



Matt Horn, ICMA-CM
Director of Municipal Services

Local government practitioner 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. Extensively advises local governments in internal process auditing, community engagement, and development of local government management capacity, as well as long-term strategic planning for community growth.

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

Expertise

Community Planning / Enhanced Management Capacity – As municipal practice leader, provided support to local governments nationwide on complex management and community development issues. 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 clients across the United States.

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 both a practitioner and advisor, worked to establish collaborative relationships and develop shared-services approaches 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.

Key Projects

Geneva Full Occupancy Initiative

Facilitated a collective impact program with a full slate of regional stakeholders including County and City IDAs, local Business Improvement District, Local Development Corporation, and private sector partners to boost first floor occupancy in the central business district. Developed incentive programs for building improvements, facilitated microenterprise grant and loan programs, developed cooperative advertising campaigns, and modified prohibitive regulatory

framework. In 2010, the first-floor occupancy rate in downtown was approximately 55%. By 2016, that number had increased to over 85%.

Finger Lakes Food and Beverage Innovation District

Coordinated a multi-stakeholder effort, centered on Brookings Institution research suggesting enhanced linkages between academia, local government, and the private sector would result in stronger economic development results. Collaborated with Cornell University, Hobart and William Smith Colleges, and Finger Lakes Community College to facilitate innovation ecosystems, consisting of co-working opportunities, a food innovation lab, micro-housing development, and small business counseling to accelerate success of firms in the craft food and beverage sectors.

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

- Supports communities in the transition of financial, planning and permitting software from legacy and proprietary systems to agile, modern systems with a unified, comprehensive database and open software architecture, reducing customization and update costs
- Coordinates workflow analysis in impacted departments, develops system specifications, facilitates vendor selection and procurement, coordinates deployment, adaptation and personnel training

Comprehensive Planning

- Skilled facilitator in development of community vision and core values in support of long-range planning efforts
- Curates committee and personnel staffing
- Fosters community participation / civic engagement
- Supports data acquisition, analysis, and document development
- Coordinates plan adoption within statutory requirements
- Supports client-communities in plan execution