis, Memphis, Tennessee (1991).

Bachelor of Science

University of South Alabama, Mobile, Alabama (1988).

Leading, Educating, and Developing Program (LEAD)

Weldon Cooper Center for Public Service at the University of Virginia, Charlottesville, Virginia (2013).

ACTIVITIES & ASSOCIATIONS

- Member of the International City/County Management Association (ICMA) since 2000.
 - ICMA Credentialed Manager (ICMA-CM) since 2010.
 - 2016 ICMA Conference Planning Committee.
 - Member of the Task Force on Financing ICMA 2012-2013.
 - ICMA Emerging Leaders Development Program 2008 graduate.
 - Member of the Alabama City/County Management Association since 2007. Board Member 2013-2014, Secretary/Treasurer 2014-2015, Vice President 2015-2016.
 - Member of the American Institute of Certified Planners (AICP) since 1994 (Certificate No. 10626).
 - Member of the American Planning Association since 1988. Secretary of the Alabama Chapter 1998-2001.
 - United Way of Escambia County (FL) Board of Directors (2006-2007).
 - Escambia County (FL) Financial Literacy Coalition Chairman (2006-2007).
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