

**Dr. Keith Clinkscales**

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**Board of County Commissioners**

Palm Beach County

301 N. Olive Avenue

West Palm Beach, FL 33401

Dear Members of the Board,

I am writing to formally express my interest in the position of County Administrator for Palm Beach County. With over three decades of leadership experience across public and private sectors — including my current role as the Founding Director of Strategic Planning and Performance Management for Palm Beach County — I bring a proven track record of operational excellence, cultural transformation, and results-driven strategic leadership.

Throughout my career, I have demonstrated the ability to lead complex organizations through transformational change. My work in Palm Beach County over the past several years is a testament to this: I was entrusted with building the County's strategic planning and performance management infrastructure from the ground up. Today, that framework is fully operational, integrating over 30 departments under a unified performance management system. With initiatives like the enterprise KPI (eKPI) platform and County-wide strategic planning workshops, we have established a culture of accountability, collaboration, and measurable results. I have worked closely with the Board of County Commissioners, the County Administrator, and departmental leadership to ensure alignment between organizational goals and community priorities.

Prior to my public sector service, I held senior positions in management consulting with top-tier firms such as PRTM and PA Consulting, where I led large-scale operational and performance improvement initiatives for Fortune 500 clients. I've also served in executive roles across various industries, from manufacturing to transportation, building high-performing teams, reducing operational costs, and improving service delivery.

As a certified Lean Six Sigma Black Belt with a doctorate and a lifelong dedication to continuous improvement, I lead by example. My leadership philosophy is grounded in the belief that **"culture eats strategy for breakfast"**—that meaningful, lasting change is only possible when strategic vision is aligned with deep cultural engagement. I also hold firm to the principle that doing the same thing and expecting different results is, by definition, ineffective. Palm Beach County is ready for bold, transformative leadership. We must embrace innovation, including the integration of artificial intelligence and a commitment to becoming a truly paperless organization. We must challenge traditional thinking, prioritize transparency, and empower visionary, out-of-the-box leaders to do their work—without fear or favor. I believe I am the leader who can guide Palm Beach County into its next era of excellence.

I am deeply passionate about the future of Palm Beach County — a place my family and I are proud to call home. I remain committed to serving our residents, employees, and community partners with integrity, transparency, and a forward-thinking approach. It would be a true honor to build upon the strong foundation we've established and to lead this exceptional organization into its next chapter.

Thank you for your time and consideration. I welcome the opportunity to further discuss my candidacy and how my leadership experience aligns with your vision for the future of Palm Beach County.

Respectfully,

Dr. Keith Clinkscales



## DR. KEITH A. CLINKSCALES

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### EXECUTIVE BIOGRAPHY

#### *Strategic Leadership, Change & Performance Management and Continuous Process Improvement*

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**Dr. Keith Clinkscales** is a recognized **Lean Six Sigma Black Belt** and **Operational Excellence Executive**, known for designing and implementing best-in-class **strategic performance management systems** across both public and private sectors. With over 30 years of progressive leadership experience, Dr. Clinkscales has built a distinguished career leading cultural transformation, driving measurable improvements, and delivering cost-saving initiatives within complex organizations. As both a seasoned industry executive and a former management consultant, Dr. Clinkscales brings a rare combination of **technical expertise**, **strategic insight**, and **leadership acumen**. His core competencies include **change management**, **cultural transformation**, **executive coaching**, **process improvement**, **benchmarking**, **Total Quality Management (TQM)**, **Balanced Scorecards**, **Business Process Reengineering**, **strategic planning**, and the development of **high-performance teams**. His ability to engage stakeholders across all levels of an organization — from frontline staff to the executive suite — has been central to his success in navigating resistance and achieving buy-in. He believes that "**culture eats strategy for breakfast**" and that sustainable change demands alignment of both.

#### **Experience Roadmap (The Journey)**

**Digital Equipment Corporation (DEC) 1984-1992**— At DEC, as part of the External Products Group (EPG), Keith had the opportunity to improve the performance of multiple suppliers across various commodities. At the very start of his career he assessed numerous organizations performance, audited their processes, and provided improvement recommendations. As a Principle Supplier Engineer, Keith demonstrated the ability to quickly diagnose root causes and to implement best practices. He worked with over 100 suppliers in various capacities. **While at DEC, Keith held the following titles, Quality Engineer, Sr Quality Engineer, and Principle Supplier Quality Engineer. He led process improvement, TQM, Benchmarking, Six Sigma, and Business Process-Reengineering initiatives.**

**Pittiglio Rabin Todd & McGrath (PRTM) 1992-2000**– At PRTM, Keith developed a more complete and systemic approach to Operations and Performance Management Improvement. Engagements included establishing balanced scorecards, goal-setting, managing re-organizations, establishing Joint Service Agreements (JSAs) between corporations and suppliers to improve performance, rationalizing Supply-Bases and ultimately developing performance management best practices. He was fortunate to work with some of the top Fortune 500 companies including IBM, AT&T, Lucent, Merck, Mead Johnson and BASF, Millipore, Siemens, Mallinckrodt and Perkin-Elmer to name a few. As a Principle Consultant, Keith sold, implemented and managed substantial performance improvement and supply-chain management solutions. **While at PRTM, Keith held the following titles: Associate Consultant, Consultant, and Principle Consultant.**

**PA Consulting 2000-2003**– After PRTM, Keith was recruited by PA Consulting to help establish their Life Science’s Operational Excellence Practice. While serving as Associate Partner, he developed a team of consultants chartered to help clients with strategic planning, goal-setting, balance scorecards, high-performance teams, Total Quality Management and process improvements. In addition, Keith played an “advisory” role to key executives looking to answer strategic issues: What is our vision? What are our short-term and long-term goals? How do we recognize success? How do we get the organization motivated and involved? While at PA Consulting, Keith delivered staggering results for his clients.

**Office Depot 2004-2008** – After an 11 year career in Management Consulting, Keith decided to make a significant career and life-style change. Keith sought to find an industry position with significantly less travel while moving his family to Florida. With only a few Fortune 100 companies in South Florida to choose from, Keith chose Office Depot. At Office Depot, while managing a professional team of 8 and additional warehouse personnel, he *strategically sourced MRO products and services for over 1100 stores, Supply-Chain Centers, and Sales Offices. As a Senior Manager, he was responsible for the supply-chain and inventory management of a 6000 item warehouse.*

Most notable accomplishments:

- *Effective Spend Management of \$800 million*
- *Reduced supply-chain management cost by over 40%*
- *Consolidated/Reduced supply-base by over 30%*
- *Reduced supplier lead times by over 40%*
- *Increased supplier performance from 76% to 98%*
- *Negotiated major contracts totaling 52 million in cost savings enabled through Ariba on-line RFIs, RFPs and RFQs events.*
- *Reduced Supplies Warehouse inventory value by 50% and doubled inventory turns.*
- *Increased Supplier Diversity spend by 40%*

**A&Associates Staffing and Security 2008-2014** – As head of Operations, Keith wore many hats and was responsible for improving overall performance. This included assessing current operations, understanding

the needs of the clients, documenting processes and procedures and implementing improvement solutions throughout the company. Keith served as an ongoing coach and advisor to the owner of the company.

**Oxygen Development 2014-2015** – Head of Production, Keith managed three shifts of LEAN cosmetic manufacturing responsible for pressing cosmetics prior to compact assembly. Responsible for the management and productivity of over 300 machine operators, process engineers, business analysts and mechanical personnel, he increased production from 1.5 million pieces to 3 million pieces per week. Schedule achievement of 98% to 100%. Keith went from Team Leader., to Process Engineer to Production Manager. Keith implemented the Total Quality Management, Plan Do Check Act (PDCA) methodology across production.

### **Palm Tran - 2015-2018 - Performance Management Manager**

With a strong desire to enter public service, Keith began his career at Palm Tran as a dispatcher for Palm Tran Connection, where he immersed himself in the operational and customer-facing aspects of Paratransit. When the opportunity arose to compete for the newly created Performance Manager role, Keith was fully prepared—and earned the position against a competitive field of candidates. As Palm Tran’s first Performance Manager, he established and led the agency’s inaugural Performance Management Office, quickly becoming a recognized expert in transit performance. He tackled challenges related to ridership, customer service, on-time performance, and safety, while leading county-wide organizational change. Through executive coaching, benchmarking, balanced scorecards, and strategic goal-setting, Keith held departments accountable and drove measurable improvement. He created and published Palm Tran’s monthly Balanced Scorecards of Key Performance Indicators and launched the Palm Tran Statistics (PTSTAT) Program—an innovative, data-driven initiative that brought together nine cross-functional teams to break down silos and identify process improvements. Keith also founded the Quality Assurance Management Program (Q-AMP), which elevated quality awareness through internal audits and continuous improvement efforts. His expertise in change management and cultural transformation proved vital in achieving buy-in across the organization and embedding a lasting culture of performance excellence.

### **Palm Beach County, Board of County Commissioners 2018-Present – Director, Strategic Planning and Performance Management**

Keith currently serves as the Founding Director of Strategic Planning and Performance Management for Palm Beach County, a role established in 2018. Tasked with building the county’s strategic planning and performance management framework from the ground up, Keith has successfully navigated organizational resistance and cultural challenges while integrating over 30 departments into a cohesive, performance-driven system.

To initiate this transformation, Keith led a comprehensive county-wide SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to assess and articulate the organization's capabilities. This effort uncovered significant silos and cultural barriers across departments. In response, he redefined the County's Vision, Mission, and Strategic Priorities, securing the support of the County Administrator and the Board of County Commissioners (BCC) through the inaugural Strategic Planning Workshop.

Keith now oversees all aspects of strategic planning across the County and provides direct support to the BCC, the Executive Leadership Team, Department Directors, and staff in the development of goals, objectives, strategies, and action plans. He also led the development of the County-wide Enterprise Key Performance Indicator (eKPI) methodology, a comprehensive performance measurement platform built in collaboration with the Information Systems Services (ISS) department. The eKPI system enables departments to define and track performance indicators aligned with management priorities, including program workloads, operational statistics, cost metrics, and grant reporting requirements.

Recognized as a key driver of strategic planning, continuous process improvement, organizational development, and performance management, Keith plays a pivotal role in shaping and advancing county-wide initiatives. For the past seven years, he has been actively involved in the annual budget process, producing the County's Performance Management Book of Metrics and evaluating departmental supplemental requests for alignment with established metrics and the BCC's strategic priorities.

#### **Accomplishments Include:**

- Creation of the county's annual Strategic Planning and Performance Management Manual
- Integrated over 30 departments into the strategic plan with six strategic priorities
- Broke organizational "silos" by creating six "cross-departmental teams (CDTs)" for each of the six strategic priorities
- Creation of the Grants Cross Departmental Team
- Established input and support from key internal stakeholders
- Regularly conducts SWOT Analysis of departments to evaluate business and system processes, environmental landscape conditions and organization capabilities
- Established the yearly Strategic Planning Workshop with the Board of County Commissioners where the six CDTs review key strategic priorities and update the county on the execution of the strategic plan
- Trained staff on high performance teams, operational excellence, metrics and strategic planning
- Developed and established the eKPI system that allows every department to measure and manage key performance indicators. Each metric is tied to at least one of the six strategic priorities
- Created the Feed Your Mind (FYM) Series that provides monthly training and cultural transformation lunch and learns to all county employees to aid in establishing buy-in
- Conducts workshops and training for the leadership and departments on strategic initiatives and related activities
- Created the annual Executive Leadership Retreat to boost leadership skills at the top of the organization
- Integrated/aligned departmental strategic plans into the County's Vision, Mission and Strategic Priorities.

- Speaks and conducts workshops internally and externally sharing the successes and challenges of the County
- Consistently integrates best practices and benchmarks from experience and research

Keith brings a wealth of experiences from the private sector to the public sector. He recognizes “passive” resistance and cultural challenges that impede strategy implementation. His approach has been successful but informs executives that it requires tenacity, high level leadership support and willingness to change.

#### Education & Credentials

- Ph.D. in Strategic Leadership, Concordia College and University (Life Experience Ph.D.)
- Executive MBA, Quantic School of Business & Technology
- Bachelor of Science in Electrical Engineering, Boston University
- Lean Six Sigma Black Belt Certification

#### Affiliations

- National Society of Black Engineers (NSBE)
- National Forum for Black Public Administrators (NFBPA)
- Conference of Minority Transportation Officials (COMTO)
- BE Modern Man Honoree
- Kappa Alpha Psi Fraternity, Inc.