BOARD OF COMMISSIONERS SPECIAL MEETING
FRIDAY, APRIL 19, 2024 – 2:30 PM
CITY HALL CHAMBERS
10451 GULF BLVD
TREASURE ISLAND, FL 33706

MEETING NOTICE AND AGENDA

A. PLEDGE OF ALLEGIANCE

B. ROLL CALL

C. PUBLIC COMMENTS FOR NON-AGENDA ITEMS

D. ITEMS OF BUSINESS

D.1 Candidate Evaluation: City Manager Semi-Finalist Selection
Treasure Island CM - RB1-Alpha
Treasure Island CM RB2-Alpha

E. ADJOURNMENT

For any person desiring to appeal any decision made by the board, agency, or commission with respect to any matter considered at such meeting or hearing, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based [F.S. 286.0105]. NOTE: Any transcript shall be requested and made by the individual requesting same at his or her own expense. Therefore, a court reporter may be desired or required accordingly.

Any person with a disability who needs any accommodation in order to participate in this proceeding is entitled to assistance at no cost. Please contact the Office of the City Clerk in writing at 10451 Gulf Boulevard, Treasure Island, FL, 33706 or by phone at (727) 547-4575 at least two working days prior to the meeting to advise what assistance is needed.

AGENDA ITEM NO. D.1

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	April 19, 2024
SUBMITTED BY:	Jessica Zamora, Human Resources
ITEM TYPE:	For Consideration and Discussion
AGENDA SECTION:	ITEMS OF BUSINESS
SUBJECT:	Candidate Evaluation: City Manager Semi-Finalist Selection
BACKGROUND:	This is the 2nd phase of the recruitment process. The search began on March 7 and interested persons had until April 10 to submit their resume and other relevant information to SGR for consideration. Once the semi-finalists are selected, the prospective candidates will undergo a more in-depth background and screening process before Commission reconvenes on May 15 to select the finalists.
POLICY/PURPOSE:	Doug Thomas, Executive Vice President of Recruitment & Leadership Development at Strategic Government Resources (SGR), will join us on April 19, 2024, to present his recommendations for the most qualified candidates for the position of City Manager.
STRATEGIC PLAN RELEVANCE:	Administration Road Map; Goal 1: Develop, support, and retain a diverse workforce to serve the needs of the community; Objective 1: Encourage professional development and leadership opportunities to support a dynamic workforce.
ANALYSIS/DISCUSSION:	SGR has been actively searching and recruiting for a new City Manager. Doug Thomas will present the most qualified candidates for review and discussion by the Commission. The Commission will discuss and choose who will move onto the next phase of the recruitment process.
FUNDING:	.
MOTION:	I move to approve the following candidates for further consideration to fill the vacant City Manager position.

ATTACHMENTS:
Treasure Island CM - RB1-Alpha
Treasure Island CM RB2-Alpha

CITY MANAGER – CITY OF TREASURE ISLAND

APPLICANT REVIEW

CONFIDENTIAL

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CITY MANAGER

City of Treasure Island, Florida



EXECUTIVE RECRUITMENT PROVIDED BY SGR

ABOUT THE COMMUNITY

Treasure Island's over 6,500 residents enjoy the 3.4 square miles of the barrier island's beautiful beaches, clean tropical setting, high-quality city services, low crime rate, and the amenities associated with the proximity of the greater Tampa Bay Metro area. The area has an average of 361 days of sunny weather each year, providing residents and visitors with enjoyment of the surf, sun, sand, and easy access to both community and area attractions. Located in Pinellas County, and only eight miles from downtown St. Petersburg, there is something for everyone with year-round beach access, annual events & festivals, world-class seafood and restaurants, sporting and concert venues, shopping, and many ways to enjoy the beautiful Gulf of Mexico and the intercoastal waterways. The City is a welcoming place, where there is a blend of people who have lived here for years and those who made Treasure Island home after discovering its uniqueness while visiting. It is an easy place to make friends and become a part of the community.

The island is easily accessible from both I-275 and US 19, with international commercial air service available from the nearby Tampa International Airport and St. Pete-Clearwater International Airport. For cruisers, Port Tampa Bay serves Carnival, Celebrity Cruises, Royal Caribbean International, and Norwegian cruise lines. Area public transit is provided by Pinellas Suncoast Transit Authority.

The City offers strong civic involvement with many different types of housing available. Access to the intercoastal is easy as many of the properties are waterfront, and beach access points are abundant. The Treasure Island Beach Trail, which runs beach-side along the central part of the beach, is a great place to walk, run, or ride a bike. The community offers a balance between residential and commercial areas, with hotels along the beach, single-family, and condominiums, and the island has several unique restaurants that have called Treasure Island home for decades.

Community events include the popular Annual Sanding Ovations where artists create "outSANDing" works of art, and includes a beach food court, arts & crafts vendors, music, and more! Other events include the Friday Farmers Market from December to April, the Sport Kite Competition and Festival, Run for the Beaches, a 5k and fun run to support environmental advocacy and education, the December Holiday Boat Parade, the Treasure Island Fire Department Chili Cook-off, the Gulf Beaches Rotary Golf and Tennis Challenge, and the nearby Annual John's Pass Seafood Festival in Madiera Beach and Gasparilla Pirate Festival in Tampa. The St. Pete/Clearwater area was recently named one of the world's 100 most-loved travel destinations. Along with miles of white-sand beaches, Pinellas County is home to mind-blowing museums and galleries, including the Salvador Dali Museum, Museum of Fine Arts, and the Clearwater Marine Aquarium. Nearby Tampa is home to Bush Gardens Tampa Bay, the Florida Aquarium, and Zoo Tampa and Walt Disney World and Universal Studios are only 90 miles away in Orlando.

Trail enthusiasts enjoy access to the Pinellas Trail, a north-south walking and biking trail that spans the entire length of Pinellas County, offering easy access to several parks, restaurants, shopping, and much more; the Bay to Bay Trail which connects to the Pinellas Trail and will take walkers and riders into Pasco County (North), through Starkey Park, and onto the Suncoast Trail; and the eight-mile Courtney Campbell Causeway path that extends from Clearwater to Tampa.

Paradise Found





ABOUT THE COMMUNITY *continued*

Treasure Island is proud to be a part of “Champa Bay!” The Tampa Bay Buccaneers, Tampa Bay Rays, Tampa Bay Lightning, and Tampa Bay Rowdies are just the highlights of sports in the area. The area is also home to Major League Baseball’s spring training season for the Toronto Blue Jays, New York Yankees, and Philadelphia Phillies. Shopping opportunities abound with national chains, local boutiques, and regional shopping centers, including John’s Pass Village, Tyrone Square Mall, Seminole City Center, Countryside Mall, Westshore Plaza, International Plaza, Bay Street, and Hyde Park Village.

The region’s medical needs are met by a variety of providers, including BayCare, which operates six hospitals within Pinellas County and is regularly recognized as a repeat winner of the Fortune 100 “Best Companies to Work For.” Other area medical providers include John Hopkin’s All Children’s Hospital (St. Petersburg), Bay Pines VA Hospital (St. Petersburg), Bayfront Health St. Petersburg, St. Anthony’s Hospital (St. Petersburg), Morton Plant Hospitals (Clearwater and Palm Harbor), Mease Dunedin, and Tampa General.

The history of Treasure Island dates back to its early settlers after the Great Gale of 1848 and the Civil War, with residents mostly comprised of fishermen, hunters, and the occasional pirate or smuggler. In 1908, Treasure Island welcomed its first landowner, Tom Pierce, who bought the island for $1.25 an acre. Another early landowner was Whitey Harrell, who was quick to realize the possibilities Treasure Island had to offer and, in 1915, built Treasure Island’s first hotel, The Coney Island, on the east side of Surf Avenue (now Gulf Boulevard) near 100th Avenue. Whitey’s Coney Island Hotel unwittingly played a role in naming Treasure Island. In 1918, a fellow named Bill McAdoo wanted to generate interest in land he owned on St. Pete Beach. McAdoo, along with friend Ed Brantley and two guests from Coney Island, “discovered” buried treasure on the beach (treasure McAdoo and Brantley had buried the night before). Subsequent publicity resulted from the two guests spreading the word about their discovery and people began calling the area around the hotel “out at that Treasure Island.” The direct link from St. Petersburg to Treasure Island came in 1939 with the Treasure Island Causeway, which brought unprecedented development after World War II. The four towns of Treasure Island, Boca Ciega, Sunshine Beach, and Sunset Beach, were incorporated as The City of Treasure Island on May 3, 1955. (*Source: The Treasure Island Story by Bonnie L. Williams.*)

K-12 education is served by the Pinellas County School District, which is the seventh largest school district in Florida and the 28th-largest district in the United States. Private and parochial school providers include Saint Patrick Catholic School, Indian Rocks Christian School, Country Day School, Plato Academy Largo, and Saint Paul’s Clearwater. Area higher educational opportunities include St. Petersburg College, University of South Florida, The University of Tampa, Florida College, and Strayer University Tampa Westshore Campus.

Treasure Island’s demographics reflect a resident population comprised of 95.5% White alone, 1.2% Black or African American, 1.0% Asian, 6.5% Hispanic or Latino, 1.3% Two or More Races, and 0.1% Native Hawaiian and Other Pacific Islander. The City’s median household income is $87,941, with an average home sales price of approximately $730,000.



GOVERNANCE & ORGANIZATION

The City of Treasure Island operates under a council-manager form of government that combines the political leadership of the City Commission with the professional experience of a City Manager. Its governing body includes four citizen Commissioners and a Mayor who work together to set policy. The Mayor is elected at-large for a term of three years, with City Commissioners being elected by district in staggering two-year terms. The City Manager sets policy direction and directs day-to-day operations. The Mayor and City Commission appoint the City Manager, City Attorney (contracted services), and City Clerk.

The City provides an array of traditional municipal services including Administration, Community Development, Technology/IT, Public Works, including stormwater management, streets, fleet, beach and right-of-way maintenance, and City-provided solid waste collection (Water Treatment & Distribution is provided by Pinellas County, with Wastewater collection provided by the City), Finance, Human Resources, Fire, Police, Public Information, and Parks & Recreation (including a nine-hole golf course). The City is also the owner and operator of a bascule bridge which provides one of the access points to the island.

The City's Adopted FY 2024 Total Annual Budget is $46.7 million (General Fund $19.3 million), which is supported by a millage rate of 3.8129. Quality services are provided by approximately 123 employees, with employees in the Police and Fire Departments represented by multi-year collective bargaining agreements with the Police Benevolent Association (PBA) and International Association of Fire Fighters (IAFF).

Vision Statement

We strive to be a vibrant, unique, and sustainable beach community.

Mission Statement

We are dedicated to being good fiscal and environmental stewards of our community, while providing responsive, high-quality public services to meet the needs of our residents, business owners, and visitors - today and tomorrow.

Awards & Recognitions

GFOA Excellence in Financial Reporting (Annual)

Commission for Florida Law Enforcement Accreditation

HIRE Vets Gold Medallion Award 2020-2023

Treasure Island's Beach was named #16 in the US by Trip Advisor in 2021

LEED for Cities Gold certification from the US Green Building Council in 2023

ORGANIZATIONAL VALUES

Dynamic: **We celebrate our dynamic community and workforce, understanding that both are necessary to preserve the unique spirit of Treasure Island.**

Integrity: **We will be guided by strong ethical principles and conduct ourselves in an honest and transparent way.**

Fair: **We treat everyone equally and make decisions that are in the public's best interest through objectivity and impartiality.**

Respect: **We treat each other with mutual respect and sensitivity, recognizing the importance of diversity, by valuing all contributions.**

Responsiveness: **We are accessible and adaptive to the current and future needs of our community.**

ABOUT THE POSITION

The City Manager reports to the City Commission and serves as the administrative head of the municipal government, providing direction and general management for the administration and operation of each Department within the City of Treasure Island to implement policies set by the City Commission. The position has oversight of all municipal provided services pursuant to the City Charter, as well as federal, state, and local laws, and within accepted professional standards. The position is expected to exercise considerable independent professional expertise and judgment in solving problems through the application of the City's financial and administrative policies and practices.

The position promotes the development of a flexible and anticipatory organization that provides cost-effective and customer-friendly delivery of quality services to the community. Direct reports include the Directors of Finance, Information Technology, Community Development, Human Resources, Public Works (2 Co-Directors), Recreation, Police Chief, Fire Chief, City Clerk, Public Information Officer, and Senior Executive Assistant.

A summary of the responsibilities of the City Manager includes the following:

- Implement the strategic direction and policies set forth by the City Commission's..
- Be a resource to City Commission members to provide professional recommendations and review and discuss projects, programs, and matters impacting city government.
- Determine the resources needed to provide City services at the established service levels and identify programs and projects to meet the needs of the City.
- Build an annual proposed City Budget and Capital Plans for the City Commissions consideration.
- Build and maintain positive working relationships with members of the public, chambers, civic associations, and various community groups.
- Provide organizational leadership and management for the City organization and its employees.
- Responsible for the hiring and management of Department Directors of eight departments and City staff members in the Administrative Department.



ABOUT THE POSITION *continued*

- Follow state legislative actions and be able to implement the laws adopted by the State.
- Ensure that all laws, ordinances, and policies of the City are duly enforced and that all franchises, permits, licenses and privileges granted by the City are faithfully performed and observed.
- Present, prepare reports and/or statements to share information to the City Commission, various boards/committee/organizations, and the general public.
- Attend all meetings of the City Commission unless otherwise excused.
- Perform the duties of the City Manager as described in the Treasure Island Municipal Code.



CHALLENGES & OPPORTUNITIES

- **Community Development Initiatives:** The City adopted an updated Comprehensive Plan in 2023 and is pursuing an update and major re-write of parts of the Land Development Code, which will take place over the next few years. The Department also recently overhauled its approach to permitting through the offering of an online portal for submission of applications. The Department is currently reviewing its Code Enforcement Program, including modernizing the City Code and investigating new software to help provide enhanced services.

- **New City Hall:** The City purchased an existing office building in 2020 that has since been remodeled to serve as the new City Hall, including a floor available for community/event rental space. The remodel is complete, with the exception of window repairs that are expected to be completed this fall. City personnel plan to move into the new facility this March.

- **Elevate TI Terrain Modification Program:** Elevate TI is a comprehensive sustainability program being developed to encompass the City's Terrain Modification Program to include updates to several Land Development Regulations and technical guidance to safely permit the use of fill material in response to flooding concerns. The Program focuses on changing the construction of homes, businesses, seawalls, and roads to address today's challenges and prepare the community for the continued impact of sea level rise. Additional information on Elevate TI can be found here.

CHALLENGES & OPPORTUNITIES *continued*

- **Wastewater Master Pump Station & Public Works Facility:** The design for the reconstruction and elevation of the Wastewater Master Pump Station and the reconstruction of the Public Works facility is nearing 60% completion. The Public Works Facility will be reconstructed and funded through planned borrowing. The Master Pump Station will be elevated and reconstructed, and funded with federal and state ARPA and grant funding totaling $5.7 million.

- **Police & Fire Stations:** Treasure Island's Police and Fire facilities are dated, and the City is reviewing options for their replacement, possible relocation, and financing. The new City Manager will be involved in the review, analysis, and recommendations regarding possible options and costs for the subject facilities.

- **Living Shoreline & Walking Trails Project at Treasure Bay Recreational Facility:** The City anticipates commencing construction of the Treasure Bay living shoreline project to include a kayak launch, walking trail, educational signage, and rehabilitation of the site's stormwater ponds with the assistance of a $1.6 million grant from the Florida Department of Environmental Protection and the Tampa Bay Estuary Program.

- **Redevelopment Opportunities:** The City is undergoing some transition in its downtown area with a major block recently demolished with plans for redevelopment activities. Other potential areas targeted for redevelopment include The Club at the east entrance to the Island, various hotel improvements, and an area at the north end of the community.

- **Beach Renourishment:** The areas of Sunset Beach and Sunshine Beach are reliant on periodic sand replenishment that is funded by the County, State and Federal governments. The most recent beach renourishment was anticipated to begin in June 2023, but was halted by the Army Corps of Engineers. The City is working closely with the County, Corps and the State to develop a resolution and to pursue alternatives; however, this remains a primary concern facing the community.



IDEAL CANDIDATE

Treasure Island seeks an energetic, ethical, decisive leader who balances the objectives of the community's long-term plans with preserving our historical island lifestyle to become its next City Manager. The ideal candidate will possess a high level of emotional intelligence, advanced interpersonal and listening skills and maintain a proactive, transparent, and collaborative management style. A demonstrated history of consensus-building and achieving goals is desired. The selected individual will be an experienced Manager who understands the details associated with municipal operations and be a champion of the City's existing vision and obtainable goals, while being capable of respectfully introducing additional organizational direction and goals. Responsibilities include overall leadership of the organization, establishing attainable benchmarks, and providing exceptional customer service that Treasure Island's residents expect. The successor City Manager should be politically savvy, but never political, and a concise "straight shooter" in their communications with the City Commission as they develop a positive, trusting, and productive relationship with its members. Experience with the inherent challenges of development and service delivery in coastal/shoreline communities is considered a plus.

The ideal candidate should have a strong financial acumen, with experience in long-range budgeting and capital planning and grant administration skills. As a skilled problem solver with excellent negotiation skills, the Manager will demonstrate a track record of developing creative solutions to overcome community challenges. The chosen individual will possess a progressive growth of management skills, and will be approachable and even-tempered, while juggling multiple tasks, projects, and initiatives. A candidate who shares the City's mission of leading in environmental stewardship is sought to ensure that future Treasure Island generations will be able to experience the unique character and high quality of life that current residents enjoy today.

An advocate for municipal services and the employees who provide such services, the new City Manager should lead by example by maintaining a work-life balance and encourage employees to do the same. The Manager will be committed to fostering interdepartmental communication, coordination, and outstanding customer service. As a skilled delegator who is focused on the big picture, the selected candidate will empower employees and motivate staff to build high-performing teams led by clear objectives and desired outcomes. He or she will be supportive of the professional development of employees and serve as a coach and mentor to staff.



Lastly, the successor City Manager should be an outstanding communicator with strong public relations and intergovernmental abilities. The selected candidate will exude confidence while operating in a highly engaged community and be a visible face of the community and participate in Treasure Island events.

EDUCATION & EXPERIENCE

The selected candidate should hold a Bachelor's degree from an accredited college or university in public administration, business administration, or a closely related field, with a Master's degree preferred. Candidates should have at least five years of experience in managerial, financial, and executive level decision-making, ideally in a comparable sized or larger city than Treasure Island. Candidates will also be considered who possess a combination of education, training and/or work experience deemed relevant and equivalent to achieve the successful performance of the job, including nonprofit organizations. International City/County Management Association Credentialed Manager (ICMA-CM) preferred.

COMPENSATION & BENEFITS

The City of Treasure Island offers a competitive salary depending on qualifications and experience. The City also provides low to no-cost medical, dental, and vision coverage through Florida Blue (HMO, PPO, HSA) with 100% employer paid for the employee and 70% of the premium for spouse or family; 3 weeks' accrued vacation; 96 hours per year of sick leave; 10 paid holidays and 1 floating holiday. Retirement includes a base 401a deferred compensation plan with a 5% employee/8% employer contribution and a voluntary 457 plan. The City also offers up to $30 per month for a gym membership or to assist with purchasing at-home equipment. Vehicle, cell phone, and technology advances are negotiable. Residency for the City Manager is required unless waived by the City Commission.

The City of Treasure Island values diversity in its workforce is an EEO/AA employer and complies with the guidelines of the Americans with Disabilities Act. Applicants selected as finalists for this position will be subject to a comprehensive background check. Please note that pursuant to the Florida Public Records Act, all applications are subject to public disclosure upon receipt of a public records request.

APPLICATION PROCESS

Please apply online

For more information on this position contact:
Doug Thomas, Executive Vice President of Recruitment & Leadership Development
DouglasThomas@GovernmentResource.com
863-860-9314

The City of Treasure Island is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

PARADISE FOUND
TREASURE ISLAND
FLORIDA



TAB

Aaron Russell, Jr.
97 Joe Lumpkin Road
Carriere, MS 39426
aaronrussellpa@gmail.com
601-799-2580

April 7, 2024

Strategic Government Resources

Re: Treasure Island City Manager position

Please accept this letter as indicating my interest in applying for the position of City Manager.

I have attached a copy of my resume that lists an outline of my experience. I have made a career of public service. I have worked for over 25 years in multiple areas and departments for the local county and cities. I am available immediately for employment.

My education and degrees in Law and Accounting along with my work experience have prepared me for this job. During my time as the Poplarville City Clerk, I served with similar duties as a city administrator under a Mayor and Board of Aldermen. I was responsible for preparing budgets, holding public hearings, hiring and training employees, grants, licenses, permits, preparing reports, city payroll, city utility billing, city taxes and attending all board meetings. Three of the largest projects I completed for the City were an Employee Policy Manual, a multi-million dollar water and sewer project, and an Annexation. As County Attorney for Pearl River County, I advised county officials on law updates, personnel issues, public information requests and prosecuted criminal cases. As Chief Deputy, I advised the Sheriff on criminal law, employment law, grant administration, budget, purchasing, fleet maintenance, insurance, and jail administration.

Thank you for this opportunity and I look forward to speaking with you more in the future.

Respectfully,

Aaron Russell, Jr.

Aaron L. Russell, Jr.

97 Joe Lumpkin Road
Carriere, MS 39426

601.799.2580
aaronrussellpa@gmail.com

PROFESSIONAL EXPERIENCE:

Attorney Advisor — September, 2021 – May, 2022
U.S. Small Business Administration — (60 hours per week)
Fort Worth, Texas

Served under temporary appointment in the Disaster Relief Program, reviewed grant applications, reviewed disaster loan applications, reviewed signature and document requirements, investigated fraud, reviewed mortgages, determined land titles, determined business entity requirements, and issued payment requests.

County Attorney — January, 2008 – October, 2018
Pearl River County, Mississippi — (32 hours per week)
200 South Main
Poplarville, MS 39470

Activities included:

Three successful election campaigns, public speaking, maintaining relationship with state legislators, annual training with State Attorney General's Office, represented State of Mississippi Department of Public Safety, State of Mississippi Tax Commission, State of Mississippi Department of Child Protection Services and other law enforcement agencies in local courts, Regulation and code enforcement, Prosecutor for all misdemeanors through trial, felonies through preliminary hearing, and youth court cases through trial.

Chief Deputy January, 2000 – January, 2008
Pearl River County Sheriff's Department (45 hours per week)
200 South Main
Poplarville, MS 39470

Activities included:
Served as Chief Deputy, Admistrator and Legal Advisor, prepared department policy book, payroll, fleet maintenance, Law Enforcement Academy director and instructor, preparation of annual budget request, purchasing, facility maintenance, Correction Officer training, E911 and Dispatch, public relations, press releases, television, radio and public relations, and inter-agency work agreements.

City Clerk and Tax Assessor July, 1995 – January, 2000
City Of Poplarville, Mississippi (43 hours per week)
400 South Main
Poplarville, MS 39470

Activities included:
Maintain all City records, maintain City Purchasing system, grant compliance, Annual audit, yearly budget preparation, City utilities billing, payroll, human resource manager, public hearings, City elections, City Tax collection and semi-monthly board meetings

EDUCATION

Mississippi State University, Extension Service, Certified City Clerk, Tax Assessor and Collector, 1999.

University of Mississippi, Oxford, MS, Juris Doctorate in Law, May, 1989

University of Southern Mississippi, Hattiesburg, MS, Bachelors of Science in Public Accounting, 1986

OTHER EXPERIENCE

Admitted to Mississippi Bar December, 1989

Board Attorney for Pearl River County E-911 Commission

Public Defender for misdemeanors with the City of Poplarville and the City of Picayune

Private Law Practice with Insurance Defense, Small claims, Land Titles, Wills and Estates

Highland Community Hospital Security Officer

City of Poplarville Police Officer

Assistant Civil Defense Director for Pearl River County

Computers, networking, internet and various software

ADDITIONAL TRAINING AND CERTIFICATIONS

Certified Law Enforcement Officer with the State of Mississippi

Certified Court Security and Emergency Response

Training in hazardous chemical and meth lab response

Law Enforcement Instructor with the state of Mississippi Minimum Standards

Corrections Officer Instructor with the State of Mississippi Minimum Standards and National Sheriff's Association

Driving Instructor for Defensive Driving and Emergency Response Driving

Incident Command certifications

Certified City Clerk and Tax Collector

TAB

Ed Sesi

796 Prior Place, Palm Harbor, FL 34683
(M) 727.648.3179 liss3410@sbcglobal.net

Diverse Broadband/CATV/Telecom Industry Executive and Leader of People and Teams

Proven leader with thirty-two years' experience in organizational leadership and corporate management. Engineered and executed multiple programs to drive team engagement, cross functional alignment strong KPI results, while improving shareholder value. Articulate communicator adept at building high performing teams. Committed to improving business structure from front line teams through senior leadership, uniting departmental goals, and teams under greater company mission, and capitalizing on strategic opportunities for ongoing growth.

● Individual/Team Development● Relationship Building● Decisive Decision Making

Operational Excellence ● Sales● Strategic Planning ● Ownership

PROFESSIONAL EXPERIENCE

Wide Open West, Inc. WOW! Tampa, FL 2009 – Present

Publicly held sixth largest Internet, Cable & Phone provider in the United States. Approximately $700 Million in annual revenues.

Vice President Field Operations, Operations Support and Sales – 6/2022-Present

Assumed responsibility for WOW!'s Operations Support, System Maintenance Teams and Residential Sales teams. Maintained multi-state Field Operations responsibilities. Combined responsibilities supported 520,000 Customers and 450+ team members.

HIGHLIGHTS:

- Implemented processes and procedures for Field Sales lead to a 38% increase in 2023.
- Re-aligned collaborative efforts between Operations and Sales leading to a 22% increase in employee satisfaction.

Vice President Field and Commercial Operations – 4/2020-6/2022

Assumed responsibility for WOW!'s Commercial Operations teams which includes Business Customer Care and the Commercial Service Delivery teams. Maintained multi-state Field Operations responsibilities. Combined responsibilities supported 265,000 Customers and 200+ Field and Commercial Operations team members focused on the Customer Experience and growth initiatives. Oversee an annual budget of approximately $60M.

HIGHLIGHTS:

- Implemented key performance indicators (KPI's) focused on the customer experience and driving costs out of the business. Driving expense costs down 13% year over year.
- Implemented Elite Metric payout bonus program for Customer Care Organizations which led to a 42% overall metric improvement from Q3 2020 through Q1 2021.
- Improved Commercial Operations Employee Net Promoter Score by 30%.
- Rapid Field and Commercial Operations alignment led to the completion of 36 separate process modification improvements over a 6-month period.
- Lead several initiatives altering business process and procedures due to COVID 19.

Vice President Field Operations – 4/2016-4/2020

Lead multi-state Field Operations teams with combined responsibilities supporting 205,000 Customers and 200 team members focused on the Customer Experience and growth initiatives.

HIGHLIGHTS:

- Oversaw complex projects, program initiatives, and technological integrations.
- Applied performance data to evaluate and improve operations, target current business conditions, and forecast needs.
- Earned Spirit of WOW! Award for efforts around Hurricane Michael restoration efforts.

Vice President Business Sales – 4/2015-4/2016

Appointed to lead WOW!'s Business to Business sales efforts which included all sales channels, products and services including coax, fiber, complex, data center and wholesale efforts.

HIGHLIGHTS:

- After a three-month assessment of the Business field sales organization implemented a total restructuring of WOW!'s overall marketing and sales strategy. Resulting changes led to a 42% year over year performance improvement.
- Eliminated 50% of the Business Sales leadership team due to poor performance and overall detrimental conduct.
- Established market specific verticals targeting on net opportunities directly tied to government, medical and legal verticals. Results drove YOY revenue up 46%.

Vice President Field Operations – 4/2012-4/2015

Oversaw the integration of newly acquired WOW! properties in Michigan and Florida. Both assets were in a distressed state including bankruptcy and required extensive people, process, and technical updates.

HIGHLIGHTS:

- Overhauled front line and leadership to drive greater team and individual moral and performance.
- Successful completion of all technical upgrades and the deployment of new technologies.
- Elimination of duplicate facilities such as local call centers and other operational overlaps.
- Upon completion and integration both properties have consistently been in the top five markets for overall subscriber and revenue growth for WOW! leading to a 40% increase in subscriber growth.

Business Sales Manager – 1/2009-4/2012

Joined WOW! to lead the launch of WOW!'s entry into business sales across a five-state region.

HIGHLIGHTS:

- Identified, hired, and trained highly qualified staff by teaching best practices, procedures, and sales strategies.
- Partnered to establish process and procedures aligning sales, installation, and service.
- Assisted with the expansion and addition of WOW!'s business customer care sales and technical teams.
- Oversaw the first-generation deployment of WOW!'s business sales web site.

Global Crossing, ACN, McLeod Communications

Sales, Marketing, Operations 9/1992-10/2007

Variety of roles including Business to Business sales, Marketing, Service Delivery and Operations

Education

Completed coursework towards Bachelor of Science-Business Management
Jones International University -Englewood, CO Online Coursework
Walsh Business College-Novi, MI
Oakland Community College-Royal Oak, MI

TAB

Adrian S. P., Ph.D., J.D.

3015 California St., Omaha NE 68131; Phone: +1 402 915 2776; e-mail: AdrianSPhD@yahoo.com

SUMMARY

PROFESSIONAL QUALIFICATIONS:	Univ. Professor, Management, Business, Law, Public & Int'l Affairs (25 years) and university senior administrator (8+ years); Non-profit manager (4+ years) Senior Analyst, Researcher, Adviser, Politico-economic affairs (19 years) Policy researcher, qualitative/quantitative program evaluator (8 years)
EDUCATION:	Juris Doctor, Law, IP & e-Commerce, Bus Law, Litigation, Creighton Univ. Doctor of Philosophy, Int'l Sec, Econ. of Sci. & Tech, GSPIA, U. of Pittsburgh Certificate of Advanced Graduate Studies, East European Studies Certificate of Advanced Graduate Studies, EU-US Bus., West European Studies
PUBLICATIONS, PAPERS, REPORTS & CONFERENCES:	over thirty international/government reports/research/evaluation studies, over thirty professional research papers, over sixty international policy and research conferences
LANGUAGES:	English, German, French, Spanish, studying Dari/Farsi

PROFESSIONAL EXPERIENCE

ADMINISTRATIVE/MANAGERIAL EXPERIENCE

DEPARTMENT OF DEFENSE, DEFENSE ACQUISITION UNIVERSITY, Ft. Belvoir VA:
Professor, Special Programs, Office of the President--Strategy, Great Power Competition, Entrepreneurship, Innovation (June 2022-June 2023)

SAVEYATES, SAVEYATESFOROMAHA, YATESILLUMINATES, Greater Omaha, NE, USA:
Co-Lead, Strategy and Communications, Gifford Park Neighborhood Association, Midtown Neighborhood Alliance, and Governance Committee Member (2016-September 2022), and *Founder, and Grant writer, Curriculum writer, lead trainer, The Science Club* (previously Science and Arts in Parks, and Science, Engineering and Teamwork), GPNA Learning Lab at Yates Illuminates, Jan 2020-;
Undertook coordination of strategy and communictaions for the SaveYates, and later SaveYatesForOmaha, campaigns, resulting in the formation of Yates Illuminates, a partnership of 13 community organizations in the Greater Omaha area all providing services and opportunities to develop skills and learn new things to members of the community. Present at national conferences.

BELLEVUE UNIVERSITY, Greater Omaha, NE, USA:
Director, College of Business, Master of Public Administration Program (Jan 2011-June 2015), and *Associate Professor,* College of Business, Jan 2011-June 2015;
Undertook coordination of the Master of Public Administration Program. Hired, nurtured, and supervised faculty. Mentored graduate learners. Provided leadership in MBA/MPA/Ph.D. program development. Taught mostly graduate courses, plus undergraduate macroeconomics, and business law. Supervised doctoral research—Ph.D. in Human Capital. University Service. Strategic partnerships in innovation and growth. Coordinated efforts in program promotion and marketing, student enrollment and retention, including from two year college associate degree earners into bachelors in government/public service, co-developed Ph.D. in Systemic Change for non-traditional learners, interdisciplinary efforts in expanding graduate course offerings, program development (curriculum developing), seeking policy research grants and development funding. Elected member of Faculty Senate on behalf of College of Business, Elected Vice-President. Re-elected for second three years term. Accreditation Committee. Compensation Committee. Student

Experience Committee.

UNIVERSITY OF TEXAS AT BROWNSVILLE, Brownsville TX, USA:
Director, Master of Public Policy and Management Program *(*Dec 2004-April 2007), *NASPAA Accrediting Consultant* (April 2007-May 2008), and *Assistant Professor*, July 2004-May 2008; Undertook coordination of the Master of Public Policy and Management Program. Provided leadership in program development. Coordinated efforts in program promotion and marketing, student enrollment and retention, including from two year college associate degree earners into bachelors in government/public service, curriculum development in interdisciplinary specializations delivered across multiple entities and campuses, developed and promoted across entire South Texas local and state government entities the certificate in public management for non-traditional students, sustained interdisciplinary efforts in expanding graduate course offerings, program development (curriculum actions for developing and approving four new specializations), seeking policy research grants and development funding. Preparing NASPAA accreditation.

NATO PARLIAMENTARY ASSEMBLY, Brussels, Belgium:
Research Visiting Fellow, June-Oct. 1997:
Co-cordinated organizing team (combined staffs of over 100 persons) for major international parliamentary conference, namely NATO Assembly's 43rd Annual Session (800+ participants, 35+ countries); Research on Information Warfare. Drafted Recommendations to NATO Heads of State and Governments on Cybersecurity necessary responses.

NATO PARLIAMENTARY ASSEMBLY, Brussels, Belgium:
Research Assistant, March-October 1992*, Visiting NATO Fellow,* June-August 1999:
Coordinated policy initiatives with International Secretariat and other Secretaries of Delegation;
Coordinated policy research, drafted reports, background documents, speeches and interventions by Parliamentarians, recommendations and amendments;
Organized, prepared participation of parliamentarians and participated in international seminars, conferences and fact finding missions.

LEGAL EXPERIENCE

MILTON R. ABRAHAMS LEGAL CLINIC at Creighton University, Omaha NE Jan.-May 2016
Senior-Certified Law Student, Civil Law: 20 h/week
Working directly with clients of the Legal Clinic from intake to case completion, proposed and negotiated settlements with opposing party attorneys, drafted settlement agreements, and represented clients in Court, all under the supervision of a licensed attorney.
UNITED STATES DISTRICT COURT, District of Nebraska, Omaha NE Aug.-Dec. 2015
Law Clerk (legal intern), Hon. Judge Joseph F. Bataillon: 20 h/week
Researching and drafting legal documents for the court under the supervision of a licensed attorney; Assisting in court proceedings in several high profile trials, civil and criminal.

TEACHING:
MIDLAND UNIVERSITY, Fremont NE, USA:
Professor, College of Business and College of Arts and Sciences, November 2019-

DEFENSE ACQUISITION UNIVERSITY, Ft. Belvoir VA, USA:
Visiting Professor, Special Programs, Strategy, Entrepreneurship, Innovation, June 2022-June 2023

BELLEVUE UNIVERSITY, Greater Omaha NE, USA:
Associate Professor, and Director, College of Business, MPA Program, January 2011-June 2015

UNIVERSITY OF MARYLAND UC EUROPE, Ramstein AFB (Keiserslautern Military Community), USA: Professor, Graduate Studies, Economics, Finance, November 2009-September 2011

STRAYER UNIVERSITY, Center City, Philadelphia PA, USA
Professor, MPA Program, Administrative and Constitutional Law, Personnel Management, Graduate Research Projects (in Criminal Justice, Education Policy, Outsourcing and Contracting Out in Health Management Organizations), January 2009-current

KUTZTOWN UNIVERSITY (MEMBER OF PENNSYLVANIA SYSTEM OF HIGHER EDUC.), Kutztown PA, USA
Assistant Graduate Professor, Public Policy and Public Administration, August 2008-May 2009

CENTER FOR INTERNATIONAL PUBLIC POLICY AND ADMINISTRATION, Brussels Belgium, Senior Lecturer, European Executive Masters of Public Admin. Program, May 2008-current

THE UNIVERSITY OF TEXAS AT BROWNSVILLE, Brownsville TX, USA:
Assistant Professor, Public Policy and Public Administration, July 2004-May 2008, and
Director, Master of Public Policy and Management Program, December 2004-April 2007
NASPAA Accrediting Preparation, Master of Public Policy and Management Program,, April 2007-May 2008

THE UNIVERSITY OF TOLEDO; Toledo OH, USA: Assistant Professor, Aug. 2003-May 2004

UNIVERSITY OF PITTSBURGH; Pittsburgh PA, USA: Teaching Fellow, Instructor, Co-Teaching Assistant (33-50% load), Graduate School of Public & Int'l Affairs (GSPIA), Center for Russian & East European Affairs (CREES), and Graduate School of Public Health (GSPH), Sept. 1996-May 2002

INDIANA UNIVERSITY OF PA; Indiana PA, USA: Instructor (50%), World Pol., Sept. 2001-May 2002

CHATHAM COLLEGE; Pittsburgh PA, USA: Lecturer (33% load), Political Science, Sept.-Dec. 2000

RESEARCH & EVALUATION

PROFESSOR, Visiting, Office of the President: Strategy, Entrepreneurship, Innovation, Defense Acquisition University, Ft. Belvoir VA, USA, June 2022-
Research on defense acquisition strategy and practice; critical thinking, strategic planning for public-private partnership and integration for improved defense readiness and human capital preparendess inside Department of Defense and related industries. Design and produce learning assets for training at scale, including asyncroneously, of all Department of Defense workforce.

ASSOCIATE PROFESSOR, Bellevue University, Greater Omaha NE, USA, January 2011-June 2015
Research on Fortune 500 business success in direction corrlelation with quality initiatives adopted; Research on signifcant changes in DJ indexes over long term, and impact on strategy for business innovation development and growth; research on factors of creativity and innovation and optimal decision making in organizations; non-profit strategy success in service oriented organizations; sustainable economic development; community involvement and action oriented research; science, technology and innovation for economic growth; presentations at academic and policy conferences; Research on power difference index and career placement strategies and success in non-traditional higher education; business advisory work; seeking research grants and development funding. Directed and supervised graduate students research, and Ph.D. theses.

ASSISTANT PROFESSOR, Kutztown University, Kutztown PA, USA, August 2008-May 2009
Research on optimal organizational design for innovation, in public and private enterprises/settings; research on new applied methods of inquiry for policy analytical research; education policy; public service education and local governance efficiency; sustainable economic development; community involvement and action oriented research; science, technology and innovation for economic growth; presentations at academic and policy conferences; work on seeking graduate curriculum development grants and funding, establishing new cooperative agreements for graduate program.

Directing and supervising graduate students research

ASSISTANT PROFESSOR, University of Texas, Brownsville TX, USA, July 2004-May 2008
Research on public administration theory and practice; research on optimal decision making in organizations; research on new applied methods of inquiry for policy analytical research; education policy; US-Mexico relations and regional integration; public service education and local governance efficiency; sustainable economic development; community involvement and action oriented research; science, technology and innovation for economic growth; presentations at academic and policy conferences; work on seeking policy research grants and development funding. Directed and supervised graduate students research

ASSISTANT PROFESSOR, University of Toledo, Toledo OH, USA, Aug. 2003-May 2004
Research on science and technology as factors of sustainable economic development, research on public administration theory and practice, research on optimal decision making in international organizations; research on new applied methods of inquiry for policy analytical research; presentations at international academic and policy conferences

RESEARCHER, University of Pittsburgh, April 2000–August 2003
Performed program design and evaluation for several US federally funded workforce development, training, community health/development programs targeting underserved areas and prejudiced populations. Identified objectives and measurable program outcomes, monitored and evaluated progress. Designed evaluation methodologies. Conceptualized and designed quantitative and qualitative data collection instruments, data collection, management and tracking protocols, trained data collection personnel, performed data analysis and interpretation, drafted evaluation reports, presented results in meetings and conferences; prepared research findings for publication; Geographic Information Systems data mapping and analysis;

ASSOCIATE, CWES & EU Center of Excellence, Univ. of Pittsburgh, Sept. 1995-April 2003
Conducted research on international organizations' preparedness for new tasks; book length research: "Organizational analysis of participatory international governance and optimal policy decision-making. The Cases of the European Union and NATO"

PHD. DISSERTATION RESEARCH, GSPIA, Univ. of Pittsburgh: "The Relationship between Science and Technology in European Advanced Industrial Economies, 1980-2000", focus on best-practices and policy recommendations for developing economies, August 2003

EU FELLOW, European Commission and EU Center, Univ. of Pittsburgh, June-August 1999
Principal investigator: Explaining Cross-Sector Variance in Success of Information and Communication Technologies Policies in the EU, 1970-2000.

NATO RESEARCH FELLOW (1998-2000):
Principal investigator: Conditions for Cooperative Decision Making in Int'l Organizations; Research conducted at NATO HQ, Brussels, June-Aug. 1999, and at CWES at Univ. of Pittsburgh, July 1998-June 2000 (book length final report)

VISITING FELLOW, NATO Parliamentary Assembly (NATO PA), Brussels, June-Oct. 1997
Conducted research on economic transition in East European countries

Conducted research on international organizations' preparedness to address new tasks, on international cooperative decision making mechanisms

RESEARCHER, NATO PA, Brussels, Belgium, March-Sept. 1992
Conducted research on economic/democratic reforms in C&E Europe, new economic threats to international security, European security organizations, politico-military cooperation

OTHER PROFESSIONAL ACTIVITIES:

REVIEWER FOR:

INFORMATION, COMMUNICATION AND SOCIETY (iCS), Routledge, Taylor & Francis Group, York, UK, peer reviewed journal "drawing together the most current work upon the social, economic and cultural impact of the emerging properties of the new information and communications technologies, [journal] at the centre of contemporary debates about the information age". (from http://www.tandf.co.uk/journals/titles/1369118X.asp, retrieved April 2008), May 2004-present

STATE AND LOCAL GOVERNMENT REVIEW, peer reviewed journal jointly sponsored by the Carl Vinson Institute of Government and the Section on Intergovernmental Administration and Management (SIAM) of the American Society for Public Administration (ASPA), Editor: Dr. Michael J. Scicchitano, mscicc@ufl.edu, May 2004-present

EDUCATION

JURIS DOCTOR, Law, Creighton University
Intellectual Property Law, e-Commerce Law, International Business Law, Litigation Certificate, Immigratio Law, Creighton University Legal Clinic; Clerk, US District Court, District of Nebraska

DOCTOR OF PHILOSOPHY, Public and Int'l Affairs, University of Pittsburgh
Concentrations: Public Policy (honors), Economics of Science and Technology Policy, International Political Economy, Research Methods in Social Sciences, Foreign and Security Policy

Ph.D. thesis #3 (defended): "The Relationship between Science and Technology in European Advanced Industrial Economies, 1980-2000"

Advisers: William N. Dunn, Alberta M. Sbragia, Paul Y. Hammond, Donald Goldstein.

Ph.D. thesis #2 (drafted, a more thorough analysis of comparative innovation policies and practices in the Triad): "Science and Technology in the EU, US and Japan, 1980-2000: Intangible Capital Flows and the 'European Innovation Paradox'"

Ph.D. thesis #1 (drafted, a serious systematic analysis of some major factors affecting institutional sub-optimality of decision making processes in inter- and trans-national organizations, particularly focusing on the cases of the EU and NATO, in a range of issues from peace keeping operations to environmental and ICT industry strategic policies): "Contributions to Understanding Policy Decision-Making Optimality in International Decisions"

Doctoral Comprehensive examinations in Public Policy (honors):

- The Influence of Epistemic Developments in Social Science Disciplines (Economics, Political Science, Sociology, Psychology etc.) upon Knowledge Production in Public Policy Analysis;
- The Influence of Advances in Information Technologies upon Knowledge Utilization (Knowledge Mandating, Production, Dissemination, Storage and Retrieval, Use) in Society.

Doctoral Comprehensive examinations in International Political Economy:

- From Bretton Woods to the European Monetary Union;
- Technology Policy and Economic Development

Doctoral Comprehensive examinations in International Security:

- NATO Enlargement and Trans-Atlantic Cooperation on addressing New Security Threats;
- Dimensions of US-EU Trans-Atlantic Cooperation and Conflict in Foreign & Security Policy

Doctoral Comprehensive examinations in Research Methods:

- Case Studies Methodology. Applications to International Relations;
- Triangulation Based methods in Public Policy Research. Quasiexperimentation.

Doctoral Comprehensive examinations in a Policy Issue Area:

- European Security Architecture. New Challenges, New Responses. Cooperation between International Institutions responsible on the ESA. Optimal International Policy Decision Making within an enlarged NATO and an EU stronger in foreign and security cooperation;

CERTIFICATE OF ADVANCED GRADUATE STUDIES, West European Studies, University of Pittsburgh European Union Center of Excellence,
Research on "Analysis of Sector Variance in EU Members Success in R&D and IT Industries" (EU Commission & U. of Pittsburgh EU Center of Excellence Dissertation Research Fellowship)

CERTIFICATE OF ADV. GRADUATE STUDIES, East European Studies, Univ. of Pittsburgh,
Research on "Conditions for Optimal International (East-West) Decision Making. The Case of an Enlarged NATO and the EAPC" (NATO Fellowship 1998-2000)

CONTINUING PROFESSIONAL DEVELOPMENT

ACADEMY OF CULTURAL AMBASSADORS, Omaha Chapter, founding member & adviser 2015-present
Wisdom for Modern Workplaces, Retreat for the World, Santa Fe, NM, Oct 2017 & Aug 2018, Manitou Springs CO, August 2019, Omaha NE, Oct 2022, Austin TX, Sept 2023.

EUROPEAN ASSOCIATION OF CREATIVITY & INNOVATION, Brussels, Belgium, 2009 Annual Conference

AMERICAN ASSOCIATION FOR THE ADVANCEMENT OF SCIENCE (AAAS) ANNUAL SCIENCE AND TECHNOLOGY FORUM, Washington DC, April 30-May 1, 2009

AMERICAN SOCIETY OF PUBLIC ADMINISTRATION/CERTIFIED PUBLIC MANAGER CONFERENCE, San Marcos TX, November 2, 2007

AMERICAN SOCIETY OF PUBLIC ADMINISTRATION/CERTIFIED PUBLIC MANAGER CONFERENCE, San Antonio TX, November 10, 2006

AMERICAN SOCIETY OF PUBLIC ADMINISTRATION/CERTIFIED PUBLIC MANAGER CONFERENCE, Austin TX, September 30-October 1, 2005

AMERICAN POLITICAL SCIENCE ASSOCIATION (APSA), Teaching and Learning Conference, participant and workshop presenter, Washington DC, February 19-21, 2005

YALE UNIVERSITY, Summer Intensive Program, the Institution for Social and Policy Studies: "Experiments in the Social Sciences", New Haven CT, August 2003.

PENN STATE UNIVERSITY, Faculty Development Seminar: "Faculty Academy 2002: The use of Information Technology in higher education", June 2002. (workshop presenter)

WORLD BANK INSTITUTE Executive Training: "Economics of Conflict", Washington DC, April 2001

NATO PARLIAMENTARY ASSEMBLY Training Seminar: "European Security Architecture", Brussels, Belgium, July 1997

NATO HQ: "Economic Challenges in C&E Europe" seminar, Brussels, Belgium, April 1992

PROFESSIONAL ASSOCIATIONS MEMBERSHIPS

Omaha Bar Association (OBA);

American Bar Association, Law School Division;

European Association for Creativity and Innovation;

(US) Midwest Political Science Association (MPSA):

- Information Technology and Politics Section
- International Political Economy Section
- Research Methodology Section
- Public Administration Section;

(US) Association for Public Policy Analysis & Management (APPAM) (candidate for Policy Council for Fall 2005 elections);

(US) American Political Science Association (APSA);

(US) Southwest Political Science Association (SWPSA);

American Association for the Advancement of Science (AAAS);

(US) Policy Studies Organization (PSO);

(US) European Union Studies Association (EUSA);

(Int'l) Public Administration Theory Network (PATNet);

(Int'l) Association of Internet Researchers (AoIR);

SELECTED AWARDS AND GRANTS

SaveYatesForOmaha, November 2019-November 2020

Omaha Community Foundation, 2020, 2022

Grant recipient, University of Texas, Brownsville, President Circle's Fund, for activities meant at improving graduate students learning experience, September 2005

Grant recipient, University of Texas, Brownsville, Center for Civic Engagement, project on participation with graduate students in ASPA/CPM Professional Conference and writing two community enhancing grants as part of the class projects requirements in a graduate class on Principles of Public Administration. The two community centered graduate research and evaluation projects (solving nursing shortages in the Rio Grande Valley; and mass transit improvements in Rio Grande Valley), Center for Civic Engagement, October 2005

Grant application, University of Texas, Brownsville, Center for Civic Engagement, project on "Assessing Community Resources for Supporting Early-Childhood English Learning in Cameron County, TX, Phase II, Implementation", January 2005

Nomination for *Minnie Stevens Piper Teaching Award 2004*, University of Texas at Brownsville, Department of Social Sciences/Government, November 2004

Grant recipient, University of Texas, Brownsville, Center for Civic Engagement, project on "Assessing Community Resources for Supporting Early-Childhood English Learning in Cameron County, TX", September 2004

Grant recipient, Yale University, ISPS, for participation in the Summer Intensive Program for Researchers on "Experiments in the Social Sciences", New Haven CT, August 2003.

EU Research Fellowship (1999): Sector analysis of the impact of EU IT and R&D policies

NATO Research Fellowship (1998-2000): International Cooperative Decision-Making

Course Development Grant (Fall 2000), CWES/EU Center at the Univ. of Pittsburgh: develop EU content and simulation for an International Organizations course at Chatham College

Research/travel grant (1999), CWES/EU Center at the Univ. of Pittsburgh: invited participation at EU "Information Society Technologies 1999" Conference, Helsinki, Finland, Nov. 1999

COURSES TAUGHT (selection)

Strategy, Playing the Long Game, Defense Acquisition University, 2022-2023

Critical Thinking, Entrepreneurship and Innovation for Acquisition Planning, Defense Acquisition University, 2022-2023

Science, Entrepreneurship and Teamwork, Youth Inventors Camp: Physics of Energy (for 7-16 y.o. future inventors), Yates Illuminates and GPNA, July-October 2022

Our Earth in the Stars, Science on a Sphere, Series, Metropolitan Community College, Omaha NE, Fall 2021, Spring 2022

Celebrate Nebraska, Metropolitan Community College, Omaha NE, Fall 2021, Spring 2022

Inventor Camp for Young (3rd grade) Scholars—Build your own and race solar powered model hydrogen cars, in teams, College4Kids, Metropolitan Community College and Nelson Mandela Elementary, Omaha NE, Fall 2021.

Solar Power Use and Equipment Design for Entrepreneurship for Youth, designed & secured grant for Science and Arts in Parks—GPNA & Omaha Community Foundation, Save Yates for Omaha & Yates Illuminates; InnovationTrek, Summer 2020- (now 2021- due to Covid)

The Internet and You, Series: Basics of the Digital World, How to Benefit from the Internet, Avoiding the Algorithms; Metropolitan Comm. College, Omaha Nebraska, Summer 2021

Should I Buy an Electric Car?; Metropolitan Comm. College, Omaha NE, Summer 2021 Renewable Energy–How You Can Benefit?; Metropolitan Comm. College, Omaha, Sum 2021

PCAP 770, Research Practicum (doctoral 700 level, Bellevue Univ., 2011)

Critical Thinking for All, InnovationTrek, 2019-2021

HIS 301, Global Issues, Midland University, 2019-

HIS 302, American Government, Midland University, 2019-

BUS 351, Non-Profits Law, Midland University, 2019-

MBA 601, Human Capital, BU, 2011-2015

MBA 610, Statistics for Business, BU, 2011-2015

MPA 600-675, BU, 2011-2015

ECON 310, Macroeconomics, BU, 2014-2015

ECON/TMAN 625, Economics and Finance for Technology Managers, UMUC Europe, 2009-2011

Personnel Policies and Management (graduate 500 level), Strayer University (SU) Philadelphia, Spring 2009

Directed Research Projects (Masters Theses Supervision), SU, Philadelphia, Spring 2009

Administrative and Constitutional Law (graduate 500 level), SU, Philadelphia, Winter 2009

Organizational Behavior and Design (graduate 500 level), Kutztown University of Pennsylvania (KUP), Spring 2009

Principles of Public Administration (graduate 500 level), KUP, Spring 2009, UTB, 2004-2007

State and Local Governance (graduate 500 level), KUP, Spring 2009

Methods in Political Science Research (graduate 500 level), KUP, Fall 2008

Public Policy Making (graduate 500 level), KUP, Fall 2008

Planning and Decision Making Theory (300 level), KUP, Fall 2008

Global Politics & Int'l Relations (300 level), University of Texas, Brownsville (UTB), Spring 2008

Theories of Knowledge (300 level), UTB, 2007-2008

Politics of Europe (400 level), UTB, 2007

Public Policy and Economics (graduate 600 level), UTB, 2004-2006

Cases in Public Policy and Management (graduate 600 level), UTB, 2006

Methods of Political Science Research (300 level), UTB, 2005-2006

Research Methods and IT in Public Policy (graduate 600 level), UTB, Fall 2005, Spring 2006

Seminar in Community and Economic Development (graduate 600 level), UTB, Sum 2005, Sum 2007

Challenges of Organized Crime and Terrorism (graduate, 600 level), UTB, Spring 2005, Sum 2006

American Government I, II, (200 level), UTB, 2004-2008

Scope and Methods in Social Sciences (graduate 600 level), University of Toledo (UT), Spring 2004

Intermediary Social Science Statistics (graduate 500 level), UT, Spring 2004

Current International Problems (200 level), UT, Spring 2004

Applied Politics Internship (graduate), UT, Spring 2004

Principles of Public Administration (300 level), UT, Fall 2003

Municipal Government (300 level), UT, Fall 2003

Local Government Management (graduate), Eastern Michigan University (EMU), Fall 2002

Introduction to American Government (100 level), EMU, Fall 2002, Spring 2003

Introduction to International Politics (200 level), EMU, Fall 2002

Introduction to Comparative Government (200 level), EMU, Spring 2003

Transnational Organized Crime (300 level), University of Pittsburgh, Fall 2001

World Politics (100 level), Indiana University of Pennsylvania, Fall 2001, Spring 2002

International Organizations (300 level), Chatham College, Pittsburgh PA, Fall 2000

Courses TA-ed, substitute taught etc.

Public Policy Analysis (graduate) (co-TA-ed), Prof. William N. Dunn's course, GSPIA, University of Pittsburgh, Spring 1999

Quasi-Experimental Design and Quantitative Policy Modeling (doctoral), Prof. William N. Dunn's course at GSPIA, UPitt, Spr 2001

Social & Behavioral Aspects of Public Health Practice (grad. dist. ed. course) (co-TA-ed), Prof. Christine Ley's course, GSPH, UPitt, Spr 2002

GRADUATE RESEARCH SUPERVISED (selection)

Unified Innovation Strategy Model, An "Agile" Innovation Management System (doctoral thesis of Louis Bouwer, South Africa, North-West Univ., with Prof. Harry Wichers, 2017-Dec 2018)

Measuring the Effectiveness of Six Sigma Implementation in Fortune 500 Companies: An Empirical Study, Wilmington University D.B.A. Program, Wilmington DE (July 2011 to Dec. 2012)

University-Industry-Government partnership: A state of Qatar transformation to a knowledge- based economy--case study, Bellevue University (2011-- Haytham Abduljawad, Ph.D. proposal)

New Jersey's Abbott School Districts and States as Laboratories of Democracy in Education Policy and Practice, Strayer University (SU), Philadelphia (Spring 2009)

Current US Education Policy, shortcomings to "No Child Left Behind Act", and solutions applicable to Philadelphia, SU, Philadelphia (Spring 2009)

Factors affecting crime and modern alternative policies to curb crime in border cities in the US. MPA Program, SU, Philadelphia (Winter-Spring 2009)

National Park Service: Organizational Assessment and Recommendations for Reorganization for Improved Efficiency and Effectiveness. The Case of the SE PA Region. Kutztown University of Pennsylvania (KUP) MPA Program (Spring 2009)

Early Childhood Intervention in the Commonwealth of Pennsylvania. An Integrated Analysis of Efficiency & Effectiveness. Recommendations for Improvement. KUP MPA Program (Spring 2009)

Mental Health Services for Children in the Commonwealth of Pennsylvania. Organizational Assessment and Recommendations for Improvement. KUP MPA Program (Spring 2009)

Student Loans in the United States. An Integrated Assessment and Recommendations for Student Loan Relief Policies in View of Boosting the Economy. KUP MPA Program (Spring 2009)

The Katrina Disaster and New Insights in Disaster Management and Emergency Response Analysis. Verifying application of Complex Adaptive Systems precepts and Autopoiesis. MPPM Program, University of Texas at Brownsville (UTB) (Fall 2007-Spring 2008).

Policy Alternatives in Improving College Graduation among Minority Prejudiced Students, MPPM Program, UTB (Spring 2005-Fall 2007)

Bilingual Education Programs and Improving Minority Students Performance in Public Schools, MPPM Program, UTB (Spring 2005-Fall 2007)

Immigration Policies and Practice and their Impact on Local Governments in South Border States, MPPM Program, UTB (Spring 2005-Fall 2006)

Alternatives and Policy Options for Dealing with the Prison Overcrowding Problem and Reducing Recidivism, MPPM Program, UTB (Spring 2005-Fall 2007)

Comparative Analysis of Characteristics, Goals and Practices of Terrorist Groups/Liberation Movements in Mexico and Spain, MPPM Program, UTB (Spring 2005)

The IRA and Sinn Fein. History and Lessons Learned, MPPM Program, UTB (Spring 2005)

An Organizational Behavior Approach to Organized Crime Networks. Government Response in Combating Organized Crime, MPPM Program, UTB (Spring 2005)

Design, Pilot Implementation and Evaluation of a Program Addressing the Need for Delivery of a Service to the Community. The Case of Early Childhood Bilingual Education Programs in Predominantly Hispanic Prejudiced Communities, UTB (Fall 2004)

Comparative Energy Policies and Practices in Texas and California. Understanding the Differences, MPPM Program, UTB (Summer 2004)

Bilingual Education of Minority Public School Students: Challenges and Opportunities, MPPM Program, UTB (Summer 2004)

Assessing Success of Health Awareness Programs for Children in Lucas County OH, MPA Program, University of Toledo (UT) (Spring 2004)

Impact of Major Political Events on Youth Voter Turnout, 1960-2000, MA Program, UT (Spr 2004)

River Water Management Regional Treaties in Southern Africa. Challenges and Solutions, MA Program, UT (Spring 2004)

Foreign Policy Events and their Impact on Presidential Ratings and Presidential Elections Outcomes, 1950-2003, MA Program, UT (Spring 2004)

Comparative Assessment of Pharmaceutical Regulatory Frameworks in the US and the EU. The Impact of US-EU Cooperative Agreements on Reciprocal Market Access, MA Prog, UT (Spr 2004)

Hegemonic Theory and Comparative Success of International Regional Cooperation Agreements, MA Program, UT (Spring 2004)

Democratization and Oil Reserves in Kazakhstan. The Impact of International Economic Interests on Designing and Implementing a Participatory Political System, UT (Spring 2004)

SELECTED SERVICE

Midtown Neighborhood Alliance (MNA), Omaha NE, Board Member 2015-present

Academy of Cultural Ambassadors, Omaha Chapter, founding member & adviser 2015-present

Gifford Park Neighborhood Assoc.**,** Omaha NE, SaveYates, SaveYatesForOmaha 2013-present

Lt. Governor, Law in the Public Interest, 8th Circuit ABA Law School Division 2014-May 2016

"A Children's Museum in Every Town" Global Foundation, founding co-director 2003-present

UNIVERSITY OF TEXAS AT BROWNSVILLE (July 2004-July 2008)
- Instrumental in establishing and developing Rio Grande/Rio Bravo ASPA Chapter (2005-2008)
- Masters Thesis Committees Member
- Member of the MPPM Committee
- Member and Chair of the Government Department Graduate Curriculum Committee, and representative on College of Liberal Arts Graduate Committee
- Member of the Government Department Search Committee
- nominated Candidate on behalf of College of Liberal Arts for service in the UTB Academic Senate

- Developed MPPM Program marketing/presentation documents, including in Spanish, and developed and implemented a marketing and graduate recruitment strategy including cross-border in Mexico.
- Undertook systematic efforts and strategic meetings with several members of the College and University leadership to design and coordinate efforts for MPPM Program development and interdisciplinary integration (CPM initiative, coordination of efforts with Workforce Development and Continuing Education, GIS/Environmental Policy initiative, Public Health/Nursing initiative etc.)
- Developed and implemented community service-learning projects in graduate courses with support from UTB's Center for Community Engagement (CCE)
- Participated in University sponsored community events/roundtables and research symposiums
- Designed and implemented marketing strategy of CPM program to 40+ Rio Grand Valley towns.

ST. MARY CATHOLIC SCHOOL, Brownsville TX (November 2007-August 2008)
- Member of the "Green Science Room/Building" Advisory Committee

SELECTED PEER-REVIEWED CONFERENCES, SEMINARS & INVITATIONS

"Music distribution and solar powered futuristic scooters as strange bedfellows: Modernizing personal transportation—breaking free away from long term robust design inertia and socio-economico-cultural considerations, and prospects ahead based on exoskeleton (r)evolution, and wide global adoption of innovation in transportation based on constructal law." Adrian S. Petrescu, Stoian Petrescu, Marie Hélène André, Senol Duman, paper at Constructal Law Conference 2023, September 21-22, 2023, Turin, Italy

"Designing with freedom for the world. Motivating for Innovation in Defense Acquisition, and predicting execution of our mutual commitment for peace with better (military) systems design and implementation with the power of the Progress Principle and the constructal law." Adrian S. Petrescu, Constructal Law Conference 2023, September 21-22, 2023, Turin, Italy

"Deterrence and Nuclear Weapons in the International System," Discussant at the Midwest Political Science Association 80th Annual Meeting, Chicago, IL, April 13-15, 2023

"Ideology, Nativism and Acceptance," Discussant at the Midwest Political Science Association 80th Annual Meeting, Chicago, IL, April 13-15, 2023

"If the wheel doesn't squeak, can we help it? Young Wheels should Learn to Squeak—to get Grease? Building more Equity in US Education Policy and Practice from the Local Level Up," presented at "Solution-Seeking Policy Design, Decision-Making and Perceptions," panel at Midwest Political Science Association 80th Annual Meeting, Chicago, IL, April 13-15, 2023

"Perspectives on China's Foreign Policy," Discussant at Midwest Political Science Association 80th Annual Meeting, Chicago, IL, April 13-15, 2023

Chair and Panel Discussant, Environmental Policy Section, Midwest Political Science Association 79th Annual Meeting, Chicago IL, April 7-11, 2022

"Let's Make the Education System More Science & Energy Conscious—Proposal for an Action for Change Oriented Research Agenda in K-12," paper presented at American Association for Behavioral and Social Sciences (AABSS) Conference, March 21-22, 2022

"Young Wheels should Learn to Squeak—To Get Grease. Equity Considerations in US Public Education System: History, Contemporaneity & Prospects for Improvement," presented at American Association for Behavioral & Social Sciences (AABSS) Conf, June 14-15, 2021

"Young Wheels should Learn to Squeak—to get Grease? Equity Considerations in Optimizing US Education Policy and Practice from the Local Level Up," 78th Annual Meeting of the Midwest Political Science Association, Chicago IL, held virtually, April 14-18, 2021

Panel Discussant, "Education Policy," 78th Annual Meeting of the Midwest Political Science Association, Chicago IL, held virtually, April 14-18, 2021

Advocacy Coalition Framework in Global, National, Historical & Predictive Perspective: small local initiatives that work & a cross-disciplinary research agenda (with Marius Dancea), paper at Midwest Political Science Association 77th Annual Conference, Chicago IL, April 4-7, 2019

E-commerce, development of IP Law, & recommendations for acceleration of production & protection of knowledge creation in areas of law, Creighton School of Law, April 24, 2015

Hofstede's Power Distance (PDI) and Shaping a Better Effectiveness of Graduate School Experience & Placement, paper at APSA Teaching & Learning Conf, Long Beach CA, Feb. 8-10, 2013

Science and Technology Policy, Management, New Economy and Innovation

American Association for the Advancement of Science (AAAS) Annual Science and Technology Forum, Washington DC, April 30-May 1, 2009

"Corrected formula for national scientific and technological performances", presented at the 2005 Annual Meeting Conference of the American Association for the Advancement of Science (AAAS), Washington DC, February 17-21, 2005

"The relationship between Science and Technology in European Advanced Economies, 1980-2000", Ph.D. Dissertation, August 2003

"European Transnational Cooperation in Information Technology. Assessing Performance of European IT Policies." presented at Sixth Biennial International Conference of the European Community Studies Association (ECSA), Pittsburgh PA, USA, June 1999

"Cooperation in IT in Europe" paper presented at "Defining Europe: Borders and Directions for the 21st Century" Conference, Georgetown University, Washington DC, USA, October 1998

"Interface 2001: The Shape of Things to Come" Business and Technology Conference, Carnegie Mellon University, Pittsburgh, March 16-17, 2001

"Tomorrow's Technology Today", Business and Technology Conference, Carnegie Mellon University, Pittsburgh PA, USA, April 7-8, 2000

International Relations, International Political Economy

Panel Discussant and Chair, "Regional Integration in Comparative Perspective", the 67th National Conference of the Midwest Political Science Assoc., Chicago IL, April 2-5, 2009

"Intangible Capital Flows Whereto? New International Regime in S&T and R&D?, presented at the 65th National Conference of the Midwest Political Science Assoc., Chicago IL, April 12-15, 2007

"Public/private organizations differences and why is NAFTA not enough for either the US or Mexico. Lessons from European Regional Integration", presented at the 64th National Conference of the Midwest Political Science Association, Chicago Illinois, April, 20-23, 2006

"Politics and Economics in Policy Choices and Implementation", Panel Chair and Discussant, Southwest Political Science Assoc. Annual Conference, San Antonio TX, April 11-15, 2006

"New Cases in Using Quasiexperimental Inquiry Based Methods in Public Policy Analysis: Assessing Immigration and Drug Policies", presented at the 63rd National Conference of the Midwest Political Science Association, Chicago Illinois, April 7-10, 2005

Panel Chair, "Economic Growth and Environmental Sustainability", 63rd National Conference, Midwest Political Science Association, Chicago, IL, April 7-10, 2005

"Exploring Knowledge in Sustainable Economic Development: Barriers and Opportunities for a Meaningful Research Agenda", paper presented at the 63rd National Conference, Midwest Political Science Association, Chicago Illinois, April 7-10, 2005

"Players in Global High-Tech: the Puzzle of Science and Technology in Advanced Industrial Economies, 1980-2000", paper presented at the Southwest Political Science Association 2005 Annual Meeting, New Orleans, LA, March 23-26, 2005

"Science and Technology for Economic Growth. New Insights", paper presented at the 62nd Midwest

Political Science Association (MPSA) Annual Nat'l Conference, Chicago IL, April 15-18, 2004

"Int'l Organizations, Knowledge Use, Problem Structures and Avoiding Policy Errors from Problem Definition: the cases of NATO and the EU", APSA/PSO Conference, San Francisco, Sept. 2001

"The New Transatlantic Challenge: Strengthening Institutional Cooperation in Immigration and Criminal Justice" Policy Conference, EU Center at the U. of Pittsburgh, April 9-10, 1999

"Where is Mr. Europe? Institutional Power Rearrangement Mechanisms within the EU's CFSP." presentation at CWES/EU Center, U. of Pittsburgh, September 1998

"The Impact of Institutional Power and National Interest Divergence on European Integration", paper at 3rd Conference on International Relations, Virginia Univ., Richmond, May 1998

"The European Security Architecture. Organizational Constraints", paper presented at the GSPIA Doctoral Colloquium, U. of Pittsburgh, October 1996

"The New Trans-Atlantic Security Agenda 2000", Policy Conference, Center for West European Studies, Univ. of Pittsburgh, participated in organizing, December, 1995

"The Restructuring of the United Nations", paper at the NATO Seminar for Junior Academics, Paul Loebe Institut, Berlin, Germany 1991

<u>Public Administration, Management and Public Policy</u>

"Story-Finding, Story-Chasing, Story-Telling and Story-Selling, and Teaching Public Administration: An Attempt at Attracting, Retaining and Coaching/Placing Majors in Public Service Through More Appeal", paper at the 67-th Annual Conference of the Midwest Political Science Association, Chicago, IL, April 2-5, 2009

Panel Discussant, "Issues of Gender and Race in Public Administration Practice", the 67th Annual Conference of the Midwest Political Science Association, Chicago, IL, April 2-5, 2009

"Moving Forward Faster in PA: Complexity, Interdisciplinary and Designing Effective Theory-Practice Networks", Paper presented at the 9th Annual Texas ASPA/CPM Conference "Transforming the Public Service", San Marcos TX, November 2, 2007.

"Educ. Policy and Practice in Times of Challenges & Globalization", presented at the 8th Annual Texas ASPA Conf. "Building Bridges across PA Boundaries", San Antonio, TX, Nov. 10, 2006

"Public Education. Organizational Constraints, Challenges and Opportunities.", paper at the 64th Nat'l Conference of the Midwest Political Science Association, Chicago IL, April 20-23, 2006

"Politics and Economics in Policy Choices and Implementation", Panel Chair and Discussant, Southwest Political Science Assoc. Annual Conference, San Antonio TX, April 11-15, 2006

"Public Education Systems: Organizational Constraints, Challenges and Opportunities, and Strategies for Rigorous Analysis and Recommendations to Policy Makers," paper at Southwest Political Science Association Annual Conference, San Antonio TX, April 11-15, 2006

"Complexity, Interdisciplinarity, and Removing the Boundaries of Public Administration" (with Senol Duman), paper presented at the Sixteenth Annual Conference of the Public Administration Theory Network (PATNet), Anchorage, AK, June 19-21, 2003

"When What We Know Does not Apply: Disaster Response, Complexity Theory And Preparing for Bioterrorist Threats" (with Senol Duman), paper presented at the Sixteenth Annual Conference of the Public Administration Theory Network, Anchorage, Alaska, June 19-21, 2003

"A Policy Impact Analysis: The Effects of Privatization Policies on Advanced Wastewater Treatment. Empirical Evidence from the City of Indianapolis.", Senol Duman & Adrian S. P., presented at the 24th Annual APPAM (Association for Public Policy Analysis and Management) Research Conference, Dallas TX, 7-9 Nov, 2002

"Learning to Make Good Use of Complexity in our Knowledge Quest: the Voltera S-Shaped Curves and Kuhn's Paradigms as Models of the Development of Public Administration Theory" (Adrian S. P. and Senol Duman), presented at the 15th Int'l Conference of the Public Administration

Theory Network (PATNet), Cleveland OH, May 30-June 1, 2002

International and Regional Security Policy Conferences

NATO PA 43rd Annual Session, October 9-15, 1997, Bucharest, Romania, co-organized on NATO PA team major int'l parliamentary conference, selection and facilitation of key high level speakers

NATO PA 41st Spring Session, May 25-29, 1995, Budapest, Hungary

"NATO Expansion & Russian Foreign Policy", NATO PA Conf., April 2-6, 1995, Moscow, Russia

NATO PA 40th Annual Session, November 13-19, 1994, Washington D.C.

"Regional Security and Cooperation in the Mediterranean Region – New Threats and New Approaches", NATO PA Conference, September 7-11, 1994, Capri, Italy

NATO PA 40th Spring Session, May 13-18, 1994, Oslo, Norway

"PfP, NATO Enlargement & Public Opinion," NATO PA Conf., May 1994, Prague, Czech Rep.

"Regional Security & Coop. in C Europe," NATO PA Conf., April 1994, Tatra Lomnicka, Slovakia

"Security Concerns and Institutional Mechanisms in Central and Eastern Europe", invited talk, Political Science Dept., University of Massachusetts at Amherst, Jan. 1994

"German Defense Conversion Experience", NATO PA Conf., Nov. 3-7, 1993, Bremen, Germany

NATO PA 39th Annual Session, October 14-19, 1993, Copenhagen, Denmark; Field Exercise "The Danish Experience in and Readiness for Peacekeeping Operations"

"Ukraine's Security and implications for NATO," NATO PA Conf., June 3-7, 1993, Kiew, Ukraine

NATO PA 39th Spring Session, May 16-22, 1993, Berlin, Germany

"Security Challenges in C & E Europe", NATO PA Conf., May 3-6, 1993, Warsaw, Poland

NATO PA 38th Annual Session, November 15-20, 1992, Bruges, Belgium

NATO PA 38th Spring Session, May 12-19, 1992, Banff, Alberta, Canada

Online Education and Learning

"Teaching Political Science and Public Policy to Minority Students: Opportunities, Constraints and Best-Practices; Lessons from the Southwestern Border", paper/roundtable at the Southwest Political Science Association 2005 Annual Meeting, New Orleans LA, March 23-26, 2005

"Teaching to Semi-Reluctant Audiences: the Combined use of Web-Based and In-Class Participatory Techniques to Attract and Maintain Students' Interest", paper/workshop presented at the American Political Science Association (APSA) Teaching and Learning Conference, Washington DC, February 19-21, 2005

"Surveying Target Audiences Makes the Difference: Best Practices in Designing Internet Based Continuing Medical Education Programs in Underserved Areas" (C. Pistella, S. Duman, Adrian S. P., P. Ipek, E. Born, and L. Kanzleiter), paper presented at the Int'l and Interdisciplinary Conference of the Association of Internet Researchers (AoIR) "Internet Research 3.0", Int'l Institute of INFONOMICS and University of Maastricht, the Netherlands, October 13-16 2002

"Addressing the Challenge of Teaching Introductory Courses to Diverse Undergraduate Audiences: the Combined use of Web-Based and In-Class Techniques to Attract and Maintain Students' Interest", workshop presented at the "Faculty Academy 2002" Conference on the use of technology in teaching, Penn State University, University Park PA, June 30-July 2, 2002

"The design and delivery of a fully online based course in public health to a diverse graduate audience". (Pistella, C.L., Johnson, W., P., Adrian. S., Duman, S.), paper and workshop presented at the "Faculty Academy 2002" Conference, Topic: "Fully Integrating Technology Use." Penn State University, University Park PA, June 30-July 2, 2002.

Methodology for Policy Studies

"Serious Policy Analysis for Serious Policy Problems. Quasiexperimentation and assessing Immigration and Education Policies", presented at the American Society for Public

Administration/Certified Public Manager Program Conference, Austin TX, Sept 30-Oct 1, 2005

"New Cases in Using Quasiexperimental Inquiry Based Methods in Public Policy Analysis: Assessing Immigration and Drug Policies", presented at the 63rd National Conference of the Midwest Political Science Association, Chicago IL, April 7-10, 2005

"Using Quasiexperimental Inquiry Based Methods in Public Policy Analysis: The cases of Privatizing Service Delivery and of Immigration and Drug Policies", paper presented at the Sixth Congress of the Americas, US Policy Studies Organization, Universidad Autónoma de Nuevo León, Monterrey Mexico, October 13–15, 2004

"Opportunities and Constraints of Using Quasiexperimental Inquiry Based Methods in Public Policy Analysis", paper presented at the 62nd Midwest Political Science Association (MPSA) Annual National Conference, Chicago IL, April 15-18, 2004

"Experiments in the Social Sciences", Yale University Summer Intensive Program, the Institution for Social and Policy Studies, New Haven CT, August 2003.

Information Society, Knowledge Use

Panel Discussant, "New Technologies in Public Administration", the 67th National Conference of the Midwest Political Science Association (MPSA), Chicago IL, April 2-5, 2009

Panel Discussant, "E-Government", Panel co-sponsored by "Information Technology and Politics" and "Public Administration" Sections, the 65th National Conference of the Midwest Political Science Association (MPSA), Chicago IL, April 12-15, 2007

"Accurately Measuring the Impact of Information Society/Revolution Conditions upon Public Policy Decision-Making. A Comprehensive Cross-disciplinary Research Agenda.", paper presented at the Int'l and Interdisciplinary Conf. of the Assoc. of Internet Researchers (AoIR) "Internet Research 3.0", Int'l Institute of INFONOMICS and Univ. of Maastricht, Netherlands, Oct. 13-16 2002

"Knowledge Use and Organizing for Optimal Decisions in Public Organizations", presented at the APPAM "2001 23rd Annual Research Conference", Washington DC, November 1-3, 2001

"Information Society Technologies '99", European Union Conference, invited researcher, Helsinki, Finland, Nov. 22-24, 1999

"The Cyber Era – A Catalyst for Increased Government Effectiveness? Knowledge Use and Policy Cycle Factors and Public Organizations Adaptability to Change," paper at "Exploring Cyber Society" Conference, Univ. of Northumbria, Newcastle upon Tyne, UK, July 1999

"Conditions for Cooperative Int'l Decision Making in an Enlarged NATO", NATO Academic and Scientific Committee, NATO Office of Information & Press, NATO HQ, Brussels, Belgium, 2000

"Internet Needs Assessment Survey of Medical Preceptors". (Pistella, C. L., Duman, S., P., Adrian S., Ipek, P., Born, E., Kanzleiter, L.), Area Health Education Center Report, August 15, 2001

"Conditions for Cooperative Int'l Decision Making in an Enlarged NATO", NATO Academic and Scientific Committee, NATO Office of Info and Press, NATO HQ, Brussels, Belgium, June 2000

"Information Warfare; the Millennium Bomb", contributed to Scientific and Technical Committee Report, NATO PA 43rd Annual Session, NATO PA, Oct 1997

"Tioga County Adolescent Family Life Program Final Evaluation Report". (Pistella, C.L., Born, E., Duman, S., & P., Adrian S.), Care Project of PA Report, Oct 15, 2001

"The European Security Architecture: multiple pillars of security built around an enlarged NATO", contributed to Report of the Political Committee, NATO PA 41st Spring Session, May 1995

"The Enlargement of the Alliance. An In-between Approach", contributed to Final Report of the Political Committee, NATO PA 40th Annual/Spring Sessions, NATO PA, Nov. & May 1994

"The Restructuring of the United Nations", in "Proceedings of NATO Seminar, Paul Loebe Institut, Berlin, Germany 1991"; NATO Office of Press and Information, 1992

GRADUATE/PROFESSIONAL ACADEMIC TRANSCRIPT

UNIVERSITY OF PITTSBURGH

at Pittsburgh, PA 15260

Adrian S Petrescu

STUDENT ID NUMBER
173-76-2217

UNIVERSITY OF PITTSBURGH DEGREE(S)/CERTIFICATE(S) AWARDED

DEGREE	Doctor of Philosophy; August 2003
MAJOR	Public & Int'l Affairs
ACAD CNTR	Grad Sch of Pub & Int'l Affrs
CAMPUS	Pittsburgh
CERT	Certificate Of Advanced Study In Eastern European Studies; April 2001
ACAD CNTR	Univ Center for Int'l Studies
CAMPUS	Pittsburgh
CERT	Certificate Of Advanced Study In West European Studies; April 2001
ACAD CNTR	Univ Center for Int'l Studies
CAMPUS	Pittsburgh

UNIVERSITY OF PITTSBURGH CREDITS

COURSE TITLE	COURSE		CREDIT	GRADE	SPECIAL NOTATION
Fall Term 1995-1996					
POLICY ANALYSIS	PIA	2009	3.0	A	
INTERNATIONAL ORGANIZATIONS	PIA	2366	3.0	B	
POLIT OF THE EUROPEAN COMMUNITY	PIA	2383	3.0	B+	
TOPICS IN INTERNATIONAL RLTNS	PIA	2495	3.0	A-	
Spring Term 1995-1996					
CASES IN POLITICAL ECONOMY	PIA	2320	3.0	A-	
TOPICS IN INTERNATIONAL AFFAIRS	PIA	2490	3.0	B	
SEMINAR IN RESEARCH DESIGN	PIA	3001	3.0	A	
EVIDENCE AND INFERENCE	PIA	3020	3.0	A	
TOPICS IN DOCTORAL STUDIES	PIA	3090	3.0	A-	
Fall Term 1996-1997					
INTERNATIONAL POLITICAL ECONOMY	PIA	2301	3.0	A-	

CONTINUED ON NEXT COLUMN

UNIVERSITY OF PITTSBURGH CREDITS

COURSE TITLE	COURSE		CREDIT	GRADE	SPECIAL NOTATION
TOPICS IN DOCTORAL STUDIES	PIA	3090	3.0	A-	
Spring Term 1996-1997					
TOPICS IN INTERNATIONAL AFFAIRS	PIA	2490	3.0	A+	
TOPICS IN DOCTORAL STUDIES	PIA	3090	3.0	F	1
Fall Term 1997-1998					
NATIONAL & INT'L SECURITY POLICY	PIA	2303	3.0	A	
THEORIES OF SOC SCI & PUBL POLCY	PIA	3010	3.0	A-	
DISSERTATION PHD	PIA	3099	6.0	S	
Spring Term 1997-1998					
TOPICS IN INTERNATIONAL AFFAIRS	PIA	2490	3.0	A-	
TOPICS IN INTERNATIONAL AFFAIRS	PIA	2490	3.0	A-	
INDEPENDENT STUDY PHD (DOCTORAL SEMINAR IN IPE)	PIA	3097	3.0	S	
Fall Term 1998-1999					
FULL-TIME DISSERTATION STUDY	FTDK	0000	0.0		
TOPICS IN DOCTORAL STUDIES	PIA	3090	3.0	A+	
Spring Term 1998-1999					
FULL-TIME DISSERTATION STUDY	FTDK	0000	0.0		
Fall Term 1999-2000					
FULL-TIME DISSERTATION STUDY	FTDK	0000	0.0		
Spring Term 1999-2000					
FULL-TIME DISSERTATION STUDY	FTDK	0000	0.0		
Fall Term 2000-2001					
FULL-TIME DISSERTATION STUDY	FTDK	0000	0.0		
DOCTORAL PRACTICUM	PIA	3098	1.0	S	

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Samuel D. Conte
University Registrar

ADRIAN S. PETRESCU
2712 GOLFSIDE RD. APT. 103
ANN ARBOR, MI 48108

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UNIVERSITY OF PITTSBURGH

at Pittsburgh, PA 15260

Adrian S Petrescu

STUDENT ID NUMBER
173-76-2217

UNIVERSITY OF PITTSBURGH CREDITS

COURSE TITLE	COURSE		CREDIT	GRADE	SPECIAL NOTATION
Spring Term 2000-2001					
FULL-TIME DISSERTATION STUDY	FTDK	0000	0.0		
Fall Term 2001-2002					
DOCTORAL PRACTICUM	PIA	3098	1.0	S	
Spring Term 2001-2002					
DOCTORAL PRACTICUM	PIA	3098	1.0	S	
Fall Term 2002-2003					
DOCTORAL PRACTICUM	PIA	3098	1.0	S	
Spring Term 2002-2003					
DOCTORAL PRACTICUM	PIA	3098	1.0	S	
Summer Term 2002-2003					
FULL-TIME DISSERTATION STUDY	FTDK	0000	0.0		

ADVANCED STANDING CREDITS

Evaluated By Grad Sch of Pub & Int'l Affrs
1991-1993 Natl Sch Political&Adm Studies Credits 27.0

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Samuel D. Conte
University Registrar

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GRADING POLICY

The following are levels of attainment and quality points associated with each grade:

		Level of Attainment		
		Undergraduate Courses	Graduate Courses	First Professional Courses
A+	4.00			
A	4.00	Superior	Superior	Exceptional
A-	3.75			
B+	3.25			
B	3.00	Meritorious	Adequate	
B-	2.75			
C+	2.25			
C	2.00	Adequate	Minimal	Adequate
C-	1.75			
D+	1.25			
D	1.00	Minimal		
D-	0.75			
F	0.00	Failure	Failure	Failure

The following grades carry no quality points:

- G **Unfinished Course Work**
  Course work unfinished because of extenuating personal circumstances
- H **Honors**
  Exceptional completion of course requirements
- I **Incomplete**
  Course work incomplete due to the nature of the course, clinical work, or incomplete research work in individual guidance courses or seminars
- N **Audit**
  Non-credit
- R **Resignation**
  Student resigned from the University for the term
- S **Satisfactory**
  Course requirements satisfactorily completed
- U **Unsatisfactory**
  Course requirements not satisfactorily completed
- W **Withdrawal**
  Student withdrew from course
- Z **Invalid grade**
  Grade issued is invalid
- ** **No Grade**
  Grade not issued

Discontinued Grades

- K **Competent Attainment**
- P **Pass**
  Satisfactory completion of an independent study, directed study, teaching of courses, individual research, and thesis or dissertation research
- Q **Qualified**
- WF **Withdrawal/Failing**

Plus and Minus Grades

Plus and minus grades were added to the University's grading system in the Winter Term 1975-76.

SPECIAL NOTATION

1. Indicates that a course was repeated. The credits and quality points earned in this course are not used in the calculation of the QPA.
2. Indicates that the course was offered through the University Honors College.
3. Indicates that course was taken at one or more of the following colleges in conjunction with the University of Pittsburgh's cross-registration program:

CAR	Carlow College
CMU	Carnegie-Mellon University
CHA	Chatham College
CCA	Community College of Allegheny County
DUQ	Duquesne University
LAR	LaRoche College
PTS	Pittsburgh Theological Seminary
PPC	Point Park College
RMU	Robert Morris University (formerly RMC Robert Morris College)
SHC	Seton Hill College
WCC	Westmoreland County Community College

COURSE NUMBERING SYSTEM

Effective Fall Term 1990

0001-0999 or 7000-7999	Lower Level Undergraduate (7000-7999 numbering system not used after term 97-3)
1000-1999 or 8000-8999	Upper Level Undergraduate (8000-8999 numbering system not used after term 97-3)
2000-2999	Master Level Graduate
3000-3999	Doctoral Level Graduate
4000-4999	Noncredit
5000-5999	First Professional Programs (Medicine, Dental Medicine and Law)
6000-6999	Career Development Undergraduate
9000-9999	Career Development Graduate

PREVIOUS COURSE NUMBERING SYSTEM

001-099	Lower Level Undergraduate
100-199	Upper Level Undergraduate
200-299	Master Level Graduate
300-399	Doctoral Level Graduate
500-599	First Professional Programs Medicine and Dental Medicine
700-799	Lower Level (General Studies) Undergraduate
800-899	Upper Level (General Studies) Undergraduate
900-999	Other (Includes Occupation/Vocational and Special Workshops)

PREVIOUS COURSE NUMBERING SYSTEM (SCHOOL OF LAW)

010-099	First Year Sectioned Courses
100-399	Upper Level Electives
400-499	Third Year Limited Enrollment Courses
500-699	Upper Division Seminars
900-999	Activities for Credit

QPA POLICY

The University of Pittsburgh Cumulative Quality Point Average (QPA) is that QPA associated with all the University of Pittsburgh courses related to the student's degree goal(s). The cumulative QPA for those students not seeking a degree is based upon all University of Pittsburgh credits completed in accordance with the University Grading Policy. The QPA is only printed on Undergraduate Academic Transcripts. The absence of a QPA on an Undergraduate Academic Transcript indicates that the calculation is pending evaluation by the student's current academic center.

THREE-TERM CALENDAR

The University of Pittsburgh utilizes a three-term academic calendar which is equivalent to the semester hour system. The first professional programs operate on the semester calendar.

ACCREDITATION

The University of Pittsburgh is accredited by the Middle States Association of Colleges and Schools, Commission on Higher Education. Individual school or program accreditation may be verified by contacting the Dean's Office of the academic center identified on the student's record.

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DEGREES AWARDED FROM OTHER INSTITUTIONS

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Pittsburgh Campus	(412) 624-7635
Titusville Campus	(814) 827-4482

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SSN: ***-**-2217 CU NETID ASP15950 Date of Birth: 08-JAN Date Issued: 03-JUN-2016

OWEB

Record of: Adrian S Petrescu Page: 1
Issued To: Adrian S. Petrescu
3212 Cass St
Omaha, NE 68131

Course Level: Law
Matriculated: Fall 2012

Degree Program Admitted To:
Juris Doctor
Major : Law

Degree Awarded: Juris Doctor 14-MAY-2016
Major : Law

SUBJ	NO.	COURSE TITLE	CRED GRD	PTS R
INSTITUTION CREDIT:				
Fall 2012				
Enrolled in the School of Law				
LAW	111	Contracts I	3.00 C	6.00
LAW	117	Legal Research and Writing I	2.00 SA	0.00
LAW	131	Torts I	3.00 B-	8.10
	Ehrs:	8.00 GPA-Hrs: 6.00 GPts:	14.10 GPA:	2.35
Spring 2013				
LAW	112	Contracts II	3.00 C+	6.90
LAW	118	Legal Research and Writing II	3.00 B	9.00
LAW	132	Torts II	2.00 B-	5.40
	Ehrs:	8.00 GPA-Hrs: 8.00 GPts:	21.30 GPA:	2.66
Summer 2013				
LAW	115	Criminal Law	3.00 C+	6.90
LAW	137	Marriage and Divorce	4.00 C+	9.20
	Ehrs:	7.00 GPA-Hrs: 7.00 GPts:	16.10 GPA:	2.30
Fall 2013				
LAW	103	Civil Procedure I	2.50 B-	6.75
LAW	107	Constitutional Law I	2.50 A-	9.25
LAW	125	Property I	2.50 C	5.00
LAW	310	Alternative Dispute Resolution	2.00 B	6.00
	Ehrs:	9.50 GPA-Hrs: 9.50 GPts:	27.00 GPA:	2.84
Spring 2014				
LAW	104	Civil Procedure II	2.50 C	5.00
LAW	108	Constitutional Law II	2.50 B	7.50
LAW	126	Property II	2.50 D+	4.25
LAW	383	International Arbitration	2.00 A	8.00
	Ehrs:	9.50 GPA-Hrs: 9.50 GPts:	24.75 GPA:	2.60
Fall 2014				
LAW	203	Professional Responsibility	3.00 B-	8.10
LAW	205	Legal Research and Writing III	2.00 B-	5.40
LAW	341	Criminal Procedure	3.00 C+	6.90
	Ehrs:	8.00 GPA-Hrs: 8.00 GPts:	20.40 GPA:	2.55

********** CONTINUED ON NEXT COLUMN **********

SUBJ	NO.	COURSE TITLE	CRED GRD	PTS R
Institution Information continued:				
Spring 2015				
LAW	335	Business Associations	4.00 B+	13.20
LAW	355	Evidence	3.00 A+	12.90
LAW	397	Legal Issues/E-Commerce	2.00 A	8.00
	Ehrs:	9.00 GPA-Hrs: 9.00 GPts:	34.10 GPA:	3.78
Summer 2015				
LAW	312	Advanced Lgl Writing&Drafting	3.00 A	12.00
LAW	429	Commercial Law	3.00 B+	9.90
LAW	434	Commercial Contract Drafting	3.00 A-	11.10
	Ehrs:	9.00 GPA-Hrs: 9.00 GPts:	33.00 GPA:	3.66
Fall 2015				
LAW	331	Conflict of Laws	3.00 B	9.00
LAW	370	Immigration Law	3.00 B+	9.90
LAW	413	Patent Law	3.00 C+	6.90
LAW	440	Trademarks&Unfair Comp	2.00 C+	4.60
LAW	457	Trusts and Estates I	4.00 C+	9.20
LAW	491	U. S. District Court	3.00 SA	0.00
	Ehrs:	18.00 GPA-Hrs: 15.00 GPts:	39.60 GPA:	2.64
Spring 2016				
LAW	302	Comprehensive Review	2.00 B-	5.40
LAW	372	Intl Business Contracting	3.00 A	12.00
LAW	388	M.R. Abrahams Legal Clinic	4.00 SA	0.00
LAW	433	Law Office Practice & Mgt	2.00 A	8.00
LAW	441	Cross-Examination	3.00 B+	9.90
LAW	455	Trial Practice	3.00 B+	9.90
	Ehrs:	17.00 GPA-Hrs: 13.00 GPts:	45.20 GPA:	3.47

********** TRANSCRIPT TOTALS **********

	Earned Hrs	GPA Hrs	Points	GPA
OVERALL	103.00	94.00	275.55	2.93

********** END OF TRANSCRIPT **********

Patricia A. Sharrar, Associate Provost

This officially sealed and signed transcript is printed on blue SCRIP-SAFE® security paper with the name of the university printed in white type across the face of the document. A raised seal is not required. When photocopied the name of the institution and the word COPY should appear. A BLACK ON WHITE OR A COLOR COPY SHOULD NOT BE ACCEPTED.

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TRANSLUCENT GLOBE ICONS MUST BE VISIBLE FROM BOTH SIDES OF TRANSCRIPT WHEN HELD TOWARD A LIGHT SOURCE

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Ministry of Education
National School of Political and Administrative Studies
Faculty (Section) of: International Relations No. 1479/September 30, 1993
Type of Study: Postgraduate

TRANSCRIPT

Copy after the Registry, Volume 1 No. 117
Grades obtained during study by Petrescu S. A. T. Adrian Stoian
(last name and first name)
Date and place of birth 1965, January 8, locality Bucharest
Parents' first names: Father Stoian Anghel Timoc
Mother Valeria

SCHOLARLY SITUATION FOR THE GRADUATED UNIVERSITARY YEARS

Year I (1990/1991) Full Time Study

No.	Object of Study	Grades/Marks	
		Semester I	Semester II
1.	Main Themes of Current World Policy		10
2.	Public International Law		9
3.	History of Political Thought	9	
4.	Contemporary Political Systems		10
5.	Contemporary Economic Theory		10
6.	World Macroeconomics and International Trade		10
7.	Informatics		10
8.	Foreign Language I--English		9
9.	Foreign Language II--German		10
10.	Rhetorics (optional)	10	
11.	Typing (elective)		10
12.	Stenography (elective)		10
13.	Foreign Language III—Spanish (elective)		9
14.	History of American Diplomacy (elective)		9
15.	Philosophy of American Politics (elective)		9
16.	Practical Activity [Internship]		10

Graduated with the average grade [GPA]: **9.76 (nine 76%)**

Year II (1991/1992) Full Time Study

No.	Object of Study	Grades/Marks	
		Semester I	Semester II
1.	Theory of International Relations		10
2.	International Security—Politico-Military Issues and Disarmament		10
3.	Int'l Organizations & European Economic & Political Institutions	10	10
4.	Contemporary Political Systems	8	
5.	Foreign Policy Analysis		9
6.	Diplomatic and Consular Law	10	
7.	Diplomacy—Science and Art; Theory and Practice of Negotiations	10	10
8.	International Financial Relations		10
9.	Foreign Language I—German		10
10.	Foreign Language II—French		7

Graduated with the average grade [GPA]: **9.40 (nine 40%)**

DEGREE EXAMINATION [THESIS DEFENSE]

Examination Session July 1993 Grade **10 (ten)**
General Average [GPA] of the years of study **9.58 (nine 58%)**

RECTOR, Prof.univ.dr. Vasile Secares (signature) CHIEF SECRETARY [REGISTRAR], Nicoale Dima (signature)

Series and number of diploma A 9731
Number and date of issue 81; September 30, 1993

NOTE: The duration of studies at the Faculty (section) of International Relations is of 2 years.
Grades are given in the range between 10 and 1, the minimum grade for passing an object of study being 5.00 (five). For the Degree Examination [Thesis Defense] the minimum grade is 6.00 (six).

RECTOR, Prof.univ.dr. Vasile Secares (signature) CHIEF SECRETARY [REGISTRAR], Nicoale Dima (signature)

Polytechnic Institute "Gheorghe Gheorghiu Dej" [University "Politehnica" Bucharest]
College of: **Machinery Manufacturing Technology** [Management & Engineering of Technological Systems]
Specialization: **Machinery Manufacturing Technology** [Management & Engineering of Technological Systems]

ANNEX TO DIPLOMA No. F-7939

G R A D E S
obtained during enrollment by the graduate **PETRESCU S.A.T. ADRIAN STOIAN**,
son of **Stoian-Anghel-Timoc** and **Valeria**

FIRST YEAR: 1984-1985

S U B J E C T S	Semester I [Fall]		Semester II [Spring]		
	G R A D E S				
	Verifi-cation	Exam	Verifi-cation	Exam	Practical Project
1. Mathematical Analysis and Special Mathematics	-	10	-	10	-
2. Linear Algebra, Analytic Geometry & Computer Programming	-	9	9	-	-
3. Chemistry	-	10	-	-	-
4. Descriptive Geometry and Technical Design	10	-	10	-	-
5. Philosophy	-	-	-	10	-
6. Study of Metals	-	-	-	9	-
7. Mechanics	-	-	-	10	-
8. Physics	-	-	10	-	-
9. Physical Education	-	-	9	-	-
10. Foreign Language [German]	-	-	10	-	-
11. Production [Manufacturing] Activity	10	-	10	-	-
- PROMOTED –			[Total: 60 credit hours]		

SECOND YEAR: 1985-1986

S U B J E C T S	Semester I [Fall]		Semester II [Spring]		
	G R A D E S				
	Verifi-cation	Exam	Verifi-cation	Exam	Practical Project
1. Materials Resistance	-	9	-	9	-
2. Materials Technology	-	9	-	-	-
3. Descriptive Geometry and Technical Design	10	-	-	-	-
4. Mathematical Analysis and Special Mathematics	-	-	-	10	-
5. Mechanics	-	-	-	9	-
6. Physics	-	-	-	9	-
7. Political Economy	-	-	-	9	-
8. Mechanisms	-	-	8	-	-
9. Physical Education	-	-	10	-	-
10. Foreign Language [German]	-	-	10	-	-
11. Production [Manufacturing] Activity	10	-	10	-	-
- PROMOTED –			[Total: 52 credit hours]		

THIRD YEAR: 1986-1987

SUBJECTS	Semester I [Fall]			Semester II [Spring]		
	GRADES					
	Verification	Exam	Practical Project	Verification	Exam	Practical Project
1. Mechanisms	-	8	10	-	-	-
2. Machine Elements	-	-	10	-	10	10
3. Tolerances and Technical Measurements	-	9	-	-	-	-
4. Mechanical Vibrations	9	-	-	-	-	-
5. Scientific Socialism	-	10	-	-	-	-
6. Basis of Metal Cutting and Surfaces Generation	-	-	-	-	10	-
7. Fundamental Problems of National History	-	-	-	10	-	-
8. Fluid Mechanics and Hydraulic Machinery	-	-	-	-	8	-
9. Engineering Thermodynamics and Thermal Machines	-	-	-	-	9	-
10. Electrotechnics and Electrical Machines	-	-	-	9	-	-
11. Production [Manufacturing] Activity	9	-	-	10	-	-
- PROMOTED –	[Total: 60 credit hours]					

FOURTH YEAR: 1987-1988

SUBJECTS	Semester I [Fall]			Semester II [Spring]		
	GRADES					
	Verification	Exam	Practical Project	Verification	Exam	Practical Project
1. Industrial Electronics and Automation	-	9	-	-	-	-
2. Electrotechnics and Electrical Machines	-	7	-	-	-	-
3. Thermal Treatments	-	9	-	-	-	-
4. Industrial Psychology	10	-	-	-	-	-
5. Design of Metal Cutting Tools	-	-	9	-	9	-
6. Machine Tools and Aggregates	-	-	-	-	9	-
7. Pressing Manufacturing Processes	-	-	-	-	10	10
8. Machinery Manufacturing Technologies	-	-	-	-	9	-
9. Research and Design Activity	-	-	-	10	-	-
- PROMOTED –	[Total: 44 graduate credit hours]					

FIFTH YEAR: 1988-1989

SUBJECTS	Semester I [Fall]		
	GRADES		
	Verification	Exam	Practical Project
1. Organization and Management of Industrial Enterprises	-	10	-
2. Informatics Systems and Economic Analysis	10	-	-
3. Manufacturing Devices Design	-	10	9
4. Machinery Manufacturing Technologies	-	10	8
5. Research and Design Activity	10	-	-
6. Automation and Fine Mechanics Technologies	-	10	-
- PROMOTED –	[Total: 32 graduate credit hours]		

Diploma [Masters Thesis Defense] Exam Passed in the **June 1989** Session with the grade **10 (ten)**

Provost,
Prof. Dr. Doc. Rodica Vilcu
[signature and university seal]

Dean,
Prof.Dr.Eng. Gh. Zgura
[signature]

Chief Secretary [Registrar],
C-tin Popovici
[signature]

TAB

3/20/2024

In Interest of the City Manager Position,

It is with considerable interest that I am seeking to secure the City Manager position with Treasure Island, Florida. I believe that my municipal experience, combined with my strong interpersonal skills and work ethic would greatly benefit your community.

Following a successful six-year term on the Colchester Board of Finance, I had the honor of representing the Town of Colchester as First Selectman from November 2021 to November 2023. With a population of nearly 15,600 residents and a total area covering 49.8 square miles, my heart and soul was poured into meeting the needs of the community every day. As the town's Chief Executive Officer, I collaborated with the Finance Department and the Board of Finance to craft and manage a yearly $15.6M municipal budget that aimed at moving the town forward while keeping taxes low. I was directly responsible for the oversight of all municipal departments and over 170 employees. During my tenure, the town was successful in making many successful new hires, including key department heads who brought forward a 21st century approach to many challenges.

Under my leadership, the town successfully managed and appropriated nearly $4.6M in American Rescue Plan Act Funds with complete transparency and oversight. The Town was successful in the completion of dozens of projects and initiatives, many of which will have positive impacts for decades. From a new playground, securing field irrigation, revitalizing the historic Town Green & Gazebo, to securing the grounding breaking of a new senior center, and leading the initiative under the Colchester Comeback Grant Program to secure over $1M in ARPA funds for our small businesses and over $200K in local non-profits that were affected by Covid – the Town of Colchester has seen positive transformative change in just two years' time.

Public Safety was also a top priority as the town secured 24/7 Fire & EMS Coverage, new vehicles, modernized equipment for both our Fire Department and Police Department, as well as a historic $135K in yearly tree removal. A historic investment was made to address both growing EMS call volumes and to keep the community safe.

Before serving as First Selectman, I had the opportunity to teach as a social studies teacher at Windham Public Schools from 2013-2021. It is there where I developed the interpersonal communications skills that would be necessary to bring people of diverse backgrounds and experiences together. I completed my bachelor's education at Fairfield University with a Major in Political Science and Minor in History and completed my Masters in Secondary Education with Certification (026) at Eastern Connecticut State University.

I would appreciate the opportunity to discuss how my qualifications and passion will be an asset to your town. I appreciate your time and consideration.

Sincerely,

Andreas Bisbikos

ANDREAS BISBIKOS
155 Standish Road, Colchester, Connecticut 06415
Home: (860) 537-6891 | Cell: (860) 908-2392
Email: abisbikos@aol.com

MUNICIPAL EXPERIENCE:

First Selectman — **Colchester, CT**
Chief Executive Officer (population 15,600) — 2021-2023
Crafted and managed a yearly $15.6 M municipal budget
Collaborated with the Board of Finance to keep taxes low
Strategically implemented an ARPA Playbook that strategically invested $4.6M in American Rescue Plan Act Funds in projects and initiatives
Collaborated with department heads to address deficiencies and future projects
Managed 170+ Employees
Chief of Police
Oversaw the successful completion of many projects and initiatives to improve and restore the town

Colchester Board of Finance — **Colchester, CT**
Elected to a 6-year term — 2015-2021
Reviewed Colchester town budget and school budget
Liaison to various boards, commissions, and subcommittees

Economic Development Commission — **Colchester, CT**
Reviewed business proposals and developments — 2009-2015

TEACHING EXPERIENCE:

Windham High School — **Willimantic, CT**
Taught U.S. History, Civics, Law & Legal Justice — 2016-2021
Taught Modern World, Latin American Studies, Contemporary World Issues

Windham Middle School — **Willimantic, CT**
Taught 7th Grade Ancient Civilizations — 2013-2016
Taught 8th Grade U.S. History
Enrichment leader for Student Council and Meaning in Movies

Vernon Regional Adult Based Education — **Griswold, CT**
Taught American Citizenship — 2013-2015
Focus on U.S. History, Government, and Civics
Participated in a Citizenship Seminar/Workshop

EDUCATION:

Fairfield University — **Fairfield, CT**
Major: Political Science Minor: History — 2003-2007

Inducted in Pi Sigma Alpha: Political Science Honor Society
Inducted in Pi Alpha Theta: Historical Honor Society
College Newspaper Writer

Eastern Connecticut State University — **Willimantic, CT**
Masters: Secondary Education with Certification — 2007-2010

CERTIFICATION:

Connecticut Secondary Education Certificate (026)
History and Social Studies, Grades 7-12

Life, Accident & Health or Sickness License (NIPR)

ADDITIONAL INFORMATION:

Fluent in the Greek Language
Connecticut Justice of the Peace
Managed My Family-Owned Pizza Restaurant

TAB

ANGELA N. STONE

33 Victoria Square Drive
Hilton Head Island, SC 29926
(843) 422-4606
angiestone67@gmail.com

March 9, 2024

Dear Mayor Payne,

I am writing to express my earnest interest in the City Manager position for the City of Treasure Island. With a deep-rooted passion for public administration and a proven track record of effective leadership in coastal community management, I am excited about the opportunity to contribute to Treasure Island's next chapter. As the current Assistant Town Manager of the Town of Hilton Head Island, South Carolina, I have honed a skill set that is uniquely tailored to the multifaceted challenges and opportunities presented by coastal governance.

Having researched Treasure Island, I am drawn to its unique character and potential. The issues that you face, from responsible development along your beautiful beaches to maintaining a thriving economy that serves both residents and visitors, are similar to those I have navigated here in Hilton Head Island. I am prepared to bring my expertise in strategic planning, intergovernmental relations, and stakeholder engagement to your city and am eager to face any challenges head-on.

Please find attached my resume, which provides additional details regarding my qualifications. I look forward to the possibility of discussing how my background, skills, and talents align with the goals of the City of Treasure Island. Thank you for considering my application for the City Manager position. I am available at your convenience for an interview and can be reached at 843-422-4606 or via email at angiestone67@gmail.com.

Warm regards,

Angie Stone

Enclosure: Resume

33 Victoria Square Drive
Hilton Head Island, SC 29926
Phone: 843-422-4606
Email: angiestone67@gmail.com

Angela N. Stone

Dynamic and visionary Assistant Town Manager with a proven track record in enhancing service levels, promoting inclusive access to services, and strengthening relationships through strategic collaboration with employees, community stakeholders, and leaders.

Professional Experience

Town of Hilton Head Island, HHI, SC

Assistant Town Manager - Community Engagement

- Spearhead the Marketing & Communications, Cultural Affairs, and Technology & Innovation departments, ensuring alignment with strategic goals.
- Champion extensive community outreach initiatives, fostering strong relationships and enhancing public engagement.
- Implement robust special event permitting processes, improving community events' coordination and execution.
- Direct the Destination Marketing Organization contract oversight, enriching performance evaluation, and optimizing reporting mechanisms.
- Implementation and monitoring of the Town's interpretation and translation services, supporting an inclusive and accessible community environment.
- Actively participating and contributing as an Executive Leadership Team Member.

Human Resources Director

- Designed and implemented comprehensive HR strategies, elevating organizational capabilities and employee satisfaction.
- Managed the development and execution of HR programs, championing best practices in employee relations and policy formulation.
- Pioneered workforce planning models, refining talent acquisition and retention schemes.
- Operated as a Senior Staff Member, providing guidance and leadership across organizational tiers.

Senior Human Resources Administrator

- Devised and executed HR initiatives aligned with organizational objectives, fostering a competitive and supportive workplace.
- Oversaw talent management, including recruitment, retention, performance management, and employee training and development.

- Ensured robust policy development and legal compliance, while managing internal investigations with discretion.
- Led total rewards management, enhancing compensation structures, job design, and health and welfare plans.
- Managed HR Information Systems, advocating for technological advancements in HR operations.

Westinghouse – CNFD, Columbia, SC

Human Resources Representative (Generalist Role)

- Facilitated professional and technical recruiting, enhancing organizational talent pools.
- Served as a key liaison for employee relations, mediating and fostering a professional work environment.
- Safeguarded legal compliance and participated actively in policy creation and interpretation.
- Conducted comprehensive wage and benefits surveys, providing key market insights.
- Administered health and welfare benefits plans with a focus on employee well-being and cost-effectiveness.
- Maintained meticulous employee records, ensuring data integrity and privacy.
- Managed benefits and compensation programs, ensuring competitive offerings.
- Conducted job analysis and design, optimizing role clarity and organizational efficiency.
- Administered leave policies, supporting employee work-life balance.

Education

Master of Personnel and Employee Relations (MPER) - University of South Carolina, Columbia, SC
Bachelor of Arts in Psychology - University of South Carolina, Columbia, SC

Professional/Civic Memberships

- Board Member, The Deep Well Project
- International City/County Management Association (ICMA)
- South Carolina City and County Management Association (SCCCMA)
- Municipal Association of South Carolina

TAB



March 26, 2024

Dear Mr. Thomas,

I am writing to express my interest in the City Manager position at Treasure Island, and provide context to my experience and education that would make me a strong candidate for this role.

Having worked in various municipalities throughout my career, I am aware of the many challenges facing local government; cash strapped, ongoing changes to legislation from higher levels of government, competing priorities, the housing crisis, and more recently, cost of living impacts resulting from the COVID-19 Pandemic.

In my experience and by building relationships with others in my field, I have witnessed what poor communication, lack of trust and substandard collaboration can cause. I have also witnessed in many municipalities a general ignorance to the overall goals and objectives that allow municipalities to bring Vision to reality, as emerging and pressing issues take over staff time and the Commission's focus. Very often, policies and ordinances that are created, do not directly align with the Corporate Vision, making this Vision much more complicated to achieve.

In all of my varying roles throughout my career, I have successfully bridged gaps between departments, Commission/staff, external agencies, developers and members of the public by introducing effective communication. Additionally, my passion for a team-oriented approach, and my ability to remain action-driven and focused on end results has made the municipalities I've worked for, very successful in their endeavors. Callander, for example, after a complete overhaul of their policies, strategies and team dynamics these last three years, is well on its way towards its Vision, and its Council and staff relations are built on respect, trust and accountability. Callander is also experiencing a significant amount of media coverage due to its recent endeavors associated with increasing knowledge of local government processes and procedures, to bring clarity and transparency to the public when important issues emerge.

Although my experience and expertise in local government is focused in Ontario, Canada, I am confident that in a short time, I can adapt to the change in legislation and governing structure. I am a quick learner and have the ability to perform work efficiently, without impacting progress. This is evident by having successfully completed my second Masters Degree while taking on the most senior role in Callander. Most importantly, for this position of City Manager, is the focus on leading the administrative team by building trust and improving communication, establishing positive and successful relationships with external agencies and volunteers, and most importantly, providing the City Commission with the right information to make sound decisions for their constituents.

I'd be happy to discuss my education and experience in more detail, and look forward to hearing from you.

Best regards,

Ashley M. Wilcoxen

MPA, M.PL RPP MCIP

Profile Info

16 years of municipal working experience.

Exposure to all divisions of municipal government, recognizing the opportunities and challenges with each, and the difficulties associated with implementing plans without appropriate communication and leadership.

Two Master's Degrees in municipally related disciplines.

A strong focus on team building and effectively communication.

Passionate about human psychology, behaviours and building trust in the workplace to successfully accomplish the goals and objectives of an organization.

Designations

Registered Professional Planner with the Ontario Professional Planners Institute

Registered Professional Planner with the Canadian Institute of Planning

Skills

Exceptional Customer Relations

Team-Oriented

Effective Communicator

Trustworthy

Action-Oriented

Excellent Writing Skills

Language

English ★★★★★

French ★★★☆☆

Ashley M. Gravelle MPA, M.PL, RPP MCIP

Phone
705-962-0092

Email
ashley.m.gravelle@gmail.com

Address
North Bay, ON Canada

Experience

Senior Municipal Director — 2020 - Present
Municipality of Callander

Operating as Chief Administrative Officer for the Municipality. Involved in an overhaul of all plans and policies to align with the Corporate Vision of Council. Responsible for preparing and submitting the annual budget. Responsible for building trust and improving morale throughout the organization. Focused on collaboration and effective communication among staff, Council, various external agencies and volunteers and bringing a successful team atmosphere to the organization.

Director of Development Services — 2020
Town of Kirkland Lake

Responsible for the management of the Building and Planning Departments, the local Airport, as well as the Waste Management, By-law Enforcement and Animal Control contracts.

Interim Director of Physical Services — 2016 - 2020
Town of Kirkland Lake

Supervisor of Waste Management, Cemetery, Airport, Planning, Building and By-law Enforcement Departments. The functions of this position also included managing roads/public works, a unionized environment, and the engineering department, during vacancies in the position. It also included overseeing the water/wastewater contract, and the contract management of a large sewer extension project between Swastika and Kirkland Lake.

Manager of Planning & Land Development — 2010 - 2016
Town of Kirkland Lake

Responsible for all planning and development related matters, including the sale of surplus properties throughout the Municipality. Responsible for developing a new Official Plan, and working with consultants on a new Zoning By-law.

Other Experience

Private Planning Consultant from 2012-Present

Development Planner / Grant Accessing Program Officer
City of North Bay (2010)

Planner II
Gravenhurst (2009)

Student Planner
City of North Bay (2006, 2007, 2008)

Education

Master of Public Administration — 2020 - 2022
Western University | London, ON, CA

Project Management (Introduction) — 2010
Humber College, Toronto, ON, CA

Master of Urban & Regional Planning — 2007 - 2009
Queen's University, Kingston, ON, CA

Bachelor of Arts (Honours) — 2003 - 2007
Laurentian University, Sudbury, ON, CA

Committee Appointments

Professional Standards Committee — 2023
Ontario Professional Planners Institute

Comprised of RPPs and responsible for professional standards development, oversight and impact assessment, Continuous Professional Learning standards, and adjudicating on membership application issues at the request of the registrar.

Planning Knowledge Exchange Committee — 2018 - Present
Ontario Professional Planners Institute

The purpose of this Committee is to connect members with information and facilitate a fluid exchange of knowledge through the Knowledge Centre. Members are cultivated for their insight, knowledge, best practices and opinion. I am the representative member for Northern Ontario.

Northern District Leadership Team — 2017 - Present
Ontario Professional Planners Institute

District Leadership Teams implement a program of Continuous Professional Learning, share planning knowledge and provide education in area-specific issues. The Team also encourages planners to incorporate OPPI Calls to Action into workplace practice, as well municipal and provincial policies. We build support for the professional regulation of the planning profession and promote the value of good planning through a coordinated communications program.

References

Available Upon Request.

TAB

April 2, 2024

Subject: Application for City Manager, Treasure Island, FL

Dear Mr. Doug Thomas, Executive Vice President:

This is an extremely exciting opportunity to work for Treasure Island as City Manager. I am seeking to broaden my leadership experience with new challenges beyond my current path in municipal government. I am passionate about strategic thinking, business operations, and local government service. This role provides me the opportunity to apply these abilities in a new and larger scope for the benefit of the public.

My track record distinguishes me as a collaborative, progressive, and team-building leader successful in working across branches of government, developing professional staff, and directing best-of-class local government services. I have proven myself as a trustworthy leader and advisor with the turnover of several different mayors and many different council members. My demonstrated ability to be transparent, speak the truth in a tactful and professional manner, and be supportive and loyal to elected leaders to execute their decisions is well known and valued among those elected leaders and other colleagues with whom I've served.

I will complement the existing leadership team in helping to shape strategy and providing top-level experiences for the community. You will find me tremendously valuable for this position as the following points more specifically demonstrate my ability to lead and build a positive culture:

1. Twenty-four years of extensive experience working in executive government roles - including over 22 years with Sandy City leading operational teams
2. MBA degree, along with executive level experience

More specifically, I've gained broad executive experience leading and collaborating on successful initiatives while serving in a variety of roles such as city manager and administrative services director (CFO, COO, CIO and HR Executive). A few of my core competencies include the following:

- **Decision Making** – Established Business Intelligence and Data Analytics Services. Directed the implementation of new enterprise resource planning (ERP) software and I serve on the company's Executive Steering Committee. I am also helping lead the company forward by advancing innovation and beta testing new modules and enhancements.
- **Results Driven Leadership** – Managed the financing of an $85M theater with public-private partnerships. Led our city by implementing a new security operations center (SOC) and vulnerability assessment tools. Directed the establishment of a DevOps environment for improvement collaboration and development of api's.
- **Quantitative Analysis** – Direct the finances for Sandy City, including numerous bond issues and achieving AAA bond rating status.
- **Innovation** – Chair of the City's Innovation and Technology Committee – overseeing the strategic smart city initiatives
- **Relationships & Communication** – Negotiated with police and fire union representatives to affect competitive changes to employee compensation and classification conditions. Continuously collaborating with the City Council and Redevelopment Board of Directors

It would be a privilege to work for Treasure Island in this role. I would absolutely love the opportunity to contribute to their team. Please contact me at your earliest convenience and thank you for your consideration.

Sincerely,

Briian Kelley
https://www.linkedin.com/in/brian-kelley-executive-leader/

Brian Kelley

brianp925@gmail.com • 801.898.4692 • https://www.linkedin.com/in/brian-kelley-executive-leader/

PROFESSIONAL SUMMARY

Leading and driving positive improvements, growth, and efficiency at all levels of the organization, directing complex change management, finances, innovation and technology, human resources, and general operations, shaping policy, leading and collaborating groups of all sizes and levels, and building cohesive work teams. Record of reversing negative trends, implementing innovative and effective programs, private-public partnerships, improving efficiencies and revenue growth through process redesign and performance enhancement.

HIGHLIGHTS

- Local Government Leadership
- Executive & Gov. Board Relations
- Strategic Change Management
- Financial Planning and Budgeting
- Information Technology
- Business Intelligence
- Data Analysis & Presentation
- Contract Negotiation
- Policy Creation
- Governmental Relations
- Risk Management
- Human Resources
- Regulatory Compliance
- Health Care Administration
- Economic Development
- Bond Issuance & Refinancing

➢ MBA, UTAH STATE UNIVERSITY
➢ BS, HEALTH SERVICES ADMINISTRATION | MINOR: SPANISH, WEBER STATE UNIVERSITY
➢ SPHR, IMCA MEMBER, GFOA MEMBER, CIA TRAINING

EXPERIENCE

Director of Administrative Services (CFO,CIO,HR VP), Sandy City **June 2013 – present**

CFO, CIO, and VP of HR leader for a $225M and 1000-employee organization. Member of the executive team and participates regularly in City Council and Redevelopment Board meetings, recommending policy, financial planning and operations strategy

- Managed the financing for the construction of the new Hale Centre Theatre, a 130,000 sq./ft. performing art center housing two theaters with seating capacity of 1,300 and an $85M construction budget
- Successfully managed $225M complex finances, including fund accounting, through COVID-19 crisis
- Strategically led multiple public-private financial deals for economic development and redevelopment efforts
- Directed issuance of many bonds, including new money and refundings, and led Sandy City to a AAA bond rating
- Directed implementation of innovative technologies – ERP software, Office 365, Windows 10, LinkedIn Learning, Asset Management and Plans Permitting & Licensing (City Works), Electronic

Content Management, Payment Solution Software, Content Services Platform / Enterprise Content Management software, Learning Management Software, IT Security Software, employee engagement survey using Qualtrics software, API's, various web services, online procurement platform, Utility Billing software, Drone programs, A/V upgrades, among others – including cybersecurity improvements

- Provided City Council and executive team a long-term financial perspective to budget decisions by developing a 10-year financial plan
- Started a new Business Intelligence / Decision Support division utilizing data analytics and visualization
- Fiduciary over $70M in retirement plan assets, and $10M of annual insurance claims
- Oversee billing and collections of more than $100M annually
- Created an investment policy and debt management policy
- Led Payment Card Industry (PCI) security compliance initiative
- Received national budget and annual financial report awards

HR & Management services Director, Sandy City **May 2003 – June 2013**

Directed all HR activities including compensation, benefits, professional development, recruitment, complaint resolution, and legal compliance. Presented information and proposals to employees, executive team, board of directors and other stakeholders.

- Implemented an on-site medical clinic for employees and families
- Formed leadership development training and succession planning
- Helped to steadily drop employee turnover rate from 12.3% to 6.3%
- Forecasted and developed annual compensation plans, including multiple innovative designs that saved millions of dollars while maintaining competitive compensation and reducing turnover
- Restructured pay-for-performance and performance management plans to achieve better employee productivity and outcomes
- Developed and implemented health reimbursement arrangements (HRA's) and health savings accounts (HSA's) in conjunction with high deductible health plans
- Designed and implemented a fiscally prudent retirement medical plan in conjunction with a defined contribution health savings plan to achieve strategic objectives such as talent management, succession planning, and productivity standards
- Revised the employee appeals process and restructured the classification system
- Reduced personnel liability claims and employee grievance hearings to one in a seven-year period
- Redesigned and implemented an award-winning wellness program with accountability features to improve health and lower costs
- Plan Administrator over $70M in deferred retirement contribution assets and $14M insurance benefits

City Manager **February 2002 to May 2003**

City of Washington Terrace

CFO, Economic Development Director, HR Director, Internal Auditor, Risk Manager and Public Information Officer. Advised the Mayor and City Council about operational performance, development and administration of policies, procedures, and best practices relating to overall operations. Formulated operating and capital improvement budgets. Directed the overall day-to-day operations and activities of all departments in the delivery of municipal services. Member of the board of directors for the Weber Area Consolidated Dispatch Center.

- Transitioned the city from an in-house police department to a contract service arrangement with Weber County Sheriff's Office that resulted in better public safety at a lower cost (about 10% of the city's total operating budget)
- Created an economic development plan in association with a land developer that resulted in new office and retail space and the construction of a new city hall building
- Oversaw the implementation of general obligation bond for road and utility improvements
- Administered a special improvement district consisting of businesses and land owners
- Created an economic development campaign to attract businesses to the city

Additional Experience

- Assistant to the City Manager | Sandy City | June 1999 to February 2002
- Materials Supervisor, Buyer, Administration Intern | Columbia HCA Hospital (MountainStar Medical) 1995 to 1999

TAB

Dear Human Resources,

I would appreciate consideration for your City Manager position. I am currently the Assistant Manager of Capital Programming & Grants with the Jacksonville Transportation Authority where I review monthly project progress reports and support managers and staff regarding questions pertaining to grant details and financial information.

Before that I was the Grants Accounting Manager with the City of Jacksonville where I assisted in the CAFR and SESA/SEFA reports.

Previously I was a Financial Reporting Analyst for Alexandria, VA where I engaged in tracking/analyzing grants, CIP, and general fund revenues/expenditures to determine fund health and identify reimbursement opportunities. I also served as the City's POC for grant access, assisted in capital allocations and CAFR obligations, and assisted the Finance Director with supplemental appropriation ordinances for City Council.

Before that I was the Senior Fiscal Analyst for Tampa, FL's Police and Fire Departments (243 million in combined overall operating expenditures). As such I assisted in the administration of their grants, monitored their budgets, applied for hurricane reimbursement funds, and prepared their resolutions for City Council.

I also was a Budget/Management Analyst for the Department of Homeland Security in Santa Fe, New Mexico and engaged in accounting duties, grant tracking, and budget analysis. I also processed purchase orders, travel vouchers, generated funding streams for purchase requests, performed journal entries, and ran the Fleet and Facilities Departments.

I hold a Master's in Public Administration with coursework in City Management & Economic Development and a concentration in Urban Planning from East Tennessee State University, Johnson City, TN. My BA is in Political Science from Occidental College, LA, CA.

My previous career before Public Administration was as an actor in LA, CA for 11 years. During those 11 years I also worked in the hospitality industry as a bartender, server, and supervisor in hotels and fine dining establishments.

Thank you,
Carl Brown
818-606-4485
brownca76@yahoo.com

CARL BROWN

Cell: 818-606-4485
brownca76@yahoo.com

EDUCATION

Master of Public Administration, Urban Planning Concentration Dec. 2013 (4.0 GPA)
East Tennessee State University (ETSU), Johnson City, TN
B. A. in Political Science May 1999
Occidental College, Los Angeles, CA

PROFESSIONAL EXPERIENCE

Assistant Manager Capital Prog. & Grants – Jacksonville Transportation Authority, Jacksonville, Fl – Current

- Analyze all grants for variances, spending habits, and closeout procedures
- Write financial resolutions for JTA Board approval
- Liaise with Department Heads regarding project spending and closure of grant funding
- Review/setup awards/projects in Oracle and disseminate accounting strings to Departments
- Assist with FY22/FY23 Capital Budgets
- Review/perform Budget Adjustments

Manager of Accounting Services – Grants, City of Jacksonville, Jacksonville, FL., - January 2022 – June 2022

- Assist in the Single Audit, SEFA, and CAFR yearly development
- Approve FFR's, BT's, and JE's
- Compile information for auditors as requested
- Run trial balances and reports to analyze fund variances

Grants Administrator, Jacksonville Transportation Authority, Jacksonville, FL, July 2020 – January 2022

- Lead the Indirect Cost Rate Proposal project for submission to FTA and FDOT in order to obtain reimbursement for costs which would have otherwise been unrealized
- Review monthly progress reports for completeness & accuracy
- Assist with the FY21 Capital Budget
- Utilize Oracle and Trams to report on grant details and spend downs

Financial Reporting Analyst, City of Alexandria, Alexandria, VA, December 2017- July 2020

- Track and monitor General and non-General Fund revenue/expenditures (grants, state/federal aid, developer contributions)
- Assist in developing the annual CAFR
- Support daily Finance Department administrative operations (budget amendments/capital allocation, communications, JE's, workflow processes, council docket tasks)
- Analyze funds/grants to assess where bond draws and grant reimbursements need to be performed
- Serve on the COVID FEMA reimbursement team

Senior Fiscal Analyst, City of Tampa, Tampa, FL, June 2015-November 2017

- Maintain the Police and Fire Departments' budgets ($243,000,000 total expenditures)
- Author and review City Resolutions appropriating/transferring funds
- Process Federal grants, setup Capital Improvement Projects, and perform monthly projections
- Track grant expenditures in the General Ledger and the Project & Grants module
- Serve on Request for Proposal committees
- Serve as the Fire & Police Department's lead for FEMA emergency reimbursement funds

Budget/Management Analyst, Department of Homeland Security, Santa Fe, NM, July 2014-June 2015

- Analyzed/maintained/audited and submitted the Agency's budget
- Tracked/maintained/audited the Agency's Federal grants
- Served in the absence of the procurement officer performing multiple duties using the statewide accounting system (SHARE) including: the creation of expenditure reports, creating pivot tables, creating funding streams for purchase requests, entering purchase orders, creating request for proposal, creating purchase modifications, and executing journal entries
- Ran the Fleet Department (33 cars)
- Assisted in running the Facilities Department

Municipal Technical Advisory Service Intern, Johnson City, Johnson City, TN, Jan. 2013- June 2013

- Assisted in analyzing/maintaining/auditing Johnson City's FY 2012/13 budget
- Assisted in planning/forecasting for FY 2013/14 budget
- Prepared spreadsheets and performed statistical evaluation
- Engaged in financial and performance analysis
- Used survey results and met with community leaders to develop a neighborhood plan for the Planning Dept.

Public Safety Consultant, **Habersham County**, Habersham County, GA, June 2012 - Sept. 2012
- Collected, assessed, and monitored EMS, Fire, and Police records to determine overall efficiency
- Developed spreadsheets and charts to communicate and delineate workload per incident
- Made recommendations to integrate databases for transparency, cost cutting, modification of shift hours, and restructure the deployment of forces
- Applied ArcGIS and SPSS statistical analysis to create kernel density hotspot maps reflecting vehicle accident locations/frequency and correlating variables

PROFESSIONAL DEVELOPMENT

Acting: Hosted a Nationally Televised AMC "Date Night Show"
Performed on VH1's "Dance Cam Slam"
Booked multiple commercials
Trained for film/television/stage

Software: ORACLE, ORACLE CLOUD, HYPERION, MUNIS, SHARE, ArcGIS, Microsoft Office Suite (Extensive Excel/Power Point, Word), SPSS, Management Scientist

Certificates: VGFOA single audit, Multiple NIMS 100-700

Cary B. Vargo, MBA, MPA
Downingtown, PA 19335
267-718-0305
cbv4@icloud.com

April 9, 2024

Mr. J. Tyler Payne, Mayor
Treasure Island City Commissioners
City of Treasure Island
10451 Gulf Boulevard
Treasure Island, FL 33706

Dear Mayor Payne, Honorable Commissioners:

Please accept this cover letter and attached resume in application for the advertised City Manager position. With decades of public sector service, I am eager to contribute my skills and experience helping lead a team dedicated to the vision, values, and strategic goals established by the organization.

Over the course of my career, I have demonstrated a strong commitment to public service, contributing to the efficient and effective operation of municipal government. My decades of experience in local government, including more than fifteen years in executive roles, have equipped me with an understanding of the complexities and responsibilities inherent in such a position.

I have successfully led financial and budget management processes, directed strategic planning initiatives, provided key insights for public policy development, and prepared for and managed through multiple crises. I have extensive experience in managing areas such as wastewater, stormwater, solid waste and recycling, fire, EMS, law enforcement, emergency management, grant acquisition, grant management, and capital project management. My ability to build authentic relationships with internal and external stakeholders closely aligns with the collaborative and customer-focused approach valued by the City of Treasure Island.

What sets me apart as a candidate is my unwavering commitment to diversity, equity, and inclusion. I believe in fostering an organizational culture that embraces responsiveness, integrity, respect, collaboration, stewardship, and initiative.

I bring to the table strengths that include understanding the importance of building broad community networks, a commitment to bringing innovative ideas to life, and a proven track record of resilience in the face of unexpected challenges. My leadership style centers on a commitment to excellence, with a focus on recognizing and leveraging the strengths and talents of others.

I hold master's degrees in both Public Administration and Business, providing me with a solid foundation in public administration, government operations, and business

management. I am well-versed in the Council-Manager form of government and have consistently demonstrated fiscal stewardship, innovation, and relationship-building throughout my career.

Thank you in advance for your time and consideration. I look forward to discussing how my skills and experiences align with the goals and vision of the City of Treasure Island. I am excited about the opportunity to contribute to the continued success of the organization and the various constituencies served.

Sincerely,

Cary B. Vargo

Cary B. Vargo

TAB

Cary B. Vargo, MBA, MPA
Downingtown PA, 19335
267-718-0305
cbv4@icloud.com

Summary

Dedicated public sector servant leader with demonstrated experience and success in the administration of local government in growing, diverse communities. Skilled in government administration, strategic planning, council facilitation, budgeting and finance, capital project management, crisis management, law enforcement, emergency management, fire, and EMS

Education

West Chester University — West Chester, PA
Master of Business Administration — 2020-2022

Villanova University — Villanova, PA
M.A. Public Administration — 2007-2010
Certificate in City Management

Kutztown University of Pennsylvania — Kutztown, PA
B.S. Public Administration — 2005-2007
Minor Speech Communications-Public Relations

Reading Area Community College — Reading, PA
A.A.S. Criminal Justice and Law Enforcement Administration — 2003-2005
Cum Laude

Employment

ARRO Consulting, Inc. — Lititz, PA
Chief Executive Officer — November, 2019 to April, 2023

- Managed a mid-market engineering, environmental, and management consulting firm serving hundreds of public sector clients, employing approximately 215 employees, with a budget of approximately $22 million
- Served as the company's representative to the board of directors, shareholders, employees, customers, governmental agencies, and the public
- Worked with the board of directors and the leadership team to establish both short-term and long-term goals and objectives and associated plans and policies
- Directed employment decisions at the executive level of the company; key hires in strategic positions
- Transformed company culture through diversification, recruitment and retention, training, internship's, and an emphasis on the employee - created the Department of People & Culture
- Directed risk management activities to ensure the minimization of risk through appropriate QA/QC processes
- Reviewed weekly, monthly, and annual financial results of all company operations, comparing them with the company's objectives and taking appropriate measures to correct

unsatisfactory performance and results
- Grew revenue by 83% through both acquisitions and organic growth
- Negotiated with other companies regarding mergers, acquisitions, or joint ventures
- Prioritized crisis communications to both internal and external stakeholders throughout the pandemic
- Worked with communications personnel to revise departmental strategies and goals to better align with the organization's updated strategic plan
- Increased use of marketing and communications strategies to communicate with both internal and external stakeholders, driving revenue and recruiting and retaining employees
- Conducted operational assessments of municipal organizations as part of the Commonwealth of Pennsylvania Department of Community and Economic Development (DCED) Strategic Management Planning Program (SMPP), assisting organizations in establishing multi-year financial and operational plans
- Served as interim municipal manager for clients with executives in transition
- Conducted executive recruitments for clients with executives in transition

Upper Uwchlan Township Chester Springs, PA
Township Manager October, 2009 to November, 2019
- Directed administration of Township government in accordance with policies determined by the Board
- Implemented a five-year budgetary planning process for all funds
- Transitioned the Township to detailed, GFOA award winning comprehensive annual financial reports
- Planned, revised, and implemented policies relating to all phases of personnel activity
- Managed the Township's health & welfare benefits program ensuring a continued competitive package while realizing a significant and sustainable cost savings - four years with no per employee premium increases
- Initiated a three-phase planning process for a Water Resource Protection Program (stormwater)
- Implemented new software serving the Finance, Building, Sewer, and Public Works Departments
- Implemented a cloud based IT environment
- Drafted a Public Works policies and procedures manual in furtherance of the APWA accreditation process
- Implemented PowerDMS as a means to disseminate policies, procedures, training modules, etc.
- Implemented a Township wide risk management program to include facilities management and a robust employee training program
- Implemented an Adaptive Traffic Control Signal System to include: grant funding, research of various systems, bid process, construction, operation and maintenance
- Implemented a Toter based solid waste and recycling automatic collection system which decreased material in the solid waste stream by 30%
- Transitioned sewer and trash billing from contracted personnel to in house personnel in order to improve customer service to the end user/resident

- Managed the planning and construction phases of several federally funded pedestrian bridge, trail, and roadway construction projects
- Updated or developed a number of planning documents to include the: Comprehensive Plan, Village Transportation Plan, Upland Farms Adaptive Re-Use Plan
- Increased use of both print and electronic media to communicate with quickly growing residential population, business, and non-profits
- Formalized communications policies and procedures in all departments - assisted in identifying key stakeholders and associated communications plans
- Coordinated crisis communications with applicable department heads, emergency manager, county personnel, state and local elected officials, and government affairs (utility) representatives
- Actively participated in the development, revision, and training on the Emergency Management Plan

Thornbury Township- Chester County, PA Cheyney, PA
Township Manager September, 2007 to October, 2009

- Directed administration of Township government in accordance with policies determined by the Board
- Initiated a Township strategic planning process based on existing comprehensive plan
- Conferred with consultants responsible for roadways, planning and zoning, building inspection, maintenance, and sanitation to coordinate use of available resources
- Planned, revised, and implemented policies relating to all phases of personnel activity
- Increased Township's use of technology in order to improve communication with all stakeholders
- Grant writing - private sector, county, state, and federal applications completed

Coatesville City Police Department Coatesville, PA
Police Officer-Corporal June, 1999 to September, 2007

- Wrote, designed and produced department field training program for new police officers
- Department liaison with the community youth aid panel; alternative to arrest for first time juvenile offenders
- Supervised and coordinated the activities of patrol personnel in designated areas of the municipality
- Researched and recommended changes in departmental court attendance policies and procedures in an effort to increase officer productivity and reduce overtime utilization
- Executed daily operations of traffic safety unit / Federally certified motor carrier safety inspector
- Certified expert in the field of narcotics
- Effective written communicator, extensive experience with testimony, persuasive speaking and presentational skills

Additional Training

General Management-Continuing Education

The Effective Local Government Manager, Managing Local Government Services, Management Policies in Local Government Finance, PSAT's Local Government Officials Training, Developing and Managing Your Municipal Budget, Bookkeeping and Accounting Basics, Managing the Non-Civil Service Police Department, Police Liability Issues, Lessons in Police Leadership, Penn State Police Supervisor In Service Training, Penn State Police Executive Development Program, ICMA's Local Government Police Management, Diversity in the Work Place, Preventing Gangs in Our Communities, Hiring Top Cops: Strategies for Success, What You Need to Know About GIS and Geospatial Technology, The Manager's Role in Containing the Rising Costs of Health-Care, Effective Communication With Your Elected Officials, Certified Labor Relations Professional- Academies I, II, and III

Emergency Management-Continuing Education

Federal and state emergency management training to include the following: Hazardous Materials Awareness/Operations, Domestic Terrorism, Emergency Program Manager, Radiological Emergency Management, Introduction to the Incident Command System, Incident Command System-Basic, Principles of Emergency Management, Emergency Planning, Decision Making and Problem Solving, Effective Communication, Role of the Emergency Operations Center in Community Preparedness, Response and Recovery, Multi Hazard Emergency Planning for Schools, Continuity of Operations, National Incident Management System, Developing and Managing Volunteers, Special Events Contingency Planning for Public Safety Agencies, National Infrastructure Protection Plan, Critical Infrastructure Security: Theft and Diversion - What You Can Do, Protecting Critical Infrastructure Against Insider Threats

Affiliations

International City/County Management Association (ICMA)
Association for Pennsylvania Municipal Management (APMM)
National Public Employers Labor Relations Association (NPELRA)
Past President/Member - Chester County Manager's Consortium
Former Member - Chester County Tax Collection Committee
Former Member - Delaware Valley Health Trust Executive Committee

TAB

CHARLES V. ANDERSON

(406) 836-1002 | cvanderson64@gmail.com | www.linkedin.com/in/charles-anderson-7a279228

Versatile leader, critical thinker, and strategist with proven record of business and financial acumen, human capital, and information technology experience. Change agent with collaborative skill set and decisive leadership style. Highly proficient in project, customer relationship, quality, data visualization and analysis, and process improvements.

PROFESSIONAL POSITIONS AND EXPERIENCE

Deputy City Manager, City of Great Falls, Montana 2017 – Present

Deputy Chief Executive Officer that assists in execution of all affairs of the City as required by law and other governing documents. Great Falls is a full-service community serving a population of 60,000 with 525 full-time equivalents (FTEs) across 17 departments, divisions and agencies. Prepares and fulfills annual $147M budget ($38M general fund); executes bonds, notes, and contracts as required

- Sagely executed City Manager duties numerous times; led staff meetings, work sessions, commission executive sessions, resolved HR/Legal/budget issues; teamed with Mayor to present at leadership forums
- Analyzed internal/external environments to prioritize and execute multi-department space analysis and relocation plan; secured buy-in, shifted resources and accelerated project delivery for 3-yr/$4M effort
- Guided city-wide effort to secure $10M Defense Community Infrastructure Grant to build $21M/45,000SF Aquatics/Recreation Center; involved in all project aspects, under budget, on target for June 24' opening
- Successfully negotiated/developed solutions for 30+ labor and franchise agreements, contracts and developer complaints valued at $28M; commission priorities and city's fiscal/cost objectives achieved
- Efficiently completed 4-month analysis and methodology to elevate City's IT division to a department, and collaborated with building/developer community and staff to craft "*roadmap to fix*" development review function; data driven reports outlined prioritized action steps, obstacles, costs, and completion timelines
- Answered community needs; created PIO role within Neighborhood Council function, hosted 1st ever City 101 Citizen Academy, establishing 311 community reporting, and awarded $3M in community ARPA grants
- Led or co-led recruitment, hiring, and integration of 11 Director and Police Chief and Fire Chief positions

Public Works Director, City of Steamboat Springs, Colorado 2012 – 2017

Senior executive leading city's largest department; 113 personnel operating and providing services for Transit, Engineering, Water, Wastewater, Streets, Fleet, Environmental and Airport divisions. Executed an annual $13M operations and personnel budget and $6M Capital Improvement Program

- Devised, proposed, and received approval to establish Community Development Engineering function; used Lean Six Sigma tools to streamline operations/develop efficiencies & received prioritized FTEs in 2017 budget
- Led team that formulated and project engineered an $11.4M downtown streetscape, utility, mobility and roadway overhaul. Proved concept and secured funding from governing body to execute 3-year endeavor
- Created P3 lease arrangement with Blue Sage Ventures Real Estate development for usage of a privately held parking area; alleviated massive lost parking spaces and increased city's core downtown parking 18%
- Over 2-years, crafted multi-option water lease strategy to fix wildland fire/drinking water redundancy issue; separately engaged Public Service Company & Colorado Parks and Wildlife; solution achieved
- Deftly handled and shaped core HR matters; Employee Assessment System, 2015 Compensation Analysis, Personnel Manual rewrite, Hostile Work Environment claims; issues resolved, personnel educated/held accountable, pay plan funded

Command Chief (Senior Director), Malmstrom Air Force Base, Montana 2011 – 2012

Executive advisor to the Commander (CEO) of the Department of Defense's (DOD) largest intercontinental ballistic missile base. Directed activities of 4,000 employees with an annual budget of $95M, controlling $6B in assets

- Hosted Russian Federation Nuclear Inspection Team; collaborated across government agencies to screen requests against security requirements and federal law/treaty language – treaty requirements satisfied
- Anchored multi-discipline team to Root Cause Analysis/8-Step Problem Solve financial system defect; reduced overdue vouchers to zero, saved $250K and 520 hours a year with new process
- Built logistics partnerships to complete 1,400 man-hour/$1.2M missile suspension system repair and replace program; deficit program brought back on track and completed 2-weeks early

Command Chief (Senior Director), Joint Base Langley-Eustis, Virginia 2009 – 2011

Executive advisor to the Commander (CEO) at 1 of only 13 joint bases within the DOD. Directed the activities of 4,200 employees with an annual budget of $274M controlling $12.6B at two geographically separate locations

- Spearheaded Joint Base activation; evaluated, and competed requirements, consolidated personnel & services, and overcame integration issues to meet 274 criterion; opened 3-months early saving $17M
- Shaped Air Force's fastest growing medical facility; oversaw $67M of construction projects, increased patient capacity 3K; presented/awarded out year (3-5 yr) budget increases -- services expanded 15%
- Forged plan with Hampton, VA Mayor and staff to host the 1st Senior Leader Forum; reviewed and identified complimenting strengths to influence IT governance, zoning, and first responder challenges

Other Military Experience

- Conducted FY10-15 force structure and future manpower validation; articulated at multiple forums and convinced DOD of needs; $4M budget approved, 40 positions transferred, surpassed original task by 10%
- Led 9-month/28 person effort to execute $2.8M Network Control Center renovation; finished 45 days early, saved $225K and garnered HQ Air Force Communications and Information Team Award
- Constructed IT blueprint and business case to win award of Global High Frequency Communications mission; fixed integration issues, secured 28 personnel and $4.5M to deliver Presidential C2 system
- Deployed and established largest middle eastern desert air base after the 9/11 terrorist attacks; led 157-person team to provide Gigabit Ethernet, Voice over IP, IPTV –- benchmarked by HQ Air Force

EDUCATION

- Master of Business Administration (MBA) - Executive, University of Mary
- Bachelors of Science, Resource Management, Troy University

CERTIFICATIONS, ASSOCIATIONS, AND INTERESTS

- Project Management Professional – Project Management Institute, May 2024
- Executive Board Member, Montana Defense Alliance
- Executive Board Member, Great Falls Chamber of Commerce Military Affairs Committee
- President, Great Open Spaces City Management Association (GOSCMA)
- International City/County Managers Association (ICMA)
- Montana League of Cities and Towns (MLCT)
- Lean and Six Sigma for Environmental Professionals, Sustainable Cities Network

Charles V. Anderson
2701 4th Ave N.
Great Falls, MT 59401
406-836-1002

April 8, 2024

Mayor J. Tyler Payne and City Commissioners
City of Treasure Island
10451 Gulf Blvd
Treasure Island, FL 33706

Dear Mayor Payne and Commission Members,

With the utmost enthusiasm, I would like to express my interest in the City Manager position for the City of Treasure Island. But first, congratulations on opening your new City Hall last week and completing your three year vision for this facility; the community and city staff will only benefit by this commitment. Your City Manager position is an incredible opportunity to work with and lead an organization that aligns decision making and city wide goals as outlined in your Strategic Plan 2020-2025. A city that has a quest for outstanding performance, high quality public services, and is guided by your bold actions is one I would be honored to lead. Humbly, I have multiple decades of highly successful military and local government experience that was built around missions, visions, and goals, and I believe my skills and experiences soundly align with your "ideal candidate" qualifications.

Throughout my careers, I have honed an innate ability to assess situations, introduce alternatives, and built clear consensus for solutions that achieve the desired goals. My personnel management skills are exceptional, having only been made sharper by years of experience, while my focus on continual professional development is a cornerstone of who I am. In fact, I am a persistent learner, and am sitting for my Project Management Professional certification in early May. My supervisors, peers, or subordinates often speak of my ability to build and motivate people and teams, allowing us to realize goals by pursuing high levels of performance and working collaboratively.

For the past seven years, I have been the Deputy City Manager in the City of Great Falls, Montana, a cultural, commercial and financial center community of 60,000. In this role, I have taken advantage of tremendous opportunities to refine my local government management skills and build winning relationships across a community that has a desire for additional public services, but is hindered by a restrictive tax base. This restriction often drove the need for strategic thinking and planning, multi-tasking of competing requirements, finding efficiencies, and leveraging a highly-engaged citizenry to achieve results. For example, our natatorium was closed after a catastrophic façade failure, and I was key to our city obtaining a $10M DoD grant that was matched by a $10M bond funded by our community toward a $22M Aquatics and Recreation Center. We are under budget and on schedule to open in June.

Prior to that, I was the Public Works Director in Steamboat Springs, Colorado, a ski resort community, nestled in the Rocky Mountains. While there, I successfully negotiated with and teamed with developers, local land owners, and staff to jumpstart an $11.4M redevelopment initiative on Yampa Street. This 3-year revitalization effort launched the transformation of this area into a new dining, entertainment, and strolling hub that has become the City's "go-to" destination.

Relationships are key to any manager's success, and my strategy for building a strong culture of trust is to treat a management team as my partner. I view my role as making sure they have the resources they need to make great things happen, and I am always happy to lend my time, whether just listening, brainstorming, or providing direction. Communication is also a key to a manager's success. I make myself available to elected officials, meeting them in the way that works best for them. I believe that being open, honest and accountable helps build trust with commissions, the community, as well as the management team.

Having previously lived in Okaloosa County while I was stationed at Hurlburt Field, I truly enjoyed living on Florida's Emerald Coast. After retiring from the Air Force, I have spent the last 12-years successfully navigating and leading local governments. I am very passionate about local government and the positive and productive impact a city can make on the individual lives of its residents. Thank you for your consideration of my application materials.

Sincerely,

Charles V. Anderson

TAB

Curt Freese, AICP
136 Prescott Drive
Beaufort SC, 29902
843-441-2398
freesecurt@gmail.com

March 17, 2024

City of Treasure Island

To Whom It May Concern,

City Manager is a critical position in every community; one that either moves the community forward or holds it back. Therefore, picking the right person is critical—and one can imagine how difficult it must be to get a good feel for the right fit in such a short time. Selecting a management position from the outside is an opportunity to move forward with a fresh change.

Let me take this precious time from your schedule, to earn your consideration as a fresh face of change for your community. First and foremost, such a position requires someone with empathy and understanding, navigating, and balancing the needs and concerns of elected officials, staff, and citizens—not putting their own needs first. Next, the position requires leadership skills: creating a vision and inspiring the same collection of elected officials, staff, and citizens in working towards a shared set of goals. Moreover, the final choice must be competent in their administration of a wide collection of what are often entirely separate business entities which all serve the public. And finally, the position requires someone whom all may trust, and who takes responsibility—for their employee's mistakes and their own.

As a supervisor and department head for the majority of my career and throughout three distinct cultures (Southern, Western, and Midwestern), I have experience managing all manner of development, boards and commissions with markedly different expertise. And in each of these diverse areas, we approved award-winning plans, form-based codes and overlays, and forward-thinking initiatives, ranging from EV charging and market based attainable housing requirements and sustainable infrastructure requirements. In addition, I currently manage a 300-acre historic district downtown in the Savannah area, a major tourist attraction. All these exciting and successful efforts required building trust and inspiring not only boards and commissions, but the general public and staff members.

If these aforementioned qualities are what your community desires, I am an excellent choice.

Sincerely,

Curt Freese

CURT C. FREESE, AICP

136 Prescott Drive, Beaufort SC 29902

Phone: (843) 441-2398; Email:freesecurt@gmail.com

EDUCATION

MASTERS OF COMMUNITY PLANNING
University of Cincinnati, Cincinnati, Ohio. 2005

BACHELOR OF ARTS IN HISTORY AND CERTIFICATE OF COMMUNITY PLANNING
University of Cincinnati, Cincinnati, Ohio. 2001

PROFESSIONAL EXPERIENCE

COMMUNITY DEVELOPMENT DIRECTOR (JANUARY 2023-PRESENT)
Community Development Director of the City of Beaufort. Responsibilities include:

- Manage and supervise the Community Development Staff in all development-related matters, including the department functions which include: Building, Planning, Development Review, Historic Preservation, Design Review.
- Administer an award winning fully Form-based code, including all architecture and design review for a city which is the commercial and cultural center of the region.
- Manage the Historic Review Board and all development within a 300 acre historic and tourist destination downtown, protected by the National Park Service, and considered the largest collection of southern antebellum buildings in the U.S..
- Currently initiated and started a comprehensive code rewrite, which has already resulted in dissolution of two boards for transparency and efficiency, and a number of improvements to the development process.

COMMUNITY DEVELOPMENT DIRECTOR (2015-2022)
Community Development Director of the Town of Berthoud, Colorado. Responsibilities include:

- Manage and supervise the Community Development Staff in all development-related matters, including the department functions which include: Building, Planning, Development Review, Water Dedication, Oil and Gas, and Engineering.
- Managed all development while the Town has almost tripled in size since 2015, with an average of 500 new homes each year.
- Spearheaded and drafted a form-based update of the Development Code crafted with the development community, two zoning overlays, conservation subdivision and open space requirements, design and landscape guidelines. and a Form-Based Comprehensive Plan which won a Colorado APA award.

EXECUTIVE DIRECTOR/ASSISTANT EXECUTIVE DIRECTOR (2011-2015)
Executive Director of the Henderson, Kentucky City-County Planning Commission, an independent organization which oversees planning and GIS for a community of ~49,000 on the Ohio River. Responsibilities included:

- Managed and directed independent government agency with a staff of seven with all planning, development, and GIS functions for all governmental entities in County.

- Prepared and approved ~$1-million-dollar budget for an independent organization.
- Creator of three flexible mixed-use form-based districts approved by the city.
- Lead member of a complete zoning ordinance and Comprehensive Plan rewrite, which won the 2015 Kentucky APA Outstanding Achievement in Planning Award.

ZONING SPECIALIST (2010-2011)
Zoning Specialist/Administrator for the City of Covington, Kentucky, the largest city in Northern Kentucky, located directly across the Ohio River from Cincinnati. Responsibilities included:

- Interpreted and made all decisions regarding a form-based zoning ordinance.
- Created permitting process for development, and job function from scratch.
- Permitted all development and business license functions.
- Supervised and directed staff in the administration of a form-based ordinance in a historic city.

ZONING ADMINISTRATOR (2008-2010)
Zoning Administrator for Horry County, South Carolina, a coastal county of ~300,000 that Myrtle Beach is located within, and one of the fastest growing areas in the country. Responsibilities included:

- Code Administrator for all decisions and oversight of the development code.
- Enforced and prosecuted violations of the zoning ordinance in court and directed zoning and code enforcement inspectors.
- Supervised and directed staff in the administration of the ordinance.
- Created weekly staff meetings and implemented a standardized permitting and decision-making process.
- Responsible for numerous text amendments to the zoning ordinance.

REGIONAL PLANNER /INTERIM DIRECTOR OF DEVELOPMENT SERVICES (2006-2007)
Regional Planner Bluegrass Area Development District in Lexington, Kentucky; served 1 year as Interim Director of Development Services for Winchester/Clark County, Kentucky. Responsibilities:

- Responsible for all planning services in three counties.
- Supervised building inspection, historic preservation, the tree board, code enforcement, the board of adjustment and the planning commission.
- Lead author and part of the update process for comprehensive plans.
- Created a projected housing and land use study for the region.
- Initiated a proposal that obtained EDA funding for an economic clusters study.

PROFESSIONAL AWARDS AND TRAINING

- **AICP CERTIFIED**
- **KY PLANNING AWARD, BEST COMPREHENSIVE PLAN 2015**
- **CO PLANNING AWARD, MERIT AWARD FOR ZONING CODE AND PLAN 2022**
- **WESTERN KENTUCKY UNIVERSITY, MANAGEMENT AND SUPERVISOR CERTIFICATE**
- **BEAUFORT LEADERSHIP, YEAR LONG LEADERSHIP TRAINING**
- **FORM-BASED CODE INSTITUTE, CLASSES AND TRAINING**
- **GRADUATE ASSISTANT, THE UNIVERSITY OF CINCINNATI (2004-2005)**,
- **GRADUATE SCHOOL FULL SCHOLARSHIP**
- **SUSTAINABLE DEVELOPMENT PLAN, PREFECTURE OF THIRA/SANTORINI GREECE, 2004 UNIVERSITY OF CINCINNATI PROGRAM**

TAB

Dana Louis Schoening

● 1016 Antler Ridge ● Tuttle, OK 73089 ● (580) 678-1186 ● Dana.Schoening@yahoo.com

March 21, 2024

Doug Thomas
Senior Vice President
Strategic Government Resources
P.O. Box 1642
Keller, TX 76244

Dear Mr. Thomas,

With continuing aspirations to attain new programming heights as a professional in municipal government, I have reviewed the City Manager position advertisement for the City of Treasure Island, FL. With a servant leadership mentality, I have managed important policy development and administrative programming activities for communities through utilization of knowledge, skills, and leadership abilities. In my experience, I have assisted in the development of initiatives for the advancement of local government policy and administrative operations aimed to address established priorities.

As City Manager, I offer the following experience and approach:

- Education & Experience: Master of Public Administration degree with accumulated municipal government experience, extending acquired knowledge with professional experience in the practice of leading policy development initiatives and administrative programming

- Future Orientation: Promote forward-looking perspectives through planning and programming initiatives with objectives designed for persistent progress in meeting community needs

- Coordination & Facilitation: Experience in mobilizing community resources and building consensus with partnering organizations through collaborative process alignments, designed to establish effective community problem-solving capabilities

- Personnel Management: Staff development experience employing seasoned recruitment, motivation, and empowerment approaches in support of continuous customer service improvement objectives

I welcome the opportunity to meet with you further to discuss specific needs of the City Manager position and my qualifications for the position. I have enclosed my resume to give you a more thorough account of my professional experience and qualifications. Thank you for your time and consideration. I look forward to speaking with you soon.

Sincerely,

Dana Louis Schoening

Dana Louis Schoening, MPA, AICP, CPM

Enclosure

Dana Louis Schoening

● 1016 Antler Ridge ● Tuttle, OK 73089 ● (580) 678-1186 ● Dana.Schoening@yahoo.com

SUMMARY OF QUALIFICATIONS

- Master of Public Administration (MPA) Degree -
- Skill in high-level research-based analysis for problem solving -
- Results-oriented leader for improved quality-of-life program initiatives -
- Team builder advocating continuous customer service improvements -
- Coordinate future direction opportunities in planning and community development -
- Align partnerships for inspired collaborative-based programming initiatives -

PROFESSIONAL EXPERIENCE

City of Tuttle, Oklahoma **09/2022 - Present**
City Manager

Oversee community development, public works, finance, broadband/fiber, police, fire, and emergency management services operations, with responsibility for developing fiscal year budgets, policy development, program administration, capital improvement programming, organizational performance, and personnel management.

- **Budget/Finance:** Development and execution of the FY 2023 $26M budget.
- **Collective Bargaining Agreements.** Negotiated three-year Police and Fire/EMS collective bargaining agreements with union employee representatives for City Council approval.
- **Capital Improvements Plan (CIP).** Coordinated development of initial Five-Year Tuttle Capital Improvements Plan. Implementation of FY 2023 $8M WWTP capital improvement project.

City of Sweetwater, Texas **04/2019 – 09/2022**
Assistant City Manager/Director of Planning and Operations

Direct planning, building inspections, development services, code enforcement, parks, cemetery, streets, central services, aquatics, golf course, solid waste management and airport functions, with responsibility for policy development, organization, program administration, and personnel management.

- **Privatization of Refuse Collection Services (2019).** Initiated program assessment, presented findings to City Council, managed Request for Proposals (RFP), assisted contract negotiations and wrote ordinance to provide for the outsourcing of residential and commercial refuse collection, and industrial roll-off container program services.
- **Organizational Capacity Building.** Directed program development and capacity building for removal of vacant substandard residential and commercial building structures, with secured funding, to promote neighborhood infill and commercial corridor revitalization objectives, advancing community and economic development programming.
- **Sweetwater Ignite 2040 Comprehensive Plan (2022)**. Led efforts to establish project scope, obtain funding, selection of technical assistance, management of technical assistance contract, and examining proposed plan recommendations, leading to the community's first-ever comprehensive plan. Plan focuses on community building, revitalization, and economic development strategies to guide community decision-making into the future.

City of Wichita Falls, Texas ***10/2017 - 02/2019***
Director of Community Development

Directed planning services, development review, building inspections, tax increment financing, code enforcement, housing administration, neighborhood resources (CDBG/HOME Entitlement Grants), historic preservation and property management functions, responsible for policy development, organization, program administration and personnel management.

- **Downtown Revitalization.** Led downtown development strategies programming with focus on streetscapes, regulatory strategies and development incentives designed to revitalize downtown Wichita Falls.
- **Ordinance Amendments.** Coordinated efforts to amend the Subdivision and Development Regulations Ordinance and develop a Temporary Storage Units (i.e., PODS) Ordinance as approved by City Council.
- **Department Operations Management Plan.** Led development and implementation of customer service strategies with emphasis based on "Action Delegation" input sessions involving department stakeholder representatives.

Dana Louis Schoening

● 1016 Antler Ridge ● Tuttle, OK 73089 ● (580) 678-1186 ● Dana.Schoening@yahoo.com

City of Abilene, Texas ***12/2015 - 10/2017***
Director of Planning and Development Services

Directed planning services, development review, building inspections, tax increment financing, code compliance, neighborhood services (CDBG/HOME Entitlement Grants), historic preservation and metropolitan transportation planning operations, with responsibility for policy development, organization, program administration and personnel management.

- **Departmental Positioning.** Managed department staff re-structuring of Planning and Development Services Department, improving capability to align with higher-level customer service programming objectives.
- **Neighborhood Improvement**. Guided neighborhood improvement process initiative, promoting relationship building with neighborhood groups to identify issues and provide resources for improvement. FY 2017 CDBG funded two additional Code Enforcement Officer positions and $150K for demolition of dilapidated structures.
- **New Software and Mobility Initiative**. FY 2016/17 funds approved for new internet-based tracking software and mobility initiative for Code Compliance Division. Funding approved to expand software utilization to Building Inspections and Planning Services Divisions to improve program efficiency in application review processes.

City of Duncan, Oklahoma ***09/2000 - 12/2015***
Director of Community Development

Directed community planning, development review, code enforcement, building inspections, parks and cemetery operations, with responsibility for policy development, organization, program administration and personnel management.

- **Retail/Office Market and Housing Strategies Study (2012).** Directed study designed to identify recommendations to complement economic development programming with retail and neighborhood redevelopment opportunities.
- **Duncan 2030 Comprehensive Plan (2011).** Managed planning process utilizing stakeholder assessment, community trends analysis, issue identification techniques, public listening sessions and general public input forums to identify community building and economic development strategies.
- **Highway 7 Corridor Land Development Plan (2002).** Directed process to develop future land use and development recommendations associated with the State Highway 7 Bypass transportation corridor. Code amendment and annexation recommendations identified for corridor-specific land development standards.
- **Priority Actions Planning Process (2002).** Facilitated process to establish proposed budget items utilized for $12.5M redirection of sales tax funding for municipal operations and capital improvement items for FY 2003-2007.
- **Affordable Housing.** Managed local government application processes to support private investment affordable housing development applications. Assisted developers to procure local government funding match to support grant applications submitted to the Oklahoma Housing Finance Agency (OHFA), Tax Credit Incentives Program.
- **Program Development, Demolition, Blighted Residential Structures.** Structured nuisance abatement program to include significant removal of dilapidated residential structures. Local program funding was supplemented with CDBG Small Cities Set-A-Side Program funding to expand program reach for removal of dilapidated residential structures.

University of Wisconsin-Cooperative Extension ***10/1995 - 09/2000***
Department Head/Community Resource Development Agent, Langlade County, WI

Responsible for community development based educational and technical assistance programming for local government. Led efforts for planning and economic development programming in a natural resource, tourism-based economy.

EDUCATION/CERTIFICATION

• Master of Public Administration	Midwestern State University
• Master of Science in Environmental Science & Policy	University of Wisconsin – Green Bay
• Bachelor of Science in Environmental Planning	University of Wisconsin – Green Bay
• Certified Public Manager	Texas Tech University
• Certified Planner	American Institute of Certified Planners
• Executive Certificate in Negotiation	Mendoza College of Business, Notre Dame

TAB

To the deciding hiring personnel,

My name is Daniel Raymond and I have been an employee of Seminole County for nearly fifteen years. I completed my B.A. at UCF with a track in education as one of my three main focuses. Following my undergraduate degree, I began working in the Emergency Communications Center where I completed thirteen years of work moving up to Training Coordinator (interim) and Shift Supervisor for several years. During my time I managed emergency communications teams during several large named storm EOC activations as well as social and biological events.

Following my time with Emergency Communications, I took a position focused more on technology implementation in the Environmental Services under utility engineering. I saw this as an opportunity to learn new skills and find ways to derive business intelligence from data and work order systems managed by CMMS.

I grew up in Pinellas county and have long desired to find a great work opportunity that will bring me back to my home area to use the skills and experience I have learned from UCF and several years in the public work force. Having lead teams through multiple crisis situations: I feel that my skills; interpersonal communication skills; and grasp of newer innovated technologies to benefit a new work environment.

I look forward to hearing back from you,

Daniel Raymond

Daniel Raymond

Leader • Problem Solver • Integrator

Daniel82Raymond@gmail.com

(321) 945-3613

859 Bay Bridge Cir Apopka, FL 32703

EDUCATION

University of Central Florida
Orlando, FL
Bachelor of Arts (B.A.) Interdisciplinary Studies
July 2007
GPA 3.74

ADDITIONAL SKILLS

SQL data selection and extraction

JDE administrator/teacher for Work order system of Utility Operations

PMP coursework completed

Microsoft Office Expert (Excel, SharePoint, Access, Visio, Outlook, PowerPoint)

Programming fundamentals coursework completed

CERTIFICATIONS

911 State Telecommunicators Certification for Emergency Communications

National Emergency Medical Dispatch

CAREER OBJECTIVE

I am an operations leader and a tech-savvy analyst with more than a decade of experience ensuring flawless service level delivery and improvement of operations. I love finding ways to improve efficiency and effectiveness with information systems and better processes. I seek to expand my experiences leading people and processes in a role that will allow me to be creative and own my business results. I seek greater exposure to innovative technologies, complex analyses, and ambitious projects/programs that will improve the lives of clients and customers.

EXPERIENCE

CMMS Coordinator

Seminole County Dept. of Environmental Services / Utility Operations

Mar 2022 – Current

The CMMS Coordinator provides support in the setup, training, and maintenance of the hardware and software systems supporting CMMS applications for Seminole County Utilities. This position will work with field teams to ensure facility related assets are incorporated into accurate asset trees, nameplate data formats, job plans, and frequencies for the Preventive Maintenance Programs. Duties shall include significant input, in effective implementation, and use of CMMS across all sections within Seminole County Environmental Services. This position will report to the Utilities Enterprise Asset Manager. This position consists of field work as well as work in an office setting.

- Developed SharePoint list and pages to track Assets and organize equipment request. The SharePoint solution was used during multiple Hurricane activations to track high cost materials in the field allowing for analysis of methods and business intelligent solutions for future activations.
- Created training materials and software tracking system to aid JDE instruction and track Safety based coursework to coordinate and plan future required coursework
- Assisted in implementing a new Database solution for housing Asset data including installation, administration, and utilization. Working under the guidance of Senior CMMS the new database is the current software used to track all Assets assigned to Utility Operations.
- Responsible for Asset Procurement on all Vehicle and Equipment needs for Utility Operations and Environmental Services
- Purchase order submissions and Vendor interaction for several functions assigned to position including but not limited to: Fueling of Water Plant Generators; Repair/Replacement of specialized equipment; special technology request.
- Responsible for redundancy of Boil Water Notifications approved by division manager as a resource to update external SharePoint page and Everbridge (Reverse 911 system)

Operations Supervisor and Systems Administrator

Seminole County Dept. of Public Safety, Sanford Florida
Dec 2010 – Mar 2022

Responsible for ensuring rigorous quality and service delivery standards for an E-911 radio and telephone operations center staffed by 12 direct reports processing up to 359 unique emergency events daily across 9 Fire/EMS response districts. Accountable for optimizing limited regional Fire and EMS response resources across a county of 345 square miles with competing demands on shared resources and capabilities to minimize response time and safety outcomes.

- Developed and deployed a supervisor error log system and process for tracking operational issues, leading to a 24% reduction in operator defects and human errors.
- Led requirements gathering for a $3M Computer Aided Dispatch application, participated in competitive scoring, selection, and mitigated integration issues with legacy databases during implementation by cross-walking data sets.
- Created an analytical tool to correlate team performance with varying levels of alarm traffic and team member role assignments, highlighting important bottlenecks and performance issues for corrective action.
- Codified process governance and training material for Communications Center Operations and Leadership across 22 documents, standardizing the training material and criteria for all Ops Supervisors and Managers.
- Assisted with development and publishing of an active KPI dashboard for Fire response business insights.
- Acted as Site Administrator for several key information libraries, process governance repositories, and workflow systems leveraging the SharePoint platform. Managed permissions, workflow configurations, data migrations, data integrity, and external integrations via VPN.
- Recognized for excellence in operating results with formal awards including The SCFDS “Life-Saver Award” (2x), the 2014 Smart Telecommunicator Award by iCERT, and Employee of the Month.

TAB

DAVID M. HARVELL
2842 SW 4th Street Boynton Beach, Florida 33435 ■ (**252**) **670-8732** ■ PelicanPost1@gmail.com

April 5, 2024

Mr. Doug Thomas – Vice President SGR
Via. DouglasThomas@GovernmentResource.com

Please accept this letter and resume as my interest to serve as the City Manager of Treasure Island.

My executive-level experience in local government (small coastal towns) and the private sector, combined with a proven track record of success and effective leadership, uniquely qualifies me for this essential role. I am confident that I possess the desired leadership, team-building, management, expertise and a high level of emotional intelligence (experienced) needed to continue and enhance the success, and to effectively accomplish its current goals and administrative objectives.

My experience in (leadership and management) includes; strategic planning, community consensus formation, budget development and fiscal financial management, human resources, emergency preparedness (FEMA), personnel/team-building and organizational leadership, public works-utilities, project management, customer service, public safety, and planning and inspections.

As a City Manager and as a Local Government Consultant; I have developed and maintained outstanding working relationships and built a highly efficient network throughout the Southeast. Additionally, I have enjoyed affiliation with League of Municipalities / Cities and the International City Manager Association (ICMA).

I believe my unique skills, background and experience will be a genuine asset to the City of Treasure Island. I look forward to the opportunity of discussing the position with you in more detail. Please, let me know if I may provide any further information for your review.

Thank you for your time and kind consideration. I look forward to speaking with you soon.

Sincerely,

David M. Harvell

M# 252.670.8732
2842 SW 4th Street
Boynton Beach, Florida, 33435
PelicanPost1@gmail.com

DAVID M. HARVELL

2842 SW 4th Street Boynton Beach, FL 33435 ■ (**252**) **670-8732** ■ PelicanPost1@gmail.com

EXECUTIVE PROFILE

- Executive and operations management professional offering an impressive background in the direction and leadership of municipalities, utility systems, and construction projects management. Effectively manage budgets and financial resources. Consistently produce results that achieve objectives and surpass community expectations.

- Outstanding communication, organization, and analytical skills, written and verbal. Formulate and clearly communicate policies, procedures, strategic vision, and long-range priorities. Cultivate working relationships with local government boards, communities, member counties, regulatory authorities, and financing agencies.

PROFESSIONAL EXPERIENCE

GovHrUSA: Local Government Consultant 2017- present

- Cooper City, Florida
  (Interim) Public Works Director and Project Manager March 2024 - present
  Note: Approximately a twelve (12) week engagement

- City of Fayetteville, NC
  (Interim) Project Manager & Consultant (multiple consulting engagements: 2015 – 2023)

  Facilitated Projects:

  - Outsourcing of the management and maintenance of the fleet and equipment inventory (1,800 pieces / Annual Expenditure $10M). Process included:
  - Provided recommendations in the restructuring of the Cities Public Services Department (125 fulltime employees) recommendations were implemented and created multiple synergies and a positive organizational culture shift.
  - Prepared and authored Request for Proposal (RFP) for the potential outsourcing of the Environmental Services Department (Annual Expenditure $13M).

DavenportLawrence: Local Government Independent Consultant 5.2015 - present
(David M. Harvell and Associates)

Provide consultations in overall financial management, revenue enhancements, cost recovery, process improvements, customer service and field operations audits.

Clients:

- Southern Pines, NC
- Villa Rica, Ga
- Temple, Ga
- Cornelius, NC
- Pine Knoll Shores, NC
- Waste Removal NC (private)
- Mint Hill, NC
- Fayetteville, NC
- Hartville, SC
- New Bern, NC

Town of Swansboro, Swansboro, NC
Founded in 1783, the "Friendly City by the Sea" offers a historic downtown district overlooking the water, numerous opportunities for coastal recreation, and a progressive town government working to balance high quality community growth with conservation.

TOWN MANAGER **2012 – 5.2015**

- Direct and supervise the administration of all departments, offices, and agencies of the city, with direct reporting to the city council. Attend council meetings and recommend measures, including plans for implementation.
- Ensure all state and city laws and council ordinances, resolutions, and regulations are faithfully executed.
- Prepare and submit yearly budget and capital program. Submit comprehensive reports on finances and administrative activities, and make these available to the public.

Selected Achievements

- Completed the establishment of a new Parks and Recreation Department to include a new recreational facility.
- Implemented a Career Development Plan, and a Classification Plan to ensure job description compliance.
- Authored and updated Personnel Policy to provide a centralized manual outlining organization's expectations.
- Increased unassigned fund balance through improvements in operational efficiencies, allowing elected officials a greater level of flexibility in funding for specific capital projects and a cushion in economic downward trends.
- Completed renovation and constructed new town hall facility

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City of Havelock, Havelock, NC
City population of 13,500 with 120 full-time city employees; Havelock is a full-service military community.

ASSISTANT CITY MANAGER

2008 - 2012

- Planned, directed, and managed city operations, services and activities related to Planning and Zoning, Finance-Customer Service, Public Services, construction projects and other city departments. Provide administrative support, and assisted City Manager in the design, development and execution of plans, policies, programs, and procedures.
- Project managed critical construction projects, including the design, planning, troubleshooting and management of multiple, ongoing infrastructure partnerships and projects with various government agencies, such as the Navy/Defense and the Marine Corp Air Station at Cherry Point. Reviewed, approved and/or denied payments, as appropriate.
- Negotiated contracts and agreements for city services in compliance with supporting municipal ordinance.

Selected Achievements

- Strengthened business culture and work flow systems of the Finance - Utility Billing Area encompassing water, sewer, and solid waste. Revised department name from "Revenue Collections Department" to "Customer Service Department" to emphasize a new customer-centric focus, and improved facility ergonomics and overall environment, resulting in significantly improved customer and employee satisfaction reporting.
- Contributed to the development, integration, and adoption of the city-wide Unified Development Ordinance (UDO), Technical Specifications Manual, and Emergency Operations Manual.
- Directed the 11,700 sq. ft. Fire/EMS station construction project, as Project Manager.

PUBLIC SERVICES DIRECTOR **2004 - 2007**

- Directed solid waste services, water and wastewater facilities, streets and drainage, and fleet and facility maintenance.
- Provided leadership and oversight for extensive organizational structure and culture change.

Selected Achievements

- Developed and implemented a five (5) year capital improvement plan and initiated benchmarking procedures.
- Reorganized Public Services' divisions and coordinated special projects, including $3.2M sewer collection rehabilitation, $1M citywide drainage improvement, and $28M wastewater capacity plan, sewer allocation project.
- Empowered employees to function as a team, gaining respect and recognition from customers / citizens.

Town of Atlantic Beach, Atlantic Beach, NC
City population of 1,800 with 65 full-time city employees; Atlantic Beach is a full-service coastal resort community.
TOWN MANAGER & FINANCE OFFICER **2007**

- Managed public services, planning and zoning, police/fire/emergency services, finance, and administration.

Selected Achievements

- Identified changes and solutions to effectively reduce costs, increase efficiencies, and improve the level of town services provided to citizens. Delivered detailed financial reporting and documentation for Town Council meetings.

City of Benton, Benton, KY
City population of approximately 4,500 with 35 full-time employees.
TOWN ADMINISTRATOR / UTILITIES DIRECTOR **2000 - 2003**

- Managed and administrated natural gas system, solid waste collection, and wastewater and water treatment systems. Supervised a professional team of 35 full-time personnel. Reported to Mayor and City Council.

Heartland Shuttle Inc., Paducah, KY

OWNER / OPERATOR

- Built and managed a highly successful company providing ground transportation from the Western Kentucky area to metropolitan airports. Negotiated the profitable sale of the business in 2000.

Continental Waste Industries, Inc. (CWI), Paducah, KY

Private firm offering a complete range of municipal waste collection management services, including collection, hauling, recycling, and disposal, while ensuring compliance with all local, state and federal guidelines.
DISTRICT MANAGER

- Provided overall profit and loss management of solid waste collection, recycling, composting, transfer, disposal, and landfill operations encompassing four (4) states: Kentucky, Illinois, Missouri & Tennessee; two (2) landfills; and five (5) transfer stations, with up to 115 employees.

City of Paducah, Paducah, KY
City population of approximately 27,500 with 70 full-time city employees - full-service municipality
DIRECTOR OF PUBLIC WORKS

- Provided strategic leadership and management of solid waste collection, disposal and landfill operations, wastewater collection, treatment plant, streets/drainage, and facility and fleet maintenance. Implemented several highly successful programs that significantly improved productivity, efficiencies, performance and perception.

City of Delray Beach, FL
City population of approximately 35,000 – full-service municipality
Street Superintendent (1984-1990)

United States Air Force – 1979-1984

EDUCATION & CERTIFICATIONS

- MASTER OF SCIENCE (MS) HUMAN RESOURCE MANAGEMENT **(Mid-Continent University)**
- BACHELOR OF SCIENCE (BS) BUSINESS MANAGEMENT
- INTERNATIONAL CITY MANAGER ASSOCIATION 2007-2020 **CREDENTIALED MANAGER (ICMA-CM)**
- CERTIFICATION MUNICIPAL AND COUNTY ADMINISTRATION, University of North Carolina, Chapel Hill

TAB

DAX DOUGLAS NORTON

6751 Wimbledon Drive **I** Zionsville, IN 46077
dax.norton1@gmail.com **I** (317) 439-8122

March 23, 2024

Dear Mayor Payne,

Shaping communities by focusing on municipal strategic direction, innovative public policy development and economic growth, with servant leadership principles as a strong guide, has been the hallmark of my career. A thorough review of my qualifications will showcase 20+ years driving growth in communities through small business development, quality of place initiatives, human capital attraction, infrastructure development, business expansion efforts, creative economic development finance proposals and pursuing policies to build community capacity for sustainable progress. I have been blessed with a career that has taught me the value of serving others, while learning to navigate the ups and downs of failure and success. These experiences have enabled me to perform all the duties and responsibilities of the City Manager position for Treasure Island.

Highlights of my career that will enable me to excel in this position include the following:

- **Strategic Vision:** Transformational leader known for galvanizing communities around a shared strategic vision focused on creating resources to improve quality of life and building capacity to fuel sustainable growth.
- **Economic Growth:** Spearheaded unprecedented economic expansion in the fastest growing community in Indiana and the fifth fastest growing town in America. Closed and assisted with the development of financial incentives for 20+ economic development projects. Compiled the team and developed the plan to bring the Little League International Central Region Headquarters and Moontown Brewery Headquarters to Whitestown.
- **Infrastructure Development:** Highly regarded for investing in infrastructure development to enable economic growth**.** Presented financing for major infrastructure projects, including a state of the art, $27M wastewater treatment facility, $3.7M roadway realignment project, $1.6M+ highway construction project and $40M+ for new interstate infrastructure.
- **Executive Leadership:** Decisive leader known for championing public interests with state and federal leaders and fostering strong inclusive community relations. Managed a team of 97 and oversaw a $16M+ budget.

My resume will provide additional details concerning my accomplishments. I welcome the opportunity for an interview to discuss how my experience can be of value to you, your fellow Board of Commissioners, the city staff and residents of Treasure Island.

Thank you in advance for your time and consideration. I look forward to hearing from you soon.

Sincerely,



Dax Norton

DAX DOUGLAS NORTON

6751 Wimbledon Drive • Zionsville, IN 46077
dax.norton1@gmail.com • (317) 439-8122

STRATEGIC GROWTH – EXECUTIVE LEADERSHIP – ECONOMIC DEVELOPMENT

Senior Executive Manager with 20+ years of experience driving multimillion-dollar economic growth in communities by focusing on business expansion efforts and pursuing policies to build community capacity for sustainable progress.

- **Economic Growth:** Spearheaded unprecedented economic expansion in the fastest growing community in Indiana and the fifth fastest growing town in America. Closed 25 economic development projects bringing in $400M in assessed value and 1600 jobs.
- **Strategic Vision:** Transformational leader known for galvanizing the community around a shared strategic vision focused on creating resources to improve quality of life and building capacity to fuel sustainable growth.
- **Infrastructure Development:** Highly regarded for investing in infrastructure development to enable economic growth**.** Presented financing for major infrastructure projects, including a state of the art, $27M wastewater treatment facility, $3.7M roadway realignment project and a $1.6M+ highway construction project.
- **Executive Leadership:** Decisive leader known for championing public interests with state and federal leaders and fostering strong inclusive community relations. Managed teams of up to 100 people and multi-million dollar budgets.

CORE COMPETENCIES

❖ Strategic Planning	❖ Project Management	❖ Vendor Management
❖ Organizational Leadership	❖ Policy Development	❖ Developmental Leader
❖ Budgeting & Forecasting	❖ Financial Oversight	❖ Public Relations
❖ Community Expansion	❖ Thought Leadership	❖ Economic Growth

PROFESSIONAL EXPERIENCE

Principal Owner, Crossroads Municipal Management d.b.a. Crossroads Management Advisors, Zionsville, IN: 2019-Present
Established and leading this consulting firm focused on providing municipal clients with government operations audits, strategic direction road map consultation and project management advisory services.

Director of Economic Development, Grants and Funding and Municipal Strategy, ms consultants, Indianapolis, IN: 2019-2024
Directed the Municipal Operations and Economic Development Consulting program to provide under-funded and under-staffed communities with municipal operations and economic development consultation at reduced costs.

- Assisting clients with the development of strategic direction, economic development policy and community economic reinvention plans.
- Providing 4 municipal clients with municipal operations and economic development consultation.
- Provided municipal utility strategic direction and capital improvement consultation to 2 clients, including securing $20 million dollars in state and federal grant and loan dollars for a sanitary sewer rehabilitation for a small community in Indiana.

Town Manager (Economic Development), Town of Whitestown, Whitestown, IN: 2013 – 2019
Spearheaded unparalleled economic growth in the fastest growing community in Indiana and the fifth fastest growing town in America. Manage a $16M budget with a team of 97.

- **Economic Growth:**
  - Closed 25 economic development projects bringing in $400M in assessed value and 1600 jobs by offering incentives which were beneficial to both the businesses and the community.
  - Oversaw the development of 16 new industrial buildings with $140M in investment in under 4 years.
  - Cleared the path for local government and business progress by championing favorable legislation for small business such as an increase in local liquor licenses and an automatic growth levy for rapidly growing communities.
  - Secured $36M+ in state and county funds dedicated to funding infrastructure and public safety to ensure the community could keep up with the exponential population growth due to the industrial boom.
- **Infrastructure & Community Improvements:**
  - Financed 4 major infrastructure projects, including a $3.7M+ roadway realignment project and a $1.6M+ highway construction project by creating the first pancake tax increment finance allocation area (TIF) in Indiana history.
  - Opened town offices to the community and fostered a collaborative environment by moving operations to a 5X larger space.
  - Pioneered operations of the first Planning and Community Development Department.

- Improved school children's safety by working with the Indiana General Assembly to pass legislation to enable communities to decrease speed limits in school zones to 25 MPH.

Executive Director, Indiana Office of Community and Rural Affairs, Indianapolis, Indiana: 2013
Led 10+ member team in developing a strategic vision that focused on capacity-building for long-term sustainable growth of Indiana communities.

- Assisted rural communities with new business attractions through the administration of the *Shovel Ready Program* which identified business sites positioned for quick investment and expansion.
- Developed the Good to Great plan to optimize resources, galvanize team around guiding principles, and expand agency reach.
- Facilitated the process to develop projects in smaller communities through initiatives like the *Stellar Communities Program*.

Executive Director, Boone County Economic Development Corporation, Lebanon, IN: 2008 - 2013
Grew local economy of 60K+ residents by closing 14 new business projects that collectively invested $100M+ and created 1000+ high-wage jobs over 4 years. Led a staff of two to drive economic development.

- Attracted and expanded multimillion-dollar businesses to build in Boone County, including Express Scripts, FedEx, DA Lubricants, Amazon, and Skjodt-Barrett Foods. Efforts brought in $10M+ in property tax revenue to be used for schools and libraries.
- Increased annual funding from $150K to $400K in 2013.
- Created a Comprehensive Economic Development Strategy for the region in partnership with 5 neighboring counties with a focus on creating a stronger tax base and higher-wage jobs to increase recreational and cultural opportunities.
- Secured $275K+ in grants to seed two new local low-interest loan programs that led to the creation of new small businesses.
- Built initiatives and resources to improve quality of life such as the Boone County Rural Development Initiative and Boone County Economic Gardening/Entrepreneurship initiative.

Executive Director, Blackford County Economic Development Corporation, Hartford City, IN: 2007 - 2008
Led not-for-profit public/private partnership focused on community capacity building to fuel county economic growth.

- Secured $500K grant to construct a new community and education center for 400+ families in the city of Montpelier.
- Attracted $25M+ in new business and retained 95% of existing businesses by continuously advocating for business needs.
- Fostered a business-friendly environment alongside the mayor by updating historic city ordinances impeding economic growth.

Director of Member Services, Greater Bloomington Chamber of Commerce, Bloomington, IN: 2005 – 2007
Recruited to increase member retention and build a business-friendly climate in Bloomington and Monroe Counties.

- Increased member retention from 85% to 92% by developing and rolling out targeted retention efforts for specific clusters of business.
- Enhanced member engagement by developing the Bloomington Chamber of Commerce seminar series (*Chamber U)*.

Managing Partner, Harmony General Stores, Bloomington, IN: 1997 – 2005
Directed $4M+ convenience store chain with full P&L responsibility. Delivered revenue growth year-over-year.

- Grew profitability 30%+ over three years by focusing on innovative marketing and customer service initiatives.
- Recruited and developed staff of 25+ to deliver high-quality customer satisfaction and increase customer loyalty.

EDUCATION

Ball State University, Muncie, IN: *Bachelor of Science in History*

ADDITIONAL CREDENTIALS

PROFESSIONAL DEVELOPMENT

- **Ball State University Indiana Economic Development Course | Economic Development Institute Basic Course**, 2008 Graduate
- **University of Oklahoma Economic Development Institute**, 2010 Graduate

ORGANIZATIONS

- **National Board Member,** National Organization for Disorders of the Corpus Callosum January 2024-Present
- **Member**, Indiana Chamber of Commerce Economic Development Policy Committee, 2019-2024
- **Board Member**, Accelerate Indiana Municipalities, 2017–2019
- **Committee Chair**, AIM Economic Development Policy Committee, 2017-2019
- **Board Member**, Boone County Economic Development Corporation, 2013–2019
- **Council Appointment**, Zionsville Redevelopment Commission, 2013

Dax Douglas Norton

6751 Wimbledon Drive **I** Zionsville, IN 46077
dax.norton1@gmail.com **I** (317) 439-8122

Professional Reference List:

Dan Cutshaw
Regional Vice President, ms consultants
Indianapolis Regional Office
115 West Washington Street
Indianapolis, Indiana, 46204
(317) 508-5343
dcutshaw@msconsultamts.com

Steve Unger
Partner, Bose McKinney and Evans
Town Attorney, Whitestown, IN
111 Monument Circle, Suite 2700
Indianapolis, Indiana, 46204
(317)684-5465
sunger@boselaw.com

Eric Miller
Commissioner, Indiana Department of Child Services
302 West Washington Street, Room E396
Indianapolis, Indiana, 46204
(812) 277-6194
ericmilleruky@yahoo.com
Note: Mr. Miller was the Town Council President of the Whitestown, Indiana, Town Council during my time as the Town Manager of the town.

Nancy Crocker
Nashville Indiana Utility Service Board
Former President of the Nashville, Indiana, Town Council
200 Commerce Street
Nashville, Indiana, 47448
ncrocker417@gmail.com

Robert Wilsey
President and Chief Compliance Officer, Bison Creek Advisors
Former President of the Nashville, Indiana, Utility Service Board
4040 South Meridian Street
Indianapolis, Indiana, 46217
(317) 698-7890
bob.wilsey@yahoo.com

Chuck Willig
Maintenance Director, Zionsville, Indiana
Former Director of Facility Maintenance, Whitestown, Indiana
(317) 753-5859

Bryan Brackemyre
Vice President of Member Services, Indiana Municipal Power Agency
11610 North College Avenue
Carmel, Indiana, 46032
(317) 903-9721
bryan.brackemyre@gmail.com

Sara Fairfield
President, Thorntown, Indiana, Town Council
101 West Main Street
Thorntown, Indiana, 46071
(765) 481-7737
sfairfield@thorntown.in.gov

Heather Burris
Chief of Police, Nashville, Indiana
25 Artist Drive
Nashville, Indiana, 47448
(317) 508-0986
hburris@townofnashville.org

Brock Hesler
Vice President, Membership and Foundation Relations
Indiana Chamber of Commerce
115 West Washington Street, Suite 8505
Indianapolis, Indiana, 46204
(765) 258-7122
bhesler@indianachamber.com

Craig Anderson
Retired
Zionsville, Indiana
(317) 698-3687
craig.anderson1725@gmail.com

Pete Mattingly
Owner, Mattcon General Contractors/Moontown Brewing Company
345 Bowers Street
Whitestown, Indiana, 46071
(317) 431-1217

DAX DOUGLAS NORTON

6751 Wimbledon Drive • Zionsville, IN 46077
dax.norton1@gmail.com • (317) 439-8122

Media Portfolio

The following is a list of articles and videos that are directly related to accomplishments in my municipal executive and economic development career:

Whitestown Farwell Video Presentation: LinkedIn

Vision Shadyside Strategic Direction Road Map Session:
https://wtov9.com/news/local/shadyside-supporters-mapping-out-strategic-plan-for-community

Town of Nashville Strategic Directions Advisor:
http://www.bcdemocrat.com/2019/06/26/town-gets-strategic-direction-adviser/

Move to ms consultants:
https://www.msconsultants.com/whitestown-town-manager-to-leave-role-jan-27-announces-position-in-private-sector/

Whitestown Little League Development:
https://www.theindychannel.com/news/local-news/boone-county/-5m-little-league-hq-going-into-whitestown-s-former-wrecks-site

Whitestown growth:
https://www.ibj.com/articles/64489-whitestown-sees-flurry-of-industrial-projects-more-on-horizon

The conservation and rehabilitation of the Whitestown's historic high school:
http://zionsvillemonthlymagazine.com/moon-over-boone-county/

Working with the legislature to pass an enabling act with Whitestown specific language:
https://www.facebook.com/1452827331678142/videos/1524106284550246/

http://www.timessentinel.com/news/local_news/whitestown-advocates-for-more-liquor-licenses/article_ca56a2a3-0d68-5478-8ca3-2db664b385be.html

Lobbying efforts at the Indiana General Assembly to ensure adequate funding for economic growth:
https://www.facebook.com/WhitestownIN/photos/a.1452980261662849.1073741828.1452827331678142/1608002666160607/?type=3&theater

The growth of Whitestown's Manufacturing and e-commerce sector:
http://www.insideindianabusiness.com/story/31642460/whitestown-attracts-manufacturing-tech-jobs

Oversight of the successful completion of major infrastructure projects:
http://www.timessentinel.com/news/local_news/whitestown-completes-major-infrastructure-projects/article_fada65b6-125b-59e5-aaa1-674e4d57eeb9.html

http://www.timessentinel.com/news/local_news/new-whitestown-treatment-plant-up-and-running/article_1f030b32-ea30-5a00-b9a6-0c622be3a9c6.html

School zone speed limit legislation:
https://www.youtube.com/watch?v=2wYO5qvxSg4

Cooperation with the Indiana Department of Transportation to fix a long standing traffic safety issue:
http://fox59.com/2016/05/23/whitestown-parkway-construction-at-i-65-expected-to-slow-drivers-during-summer-months/

Closing the deal to move Weaver Popcorn's world HQ to Whitestown:
http://www.indianaeconomicdigest.net/main.asp?SectionID=31&SubSectionID=135&ArticleID=73191

Rego-Fix brings high tech manufacturing and Swiss Consulate to Whitestown:
https://indychamber.com/news/rego-fix-and-telamon-locate-anson/

http://www.bizvoicemagazine.com/media/archives/15novdec/EconomicBoone.pdf

Daimler North America announces new location in Whitestown:
http://www.flyergroup.com/business/daimler-plans-distribution-center-for-whitestown/article_e9596dc7-73d4-5c9e-b7a3-5681d53c2e71.html

Closing the deal to move D.A. Lubricants world HQ to Lebanon, Indiana:
http://www.indianaeconomicdigest.net/main.asp?SectionID=31&SubSectionID=202&ArticleID=57262

Closing the deal to move Skjodt-Barrett Foods to Lebanon:
http://www.indianaeconomicdigest.net/main.asp?SectionID=31&SubSectionID=135&ArticleID=59735

Creating a new business park and attracting FedEx to Zionsville, Indiana:
http://indianaeconomicdigest.com/main.asp?SectionID=31&SubSectionID=160&ArticleID=66376&TM=51144.71

Town of Whitestown, Indiana
Resolution No. 2019-2

A Resolution Recognizing the Service of Dax Norton

WHEREAS, the Town of Whitestown, Indiana ("Whitestown" or "Town"), its residents and businesses, and the surrounding community, are benefitted by Whitestown public servants who work to perform their functions and tasks with dedication and professionalism; and

WHEREAS, since September of 2013, Dax Norton has served with distinction as the Town Manager of Whitestown; and

WHEREAS, during that period and under the management of Mr. Norton, Whitestown has experienced exceptional growth and development in all areas, including but not limited to governmental services, community involvement and engagement, communications, transparency, opportunity, diversity, recognition, leadership, population, pride, partnerships, staffing, infrastructure, public benefits, amenities, private investment, and economic development; and

WHEREAS, Dax Norton has been instrumental in the positive growth and development of Whitestown; and

WHEREAS, Dax Norton deserves to be recognized and commended for his exemplary leadership and service to Whitestown and the surrounding community.

NOW THEREFORE, BE IT RESOLVED by the Town Council of the Town of Whitestown, Indiana, that, on behalf of Whitestown residents, businesses, and the surrounding community, the Town Council hereby commends the exemplary public service of Dax Norton, and thanks him for his exceptional leadership and service as the Town Manager of the Town of Whitestown.

BE IT FURTHER RESOLVED that the Town Council of the Town of Whitestown, Indiana, does hereby DECLARE and PROCLAIM January 28, 2019 as "DAX NORTON DAY" in Whitestown, Indiana. The Town, through all of its department heads, is hereby charged with the responsibility of actively promoting DAX NORTON DAY in the Town.

SO RESOLVED this 9th of January, 2019.

TOWN COUNCIL OF THE TOWN OF WHITESTOWN, INDIANA

Eric Miller

Clinton Bohm

Susan Austin

Kevin Russell

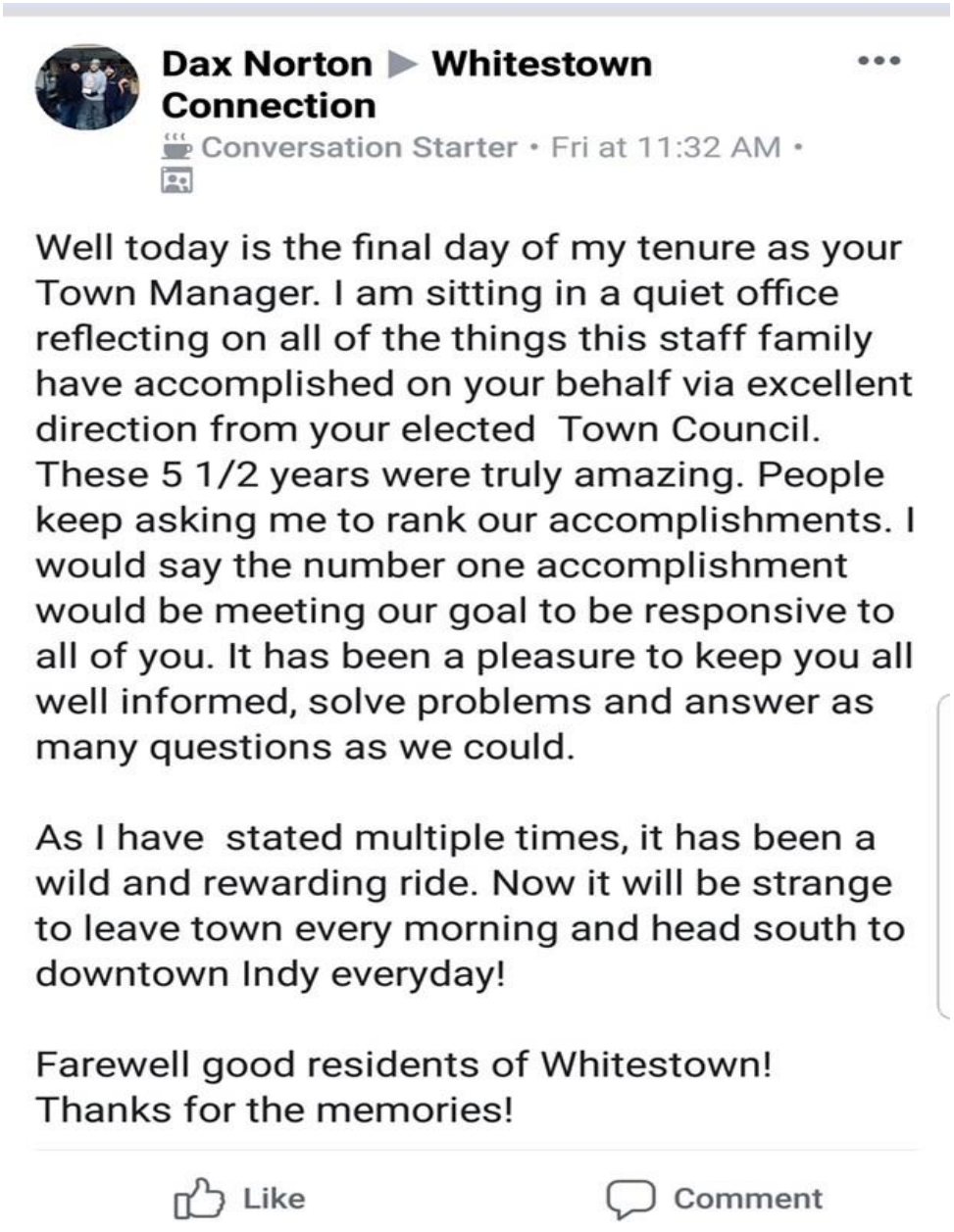
Jeffrey Wishek

Attest: Matt Sumner, Clerk-Treasurer

DAX DOUGLAS NORTON

6751 Wimbledon Drive **I** Zionsville, IN 46077
dax.norton1@gmail.com **I** (317) 439-8122

Whitestown Farewell Community Facebook Commendations



Dax Norton ▶ Whitestown Connection

Conversation Starter • Fri at 11:32 AM •

Well today is the final day of my tenure as your Town Manager. I am sitting in a quiet office reflecting on all of the things this staff family have accomplished on your behalf via excellent direction from your elected Town Council. These 5 1/2 years were truly amazing. People keep asking me to rank our accomplishments. I would say the number one accomplishment would be meeting our goal to be responsive to all of you. It has been a pleasure to keep you all well informed, solve problems and answer as many questions as we could.

As I have stated multiple times, it has been a wild and rewarding ride. Now it will be strange to leave town every morning and head south to downtown Indy everyday!

Farewell good residents of Whitestown! Thanks for the memories!

Like Comment


Posts
Karla Hiser- Biggs
Best of luck in your new journey.
1d Like Reply
1
Mark Robinson
Dax,
1d Like Reply
Dusty Lynn Vignes
Thanks Dax, good luck on your next adventure. See ya around the neighborhood!
1d Like Reply
1
Mark Robinson
Thanks for all you have done for the town, and what you have done to help our company grow!
1d Like Reply
3
Kelsey Harmer
Dax, you have been such a gift to our growing town! Thank you for the years of service you gave to us. Wishing you best of luck on your next venture!
Write a comment...
GIF

Posts



Mike Clupper
Thanks for all your work Dax. You have put up with a lot for this town and given so much.

1d Like Reply 1

Mary Meisel
You made Whitestown a thriving area where folks want to live and shop and eat. Thank you for a job very well done. Driving downtown everyday...ugh. Be safe!

1d Like Reply 1



Mona Lynn Clark ☕
Well done good and faithful servant. You have served our communitywell. Blessing to your next assignment 👈🏽👉🏽✋🏽

1d Like Reply 1



Joseph Bramblett
Thank you Dax for everything!

1d Like Reply 1

Write a comment... GIF

Posts



Mike Clupper
Thanks for all your work Dax. You have put up with a lot for this town and given so much.
1d Like Reply 1



Mary Meisel
You made Whitestown a thriving area where folks want to live and shop and eat. Thank you for a job very well done. Driving downtown everyday...ugh. Be safe!
1d Like Reply 1



Mona Lynn Clark ☕
Well done good and faithful servant. You have served our communitywell. Blessing to your next assignment 👈👉✋
1d Like Reply 1



Joseph Bramblett
Thank you Dax for everything!
1d Like Reply 1



Write a comment... GIF

Posts



Tom Santelli
Ha! You are not leaving, beyond your omnipresence, you are Whitestown Proud and solidly connected throughout Boone County...you are just spreading your wings a bit!

1d Like Reply 1



Sherry Stonecipher Creek
Thank you & Good Luck!

1d Like Reply 1



Norma Smith
You will be greatly missed. Good luck on your future endeavors!!

1d Like Reply 1



James Stocks
Thanks Dax! Good luck, sir!!!

1d Like Reply 1



Jeremy Hilton James Stocks bears still...



Josh Copeland replied



Scott Baumruck

Write a comment... GIF

Posts



Scott Baumruck
You still have a few hours to change your mind!!
1d Like Reply 1



Harlan Vondersaar
Best of luck to you! 1
1d Like Reply



Eric H Allen
You're the best brother! Keep shining your light on others!
1d Like Reply



Paul Pavlata
Best of luck , 1
1d Like Reply



Sara Westrich
Best of luck Dax! You will be missed!
1d Like Reply 1



Kathie Buchan Riley
Thank you Dax, good luck on your next venture!! Don't forget about us little people! 😊

Write a comment... GIF

Posts



Kathi Dimitroff
I am a true believer that everything happens for a reason. You will do great at anything that you do. Good luck on your next adventure! I'm sure this will not be the last time we hear from you. Go get em!!

23h Like Reply 1



Amy Hammerle
Thanks for helping to bring new life to my little hometown of Whitestown!

23h Like Reply 1



Andrew McGee
Thank you Dax for all you have done for the Town of Whitestown! Good luck in your new position, and we'll have to grab lunch sometime downtown.

23h Like Reply 2



Chuck Wentzel
Thanks Dax!!!! You will be missed.

23h Like Reply

Write a comment... GIF

Posts



Kimberly Greeno
Leaving a big foot print for the next person. Thank you from a transplant. Your kind direction and information has been a great value to my husband and I.

23h Like Reply



Julie Fuller
Thank you Dax!!! You will be missed.

23h Like Reply



Brent Stoner
Thanks for your service, Dax. You have done an excellent job.

23h Like Reply



Nancy Lamm
Whitestown will miss you!

23h Like Reply



Myron El Sr.
Thanks Dax, praying that God will continue to open doors for you and that time with your family will be a huge reward!

Write a comment... GIF

Posts



Erin Bonwell
All the best **Dax Norton**!!!
23h Like Reply 1



Sharon A. Walker
Well done!
23h Like Reply



John Kirisits
Good luck
23h Like Reply



Jeff Murray
Thank you!
23h Like Reply



Ashley Weber
You will be missed!
22h Like Reply



Douglas Ostrega
Best wishes and God's Speed!
22h Like Reply



Write a comment... GIF

Posts



April Haffner
Well done **Dax Norton**!!
22h Like Reply



Raji Suresh
Best wishes Dax and Thank you!
22h Like Reply



Julie Kilgore Luptak
Thank you for all your hard work Dax! Good luck in your new job.
22h Like Reply



Sandra Griffith Champagne
Farwell **Dax Norton** u will be missed.
22h Like Reply



Lisa Scott Peterson
Sad to hear this, but good luck in your new position!
22h Like Reply



Pete Steitz
Stay in touch Dax. You are one Hell of a good man. All the best to you and family.

Write a comment... GIF

Posts



Michael Henricksen
Thanks for all of your hard work and the energy you have put into creating Whitestown. **Best wishes** on your next endeavor.

22h Like Reply



Rudy Leidenfrost
Thank you for all you've done Dax and good luck with your future endeavors, cheers!

22h Like Reply



Suzi Hilgedag-Leidenfrost Rudy Leide...



Jennifer Diamond Wiscons
Thank you for your service to Whitestown and all of your hard work! **Best wishes**!!

22h Like Reply



Courtney Dowland
Best wishes Dax

22h Like Reply



Write a comment... GIF

Posts



Sam Grubbs
Good luck to you and your family Dax. I know you will excel at your next endeavor. Do not sell yourself short! Things got done in this town because of you and the town employees.

22h Like Reply 1



Jamie Bales
Thanks so much for being that never ending source of info to so many! Someone's going to have some big shoes to fill! Good luck to you!

21h Like Reply



Sara Paridaen Gearries
Thanks Dax for all your hard work, time, passion, and for creating what you have here in Whitestown. You will be missed. Best of luck to you. Let's get something on the schedule. You still need to take us out to your place, Shipwrecked. 🤗

21h Like Reply

Write a comment... GIF

Posts



Ceil Mattingly
Keep on dancin! And thanks for all that u have done for us.

21h Like Reply



B Scott Chelli
Thank you for all that you have done to lead our town in the best directions. Thanks even more for being an honest& upstanding leader!

21h Like Reply



Greg Allen
Good luck to your future endeavor!

21h Like Reply



Melody Littrel Harris
Thank you for all you have done and **best wishes**!

21h Like Reply



Peggy Pinkelman Cobane
Unbelievable what you accomplished for Whitestown. You will be missed.

21h Like Reply

Write a comment... GIF

Posts



Tonya Galloway
Thanks for everything! You truly are remarkable and thank you to your family for making the sacrifice of time lost with you! You will be greatly missed!

20h Like Reply 1



Darlene Dean McCoy
So glad that Whitestown was blessed to have you Dax. You have been a blessing to so many. Thank you for all you have done for each of us.

20h Like Reply 1



Jeff Syferd
Dax.. Thank you for your dedication to Whitestown in making it such a great place for the residents and businesses that came! Your work ethic will be hard to match but it hasn't gone unnoticed! The story of how your family provided a meal for the employees that had to work the holiday shows your appreciation to them! I wish you the best of luck in your new venture and hope you have

Write a comment... GIF

Posts

20h Like Reply 1



Jeff Syferd
Dax.. Thank you for your dedication to Whitestown in making it such a great place for the residents and businesses that came! Your work ethic will be hard to match but it hasn't gone unnoticed! The story of how your family provided a meal for the employees that had to work the holiday shows your appreciation to them! I wish you the best of luck in your new venture and hope you have more time to spend with your family! Thank you!!

19h Like Reply 1



Carla Willoughby Jackson
You have been a So good for the town. You will be missed

19h Like Reply



Jodona Young
You will be missed! **Best wishes**

18h Like Reply 1

Write a comment... GIF

Posts

Jodona Young
You will be missed! **Best wishes**
18h Like Reply 1

Joyce Gale
Thank you, Dax, for the superb leadership, and a job well done! Blessings on you and your family as you begin your new adventure.
17h Like Reply 1

Ruth Marchand Cox
Thank you for a great job!
17h Like Reply 1

Julie Whitman
Proud of you and our town. See ya downtown!



Write a comment... GIF

Posts



1

16h Like Reply

Becky Ottinger
Best of Luck in your new endeavors. Whitestown has been so lucky to have you working your magic.

16h Like Reply 1

Jon Erickson
Dax, Dax,
He's our man,
If he can't do it,
No one can!
... See More 1

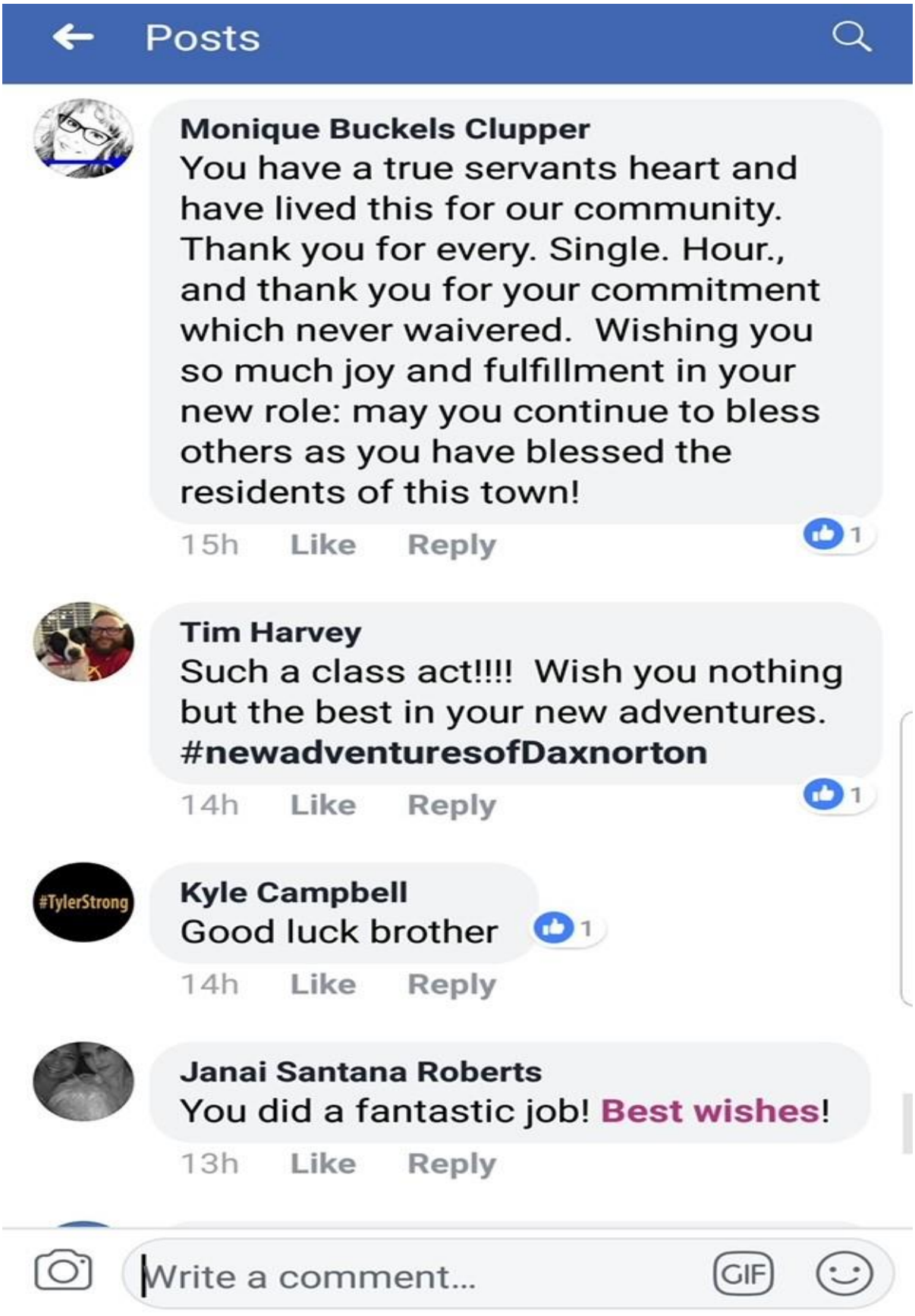
16h Like Reply

Patty Dawn Fields
What will you be doing in Naptown?

15h Like Reply

Monique Buckels Clupper
You have a true servants heart and have lived this for our community. Thank you for every. Single. Hour., and thank you for your commitment which never waivered. Wishing you

Write a comment... GIF


Posts
Monique Buckels Clupper
You have a true servants heart and have lived this for our community. Thank you for every. Single. Hour., and thank you for your commitment which never waivered. Wishing you so much joy and fulfillment in your new role: may you continue to bless others as you have blessed the residents of this town!
15h Like Reply
1
Tim Harvey
Such a class act!!!! Wish you nothing but the best in your new adventures. #newadventuresofDaxnorton
14h Like Reply
1
#TylerStrong
Kyle Campbell
Good luck brother
1
14h Like Reply
Janai Santana Roberts
You did a fantastic job! Best wishes!
13h Like Reply
Write a comment...
GIF

TAB

DICRAN (RICK) KEUROGLIAN, III

rickkeuroglian@yahoo.com - 706-664-8228 – PO Box 1353, Georgetown, CO 80444
https://www.linkedin.com/in/rick-keuroglian-mpa-mats-2a81217/

March 22, 2024

Dear Treasure Island City Commission,

I recently discovered the City Manager position for Treasure Island on the icma.org website and after much consideration and excitement, I am submitting my resume. My wife (Principal at the Georgetown Elementary School) and I are actively looking to return back to the East in order to live closer to our family who all live in Georgia and South Carolina.

I have had the privilege of working directly or indirectly with municipalities since 2012. Currently, I am the Town Administrator for the Town of Georgetown CO, which is a Mountain Resort Municipality surrounding 15 ski resorts (i.e., Vail, Breckinridge, Aspen, & Beaver Creek, etc.) and is a very similar tourist community to Treasure Island but just the opposite seasons! Due to being in a resort area, we have over 450,000 tourists visit Georgetown every year! I thoroughly love my position and really enjoy my Staff and Council but after four years in Colorado, it is time to bring my family back to the East. I have also worked for the City of Brush CO (pop. 6000) as the Assistant City Administrator, and have worked alongside as an Advisor with the City of Augusta GA (pop. 500,000) for 12 years doing various planning projects with the City Administrator and Department Heads.

As the Town Administrator for Georgetown CO, I oversee 9 Department Heads, which include: Town Treasurer, Town Clerk, Parks & Recreation Director, Road & Bridge Director, Water & Waste-water Director, Police Chief, Assistant Town Administrator/Town Planner, Marketing & Events Manager, and Special Projects Director. All Department Heads report to me for operations, regular updates, short and long-term planning, budget matters, and staff issues. I meet regularly with our contracted engineer & our Town Attorney, on an affordable housing development of 50 units and am currently negotiating a second affordable housing development for 50 units to start in 2 years. I was able to accomplish a major salary compensation study which recommended the necessary salary/grade increases for staff retention, which was a major priority for the Council. I have helped to secure over 2 Million in grant funding through DOLA and CDOT for new sidewalk infrastructure to connect the lake community to the historic commercial district for a more walkable community. I have great community presence and love bragging about Georgetown, which was on the Today's Show in December 2023 as the Merriest Main Street in America. I was also able to land the nation's largest pond hockey tournament to relocate their event to Georgetown! This event alone brings in 3000+ per day for 4 days straight! Also, when I was the Assistant Administrator for Brush Colorado, I was able to recruit and work with 6 different developers to bring 6 separate housing developments to the community.

If I was selected to be Treasure Island's City Manager, I would immediately focus on seven priorities. First, I would meet with the Commission to understand their goals and priorities and help them move their objectives forward with communication & trust, quality of life measures, growth management, and environment and resiliency. Second, I would undertake a widespread review of

operations, services, facilities, infrastructure, and staff needs, and make the necessary recommendations to put Treasure Island on a path of strength. Third, I would seek to listen, understand and balance the needs and services of the residence, businesses and visitors. Forth, I would meet with local stakeholders and local businesses leaders to make sure they are heard, involved, and empowered. Fifth, I would meet with the Finance Director to thoroughly review the budget and find ways to make the necessary cuts to keep Treasure Island in a position of financial stability and be economically resilient. Sixth, I would fund improvements projects to address beach management & erosion, parks, gardens, trails, and piers, drainage improvements, road resurfacing, sidewalk improvements, and necessary infrastructure improvements to the water and sewer system. Seventh, I believe it is extremely important to have presence in the community and collaborate with all elected, community, and business stakeholders. I am ready to provide the leadership to achieve the vision and mission of Treasure Island in a professional and fiscally responsible manner in order to preserve the unique quality of life and enhance the value of where businesses and residents work in joint stewardship to sustain the unique coastal lifestyle, natural resources, and cultural vibrancy for generations to come.

I am ready to be Treasure Island's next City Manager!

Sincerely,

Dicran (Rick) Keuroglian III

DICRAN (RICK) KEUROGLIAN, III

706-664-8228

RICKKEUROGLIAN@YAHOO.COM

City Manager
PORTFOLIO

CITY ACCOMPLISHMENTS

City Manager – Treasure Island, FL

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4. DIRECT CITY WIDE ECONOMIC DEVELOPMENT

LETTERS OF RECOMMENDATION

QUESTIONS AND ANSWERS

City Manager – Treasure Island, FL

COVER LETTER & RESUME

DICRAN (RICK) KEUROGLIAN, III

rickkeuroglian@yahoo.com - 706-664-8228 – PO Box 1353, Georgetown, CO 80444
https://www.linkedin.com/in/rick-keuroglian-mpa-mats-2a81217/

March 22, 2024

Dear Treasure Island City Commission,

I recently discovered the City Manager position for Treasure Island on the icma.org website and after much consideration and excitement, I am submitting my resume. My wife (Principal at the Georgetown Elementary School) and I are actively looking to return back to the East in order to live closer to our family who all live in Georgia and South Carolina.

I have had the privilege of working directly or indirectly with municipalities since 2012. Currently, I am the Town Administrator for the Town of Georgetown CO, which is a Mountain Resort Municipality surrounding 15 ski resorts (i.e., Vail, Breckinridge, Aspen, & Beaver Creek, etc.) and is a very similar tourist community to Treasure Island but just the opposite seasons! Due to being in a resort area, we have over 450,000 tourists visit Georgetown every year! I thoroughly love my position and really enjoy my Staff and Council but after four years in Colorado, it is time to bring my family back to the East. I have also worked for the City of Brush CO (pop. 6000) as the Assistant City Administrator, and have worked alongside as an Advisor with the City of Augusta GA (pop. 500,000) for 12 years doing various planning projects with the City Administrator and Department Heads.

As the Town Administrator for Georgetown CO, I oversee 9 Department Heads, which include: Town Treasurer, Town Clerk, Parks & Recreation Director, Road & Bridge Director, Water & Waste-water Director, Police Chief, Assistant Town Administrator/Town Planner, Marketing & Events Manager, and Special Projects Director. All Department Heads report to me for operations, regular updates, short and long-term planning, budget matters, and staff issues. I meet regularly with our contracted engineer & our Town Attorney, on an affordable housing development of 50 units and am currently negotiating a second affordable housing development for 50 units to start in 2 years. I was able to accomplish a major salary compensation study which recommended the necessary salary/grade increases for staff retention, which was a major priority for the Council. I have helped to secure over 2 Million in grant funding through DOLA and CDOT for new sidewalk infrastructure to connect the lake community to the historic commercial district for a more walkable community. I have great community presence and love bragging about Georgetown, which was on the Today's Show in December 2023 as the Merriest Main Street in America. I was also able to land the nation's largest pond hockey tournament to relocate their event to Georgetown! This event alone brings in 3000+ per day for 4 days straight! Also, when I was the Assistant Administrator for Brush Colorado, I was able to recruit and work with 6 different developers to bring 6 separate housing developments to the community.

If I was selected to be Treasure Island's City Manager, I would immediately focus on seven priorities. First, I would meet with the Commission to understand their goals and priorities and help them move their objectives forward with communication & trust, quality of life measures, growth

management, and environment and resiliency. Second, I would undertake a widespread review of operations, services, facilities, infrastructure, and staff needs, and make the necessary recommendations to put Treasure Island on a path of strength. Third, I would seek to listen, understand and balance the needs and services of the residence, businesses and visitors. Forth, I would meet with local stakeholders and local businesses leaders to make sure they are heard, involved, and empowered. Fifth, I would meet with the Finance Director to thoroughly review the budget and find ways to make the necessary cuts to keep Treasure Island in a position of financial stability and be economically resilient. Sixth, I would fund improvements projects to address beach management & erosion, parks, gardens, trails, and piers, drainage improvements, road resurfacing, sidewalk improvements, and necessary infrastructure improvements to the water and sewer system. Seventh, I believe it is extremely important to have presence in the community and collaborate with all elected, community, and business stakeholders. I am ready to provide the leadership to achieve the vision and mission of Treasure Island in a professional and fiscally responsible manner in order to preserve the unique quality of life and enhance the value of where businesses and residents work in joint stewardship to sustain the unique coastal lifestyle, natural resources, and cultural vibrancy for generations to come.

I am ready to be Treasure Island's next City Manager!

Sincerely,

Dicran (Rick) Keuroglian III

DICRAN (RICK) KEUROGLIAN, III

rickkeuroglian@yahoo.com - 706-664-8228 – PO Box 1353, Georgetown, CO 80444
https://www.linkedin.com/in/rick-keuroglian-mpa-mats-2a81217/

SEEKING TO BE TREASURE ISLAND'S NEXT CITY MANAGER!

KEY STRENGTHS

2 Masters Degrees (MPA & MATS) – 12 years of direct and indirect municipality experience – 4 years of Town/City Administration Experience– ICMA Member – strong communicator – Budget Hawk - collaborator & visionary – solutions-based problem solver – strategic planner – high emotional intelligence – integrity & character – competent in City Code – servant leadership style – community networker & Influencer

PROFESSIONAL EXPERIENCE

Town Administrator **March 2022 to Present**
Town of Georgetown, Colorado (Oversee 19 Staff)
Salary $140,000

- Oversee and manage the operations of the Town government including: Administration (Town Treasurer, Town Clerk, Assistant Town Administrator, and Events and Marketing Manager), Police Department, Roads and Bridge, Public Works, Finance, Special Projects and Parks & Recreation.
- Implements and enforces all policies, directives, resolutions, and ordinances adopted by the Board of Selectmen.
- Have full authority to establish work schedules and hire and fire all department staff except for the Police Department, Town Attorney, and Municipal Judge.
- Recommend the annual budget to the Board, administer the budget as adopted, and fully advise the Board of the Town's financial condition and needs.
- Enforce all municipal ordinances and town codes.
- Assist all departments with operating budget preparation.
- Prepare a 5-year infrastructure replacement program and annually revise such.
- Prepare all contracts or agreements.
- Coordinates the preparation of the agenda for the Board of Selectmen meetings, which also includes an Administrators Report and a spreadsheet of all major tasks to keep the Board fully updated.
- Directs the coordination of natural disaster preparedness and emergency response (Interstate 70 Shut-downs, wildfires, mudslides, blizzards and avalanches).
- Oversee and authorize all purchasing activities in accordance with Town policy.
- Coordinate the Town's economic development efforts.
- Assure that the day-to-day work program including work orders for public works functions is responsive to citizen requests for service and minimizes insurance risk situations.
- Work with the appropriate engineers to assure that public works (road, bridge, sewer, and water) decisions receive proper technical advice and oversight.
- Prepares project budgets, grant requests, and assures compliance with relevant regulations; involve appropriate Town personnel to administer successful grants.
- Consult with the Town Attorney for legal advice on potential administrative decisions or Town policy and to assure that administrative action is consistent with the law.
- Assure the competitive placement of employee, casualty, and liability insurance for the Town.
- Ensure that all Town codes are enforced through the efforts of the Building Official and/or Code Enforcement Officer.

- Competent in zoning, planning, & building matters and give reports to the Planning Commission and Design Review Commission on all major projects.
- Issue licenses/permits in accordance with the Municipal Code.
- Attends all meetings of the Board of Selectmen (Town Council) and participates in a variety of boards and commissions.
- Represents the Town at meetings with federal, state and other local jurisdictions, as appropriate.
- Attends and participates in the discussion of Town affairs and makes recommendations to the elected Board.
- May exercise other administrative Town functions not imposed or allocated to other Town officials, with prior agreement by the Board of Selectmen.
- Perform added duties as required by Municipal Code or directed by the Board of Selectmen.
- ICMA Member, CCCMA Member & CML Member.
- Boards Served on: I-70 Coalition, Regional Opioid Council, & Rotary Club.

Assistant City Administrator **March 2020 to April 2022**
City of Brush, Colorado (Oversee 52 Staff)
Salary $87,000

- Accomplished the goals and objectives of the City Administrator, Mayor and City Council.
- Advised and assisted the City Administrator in all policies, procedures, projects, plans, reports, City Codes, Ordinances, Resolutions, and Council meetings.
- Stood in the place of the City Administrator when not present (City Administrator was only in office 2-3 days a week because of military commitments).
- Managed staff meetings, supervise & empower Department Heads, and helped to resolve staff concerns and issues.
- Worked with Administrator to prepare and present the annual budget to the Council.
- Served as **Community Development Director**, **Building Official** and **City Planner;** directly supervised the Special Projects Manager, Building Inspector, and 2 Building Technicians.
- Managed all Land-Use applications, major & minor subdivision review, Planned Unit Developments, zoning petitions, & Special Use Permits.
- Prepared staff reports and gave staff recommendations to City Council, Planning and Zoning Board, and Board of Adjustment.
- Interpreted, presented, and made changes to City Code, Ordinances, and Resolutions to City Council, and implemented legislated policies.
- Served as **Economic Development Director**, coordinated monthly Economic stakeholder meetings, developed marketing strategies, networked and maintained cooperative working relationships with developers, investors, and brokers.
- Served as **Risk Manager,** evaluating previous risks and identifying potential insurance risks that affect the city.
- Served as **Floodplain Manager**, reviewed all plans and enforced proper regulations for development.
- Made public presentations, coordinate City events, and managed grant efforts.
- Served on various City/County boards: Chamber of Commerce, County Economic Development Board, Chairman of the County Tourism Board, Rotary Club, Vice President of the Lion's Club, Historic Preservation Board, and City Tree Board.
- Prepared, administered, and monitored various department budgets (Econ Dev, Marketing, Building, Com Dev, Risk Management) and federal and State Funds (DOLA grants and REDI grants…awarded over $400,000).
- Assisted Finance Director with Annual Budget, reviewed and approved Department budget, evaluated staff needs, capital projects, expenditures, to get budget prepared, finalized, presented and approved.
- Interacted regularly with the public through meetings, social media, and social events; took great pride in being a public servant, and kept the public regularly informed with current up-to-date information in monthly radio interviews & neighborhood gatherings/associations.
- Other roles served in: **Airport Manager and ADA Coordinator**
- ICMA Member, APA Member, CCCMA Member, EDCC Member, & CML Member

- Boards served on: Morgan County Economic Development Corp, Morgan County Tourism, Lions Club, & Rotary.

Executive Director/ Founder **February 2012 to March 2020**
City Hope Alliance 501c3 - Augusta GA
*CHA is a **community development** nonprofit committed to collaborate, empower, and resource the Augusta City Administrator, Department Heads, and City Leaders to bring solutions to City Challenges.*

- Acted like an **Advisor/Assistant to the Administrator.**
- Resourced the Augusta City Administrator and Department Heads, & City Leaders (through coaching, training, strategic planning, implementing, fundraising, & acquire grants)--how to revitalize urban neighborhoods, implement community development strategies, & organize projects. Regularly empowered Department Heads in Environmental Services, Parks and Recreation, Code Enforcement, Augusta Film Office, Marshal's Office, Sheriff''s Office, Planning and Zoning, Augusta Accountability Court, & with County Commissioners in strategic planning, project management, problem-solving, and implementing solutions to city issues.
- Collaborated with the City Administrator to bring solutions to address blight, drug-dealing, & neighborhood assessments.
- Responsible for leading organizations in mission, vision, goals & short and long term planning.
- Hired, trained, developed, supervised, and evaluated organizational staff & interns.
- Coordinated all Public Relations & organizational communications in social media, website, Press Releases, & interviews with all types of news media.
- Prepared memos, reports, videos & presentations to board members, city leaders, and the public.
- Developed & managed operational budgets & program budgets.
- Organized, planned, recruited & oversaw large citywide projects with Augusta Department Heads
- Fundraised & grant write for specific City projects ($20,000 for Demolition, $10,000 for Parks and Rec, $30,000 for CityServe).
- Founded & Organized the **Demolition Project**, to demo blighted homes through private/public partnerships. Coordinated with landlords, Land Bank, Licensing & Codes, Planning & Zoning , Code Enforcement, Environ Services & Demolition & Abatement Companies.
- Founded & Managed the **Restoration Project**, a partnership with Augusta Accountability Court & Probation Departments to oversee 400 individuals in community service projects.
- Founded & Organized **CityServe Augusta**, a citywide community service initiative consisting of partnerships with 20+ Churches, 10 nonprofits and City Leaders, to collaborate in 43 projects & 4000 volunteers.
- Networked, recruited, & negotiated with developers to help over 60 families live in the urban core of Augusta.
- Mobilized 1000's of volunteers to demo abandoned homes, clear overgrown lots, beautify schools, plant 100's of trees, & create gardens all over the city.
- Regularly attended County Commission meetings, served 4 years on the **Downtown Development Authority** (Chairmen), served 3 years **on Planning and Zoning commission** (District 1).
- Recruited investors to purchase & rehabilitate properties in the urban core.
- Launched **Hope For Augusta**, a tutoring and mentoring program, for 160 at-risk urban youth. Supervised staff, who oversaw programs, operations, budgets, grant-writing and partnered with Augusta Housing Authority for Summer programs in 4 locations called **Reaching Higher**.
- Organized the **Urban Leadership Project**, a summer leadership program for at-risk Middle and High Schoolers.
- Created a leadership development program called **Making Mighty Men** to mentor urban boys.
- Planned **Banquets, Golf Tournaments, & 10K Runs,** fundraised for operational and program expenses.
- Organized a 1000+ attended **concert,** bringing Christian rapper Trip Lee, to Augusta.

Community Development and Operations Manager / Partner **July 2019 to March 2020**
STATE FARM - MIKE INGHAM AGENCY - Augusta GA

- Was challenged to be a Partner and Start a New State Farm Agency Downtown Augusta.

- Responsible for setting business operational vision, goals, and objectives (business development, project knowledge, account management, customer care, community events, & marketing).
- Established short & long-term smart business revenue goals (specific, measurable, achievable, relevant & time-based).
- Established short & long-term community strategies (sponsorships & community events).
- Coached & mentored senior executive team, weekly staff and accountable meetings.
- Monitored & evaluated key performance indicators
- Coordinated all community relations & community development initiatives.
- Managed all business growth through cultivating relationships, meeting needs, & client acquisition.
- Hired, trained, developed, & evaluated sales staff.
- Built new business, oversaw all financials & monitored business growth to grow business from 1.5 Million to 2 Million in 6 months.
- Expert with budgeting tools (Excel, PowerPoint, and MS Office Tools).
- Expert interpersonal & communication skills & high emotional intelligence.

Director of Community Development / OUTREACH PASTOR **April 2008 to July 2019**
FIRST PRESBYTERIAN CHURCH (PCA)- AUGUSTA, GA (CHURCH OF 2000 MEMBERS)
*A **community development** initiative to teach & empower leaders to bring change in distressed neighborhoods*

- Directed & oversaw mission, vision & goals.
- Oversaw all operations & programs, including short & long term planning.
- Created all Outreach marketing materials (brochures, flyers, presentations, & videos).
- Prepared reports, videos & presentations & evaluations to superiors.
- Developed & managed department budget.
- Lead various types of Bible Studies year round (men's groups, co-ed groups, small groups, investigative studies, discipleship groups, young professional groups, and community groups).
- **Seminar Speaker**: Oversaw all training seminars for 2000 members how to revitalize urban neighborhoods, implement community development strategies & principles, & organize service projects.
- **Retreat Speaker**: Main presenter for 3 different Community Development retreats (Young Professionals, Medical Campus Outreach, & Youth Ministries)
- **Conference Speaker**, Lead 3 foreign conference presentations for **community development** training in Trinidad, Haiti & Nicaragua.
- Organized weekly **community development** networking and training opportunities by a special guest speaker from the community to highlight practical Comm. Dev. principles & applications.

Medical Device Account Executive **September 2006 to April 2008**
VQ ORTHOCARE - Columbia, SC

- *Managed territory accounts and conducted various **contract sales** and **marketing activities**, served as primary contact for Orthopedic Surgeons to ensure results were achieved.*
- Generated **new contracts**, built relationships with Surgeons, offered solutions to increase better results, fit patients with products, followed up with patients for desired results and informed physicians about progress.
- **Nationally ranked #1** sales representative in highest new growth in revenue for 2007
- Won Regional Ligament brace, Cervical, & Lumbar Traction Sales contest in 2007- 1st place

Medical Device Account Executive **June 2005 to Sept 2006**
DYNASPLINT SYSTEMS, INC. – Columbia, SC

- Managed territory **contract accounts** and called on Orthopedic Surgeons and Therapists.
- 1st Sales Consultant in company history to be selected as a **Shoulder Specialist**, developed national marketing strategies for shoulder splint sales
- Successfully launched a new shoulder splint prototype, trained national consultants in shoulder sales program.
- Recognized as the #1 Sales Consultant in SC, NC, and TN region.

- Honored with 2 salary increases due to surpassing quarterly quotas and achieving tier 3 bonuses.
- Won the Evans award for achieving the highest total number of products for the SC, NC, TN region.
- Pioneered new territory expansion to Columbia, SC and became the top producing territory in SC, NC, and TN.

CAMPUS OUTREACH GREENVILLE – Greenwood, SC **December 1999 to June 2005**
Area Director (May 2003-April 2005), **Campus Director** (December 1999- May 2003)

- Recruited, hired, trained, and managed 10 territory staff at Wofford College, and Lander University.
- Lead weekly staff meetings, setting vision, evaluating goals, & delegating responsibilities.
- Strategized new territories, managed budgets, organized leadership programs, implemented new policies.
- Designed **marketing** materials which helped increase recruitment growth by 50%
- Directed two Summer Leadership Projects of 15 staff and 90 college students.

Office Engineer
PIZZAGALLI CONSTRUCTION CO. – Spartanburg / Greenville, SC **August 1998 to December 1999**

- Designed piping systems for water filtration and waste-water filtration using AutoCAD.
- Facilitated and coordinated all surveys, ordered parts and materials, and calculated quantities.
- Liaison between field employees and the office management.
- Implemented, Inspected and maintained project safety.

EDUCATION

Master of Public Administration –GPA 3.80 - Graduated 2019
AUGUSTA UNIVERSITY – AUGUSTA, GA
Phi Alpha Alpha, Honor Society for Public Administration, Graduate School Student Council, ***ICMA*** *Student Member*
City Management track: *Analytical Skills for Decision Makers, Budgeting, Public Administration Policy, Administrative and Constitutional Law, Program Evaluation, Geographical Informational Sys, Urban Planning, Administrative Ethics, Comprehensive Planning*
Certificate in Urban Planning and Community Development

Master of Arts in Theological Studies – GPA 3.50 - Graduated 2016
ERSKINE THEOLOGICAL SEMINARY – DUE WEST, SC
Community Development track: *Critical Thinking, Strategic Planning, Public Speaking and Presenting, Research Methods, Technical Writing, Ethics, Community Development, Program Development, Conflict Resolution, Developing Systems and Curriculum*

Bachelor of Arts - Major in Sociology/ Community Analysis & Development – GPA 3.00 – Graduated 1998
WOFFORD COLLEGE – Spartanburg, SC
Research Methods, Building Sustainable Communities, understanding and solving urban social problems, empowering communities, sociological management systems.

Associate of Science- Major in Engineering Graphics -GPA 3.50 - Graduated 1994
Greenville Technical College – Greenville, SC
Computer Aided Design (AutoCAD & MicroStation Intergraph)

CITY ACCOMPLISHMENTS:

1. MOVE COUNCIL PRIORITIES FORWARD

GEORGETOWN COLORADO

- **Employee Retention** – Did a major Salary Study and made the necessary salary increases to the competitive average for all Town staff, which immediately increased staff retention, uplifted staff morale, and elevated competitive recruitment.
- **Hired all the unfilled positions** – There were multiple positions unfilled for years. I immediately hired 3 Police Officers, 2 Road & Bridge Operators and 2 in Water Operators, Events and Marketing Manager, and an Assistant Town Administrator.
- **Affordable Housing** - Created a new Affordable Housing Ordinance requiring all new development to be 10% deed restricted. Was also able to convince a private developer to move forward with a 50-unit micro apartment development for affordable housing.
- **Commercial Zoning** - Amended the Gateway Commercial Zoning District to include mixed-use development (Commercial on main floor and Residential on 2nd floor).
- **Long-Term Stay** – Created an Ordinance for Hotels, Motels, and B&B's to have a special license to allow long-term stays if specific upgrades are done.
- **ADU Ordinance** – Created an Ordinance for specific requirements for Accessory Dwelling Units.
- **Watershed Ordinance** – Stopped Xcel Energy from polluting Georgetown's watershed as they started the decommissioning of the Hydro plant without necessary permits, but were forced to comply and paid for all necessary water filtration that were destroyed.
- **Road Improvements** – Fixed all the potholes that haven't been addressed in years, addressed major drainage issues by adding concrete drainage pans all throughout the Town to convey water into Clear Creek. Did major repaving projects on 2 main thoroughfares in the Town. Repaired curbs all throughout the Downtown. Striped all intersections and put in new crosswalks in the Downtown. Put new signage for speed signs all over town. Resurfaced all 10 bridges in Town. Georgetown hasn't seen this much improvement in 20 years!
- **Strousse Park** – Did a major rehaul at the Downtown Park by putting in 2 restrooms, all new vendor booths, flagstone, electrical, heating, firepit, sidewalk lighting, and parking lot lighting.
- **Strategic Planning Retreat** – Brought in a consultant to work with our Council to help narrow down major priorities.
- **Town Hall Upgrades** – Successfully upgraded the experience for in-person and online participation and upgraded the audio and video.
- **Event Preparations** - Purchased 14 bollards, and multiple traffic calming devices for better traffic management for events.
- **Christmas Decorations** - Updated all the decorations for Downtown and the main street into Town.
- **Events-** was able to convince Recess Factory to relocate the nation's largest pond hockey tournament to Georgetown, bringing in over 3000 participants for 4 days and to leave their Zamboni for us to use all winter long on the lake.

BRUSH COLORADO

- **Administration Secession Plan** - Hired as the Assistant City Administrator to replace the City Administrator when he retires in 2 years.

- **Affordable Housing –** was able to use my economic development background and bring in 6 developers to bring major developments of affordable housing (which had not happened in 30 years)!
- **Updated necessary Fees to increase revenues** - Made necessary changes to water connection fees, water plant investment fees, and updated the City Fee Schedule.
- **Watershed Ordinance**- Created a Watershed Protection District Ordinance to protect our drinking water watershed.
- **Created a Building Department** – Not only did I reorganize the Community Development Department but created a Building Department! I hired and trained a Building Department Manager, Building Inspector, Building Tech, and adopted the changed the IRC and IBC Building Codes from 2003 to 2015.
- I also was able to reorganize the Admin Staff team to hire and train a Special Projects Manager to manage all Special Projects and do all the Special Use Permits enforcement.

2. MANAGE, RESOURCE, & EMPOWER DEPARTMENT HEADS

GEORGETOWN COLORADO

- Helped the Road & Bridge Supervisor make a Road Improvement Plan to rank all streets for improvements and created next steps. He is a new Supervisor that did not have a lot of experience with managing large projects and scheduling/Planning, and have be working with him to be better prepared for the summer to get all of our large scale projects moving forward.
- Reorganized the Admin Staff and hired 3 new staff: Special Projects Manager, Events and Marketing Manager, and an Assistant Town Administrator/ Town Planner.
- Lead all weekly Staff meetings to talk through operations, projects, upcoming events, challenges and urgencies.
- Worked with the Public Works Supervisor to move priorities around and pay off one of our Water Rights Loan ($49,790). Also helped him renew the Wastewater Treatment Plant Discharge Permit and do a Bathometric Study of the Lake.
- Worked with our Department Heads to create an Emergency Action Plan for when the Interstate shut down. I-70 shuts down due to winter snowstorms or mudslides and traffic is routed into Georgetown. The Plan creates 8 specific areas around town to allow vehicles to temporarily park near restrooms, restaurants, and hotels.

BRUSH COLORADO

- The City Administrator was in the office only 2 days a week, and put me in charge of assessing all operations and personnel and making necessary recommendations / changes. This quickly empowered me to make administrative decisions and establish deep relationships with all Department Heads.
- Did a salary study to increase City Staff Salaries for retention and competitive recruitment.
- Met with Department Heads weekly to talk through strategies, short & long-term planning, budget, staff issues, personal development, and upcoming projects.
- Focused Department Heads on Primary Tasks.
- Reorganized the Administrative Staff to add a Special Projects Director.
- Started the process of building a fire training facility.
- Started the engineering plans to create a new Police Department.

3. STEER CITY WIDE PROJECTS & COLLABORATE WITH STAKEHOLDERS

GEORGETOWN COLORADO

- **New Public Amenities** – The public has begged for an **Ice Rink** at Werlin Park and I had one installed! And since the Pond Hockey Tournament is not relocated to Georgetown, they will leave one Zamboni yearlong in Georgetown and this allows the Town to use it to create winter sports on the lake! I also added an outdoor concrete Chess Game and Corn-Horn Game. The Public has also asked for **kayak and paddleboard rentals** at the lake, and I found a vendor who made it happen! Was able to raise 8 water hydrants and put in 8 new main water lines. The public also wanted the **Lake trail to be finished** so that pedestrians didn't have to walk in the street, and I was able to finish the trail to keep the public out of the street and create a turn-around at the end to keep the public from using residences driveways.
- **Board Staff Support** – The Planning Commission and Design Review Commission made several requests to the Town Council in need of Staff Support. The Board agreed and encouraged me to make this a priority. I was able to hire an Assistant Town Administrator to be staff support and become the Town Planner to review all Land-Use applications and help projects move through the review and permitting process.
- **Lodging Tax** – I was able to help the Business Promotions Commission and the downtown Stakeholders put a question on the county election ballot and it passed, giving the Town a 2% lodging tax, generating $200,000 yearly, to go towards hiring an Events and Marketing Manager, funding for marketing the business district, funding for more town events, and creating a new funding source to address affordable housing initiatives.
- **Code Enforcement** – Was able to convince an abandoned business to get rid of the junk from their property. Worked with the Road & Bridge staff to clean up their property and restore the Event Parking Area into a real Events Parking Area. Also made the Big Horn Crossing developer remove the 2-acre dirt mound and hydroseeded the field.
- **Boards** – Serve on the I-70 Collation Board, Regional Opioid Council, and Clear Creek County Rotary.
- **Colorado Pond Hockey Tournament** – Was able to convince the Event Organizer to relocate the nation's largest pond hockey event to Georgetown, bringing 3000+ hockey players and spectators to Georgetown for a 4 day tournament!

BRUSH COLORADO

- **Planning Commission Board** and **Board of Adjustments** (oversaw all Land Use Applications, Zoning and Rezoning, Plat Amendments, Minor and Major Subdivision, and Planned Unit Developments).
- **City Council meetings** - Responsible for all Resolutions, Ordinances, Project Updates, and Special Use Permits.
- **Historic Preservation** - Oversaw all Local Designations, Historic District Certificate of Appropriateness, Board Training, Events, and Grants.
- **Tree Board** - Organized Arbor Day planning, ROW Tree Program, Tree City USA.
- **Community Boards** - Led the Economic Development Stakeholders group, Lion Club, Rotary Club, Chamber of Commerce.
- **County Boards** (Board member of the Morgan County Economic Development Corp, Chairman for the Morgan County Tourism).
- **Downtown Christmas Committee** (Created a $100K budget and upgraded all City Christmas decorations).

- **Events** (Oversaw the Fourth of July Parade, Founders Day, Brush Rodeo, and Christmas Tree Lighting).
- **Communications Plan** - Initiated a weekly email newsletter, comment box for residents, built Downtown bulletin boards for community interaction and collaboration, installed a digital message board for City Events and messaging.

4. DIRECT CITY WIDE ECONOMIC DEVELOPMENT

GEORGETOWN COLORADO

Residential Development:

- Big Horn Crossing Development - 50 Lake-front Micro Apartments.
- Washington Mill Development - 8 Custom Built Single Family Homes

Commercial Development:

- Silver Queen Brew and Tap (there was an empty storefront and I encouraged a local business owner to start a small local bar).
- Mountain Mammas Restaurant (Helped them relocate to Georgetown).
- Scooters BBQ Restaurant (Got word that they were looking to relocate, showed them properties and helped them use town ROW for more parking).
- Currently Working with an affordable housing developer to develop the 5- acre site with A Planned Unit Development of 50 affordable housing apartments and commercial retail space.
- Working with Nasir Malik to develop his 1-acre site to be a mixed-use commercial site for 10 units of commercial on bottom and 10 units of residential on top.
- Working with Tommy Buckley to redevelop his downtown mixed-use 2-story building for commercial on bottom and residential on top.
- Encouraged Mr. Patel to purchase the empty commercial lot beside the liquor store to redevelop the property into new restaurant, which construction starts next year.

BRUSH COLORADO

Commercial Development:

- Slavinka's International Bakery (Recruited Mrs. Slavinka and helped her find the perfect storefront for her new business).
- Victor's Sushi (Recruited Mr. Victor to purchase a downtown building for a restaurant).
- Brush Art Center (Recruited Robert Gifford to come downtown and create a shared space for local artists).
- La Bamba Event Center (Helped Mr. Ovidio with the permitting and renovation of the building to become an event center).
- Trout Meat Processing Plant (Recruited Mr. Trout to consider property within the Industrial Park for his Meat Processing Plant).
- Dollar General
- Medieval World Board Game Store
- Steiner Consignment Store
- Negotiating: Tall Grass RV & Resort

- Recruiting: NEXTAIR ENERGY Solar Farm (500 MEGAWATTS)
- Recruiting: CREC RENEWABLE ENERGY SYSTEMS

Residential Development:

- Westwood Village – Worked with a Developer, Jay Stoner, to bring 204 single-family residential housing and 84 apartments.
- Northpointe Development – Worked with Jake Victor to create 45 multi-family affordable units.
- Central School Renovation– Worked with local investor, Tyson Jackson to convert the abandoned High School building into 40 multi-family affordable units.
- Harrison Construction– Worked with Daniel Harrison to design a PUD development that included a mixed-use development, single-family, multi-family, townhomes, and a commercial area.
- Housing HO2 LLC– Worked with another investor to create 100 units of workforce housing.
- J'S Construction – Worked with Jessie Estrada to create 6 townhomes.
- Negotiating : 2 Hotels, 3 Restaurants, 3-4 Fast Food

LETTERS OF RECOMMENDATION

- BRANDON GARRETT, DISTRICT 8 RICHMOND COUNTY COMMISSIONER, AUGUSTA GA
- MATT AITKEN, FORMER DISTRICT 1 RICHMOND COUNTY COMMISSIONER, AUGUSTA GA
- SHAWN HARGIS-RHODES, DEPUTY FOR RICHMOND COUNTY MARSHAL'S OFFICE
- GARY HEGNER, DEPUTY DIRECTOR-PARKS, AUGUSTA GA RECREATION AND PARKS DEPARTMENT

To Whom It May Concern:

I have known Rick for 8 years and would highly recommend him! He was such an asset for the City of Augusta on so many levels. I have watched him interact with our city government, churches, community organizations, and the media and everyone loves working with him. He is not only able to accomplish huge citywide projects but everyone loves working for him or with him. Our City Departments loved partnering with him because he is able to give insights into reconciliation or bring real solutions to city issues. He faithfully served our city government as District 1 Commissioner for the Richmond County Planning and Zoning Commission and was Chairman for the Downtown Development Authority. Rick has helped bring major economic development and community revitalization within our Downtown urban core.

Again, I highly recommend Rick as City Manager for Treasure Island. Please contact me if you have any questions or need further details about specific skills, abilities, or projects.

Sincerely,

Brandon Garrett
District 8 County Commissioner
Richmond County, GA

706-836-6317
bgarrett@augustaga.gov

Re: Letter of Recommendation for Rick Keuroglian

Dear City Commission,

I would like to take a moment to introduce myself. My name is Matt Aitken, resident and former District 1 Commissioner of the Urban Business district in Downtown Augusta.

I write this letter to recommend Rick Keuroglian for the City Manager position for Treasure Island Florida. I am proud of Rick's many accomplishments on behalf of our downtown, and Augusta as a whole. His work in our community started with him as President of the Olde Town Neighborhood association, which we both lived, and he began doing massive renovation projects and doing historic preservation.

This is a hard letter to write because I wish Rick was back serving our City of Augusta. I have personally known Rick for 14 years. I have seen his labor of love working with so many Department Directors, giving council and advice from strategic planning to implementing huge projects throughout our City. I appointed him on the Planning and Zoning Board as District 1 Commissioner and everyone loved him because he was always within the community listening and taking their voices back to the Commission making sure their voices were heard. He is very gifted with people and has a powerful ability to win and influence people. He also served for 5 years on the Downtown Development Authority and was well respected in our business community. He is very goal oriented and I am amazed how he helped to revitalize our urban core and bring businesses and development to our Downtown.

I still remember my first bike ride with Rick as we dreamed about making our City better. I highly recommend giving him a chance. Rick brings a tremendous amount of experience, passion, and skills that you won't find in many other candidates. I am available to discuss any additional questions you may have as you go through this interview process.

I have visited him in Colorado and was amazed how he had accomplished so much for the Town of Georgetown and everywhere I went they were so proud of Rick being their Town Administrator. I believe you will want to go hard after him to be your next City Manager.

Matt Aitken

Former Richmond County District 1 Commissioner
Commercial Realtor, Sherman and Hemstreet Inc.
706-267-0107
prisonone@bellsouth.net

Dear City Commission,

It is with the greatest honor that I write this letter to wholeheartedly recommend Rick Keuroglian for the position of City Manager.

I have known Rick for over 12 years, both personally and professionally. Over the course of his career Rick has managed, collaborated with, and resourced many city department heads. He transitions seamlessly between working with the public and other administrative personnel. He has worked to transform the landscape of Augusta, helping to demolish dilapidated properties and enhance the city through Code Enforcement and the Keep Augusta Beautiful Certification Board. He worked hand in hand with other city agencies to analyze issues and provide solutions by serving on different task forces and coordinating with others through gang intervention efforts, tackling chronic nuisance properties and participating in regular meetings to address progress and analyze needs in local cleanup efforts using current statistics.

Rick has steered citywide projects and collaborated with organizations within the region. He supervised CityServe for 4 years, which unites thousands of volunteers across the local region to do community service projects all across the city of Augusta. His efforts focused on community development initiatives specifically in urban revitalization and historic preservation in our distressed urban communities.

Rick is a natural public speaker who is able to motivate and mobilize large groups of people quickly. He is a winsome networker and able to make contacts anywhere he goes. Rick is a competent problem solver and able to analyze issues and bring solutions that are effective and reach the heart of the problem. More importantly, he has a strong moral compass and is loyal to authority. Augusta has been made so much better by his presence and has suffered a loss when he left, but the next city will be gaining an invaluable resource that would payback numerous times over the years.

If I can be of any further assistance or answer any questions please do not hesitate to reach out to me. I can be contacted at 706-755-4056.

Best,

Deputy Shawn Hargis-Rhodes

Richmond County Marshal's Office
Deputy Director CAVE Task Force
Shargis-rhodes@augustaga.gov

Recreation and Parks Department
Administration Office 2027 Lumpkin Road
PO Box 5605 Augusta, GA 30916

Re: Letter of Recommendation

It is my pleasure to recommend Rick Keuroglian for City Manager. I've worked with Rick for over 5 years in my role as Deputy Director-Parks on a wide variety of projects, including numerous volunteer cleanup and planting initiatives coordinated through City Hope Alliance and CityServe. CityServe has grown substantially and now involves a wide variety of civic groups, churches, and thousands of volunteers on multiple service projects located throughout Augusta. I've also worked closely with Rick on projects through our Keep Augusta Beautiful and DumpStat committees, coordinating a wide variety of civic improvement volunteer projects. He works closely with many department heads and their staff to complete these projects, and he is successful in breaking down silos.

Rick has also worked with both the Sheriff's Office and Marshal's Office to deal with gang intervention challenges and other youth intervention initiatives. He was involved with numerous urban revitalization and historic preservation projects through the years, primarily focusing on distressed urban areas of the community. He worked closely with our Marshal's Office, who handled illegal dumping issues within Augusta.

Rick works well with diverse populations, and has good collaboration and networking skills. His good problem solving and analytical skills allow him to work on multiple projects at once with great outcomes. Rick has a strong moral compass, and is heavily invested in his church, his family, and his community. Overall, Rick is a positive force who "walks the walk", and is a person who you can count on to do a great job. I recommend Rick for City Manager, and wish him well on his endeavors. Please feel free to contact me if you have any further questions.

Regards,

Gary Hegner, CPRP
Deputy Director-Parks
Augusta Recreation and Parks Department
ghegner@augustaga.gov – 706-842-2680

PROFESSIONAL REFERENCES

Matthew Gordon (Known for 4 years)
Assistant Director of Economic Development,
City of Lone Tree, CO
720-810-2994
matthewcgordon@live.com

David Watkins (Known for 9 years)
Retired Chief Judge, State Court
Augusta Richmond County GA
706-231-1902 personal cell
masonharpiepoo@gmail.com

Matt Aitken (Known for 16 years)
(Former District One Richmond County Commissioner)
Commercial real-estate agent
Sherman and Hemstreet, Augusta GA
706-267-0107
prisonone@bellsouth.net

Brandon Garrett (Known for 8 years)
District 8 Richmond County Commissioner
706-836-6317
cgarrett@augustaga.gov
bwgarrett@lamar.com

QUESTIONS AND ANSWERS

Three of my most notable and recent professional accomplishments:

1. My ability to lead

- I am currently am the Town Administrator for the Town of Georgetown Colorado. When I was a finalist, I competed against 2 other candidates who both had been a City Manager for 15+ years, but I was able to show the Council that I was the best candidate and was selected!
- I meet regularly with my Department Heads to talk through strategies, short and long-term planning, budget concerns, and staff issues.
- I am very engaged in the community and have quickly gained the trust of the stakeholders and community leaders.
- I was able to negotiate with Colorado Department of Transportation to increase funding from $70,000 per year to $100,000 per year with 5% additional increases per year for inflation for our Visitors Center (which is the most visited Visitor Center in the State with over 450,000), the past two Administrators were unsuccessful to get an increase.
- Since being in Georgetown, I am extremely proud that I have initiated a salary compensation study which recommended the necessary salary/grade increases and greatly encouraged employee retention and for competitive recruitment.
- I am a doer and get things done! I have accomplished many great projects and love it when I hear someone from the community say, I have never seen so much action from an Administrator! (i.e.: getting the Colorado Pond Hockey Tournament to relocate to Georgetown).

2. My ability to make our departments better.

- Lead all weekly Staff meetings to talk through operations, projects, upcoming events, challenges and urgencies. I also take time to teach principles in emotional intelligence in our weekly meetings.
- Helped our Road and Bridge Supervisor prioritize road improvement and assisted him to completely overhaul the roads in Georgetown! Road Improvements were a major priority that the Town Council gave to me.
- Reorganized the Admin Department and hired 3 new staff: Special Projects Manager, Events and Marketing Manager, and an Assistant Town Administrator/ Town Planner.
- Helped the Road & Bridge Supervisor make a Road Improvement Plan to rank all streets for improvements and created next steps.
- Worked with the Public Works Supervisor to move priorities around and pay off one of our Water Rights Loan ($49,790). Also helped him renew the Wastewater Treatment Plant Discharge Permit and do a Bathymetric Study of the Lake.
- Worked with our Department Heads to create an Emergency Action Plan for when the Interstate shuts down. I-70 shuts down due to winter snowstorms or mudslides and traffic is routed to Georgetown. The Plan creates 8 specific areas around town to allow vehicles to temporarily park in areas that are near restrooms, restaurants, and hotels, created a volunteer list to call on to help, and 5 shelter areas (Georgetown Community Center, 3 churches and the Elementary School) to temporarily house stranded visitors.

3. My ability to tackle major City issues.

- I have secured an affordable housing development of 50 units to help provide housing to our workforce community and 8 new homes to allow new families to come to Georgetown.
- I have secured multiple affordable multi-family apartment complexes over the years (Brush).
- I have also negotiated a super incentive proposal that was approved by City Council to help a dilapidated historic school house attract a developer to restore the site for a mixed use housing development for 40 affordable housing apartments
- I was able to Stop Xcel Energy from polluting Georgetown's watershed as they started the decommissioning of the Hydro plant without necessary permits, but were forced to comply and paid for all necessary water filtration that was destroyed.
- I was able to help convince the community to pass a 2% Lodging Tax (creating a funding source of $200,000) to keep the money in the Town to go towards hiring a Marketing and Events Manager, to market the downtown businesses, to bring more events in the Town, and to help fund affordable housing initiatives.

My philosophy on management and leadership:

My philosophy on management / leadership has greatly been shaped through my Masters programs and through amazing leaders who have mentored me in my past.
I have been greatly influenced by **servant leadership**. The Center for Servant Leadership clarifies that servant leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.

I see **my main role as being a servant**…to my Staff, to City Council, and to the Community. I take my time seriously with others (staff, Department Heads or TC) as helping them be the best leaders that they can be. My goals for them are fairly simple,

- I want to hear how they are being developed
- what is inspiring them to be better,
- how they are seeking to serve others (especially in the small things),
- how are they working to accomplish the Comprehensive Plan, and
- what challenges do they need me to help them with.

I delegate appropriate responsibilities but am not a micro-manager. I do not overstep with staff issues or allow staff to circumvent Department Heads, but keep a healthy balance by directing them to the appropriate person and getting involved only when they are not able to work out a resolution.

I also believe in professional training for department heads and for City Council. Two books that have profoundly impacted my leadership skills are *To Transform a City* by Sam Williams and Eric Swanson and *For the Love of Cities* by Peter Kageyama. Both of these books reinforce the small things we do have the greatest impact on our communities because when we can show that we care in the small things, that is what is most memorable and that which is most contagious!

My top 3 leadership skills are:

1-Attention:

- I have a natural ability to build trust in relationships and find out how to connect with others to move their agendas forward and get others to help move mine forward.
- I have high emotional intelligence and the ability to remain calm and am able to deescalate tense situations and work towards compromise to find solutions.

2-Affection:

- I am a servant leader who encourages and motivates my Department Heads.
- I am extremely competent to empower staff to be better leaders and thrive in their roles.
- I speak positive words of affirmation to my staff, and when they hear and feel loved, they will flourish and pass it forward.

3-Authority:

- I am very diplomatic and have an uncanny ability to assess situations, whether in reorganizing a department, balancing the budget, or negotiating with developers and investors.
- I live by a strong moral code: I have a strong ethics and I am never not the Administrator, everything I do matters, and if I want (The Community, The Council, The Staff, etc.) to take me seriously then I take me seriously…this concept applies in all circumstances because it grounds me as a champion.
- I am extremely capable at moving council objectives and priorities forward.
- I view my job as a calling…like a steward or regent whose authority is borrowed and is sent as a representative to accomplish and administer the goals of the Board.

My experience with community development and economic development:

- I have a bachelor's degree in Sociology and Community Analysis from Wofford College that focused on building sustainable communities and understanding and solving urban social problems and empowering communities.
- I have a Masters of Arts degree in Theological Studies that focused on a Com Dev track.
- I also have a Master's degree in Public Administration that focuses on City Administration and I acquired a special certificate in Urban Planning and Community Development.
- I have 12 years' experience as an executive director with a com dev nonprofit (that I founded) that focused on helping marginalized and distressed neighborhoods come up with sustainable solutions to empower and better their neighborhoods. I worked with the City Administrator of Augusta to provide funding and volunteers to solve city issues that were not budgeted for (basically was an assistant to the City Administrator who was not funded by the City).
- I also served 3 years as the District 1 Planning & Zoning Commissioner in Downtown Augusta GA.
- I was frequently featured in the news (on TV and in the newspaper) highlighting upcoming projects or showcasing the successes that I was doing all through the City.
- I served 4 years as Chairman for the DDA promoting eco dev for the downtown of Augusta GA.
- In Brush Colorado, other than my role as the Assistant City Administrator, I also served as the Community Development Director. As the Director I served as the Building Official**,** managed all Building Department staff (Building Inspector, Special Projects Manager, and 2 Building Technicians). I oversaw all land use requests, planning and zoning requests, PUD applications and subdivisions, zoning petitions, annexations, and floodplain management. I prepared all reports and made recommendations to the City Council, Planning and Zoning Board, and Board

of Adjustment. I Interpreted & administered City Ordinances, implemented City legislated policies, and new land-use ordinances.

- In Georgetown, I have trained the Assistant Town Administrator to oversee all community development and land-use planning. I am very proficient in Land-Use Code and have used all of my previous experience in economic development to not only bring in new affordable housing but also new businesses because I am good at recruiting and negotiating with developers and investors.
- I frequently listen to and work with our local stakeholders and investors to find the appropriate developers to bring the necessary types of businesses that are needed in our community.
- I specialize in working with and bringing in affordable housing developments and recruiting new businesses to relocate, see my portfolio for details of what I have done in Brush Colorado and Georgetown Colorado.

Why am I the ideal candidate?

If I was selected to be Treasure Island's City Manager:

- I would come with great excitement, and would wholeheartedly embrace all of Treasure Island!
- I would take my time getting to know each member of the Commission, Boards and Committees, Stakeholders, and Business Leaders in order to get to know the nuances of the community.
- I would continue to follow and update Treasure Island's Comprehensive plans, strategic goals, land-use plans, bicycle and transportation plans, parks and recreation plans, Beach Nourishment Plans, development plans, gateway corridor plans, watershed plans, and the economic development plans.
- I would prioritize the Commission's goals & priorities, and meet with local stakeholders to make sure they are heard, involved, and empowered.
- I would meet with all Department Heads to create and maintain a positive culture who motivates and develops staff.
- I would undertake a comprehensive review of city operations, employee roles/needs, and City facilities and services in order to put Treasure Island in a position of strength where City employees feel valued and where the community feels heard, loved and cherished.
- I would also continue to champion Treasure Island's coastal traditions, values, natural beauty and its quaint community feel but focus on smart growth, and look to bring economic development that complements the current economy.
- I would keep Treasure Island financially stable, be actively present in the community, take a lead role in community involvement, be involved with community clubs and organizations, and meet regularly with the community stake-holders.
- I am ready to make a long term commitment to be your next City Manager!

Why am I interested in making a change at this time? If I was offered the position, how soon could I start?

- My wife and I went to Colorado in order to fulfill a dream of mine to experience the West and get the necessary skills in City Administration to thrive as a City Administrator/Manager. After 4 years of successful development, we are now ready to come back to the East where all of our family lives (Georgia and South Carolina). The winters are just too long (9 months!) and the snow is no longer exciting.

- I believe my background experience has developed me to be able to address Treasure Island's challenges and be the leader who the City Staff would be proud to work with, and will give you the best years of my life to continue to make Treasure Island thrive.
- The reason that Treasure Island appeals to my wife and I, is because I am very good at balancing the budget, am a great servant leader to empower staff, have excellent communication skills, extremely educated, and am competent to quickly build relationships with all people and groups. I believe I am what you are looking for! Also, my wife and I have lived 3 summers in Daytona Beach and 5 Summers at Myrtle Beach SC. We are beach people!
- I love that Treasure Island has deep roots from 300 AD with the Timucan Indians!
- I love how the Island came to be known in the early 1900's from the buried and discovered wooden treasure chests on the beach and later was to host the 1939-1940 Golden Gate International Exposition.
- I love how Treasure Island has a great retail area with the Corey Avenue Shopping District and is well known as a walkable community.
- I am not only ready to be your next City Manager, but ready to lay down roots and make a long-term commitment as well!
- There are no barriers to accepting the City Manager position if it was offered to me. My wife and I have researched the cost of living and it is comparable to Georgetown Colorado and we are excited and committed to finding a place even if the house will be smaller than what we currently have. It is negotiable when I can be available to start as long as I can leave Georgetown in a position of strength. Can't wait to experience all of Treasure Island's events and festivals!

Describe the ideal relationship between the City Manager and the City Council. How do I manage the different points of view on the Council and ensure that each Council Member is treated equally and fairly?

The ideal relationship between the City Council and the City Manager is one that maintains positive, transparent, healthy and effective communication and faithfully able to execute their policy directives. It is really important for the City Manager to be emotionally intelligent, politically astute, and remain apolitical. It is also important for the City Manager to be approachable, be team oriented, have a sense of humor and be an active listener. It is equally critical for the City Manager to have the ability to respectively navigate different points of view and steer the City Council with the greater vision and mission of the City. Every Council Member is different and the City Manager should take the time to build and develop a relationship with each Council member.

In order to ensure I treat each Board/Council member equally and fairly, I respond promptly to all regardless of position, I pause before I speak in order to be respectful and thoughtful to prevent misunderstanding or needless conflict. When issues arise, I am facts centered and solutions focused and do not focus on personality, I maintain professional relationships, am transparent and give honest feedback, and make every Board/Council member feel important and valued.

What strategies have I used to balance the interests between groups who favor growth, and those who oppose it?

The keys to balancing this issue is communication and letting people be heard. Because of my background in Community Development, I have learned to ask questions and let people share their concerns, their visions, and their values. It is amazing what happens when you get people in the room and ask them why they care so much and what they hope to see happen with the area. Everyone wants to be in the know and wants to be heard. I remember learning a ton from my time in Brush where this very scenario happened.

Like all small rural communities, there are those who want economic development and those who don't want the community to change and grow. Those who want it, want to see more conveniences like that in the Metropolitan areas and those who are against it want the community to remain as it is…farms, ranches and feedlots. I learned to find a happy balance through smart growth strategies. For example, the City of Brush purchased and annexed an old feedlot that was abandoned and cleaned it up and rezoned it to be our new industrial area. We marketed it well and were able to recruit a large Lamb Processing Plant to relocate their operation to Brush which brought 65 new jobs. Because of the success of the redeveloped land area, we had a Meat Processing Plant and a Butchery Retail Shop relocate into the Industrial/Commercial area! The smart growth brought in new development that complimented our current operations and businesses.

Another way I have seen great success in balancing appropriate smart growth is in housing. Our area is in desperate need for affordable housing and instead of building custom homes, I was able to convince multiple developers to build affordable housing developments within an area in the City in which the local farmers helped us determine the best location for the development. And as a goodwill gesture, the City decided to open up land that we purchased for water rights to be leased to local farmers to farm so it was a win-win for all. We not only gained more affordable housing but maintained and expanded more farm lands as well.

In Georgetown, we had multiple town hall meetings to invite local stakeholders to share their ideas and concerns about development in the Town. After many meetings, it became very clear that instead of focusing on more commercial development, the Town actually needed more affordable housing and that if we didn't concentrate on this within the next 5 years, our downtown businesses may completely dry up because their workers can't find an affordable place to rent or buy. The Towns economy would not be sustained without providing affordable housing for its workforce. This too was another way that I have been able to share that I actively listen and get involved with the community to get their feedback to what is needed and the more they are involved, the more we are able to find solutions to address the real community needs. Instead of forcing my agenda, I have learned to listen to the community stakeholders and influencers and embrace their ideas and I become the voice to make it happen. This not only make the community feel heard but they become the force to make it happen because it is their ideas. This is what let me to meet with Kurt Soukop, the developer of Big Horn Crossing. Instead of bringing more commercial retail, he was persuaded to bring a 50-unit affordable housing development to meet the demand that the community really needed in order to keep our workforce employees and allow them to live where they work.

TAB

Eric S. Pollitt, M.P.A.
Tappahannock, Virginia 22560
Epollitt11@gmail.com , 804-332-3711

April 7th, 2024

Mr. J. Tyler Payne
Mayor
10451 Gulf Blvd,
Treasure Island, FL 33706

Greetings,

The opening for the City Manager position is very much of interest to me. I believe my skills and experience are a great match for the position. My wife and I are searching for an opportunity to relocate closer to our family in the Southwest region of Florida. I could start in forty-five days upon acceptance of an offer.

I am passionate about public service and local government leadership, which is why I earned my Master's in Public Administration at the University of Kentucky and continue to develop professionally by being an active member in VLGMA. Being able to use my education and experience to support the Commission is my goal.

The position of Town Manager is one that I have prepared for. My skills and experience are directly transferable to what is required to succeed in this position. My current position as Town Manager is process driven and detail oriented. I thrive on juggling and coordinating multiple projects with their corresponding budget, while leading staff to ensure peak performance meeting organizational goals. This opportunity to serve as your next City Manager would match my experience to lead an organization on a larger scale than I am currently able to do.

I would greatly appreciate the opportunity of an in-person interview and believe it would be mutually beneficial to discuss this opportunity with you soon. Thank you for your consideration.

Best Wishes,

Eric S. Pollitt, M.P.A.

Tappahannock, Virginia 22560
Epollitt11@gmail.com, 804-332-3711

Eric S. Pollitt

Education **University of Kentucky, Lexington, KY: Master's in Public Administration** May 2017
Concentration: Public Financial Management
Virginia Commonwealth University, Richmond, VA: Bachelor of Science December 2014
Major: Political Science. **Minor:** Economics

Professional Memberships: Virginia Local Government Managers Association, 2019-Present. VLGMA Executive Committee 2023-2025 term; International City/ County Manager Association Member, 2016-Present.

Professional Training: Virginia Association of Zoning Officials: Certified Zoning Official, 2022; Mass. Municipal Personnel Association: Supervisory Leadership Development Program, 2018.

Community Organizations: DAW Theater Foundation, 2022-2023; Main Street Lexington 2019-2020.

Town Manager - Tappahannock, Virginia: October 2020 - Present
(3,000 residents; 8,000 day-time population; 30,000 daily vehicle count)

Administrative Duties:

- Serve as Chief Administrative Officer of Town. Plan, implement, administer, coordinate, and evaluate the specific functions, services, and operating systems of Town government.
- Oversees the implementation of the Council's strategic plan, goals, and objectives to meet operational needs.
- Prepare and administer the $5.5 million General Fund Budget and $2.1 million Water-Sewer Budget.
- Exercise full supervisory authority over 45 full-time employees. Routinely meet with 8 department heads to plan and coordinate activities, assist with difficult or unusual tasks, resolve problems, and the like.
- Monitor all Town functions, projects, and operations regularly, and deal with a variety of problems that arise on a daily basis. Resolve or assist in the resolution of citizen complaints.
- Develop recommendations on policy matters for consideration by the Council.
- Create an annual budget calendar to include department request deadlines, Capital Improvement Plan workshops, Town Council workshops, schedule for public notices of budget hearings, and schedule for discussing a proposed tax rate and adoption of tax rate and budget.
- Review bid proposals and interviews prospective contractors and consultants, making necessary recommendations to the Town Council on capital improvement projects.
- Keep abreast of, and apprise Town Council regarding the implications of, a wide range of technical and legal developments affecting Town government.

Project & Grant Management:

- Lead the development of master plan for downtown 2-acre park, $2.5 million ongoing construction project.
- Worked with Middle Peninsula Planning District Commission, identified over $2 million in grant monies for development of waterfront transient boating public access park project.
- Actively securing Public-Private-Partnership for commercial aspects at waterfront park project.
- Utilized ARPA funds for Sewer Infiltration & Inflow project, including GPS & GIS mapping of sewer system for better recording keeping. Construction of $1.4 million project to being Fall 2023.
- Completed $900,000 ARPA funds project for water meter upgrade allowing remote reading.
- Lead all aspects of property acquisition worth over $1 million to acquire 3 properties for future recreation.
- Prepared a master plan and preliminary engineering report for Town owned 110-acre property for light industrial development. Secured $261,000 in VEDP grant funds for further site planning and development.
- Conducted an organizational pay study, deliverables included updated job descriptions, pay implementation plan, pay ranges for positions, and identified positions of need in the organization.
- Reviewed and updated personnel manual to keep HR policies current.
- Secured over $483,000 in various grant funds for equipment and vehicle purchases: sewer inspection cameras, garbage truck, police department generator, police vehicle MDTs, police vehicles, and tractor.

Tappahannock, Virginia 22560
Epollitt11@gmail.com, 804-332-3711

Eric S. Pollitt

Town Manager - Glasgow, Virginia (1,200): April 2019 – September 2020

Administrative Duties:

- Served as Chief Administrative Officer of Town. Planned, implemented, administered, coordinated, and evaluated the specific functions, services, and operating systems of Town government.
- Conducted the preparation and administration of the $1.1 million annual operating budget, as well as capital budgets. Administered cash investment and borrowing functions. Oversaw Town accounting systems.
- Implemented Council's strategic plan, goals, and objectives.
- Exercised full supervisory authority directly over all Town employees. Planned and conducted training programs and staff meetings. Conferred regularly with staff to assign and review work.
- Performed code enforcement duties including processing and documenting complaints, issuing notice of complaints, issuing notice of violations, and tracking progress until resolution.
- Researched and recommended amendments to the Town Code and Zoning Ordinances.
- Served as a principal Town liaison with the media, community groups, residents, government agencies, other municipalities, contractors, consultants, attorneys, elected officials and others outside Town government.

Project & Grant Management:

- Planned and oversaw approximately $2 million in capital improvement projects ensuring projects were completed on-time, within scope and within budget. Develop a detailed project plan to monitor and track progress, and manage changes to the project scope, project schedule and project costs as needed.
- Responsible in reporting aspects of federal and state grants, retaining comprehensive project documentation.
- Maintained budgets for awarded grants and prepared payment requests and reimbursements for granting agencies including NFWF, USDA-RD, SERCAP, and VDOT.
- Developed events venue facility including events pavilion and rehabbed old concession stand.
- Successfully recruited Rockbridge County Fair to Glasgow.
- Rehabbed Park facilities such as playground, basketball court, and picnic shelter.

Management Analyst - Fluvanna County of Virginia (26,500): August 2018 – April 2019

Budget Management:

- Planned, developed, and maintained roughly $80 million operating budget and accompanying transfers and amendments, including the County's Water and Wastewater Enterprise Funds.
- Monitored Capital Reserve Maintenance Fund budget and Fund Balance reports, presenting them as needed.
- Managed financial and budgetary aspects for County and School capital improvement projects.

Grants:

- Assisted in financial aspects of writing federal and state grant applications.
- Maintained internal chart of accounts for awarded grants and prepared reports of expenditures for granting authorities or external auditors, including AFG, ATL, Four-for-Life, LEMPG, REPP, and RSAF grants.

Additional Responsibilities:

- Supported the development of the County's Certified Annual Financial Report (CAFR).
- Routinely provided reports to the Board of Supervisors on their Strategic Initiatives.
- Developed comparative statistical analysis reports and presented them to Board of Supervisors as needed.
- Tracked and updated all of Fluvanna County's capital assets and their depreciation schedules.
- Assisted in maintaining online aspects of Everbridge emergency notification system.
- Used the County's MUNIS financial system and provided technical support to end users; trained inexperienced users and maintained work-flow systems and end user documentation and procedures.

ICMA Management Fellow - Templeton, Massachusetts (8,100): October 2017 – July 2018

Policy Initiatives:

- **Economic Development Ad hoc Committee:** Drafted charge and composition; developed workplan outline; filled vacancies through citizen outreach; identified Town goals by reviewing Master and Open Space Plans.

Tappahannock, Virginia 22560
Epollitt11@gmail.com, 804-332-3711

Eric S. Pollitt

- **Mass. Local Meals Tax:** Conducted policy research; identified state revenue estimates; presented findings to Select Board; held multiple public hearings; and drafted articles for annual town meeting.
- **Mass. Green Communities Grant:** Collaborated with Development Services Director in applying for grant by reviewing criteria and current By-laws; identified and estimated costs for eligible town-wide projects.
- **Police & Dispatch Collective Bargaining Agreements:** Collected contracts from regional communities of similar characteristics and compared; wages & steps, shift differential, detail rates, sick & vacation accrual, and longevity increases.
- **Emergency Management:** Updated the Emergency Operations Plan (EOP) and procured a new emergency notification system while improving service and budgetary efficiency.

Town Meeting & Budgeting:

- Assisted Town Administrator in preparation for Town Meetings, including preparing the Town's $8.3 million Annual Budget, town meeting warrants, and coordination of articles with the Town Advisory Committee.
- Represented the Town Administrator on the Capital Planning Committee. Help identify the need for capital improvements in Town Departments and assisted in the development of the $1 million Capital Budget.

TAB

Fred F. Ventresco

712 E. Hamlet Street
Pinetops, NC 27864

573-810-4165
f.ventresco@gmail.com

April 3, 2024

Doug Thomas, Executive Vice President
Strategic Government Resources (SGR)
(Submitted via the SGR online application system)

RE: Treasure Island, FL, City Manager Position

Dear Mr. Thomas And, If/When Selected, Honorable Mayor and Council of Treasure Island:

I am writing to apply for the Treasure Island City Manager position. My résumé is attached as well to the application system.

In addition to a passion for public service and a dedication and desire to always strive for the best, I can offer the preferred educational qualifications in your announcement and brochure, as well as the relevant experience. I would bring solid knowledge of and actual experience with all of the areas of expertise, roles, responsibilities, and other expectations outlined in the brochure, including the list of Challenges and Opportunities on the forefront for the City. Indeed, I offer experience providing at least all of the expectations common for the Position and Profession.

Moreover, my management/leadership style, method of operation/conduct, and inclinations have always matched the collaborative, emotionally intelligent, approachable style (in addition to the other admirable traits) you describe as desired for Treasure Island. Please see my résumé for the details of my qualifications and experience.

I would greatly value an opportunity/interview to discuss my serving Treasure Island as City Manager.

I look forward to the possibility of our future contact and discussion!

Sincerely,



Fred Ventresco

Fred F. Ventresco

Pinetops, NC 27864 **573-810-4165** **f.ventresco@gmail.com**

Profile/Introduction

Well-rounded manager, leader, collaborative, team-oriented public servant offering over 17 years' experience managing full-service municipalities in multiple states. Overall 19 years' public sector administrative experience in local and state government. Pertinent formal education/degrees; much continual professional development throughout working career; and experience in all areas of government and business management and administrative operations such as (not exhaustive list):

>Finance
>Budgeting
>Assessing
>Personnel/HR/Unions
>All customary City depts.
>Legal Affairs
>Public/Stakeholder relations
>Procurement
>Contracting
>Planning
>Recreation
>Grants
>Land use
>Emergency Management
>Project Management
>Economic Development
>Community Development
>Organizational Behavior
>Change Management
>Leadership
>Management

Employment Experience

(Please review all of work history to see breadth of local government and management experience. Have managed larger communities than at most-recent positions.)

Town* Administrator.
Town of Pinetops, NC (3/22-present)
Manage and lead full-service, heavily trafficked municipality surrounded in close proximity to larger commerce/population-center cities. Population Town proper 1,400, serves 2,700. All customary departments with dept. heads, including electric utility and 24/7 EMS dispatch and community monitoring. Operating budget $5M. Responsible for all operations and staff including (not all!) budget/finance; public relations; HR/personnel; procurement; economic-community development; legal affairs; advisor/informer for Mayor/Council; all other expectations of a Municipal Manager.

Some Projects/Experiences/Accomplishments:

- Worked with Finance Officer to get Town off State financial (UAL) watch list (from issues before my arrival) incorporating financial best practices and more prudent and correct budgeting.
- Managed grants totaling over $8.3M for waterline improvements and water/sewer assessments.
- Worked to establish/upgrade many policies/ordinances and reinstate their consistent application.

City Administrator.
City of Milan, Milan, MO (9/19-3/22)
Managed and led full-service, county-seat City. Population 2,200, with daily influx into city much larger due to presence of Smithfield plant. Budget 6.9M. All customary departments with dept. heads, including electric and gas utilities. Responsible for all operations and staff including (not exhaustive list) budget/finance; public/press relations; HR/personnel; procurement; grants; economic-community development; legal affairs; advisor/informer to Mayor and Council; all other duties and expectations common of Municipal Manager of full-service community.

Some Projects/Experiences/Accomplishments:

- Updated zoning code and maps to accomplish City's long-attempted project to create clarity and accuracy for City officials and users and more fully accomplish plans/desires of community.
- Changed risk-management carrier for significant savings, yet enhanced benefits.

Employment Experience, Continued… (Milan entry continued)

- ❖ Collaborated with chamber and community group to begin process to become Main Street city.
- ❖ Managed infrastructure repair/rebuild from flood and drought using FEMA, CDBG, and other funding; City was lead applicant for funds to repair regional drought issues as well.
- ❖ Managed/coordinated fiber rollout throughout city.

Town* Administrator.
Town of Sandisfield, Sandisfield, MA (10/17-8/19)
Managed and led full-service municipality in the Berkshires. Population 1000 year-round, 3000+ seasonal/second-homeowners. Budget 4.8M. All customary departments with dept. heads. Responsible for all operations and staff including, but not limited to, budget/finance; public relations; HR; procurement; economic-community development; legal; advisor/informer to Board/Council; all other duties and expectations common of Municipal Manager of full-service community.

Some Projects/Experiences/Accomplishments:

- ❖ Obtained grants for transfer station equipment, emergency preparedness for climate change, and roadway safety improvements.
- ❖ Assisted in team effort to gain Green Community status to bring in funds to improve building energy usage and plan for such future efforts to help Town and environment.
- ❖ Oversaw rebuild/replacement of public works facility and equipment after winter fire; managed situation in interim to assure of continued public service.
- ❖ Modernized budgeting process working with finance committee, Board, and staff.

Town* Manager.
Town of Limestone, Limestone, ME. (1/15-10/17)
Managed and led full-service municipality, home to nationally ranked and award-winning Maine School of Science & Mathematics, and the former Loring Air Force Base. Population 2,200. Budget 2.5M. All customary departments with department heads, including assessing, motor vehicles, and welfare. Responsible for all operations and staff including (not limited to) budget/finance; HR; procurement; public/press relations; economic-community development; advisor and informer to Board/Council; all other duties common for Municipal Manager of full-service community.

Some Projects/Experiences/Accomplishments:

- ❖ Recruited, trained, mentored many staff in most departments upon arrival due to retirements.
- ❖ Cut Town's liability insurance/risk management costs in first year by changing policy and updating safety practices.
- ❖ Managed project to construct new sand-salt shed (grants, permits, engineers, contractors ++).
- ❖ Reestablished functioning Planning Board and updated land use codes.
- ❖ Enhanced communication and cooperation with one of Town's largest organizations, the Loring Development Authority (LDA), a decommissioned Air Force base.

Explanation of Period of Time. (9/09-1/15)
During this time-period took time off from "9-5"-type work in the Profession to be available/close to family. During this time, my involvement included:
--2009 through 2013: Full-time graduate student and worked freelance/consultant with Municipal Resources Consulting (MRI), Meredith, NH, assisting on projects for municipalities, as needed; took on temp. position at Town of Wilmington, VT; and began a second master's pursuit.
--2014: Back to FT in two temporary positions: 1) City of Keene, NH and 2) the State of New Hampshire Dept. Human Services. More on any of this is available upon request.

Employment Experience, Continued

Town* Administrator.
Town of Weare, Weare, N.H. (6/06-6/09)
Led and managed full-service "bedroom" community 65 miles north of Boston and within 30-minutes' drive of two of NH largest cities, including the state capital. Diverse population of 9,000. Staff of 55-60 (responsible for 80+ with committees and volunteers). Budget $17.0M. All customary municipal departments with department heads, including assessing, motor vehicle registry, and welfare. Responsible for all operations and staff including (not complete list) budget/finance; HR/personnel; public/press relations; procurement; grants; economic-community development; land use/zoning; assessing; legal affairs; advisor and informer to Board/Council; all other duties common for Municipal Manager of full-service Town.

Some Projects/Experiences/Accomplishments:

- Upon arriving, caught up much backlogged paperwork and updated/realigned Administration, Finance, and HR functions due to Town's having gone a year without Administrator and only PT finance/HR person.
- Reestablished presence of Administrator/Manager into culture and chain of command.
- Led successful team effort to bring Town into financial-audit compliance within one year, as Town was three years behind in audits upon arrival.
- Implemented risk management program, improvements to facilities, best-practices to increase Town safety-ranking metrics, lower insurance premiums, and improve safety and staff morale.
- Negotiated new union contact at the onset of difficult period, 2008 beginning of Recession.
- Emergency Manager during 2008 ice storm, coordinating with FEMA, CERT Team and others.
- Updated Town's computer network, introducing firewalls and other data-security measures.

Town* Manager.
Town of Madawaska, Madawaska, ME. (6/04-5/06)
Led and managed full-service community, mostly bilingual, on US-Canadian boarder. Population 4,600, five-mile-radius population of 20,000+ when Edmundston, N.B. (Canada) is included. Budget 10M. Staff of 50-75, not including schools. All customary departments with dept. heads, including assessing, schools, motor vehicles, and welfare. Responsible for all operations and staff including (but not limited to) budget/finance; HR/personnel; public/press relations; procurement; grants; community-economic development; legal affairs; land use/zoning; advisor and informer to Board/Council; all other duties common for Municipal Manager of full-service community.

Some Projects/Experiences/Accomplishments:

- Managed successful effort to re-open Town's Community-Economic Development Department, and recruited new director.
- Helped initiate effort to gain recognition of Town as one of the Four Corners of contiguous U.S. for nationally recognized tour that includes Key West, FL; San Ysidro, CA; and Blaine, WA.
- Working with chamber, other groups spearheaded efforts to get local stakeholders/businesses involved in marketing community and implementing SWOT analysis aimed at such efforts.
- Streamlined building-permit process to improve citizen service and desired/measured growth.
- Maintained open, cooperative relations with New Brunswick, Canada, border city to U.S.
- Partnered with neighboring towns to form regionalization committee to consider sharing of services to save taxpayer dollars.

Employment Experience, Continued

Town* Manager.
Town of Milbridge, Milbridge, ME. (2/01-7/04)
Managed and led full-service coastal Town with population 1,300 year-round, 2,500 seasonal. Staff 16. Budget 2.0M. Small but quite diverse community with life-long commercial fishing segment as well as significant seasonal/retirement population. All customary municipal departments, including assessing, motor vehicles, and welfare. Responsible for all operations and staff including, not limited to, budget/finance; HR/personnel; public relations; purchasing; grants; economic-community development; legal affairs; advisor/informer to Board; all other duties of Municipal Manager.

Some Projects/Experiences/Accomplishments:

- ❖ Brought Town's fund balance reserve into compliance with auditor's recommendations, increasing it by 120% in first two years as manager.
- ❖ Cut General Fund expenditures approximately 12% without sacrificing community services.
- ❖ Achieved $400,000 CDBG Housing grant two years in a row.
- ❖ Led successful effort to gather grants and garner support to rebuild economically vital Town pier, working with elected delegation, granting agencies, and other stakeholders.

Education

Master of Public Administration (MPA), University of New Hampshire.

B.A. Public Management and Business Administration, University of Maine, Orono.
Many courses in many fields well beyond requirements for awarded degree.

Affiliations/Professional Associations

- Full member International City/County Management Association (ICMA), over 14 years.
- Full member North Carolina City/County Management Association (NCCCMA).
- Former full-member of state managers professional associations in all states in which I managed during my tenures: Maine, New Hampshire, Massachusetts, Missouri, and North Carolina.
- Normally represent municipality/employer on a number of boards/committees/associations.

References and Recommendations

Immediately available upon request.

***** "Towns" in New England states and in North Carolina tend to provide the same services (in some cases more when smaller/mid-sized communities are compared state to state) as "Cities" in other parts of the country, and thus are similar in complexity.

TAB

GREGORY E. MUENCHEN

Cincinnati, OH • 513-885-7063 • greg.muenchen@gmail.com

To the City of Treasure Island:

I am writing to express my interest in the City Manager position as advertised. With my extensive experience in local government, specifically municipal management, particularly in Wilmington, Ohio, coupled with my pending Master's degree in Law, I am confident in my ability to contribute effectively to Treasure Island's continued success and growth.

With my experience in Wilmington, a city with double the population and more than double the land area of Treasure Island, I am well-versed in handling complex municipal operations and challenges. One unique challenge was managing EPA regulations concerning the city-owned landfill, where my strategic planning and implementation skills ensured compliance while minimizing environmental impact and costs to taxpayers. Additionally, Wilmington managed a public transit system of buses, which was unique for its size. The public transit department required compliance adherence to DOT regulations, which further honed my ability to navigate regulatory frameworks while optimizing public services efficiently.

My pending Master's degree in Law equips me with a deep understanding of legal matters relevant to municipal governance. This allows me to approach decision-making with a comprehensive and informed perspective. I am committed to continuous learning and willing to obtain the additional credentials necessary to excel in this role and effectively serve the Treasure Island community.

While considering relocation to Florida, I am excited and drawn to Treasure Island's unique charm and vibrant community. I am excited about the opportunity to leverage my skills and experiences to contribute positively to its future. I align with Treasure Island's vision of preserving its historical island lifestyle while strategically planning for sustainable growth and development.

My leadership style prioritizes transparency, collaboration, and consensus-building, essential for fostering positive community relations and achieving organizational goals effectively. With expertise in financial management, executive decision-making, and operational oversight, I offer a well-rounded skill set suited for this role. Furthermore, my extensive background in human resources enhances my candidacy for this position by equipping me with refined emotional intelligence, advanced interpersonal skills, and active listening abilities crucial for fostering positive relationships and effective communication with employees and the community. This emphasis on human resources aligns with Treasure Island's vision of a supportive work culture and a thriving community, reflecting capable and empathetic leadership qualities.

I am excited about the prospect of bringing my diverse skill set and experiences to the City of Treasure Island. I am eager to discuss how my background, skills, and passion align with your community's needs and goals. Thank you for considering my application.

I look forward to the opportunity to contribute to Treasure Island's continued success and prosperity.

Warm Regards,



Gregory E. Muenchen

GREGORY E. MUENCHEN

Cincinnati, OH • 513-885-7063 • greg.muenchen@gmail.com • LinkedIn

Local Government Executive

Elevating Operational Performance Through Enhanced People Operations.

Innovative, strategic, and visionary local government executive with extensive cross-industry experience serving as a strategic leader and executive business partner. Demonstrated ability to launch initiatives and work collaboratively across the organization, elevating business performance, quality, and bottom-line results. Forward-thinking strategist, anticipating the long-term needs of organizations and effectively evolving business strategy to improve talent management and staff development. Demonstrated ability to transform technical, complex information into actionable solutions throughout all levels of an organization. Partner enterprise-wide to steer and direct creative and progressive strategies, cultivating a diverse and talented workforce and promoting compliance, adherence to regulatory standards, and ethical work environments.

Signature Strengths

- Strategic Planning & Execution
- Skilled Negotiator
- Forward-Thinking Strategy
- Culture Champion
- Project Management
- Talent Development & Training
- Executive Leadership Partner
- Talent Acquisition & Retention
- Cross-Functional Collaboration
- Continuous Improvement
- Employee Relations
- Change Catalyst
- Compliance & Regulations
- Compensation & Benefits
- HR Industry Trends

"Greg is one of the most driven and hardworking people I know. He has a deep passion for the law, and compliance and has always held himself to a high moral and ethical standard. His devotion to work is second to none, and he is committed to excellence in all aspects of his career."

"Greg is a highly effective senior leader who excels at developing strategies and executing them flawlessly. He has a deep understanding of the ever-changing landscape of an organization and is always ahead of the curve. Greg is a true asset to any organization."

Professional Experience

HAMILTON COUNTY, OHIO • Cincinnati, OH • 2023-Present

Chief Human Resources Officer

In a county with a population of nearly 1MM and a workforce of around 6,000 employees, I am responsible for overseeing the entirety of the human resources operations within the court system, which is made up of a staff that supports court services for 42 Judges and 46 Magistrates. This encompasses recruitment, training, performance, and fostering positive relationships with both employees and various unions. Leading a dedicated team, our focus is on cultivating an environment that not only attracts and retains top-tier talent but also fosters inclusivity and collaboration across all divisions of the organization.

- Revamped the processes and procedures for human resources, introducing significant changes aimed at modernization and improved employee interactions with the organization.
- Led initiatives to modernize severely outdated payroll procedures, actively involving every division of the organization to assess their requirements and preferences concerning payroll, time tracking, attendance monitoring, and employee productivity levels.
- Improved management skills and capabilities through the implementation of training programs focusing on enhancing leadership effectiveness, communication, and problem-solving. This transformative approach has led to enhanced employee performance.

FORCE RESOURCE • Cincinnati, OH • 2016-2023

Principal Consultant | President

Launched an entrepreneurial venture to support a diverse group of clients in improving and elevating HR practices through innovative, forward-thinking HR strategies. Serve various industries, including manufacturing, sales, and engineering.

- Execute the full spectrum of HR functions for clients, including talent management, people operations, policy and handbook development and dissemination, regulatory compliance audits and resolution strategies, and continuous improvement practices.
- Develop training programs, both in-person and virtually, enhancing knowledge transfer and adherence to established processes, practices, and standards.

KEY CLIENT ENGAGEMENTS:

***Tom Smith Industries* | Vice President of Organizational Development**

Serve the organization as an on-call, immediate resource for all HR functions, compliance operations, and employee relations issues, including investigations, EEOC claims, and policy and procedure violations. Identify opportunities to integrate legacy employees within a new, progressive work environment, transforming the culture to focus on standardized practices, adherence to policies and procedures, and increased attention on DEI initiatives, ethical behavior, and fostering a code of conduct.

CITY OF WILMINGTON, OHIO • Wilmington, OH • 2020-2022

City Administrator

Served the City as the point of contact and leader for all operations, strategic planning, and talent management efforts, partnering with the Mayor of Wilmington to align strategies and support the achievement of the organization's vision.

- Managed employee relations and people operations, including union and non-union environments, representing the organization during negotiations of union contracts and managing filed grievances and complaints as the HR leader.
- Influenced and engaged with leaders across all business verticals, cultivating a matrixed approach to executing projects and managing programs.
- Oversaw budget performance of the department, realizing a $1.36MM carry-over balance due to cost-efficiency integrations, improved controls, and the development of financial governance practices.
- Implemented modernized and efficient practices, eliminating antiquated manual processes to increase accuracy, improve productivity, and streamline operations throughout the HR function.

U.S. DEPARTMENT OF HOUSING & URBAN DEVELOPMENT • Cincinnati, OH • 2018-2020

Cincinnati Metropolitan Housing Authority

Assistant Director, HR

Joined the organization to support the needs of the HR department, focusing on implementing a culture shift to improve employee engagement, support retention efforts, and eliminate inefficient practices and processes. Managed the full spectrum of HR functions, including the complete employee lifecycle, unionized employee practices, and labor management efforts for the 12th largest public housing authority in the United States, with an operating budget of $180MM.

- Oversaw and managed HR operations, providing training throughout the organization on policies, procedures, and SOPs and ensuring compliance across all levels of leadership.
- Served as an organizational representative for the Labor-Management committees, effectively managing 6 collective bargaining unions, maintaining union relations, and ensuring compliance with union contractual arrangements.
- Led investigations and served as a hearing officer in disciplinary and grievance procedures for all employee groups, fostering a culture of equality and fairness for employees.
- Ensured compliance with safety training and regulatory compliance topics, delivering training and leading the safety committee meetings.
- Oversee recruiting efforts by the Recruiting Department, aligning the organization's talent needs with strategies to proactively attract, secure, and retain employees.



Early Career History:

Family RV Group • Senior Manager, Human Resources
Pinnacle Employer Services • HR Compliance Manager
StarTek USA Inc. • Human Resources Site Leader
Home Depot • Human Resources Generalist
Convergys Corporation • Manager, Control Center

Education & Certifications

Masters of Law, University of Cincinnati College of Law *(Expected Graduation 2024)*

Bachelors of Arts and Sciences – Organizational Leadership, University of Cincinnati

Professional in Human Resources (PHR), HR Certification Institute

TAB

JACOB J SMITH

(801) 455-7738 | smith.partnership@gmail.com

March 10, 2024

Dear Hiring Committee,

I am writing to express my keen interest in the City Manager position at the City of Treasure Island. With 18 years of dedicated experience in public administration, strategic planning, and municipal management, I am eager to bring my proven track record of success to support Treasure Island's growth and development.

Throughout my career, I have achieved numerous milestones that have positively impacted the communities I've served. As the City Manager of Fruit Heights City, I led the implementation of a strategic plan to align with the General Plan, resolving audit findings, and bringing the city into compliance with state and federal agencies. Additionally, I secured over $1 million in grant awards and revitalized community engagement efforts, reengaging Fruit Heights with regional planning initiatives.

During my tenure as the Assistant City Manager/Finance Director of Centerville City, I played a pivotal role in economic development by securing incentive agreements for a $35 million ATV mall and increasing General Fund reserves from 5% to 20%. Furthermore, I spearheaded the development of a park master plan through community engagement, secured over $10 million in grant funding, and led a successful park expansion project. My efforts in enhancing financial internal controls and modernizing HR processes contributed to achieving "Very Low" risk assessment scores and Excellence in Financial Reporting recognition from the GFOA.

My leadership philosophy, as highlighted in my resume, underscores my commitment to genuine engagement, positivity, and empowerment. As an INCLUDER according to the Clifton Strengths Finder, I deeply value inclusion and strive to create an environment where all voices are heard. My ACTIVATOR nature drives me to turn ideas into action promptly, aligning with my belief in living by Benjamin Franklin's adage, "Never leave that till tomorrow which you can do today."

Moreover, my BELIEF in honesty, ethics, and the golden rule shapes my decision-making process, guiding me to always prioritize integrity and fairness. My relentless drive as an ACHIEVER fuels my focus and dedication, ensuring that I consistently deliver excellence in all endeavors.

It is important to note that my departure from my previous position was the result of challenging circumstances involving small town politics, where I endeavored to rectify legal and ethical issues. Unfortunately, my commitment to upholding integrity and compliance sometimes clashed with

certain stakeholders' interests, leading to my resignation. However, this experience has reinforced my unwavering dedication to ethical leadership and my resolve to address complex issues head-on, even in the face of adversity.

Relocating to Florida aligns with my personal and professional aspirations, and I am enthusiastic about the prospect of contributing to Treasure Island's continued success. I am confident that my passion for public service, coupled with my leadership philosophy centered on genuine engagement and empowerment, make me a strong candidate for this role.

Thank you for considering my application. I am eager to further discuss how my qualifications and achievements, alongside my personality traits, can contribute to the City of Treasure Island's vision. I look forward to the opportunity to explore this exciting opportunity with you.

Warm regards,

Jacob J Smith
(801) 455-7738
smith.partnership@gmail.com

Jacob J Smith

Public Administrator

Synopsis

Dedicated and accomplished Public Administrator with 18 years of progressive experience in public sector operations, strategic planning, finance, budgeting, human resources, and policy development. Adept at empowering high performance, implementing strategic initiatives, and ensuring compliance with regulations through positive leadership. Seeking a challenging leadership role in a professional and ethical environment to leverage expertise in policy development, strategic planning, budgeting, finance, education, and community engagement.

Skills

- Budgeting
- Communication
- Community Engagement
- Customer Service
- Finance
- Economic Development
- Grants
- Human Resources
- Leadership
- Personnel Management
- Problem Solving
- Project Management
- Purchasing
- Research/Analysis
- Risk Management
- Strategic Planning
- Teamwork

Experience

City Manager

Fruit Heights City, Utah
April 2023-November 2023

- Served as the CEO for a city with a population of ~7,000 within a metro area of over 1 million.
- Managed the day-to-day operations, being a small town, acted as the Finance Director, Human Resource Manager, Recorder, and Public Information Officer
- Collaborated with City Council and Mayor on strategic planning, improved business processes, and policy development
- Worked with residents and businesses on a daily basis to resolve code violations, conflicts, and issues
- Engaged the community through personal visits, phone calls and emails, public hearings, open houses, newsletter, website/social media notices and public events
- Active participant in regional efforts including the Wasatch Front Regional Council, Utah Governor Office of Economic Opportunity, Utah Transit Authority, Rural Water Association, Weber Basin Conservatory District, Economic Development Corp of Utah, Utah League of Cities and Towns, etc.

Favorite Accomplishments:

- Strategic plan to implement recently adopted General Plan
- Municipal Code Update
- Water Capital Facilities Plan and Rate/Impact Fee Study
- Personnel Policy update and enhancements including a new recruitment and retention tool
- Reformed budget process

Education/Training

Master of Public Administration

Northern Illinois University

- Urban Management Emphasis
- Graduated First in Class (4.0 gpa)

Bachelor of Arts

Brigham Young University

Economic Development Institute

Oklahoma University

Official Training:

- Economic Development Certificate
- ICMA High Performance Leadership
- Outward Mindset – Arbinger
- Outward Inclusion – Arbinger
- Citizen Police Academy
- ICMA Emerging Leaders

Personality/Traits

Clifton Strengths Finder:

Relationship Building:
Includer
Accept all others and very aware of inclusion. Very open-minded and nonpolitical/neutral

Influencing:
Activator

- Resolved retirement audit findings
- Brought city into compliance (city prior was in trouble) with various state and federal agencies
- Grant awards totally just over 1 million
- Reengaging Fruit Heights with state, regional, and local planning efforts

Assistant City Manager/Finance Director

Centerville City, Utah
April 2012-May 2023

- Acted as the second ranking executive for the city and played a key role in strategic planning, policy development, and oversight of multiple departments
- Led all efforts/departments/personnel in Finance, Budget, HR, IT, Municipal Court, Risk, Public Relations, Recreation, Museum, and Economic Development
- City liaison with regional planners, businesses, and developers for economic and regional planning initiatives

Favorite Accomplishments:

- Successfully created an economic development area and secured incentive agreements with a large regional ATV dealer to build a $35 million ATV mall
- Increased General Fund reserves from 5% to 20% through conservative practices and better budget planning
- Engaged the community through surveys and open houses to develop a park master plan
- Wrote and was awarded more than $10 million in grant funding
- Project lead on a 5 acre park expansion including ball fields, pavilion, restrooms and a playground
- Created the first operational metrics system for measuring performance that served as the example for many other cities in Utah
- Led a large volunteer committee that successfully threw 8 very well-attended 4th of July celebration events
- Increased financial internal controls through better business processes. Secured a "Very Low" risk assessment score given by the Utah State Auditor
- Began the city's first social/media campaign and revamped the website for better community engagement
- Achieved Excellence in Financial Reporting every year from the GFOA
- Overhaul and modernization of the lifecycle and business processes for employees (HR) including recruitment, retention, benefits, compensation, and training
- Created and adopted new procurement/purchasing policy

Finance/Grants/Budget Manager

State of Utah
September 2008-April 2012

- Managed accounting, payroll, and grant application processes for Workforce Services

Take ideas and put them into action. Live by what Benjamin Franklin said "Never leave that till tomorrow which you can do today."

Executing:

BELIEF

Very honest, ethical and believe in the golden rule. I live with no personal regrets. I live what I believe.

ACHIEVER

Very focused and work hard. If I'm idle, I'm not happy.

Strategic Thinker:

LEARNER

Continually improving and looking to learn more.

Myers-Briggs Personality Type Indicator:

PROTAGONIST (ENFJ)

I have to have purpose. I like to contribute to and help others understand how they contribute as well to the overall mission of the organization.

An idealist and very intuitive in my decision making process. I do not shy away from doing the right thing. Like-minded people enjoy my company but those that just show up to work for a paycheck are my challenge.

I believe in growing personally and try to help others do the same by empowering, challenging, and encouraging.

Leadership Philosophy:

"Impactful change of my organization through genuine self-engagement, positivity, example, effective communication, and empowering all those around me."

AFFILIATIONS/MEMBERSHIPS

- International City Managers Association (ICMA)
- Utah City Managers Association
- Government Finance Officers Association (GFOA)

- Represented the Governor for eight state agencies, providing expertise on budgetary and policy issues
- Tracked legislation, presented agency budgets to the legislature, and maintained oversight of $1.5 billion in budgets

Favorite Accomplishments:

- Managed to avoid audit findings on the unemployment benefit account during the Great Recession
- Worked with senators to begin the Tier II retirement system for public employees
- Helped agencies avoid major reductions in force and services through strategic and hard budget discussions during the Great Recession
- Successfully coordinated the grant process for over $1 billion in federal aid (ARRA)

Management/Policy Analyst

City of Saratoga Springs
August 2007-July 2008

Executive Assistant

Village of Willowbrook, Illinois
March 2006-July 2007

- International Economic Development Council
- Society for Human Resource Management
- Wasatch Front Regional Council
- Legacy Preservation Committee

Contact Info

Cell:
801-455-7738

Email:
smith.partnership@gmail.com

Address:
1582 W Ranch Rd
Farmington UT 84025

References

Name	Organization	Contact Info	Title
Supervisor			
Brant Hanson	Centerville City	Brant.hanson@centervilleutah.gov	City Manager
Peers			
Kevin Campbell	ESI Engineering	Kevin.campbell@esieng.com	Engineer
Nate Plaizier	Centerville City	Nate.plaizier@centervilleutah.gov	Finance Dir.
Paul Child	Centerville PD	Paul.child@centervilleutah.gov	Police Chief
Kim Curnow	Centerville Committees	curnow@gmail.com	Committee Chair
Loretta Gale	InfoBytes	loretta@infobytes.com	Owner – I.T.
Subordinates			
Tawna Schmidt	Centerville City	Tawna.schmidt@centervilleutah.gov	Clerk
Tami Niss	Centerville Court	Tdniss70@gmail.com	Court Superv
Lisa Bednarz	Centerville I.T.	Lisa.bednarz@centervilleutah.gov	I.T. Manager
LuAnn Child	Centerville City	luannchild@gmail.com	Treasurer

TAB

1S150 Spring Rd, Unit 5M
Oakbrook Terrace, IL 60181
1.708.670.2648 email: jritz20@comcast.net

March 16, 2024

Colin Baenziger & Associates
2055 South Atlantic Ave, Suite 504
Daytona Beach Shores, FL 32118

RE: CITY OF TREASURE ISLAND CITY MANAGER POSITION

Dear Recruitment Director:

As a passionate, accomplished, and proven City Administrator with a vast municipal executive leadership background, I would welcome the opportunity to become a part of the City of Treasure Island as their City Manager. My professional and demonstrated executive leadership experience and philosophies in municipal government operations have been highly successful in leading, directing, planning, and building financial and economic interests while establishing long-and-short term goals and objectives for city operations. My municipal executive leadership experience includes providing the necessary administrative direction of a city with a population of over 58,000 residents and management of a $25 million budget with almost 300 employees.

Highly effective leaders continually develop through professional self-study, education, training, and experience, and as you will see from my resume, I have earned two (2) Master of Science degrees with one degree specifically in Public Service Management. I have also attended several nationally acclaimed executive leadership and government/public service management training courses and programs. Being a self-motivated and dedicated professional, my demonstrated strengths include having a track record of innovation and fiscal responsibility along with the ability to manage financial and administrative resources to address municipal government budgetary challenges and, to anticipate, identify and manage risk while bringing out the best in employees and staff in the best interests of community standards.

My proficiency in budgetary and fiscal management administration has piloted several internal and external community-based projects and program initiatives while working with all of our municipal government partners with our local ordinances, licenses, and intergovernmental agreements. One of my strengths is possessing strong interpersonal and communications skills in order to successfully establish a strong rapport with city personnel and staff, elected officials, community residents, business constituents, and city visitors while building strong organizational partnerships. My progressive leadership philosophy is totally committed to team building and expanding our professional services while examining ways to continuously improve our operational efficiency while engaging personnel.

I am confident that my personal attributes, combined with my municipal government executive leadership and administrative experience -- with extensive national leadership and administrative management training credentials will exceed the essential requirements demanded by the elected officials and the City of Treasure Island community. I truly welcome the opportunity to further discuss my qualifications with you at your convenience.

Thank you for your consideration of employment as City Manager for the City of Treasure Island.

Sincerely,

James D. Ritz

Enclosures: Resume

James D. Ritz
1S150 Spring Rd, Unit 5M
Oakbrook Terrace, IL 60181
Contact Number: 708-670-2648 jritz20@comcast.net

PROFESSIONAL PROFILE

Highly accomplished and progressive City Administrator with a proven results-oriented track record of bringing innovative ideas in municipal government executive leadership administration. Career dimensions are complemented with the ability to make effective critical decisions and set direction related to short and long term strategic planning, city policies and procedures, community engagement, and emergency management operations with an emphasis on budgetary and fiscal management. Organizational skills include the administrative oversight of all city department operations, city progress and progression, and in meeting all local, state, and federal mandated reporting requirements.

PROFESSIONAL EXPERIENCE

City Administrator, City of Oakbrook Terrace, IL (November 2022 – present):

- Responsible for providing efficient and effective daily operations of city government, oversight of city financial and budgetary planning; while having the ability to leverage such resources including capital project management and maintaining oversight of department operations, being a liaison with local, state, and federal agency activities and governing city policies and standard operating procedures while establishing long-and-short term goals and objectives for the city.
- Promote municipal city values in creating a positive work environment while working together to create an atmosphere of accountability and transparency with both internal and external communications while observing and empathizing with others.

Director of Public Safety Facilities and Special Event Operations, Monterrey Security (July 2019 – November 2022):

- Responsible for management of, and coordination of public safety and special event assessments for emergency response coordination, operational planning and reporting involved with conducting proactive threat assessments, anti-terrorism briefings, and intelligence-based reporting for major venues including the Chicago Transit Authority, and Soldiers Field Security Management Team for all major events.

Chief of Police, Village of Willow Springs Police Department (June 2018 – April 2022):
Willow Springs, IL 60480

- As the executive leader of the department, and after conducting an in-depth assessment of department operations, I engaged in updating a severely outdated policy manual, and adopted new department special orders and procedures that developed internal management and accountability systems that promoted professionalism and current law enforcement practices.
- I also implemented several new community outreach programs including; Senior Safe and Safe Passage programs, started new local grade school SRO program, established a CIT Team Coordinator position along with mandatory CIT training for all officers, and initiated a new Incident Command Reporting System to meet all FEMA and NIMS Emergency Management requirements.
- As the future of law enforcement is focused on education and training, I placed a strong emphasis on meeting all state and federal training requirements along with monthly reviews of new legislative mandates and court rulings.
- For the first time, we began the departments first annual Shop With a Cop Christmas event along with becoming a part of Illinois Special Olympics.

- By providing a strategic vision and innovative executive leadership and administrative direction, I have effectively increased department efficiency and employee morale while developing our internal management responsibilities.

Adjunct Faculty Instructor and was Department Chair in the Criminal Justice Program:
Morton College (Part-time 1993 to 12/2017, Full-time status 1/2018 to 8/2018):
Cicero, IL 60804

- Responsible for teaching all law enforcement disciplines, reviewing and updating curriculum and syllabi for Law Enforcement and Fire Sciences coursework, advise students on available career paths, reviewing enrollment figures in terms of course scheduling and planning for future semesters, serve on a number of Law Enforcement advisory boards, and maintaining plans for continued growth and development of department programs.
- Courses of instruction include; Police Administration and Management, Criminal & Constitutional Law I and II, Juvenile Delinquency, Introduction to Law Enforcement, Criminal Investigations, Court Procedures and Evidence, Police Operations and Procedures I and II, Interviews and Interrogations, and Introduction to Criminology.

Chief of Police, City of Berwyn Police Department (April 2010 – April 2017):
Berwyn, IL 60402

Team-oriented Police Executive who promotes leadership and the necessary administrative direction in managing a $25 million budget to enable 114 sworn police officers and over 160 civilian police personnel to provide the highest level of law enforcement services to the City of Berwyn community. The City of Berwyn has a diverse population of over 59k residents with a large retail and commercial presence in the western suburbs.

Accomplishments include:

- Proven leadership strategies and community oriented policing philosophies notably increased morale and enforcement initiatives within the department, while also resulting in significant growth and community involvement in our volunteer policing programs.
- Total revision of extremely outdated department Policy and Procedural manual governing department professionalism in order to reflect current law enforcement standards, legislative mandates and court rulings.
- Expanded mandatory in-service department training to effectively enhance officer safety and providing quality police services.
- Team oriented strategies concentrated on fostering partnerships and networking with local, state, and federal agencies to accomplish department mission.
- Successfully and creatively pursued additional department staffing which increased the number of sworn officers from 110 to 114 – even in difficult budgetary times.
- Appointed as Director of the West Suburban Major Crimes Task Force.
- Developed through strong communication, an excellent working relationship with the police department union, Illinois Municipal Police Association (IMPA).
- Integration of new department interoperable radio's and in-car mobile technology data units.
- Coordinated efforts to adopt new School Safety Crisis Plan with J. Sterling Morton High School District 201, and working Inter-Governmental agreements with one of the largest High School Districts in the State of Illinois.
- Created crime analytics position to aggressively monitor crime and crime trends.
- Totally revised the records unit for strict access controls of ticket fines, bonding, and report management and accountability.

- Guest speaker at numerous community forums and events.
- Created new School Resource Officer position to work in our three (3) school district middle schools.
- Successful leadership with a strong emphasis on human resource management, internal and external communications and collaboration, and professional staff and department development.

Adjunct Faculty Professor in Graduate Studies, Centenary College (2009 - present):
Hackettstown, NJ 07840

- On-line Adjunct Faculty Professor of Criminal Justice and Public Administration in the Master of Arts in Leadership and Public Administration Program.
- Course instruction in Leadership and Organizational Management advance the necessary skills for effective personnel management and administration, and provides an understanding of quality leadership skills, the interaction of public offices and agencies, and individual development of leadership abilities and practices.

Public Safety and Crisis Communications Trainer, PowerPhone, Inc. (2001 - present):
Madison, CT 06443

- Certified trainer specializing in crisis communications and critical incident management.
- Instructional concentration includes; Protecting Law Enforcement Responders, Active Shooter Response, Homeland Security, Liability and Legal compliance, Suicide Intervention and Awareness, Advanced Law Enforcement Dispatch, Hostage Negotiations, Stress Management and Domestic Violence Intervention.

Illinois Fraternal Order of Police Labor Council, Field Representative (2009 - 2010):
Western Springs, IL 60558

- Skilled labor representative with concentrated credentials exclusive to labor management relations.
- Responsible for all matters related to collective bargaining, contract negotiations, and grievance handling and resolutions.
- Excellent communication and interpersonal skills to effectively interact and work collaboratively with all management levels in the interpretation and application of labor agreements, and grievance investigations and resolution.

FedEx National LTL, Corporate Security Manager (2006 - 2009):
Schaumburg, IL 60194

- Responsible for administration and direction of Midwest regional security management and operations. Established asset protection strategies that include; managing internal investigations relating to fraud, theft, criminal claim processes, identifying and analyzing security risks, implementation and enforcement of corporate security policies and procedures and safety programs.

Division Commander of Criminal Investigations and Community Relations, Lyons Police Department (1985 - 2006):
Lyons, IL 60534

A distinguished twenty-two year professional law enforcement career demonstrated with a proven track record of effective and innovative police leadership achievement, with progressive development through the ranks of patrol, investigations, Patrol Sergeant, Detective Sergeant, Lieutenant, and Division Commander.

Accomplishments include:

- Directing and supervision of several highly successful organizational and community-oriented policing projects and strategies.
- Designed and revised entire and outdated department Policy and Procedural manual.
- Oversight and preparation of department budget and fiscal management proposals, and state and federal grant applications and administration.
- Department of Homeland Security and National Incident Management education.
- Conducted numerous in-service training programs that enhanced personnel development and performance.
- Conducted and supervised a number of complex criminal investigations and major crimes task force management.
- Implemented and developed school safety crisis plans for School District emergency management.
- Human Resource management and department payroll.
- Appointed Supervisor of the South Suburban Major Crimes Task Force.
- First ever department member to earn a Master of Science degree in Criminal/Social Justice while working full-time.
- Restructured Criminal Investigation's reporting system and case management program.
- Assigned first officer of the department to the Drug Enforcement Agency (DEA) drug task force.
- Created and implemented the first Drug Awareness and Gang Education program in our grade and middle school curriculums.
- Designed and instructed department's first ever Citizens Police Academy program, which earned two (2) college credits for completing the 12-week class.

FORMAL EDUCATION

- Master of Science (MS), 2004; Public Service Management; DePaul University, Chicago, IL.
- Master of Science (MS), 1993; Criminal Social Justice; Lewis University, Romeoville, IL, Signum Fidei Honors Society.
- Bachelor of Arts (BA), 1992; Criminal Social Justice; Lewis University, Romeoville, IL, Graduated with Honors.
- Associates in Applied Science (AA), 1989; Law Enforcement; Morton College, Cicero, IL.
- Federal Bureau of Investigations National Academy (FBINA), Session 197, 1999; Law Enforcement Executive Leadership Development, Quantico, VA.

ADVANCED LEADERSHIP EDUCATIONAL AND SPECIALIZED TRAINING

- Midwest Law Enforcement Executive Development Program (MLEEDS)
- Executive Leadership and Management for Law Enforcement Executives
- National School Safety and Crisis Planning
- Budget Administration & Fiscal Management
- Protecting our Schools – School Safety Threat Assessment Planning
- National Incident Management System (NIMS) Emergency Responses
- Incident Command – ICS Components and Applications to Emergency Management
- Developing Terrorist Response Plans for Schools and Law Enforcement
- Cybersecurity for Local Law Enforcement – University of Louisville Southern Police Institute
- Media Relations for Law Enforcement Executives
- Legal Issues for Command Personnel

- Emergency and Crisis Management
- Criminal Investigative Psychology
- Organizational Design and Development
- Policy Design and Analysis

PERFORMANCE AWARDS/RECOGNITION

- Guest speaker on current Law Enforcement events on Dr. Carole's Couch live radio broadcast.
- Numerous departmental commendations recognizing meritorious performance and service.
- Two (2) Life-Saving Awards
- Office of the Governor of the State of Illinois, Recognition for Leadership and Commitment to Children with Special Needs and the Illinois Special Olympics program
- Congressional Record Life-Saving Award
- Outstanding Achievement Awards
- Major Case Assistance Team Service Award
- Berwyn Police Department Municipal Alert Recognition
- Recognition of efforts for aiding At-Risk Youth and Youth in Crisis Award

PROFESSIONAL AFFILIATIONS

- International City/County Management Association (ICMA)
- DuPage Mayors and Managers Committee (DMMC)
- Executive Board of the FBI Joint Terrorism Task Force (JTTF) with National Security Clearance
- DuPage Convention and Visitors Bureau (DCVB)
- Past President of the West Suburban Chiefs of Police Association and Executive Board of Officers
- Director of the West Suburban Major Crimes Task Force (WESTAF)
- Illinois Association of Chiefs of Police
- FBI National Academy Associates (FBINAA)
- South Suburban Association of Chiefs of Police (SSACP)
- South Suburban Major Crimes Task Force (SSMCTF)
- West Suburban Chiefs of Police Association (WSCPA)
- Illinois Association of Law Enforcement Executives (IALEE)
- Morton College Law Enforcement Advisory Board

PROFESSIONAL REFERENCES

- Excellent professional references are available upon request.

TAB

James Ferguson
17075 Hadlow Place
Fort Myers, FL 33967
727-410-5895
jjdb66@hotmail.com

March 25, 2024
City Of Treasure Island
City Manager

Dear, City Board

Please consider me as an applicant for the City of Treasure Island manager position during the application and interview process. I am looking forward to expanding my experience and knowledge in the city of Treasure Island.

Personable and good verbal and written communication

Strong ability in training and development with employee engagement

Employee relations and problem solving, union and non-union environments

Strong working and loyal with high integrity

I have grown up in the Pinellas beaches since 1974 when my family moved to Seminole and have experienced the growth and change in Treasure Island over the years. I would welcome the opportunity to have an interview for the City Manager position. I look forward to hearing from you in the future.

Sincerely,

James Ferguson

James Ferguson

Fort Myers, FL 33967

727-410-5895- jjdb66@hotmail.com

Professional Summary

Results-driven Division Manager skilled in maintaining smooth and efficient Operations to meet target KPI results. Hardworking and disciplined leader with Continuous improvement mindset.

Skills

- Performance Improvements
- Problem Solving
- Profit and Loss Statements
- Operations Management
- Staff Motivation
- Health and Safety Compliance
- Onboarding and Retention
- Training and Development
- Strategic Planning
- Labor Relations- Union contracts
- Conflict resolution
- Conduct thorough Investigations
- Prioritize tasks and set goals
- Crisis management

Work History

August 2020- June 2023

Division Manager

United Parcel Service, UPS- Fort Myers, United States

- Controlled costs by streamlining operations and reducing waste.
- Exercised independent judgement in onboarding, training and motivating division staff to maximize performance.

- Supervised daily planning, coordination and administration for division operations.
- Handled escalated complaints involving division operations and work of personnel under supervision.
- Managed 5 building locations and was responsible for up to 1500 employees
- Collaborated cross-functionally with district, regional and other teams to maintain consistent message and experience.

Business Manager

June 2004- August 2020

United Parcel Service, UPS- Florida, United States

- Created, managed, and executed business plan and communicated company vision and objectives to motivate teams.
- Oversaw and improved deliveries through proactive coordination of daily operations.
- Assisted with hiring process and training of new employees.
- Anticipated financial impact from operational issues and worked with leadership to develop solutions.
- Tracked employee attendance and punctuality, addressing repeat problems quickly to prevent long-term habits.
- Managed 12 different buildings, morning and evening operations and up to 400 employees.

Supervisor of Operations

January 2000- June 2004

United Parcel Service, UPS- Florida, United States

- Identified and resolved unauthorized, unsafe, or ineffective practices.
- Worked in matrix management environment with oversight of division level managers, operations, sales, finance, engineering, human resources, safety, and compliance.
- Reduce process bottlenecks by training and coaching employees on practices, procedures, and performance strategies.
- Set, enforced, and optimized internal policies to maintain responsiveness to demands.

Education

High School – Keswick Christian High School

College- St Pete Junior college, University of Phoenix, and Thomas Edison

Studied Business Management

TAB

JAMES A. SLATON, ICMA-CM

Lake Wales, FL 33898 ▪ 863-808-7496 ▪ james.slaton33@gmail.com

April 3, 2024

Doug Thomas, Executive Vice President
Strategic Government Resources

RE: Position of City Manager, City of Treasure Island, Florida

Dear Mr. Thomas:

As a Chief Administrative Officer for a municipal government, I help city councils shape the future so that every citizen prospers, and each community realizes its potential.

I offer 19 years of municipal government experience working for the City of Lake Wales, where I collaborate with elected officials, residents, business owners, and strategic partners and lead urban design and large-scale capital improvement projects. As a longtime Florida resident, I enjoy Treasure Island's beaches, community assets, and active lifestyle.

The opportunity with Treasure Island interests me because of your coastal location, public amenities, and signature events. My experience collaborating with architects and civil engineers and managing capital projects enable me to advance Treasure Island's Terrain Modification Program (Elevate Treasure Island), provide solutions to mitigate street flooding, and oversee the upcoming construction of new public facilities. The chart below is a comparison of your requirements and my qualifications.

YOUR REQUIREMENTS	MY QUALIFICATIONS
Bachelor's Degree	MS, Management and Leadership BAS, Public Administration, Supervision and Management AS in Computer Network Engineering
ICMA-CM Credentials	International City/County Management Association Credentialed Manager (ICMA-CM).
City Planning	Provide long-term vision and goals for the City's growth and improvement. Lead large-scale community development/redevelopment initiatives.
Financial Leadership City Administration	Manage financial resources, allocate funds, and ensure sustainable urban development. Guide the City's administrative operations, policies, and services from strategic planning, securing funding, and managing capital projects.
Coalition-Building Consensus-Building & Goal Achievement	Negotiate agreements, resolve conflicts, and collaborate with internal/external stakeholders. ▪ Award-winning Lake Wales Connected Revitalization Plan. ▪ Lake Wales Envisioned Long-Range Planning in Polk County, the fastest growing county in the U.S. with 30,000 new residents moving to the county in 2023. ▪ Both initiatives heavily focused on citizen involvement and consensus-building.
Project Management	Direct a variety of projects from infrastructure development to community initiatives.
Data Analysis	Share data-driven insights to inform decision-making, track progress of programs/projects, and optimize City Services.
Emergency Response	Coordinate disaster preparedness, response, and recovery efforts.
Public Speaking	Communicate with residents, public officials, and the media.

I am confident that my strengths in city administration and communications as well as my ability to build community engagement would enable me to contribute to Treasure Island's city governance and community well-being.

May I have an appointment for an interview to discuss the possibilities?

Thank you,

James A. Slaton
Enclosure (3 pages)

JAMES A. SLATON, ICMA-CM

Lake Wales, FL 33898 ▪ 863-808-7496 ▪ james.slaton33@gmail.com

CITY MANAGER & EXECUTIVE DIRECTOR COMMUNITY REDEVELOPMENT AGENCY

City Manager and Executive Director with 19 years of experience in public administration, managing municipal operations, capital assets, and financial resources. Demonstrated success developing long-range plans and goals for the community and aligning municipal growth objectives with community values. Strong financial acumen with ability to balance budgets and maintain fiscal stability. Skilled in staff training and development with record of high employee satisfaction/retention.

Public Administration	Municipal Operations & Financial Management	Community Engagement
Vision, Strategy & Leadership	Budgets, Forecasts, Financial Reporting	Data-Driven Decision-Making
Urban Design & Capital Projects	Affordable Housing Construction Programs	Strategic Partnerships
Infrastructure Upgrades	Community Redevelopment Projects	Economic Development
City Services Continuity	Emergency Preparedness & Rapid Response	Crisis Management

PROFESSIONAL EXPERIENCE

City Manager / Executive Director — City of Lake Wales, Florida — 2020 – Present

SCOPE: Serve as Chief Administrative Officer for City with 17,000+ Population, ~237 FTEs, and ~$98 million budget and as Executive Director for Lake Wales Community Redevelopment Agency (CRA) with oversight and accountability for all operations, capital assets, and financial resources. Collaborate with elected officials, citizens, and government agencies.

- **City Planning:** Lead the Lake Wales Envisioned long-range planning and future land use effort (lakewalesfl.gov/1013/Lake-Wales-Envisioned).
  - Created City's first Mobility Plan and associated new Multi-Modal Transportation Impact Fee.
  - Updated the Airport Master Plan and completed various airfield capital projects.
  - Established Chapter 180 Utility Service Area boundary, comprising nearly 55,000 acres.
  - Created the City's first Stormwater Master Plan to mitigate issues related to stormwater runoff.
- **Funding:** Extended CRA term and closed on $18.5 million bond to fund redevelopment projects. Increased CRA tax increment revenue nearly 100% from $2.1 million to $4 million annual recurring revenue for past 3 years.
- **Urban Design & Redevelopment:** Created implementation plan and initiated more than 50 Lake Wales Connected urban design plan projects in the CRA (lakewalesfl.gov/919/Lake-Wales-Connected-Plan), including streetscape design and construction.
  - $13 million streetscape redevelopment project on Park Avenue and Market Square in downtown Lake Wales.
  - $1.5 million multi-use trail and streetscape on East Park Avenue.
- **Housing Redevelopment:** Created housing rehabilitation, down payment assistance, and affordable housing construction programs in the CRA.
- **Parks & Recreation:** Transitioned the former YMCA facility to a municipal recreation center and completed the Parks and Recreation Master Plan.
- **Public Safety:** Implemented Body-Worn Camera Project for Police Department. Contracted the Institute for Public Safety Management to perform a comprehensive analysis of Police Department operations. Achieved police accreditation through the Commission for Florida Law Enforcement (CFA).
- **Economic Development:** Created Economic Development Incentive Programs and retained national firm for retail recruitment, resulting in 12 new restaurants and 1 manufacturing company in various stages of development. Initiated Economic Development Strategic Plan.
- **Redevelopment Incentives:** Created facade improvement program, restaurant incentive program, tax increment rebate program, and small business loan program. Developed a business incubator which created over 50 news jobs over the past 2 years.
- **Organizational Development**: Established 2 new departments: Horticulture and Marketing/Community Engagement.

JAMES A. SLATON, ICMA-CM
863-808-7496 ▪ JAMES.SLATON33@GMAIL.COM

Deputy / Assistant City Manager	City of Lake Wales, Florida	2017 – 2020

SCOPE: Directed the day-to-day operations, budgets, and capital-improvement programs for the Departments of Public Services and Support Services. Performed the duties of City Manager in the CM's absence or at CM's request. Managed the City's non-utility capital projects and directed all post-disaster recovery operations.

- **Infrastructure Maintenance:** Implemented the City's first Facility Maintenance Management and Capital Forecasting Program, resulting in 30-Year Master Plan. Created the City's first Stormwater Utility Program and initiated associated maintenance programs. Managed repairs to public facilities in response to Hurricane Irma and coordinated with FEMA.
- **Street Paving Initiative:** Created the City's first funded long-term Pavement Management Program.
- **Parks & Recreation:** Initiated and coordinated the City's first Parks Master Plan activities. Negotiated facility acquisition and public/private partnership with the Lake Wales Family YMCA.
- **Employee Engagement & Performance:** Improved staff morale and productivity through open-door management style, team building, and employee development. Emphasized the use of technology to better serve customers and improve employee performance. Led the creation and establishment of the Core Values and Employee Recognition Program.
- **Leadership Development:** Facilitated recurring meetings between all middle managers from across the organization. Held workshops on organizational health for current and future leaders within the organization.
- **Community Engagement:** Implemented City newsletter and coordinated citywide customer satisfaction surveys. Created special events such as festivals, concerts, and various community events.
- **Continuous Improvement:** Created a process-improvement framework to reduce waste and increase efficiency within business processes citywide.

Public & Support Services Director	City of Lake Wales, Florida	2013 – 2017

SCOPE: Managed operations, budgets, and capital improvement programs for the Departments of Public Services and Support Services, including Parks and Recreation, Street Maintenance, Airport Operations, Cemetery Operations, Information Technology, Fleet Maintenance, Facilities Maintenance, and Office of Procurement. Provided oversight of City's non-utility capital projects. Managed post-hurricane recovery operations.

- Organized thousands of hours of volunteer service for public beautification projects.
- Revitalized City parks and replaced playground equipment.
- Negotiated public access to the Lake Wales YMCA swimming pool. Partnered with Lake Wales YMCA to provide recreation services to City residents.
- Solicited contracts to enhance and streamline City service delivery such as continuing agreements for architectural, engineering, construction management, and street sweeping services.
- Transitioned Lake Wales Municipal Airport from a private FBO to a City operation, resulting in improved customer service and safety as well as increased aviation activity and higher revenue through additional tenants, initiation of user fees, and increased fuel sales.
- Managed significant capital projects at airport, including a runway extension and construction of new taxiways.

Support Services Director	City of Lake Wales, Florida	2012 – 2013

SCOPE: Directed operations, budgets, and capital improvement programs for the Departments of Support Services, including Information Technology, Fleet Maintenance, and Purchasing.

- Managed implementation of an updated procurement code, including Purchasing Card Program.
- Created the City's first capital replacement program for the City's fleet of vehicles and equipment.
- Initiated a NIMS certification process for current and new employees.

JAMES A. SLATON, ICMA-CM
863-808-7496 ▪ JAMES.SLATON33@GMAIL.COM

IT Director / Network Administrator	City of Lake Wales, Florida	2005 – 2012

SCOPE: Directed operations of Information Technology Department and served as City's Computer Network Administrator. Managed all maintenance, configuration, and continuity of LAN/WAN systems, information security, and communications servers.

- Initiated the virtualization of City servers and created redundant data centers.
- Redesigned City's website and implemented video streaming of public meetings online.
- Partnered with National ISP to expand broadband infrastructure to underserved areas of the community.
- Assisted in the implementation of Senus Flexnet wireless water meter system.

EDUCATION & CERTIFICATION

Master of Science, Management and Leadership
Western Governor's University

Bachelor of Applied Science, Supervision and Management: Public Administration
Polk State College

Associate of Science, Computer Network Engineering Technology
Polk State College

ICMA Credentialed Manager
International City/County Management Association

Leadership ICMA Class of 2019
International City/County Management Association

Senior Executive Institute
Weldon Cooper Canter for Public Service, University of Virginia

PROFESSIONAL ASSOCIATIONS

Florida City/County Management Association
International City/County Management Association
American Public Works Association

COMMUNITY LEADERSHIP

Polk Vision
Leadership Polk Class XI
Leadership Lake Wales Class XIX

AWARDS

Lake Wales Chamber of Commerce and EDC – Public Servant of the Year 2015
City of Lake Wales – Employee of the Year 2014
GFOA Budget Award FY 2020 – 2024
GFOA Audit Award FY 2020 – 2023
ICMA Performance Management Award 2023
American Planning Association Award for Mobility Plan
Florida Redevelopment Association Award for Lake Wales Connected Plan

TAB

Jared Schumacher
42 Amicus St, Taneytown, MD 21787
443-974-2447; schumacherjared@outlook.com

March 12, 2024

J. Tyler Payne, Mayor
City of Treasure Island
120 108th Ave.
Treasure Island, FL 33706

Dear Mr. Payne:

I am applying for the position of City Manager, as listed on the City's website. I have worked for over 16 years assisting towns and non-profits in Maryland with management, grant writing, project coordination, and administration.

I am currently the Town Manager for the Town of Boonsboro in Washington County, MD, where I manage over 21 FTE's and oversee five departments and twelve committees. Before I started my position with Boonsboro, I assisted the Town of Sykesville (Carroll County, MD) with administration and special projects management including liaison to the Warfield Development project, member of the budget committee, CIP project management, grant writing, project management, and liaison to the Sykesville Downtown Connection (Town's Main Street organization).

My municipal knowledge includes finance, project management, strategic planning, streetscape programs, citizen affairs, staff development, administrative coordination, HR, intergovernmental relations, and implementing town policies and objectives. Under the direction of the mayor and town council, I have worked closely with local residents, community leaders, business leaders, and agency representatives.

Please see attached my professional resume for more information. I look forward to discussing this position further.

Sincerely,



Jared D. Schumacher

Jared D. Schumacher

Career professional in municipal government administration, management, and grant-writing. Background in local, state, and federal programs, including researching, writing, submitting, managing, and successfully completing dozens of grant-funded projects. Highly organized and skilled at overseeing daily milestones across high-performance teams. Well versed in public administration with over 16 years of experience working with elected officials, local businesses, stakeholders, citizens, and organizations.

Work History

June 2023 - Current

Town Manager

Town of Boonsboro, MD

- This position is a professional, administrative, and supervisory position involving management and administration of the municipal government. This position reports directly to the Mayor and Council.

2017 - 2023

Circuit Rider/Town Management

Town of Sykesville, MD

- Employed by the Maryland Rural Development Corporation to assist the Town of Sykesville with management, capital programming, and administrative services. The Circuit Rider/Town Manager Program is funded through the Maryland Department of Housing and Community Development.

2012 - 2017

Co-owner of DMAP, LLP

Diverse Management and Planning (DMAP)

- DMAP served as a consulting company to municipal governments and non-profits.

2005 - 2017

Consultant

Town of Union Bridge, MD

- Full-time consultant to the Town of Union Bridge, MD, specializing in administrative management, grant writing, project management, budgets/capital improvement programs, financial reports, statistical analysis, regulatory compliance, land conservation, natural resource protection, and planning coordination.

Contact

Address
42 Amicus St,
Taneytown, MD, 21787

Phone
443-974-2447

E-mail
schumacherjared@outlook.com

Skills

- State/Federal programs
- Contract management
- Budgeting
- Financial management
- Grant writing
- Grant management
- Procurement
- Program management
- Project management
- Strategic planning

Professional Experience

- Coordinated and managed public projects involving infrastructure, economic development, parks/recreation, streetscape reconstruction, historic preservation, hiking/biking trails, wetlands protection, sustainability, and projects to benefit lower income residents.
- Managed over 21 FTE including Public Works, Water/Wastewater, and Police.
- Managed millions of dollars in grant-funded projects including program management, contract oversight, county/state/federal permits, municipal procurement, and funding/payment tracking.
- Successfully applied for dozens of grant-funded municipal projects from local, state, and federal sources.
- Distributed monthly special reports and program monitoring reports to the mayor and town council.
- Represented the mayor and town council at various meetings, functions, and events.
- Served as town liaison to various governmental departments, committees, and commissions.
- Prepared financial management reports, end-of-month accounting reports (including balance sheets, journal entries, and reconciliation), program funding charts (identifying grant funding balances and payment records), monitoring status reports, and agency correspondence.

Education

Bachelor of Science: Interdisciplinary Study and Public Administration

Liberty University - Lynchburg, VA
I earned a B.S. in Interdisciplinary Study with a focus on Project Management and Government, with a minor in Public Administration.

I am a Certified Public Manager through the University of Baltimore's Schaefer Center for Public Policy.

TAB

JASON R. GOLDSTEIN, MPA, CPM

Alexandria, VA • (917) 544-7130
goldstein.r.jason@gmail.com
https://www.linkedin.com/in/jasonrgoldstein/

March 9, 2024

Attn: Doug Thomas
Executive Vice President
Strategic Government Resources
P.O. Box 1642
Keller, TX 76244

Dear Mr. Thomas:

As a former resident of the Tampa Bay area, my wife and I are looking to return to the area and grow our family. I can't think of a more exciting and rewarding place to spend the rest of my career than Treasure Island. Therefore, I would like to submit to you my application for the City Manager position.

Currently, I am the Assistant Village Manager/Chief Innovation Officer of the Village of Friendship Heights, located in Chevy Chase, Maryland. Applicable examples of my responsibilities include spearheading strategic program initiatives, managing departments and staff, developing annual budgets, enhancing mayor and council member relations, and representing the manager during his absence. I am confident my relevant experiences working in municipal government will produce significant contributions to the City of Treasure Island and its City Commission.

I also believe my 18 years of proven expertise in performing supervisory and management roles in the public and private sectors will provide the necessary levels of quality service and professionalism. From serving the U.S. Senate, United Nations, New York State Assembly, and launching a boutique consulting firm, the City of Treasure Island will discover from day one that I am a dynamic and forward-thinking leader who will continue the Treasure Island's remarkable growth.

Lastly, my other credentials include a Master of Public Administration from New York University, and recently becoming a Certified Public Manager. If you should require additional information, please feel free to contact me at your earliest convenience. Thank you very much for your time and consideration and I look forward to hearing from you.

Best regards,



Jason R. Goldstein

JASON R. GOLDSTEIN, MPA, CPM

Alexandria, VA • (917) 544-7130
goldstein.r.jason@gmail.com
https://www.linkedin.com/in/jasonrgoldstein/

EXECUTIVE SUMMARY & SKILLS:

Proven public manager with expertise in providing effective strategic planning and program management initiatives. Seasoned leader with over 15 years of proven expertise in managing departments and programs. Mastered the art of building cohesive teams and driving a culture of synergy across initiatives and change actions. Currently possess the following skills:

- ✓ Contract negotiations
- ✓ Project Management
- ✓ Intergovernmental Affairs
- ✓ Oversight
- ✓ Community Relations
- ✓ Human Resources Management
- ✓ Strategic Planning
- ✓ Governance
- ✓ Operations Management

RELEVANT EXPERIENCES:

6/2022 – Present **VILLAGE OF FRIENDSHIP HEIGHTS,** Chevy Chase, MD
Assistant Village Manager/Chief Innovation Officer

- Assist the Village Manager by planning, controlling, coordinating, and monitoring all activities and programs of an assigned portfolio.
- Prepares, negotiates, and authorizes contract agreements with vendors.
- Collaborate with the Village Manager in the development of strategic plans and initiatives.
- Serve as a member of the Village Manager's top management planning and decision-making team.
- Contribute as a member of the team that develops the Village budget and key policies.
- Advise the Village Manager on current and projected needs of the Village.
- Coordinate Council and committee meetings and related initiatives.
- Meet and correspond with various citizens, businesses, and other groups to answer questions and secure their assistance in carrying out various programs.
- Develop and implement goals, objectives, policies, procedures, and performance standards.
- Prepare and submit written and oral reports to the Mayor, Village Manager, Village Council, special boards, citizen groups, the general public and the media.

Key Accomplishments:

- Revamped Village's website and social media platforms to enhance communications with residents.
- Increased internal administrative efficiencies by implementing numerous technological applications.

11/2008 – 4/2022 **UNITED NATIONS**, Bangkok, Thailand, Rome, Italy, New York, New York
Senior Program Manager

- Established and managed development policy programs, including related communications campaigns, budgets, planning, stakeholder engagement, monitoring and evaluation, and staff.
- Administered, reviewed, and executed agreements with UN agencies and external stakeholders.
- Enhanced organizational mission by developing effective strategic planning initiatives.
- Advised senior management of policy planning, project creation, communications, and staffing.
- Engaged with numerous high-level international government officials, CEOs, and directors from UN agencies to strengthen local, regional, and national public policies.
- Produced effective communications strategy, drafted speeches and talking points, press releases, relevant website content, comprehensive reports, public policy papers, and correspondence.

Key Accomplishments:

- Crafted a communications campaign that led to a 45% increase in countries participating in projects
- Increased donor contributions by 27% via an innovative two-year resource mobilization strategy.

2005 – 2021 **MAXIMUS MANAGEMENT ENTERPRISES, LLC,** Tampa, New York, Bangkok, Remote
Founder and Managing Director

- Directed the day-to-day operations of several international projects, with budgets ranging between $500,000 and $2,000,000 concerning international project management initiatives.
- Spearheaded change management, strategic planning, workflows, risk management, and compliance measures by implementing effective and efficient Agile practices.
- Drafted RFPs, contracts, charters, SOWs, work and change orders, and communications campaigns.
- Structured client relationship management processes that resulted in consistent growth.

Key Accomplishments:

- Co-created an international consulting company with an initial year-over-year growth rate of 28%.
- Led the transformation of internal administrative processes and cost-cutting measures that resulted in an ROI increase of 11% from the previous year.

EDUCATION:

NEW YORK UNIVERSITY, Master of Public Administration, Public Policy, New York, NY

UNIVERSITY OF MASSACHUSETTS, Bachelor of Arts, Psychology/Political Science, Amherst, MA

LONDON SCHOOL OF ECONOMICS & POLITICAL SCIENCE, Diploma, International Development, London, UK

UNIVERSITY OF BALTIMORE, Certified Public Manager, Baltimore, MD

SKILLS & AFFILIATIONS:

MICROSOFT: Windows 11/10, Office 365 (Project, Word, Excel, Access, PowerPoint, Outlook, Teams, OneNote, SharePoint), Skype for Business, OneDrive for Business

GOOGLE: Google Workspace (Drive, Sheets, Docs, Mail, Meet, Forms, Slides, Calendar, Chrome)

ORACLE: PeopleSoft, Oracle E-Business Suite, NetSuite OpenAir

MISC.: Canva, Anaplan, Atlassian, Salesforce, UKG, Trello, ManageEngine, Slack, Mailchimp, ADP Workforce, Adobe Acrobat, Nuance, Zoom

LANGUAGES: English (native), Spanish (advanced), Thai (intermediate), German (beginner)

AFFILIATIONS: International City/County Management Association, Maryland Municipal League, American Academy of Certified Public Managers, National League of Cities, American Society for Public Administration, Association for Public Policy Analysis and Management

TAB

Jaysen Cappoli

Ruskin, FL 33570 - 732-259-1987 - jaycapps87@aol.com

April 06, 2024

RE: Treasure Island City Manager Position

To Whom It May Concern,

I am writing to express my enthusiastic interest in the City Manager position for the City of Treasure Island, as described in your job posting. My background is deeply rooted in local government with extensive experience in communication, budget management, leadership, strategic planning, and community engagement, I am excited about the opportunity and can contribute to the continued success and prosperity of Treasure Island.

Throughout my career, I have demonstrated a high level of emotional intelligence, advanced interpersonal skills, and a proactive, transparent management style that fosters problem solving, collaboration and consensus-building. My financial acumen, coupled with a track record of creative problem-solving and effective negotiation, will enable me to overcome challenges and drive positive outcomes for the city.

I thrive in fast-paced environments and am adept at managing multiple tasks, projects, and initiatives while maintaining a composed and even-tempered demeanor. My approachable nature and collaborative leadership style have allowed me to build strong relationships with colleagues, stakeholders, and community members alike.

I am excited about the prospect of representing Treasure Island as its City Manager and am eager to bring my skills and experience to this role. I look forward to the opportunity to discuss how my qualifications align with the needs of Treasure Island in more detail. Thank you for considering my application.

Sincerely,
Jaysen Cappoli

Jaysen Cappoli

Ruskin, FL 33570
732-259-1987 - Jaycappoli@gmail.com

Professional Summary

Motivated and hardworking manager with solid leadership. Gifted in communication, project coordination and document management. Solid understanding of business planning and best practices. Strong leader and problem-solver dedicated to streamlining operations. History of strengthening processes and updating workflows to address new needs and capitalize on employee strengths. Excellent customer service, planning and problem-solving abilities. Responsive to employee concerns and diligent about finding satisfactory resolutions.

Skills

- Budget Administration
- Professional Relationships
- Schedule Management
- Weekly Payroll
- Plan Projects
- Managing Operations and Efficiency
- Employee Coaching and Mentoring
- Scheduling and Coordinating
- Vendor Partnerships
- Business Analysis
- Team Leadership

Work History

01/2021 to Current

Forensic Autopsy Technician (Part Time)
Collier County – Naples, FL

- Assist pathologists in performing all autopsies including difficult autopsies such as mutilated, burned, decomposed, and babies

06/2020 to Current

Forensic Autopsy Technician (Morgue Supervisor)
Hillsborough County Government – Tampa, FL

- Schedules work assignments for assigned staff; manages the recruitment, hiring, and termination of staff; provides performance evaluations, feedback, and possible discipline
- Directs staff to ensure work completion, as well as planning, assigning, and reviewing all work

- Provides training and instruction; evaluates employee performance; responds to employee questions, concerns, and problems
- Approves employee timesheets and leave requests; prepares and reviews documents related to payroll
- Participation in the long and short-term strategic planning
- Budget management and forecasting

05/2009 to Current

Mortuary Assistant, Autopsy Technician, Identification Center Specialist, Medical Examiner

Florida Emergency Mortuary Operation Response – Gainesville, FL

- Deployed in the event of a mass fatality to disaster site
- Assist with the operation of the portable morgue
- Organized work to meet demanding production goals.
- Attend yearly training sessions for continued knowledge and skills in disaster and recovery
- Member of the Search and Recovery Team, autopsy technician team and a VIC specialist
- Fourteen-year member
- Deployed to Pulse Nightclub shooting, Orlando FL, June 2016
- Deployed to Surfside Building Collapse, Miami FL, July 2021
- Hurricane Ian Deployed to Charlotte County Medical Examiners Office, Port Charlotte, FL, October 2022

01/2009 to 06/2020

Forensic Autopsy Technician

Hillsborough County Government – Tampa, FL

- Working knowledge of Chapter 406 of the Florida Statutes as well as procedures and regulations for the District 13 Medical Examiner's Office
- Receive and register human and non-human remains, obtain and record information for identification purposes which includes finger and palm prints
- Assist pathologists in performing all autopsies including difficult autopsies such as mutilated, burned, decomposed, and babies
- Knowledge of various forensic procedures as well as disinfectant and aseptic techniques and methods of transmission of viruses and bacteria
- Assisting with the transition/overseeing of the Phoenix Transportation company as our new transportation vendor (4-1-2020)
- Document and secure personal property, valuables, medications and evidence collection

- Recognize the chain of custody policies involving specimens, body removal and evidence
- Oversight of evidence section and coordinates with law enforcement agencies for scheduled pickups

06/2007 to 08/2010

Medical Examiner Transport Personnel
American Medical Response – Tampa, FL

- Supervised employees and transported decedents that qualified under Chapter 406 of the Florida Statutes to the Hillsborough County Medical Examiner's Office
- Recipient of American Medical Response Commendable Action Award (9/09)

06/2005 to 06/2007

Medical Examiner Transport Personnel
Middlesex County Medical Examiner's Office – North Brunswick, NJ

- Supervised employees and transported decedents that qualified under New Jersey Stat Ann 52:17B-86 to the Middlesex County Medical Examiner'
- Established workflow processes, monitored daily productivity, and implemented modifications to improve overall performance of personnel.
- Evaluated employee records and productivity and submitted evaluation reports.

EDUCATION

MBA: **Business Administration And Management**
University of South Florida - Tampa, FL

Bachelor of Arts: **Business/Communications**
University of South Florida - Tampa, FL

Associate Degree: **Liberal Arts**
Hillsborough County Community College - Tampa, FL

AFFILIATIONS

· Florida Association Medical Examiner Member

· Hillsborough County Employee Advisory Board
-Appointment 2014-2015

· Hillsborough County Backstage Pass Program 2017, 2018, 2019

Certifications

EMERGENCY MANAGEMENT INSTITUTE (FEMA)

· Intro to the Incident Command System IS-00100 IS-00100.a
· Intro to the Incident Command System IS-00100 IS-00100.a
· Initial Action Incidents IS-00200 IS-00200.a
· National Incident Management System IS-00700.a
· National Response Framework, An Introduction IS-00800.b

Leadership Training

· Achieving Service Excellence
· Diversity: Respect and Inclusion in the Workplace
· Seven Habits of Highly Effective People
· Success Strategies for Navigating Change
· Emotional Intelligence 2.0: Leading Others
· Dialogue Skills for Results
· Ethics: The Logic of Right

TAB

Jeff Mihelich, ICMA-CM
140 Village Crossing 4A
Bozeman, Montana 59715
jmihelich9498@gmail.com, 623-606-2263 (m)

April 9, 2024

Doug Thomas, Executive Vice President
Strategic Government Resources
Post Office Box 1642
Keller, Texas 76244

Re: Treasure Island, Florida – City Manager Opportunity

Dear Mr. Thomas:

It is with great enthusiasm that I submit this cover letter and the attached resume as my formal application for the City Manager position in Treasure Island. My 30+ years of experience working in full-service counties, large cities, and small towns, demonstrates my deep commitment to public service. My leadership style is both collaborative and adaptive. Throughout my career, I've worked collaboratively with elected officials to help shape the future of the residents we serve.

I carefully reviewed the job announcement along with the priorities of the Treasure Island city commission. Those priorities align particularly well with my career experiences and passions which include:

- Unified Development Code update in multiple cities.
- Significant large-scale capital improvement project planning and implementation including new public safety centers, water and wastewater facility expansions.
- Downtown revitalization and economic development.
- Experience working in a coastal community and leading shoreline improvements and marina redevelopment.

Upon review of my resume, you will see that I have significant experience leading in these areas with specific and measurable results. I have a demonstrated ability to lead communities in times of change, with empathy and compassion. My leadership approach would be to deeply embrace community engagement and co-creation at an organizational and regional level, leading by example and affecting positive change in Treasure Island.

I am keenly interested in Treasure Island position because of the significant breadth of the community's future vision. The opportunity to influence a city with so many diverse needs is intriguing. I just completed my tenure as the City Manager of Bozeman, Montana. Bozeman is a complex, high performing, full-service municipality that has nuanced community challenges and opportunities. I've worked on a daily basis with elected officials with significantly varied interests and constituencies. Throughout my career, I've managed innovative and award-winning organizations that emphasize excellent customer service, community engagement, partnership development, transparency, and bottom-line results.

I'd welcome the opportunity to discuss my experiences and readiness for the city manager role. I'm excited about the potential to lead the staff team in Treasure Island and I'm eager to be a part of work that makes a real difference.

Thank you in advance for your review and consideration of my resume. If you need additional information, please do not hesitate to contact me at (623) 606-2263 (cell) or via e-mail at jmihelich9498@gmail.com.

Sincerely,
Jeff Mihelich

JEFF MIHELICH, ICMA-CM
140 Village Crossing 4A
Bozeman, Montana 59715
jmihelich9498@gmail.com
(623) 606-2263

CAREER SUMMARY

Over 30 years of experience in all areas of city management including 16 years of executive level management experience working directly with elected officials. Career focus areas include innovative budgeting, grants, code updates, sustainability initiatives, economic development, capital improvements planning, municipal facility planning and construction management, climate action planning and implementation, equity and inclusion, growth management, affordable housing, historic preservation, land use, parks and natural areas, solid waste and recycling, transportation, mobility, transit, parking service, arts and culture, performance management, private-public-partnerships, strategic planning, finance, neighborhood revitalization, recreation services, sports events and tourism.

PROFESSIONAL EXPERIENCE

City of Bozeman, Montana **May 2020 to March 2024**

City Manager

The City of Bozeman is the fourth largest city in Montana with a population of 53,000 residents. Bozeman is a progressive, complex, high-performing, full-service municipality with 537 employees and a $500 million dollar bi-annual budget. Home to Montana State University and several headquarter/regional offices including Simms, Oracle, First Lite, and Bozeman Health. The City is routinely noted as one of the best places to live in the United States and received Time Magazine's designation as one of the "World's Greatest Places" for 2023.

Specific relevant accomplishments in Bozeman:

- **Capital Project Planning and Implementation** – Led the planning and implementation of several large-scale capital projects including new public safety center, library expansion, community center, transportation corridor, parking structures, and water reclamation facility expansion.
- **Budget Development** – Worked collaboratively with City Commission to develop balanced budgets while facing a tax structure that does not include a sales tax. City Manager budget recommendations for 2024 included a **reduction** of city property taxes by over 4%, while simultaneously funding needed capital projects, funding commission priorities and added needed staff. Budget was adopted unanimously by City Council.
- **Economic Development/Job Creation** – Facilitated update of city's economic development strategy which focuses on supporting quantum computing, climate technology, and small business development. Implementation of the plan has led to the development of high tech, photonics, outdoor equipment and apparel, and university related research facilities. Forty percent of all job growth in the State of Montana has occurred in and around Bozeman.
- **UDC Update/Comprehensive Plan Implementation** – Worked collaboratively with city commission, staff and community stakeholders to successfully adopt the City of Bozeman comprehensive land use plan utilizing innovative citizen engagement techniques. Began implementation immediately thereafter including updating the city's unified development code, parks and recreation plan, landscape code and water conservation policy.
- **Sustainability/Climate Action** – Implemented multiple specific strategies within the Bozeman Climate Action Plan leading to a significant reduction in community greenhouse gas emissions. Focus areas include greenspaces & natural systems, community development, buildings, energy & utilities, city assets, consumption & waste, and transportation. Specific initiatives during tenure include renewable energy program, expanding composting, waste transfer station, energy audit, local foods program, expanded solar on city owned properties, water conservation and expanding multimodal transportation alternatives.

City of Bozeman (continued)

- **Grants –** Secured multiple local, state and federal grants culminating with the City of Bozeman securing $28 million dollars in grant funding in 2023 for complete street planning and construction, composting program enhancements, adult drug court, multi-modal transportation planning, and safe streets for all program.
- **Social Services Funding** – Worked with City Commission to develop a new $2.5 million dollar annual grant program to support local social service providers. Initiatives funded through this grant program include – Spanish language translation services, family emergency shelters, mobile mental health crisis response, development disabilities support, and domestic abuse support.
- **County Relations** – Developed multiple successful partnerships with Gallatin County including mobile crisis response, affordable housing, waste transfer station, sensitive lands protection plan, and downtown parking.
- **Sensitive Lands Protection Plan –** Spearheaded the creation of the Gallatin Valley Sensitive Lands Protection Plan. The plan was developed to protect sensitive lands and provide adequate wildlife habitat as the region continues to grow. This was a collaborative effort between rural and urban residents and a working group of partners, including Gallatin County, other governing bodies, non- profits, and additional partners. The plan highlights sensitive lands identified through a robust GIS model and provides a menu of recommendations that can be used by agencies, non-profits, and landowners to protect the most sensitive resources.
- **Affordable Housing** – Developed strategies and incentives that led to the approval and development of over 1,500 affordable housing units in Bozeman in less than 3 years. In 2020, the Montana State Legislature banned the use of inclusionary zoning by Montana cities. This forced us to pivot and develop a suite of new strategies to incentivize affordable housing. These measures included updating our Community Housing Plan, developing density bonuses, initiating a community housing fund, relaxing development standards, creating a flexible planned development zone, utilizing Low Income Housing Tax Credits (LIHTC), investing AARPA funds, supporting urban renewal districts, repurposing city owned properties for affordable housing, developing a revolving loan program, utilizing tax increment financing and creating tailored development agreements.
- **Inclusive City Initiative –** Created the Inclusive City Initiative within two months after being hired by city. The initiative included a review of the city's policies, training and frameworks in the specific areas of treatment of minority populations, de-escalation policies, use of force, and the citizen appeal process, comparing them to national best practices. The report provided 26 specific action items that furthered the city's efforts to be a city of best practices that is both welcoming and respects and embraces diversity. All action items within the report were fully implemented and/or operationalized within 2 years of its adoption. Became the first city in Montana to be a member of the Government Alliance On Race and Equity (GARE).
- **Diversity, Equity and Inclusion –** Led the development of the city's first ever diversity, equity and inclusion plan – "Belonging In Bozeman" which was unanimously adopted by the City Commission with broad community support. The plan will guide policy, programs, and partnerships to create a Bozeman where everyone belongs. The goal of the plan is to ensure that all residents, visitors, and City of Bozeman employees can thrive regardless of their race, identity, or life circumstance. The plan was guided by the City's Equity Indicators Project that identified gaps in our community related to basic needs like housing, healthcare, economic security, and education. In order to address those gaps, we coordinated data collection, co-created a shared vision and desired outcomes, and developed actions and strategies to achieve those outcomes.
- **Homelessness** – Partnered with local and regional partners and social service providers to provide facilities and services to those experiencing homelessness. Efforts include funding overnight shelter services, expanding city infrastructure to support development of a new 24/7/365 shelter with wraparound services, and creation of a urban camping ordinance that allows everyone to use city rights-of-way in a safe manner.
- **Legislation/Lobbying** – Created Bozeman's legislative priority setting process and lobbying efforts which led to the successful passage of bills during the state legislative session. Personally testified before legislature regarding bills related to affordable housing, land use and taxation. Supervised lobbyists representing city.

City of Bozeman (continued)

- **Engage Bozeman** – Created this community engagement guiding framework for how city staff, leadership and the community can contribute to decision making processes. The framework outlined guiding principles of equity & inclusion, trust & transparency, and innovation & adaptation, established goals and metrics, and a common definition, process, and tools for community engagement. The initiative relies on an inclusive and ongoing process that creates a two-way exchange of information, ideas, and expertise between the public and the city to solve problems and make sustainable decisions.

City Of Fort Collins, Colorado **April 2014 to May 2020**

Deputy City Manager/Chief Operating Officer

The City of Fort Collins is located one hour north of Denver and is the fourth largest city in Colorado with a population of 170,000 residents. Fort Collins is a complex, high performing, full-service municipality with 2,400 employees and a $1 billion bi-annual budget. Home to Colorado State University and several headquarter/regional offices including Hewlett Packard, Intel, Woodward and New Belgium. The city is routinely noted as one of the best places to live in the United States and received *Time Magazine's* designation as the nation's most satisfied City in America. Malcolm Baldridge National Quality Award recipient. AAA Bond Rating.

- Led more than half of the enterprise as deputy city manager and chief operating officer within a unique corporate organizational structure. Managed internal and external city operations. Facilitated interdepartmental coordination across all departments. Routinely acted as City Manager in their absence.
- Direct line authority and supervision of over 1,400 employees, 3 Service Areas, 14 departments including – community development, economic development, sustainability, transportation, transit, parking services, arts and culture, utilities, parks and recreation, historic preservation, and social services.
- Provided final review and staff recommendations related to City Council policy items in order to ensure alignment with strategic plan, fiscal responsibility, quality control, equity and inclusion.

Specific relevant accomplishments in Fort Collins:

- **Infrastructure** – Worked with multiple stakeholders, both internal and external, including federal, state and county agencies regarding significant, large scale infrastructure projects including interstate highway widening and interchange reconfiguration, bridge replacement, pedestrian underpasses, electric utility system upgrades and asset management, storm water management, sanitary sewer and water facility replacement, raw water and drought storage reservoirs, broadband, railroads, and airport operations.
- **UDC Update/Growth Management** –Oversaw multiple complex land use matters including controversial municipal code updates, high density transit-oriented development, large-scale mixed-use development (700+ acres), corporate headquarters/campus development, mall redevelopment, and Comprehensive Land Use Plan. National speaker regarding the implementation of successful economic health strategies to effectively manage growth.
- **Innovation** – Executive lead for city's Innovation Team. Developed multiple innovation fund programs that provide opportunities for both internal and external funding of intelligent risk opportunities. Current programs provide significant capital resources to create Climate Economy enterprise initiatives. City of Fort Collins is prominently featured at the Smithsonian Institute as a place of invention and innovation. National conference speaker regarding introducing and sustaining innovation within organizations.
- **Nature In The City –** Developed a connected open space network accessible to the entire community that provides a variety of experiences and functional habitat for people, plants, and wildlife. Provides easy access to nature and ensures every resident is within a ten-minute walk to nature from their home or workplace.

City of Fort Collins (continued)

- **Climate Action** – Executive lead responsible for implementing citywide climate action plan. Developed multiple interagency platforms related to energy efficiency, land use, transportation, renewable energy and climate economy initiatives that will lead to citywide carbon neutrality. Oversaw the construction of multiple LEED certified city projects. Metrics on target include reducing the citywide carbon footprint by over 20% since 2005. International and national speaker regarding climate action planning and implementation.
- **Performance Excellence** – Managed all city operations utilizing a performance excellence model which integrates strategic planning, budget development, annual work plans, performance metrics and employee performance reviews into one platform that results in coordinated, data-driven decisions. Extensive use of performance metrics with easy to understand outward facing dashboards that show progress and results. Malcolm Baldridge Performance Excellent Award recipient which is the nation's highest presidential honor for performance excellence through innovation, improvement, and visionary leadership. International and national conference speaker regarding performance excellence.
- **Engagement** – Led organization with a policy development approach that utilizes an innovative "Co- Creation" model where we partner with citizens, business owners and university teams to collaboratively address community challenges. We use state of the art citizen outreach methods including social media, telephone town halls, multi-platform surveys, trained facilitators, bilingual interpretation, hard to reach population specialists and tailored face-to-face meetings that provide citizen engagement in a broad spectrum. Created Connected Communities program that fosters neighborhood engagement on a continual basis. National conference speaker and author regarding innovative engagement strategies. Kettering Foundation fellow.
- **Equity and Inclusion** –Developed Fort Collins Social Sustainability Strategic Plan which focuses on ensuring equity and inclusion for all Fort Collins residents. Goals included sustaining an environment where residents and visitors feel welcomed, safe and valued in the community. Facilitated a stakeholder group of community leaders, activists and business owners who developed strategies to ensure that Fort Collins is a welcoming community for everyone regardless of race, ethnicity, age, gender, sexual orientation or socio-economic status. Elevated the city's Municipal Equality Index score from 60/100 to 83/100. Developed transportation equity metrics for the Transportation Master Plan update. Developed and implemented an internal respect campaign to facilitate work group dialogues about ways in which the city can maintain an inclusive, respectful culture. Surveyed city boards and commissions to determine barriers to access and opportunities to diversify representation. Updated the city's purchasing policies to expand anti-discrimination language. Ensured the Bike Share program includes access for low-income users. Facilitated the city's historic first Pride and Transgender Day of Awareness proclamations. Grants received to hire equity fellow and integrate equity into resiliency and mitigation updates to Climate Action Plan. National conference speaker regarding effective social equity strategies.
- **Solid Waste and Recycling –** Developed Fort Collins "Road To Zero Waste" program. By investing in three key facilities to support Zero Waste, adopting new policies and implementing innovative, culture changing programs, the community is dramatically decreasing the need for a new landfill, shifting from focusing on waste management to a system that optimizes the use of discarded materials as resources to help the local economy.
- **Transportation Master Planning –** Provided executive leadership for the development of the city's Transportation Master Plan that was unanimously adopted by City Council. Created innovative framework to enhance mobility for all Fort Collins residents emphasizing modal choice flexibility and congestion management.
- **Private-Public-Partnerships** – Developed numerous private public partnerships related to innovative land use developments, museum and science center, experimental energy center with Colorado State University, Poudre River White Water Park, recreation/innovation center and horticultural center.

City of Fort Collins (continued)

- **Affordable Housing –**Developed affordable housing strategic plan. Partnered with private and public entities to develop and implement affordable housing solutions including landlord rental programs, permanent supportive housing, shared housing, cluster developments, accessory dwellings, and mixed-use developments. Partners included Habitat For Humanity, Housing Catalyst (Fort Collins Housing Authority), Colorado State University and several private developers and builders. Innovative affordable housing solutions include healthy homes program, impact fee reductions, utility fee rebates and rate reductions, land banking and incentive zoning. Results included the creation of hundreds of affordable living units over the past five years, which is the most affordable unit creation in the history of Fort Collins.
- **Transit Operations Planning -** Provided executive leadership for the development of the city's Transportation Master Plan that was unanimously adopted by City Council. Plan provides opportunities for expanded bus rapid transit, flexible routes and transit coverage particularly in underserved areas of the city.
- **Voter Approved Investment Measures –** Partnered with internal and external stakeholder on multiple voter approved investment measures including "Keep Fort Collins Great" and "Building on Basics" which are dedicated sales tax initiatives passed by voters to fund critical services and programs for road improvements, bicycle trails, parks and recreation facilities, museum, performing arts and emergency responders.
- **Homelessness** – Significant collaboration with community partners to make homelessness in Fort Collins rare, short lived and nonrecurring. Used a "Compassion With Consequences" approach to homelessness and transients that include programs to help those in need while simultaneously creating initiatives that mitigated disruptive and unwanted behaviors. Programs include emergency weather shelter, day shelter, mental health and substance abuse, nutrition and hygiene, job training, clothing banks, alternatives to panhandling initiatives, obstruction ordinance, dedicated jail space and alternative sentencing.
- **University Relations** – Collaborated with Colorado State University, the largest university in Colorado, on a routine basis on several matters including new stadium construction, infrastructure development, transit, policing, community engagement, facility sharing, internships, fundraising, student relations, behaviors and housing, and intergovernmental agreement development and implementation.

City Of Surprise, Arizona **July 2008 - March 2014**

Assistant City Manager

(Promoted from Community and Economic Development Director in 2011)

(Promoted from Community Development Director in 2009)

The City of Surprise is racial diverse community located 20 miles northwest of Phoenix and includes 120,000 residents. The city is a full-service, diverse community with 736 FTEs and a $170 million-dollar annual budget. Economic development, capital improvements planning, growth management, and maintaining quality services as revenues decrease were the primary issues facing the city.

- Managed and directed all external city operations.
- Facilitate interdepartmental coordination across all departments for significant initiatives such as budget preparation and strategic planning.
- Line authority and supervision over the following departments:

  Community and Economic Development – included the Economic Development, Neighborhood Services, Land Use Planning and Zoning, Development Services, Code Enforcement, Building Safety and Transportation Planning Divisions.

  Public Works – included the Utilities, Engineering, Development Review, Streets, Solid Waste, Storm Water and Environmental Services Divisions.

  Community and Recreation Services – included the Sports Tourism and Events, Aquatics, Campus and Park Maintenance, Recreation Center, Library and Recreation Programming Divisions.

City of Surprise (continued)

- Provided final review and approval of each City Council agenda item and staff report to ensure alignment with strategic plan, availability of funds, consistency with city policy and quality control.
- Acted as City Manager in their absence.

Specific accomplishments in Surprise:

- **Job Creation –** Created over 2,000 new living wage jobs between 2010 and 2013. Successfully managed economic development initiatives that led to the relocation of five new U.S headquarters to Surprise. These companies include renewable energy, aerospace, medical supply and engine manufacturing enterprises.
- **City Wide Strategic Plan –** Managed the development of the city's first ever strategic plan. Strategy components include economic development, quality of life, higher education, transportation and tourism. Plan development included significant public outreach initiatives. Plan adopted unanimously by City Council.
- **Performance Management –** Developed detailed and comprehensive workload indicators for all departments. Indicators provided data needed for managing staff assignments, cross-training, staffing levels, budgeting and resource allocation. Developed performance management plans that align the city's value and mission statement, strategic plan, department goals and individual employee goals used for performance evaluations.
- **Budget Efficiencies/Department Reorganizations –** Led the successful re-organization of three city departments – community and economic development, public works and community and recreation services. Significantly right-sized staffing levels while simultaneously maintaining and enhancing customer service. Reduced redundancy and middle management in all three departments successfully "flattening" the organizational structure. Reorganization activities created over $2.5 million dollars of annual operating savings.
- **General Plan Development And Adoption –** Led the successful adoption of the City of Surprise General Plan (Comprehensive Land Use Plan). Facilitated efforts of citizen driven General Plan Advisory Committee utilizing innovative citizen engagement techniques. Plan adopted unanimously by Planning and Zoning Commission and City Council. Ratified by Surprise residents with a 72% vote in November 2013 referendum.
- **Capital Improvement Planning** – Coordinated development of 5-year and 20-year capital improvements plan. Plan included transportation, water and wastewater treatment, and recreational services capital projects.
- **Succession Planning and Implementation** – Developed succession plans for three departments. Realigned key management positions to enhance leadership development opportunities. Provided opportunities for cross- training, internship, and job shadowing in order to facilitate future positive succession.
- **Budget Development** – Worked with city manager and chief Financial Officer to develop a balanced budget while facing significant revenue shortfalls in 2012. Final budget included $3 million dollars in personnel reductions, $1.3 million dollars of line item reductions, while simultaneously creating a $1 million dollar economic development incentive fund and a $6 million-dollar reserve fund. Budget was adopted unanimously by City Council.
- **Affordable Housing/Neighborhood Stabilization –** Applied for and received $2.1 million-dollar federal Neighborhood Stabilization Program grant. Administered grant and spent $1.8 million dollars in property acquisition, housing rehabilitation and recipient qualification and counseling. Partnered with Habitat For Humanity to construct 3 affordable homes that were also LEED certified. Provided over 40 homes for income qualified families via this program.
- **Abandoned Foreclosed Properties Action Plan -** Developed comprehensive strategy to effectively deal with negative impacts of foreclosed and abandoned properties. Program components included counseling, property identification and mapping, community outreach, proactive patrols and inspections, and civil and criminal penalties.

City of Surprise (continued)

- **Parks and Trails Master Plan** - Created first City of Surprise parks and trails master plan. Coordinated plan development with public works and community recreation services departments. Extensive plan, with significant community outreach that extends parks, trails and open spaces over a 300 hundred square mile planning area.
- **Village Planning** – As part of the Surprise 2030 General Plan, created innovative village plan concept. The Surprise planning area has been divided into 7 distinct neighborhood districts or villages. Worked closely with residents, business and property owners and other stakeholders to create long-range development patterns that create villages with unique character and development patterns. Provided business owners and residents with various housing, commercial, transportation and open space options for the future.

Village Of Algonquin, Illinois **May 1996 – July 2008**

Assistant Village Manager

(Promoted from Community Development Director in 2002)

The Village of Algonquin is a rapidly developing community located 40 miles northwest of Chicago. Algonquin is a home-rule community with over 30,000 residents. The Village is a full-service, quality oriented suburban community with 222 employees and a $39 million-dollar annual budget. Economic development, downtown revitalization, capital improvements planning, growth management, open space acquisition and park development were the primary issues facing the Village.

- Acted as Village Manager during their absence and managed all Village development matters involving economic development, downtown revitalization, land use planning, open space and environmental protection.
- Reviewed and coordinated these functions with other departments and with other municipal services. Acted as the principal staff liaison to the Planning and Zoning Commission, Economic Development Commission, Historic Commission, Public Arts Commission and Village Board regarding development matters.
- Headed up award-winning Community Development Department which included 13 staff members with 5 core functions including Planning, Zoning, Economic Development, Code Enforcement, and Building Services.
- Created Village's first ever Economic Development Program, including:

- **Retail Marketing and Development Strategy** – Prior to the development of this program, the Village's annual sales tax revenue was less than $400,000. After the successful development of this award-winning program, the Village recruited, planned and developed over 4 million square feet of retail space, including Algonquin Commons – Illinois' largest lifestyle center. Generated annual sales tax revenues in excess of $6 million dollars. This program made Algonquin a regional shopping destination.
- **Downtown Revitalization** – Developed and implemented Algonquin's award-winning Downtown Revitalization Plan. Prior to the development of this program, the Village's downtown was in significant decline. Algonquin's Old Town District is now vibrant with dozens of new business startups, several new upscale residential developments, beautiful river walk, inviting public spaces, façade restorations and community events. This effort was accomplished through careful land use planning, public involvement, the development of a preservation code, the establishment of a façade rehabilitation loan program, land acquisition, sign control, entry corridor enhancements, the creation of a business improvement district, the organization of a Merchant's Association, and significant public and private investment.
- **Capital Improvement Planning** – Coordinated development of capital improvements plan including transportation, water and wastewater treatment, and recreational services. Coordinated citizen outreach, master planning, land acquisition, facility design and financing for multiple capital projects including riverfront development, neighborhood and regional parks, trails, bike paths, water and wastewater facilities.

Village of Algonquin (continued)

- **Algonquin Corporate Campus** – Developed and implemented a strategic plan that led to the development of the Algonquin Corporate Campus – a 1,000 acre planned mixed-use development that includes corporate headquarters. The Business Park Strategic Development Plan was created to foster the creation of living wage careers for residents. The strategy involved a market assessment, master plan, capital improvements plan, design and development standards and an aggressive, multi-year marketing campaign. The Campus now includes three development phases and a great mix of retail, residential, corporate office and light industrial tenants.
- **Public Art** - Created and managed the Village's Public Arts Program. This award-winning program involved the temporary loan of artworks for public display throughout the community. Program development included the creation of a Public Art Code, Public Arts Commission, and art impact fee.
- **Conservation Community Program** - Created the Village's Conservation Community Program. This award-winning program was a compilation of all the Village's environmental initiatives including the Woods Creek Watershed Protection Plan, Water Conservation Plan, "Get With The Green" Village Operations Program, village wetland bank and conservation design planning.

City Of Poquoson, Virginia **June 1994 – May 1996**

Director of Planning and Community Development

The City of Poquoson is one of the fastest growing cities in the Commonwealth. Located on the eastern seaboard in the middle of the 1.4 million Hampton Roads region which includes Norfolk, Virginia Beach and Newport News, Poquoson is an independent, full-service city. Economic development, capital improvements planning, growth management, and budget constraints were the primary issues facing the city.

- Head of department of planning and community development which included the planning division and inspections division. Supervised a staff responsible for all aspects of economic development, land use planning, building inspections, capital improvements planning, transportation planning, budget preparation, grants writing, zoning administration, citizen communication and outreach efforts, media relations, coordinating work performed by consultants, land use negotiations and project management. Regularly coordinated projects with the departments of public works, engineering, parks and recreation, finance and administration. Represented city on a number of regional management and planning committees regarding juvenile detention, job creation, transportation, land use planning and the environment. Regularly presented material to the city council, planning commission and citizen groups.
- Led multiple coastal/shoreline improvements including marina re-development and shoreline stabilization
- Developed a $20 million-dollar Capital Improvements Program.
- Created a 200+ acre master plan for the development of a new Town Center. Project included rezoning, infrastructure extension and construction of a new city hall/library complex. Master plan opened-up over 100 acres of landlocked parcels for economic development opportunities.
- Secured over $1.6 million dollars of competitive national highway funds for the construction of city roadways.
- Updated city's comprehensive plan including implementation of aggressive citizen outreach effort with numerous public input sessions, video productions, surveys, and active citizen involvement.

James City County (Williamsburg), Virginia **March 1991 – June 1994 Senior Planner/Planner**

One of two professional planners serving under the general direction of the principal planner. responsible for all aspects of transportation related projects, comprehensive plan development, implementation and review, growth management strategy development, public facility planning, grants writing, recreation related planning projects and supervision of adjunct staff members. Assisted with handling development review cases, budget development and monitoring, and citizen outreach efforts.

City Of Portland, Oregon Bureau of Planning **September 1989 – March 1991**

Planning Assistant

Assisted long range planning staff with a variety of projects including light rail corridor planning and development, capital improvements plan update, environmental protection plans, neighborhood planning, census local review, comprehensive plan monitoring, and other projects requiring technical review, planning research, graphics, and report writing.

ACADEMIC RECORD/CERTIFICATIONS

PORTLAND STATE UNIVERSITY, Portland, Oregon	Masters of Urban and Regional Planning
UNIVERSITY OF WISCONSIN, Oshkosh, Wisconsin	Bachelor of Science

ICMA Credentialed Manager

RELEVANT HONORS/AWARDS

Awards Received by Jurisdictions During My Tenure:

Fort Collins:

- Malcom Baldridge Performance Excellence Award For Performance Excellence
- Bloomberg Mayor's Challenge, $1 Million Dollar Award, for our innovative approach to providing health and equity benefits for low and moderate income renters by improving the energy efficiency of rental homes.
- America's Most Satisfied City, *Time Magazine*
- Number One City in America for Cycling, People For Bikes

Algonquin:

- DePaul University, Chaddick Institute For Metropolitan Development, Development Award, Village of Algonquin, Downtown Revitalization Plan and Implementation.
- Urban Land Institute, Village of Algonquin Public Art Program.
- American Planning Association, Illinois Chapter, Village of Algonquin Public Art Program.
- Illinois Tomorrow Award, Natural Resource Protection, Village of Algonquin Woods Creek Watershed Protection Program.

James City County:

- Lower Association, Friends of the River Award, for Commitment to Resource Protection and Innovative Lane Use through Comprehensive Planning, 1992.
- National Association of Counties, Achievement Award for Distinguished and Continuing Contributions to the Cause of Strong and Efficient County Government, Comprehensive Plan Update Process, 1992.
- Virginia Chapter of the American Planning Association, High Level of Excellence in a Professional Planning Project, Comprehensive Plan Update Process, 1992.

Individual Honors:

- Kettering Foundation, Richard S. Childs Fellowship, Citizen Engagement.
- ICMA, Excellence in Leadership Award (Assistant City Manager of the Year) Finalist.
- James City County, Commendation for Exceptional Performance, Zoning Ordinance Update Process.
- James City County, Award of Excellence in Recognition of Outstanding Service, Comprehensive Plan Update Process.

COMMUNITY SERVICE

- Board of Directors, Fort Collins Musician's Association
- Board of Directors, Fort Collins Innosphere (Business Incubator)
- Board of Directors, Fort Collins Museum of Discovery
- Board of Directors, Algonquin Chamber of Commerce
- Board of Directors, Toano Trace Affordable Housing Subdivision

RELEVANT PUBLIC SPEAKING/TRAINING

- European Union, Invited Guest Speaker to Belgium, Netherlands and Norway regarding Climate Action Plan Implementation.
- ICMA, National Conference Speaker, How To Celebrate Community Culture With Capital Projects
- ICMA, National Conference Speaker, How To Create A Municipal Broadband Utility.
- ICMA National Conference Speaker, Strategies To Deal Effectively With Homelessness.
- ICMA National Conference Speaker, Incorporating DEI In Public Safety.
- ICMA National Conference Speaker, Creating a Culture of Community Service.
- ICMA National Conference Speaker, Successful Community Engagement Strategies.
- Government Finance Officers Association, National Conference Speaker, Effective Citizen Engagement Strategies For Budget Development and Capital Projects.
- Malcom Baldridge Performance Excellence, Upper Midwest Regional Conference Speaker, Creating A Culture of Performance Excellence That Leads To Results.
- Florida Association of Information Technology Professionals, State Conference Speaker, How To Use Technology To Implement Your Climate Action Plan.
- Federal Departments of Environmental Protection Agency, Health and Human Services, and Housing and Urban Development, Guest Lecturer, Successful Economic Health Measures Related To Growth Management.
- ICMA, National Conference Speaker, Creating A Sustainable and Climate Resilient Community.
- ICMA, National Conference Speaker, Introducing Innovation To The Organization.
- ICMA, National Conference Speaker, Demystifying Social Equity.
- ADKAR, A Model For Change In Business, Government and Our Community, Change Management Training.
- Government Alliance on Race and Equity (GARE), Leading With Race, Training.
- National League of Cities, Race Equity and Leadership 101 (REAL), Training.
- Let's Talk Race, White Fragility, Training.

TAB

TO: Treasure Island, FL Mayor and Commissioners
FROM: Jeff Shoobridge

Thank you for taking the time to consider my qualifications as your next City Manager. Until accepting my position as the first Town Administrator of Redington Shores, FL since 2005 (A barrier Island Community), I was the City Administrator for Madison Lake, MN. and a board member of the Minnesota Association of Small Cities. Additionally, I have served as a Council Member for the City of Groveland, Fl., providing the additional perspective of an elected official. I am a Navy veteran (Machinists Mate) with several years of executive experience in the retail furniture and real estate industries with full budget and P&L responsibilities combined with additional operations management experience in the restaurant industry to supplement my public sector experience. The challenges I have faced and overcome in municipal infrastructure, budgeting (including TIF district management), and quality of life enhancements in addition to my private sector real estate and management experience gives me a comprehensive background to help move Treasure Island into the next phase of its future.

During my time in Madison Lake, I faced similar challenges as those facing many municipalities, including infrastructure improvements (along with the associated funding challenges) and the creation of a formal Capital Improvement Plan concurrent with beginning stages of an update to the city land development code (in conjunction with the city attorney). Having grown up in Florida in a coastal region, I am aware of the importance of growth management and strategic planning, a balance needs to be found to maintain character while not allowing stagnation to negatively impact the city. I created policies and programs to help stabilize both operations and finances after the City had gone through 5 Administrators in as many years including the implementation of succession planning and employee development programs which resulted in the mentoring of the City Clerk over 30 months to be ready to take the helm on my departure in a competitive hiring process. I have worked with staff to improve processes that resulted in better operational efficiencies and cost savings while improving service levels, specifically, in working with accounting staff to streamline operations while implementing a new accounting software system. These process improvements have been part of my work on a 3-year plan to shift the City from a history of deficit spending to sound financial planning to also include a comprehensive Capital Improvement Plan where no formal plan had previously existed which has resulted in the City S&P credit rating being increased from an “A” (capped) to an “A+” (uncapped) when rated for a new bond issue in 2021. Currently the city has achieved fiscal neutrality and is rebuilding reserves while simultaneously embarking on a multi-year road and infrastructure improvement plan.

I am experienced in negotiation, having renegotiated terms of an outdated development agreement to re-invigorate a dormant housing development along with the associated tif agreement. Additionally, I negotiated a $66,000 concession for City projects included in a MNDoT state highway project and renegotiated a sewer treatment agreement with the neighboring major city resulting in cost savings of over $18,000 per year.

My time in Redington Shores has brought several accomplishments, including changes to operations in the Building Department resulting in average permit application times falling from over 75 days to under 2 weeks, creating departments within the Town structure, and the creation of a formal Capital Improvement Plan where none had previously existed, projecting expenses for a 20-year horizon to stabilize the Town budget. Additionally, I had primary oversight over the Town’s Community Rating System 5-year cycle visit where we improved from a category 6

to a 5 with over 2500 points, (pending final peer review) where previously the Town score was 2084, just over the category 6 threshold. Additionally, in September of 2022, Redington Shores was projected to be ground zero for hurricane Ian prior to its turn into Ft Myers Beach, and as such I have experience in emergency preparedness for major storm events.

While serving on the City Council of Groveland, FL, I worked with my fellow Council Members and City Leadership team to improve the quality of life for residents, including the renovation of a central city park and authorizing the construction of a new 33,000 sq ft Public Safety Complex, and having been a small part in attracting the $150 million robotic distribution center for Kroger/Ocado to the city of Groveland which is expected to produce nearly 500 high paying jobs while the city was one of the fastest growing municipalities in Florida. This experience has solidified my belief in listening to citizens and finding compromise in moving forward to help build community cohesiveness.

My greatest strength lies in an open-door, adaptive leadership style that focuses on pragmatism, collaboration, and consensus building with the recognition that it is appropriate for a more directive approach in time critical situations. I believe that any policy or project must have stakeholder buy-in to be successful and that buy-in is often contingent on people knowing that even if the outcome is not what they had hoped or lobbied for, that their voice was heard and considered. As a pillar of my commitment to an engaged citizenry, I hold monthly "Lunch with the Manager" events where I am available to residents to discuss concerns and allow their voices to be heard in an informal setting. My varied background and training provides the ability to competently discuss multiple topics with practitioners from a wide variety of disciplines. I pride myself on being approachable, fair, and ethical while supporting a growth mindset of always being better today than yesterday by being an agent of change without creating change only for the sake of change- there must be a purpose and benefit created by instituting change.

No leader can be honest without acknowledging their weaknesses, I recognize that I have the tendency to give individuals "the benefit of the doubt" and this can become a weakness. To address this, time has taught me to "trust but verify" while maintaining positive and respectful professional relationships that continue to encourage diverse perspectives by addressing items in a timely fashion professionally and constructively.

In summary, I have the rare skillsets of public and private sector finance and budget experience, combined with broad scope municipal experience supervising multiple departments and a strategic mindset to excel as your next City Manager. Again, Thank You for your consideration, you may find my resume attached with a summary of my written evaluation from May 2020 administered by the City Attorney. I have also included a copy of my last evaluation from Madison Lake (provided copy from the Mayor Pro-Tem) which is exemplar of the five evaluations from Council along with a memo to Council from the City Attorney on the subject. Upon review you will note a gap in employment from 2011 to 2015. During this period, I was in school and working part-time as a trainer at Walt Disney World (also noted in additional experience section of resume).

I look forward to the opportunity to serve.

Jeff Shoobridge

Jeff Shoobridge
321-418-2916
JeffShoobridge1@gmail.com

EDUCATION:
University of Central Florida- Master of Public Administration
University of Central Florida -BA Political Science/International Relations
Additional coursework in Accounting, Human Resources Management, Organizational Management, Planning/Zoning, Land Use, and Coaching(Football)
Florida State Fire College- Building construction, Plans review, and Fire prevention practices
Urban Land Institute- Planning workshop for public officials- 2018
US Navy Machinists Mate Class 'A' school

CERTIFICATIONS, MEMBERSHPS, and PROFESSIONAL AFFILIATIONS:
Member ICMA-Certification in Local Government
Past Board Member- Minnesota Association of Small Cities -re-appointed for continuing term
Facilities Committee-Mankato Independent School District 2019-2022
Groveland, Fl- representative to the East Central Florida Regional Planning Council (past)
Member Florida City County Management Association

EXPERIENCE:
APR 2022-June 2023 Town Administrator, Redington Shores, FL.

- Implementation of Processes and Procedures in all Departments; Including Finance, HR, and Administration as the Town transitions from a Commission to a Council-Manager form of government
- Transitioned the Town finance structure to increase compliance with State Statute related to restricted revenues/funds
- Reorganized building department to improve efficiency- permit approval times which improved from 45+ days to an average of 10-11 days
- Reorganized municipal structure into departments and work groups to improve efficiencies

NOV 2019-APR 2022 City Administrator, Madison Lake, Minnesota

- City operations, focus on budgeting, development, and infrastructure improvement
- Duties include serving as the City Finance Director and Zoning Administrator
- Member of the Mankato area Public Schools Facilities Committee
- Worked with the City Engineer to develop a long-term infrastructure improvement plan
- Implemented a successful 3-year plan to eliminate ongoing deficit spending
- Built relationships regionally and statewide through position as board member of MASC

NOV 2018-NOV 2019 City Council Member- City of Groveland, Florida

- Constituent outreach/problem solving
- Consensus building for intra-local agreements
- Collaboratively plan, adopt, and oversee annual municipal operating budget of $21M

- Member- East Central Florida Regional Planning Council
- Lake County Schools Concurrency Committee
- Member, Florida League of Cities
- Alternate Member South Lake Regional Water Cooperative

SEP 2015-NOV 2019 Lake County Schools/Leesburg High School
Social Studies Teacher-AP US History/US Government/Economics

- Collaboratively develop lesson plans and curricula with Department Chair
- Using effective communication skills during interactions with students, guardians, and other stakeholders from a variety of socio-economic backgrounds to achieve goals.
- Ensure that student educational records are maintained in accordance with state statute and school board policy.
- Assistant Football Coach/ Videography and Analysis (non-stipend)

NOV 2009-MAR 2011 David Samuels Realty- Mascotte, FL.
Owner/Broker

- Maintained all company records in accordance with state statute including reconciliation of company budget and state escrow accounts
- Reviewed and ensured that all contracts were completed appropriately
- Contract negotiations
- Prepared agenda for periodic sales and staff meetings and recruited and organized guest speakers.

JUL 2007-NOV 2009 Weichert Realtors/Hallmark Properties-Orlando, FL.
Sales/Listing agent

- Negotiated sales agreement to be the exclusive representative for an upscale builder and contract extension upon expiration.
- Contract negotiation/review
- Honored as Listing Agent of the Month 5 times.

Previous Experience includes:

Owner/President- Evelyn's Furniture

Full P&L responsibility including analysis of annual budget and earnings reports, scheduling, and organizing weekly staff/sales meetings, working with over 35 factory venders' representatives for merchandise purchasing, inbound and outbound logistics, contracts, sales, advertising, and operations.

12 Years Restaurant management experience- Applebee's, Universal Orlando Resorts, McDonalds

Responsibilities included operations, budgeting (labor, capital, and operating), scheduling, conflict resolution, and succession planning.

11 Years as a Trainer at Walt Disney World Resorts (Customer Service Mindset)

Military:

US Navy- 1986-1990 Honorable discharge

REFERENCES:

Jason Moran, LeSueur County, MN Chief Asst Prosecutor	507.330.4955
Kent Hoehn, Mayor Madison Lake, MN	507.380.7870
Mike Hein, City Manager-Groveland, FL	352.345.3035
Patricia Burt, Vice Mayor Madison Lake, MN	507.420.4391
Kenny Later, Former Commissioner, Redington Shores	727.423.4242

CAUTION: NOT TO BE USED FOR IDENTIFICATION PURPOSES

THIS IS AN IMPORTANT RECORD. SAFEGUARD IT.

ANY ALTERATIONS IN SHADED AREAS RENDER FORM VOID

CERTIFICATE OF RELEASE OR DISCHARGE FROM ACTIVE DUTY

1. NAME (Last, First, Middle)	2. DEPARTMENT, COMPONENT AND BRANCH	3. SOCIAL SECURITY NO.
SCHOOBRIDGE, JEFFREY J	NAVY--USN	[redacted]

4.a GRADE, RATE OR RANK	4.b PAY GRADE	5. DATE OF BIRTH (YYMMDD)	6. RESERVE OBLIG. TERM. DATE		
			Year	Month	Day
MM3	E4	68 AUG 26	NA		

7.a. PLACE OF ENTRY INTO ACTIVE DUTY	7.b. HOME OF RECORD AT TIME OF ENTRY (City and state, or complete address if known)
NORFOLK , VA	CAPE CORAL FL

8.a. LAST DUTY ASSIGNMENT AND MAJOR COMMAND	8.b. STATION WHERE SEPARATED
USS THOMAS C. HART FF 1092	USS THOMAS C. HART FF 1092

9. COMMAND TO WHICH TRANSFERRED	10. SGLI COVERAGE
NA	Amount: $ 50,000 None

11. PRIMARY SPECIALTY *(List number, title and years and months in specialty. List additional specialty numbers and titles involving periods of one or more years.)*

MM-0000

12. RECORD OF SERVICE	Year(s)	Month(s)	Day(s)
a. Date Entered AD This Period	90	JAN	18
b. Separation Date This Period	90	JUL	23
c. Net Active Service This Period	00	06	06
d. Total Prior Active Service	03	01	02
e. Total Prior Inactive Service	00	03	15
f. Foreign Service	00	00	00
g. Sea Service	00	06	06
h. Effective Date of Pay Grade	87	JUL	16

13. DECORATIONS, MEDALS, BADGES, CITATIONS AND CAMPAIGN RIBBONS AWARDED OR AUTHORIZED *(All periods of service)*

NAVY'E RIBBON ARMED FORCES EXPIDITIONARY MEDAL, SEA SERVICE DEPLOYMENT RIBBON

14. MILITARY EDUCATION *(Course title, number of weeks, and month and year completed)*

NONE THIS ENLISTMENT

15.a. MEMBER CONTRIBUTED TO POST-VIETNAM ERA VETERANS' EDUCATIONAL ASSISTANCE PROGRAM	Yes	No	15.b. HIGH SCHOOL GRADUATE OR EQUIVALENT	Yes	No	16. DAYS ACCRUED LEAVE PAID
		X			X	

17. MEMBER WAS PROVIDED COMPLETE DENTAL EXAMINATION AND ALL APPROPRIATE DENTAL SERVICES AND TREATMENT WITHIN 90 DAYS PRIOR TO SEPARATION — X Yes — No

18. REMARKS

19.a. MAILING ADDRESS AFTER SEPARATION (Include Zip Code)	19.b. NEAREST RELATIVE (Name and address - include Zip Code)
12325 CORIANDER ORLANDO, FL	EVELYN SHOOBRIDGE, (MOTHER) SAME AS BLK 19A

20. MEMBER REQUESTS COPY 6 BE SENT TO _____ DIR. OF VET AFFAIRS	Yes	No	22. OFFICIAL AUTHORIZED TO SIGN (Typed name, grade, title and signature)
21. SIGNATURE OF MEMBER BEING SEPARATED			K. A. SHIPLEY PNC(SW) USN PERSOFF BY DIR CO

DD Form 214, NOV 88 S/N 0102-LF-006-5500 *Previous editions are obsolete.* MEMBER 1

City Administrator Evaluation-May 2020

City of Madison Lake-Jeffrey Shoobridge

Performance Evaluation Forms were presented to individual members of the City Council, along with the City Attorney. Each supplied the City Attorney with completed Performance Evaluation Forms. A total of 6 were presented for Summary. Several council members did leave blank some metrics and some evaluation areas identifying that not enough time had passed to make a clear, solid evaluation, or an inexperience in dealing with the subject on particular metrics; this is not abnormal and is expected with this type of evaluation. Blanks were not utilized in the tabulation of metric scores.

In the Individual Characteristics Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Professional Skills and Status Area Jeff scored a cumulative average of 4 out of 5; above average. He demonstrated above average competence in that metric.

In the Relations with Elected Members Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Policy Execution Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Reporting Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Citizen Relation Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Staffing Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Staffing Area Jeff+ scored a cumulative average of 4 out of 5; above average. He demonstrated above average competence in that metric.

In the Fiscal Management Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Community Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In sum, based upon the scoring methodology Jeff scored a 4+; above average.

The individual comments regarding strengths, the following were noted:

Knowledge to search and find answers to situations that arise.

Knowledge of government

Is a rule follower

Positive attitude

Good fit for the City

Excellent communication skills

Detail oriented

Good disposition

Allows the Council to make decisions as opposed to giving a personal opinion

Does not debate the council to sway a vote

Administers the council's directives well

Directs the council when they sway off topic

Excellent technical skills for budget analysis

Showed good initiative in contacting elected officials to receive grant money

Good leadership skills during the pandemic noted

Written evaluation Nov 2021 from Mayor Pro-Tem Burt

SECTION 1: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE

		Needs Improvement	Meets Expectations	Exceeds Expectations
A. Providing Information				
The City Administrator provides information which is:				
	Detailed and reliable			x
	Explained in a thorough manner and includes alternatives or recommendations			x
	Timely			x
	Helpful in preventing trivial administrative matters from being reviewed by the Council			x
	Helpful and adequate to assist City Council in making sound decisions			x
The City Administrator:				
	Provides members of City Council with the opportunity to set long-term organizational goals and to establish the future direction of City policy			x
	Keeps City Council informed, in a timely manner, of the things Council wants to know			x
	Keeps City Council well informed with concise written and oral communications			x
	Provides City Council members with information on an equal basis			x
	Informs the City Council of administrative developments			x
	Follows up in a timely manner on City Council requests for information or action			x
B. Providing Advice				
The Cit Administrator:				
	Has adequate knowledge of municipal affairs, including the Cit 's laws and ordinances			x
	Considers alternatives before making recommendations			x

	Plans ahead, anticipates needs and recognizes potential problems			x
	Has a good sense of timing in bringing issues to the Council for action			x

Comments: Jeff has done a great job of realigning the agenda format to include items that in the past would have been subject to unnecessary detailed scrutiny by some, using time unproductively.
His leadership has streamlined our meetings to necessary business topics, allowing time for sufficient discussion and good decisions.

SECTION 11: INTERNAL ADMINISTRATION

		Needs improvement	Meets Expectations	Exceeds Expectations
A. Implementation of Council Policies				
The City Administrator is effective in the following areas:				
	Carrying out Council directives			x
	Assigning work so that it is performed efficiently and effectively			x
	Paying sufficient attention to detail to avoid error or things "slipping through the cracks"			x
	Analyzing problems or issues and identify causes, reasons, and implications			x
	Accurately interpreting the direction given by Council			x
	Carrying out the directives of Council as a whole rather than those of any one Council member, but recognizes the concerns of the minority			x
	Supporting the actions of the City Council after a decision is made			x
	Assuming responsibility for staff performance			x
	Providing members of City Council with periodic status reports on projects or tasks which may overlap months or years in implementation			x

	Ensuring that the management staff maintains normal service delivery operations as well as the flexibility to manage emergency situations			x
B. Financial Management				
Are you satisfied with the City Administrator's:				
	Approach to budget preparation and review			x
	Use of standard financial management procedures to meet Council's policy guidelines			x
	Implementation of Council 's policy regarding the expenditure of budgeted amounts			x
	Cost control through economical use of labor, materials and equipment			x
	Information on the financial status of City government			x
	Use of available funds and his ability to operate the City efficiently and effectively			x

	Knowledge of financial matters			x
	Information pertaining to long or short-term financing for capital projects ore equipment purchases			x
	Information on opportunities for federal and state grant funding			x
		Needs Improvement	Meets Expectations	Exceeds Expectations
C. Personnel Management				
The City Administrator is:				
	Successful in guiding people as a team toward common 0bjectives			x
	Effective in selecting qualified and highly competent staff members			x
	Effective in maintaining professional relationships with Department Directors			x
	Effective in assuring that staff members make a positive impression on citizens			x
The City Administrator:				

	Ensures that the City's personnel policies and practices are administered by City Department Directors and management staffing an equitable manner			x
	Develops and motivates employees so that they are increasingly effective			x
	Addresses disciplinary problems and takes action when warranted			x
	Monitors performance of employees and initiates corrective action as needed			x

Comments: Jeff presented Council with a detailed 2022 budget, along with a 3 yr. plan of how to address the City's deferred maintenance needs. While the Plan includes a dreaded tax increase, Jeff is already prepared to defend that Plan with comparative tax rates of other Blue Earth County small cities. Madison Lake also now has a comprehensive capital improvement plan, which is an asset for City management and Council.

Jeff also manages the City's staff in a positive manner, strengthening weaknesses, encouraging positivity and defining expectations. He works with City Department directors to understand their needs, identify financial shortfalls and looks for remedial solutions, such as grants.

SECTION 111: EXTERNAL RELATIONS

		Needs Improvement	Meets Expectations	Exceeds Expectations
A. Citizen Relations				
The City Administrator:				
	Makes a positive impression on citizens and is he respected in the City of Madison Lake			x
	Has appropriate visibility or identity in the community			x
	Assists the Council in resolving problems at the administrative level to avoid unnecessary Council action			x
	Is willing to meet with members of the community and discuss issues of concern			x
	Is skillful with the news media, avoiding political positions and partisanship			x
	Provides information to the public in a timely fashion on matters which will cause public reaction			x
	Represents Council positions and policies accurately and effectively			x
	Thinks and acts in a manner reflecting an attitude that client (Council, staff or citizens) perceptions and satisfactions are important			x

	Responds completely and in a timely manner to citizen complaints			x
B. Intergovernmental Relations				
The City Administrator is:				
	Effective representing the City's interests in dealing with other agencies			x
	Participative in enough intergovernmental activity to have an impact on behalf of the Cit			x
	Cooperative with the county, state and federal governments			x

Comments:
Jeff is participating on a school board committee and other government committees to benefit Madison Lake.

SECTION IV: PERSONAL ACCOMPLISHMENTS

		Needs improvement	Meets Expectations	Exceeds Expectations
A. Communications				
With regard to communications, the City Administrator is:				
	Easy to talk to and a good listener			x
	Thoughtful, clear and to the point			x
	Sensitive to the concerns of others			x
	Candid and forthright in discussing City business matters with members of Cit Council			x
B. Management Style				
The City Administrator				
	Demonstrates interest and enthusiasm in performing his duties			x
	Commands respect and good performance from staff			x
	Shows initiative and creativity in dealing with issues, problems and unusual situations			x

	Is open to new ideas and suggestions for change			x
	Works well under pressure			x
	Consistently puts aside personal views and implements Council policy and direction			x
	Displays the ability to resolve the numerous conflicts inherent in municipal government			x
	Responds well to a changing world and local conditions; is adaptive			x
	Is accessible to City Council members			x
	Conforms to the high standards of the profession; follows the "ICMA Code of Ethics			x
	Exhibits a commitment to continuing education in order to encourage his professional development			x
	Is receptive to constructive criticism and advice			x

		Needs Improvement	Meets Expectations	Exceeds Expectations
C. Job Effectiveness				
The City Administrator:				
	Demonstrates interest and enthusiasm about the Council's Vision for the City			x
	Gives his staff the tools necessary to provide efficient, responsive City services			x
	Coordinates the implementation of City goals and 0bjectives			x
	Supports policies that will promote appropriate growth for the City			x
	Creates a positive atmosphere for successful economic development in the City			x
	Supports responsible infrastructure expansion and maintenance			x
	Emphasizes the need for employee training and technological improvements			x

Comments:
Jeff's teaching background provides him the ability to present items in a clear, organized manner, so issues and suggested remedies are understandable.

SECTION V: NARRATIVE RESPONSES

ACHIEVEMENTS FROM THIS PAST YEAR:

What were the Administrator's most notable accomplishments during the past year?
2022 City Budget
Capital Improvement Plan
3 year budget Plan to bring City in alignment with necessary maintenance

• Which of the Administrator's qualities were most instrumental in fulfilling the role of City Administrator this past year?
Leadership
Organization
Communication

PERFORMANCE OBJECTIVES FOR COMING YEAR:

• What does the Administrator do that you would like him to continue?
He takes his job seriously and seeks the betterment of our community. He is our leader and our go-to person.

• Is there anything that the Administrator does that you would like him to do differently?
I can't think of anything at the moment,but I know that if I ever did have an issue with his methods, that I could address my concerns with him. He is readily available and maintains an open door policy.

In what areas should the Administrator focus his attention in this coming year?
Open issues still to be resolved include camera security, fire dept storage concerns, and litigation against the city. He has some great ideas for Madison Lk park themes, if time permits.

Do you have any other general comments to share with the City Administrator? Jeff is a great asset to Madison Lake and is doing everything asked of him plus more! !

Patricia Burt 11/17/2021

Rater's Signature Date

MEMO

TO: Madison Lake City Council

FROM: Jason Moran, City Attorney

RE: Jeff Shoobridge, Contract Review

DATE: October 28, 2021

Dear Council Members:

It is time to once again review City Administrator Jeff Shoobridge's Contract. His Contract was approved on October 7, 2019 with an effective date of November 4, 2019. It calls for a review at the 24 month mark. We have hit the 24 month mark.

Under the terms of the Contract he is to receive an increase in his annual salary amount to the tune of $5,000 for satisfactory performance. I would submit that his performance is not simply satisfactory, it is exemplary. Jeff consistently strives to improve the City. His work on the Capital Improvement Plan is excellent. He is constantly looking for ways to save the City money and improve the budget outlook. For the first time in a very long time we have a solid and well prepared budget. He holds the employees accountable while encouraging them to do their best. He has excellent communication skills and this is apparent in how he deals with residents. He tackles challenges with ease and is personable. His knowledge of municipal matters is excellent. In sum, his performance is, in my opinion, exceptional. I would recommend the raise and continued employment.

Certainly if individual Council Members wish to discuss this review privately with me I am at your availability. Barring no issues, we should do a review at the next meeting.

JLM

TAB

Jeremey Criner
14570 N. Hico St.
Siloam Springs, AR 72761
(C) 479-644-0599
jscriner23@gmail.com

Good Day Commissioners, March 13, 2024

Included with my application, you will find my resume for the City Manager position with the City of Treasure Island. Throughout the course of my career, I have been fortunate to work with outstanding professionals in exceptional organizations. These experiences have allowed me to develop a set of leadership, command, and managerial skills that are well suited to this position. I consider myself a dynamic leader who can rapidly assimilate into any situation and work environment. I am confident in my abilities to meet the objectives that are set for me and work with all the stakeholders, both internal and external, to maintain and enhance the quality of service provided by the City of Treasure Island.

Although my technical experience has been in the fire service, my work record demonstrates a clear history of being both a team builder and a team member. In addition, my leadership capacity is second to none. I have been a member of our city's executive leadership team for the last 7 years and have the ability to take on new challenges and quickly learn the intricacies of any new position that I hold. I still consider my greatest accomplishments to be those that have advanced those around me in their ability to provide quality service to the community.

I am prepared for the challenges that this position will provide and welcome the opportunity to discuss it further with you. Treasure Island is an amazing city with great leadership, rich history, and a bright future. I would be honored to serve as a leader in this community.

I am prepared to offer letters of reference from my current and former employers, as well as other professional colleagues.

Please feel free to contact me by any of the means that I have provided at your convenience. Thank you for your time and consideration.

Respectfully,



Jeremey Criner

Jeremey Seth Criner

14570 N. Hico St. – Siloam Springs, AR 72761
(479) 644-0599 jscriner23@gmail.com

Summary

Over the past two decades, I have spent my life serving the public with passion, strategic vision, and the highest levels of personal and professional accountability. This executive leadership has driven me to excel with stakeholders at all levels, lead and develop high performance teams, and serve with genuine passion for the community. As you will see below, I believe you will find my qualifications and work history to uniquely align with the expectations of the position.

Awards and Achievements

2024 Chief Fire Officer (CFO) Designation
- Center for Public Safety Excellence (CPSE)

2024 Chief Training Officer (CTO) Designation
- Center for Public Safety Excellence (CPSE)

2022 Arkansas Fire Chief of the Year
- Arkansas Association of Fire Chiefs

2022 Governor's Appointment
- Arkansas Fire Protection Services Board

2019 Executive Fire Officer (EFO) Program Graduate
- National Fire Academy

Education

Columbia Southern University Orange Beach, AL
- *Bachelor of Fire Science – GPA 4.0 (Summa Cum Laude)*

Northwest Arkansas Community College Bentonville, AR
- *Associate of Applied Science – Fire Science – GPA 3.8 (Magna Cum Laude)*

Work Experience

2016-Present Siloam Springs Fire Department Siloam Springs, AR
Fire Chief *CFAI Registered Agency*
- Executive leadership and supervision over all aspects of the Fire Department
- Lead a staff of over 70 employees and budget of $10 Million
- Serve as a member of the city's executive leadership team and the Emergency Manager

2021-Present Emergency Services Consulting Inc. Wilsonville, OR
Project Associate
- Provide Fire/EMS consulting services to cities and fire departments across the country

2015-Present Center for Public Safety Excellence Chantilly, VA

CTO, CFO, FO Peer Reviewer (volunteer position)

- Review portfolios and recommend approval/denial of applications

2014-2016 Sunrise Beach Fire Protection District Sunrise Beach, MO

Assistant Fire Chief

- Supervised and managed the Operations and Training Divisions

2005-2014 Rogers Fire Department Rogers, AR

Captain *CFAI Accredited Agency*

- Station Officer responsible for emergency response and incident management

2009-2010 Northwest Arkansas Community College Bentonville, AR

Adjunct Instructor

- Assisted in instructing Paramedic Program

2003-2014 Cave Springs Volunteer Fire Department Cave Springs, AR

Division Chief - Training

- Managed Training Division

Professional Organizations and Affiliations

- Arkansas Association of Fire Chiefs – President (2022-Present)
- Arkansas Homeland Security Advisory Group – Member (2022-Present)
- Northwest Arkansas Metropolitan Fire Chiefs' Association – President (2020-2023)
- Rotary Club of Siloam Springs
- Congressional Fire Services Institute
- International Society of Fire Service Instructors
- International Association of Fire Chiefs
    - Southwestern Division
    - Executive Fire Officer Section
    - Safety, Health, and Survival Section
- National Fire Academy Alumni Association
- Columbia Southern University Alumni Association

References – Available Upon Request

TAB

Joseph "Joe" A. Gaa

1006 Highland Acres Road, Marshalltown, IA 50158
Telephone: 641-351-0807
Email: jgaa520@outlook.com

EDUCATION

Northwest Missouri State University
BS in Public Administration/Criminal Justice, July 1999
MS in Recreation Management, July 2004

RELEVANT PROFESSIONAL EXPERIENCE

City Administrator, City of Marshalltown, Iowa, 9-2023 to 2-2024

- Served as chief administrative officer of a growing city of 27,500 citizens, 150 staff members, and a total annual operating budget of over $80 million
- Responsible for several key community development projects, many resulting from recent natural disaster events
- Oversaw a budget process challenged by legislative changes and shortfalls in revenues

City Manager, City of Aberdeen, South Dakota, 6-2020 to 9-2023

- Served as chief administrative officer of a growing city of 28,500 citizens, 275 staff members, and a total annual operating budget of $100 million
- Led efforts to design, fund and construct a $750 million water pipeline project in partnership with two rural water districts that will serve 15 counties in Northeast South Dakota, covering approximately 25% of the state
- Oversight of a $57 million wastewater treatment plant expansion project
- Developed an economic development model that places the City in a more proactive role in business recruitment and retention
- Led collective bargaining negotiator with police and fire unions
- Updated annual budget process to have more involvement from stakeholders at all levels
- Committed to maintaining a strong presence at events and activities throughout the City
- Led planning and developing efforts of several quality of life projects to include a community events center and adding recreational amenities to a creek that flows through the city

City Administrator, City of Dickinson, North Dakota, 11-2018 to 6-2020

- Served as chief administrative officer of a growing city of approximately 25,000 citizens, 200 staff members, and a total annual operating budget of nearly $70 million
- Oversight of a task force to lead a downtown revitalization effort

- Served as the city representative in an on-going effort to attract and construct a variety of commercial development projects with an emphasis on retail development
- Responsible for coordinating a variety of quality of life initiatives and projects such as trail development and planning for a new multi-sport outdoor athletic complex
- Development and implementation of a new compensation and benefits plan
- Led efforts to relocate City Hall to a historic building downtown and construct a town center for events adjacent to the new City Hall

City Manager, City of Chariton, Iowa, 3-2014 to 11-2018

- Responsible for annual operating and capital projects budget of $8-9 million
- Formed a housing task force to evaluate potential subdivision sites
- Administration of the planning and construction phases of a downtown façade project
- Oversight of a downtown upper story housing rehab project
- Oversight of road and bridge reconstruction projects
- Development of a capital improvement plan for street improvements
- Lead collective bargaining negotiator with public works union
- Oversight of a $1.5 million CDBG sewer and storm water separation rehab project
- Initiated nuisance abatement process to address dilapidated houses and buildings
- Developed an annual asphalt overlay program for residential streets

City Administrator/Public Works Director, City of Woodbine Iowa, 12-2010 to 2-2014

- Served as chief administrative officer of a small city with a population of 1,500
- Responsible for overall finance, budgeting, human resources, and economic development activity
- Responsible for annual budget of $3-4 million
- Oversight of several infrastructure improvement projects
- Coordination of a downtown revitalization project
- Member of steering committee to create a new recreation and wellness complex
- Reviewed and updated city administrative code
- Created new personnel policies and procedures including collective bargaining negotiations with police and fire union
- Responsible for grant writing and administration

Parks Administrator, Sebastian County Parks Department 3-2008 to 7-2010

- Director of a 3-park system with 1800 total acres and 27 employees, which included a 1,200-acre regional park and a 27-hole golf course
- Served as public relations/media relations/marketing representative for the department
- Analyzed all operations and implemented improvements in effectiveness and efficiency
- Re-structured golf course personnel and refined operating budget in an effort to break even for the first time in three years

- Designed and implemented a comprehensive strategic planning process, including a facility master plan and an aquatics feasibility study
- Re-structured contracts and financial reporting system with sports associations and commercial recreation vendors
- Began dialogue with various public and non-profit agencies to create partnerships and reduce duplication of services
- Developed a comprehensive equipment maintenance and replacement plan

OTHER PROFESSIONAL EXPERIENCE

Worked as a District Executive for the Pony Express Council of the Boy Scouts of America (four years), as a Graduate Assistant Instructor/Doctoral Student at the University of Arkansas (three years) and in several capacities at Northwest Missouri State University (five years) while pursuing and after earning two degrees.

COMMUNITY INVOLVEMENT EXPERIENCE

- Dickinson Rotary Club, 2019-2020
- Chariton Rotary Club, 2014-2018 (Served as Board Member and President)
- Woodbine Optimist Club, 2010-2014
- Young Emerging Leaders- Fort Smith, 2008-2010
- Maryville Host Lions Club, 2000-05
- Eagle Scout, Boy Scouts of America

PROFESSIONAL AFFILIATIONS

- International City/County Management Association, since 2010
    - ICMA Credentialed Manager, since 2020
- Great Open Spaces City Management Association, since 2019
- Iowa City/County Management Association, 2011-2018
- Arkansas Recreation and Parks Association (ARPA), 2006-2010 (Served as Board Member and President)
- National Recreation and Parks Association (NRPA), 2003-2010 (Southwest Regional Council, Advisory Board Member, and Accreditation Visitor, National Council on Accreditation)

1006 Highland Acres Road
Marshalltown, IA 50158
March 28, 2024

Mayor and City Commission
City of Treasure Island
120 108th Avenue
Treasure Island, FL 33706

Dear Mayor and City Commissioners:

I am writing in response to your announcement for the position of City Manager in Treasure Island, Florida. My career has been a mixture of leadership positions in the field of public administration. In each position, I have developed new skill sets that have built upon previous experiences and helped mold me into a hands-on, strategic manager who likes to work and takes pride in what I do with my motto being "leave it better than you found it".

My local government career began 16 years ago when I became the Parks Administrator in Sebastian County, Arkansas. The county population was around 120,000, with over 80,000 of those folks living in the county seat city of Fort Smith. At the time, the position had been vacant for five years. The "crown jewel" of the county park system was Ben Geren Park, a 1300-acre regional park on the edge of Fort Smith. Unfortunately, the jewel had lost its shine and was in need of a new vision. My time there was spent coordinating a comprehensive strategic planning effort to enhance the regional park, as well as the three other parks in the system. While I wasn't there to see the vision through, what followed in the next five years was the construction of nearly all of the improvements from the planning efforts I oversaw with the most significant being a $12 million regional water park.

Following my time in Sebastian County, I made the transition to city administration with my first stop being Woodbine, Iowa, population 1,459. I was very apprehensive about making the move to such a small city while at the same time becoming a city administrator but can now admit it was one of the best career moves I have made. During my time in Woodbine, a Main Street Iowa community, a major downtown revitalization took place. A facade master plan project was completed, new businesses opened their doors, 20 upper story housing units were added or renovated, and several "green" initiatives were explored and implemented. Outside of the main street district, there were two manufacturing expansions, implementation of a streets asphalt overlay program, financial and engineering planning for street and bridge reconstruction projects, and two multi-family duplex housing projects. Working together as a community and with effective partnerships, the City of Woodbine proved that rural America can still thrive and grow.

From Woodbine my city administration career continued in Chariton, Iowa, population 4,320. Being a relatively new Main Street Iowa community at the time, a downtown revitalization planning effort was just beginning. A shortage of quality housing meant that a great deal of my time was spent in evaluating options in the development of single and multi-family housing units. While recovering from a significant budget deficit for the past several years, a major role

(and challenge) was to address aging infrastructure issues, with streets and sewers being the most notable. In spite of financial challenges, over just a few years, six road/bridge projects, a sewer infrastructure project, a downtown façade renovation, and a new taxiway at the airport were all completed. When I arrived in Chariton, it was questionable if it was a good career move for me. When I left nearly five years later, I could say that while at times it was one of the hardest jobs I ever had, it was also one of the most satisfying. Many community accomplishments were completed, plans for the future were in place, and I can wholeheartedly say that I grew as a community leader and administrator in my time there.

In 2018, I became the City Administrator in Dickinson, North Dakota, a growing community of approximately 25,000 people in the oil country of western North Dakota. My focus there was economic development in the form of retail development, housing, and quality of life amenities. And while I was there a relatively short time, I found Dickinson to be a vibrant and welcoming committee. Decisions by the Mayor and City Commissioners to modify their role in operations and how that affected the City Administrator's role prompted me to look at other opportunities.

I then served as the City Manager in Aberdeen, South Dakota, a regional hub of nearly 30,000 in Northeast South Dakota for nearly three and a half years. My time there was focused on several, significant community improvement projects that will shape economic development and quality of life for years to come. The most significant project that is in the early stages but in time will bring drinking water from the Missouri River that will satisfy the quality and quantity needs of the entire region. A significant wastewater expansion project is set to begin this year that will provide capacity for growth that has been needed for several years. Quality of life initiatives were also high priorities with several projects related to parks and recreation amenities and places for community events.

Last year, I returned to Iowa as the City Administrator in Marshalltown. Unfortunately, as sometimes happens in this position, I have not found a path to success here. The Council and I have agreed that we are not a match, and I am now re-entering the job market. As difficult as this situation is, I was excited to see the position you have available. The plan had been to spend around five years in Iowa before moving to Florida for one final position before retiring there. As circumstances have changed, I am looking to make the move now and would consider it an honor to become part of the Treasure Island community as I am familiar with the area and believe it is a great place to continue my public administration career. I would look forward to spending several years there.

I trust that you will find that my qualifications align well with the duties of this position. I am available to discuss the position further at your convenience. My telephone number is 641-351-0807. I look forward to hearing from you soon.

Sincerely,

Joseph A. Gaa

TAB

+859-308-8649
Otto.justin@gmail.com
35 East 9th St.
Newport, KY 41071

Doug Thomas, Executive Vice President
Strategic Government Resources
P.O. Box 1624
Keller, TX 76244

March 22, 2024

Mr. Thomas,

I am writing to express my interest in the City Manager position for the City of Treasure Island. With over fifteen years of experience in top-level management, a strong track record in financial analysis, emergency management, relationship building, and public affairs, I am well-equipped to contribute to the vibrant and dynamic community of Treasure Island. My leadership in attracting and retaining new businesses, managing over $1 billion in development, and collaborating with local community growth organizations demonstrates my ability to drive economic prosperity while preserving the unique character of the community.

I am particularly drawn to Treasure Island's commitment to being a vibrant, unique, and sustainable beach community. My experience in overseeing the $100 million redevelopment of Newport on the Levee, a mixed-use development, has equipped me with the knowledge and skills to balance development with environmental stewardship. Furthermore, my involvement in various community and professional organizations, including Leadership Kentucky and the Duke Energy State Advisory Board, reflects my dedication to building strong, engaged communities.

I hold a Master of Business Administration from Miami University and a Master of Public Administration from Northern Kentucky University, which have provided me with a solid foundation in public administration and business management. My educational background, combined with my professional experience, has prepared me to lead Treasure Island with a proactive, transparent, and collaborative management style. I am excited about the opportunity to contribute my skills and experience to the City of Treasure Island as its next City Manager.

Sincerely,

Justin Otto

Justin Otto

35 East 9th St., Apt. 309, Newport, KY 41071

(859) 322-9584 otto.justin@gmail.com

MANAGEMENT

Proven leader with over fifteen years of experience in top-level management with a strong track record of financial analysis, emergency management, relationship building, and public affairs.

CORE COMPETENCIES

- Relationship Building
- Public Information
- Economic Development
- Emergency Management
- Budget Creation and Oversight
- Government Leadership
- Social Media Strategy
- Organizational Management
- Financial Analysis
- Homeland Security

EDUCATION

Miami University – Richard T. Farmer School of Business Oxford, OH
Master of Business Administration

Northern Kentucky University Highland Heights, KY
Master of Public Administration

University of Missouri Columbia, MO
Bachelor of Science in Agriculture Journalism

Culver Military Academy Culver, IN
Concentration in Leadership

PROFESSIONAL EXPERIENCE

Campbell County Fiscal Court, *Economic and Community Development Director* **June 2021-Present**
Leads economic development for Campbell County through attracting and retaining new businesses. Currently completing over $1 billion in development. Responsible for the administration of current tax increment financing, industrial revenue bonds, and economic incentives. Collaborates with local community growth organizations. Leads the County's public affairs efforts with the Kentucky Legislature. Creates content, press releases, articles, and prepares elected officials for media interviews. Responsible for building relationships with fifteen municipalities in the County. Completed broadband project using ARPA funds to ensure every household in the County had access to 1 gig of fiber. Created and grew a weekday email newsletter on all daily current events for community members. Coordinated first ever legislative priority effort with County's business group, industrial authority, and fiscal court.

Campbell County Economic Progress Authority (CCEPA), *President* **June 2021-Present**
Executes the goals of eight-person board of directors. The CCEPA is a non-profit corporation created in 1982 to aid in the acquisition, retention, and development/redevelopment of land for industrial and commercial purposes. In 2024, recipient of $2 million for site development through competitive grant process.

Kentucky Incident Management Team, *Public Information Officer* **June 2021-Present**
Deployed immediately after the Western Kentucky tornado in December 2021 for Graves County/Mayfield emergency operations center. Eight months later deployed to the Eastern Kentucky floods for region's area command center. First team to respond in both incidents to lead response and recovery efforts for the worst disasters in Kentucky's history.

North American Properties, *General Manager, Assistant GM* **February 2018-June 2021**
Newport on the Levee: Served as chief administrative officer of mixed-use development in Cincinnati, OH. Oversaw $100 million redevelopment of 400,000 SF of gross leasable area. Provided direct counsel to ownership group and equity partners. Coordinated strategic public-private partnerships between local and state entities. Accountable for managing financial operations and budget excess of $15 million. Lead a team of 11 direct reports and a team of over 75 indirect reports. Anchored by 20 screen AMC Theatre and Newport Aquarium. Served as public information officer for the project.

2020: Led team during the pandemic while beginning the redevelopment of the property. Worked closely with state and local health departments to interpret health regulations. Partnered with local, state, and federal law enforcement agencies to prepare for potential social unrest and protests. Began lease negotiations and strategies to retain current tenants while attracting new local businesses.

North American Properties Better Together Taskforce: Selected to serve on 14-person leadership team to create, plan, and implement COVID-19 property response strategy. Created stay six campaign, which included hexagon, six-sided, honeycomb mural to remind guests to stay six feet apart. Also partnered with local Kentucky distillers to make hand sanitizer for the property. Hand sanitizer stations were decorated with artistic bourbon barrels.

North American Properties Diversity and Inclusion Council: Partnered with local community group, ReNewport and Cincinnati artist collective, Black Art Speaks, to secure grant funding for a 2021 mural to celebrate diversity.

Bridgeview Box Park: Demolished 7,500 SF restaurant to create a colorful open-air box park featuring six local restaurants and retailers. Voted best outdoor space in Cincinnati.

2019: Rebuilt management team after the acquisition while preparing property for 2020 redevelopment.

2018: As the assistant general manager, led team during 10-month acquisition between Price Entities, LLC, and North American Properties. Responsible for completing onsite due diligence while also ensuring all operations of the property met guest experience expectations. Led financial analysis, marketing, communications, public affairs, security, environmental services, parking operations, capital projects, budget creation, and facility maintenance.

KY Center for Education & Workforce Statistics, *Marketing & Communications Director* **June 2015-Feb. 2018**
Frankfort, KY: Led the nation's top data center in planning and implementing strategies on how to communicate technical tools and reports to local, state, and federal stakeholders. Facilitated in the management of over $10 million in federal grants. Served as point of contact for Kentucky General Assembly, Governor's Office, local school boards, post-secondary institutions, and businesses.

Rathbun Properties, *General Manager* **Feb. 2014-May 2015**
Durango Mall: Feb. 2014-May 2015 Managed regional shopping center in Durango, CO. Created public information strategy, emergency management plan, and led organization. Accountable for expense management, marketing/communications, operations, specialty leasing, events, contract negotiations, and tenant coordination.

Simon Property Group, *General Manager, Assistant GM* **June 2012-Feb. 2014**
Oak Court Mall: May 2013-Feb. 2014 Managed regional shopping center in Memphis, TN, anchored by Macy's and Dillard's. Responsible for financial analysis, operational management, and marketing. Held first ever active shooter drill with local and federal law enforcement, area hospitals, and emergency responders. Served as the owner's representative for media interviews. Responsible for operating budget excess of $3 million.

Circle Centre Mall: June 2012-May 2013 Served as Assistant General Manager for regional mixed-use destination in downtown Indianapolis, IN. Completed a 12-month management training program in six months.

Price Entities, LLC, *Operations and Events Manager* **October 2005-May 2011**
Newport on the Levee: Oct. 2005-May 2011 Managed weekend operations and on-site signage revenue generation for mixed use development in Cincinnati, OH. Led property's key departments (security, janitorial, events, marketing, parking, and engineering) during weekend operations. Developed and implemented first social media marketing plan, parking navigation plan, and crafted organization's first vision statement. Served as public information officer.

INTERNATIONAL EXPERIENCE

Stryker-Medical and Equipment Manufacturing: *Global Consultant* **March 2012-June 2012**
Led MBA team in communicating strategy to increase efficiency and productivity for a medical device European distribution center while residing in Venlo, Netherlands.

COMMUNITY INVOLVEMENT

Northern Kentucky University Alumni Board Member: 2022-2024 – Key leaders and community partners in the pursuit of excellence for NKU. Develops initiatives to maximize engagement from alumni.

Duke Energy Kentucky Advisory Council: 2022-Present – Advises Duke Energy regarding Kentucky public affairs.

Leadership Kentucky: 2020 – Select group of Kentuckians who possess a broad variety of leadership abilities, career accomplishments, and volunteer activities to gain insight into complex issues facing the state.

Metropolitan Club: 2018-2021 – Business club in the Greater Cincinnati/Northern Kentucky area committed to the vision of uniting diverse leaders who desire to make a difference. Created the organization's young professional speaker series titled *Legends of the Met*. Served as the 2019 YP Vice Chair and 2020 Chair.

YMCA of Greater Cincinnati: 2020-2022 – Board Member for Campbell County YMCA.

Vote Taskforce: 2019-2021 – Northern Kentucky Chamber committee tasked with increasing voter turnout.

International Council of Shopping Centers : 2020-2021 – Kentucky state government relations chair.

Campbell Leadership Action Group: 2019-Present – Group's mission is to provide a forum to identify, discuss, and formulate a position on matters affecting the quality of life in Campbell County. Serving as Vice Chair.

Leadership Northern Kentucky: 2019 – Exclusive program for community leaders aimed to provide an understanding of the strengths and challenges of the Northern Kentucky and Greater Cincinnati area.

Newport Business Association Board Member: 2019 – Community leaders fostering business in the city

FBI Citizens Academy: 2018 – Six-week program for community leaders to learn about the FBI.

Commonwealth Lacrosse Classic: 2016-2018 – Created Kentucky's first high school lacrosse recruiting showcase providing high school lacrosse players the best opportunity to play lacrosse in college. Players resided from over ten different states and over 60 different high school and club programs. Over 30 college coaches attended.

Henry Clay H.S. Boys Lacrosse: 2017 – As varsity head coach led the team to Kentucky state championship.

Young Professionals of Durango: 2014-2015 – Served as the 2014 Events Board Member and 2015 President with the goal of connecting, empowering, and engaging young professionals of Durango.

Durango Chamber of Commerce Board of Directors: 2015 – Served as the young professional representative.

Covington, KY, Police Mentorship: 2010 – Collaborated with police officials on a program to educate citizens on the different sectors of the department including crime lab, job shadowing, citizen engagement, and the K9 unit.

Boone County Manager Mentorship: 2009 – Shadowed county manager, attended commission meetings, discussed County issues with top leaders to understand problem-solving at a local government level.

Legacy-Northern Kentucky's Young Professional Group: 2007-2011 – Served on the civic engagement and networking committee. Participated with local leaders to create the first local government forum.

The City of Newport's Main Street Advisory Board: 2009-2011 – Participated in developing initiatives and programs to support main street businesses in Newport, KY.

NKU's Public Administration Student Society (PASS): 2007-2009 – Founding member, first vice president and second president. Planned and implemented first service event and lecture series.

Office of Congressman Geoff Davis: 2007 – Assisted constituents, wrote articles for the weekly newsletter, and participated in the visioning process for first Congressional Leadership Program.

AWARDS/CERTIFICATIONS

Commonwealth of Kentucky House of Representative Citation of Heroism and Citation of Achievement
Recognized for service during the Graves County/Mayfield Tornado, 2022
Recognized for service during the Eastern Kentucky Floods, 2023

Top 20 Cincinnati Region's People to Watch
Cincinnati Enquirer's 2022 leaders to watch, 2022

International Council of Shopping Centers (ICSC)
CenterBuild Leaders under 40 Award (one of 17 recipients globally), 2020

North American Properties
Relationships Core Value Award, 2020

Northern Kentucky Chamber
Next Generation Leadership Award (NGLA) in Hospitality, 2019 (Finalist) & 2020 (Winner)

Simon Property Group
Value Enhancement Leadership Award, 2012

International Council of Shopping Centers
Certified Shopping Center Manager (CSM), 2018

FEMA Emergency Management Institute Independent Study Course Certification
Florida Governor's Hurricane Conference 2023 & 2024
ICS/EOC Interface, G-191
Emergency Operations Center Operations and Planning for All-Hazards events, MGT-346
Introduction to Incident Command System, IS-100
Preparing for Federal Disaster Operations, IS-101
Basic Incident Command System for Initial Response, IS-200
Principles of Emergency Management, IS-230
Leadership and Influence, IS-240
Effective Communication, IS-242
Expanding Incidents with Incident Command Systems Forms Review, ICS-300
All-Hazards (Type 3) Incident Management Team, O-305
Enhanced Incident Management Team/Unified Command for All Hazards, MGT-314
Public Information in an All-Hazards Incident, MGT-318
Disaster Preparedness for Healthcare Organizations within the Community Infrastructure, MGT-341
Advanced Command and General Staff-Complex Incidents, ICS-400
An Introduction to the National Incident Management System, IS-700
An Introduction to the National Response Framework, IS-800

PERSONAL INFORMATION

Broadcast News Reporter - On-air news talent at KOMU-NBC Affiliate in Columbia, MO. 2004
Ice Hockey - Trained at the US Olympic Development Center as one of the nation's top goalies 1996
State Champion – (Lacrosse and Hockey) Indiana as a player, (Lacrosse) Kentucky as a coach 1997-2017

TAB

Kathleen MacDonald Murray

murraykathmac@gmail.com | (516) 698-7961

March 18, 2024

Doug Thomas, Executive Vice President
Strategic Government Resources

Dear Mr. Thomas:

I am pleased to present my resume regarding the City Manager position at the City of Treasure Island.

Throughout my career—including my recent role with the Village of Rockville Centre as Village Administrator—my focus has been on using winning strategies to accomplish goals. Strongly self-directed, with the determination to continuously improve my team's performance, I drive everyday tasks and special projects to bring about successful outcomes. Below are some examples of the value I can bring to the City of Treasure Island:

- During my 10 years in executive leadership in the public sector and several years of working in the non-profit sector, I worked closely with and provided oversight to a breadth of business functions including planning, organizing teams, directing activity, initiating economic development and providing consistent government services.

- I have a track record of success improving communities by expanding funding, implementing policies and programs, and providing consistently solid services every day.

- I establish positive connections with others, thus serving effectively in customer service, teamwork, and as liaison to the community. I appreciate the importance of managing people well and fairly.

- I work collaboratively to articulate and accomplish goals. I have often been told I can take complicated information and break it down so individuals in all roles can understand it. I interact effectively with employees of all levels.

It would be a pleasure to provide further details about my background in relation to Treasure Island's City Manager opportunity, and I would welcome the chance to learn more about its current and future needs. I believe that I will positively contribute to your vision and objectives at the City of Treasure Island.

Sincerely,

Kathleen MacDonald Murray

Kathleen MacDonald Murray

murraykathmac@gmail.com | (516) 698-7961
linkedin.com/in/kathleen-macdonald-murray
St. Petersburg, FL

Summary

Passionate senior leader with a history of success as within government and non-profit environments. Proactive leader capable of managing staff at a director level. Collaborative communicator who excels at coordinating solutions across multiple departments. Innovative professional focused on building communities and sparking continuous improvement.

Areas of Expertise

- Economic Development
- Project Planning and Management
- Financial Management
- Customer Service
- Strategic Planning
- Financial and Operational Analysis
- Negotiation
- Process Improvement
- Team Leadership
- Resource Allocation
- Strategic Planning
- Grant Writing

Professional Experience

Inc. Village of Freeport, *Freeport, New York* 2023 - Present

Grant Writer and Administrator

Facilitated grant development from idea to proposal delivery. As the State's largest water-front village and second largest village overall, the priorities of the Village of Freeport include economic development, infrastructure improvements, water/electric delivery, and law enforcement.

- Crafted grant proposals with the goal of enhancing village revenue and improving the quality of life for residents.
- Administered awarded grants by preparing interim reports and reimbursement requests.
- Acted as liaison to various state and federal agencies, congressional representatives, and the local community.

Inc. Village of Rockville Centre, *Rockville Centre, New York* 2011 - 2021

Village Administrator

Multi-tasked to provide a wide range of leadership, administration, and financial services for a municipality with 24k residents. Guided a team to oversee all aspects of local government services including Police, Public Works, Recreation, Water, Electric, Accounting, Treasury, Human Resources, Community Development, and IT. Provided daily leadership and guidance to a staff of 300+.Developed and managed a $90M+ annual budget, consistently identifying ways to reduce costs and improve efficiency. Coordinated activities among multiple departments.

- Successfully led $50M+ in capital funding projects aimed at improving infrastructure.
- Significantly improved the Village's bond rating, achieving, and maintaining an Aaa rating.
- Promoted efficiency and improved operating norms by frequently collaborating with the Mayor, Board of Trustees, and other community leaders.
- Conducted research and presented information to enable the Board to make decisions.
- Spearheaded the modernization of the Village's finance functions, including adopting Microsoft Dynamics GP enterprise-wide and introducing several automated processes.
- Reduced financial expenditures and boosted efficiency after negotiating multi-year contracts with three bargaining units.

Deputy Village Administrator

Oversaw a wide range of special projects. Strategically planned short and long-term project activities. Advised management on various issues impacting the Village and provided troubleshooting support.

- Served as the Village's Deputy Equal Employment Officer, including mediating conflict resolution among management and employees.
- Encouraged safety by developing the Workplace Violence Prevention Program and training 300+ employees.

Director of Community Development Agency

Focused on improving the quality of life for residents by administering grants and building long-term relationships with community leaders. Leveraged hands-on management skills to strategically plan and oversee all grant activities. Prepared, wrote, and managed grant proposals, including planning and managing fund allocation.

- Secured a $500k grant from New York State to renovate the largest park in the Village.
- Prepared the annual $225k Community Development Block Grant proposal aimed at creating infrastructure improvements of several Village properties.

Family Service League, Inc., *Huntington, New York* 2009 – 2010

Grant Writer

Researched, wrote, and prepared compelling grant proposals and evaluation reports for a multi-service human services agency. Provided financial support to a $24M annual budget. Justified several grants, state and county contract proposals, federal appropriations, and legislative line-item requests by outlining the agency's needs.

- Generated additional funding by identifying new opportunities and building connections.
- Ensured compliance by performing analysis and reporting for culminating grants.

Kathleen Murray Consulting, *Long Island, New York* 1998 – 2000, 2005 – 2009

Consultant

Leveraged expertise to offer effective business and strategic planning services to multiple nonprofit organizations including Mount Sinai/South Nassau Communities Hospital's World Trade Center Family Center. Communicated with clients to gain a clear understanding of their goals and develop custom solutions.

- Developed and delivered successful grant proposals.
- Captured each client's voice and goals when writing engaging project narratives, budgets, project plans, and timelines.

Additional Experience

Chief Operating Officer, **Good Work Associates,** *New Haven, Connecticut*
Senior Associate, **Good Work Associates,** *New Haven, Connecticut*

Education

Master of Business Administration
School of Management, Yale University, *New Haven, Connecticut*

Bachelor of Science in Management, Concentration in Finance, *cum laude*
Carroll School of Business, Boston College, *Chestnut Hill, Massachusetts*

Professional Associations

Treasurer, Board Member, and Founding Member
RVC Conservancy, *Rockville Centre, New York* 2008 - Present

TAB

April 8, 2024

Mr. Douglas Thomas, Executive Vice President
Strategic Government Resources

Dear Sir,

Please find attached my resume in interest for the City Manager vacancy in Treasure Island, a very exciting opportunity!

As my resume outlines, I have prepared myself for such a position throughout my career and have even served previously as a successful, innovative City Administrator from 2011-2012. My extensive executive experience spans the gamut of law enforcement, emergency management, event management and city management.

I am a focused, service-centered public service professional, and I am seeking this opportunity to further my service beliefs and professional growth while giving back to the citizenry. I have extensive experience in service to high density population areas, especially those with high traffic and attendance in tourist venues.

Almost my entire professional life has been spent in and around public service. I am excited by the potential growth opportunities that Treasure Island offers. As a recent retiree from Horry County, SC Government, I understand the complex concepts of managing government services and I know that I can contribute to the growth and success of the City Manager role if given an opportunity.

Should my resume find favor upon review, I would relish the opportunity to further discuss my interest and qualifications and I am available at your request.

Best wishes and thank you so much for any consideration.

Sincerely,

Kenneth W. Davis. Ph.D.

Kenneth W. Davis, Ph.D.
(kendavis7@msn.com)
3329 Prioloe Drive
Myrtle Beach, SC 29588
843-222-2134

Education

Capella University, Ph.D. in Public Safety, Distinguished Graduate, February 2014
University of South Carolina, Master of Science in Criminal Justice, 2001
The Citadel, the Military College of SC, Bachelor of Science, 1987

Leadership Philosophy

Problem ownership and solution provisions are paramount to my philosophy. I employ the Servant and Authentic Leadership styles to effect positive interactions between myself and my colleagues as well as the public.

Relevant Executive Experience

Deputy Chief for Operations, Horry County Police Department, Conway, SC, 05-2018 to 07-2023(retired)

- Successfully led the Department through SCLEA accreditation
- Oversaw policy transformation and practice reform in preparation for accreditation
- Reformed and streamlined promotional process across the Department
- Overhauled training to emphasize de-escalation, ethics and leadership values
- Led a records management transformation to increase accessibility
- Revamped Internal Affairs to increase accountability throughout the Department
- Led the Department's response and community engagement efforts for COVID-19
- In concert with colleagues, oversaw a $32 million budget

Director of Public Safety/Chief of Police, The Citadel Department of Public Safety, Charleston, SC, 12-2016 to 05-2018

- Developed enhanced patrol schemes
- Initiated first-ever Rape Aggression Defense training on campus
- Fostered community engagement campus-wide
- Heavily engaged in event safety and security planning enhancements
- Served on Diversity and Inclusion Committee
- Served on Event Planning Committee
- Led planning and safety initiatives for over 70 significant events, some with national implications
- Oversaw $1.8 million budget
- Heavily engaged in security infrastructure overhauls

Assistant Director, Tennessee Emergency Management Agency, Nashville, TN, 11-2014 to 12-2016

- Reformed critical infrastructure protection and security plans
- Led a multi-agency mission to MN to evaluate Avian Influenza processes
- Co-authored the TN Response Plan to Avian Influenza outbreak
- Statewide Direction and Control Officer for Chattanooga Mass Shooting event
- Streamlined and modernized statewide training curricula in emergency management
- Developed training partnerships for TN law enforcement agencies
- Guided the agency through several civil protest responses
- Heavily engaged in Governor's Inaugural planning
- Was a lead assessor for Shelby County's national accreditation mock assessment
- Led event planning for numerous special events and exercises statewide

Chief of Police, Jefferson City, TN, 11/2012-11/2014

- Prepared and managed annual agency budget of over $1.6 million
- Spearheaded implementation of supplemental school safety plan
- Increased engagement and outreach among students, parents and teachers
- Managed state grant programs in excess of $50,000.00 for highway safety
- Integrated emergency management principals into school safety exercises
- Initiated efforts to begin initial state law enforcement accreditation

City Administrator, City of Mullins, 09/2011-11/2012

- Prepared the City's $7 million annual budget
- Led a staff of 76 full-time, dedicated teammates
- Oversaw the direction and vision of all city departments
- Developed a comprehensive city-wide vehicle replacement plan
- Managed $1.2 million in Block Grant projects to improve storm water drainage
- Saved $10,000 in annual costs through centralized city-wide logistics plan
- Improved annual revenue on business licensing and metal recycling plan

Chief of Police, City of Mullins Police Department, 5/2009-1/2012

- Reduced index crimes through initiatives using enhanced patrol models
- Developed and identified logistics resources to reduce risks to the homeless
- Initiated improved evacuation planning and shelter identification for disasters
- Implemented data-driven policing to address high-crime areas
- Significantly decreased gang-related activities in town
- Identified savings of $61,000 for city through Departmental insurance audits

Captain, Chief Investigator, Marion County, SC, Sheriff's Office, Criminal Investigations Division, 8/2003-3/2007

- Addressed significant street crime via Problem Oriented Policing strategies
- Coordinated and supervised investigative response to criminal incidents
- Developed and revised departmental Policy and Procedures Manual
- Supervised major crime/incident responses and all activities associated
- Managed records system, databases and statistical analysis program
- Served as the department's Public Information Officer

Professional Leadership Training

SC Municipal Association, Liability for Public Safety Managers 2009
SC Criminal Justice Academy, New Police Chief's Training Conference, 2010
National Command and Staff College, International Academy of Public Safety, 2021
Federal Bureau of Investigation, Carolina Command College, 2011
Jefferson County Leadership, 2014
FEMA IS-00240.b Leadership and Influence, 2014
FEMA IS-00241.b Decision Making and Problem Solving, 2014
FEMA IS-00242.b Effective Communication, 2014
FEMA IS-00244.b Developing and Managing Volunteers, 2014
FEMA IS-00701.a NIMS Multiagency Coordination System (MACS), 2014
FEMA Emergency Management Institute, Professional Development Series, 2014
TEEX MGT-346 Emergency Operations Center Management for All Hazards, 2014

Prior Service

Horry-Georgetown Technical College, Criminal Justice Curriculum Advisory Committee
Pee Dee Coalition Against Domestic Violence and Sexual Assault, Advisory Committee
Mullins Golden Leaf Festival, Organizing Committee
Association of Citadel Graduates
TN Association of Chiefs of Police, Futures II Committee
Law Enforcement Accreditation Coalition of TN
TN Emergency Management Agency Readiness Assessment Group
Penn-Foster University Legal Studies Advisory Council
South Carolina Police Chief's Association
International Association of Chiefs of Police

Publications

Davis, K.W. (2013). School violence: A review of perceptions and theory. *The Chief of Police 27*(1), 39-43.

Davis, K.W., (2014). A study of youth fire-setters and social learning theory: Is there a link? *ProQuest*, 1-87.

Flener, D., Bates, T., Curatolo, J., Davis, K.W., Hulette, B. (2015) A report and recommendations for Tennessee's Avian Flu response: Best practices and lessons learned from an investigation of Minnesota's Avian outbreak and response operations in 2015. *Tennessee Emergency Management Agency*, 1-15.

TAB

Ken Griffin, ICMA-CM, FL PE
936 Hemingway Circle
Tampa, FL 33602
February 29, 2024

J. Tyler Payne, Esq., Mayor and Commissioners
City of Treasure Island
120 108th Ave.
Treasure Island, FL 33706

Subject: Application for City Manager

Dear Mayor Payne and City Commissioners:

I enthusiastically apply to serve you, the Mayor and City Commissioners and the citizens and employees of Treasure Island as your City Manager. I have highly successful experience and education in each of Treasure Island's priority areas, including: Terrain Modification (Elevate TI), major Public Works and Public Utilities capital projects and their funding, Police & Fire Station planning, funding, design and construction; multiple living shoreline and walking trail projects and their funding; commercial redevelopment and beach renourishment.

I am an energetic, experienced and visionary County Manager, Assistant County Administrator, Executive Director and Department Head, including serving as Assistant County Administrator for Infrastructure & Development Services for adjacent Hillsborough County, FL (Tampa), where I led: residential, commercial and community planning, development and permitting; public works, transportation, public utilities, stormwater and utility engineering, construction management, solid waste and resource recovery management and community code enforcement. I have secured more than $600M in state and federal grants, appropriations and programatic funding that has resulted in more than $8B in economic development for my communities.

I am an ICMA (International City/County Management Association) Credentialed Manager, a Registered Professional Engineer in Florida, a Fellow with the International Institute of Transportation Engineers, an American Public Power Association Certified Public Power Manager and a graduate of the JFK School of Government at Harvard University's Program in Strategic Public Sector Negotiations. I'm a graduate of Cornell University (MS, Oceanography), the University of Southern California (MS, Environmental Engineering), the University of Mississippi (PhD, Leadership and Management) and the University of California (BS, Biology, Chemistry and Air Quality).

Please feel free to contact me at (919) 412-3332. Thank you,

Ken Griffin, ICMA-CM, FL PE

Ken Griffin, ICMA-CM, FL PE
936 Hemingway Circle
Tampa, FL 33602
Phone: (919) 412-3332
kenc.griffin@gmail.com

Summary of Qualifications

County Administrator, Assistant County Administrator and Department Head leadership experience, including: strategic planning and forecasting, budget development and execution, external funding procurement, rate and policy making, negotiating, capital program management, infrastructure maintenance management and operations. Excellent interpersonal skills, problem solving and decision-making abilities. Excel in administration of complex agencies and implementation of new initiatives. Strong record of positive relationships with unionized and non-unionized work forces. **ICMA Credentialed Manager (International City/County Management Association). National Incident Management System Certified. Licensed Professional Engineer in Florida and Fellow, International Institute of Transportation Engineers.** Professional accomplishments include more than two dozen publications, service on multiple community, government and university Boards and Committees including serving as President or Chair on many, more than fifty speeches and conference presentations, numerous state legislative and federal congressional presentations and press and television interviews. Professional awards include: Public Power Association Awards for: Financial Stability, Service Excellence and Energy Efficiency; APPA RP3 and DEED Certifications; EPA Safe Drinking Water Director's Award; AMWA Platinum Award for Utility Excellence; Government Finance Officers Association Certificate for Achievement of Excellence in Financial Reporting for Annual Report; S&P AAA Bond Rating; **NACO Recognition for Outstanding Customer Service, First Place, Tampa Bay Regional Planning Council Future of the Region Award for Excellence in Community Planning; Most Innovative Program Award from the Florida Aging Services Providers; AIA/NACO Local Leaders in Sustainability Green County Award;** first county in the nation to be accredited by the American Public Works Association (Hillsborough); ITE Australia Presentation; National Waterways Conference Award; AWWA Gold Medal and California/Nevada AWWA Man of the Year Award. **Graduate of the John F. Kennedy School of Government Executive Program in Strategic Public Sector Negotiation at Harvard University and a graduate of the Cornell New Executive Program.** American Public Power Association Certified Power Manager (CPM).

Education

MS	**Cornell University** – Limnology, Oceanography, Transportation Engineering	NSF Graduate Award, Graduate Fellowships
MS	**University of Southern California** – Environmental Engineering	EIT, PE License; 3.8/4.0 GPA
PhD	**University of Mississippi** – Leadership, Management Facility Planning, Human Resources Development	4.0/4.0 GPA
BS	**University of California, Irvine** – Biological Sciences with extensive course work in Chemistry and Air Quality	Presidential Scholarships-Dartmouth College and Indiana University), Lions Club Scholarship, Top 1% and 1st Dean's List of School and each subsequent quarter (3.8/4.0 major)

Professional Experience and Accomplishments

Director of Public Works and Utilities, City of Roxboro, NC, 2023 - Present, Director of Public Works (Streets, Bridges and Stormwater), Public Utilities (Water and Wastewater), Engineering, Capital Projects, Building Facilities and Landscaping, Fleet Management and Cemeteries (4) for rapidly growing suburban city in the greater Research Triangle area. Leading the successful funding procurement, design and construction of a $25M Wastewater Treatment Plant up-

grade, a $26 M gravity and force main sewer extensions, a $25M Stormwater Management Project, a $5 M gravity sewer I/I correction program, a $100M water districution and ww collection replacement program; and a $5 M water supply reservoir dam improvement project.

Director of Engineering, Facilities, Capital Projects, Public Works and Stormwater Utilities, City of Sebastian, FL 2019 – 2021: Director of Engineering, Capital Projects, Public Works and Stormwater Utilities for largest city (27,000) in Indian River County. Developed an integrated management program for entire City stormwater utility and secured grant dollars for its implementation. Developed sewering plan for all City Airport businesses and commercial parcels and secured grant funding for its implementation.

Principal Manager/Engineer, Reynolds Engineering, 2016 - 2023, Principal Manager and Engineer for engineering projects in the SE US for a highly competitive private sector, multi-disciplinary engineering and management firm. Directed more than $1B in capital projects from project development, fund procurement and partnership agreements through design and implementation, including: the five-county $900 Mississippi Gulf Coast Regional Water and Wastewater Gulf Coast Regional Water and Wastewater Recovery Plan. Expertise and significant success in securing state and federal grant and programmatic funding and development of regional partnerships; as well as employee and leadership development.

County Administrator and Utilities Director, King William County, Virginia, 2015 – 2016, County Administrator of a full-service county in Richmond MSA, including: Administration, Revenue, Finance & Budget, Treasurer, Utilities, Public Works, Public Health, Community Development, Parks & Recreation, Emergency Services and twelve other departments. Developed and presented a County Budget that reduced the County General Fund Tax Rate by 8.5% and 2.2% in successive years. Initiated development and implementation of a new countywide, county-owned broadband utility. Developed and implemented a plan that significantly improved Emergency Medical Transport Response rates and times. Developed and implemented a comprehensive update of County policies for: Procurement, Land Use and Personnel Property Tax exemptions, Personnel and Compensation. Significantly improved the maintenance of County buildings and improved energy efficiency. Recruited new and expanded business to the County, including second largest solar farm in the state.

Director of Public Utilities, Smithfield Public Utilities, North Carolina, 2014 – 2015, Director of a municipal electric, water and wastewater utility serving Smithfield and portions of Johnson County (Greater Raleigh Metro Area). Conducted a state-of-the-art Electric Utility Cost of Service Study and proposed a modern rate structure that incorporated continuing residential usage reductions and reduced rates by 21% that was unanimously adopted by the Board. Initiated and implemented a comprehensive AMI/Smart Grid/SCADA for utility's wastewater collection system, electric distribution system, regional water plant and water distribution system, water infrastructure. Initiated and developed an innovative Economic Development Rate linked to coincident peak load shedding and successfully recruited businesses to relocate to Smithfield. Implemented three new solar energy farms. Secured more favorable bond financing for major substation project. Secured grant funding for an electric vehicle and vehicle charging station program. Re-engineered a residential energy efficiency initiative that provided significant savings to both the utility and our customers. Received Public Power Association Awards for: Financial Stability, Service Excellence and Energy Efficiency and APPA RP3 and DEED Certification. Became an American Public Power Association Certified Power Manager (CPM). Initiated and completed rehabilitation of an aging regional water treatment plant; Initiated and implemented a comprehensive I/I Program for an aging wastewater collection system; *Boards/Committees:* Board Member and Rate Committee Member, North Carolina Eastern Municipal Power Agency (NCEMPA), which successfully negotiated a new Purchase Power Agreement (PPA) with Duke Energy Progress (DEP). This successful negotiation significantly lowered Smithfield's costs and improved the value of our local brand.

General Manager, BJWSA, 2011 – 2013, CEO & General Manager of a regional water, wastewater and reclaimed water authority in SE South Carolina, serving a population of 172,000 including: **t**he US Marine Corps Recruit Depot on Parris Island, the US Marine Corps Air Station, the US Naval Hospital at Beaufort, Hilton Head Island, Beaufort, Bluffton, Port Royal, Hardeeville and the Sea Islands of South Carolina. *Results:* EPA Safe Drinking Water Director's Award; AMWA Platinum Award for Utility Excellence (Efficient Utility Management); Government Finance Officers Association Certificate for Achievement of Excellence in Financial Reporting. Initiated and implemented a comprehensive Management

Dashboard with Key Performance Indicators (KPI). In a very challenging revenue environment of a dispersed customer base and reduced consumption, significantly reduced expenses and increased revenues. Significantly improved worker safety and achieved Zero OSHA Lost Workdays. Led AMWA's Legislative Committee and served on AMWA's Regulatory Committee. Lead utility of five sponsoring utilities along with Clemson, Yale and Arizona State of an AWWA WRF funded study of on the occurrence, formation and control of NDMA and nitrosamines, which the USEPA is expected to announce its intent to regulate.

Assistant County Administrator for Infrastructure & Development Services/Director of Operations & Management, 2006 – 2011, Hillsborough County (Tampa), Florida, As Assistant County Administrator for Utilities & Infrastructure, **led 2,100 plus employees in: Public Works, Public Utilities, Planning & Growth Management, Solid Waste Management and Community Code Enforcement for a rapidly growing urban county of 1.3 M. Administered an annual operating budget of over $400 M and a Capital Budget of over $3 B. Secured more than $500 M in new grant funding**. Implemented a customer satisfaction survey tool and significantly improved a customer satisfaction. Implemented a Workforce Development, Diversity and Succession Planning initiative for all Utility and Infrastructure departments. Initiated the planning for and secured Federal funding for a water taxi service linking both sides of Tampa Bay with MacDill Air Force Base (CENTCOM and SOCOM). As Director of O&M led O&M for a $330 M Enterprise with a service a population of 600,000 -900,000 and 750 employees) in: Wastewater, Reclaimed Water, Water, Solid Waste and Electric generation and sales. Managed all natural gas purchases. **Personally initiated, developed and completed utilities' first Comprehensive Strategic Plan. Completed a utilities comprehensive vulnerability assessment and infrastructure security enhancement program. Led County Utilities Division in Energy Efficiency Initiative and secured $11 M in Federal funding for capital energy efficiency projects.** Led County Utility Division in developing and implementing a Comprehensive Asset Management System for all water, wastewater, reclaimed water, solid waste and electric generation assets ($1.8 B) and integrated this Asset Management System: with CIS (customer accounting, billing and work orders), GIS, Warehouse & Inventory and Workforce Mobility. Initiated and implemented a robust student internship program with the University of South Florida to collect all data needed for our 300,000 utility assets**. Led County Utilities in developing and implementing Continuity of Operation Plan.** Operated and maintained over two hundred buildings totaling over 2 M square feet. ***Results:*** Hillsborough Public Utilities secured a Municipal Bond rating of Aa2 (Moody's)/AA (S&P and Fitch). **Hillsborough County's Public Works Department became the first county in the nation to be certified by APWA. First Place, Tampa Bay Regional Planning Council Future of the Region Award for Excellence in Community Planning**. **Developed and implemented a comprehensive plan to reengineer and reorganize the County's building services division and in doing so, dramatically improved response times and increased customer satisfaction. AIA/NACO Local Leaders in Sustainability Green County Award. Most Innovative Program Award from the Florida Aging Services Providers.**

General Manager, Pearl River Valley Water Supply District (Jackson, MS), 1993 - 2006**:** The Pearl River Valley Water Supply District is the largest water agency and the largest planned development in the State, consisting of fifty neighborhoods, fifty recreational facilities and supporting businesses and infrastructure. The GM serves as the city manager for this large, planned development. *Results:* Successfully negotiated with the Mississippi Development Authority and Nissan North America, Inc. to provide long-term, high-quality process water needed for their new $6 B manufacturing facility and their Tier I – IV Suppliers. Developed and implemented creative partnerships with state universities, area governments, and non-profit organizations to provide facilities and services meeting the public need, including numerous infrastructure projects, the *Bob Anthony Parkway*, the *Pearl River Environmental Education Center*, the *Lakeshore Recreation Complex*, and the *Reservoir Youth Soccer Complex*. Increased annual revenues by 100% and secured over $50 M in new external funding. Led agency to receive first ever State Department of Health perfect scores on annual inspections of District's four water systems. Initiated and implemented a comprehensive SCADA for all key District facilities. *Boards/ Committees:* Rotary Club of Jackson College Scholarship Committee; Rankin County Wastewater Authority, President; Madison County Wastewater Authority; NASA's Mississippi Space Commerce Initiative Board; Metropolitan Planning Organization (MPO) Transportation Committee; Mississippi Upper Pearl River Watershed Advisory Committee founding President; Mississippi Water Resources Association, Executive Committee and Chairman of Public Relations Committee. Director of the Cornell Alumni Admissions Ambassador Network for Mississippi; Mississippi State University External Research Committee; University of Mississippi's Graduate Emphasis in Engineering Management Committee; Notable Results: As Chairman of the Public Relations Committee of the Mississippi Water Resources Association, I initiated and implemented a statewide watershed awareness signage program.

TAB

December 1, 2023

For the past thirty-three years, I have worked in government accounting environments. I have experience with the following services.

• Tax Reconciliation
• Utility and Escrow Billing
• Bank reconciliations
• Payroll Processing
• Auditing Assistance
• Budgeting
• Human Resources
• Insurance for Employees

During such experience, I have:

• Ensured the collection and the recording of various local government taxes according to state requirements
• Responded to inquiries from the public concerning utility bills
• Received, processed and posted real estate taxes, escrows, and trash and utility payments
• Performed payroll and benefits administration functions
• Worked in a confidential manner with personnel records and employee benefit materials
• Supervised staff to efficiently operate office functions
• Reconciled financial reports for month end and year end closing.
• Assisted outside auditors with year-end financial statements.
• Special projects assigned by township manager.

In addition to my work experience, I have a Bachelor of Science degree in Accounting from the Philadelphia University. I look forward to hearing from you and I am most interested in the position.

Sincerely,

Kevin S. Barron 215-397-8122 (cell)
kbarron66@comcast.net
https://www.linkedin.com/in/kevin-barron-2417a86/

Kevin S. Barron
11 Claremont Circle
Horsham, PA 19044
C: 215.397.8122
Email: kbarron66@comcast.net

Objective

Looking for a responsible, challenging, and career enhancing position within the management and financial community. I am Customer service-focused, technically skilled, hardworking office executive with experience in administrative, management and human resources.

Education

Philadelphia University
Bachelor Degree - Accounting
Class of 2011

Professional Experience

Whitemarsh Township, Lafayette Hill, Pennsylvania December 2020 – Present
Finance Director/Treasurer (Dec 2020 – Present)

- Managed all fiscal operations of the Township, under the direction of the Township Manager.
- Monitored and implemented all polices related to financial matters.
- Work with Township Manager in preparation of the annual budget
- Managed a staff of two full-time.
- Handled special projects requested by either the Township Manager or the Board of Supervisors.
- Worked on projects include long-term planning and financing issues.
- Initiated many special projects as needs arose.
- Manage the township phone system and cell phones.
- Help with managing the Pension plans.
- Help out with HR information as needed by Township manager.

Caln Township, Thorndale Pennsylvania October 2019 – December 2020
Finance Director/Treasurer (Oct 2019 – Dec 2020)

- Managed all fiscal operations of the Township, under the direction of the Township Manager.
- Monitored and implemented all polices related to financial matters.
- Work with Township Manager in preparation of the annual budget
- Managed a staff of two full-time and one part-time employee.
- Handled special projects requested by either the Township Manager or the Board of Commissioners.
- Worked on projects include long-term planning and financing issues.
- Initiated many special projects as needs arose.

Township of Abington, Abington Pennsylvania March 1989 - October 2019
Public Works Director (Jan 2019 – Oct 2019)

- Managed all assigned Township facilities based on the goals and objectives of the Township Manager and Township Board of Commissioners.
- Developed operational, maintenance and employee resources plans.
- Responsible for all capital and fiscal plans, plus excess plans assigned by the Township Manager.
- Directed day to day operations professionally, responsible and effectively.
- Managed facilities and employee resources of all public works employees.
- Oversaw vehicle and property maintenance department, including fixed and mobile equipment.

Finance Director (Feb 2015 – Jan 2019)

- Managed all fiscal operations of the Township, under the direction of the Township Manager.
- Monitored and implemented all polices related to financial matters.
- Responsible for investment of township funds.
- Worked on CAFR report annually.
- Work with Township Manager in preparation of the annual budget
- Managed a staff of four full-time and one part-time employee.

- Handled special projects requested by either the Township Manager or the Board of Commissioners.
- Worked on projects include long-term planning and financing issues.
- Initiated many special projects as needs arose.
- Served as Assistant Secretary to Township Board of Commissioners.
- Served as Chief Administrative Officer of Police Pension Plan, Non-Uniform Pension Plans, and three deferred compensation plans.
- Coordinated Finance Committee and Pension Committee meetings.
- Member of the township negotiation team with labor unions.

Assistant Finance Director (July 2000 – Feb 2015)

- Responsible for investment of township funds.
- Oversaw Accounts payable clerk and Payroll clerk, assisting when needed.
- Reconciled bank statements and balanced the several bank accounts of the Township.
- Kept control of all outstanding checks in both the payroll and accounts payable accounts.
- Assisted the Finance Director in preparation of the annual budget, tracking and placement of idle township funds, year-end audits, and various financial reports.
- Responsible in obtaining pension figures for retiring employees, updated the fiduciary trustee on the status of pensioners, provided the actuary with annual salary and contribution information.
- Worked alongside the Finance Director on special projects as requested.

Accounting Clerk (March 1989 – July 2000)

- Responsible for bi-weekly payroll operation for 270 full-time employees and approximately 330 part-time employees. This includes filing all tax information and printing of the W-2s.
- Responsible for the maintenance and control of the Local Area Network (LAN) computer system. To help and solve problems any employees may have with the system.
- Worked extensively with Quattro Pro, Excel, Word and Word Perfect.
- Handled all Telephone problems throughout the township.

U.S. Navy **Feb. 1985 – Feb. 1989**

Disbursing Clerk

- Processed allotments and separations, balanced military payrolls, and provided customer service for 400 enlisted pay accounts.

Certifications

Microsoft Certified Professional

Memberships

Government Finance Officers Association -PA
Southeastern Chapter, PA
Little League District 22 Volunteer Umpire Association

Salary requirement:

Negotiable

TAB

March 30, 2024

Mr. Doug Thomas
Executive Vice President of Recruitment & Leadership Development
Strategic Government Resources (SGR)

RE: City Manager – City of Treasure Island, Florida

Dear Mr. Thomas,

I am writing to apply for the City Manager position in Treasure Island, Florida. My 20 years of experience as a local government leader, including roles as Chief Executive and Administrative Officer, have equipped me with the skills necessary to support the City Commission's vision and goals. As an ICMA Credentialed Manager, I've led diverse teams and initiatives in various communities, demonstrating my ability to drive positive change and improve the quality of life for residents.

My familiarity with Treasure Island's unique challenges, especially its coastal dynamics and commitment to local businesses, aligns with my professional background in organizational management strategic planning, stakeholder engagement, and emergency management. As a team-builder and leader, I have a proven track record of organizing and directing services while effectively managing and inspiring a highly capable staff. Throughout my career, I have consistently demonstrated the ability to foster collaboration and drive positive change within organizations. Open and transparent communication is a core value of mine, and I believe in delivering information effectively to diverse audiences. Whether addressing employees, citizen groups, committees, or elected officials, I have honed my oral and written communication skills to articulate complex topics clearly and adapt my message to suit different audiences. In addition to strong communication skills, I prioritize integrity, dedication, and respect for all employees. These qualities are central to my leadership style, and I strive to create a positive and inclusive work environment where everyone feels valued and supported. I am actively involved in local, state, and national committees honing my expertise. I hold a Master of Public Administration with a concentration in Financial Management, a Master of Science in Emergency Management, and am a candidate for a Doctor of Philosophy in Public Administration.

I am enthusiastic about contributing to Treasure Island's success and am confident in my ability to lead its dedicated team toward achieving the goals of the City Commission. My resume is attached for your review, and I am eager to discuss how my experience and vision can benefit Treasure Island. Please feel free to contact me at your convenience.

Sincerely,



Kevin A. Sweet

Kevin A. Sweet

1 Doe Drive, Franklin, MA 02038

Mobile: (774) 719-8534 · Email: kevin.sweet@icloud.com

EXECUTIVE PROFILE

Results-oriented public sector executive with a proven track record of driving organizational success through the implementation of effective operational strategies, process improvement initiatives, and exceptional team leadership. A dynamic and innovative leader, possessing exceptional organizational, analytical, and communication skills. With extensive experience as a municipal executive, administrator, practitioner, and consultant, developed expertise in several key areas:

* Financial Management and Budgeting
* Strategic Planning and Execution
* Capital Improvement Planning
* Organizational Management
* Community and Media Relations
* Economic and Community Development
* Conflict and Dispute Resolution
* Public Health Programs and Service
* Labor Relations and Personnel Management
* Public and Private Partnerships
* Grant Writing and Management
* Written and Oral Communication Skills
* Public Procurement and Contract Management
* Intergovernmental Affairs
* Team Leadership and Management
* Emergency and Disaster Management

PROFESSIONAL EXPERIENCE

Town Manager (Chief Executive and Administrative Officer) **2018 - Present**

Town of Wrentham, Massachusetts

Duties and Responsibilities:

Ensure the efficient delivery of high-quality services to the community while adhering to the policies and priorities established by the elected Select Board. Direct complete management of all general government operations through strategic oversight of over 200 staff members, including 14 department and division heads, working across finance, human resources, public safety, public works, land use, health and human services, culture and recreation, and other general government functions. Prepare and administer utilization of over $60M general fund operating budget, while communicating and negotiating with various bargaining units. This includes the appointment of all municipal personnel, supervising department heads, and coordinating activities between different departments to ensure effective service delivery. Responsible for preparing annual operating and capital budgets, effectively allocating resources, and overseeing financial activities to maintain the fiscal health of the municipality. Additionally, serve as the Director of Emergency Management, holding the overall command of resources during emergencies.

Accomplishments:

- Successfully developed and balanced general fund and enterprise fund budgets for seven consecutive years
- Managed and resolved several sensitive, complex employee issues involving diverse topics
- Built a high-performance Leadership Team fostering employee professional development and morale
- Improved internal and external communications, as well as community public relations efforts
- Made substantial investments in information technology including; records management archive systems, GIS mapping of municipal infrastructure, and automated permitting systems
- Successfully adopted and implemented the *Vision of Tomorrow: Wrentham Master Plan 2030*, a comprehensive town-wide master plan
- Achieved the designation as "Green Community" under Massachusetts Department of Energy Resources
- Formation and oversight of the *Wrentham 350th Committee; Wrentham Public Works Building Committee* and *Wrentham Elementary School Building Committee*
- Creation and oversight of the Metacomet Public Health Alliance shared services resulting in over $1.3M in grant funds to enhance and supplement local public health services for the region
- Led the local pandemic response team through the COVID-19 global pandemic, effectively managing the distribution and management of millions of dollars in federal and state funds

Town Administrator - Chief Administrative Officer **2013 - 2018**
Assistant Town Administrator / **2009 - 2013**
Executive Director of Municipal Services
Town of Maynard, Massachusetts

Assistant Executive Director of Public Health **2003 - 2007**
Director, Greater Taunton Medical Reserve Corps
City of Taunton, Massachusetts

CONSULTING EXPERIENCE

Principal / Managing Partner **2007 - Present**
The Sweet Group LLC, Franklin, Massachusetts
Program Development | Regulatory Compliance | Permit Acquisition | Public Health Solutions

ACADEMIC/TEACHING EXPERIENCE

Guest Lecturer **2020 - 2023**
Massachusetts Certified Public Manager Certificate Program, Managing Human Resources
Bridgewater State University - Political Science Department, Bridgewater, Massachusetts

Contract Project Faculty **2020 - 2020**
Undergraduate Public Service Management Major, Minor and Concentration Program
Granite State College, Concord, New Hampshire

Guest Lecturer **2011 - 2013**
Graduate Emergency Management Program
Massachusetts Maritime Academy, Buzzards Bay, Massachusetts

Adjunct Faculty - Senior Instructor **2009 - 2012**
Graduate Healthcare Management Program
Cambridge College - School of Management, Cambridge, Massachusetts

Executive Director **2007 - 2008**
Office of Operations, Safety & Emergency Management
Cambridge College, Cambridge, Massachusetts

EDUCATION

Doctor of Philosophy in Public Administration Candidate *(ABD status – Anticipated March 2025)*
Liberty University, Helms School of Government Lynchburg, VA

Master of Public Administration, *Concentration: Financial Management*
Norwich University Northfield, VT

Master of Science, Emergency Management
Massachusetts Maritime Academy Buzzards Bay, MA

Graduate Certificate, Local Government Leadership and Management
Suffolk University, Sawyer School of Business – Moakley Center for Public Management Boston, MA

Graduate Certificate, Public Health Preparedness: Disaster Management
Pennsylvania State University, College of Medicine University Park, PA

Bachelor of Science, Marine Safety and Environmental Protection
Massachusetts Maritime Academy Buzzards Bay, MA

PROFESSIONAL CREDENTIALS

ICMA-Credentialed Manager - International City/County Management Association

Registered Environmental Health Specialist/Registered Sanitarian - National Environmental Health Association Credential #18516

Certified Health Officer - Commonwealth of Massachusetts, *Division of Professional Licensure, Board of Certified Health Officers* License # HO 374

Real Estate Salesperson - Commonwealth of Massachusetts, *Division of Occupational Licensure, Board of Registration of Real Estate Brokers and Salespersons* License # 9584262

PROFESSIONAL SERVICE & AFFILIATIONS

Board Member, Massachusetts Police Accreditation Commission
- *Commissioner, Board of Directors (2024-Present)*

Board Member, State BBRS - Building Official Certification Committee
- *MMA Representative (2023-Present)*

Council Member, Southeast Regional Homeland Security Advisory Council
- *Government Administration Appointee (2021-Present)*

Coalition Member, Statewide Accelerated Public Health for Every Community Act (SAPHE 2.0)
- *Co-Chairman (2020-Present)*

Board Member, Metacomet Emergency Communications Center
- *Vice Chairman, Board of Directors (2018-Present)*

Commissioner, Local Government Advisory Commission
- *Massachusetts Governor Municipal Appointment (2018-Present)*

Board Member, Massachusetts Municipal Association
- *Elected Director, Board of Directors (2018-Present)*

Executive Committee Member, Massachusetts Municipal Managers Association
- *District 5 Representative (2018-Present)*

Advisory Board Member, International City/County Management Association
- *Board Member, Advisory Board on Graduate Education (2016-Present)*

• American Society for Public Administration • International City/County Management Association • Government Finance Officers Association • International Association of Emergency Managers • International Association of Chief of Police • National Association of County and City Health Officials • Massachusetts Municipal Managers Association • Massachusetts Municipal Human Resources Association • Massachusetts Public Health Association • Massachusetts Health Officer Association

HONORS & AWARDS

International City/County Management Association
- *20-year Local Government Service Award*

International City/County Management Association
- *Local Government Excellence Award*

Boys & Girls Club of Assabet Valley
- *Community Partner Award*

Pi Alpha Alpha - International Honor Society for Public Affairs & Administration
- *Inducted Member*

Local Public Health Institute of Massachusetts
- *Inducted Fellow*

TAB

Lawrence W. McNaul

2920 Fairway Lane Bowling Green, Florida 33934

lwmcnaul@gmail.com • 641-990-4785 • linkedin.com/in/lawrence-mcnaul-958734126/

City of Treasure Island and Strategic Government Resources,

It is with great enthusiasm that I am submitting my resume for the City Manager position. Given my extensive background in governance, executive leadership, and city/county government management, I am confident that my skill set, and background align perfectly with your search.

Leveraging my education, and hands-on experience of military intelligence, regulatory, organizational, and government management practices, I can contribute efficient, accurate, and productive project results. I can also provide you with relief knowing your organization will operate efficiently under my leadership as I am passionate about blending frontline operations with backend strategic planning to prompt overall success.

Additionally, my unparalleled ability to establish and maintain cross-collaborative cultures among executive organizations and stakeholders has transformed me into a proactive change agent and mentor. I excel in demanding, highly visible environments and these qualities attract me to your community. My executive and military experiences bring calm, collect and educated decision making to the table and deliver problem solving strategies where everyone will benefit.

A snapshot of my career-wide successes thus far would highlight:

- Proven track record of leadership, in managing utilities, directorates, operations, and organizations driving progress towards organizational objectives.
- Expertise in government financial management and in securing funding.
- Highly effective in developing strategies for change management, improving departments, operations, and communities.

While I'm retired through the military and Iowa municipal government, you will find I'm not tired, still dedicated, motivated, and have ability to mobilize as opportunities evolve. I'm at a personal and professional point where I'm ready to find new challenges and continue my successes. I look forward to the opportunity to discuss with you how my background and personality would make me an asset to the City. Thank you for your consideration and for reviewing the attached documents.

Sincerely,

Lawrence W McNaul

Lawrence W. McNaul

Attachment: Resume

Lawrence W. McNaul

2920 Fairway Lane Bowling Green, FL 33834
(641) 990-4785, e-mail address: lwmcnaul@gmail.com

Executive Leadership

Seasoned Certified Public Manager, with a Master's in Public Administration, goal-focused professional with demonstrated track record of government relations, securing funding, providing superior financial management, overseeing government and large-scale operations, hosting hospitality events and developing organizations. Strong leader with success in directing teams, overseeing multiple projects, developing innovative strategies, and accomplishing objectives.

- Strategic Planning and Implementation
- Cost Analysis and Reduction
- Financial / Budget Management
- Government Leadership
- Relationship Management
- Law Enforcement Expertise
- Regulatory Compliance
- Turnaround / Change Management

Education and Credentials

Master of Public Administration
Drake University – Des Moines, IA

Bachelor of Science, Public Administration & Management
Excelsior College – Albany, NY

National Certified Public Manager
Drake University – Des Moines, IA

Law Enforcement Executive
Northwestern University, School of Police Staff and Command - Evanston, IL

Career Experience

Director of Mission Capability | KBR, Inc. | Houston Texas – assigned Djibouti, Africa
March 2023 – Present, fluctuating population 7000 to 14,000 at peak
Direct daily operations to 6 directorate reports and 350 employees to include foreign and local national labor often fulfilling support roles to business support units. Areas of responsibility included Airfield Operations, Force Protection/Security, Fire/Emergency Services, Emergency Management, Ordnance, Billeting and the Operational Control Center (OCC) the central hub for service calls supporting camp residents and Base Operating Support Services (BOSS). Through cross-functional program level leadership provide uninterrupted sustainable services to, Military, Department of State, Other Government Agencies, and the host nation government operating to support strategic multinational government operations.

County Manager | Hardee Board of County Commissioners | Wauchula, Florida
2019 – 2023, population 27,000
Chief Executive Officer oversite of daily operations and general accounting of county government with a $68M operation budget. Directing the operations of 6 Directorates managing 12 Department Heads and 230 full-time employees. Providing operational leadership to streamline Directorate and Department Head relations and functionality of internal processes to include reorganization. Served as the Executive Director of a special district comprised as an Economic Development Authority and overseeing the dissemination of $9M in Education, Recreation and Economic grants for local projects from special revenues created by phosphate mining.

Lawrence W. McNaul

2920 Fairway Lane Bowling Green, FL 33834
(641) 990-4785, e-mail address: lwmcnaul@gmail.com

Key Contributions

- Assumed project management, modernized, and restructured $3M road & bridge project which had become a political shortfall, behind on funding and scheduling.
- Implemented marketing components to Human Resources mission and spearheaded bottom-up retention programs through implementing succession planning.
- Implemented a marketing campaign during the CVD-19 Pandemic for Emergency Management and coordinated public vaccination sites for regional distribution.
- Conceptualized and brought change management to an old and faltering system.
- Restored significant relations with community groups, municipalities, key businesses, community stakeholders and employees with a positive and confident spirit.
- Spearheaded strategic mining negotiations for land reclamation violations to prevent negative impacts and maintain executive relations through Government to Business Commerce.

City Manager | City of West Liberty | West Liberty Iowa

2013 – 2019, population 4000

Chief Executive Officer directing management and general accounting of the municipality with a $15M operation budget. Managed the routine operations of 9 department heads, 45 full-time, and 35 seasonal employees. Provide transformational leadership to correct and improve systems and processes, including financial errors and reorganization of the city structure. Collaborate with developers, economic development professionals, and maintain partnerships with both public and private parties. Ensure quality and control in all departments including Financial Administration, Electric, Solid Waste, Water & Sewer Enterprise Utilities, Planning and Zoning, Police, Public Works, Parks and Recreation Departments.

Key Contributions:

- Directed and organized the successful transition of a multi-million dollar private to public Wastewater Treatment Facility Operations and Management (2019).
- Conceptualized and secured a housing development with a private investors group and developed an expansion to meet housing needs (2019).
- Multi-year planning and implementation of curbside recycling and Material Facility effectively reducing landfill fees and utilizing labor more efficiently (2018).
- Reversed Solid Waste deficit (-$750k) to a positive balance of $400k in 2 years (2014).
- Ensured $4.1M in funding and spearheaded the upgrade for aged electrical transformer and switch gear through increased cash balances for the Electric Utility by 200% (2016).
- Spearheaded financing of a Reverse Osmosis Water plant utilizing SRF Loans effectively saving more than $600k in annual Operations and Maintenance (2014).
- Secured FEMA stormwater mitigation grant to enhance runoff (2014).

United States Military, Navy and Army NG, Military Intelligence Officer, 1989- Retired July 2015
Top Secret/SCI Security Clearance 13 Years Enlisted 10 Years Officer

Commander Headquarters Detachment, 734th Regional Support Command

Provided leadership to the daily operations and administration of the unit maintaining readiness responding to state and federal emergency missions. Appointed OIC of deploying units in providing operational support natural disasters, providing logistic, aid station, ROWPU production and distribution.

HHD Commander 1034 Combat Sustainment Support Battalion (CSSB)

Deployed to LSA Anaconda Balad, Iraq with 100 Soldiers providing command and control structure for assigned elements with over 1200 battalion strength Soldiers conducting over 250 Combat patrols,

Lawrence W. McNaul

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(641) 990-4785, e-mail address: lwmcnaul@gmail.com

Intelligence, Asset Recovery, Security Operations, ROWPU production, and logistical supply support for over 25,000 Soldiers, Contractors, and Other Government Agencies.

Military Intelligence Tactical Intelligence Officer, Battalion S2 and Special Unit Officer
Multiple deployments to both Combat and Non-Combat missions to Europe, Asia, Iraq and Afghanistan as both a Battalion Intelligence Officer and Staff Officer special assignment, responsible for providing sustainable legal large-scale government projects, providing governance, intelligence operations, collection, leading key leadership engagements and working directly with Other Government Agencies providing information on government and non-government operations.

Awards; 2 Bronze Stars, Combat Action, GAFB
Full Military Resume/History available upon request

Chief Deputy | Poweshiek County Sheriff's Office | Montezuma, IA
2001 – 2013 Population 20,000
Directed Sheriff's Office daily operations managing 45 employees and a $3M budget. Ensured regulatory compliance and safe practices in all operations including Patrol, Investigations, E-911 Communications, Jail Division, Human Resources, and Civil Departments. Facilitated internal and external strategic planning to coincide with county and state visioning for law enforcement agencies.

Key Contributions:

- Oversaw project, design development and funding of a County Public Safety Center through securing a Local Option Sales Tax and bonding for the $11M project (2008).
- Project Manager overseeing design build and merging of two E-911 Communication Centers, developed staffing and training for the successful completion.

Humanitarian Response Volunteer
International Emergency Operation Response and Damage Assessment & Team Leader 2013 – Present.
Deputy Field Operations Manager Region VII 2017-2019

Voluntary role as the Regional Field Operations manager for two years responding to international events ranging from refugee crisis, humanitarian aid, and natural disasters. As a fully disaster response certified manger, responsible for maximizing TR's ability to reduce loss of life and alleviate human suffering in the wake of international disasters. Leading deploying teams on pre and post disaster operation, conducting mission planning and execution. Deploying to numerous natural disasters leading teams to develop the situation on the ground and provide critical response services. Due to professional commitments I had to minimize my volunteer activity, however my credentials remain active until I can rededicate myself.

Most notable response was Operation Hermes where individual responders received a citation from the President of the United States for deployment to provide aid and develop sustainable medical services during the Refugee Crisis in Thessaloniki Greece in 2016.

Lawrence W. McNaul

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(641) 990-4785, e-mail address: lwmcnaul@gmail.com

Professional Training

Project Management Key Concepts
Business Conduct Ethics
Government Export Compliance
Customs & Border Clearance Agent
Government Contracting
Florida City and County Managers Business Conference
American Rescue Plan Utilization
Mental Health in the Workplace
League of Cities Business Conference
Iowa State University Planning and Zoning

Memberships

Military Officers Association of America
Team Rubicon USA & International Disaster Response
Florida County Managers Association, Board of Directors (past)
International City and County Managers Association
Lions International
Iowa State Sheriff's and Deputies Association Legislative Committee (past)

CITY MANAGER – CITY OF TREASURE ISLAND

APPLICANT REVIEW

Book 2

CONFIDENTIAL

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CITY MANAGER

City of Treasure Island, Florida



EXECUTIVE RECRUITMENT PROVIDED BY SGR 282

ABOUT THE COMMUNITY

Treasure Island's over 6,500 residents enjoy the 3.4 square miles of the barrier island's beautiful beaches, clean tropical setting, high-quality city services, low crime rate, and the amenities associated with the proximity of the greater Tampa Bay Metro area. The area has an average of 361 days of sunny weather each year, providing residents and visitors with enjoyment of the surf, sun, sand, and easy access to both community and area attractions. Located in Pinellas County, and only eight miles from downtown St. Petersburg, there is something for everyone with year-round beach access, annual events & festivals, world-class seafood and restaurants, sporting and concert venues, shopping, and many ways to enjoy the beautiful Gulf of Mexico and the intercoastal waterways. The City is a welcoming place, where there is a blend of people who have lived here for years and those who made Treasure Island home after discovering its uniqueness while visiting. It is an easy place to make friends and become a part of the community.

The island is easily accessible from both I-275 and US 19, with international commercial air service available from the nearby Tampa International Airport and St. Pete-Clearwater International Airport. For cruisers, Port Tampa Bay serves Carnival, Celebrity Cruises, Royal Caribbean International, and Norwegian cruise lines. Area public transit is provided by Pinellas Suncoast Transit Authority.

The City offers strong civic involvement with many different types of housing available. Access to the intercoastal is easy as many of the properties are waterfront, and beach access points are abundant. The Treasure Island Beach Trail, which runs beach-side along the central part of the beach, is a great place to walk, run, or ride a bike. The community offers a balance between residential and commercial areas, with hotels along the beach, single-family, and condominiums, and the island has several unique restaurants that have called Treasure Island home for decades.

Community events include the popular Annual Sanding Ovations where artists create "outSANDing" works of art, and includes a beach food court, arts & crafts vendors, music, and more! Other events include the Friday Farmers Market from December to April, the Sport Kite Competition and Festival, Run for the Beaches, a 5k and fun run to support environmental advocacy and education, the December Holiday Boat Parade, the Treasure Island Fire Department Chili Cook-off, the Gulf Beaches Rotary Golf and Tennis Challenge, and the nearby Annual John's Pass Seafood Festival in Madiera Beach and Gasparilla Pirate Festival in Tampa. The St. Pete/Clearwater area was recently named one of the world's 100 most-loved travel destinations. Along with miles of white-sand beaches, Pinellas County is home to mind-blowing museums and galleries, including the Salvador Dali Museum, Museum of Fine Arts, and the Clearwater Marine Aquarium. Nearby Tampa is home to Bush Gardens Tampa Bay, the Florida Aquarium, and Zoo Tampa and Walt Disney World and Universal Studios are only 90 miles away in Orlando.

Trail enthusiasts enjoy access to the Pinellas Trail, a north-south walking and biking trail that spans the entire length of Pinellas County, offering easy access to several parks, restaurants, shopping, and much more; the Bay to Bay Trail which connects to the Pinellas Trail and will take walkers and riders into Pasco County (North), through Starkey Park, and onto the Suncoast Trail; and the eight-mile Courtney Campbell Causeway path that extends from Clearwater to Tampa.

Paradise Found





ABOUT THE COMMUNITY *continued*

Treasure Island is proud to be a part of "Champa Bay!" The Tampa Bay Buccaneers, Tampa Bay Rays, Tampa Bay Lightning, and Tampa Bay Rowdies are just the highlights of sports in the area. The area is also home to Major League Baseball's spring training season for the Toronto Blue Jays, New York Yankees, and Philadelphia Phillies. Shopping opportunities abound with national chains, local boutiques, and regional shopping centers, including John's Pass Village, Tyrone Square Mall, Seminole City Center, Countryside Mall, Westshore Plaza, International Plaza, Bay Street, and Hyde Park Village.

The region's medical needs are met by a variety of providers, including BayCare, which operates six hospitals within Pinellas County and is regularly recognized as a repeat winner of the Fortune 100 "Best Companies to Work For." Other area medical providers include John Hopkin's All Children's Hospital (St. Petersburg), Bay Pines VA Hospital (St. Petersburg), Bayfront Health St. Petersburg, St. Anthony's Hospital (St. Petersburg), Morton Plant Hospitals (Clearwater and Palm Harbor), Mease Dunedin, and Tampa General.

The history of Treasure Island dates back to its early settlers after the Great Gale of 1848 and the Civil War, with residents mostly comprised of fishermen, hunters, and the occasional pirate or smuggler. In 1908, Treasure Island welcomed its first landowner, Tom Pierce, who bought the island for $1.25 an acre. Another early landowner was Whitey Harrell, who was quick to realize the possibilities Treasure Island had to offer and, in 1915, built Treasure Island's first hotel, The Coney Island, on the east side of Surf Avenue (now Gulf Boulevard) near 100th Avenue. Whitey's Coney Island Hotel unwittingly played a role in naming Treasure Island. In 1918, a fellow named Bill McAdoo wanted to generate interest in land he owned on St. Pete Beach. McAdoo, along with friend Ed Brantley and two guests from Coney Island, "discovered" buried treasure on the beach (treasure McAdoo and Brantley had buried the night before). Subsequent publicity resulted from the two guests spreading the word about their discovery and people began calling the area around the hotel "out at that Treasure Island." The direct link from St. Petersburg to Treasure Island came in 1939 with the Treasure Island Causeway, which brought unprecedented development after World War II. The four towns of Treasure Island, Boca Ciega, Sunshine Beach, and Sunset Beach, were incorporated as The City of Treasure Island on May 3, 1955. (*Source: The Treasure Island Story by Bonnie L. Williams.*)

K-12 education is served by the Pinellas County School District, which is the seventh largest school district in Florida and the 28th-largest district in the United States. Private and parochial school providers include Saint Patrick Catholic School, Indian Rocks Christian School, Country Day School, Plato Academy Largo, and Saint Paul's Clearwater. Area higher educational opportunities include St. Petersburg College, University of South Florida, The University of Tampa, Florida College, and Strayer University Tampa Westshore Campus.

Treasure Island's demographics reflect a resident population comprised of 95.5% White alone, 1.2% Black or African American, 1.0% Asian, 6.5% Hispanic or Latino, 1.3% Two or More Races, and 0.1% Native Hawaiian and Other Pacific Islander. The City's median household income is $87,941, with an average home sales price of approximately $730,000.



GOVERNANCE & ORGANIZATION

The City of Treasure Island operates under a council-manager form of government that combines the political leadership of the City Commission with the professional experience of a City Manager. Its governing body includes four citizen Commissioners and a Mayor who work together to set policy. The Mayor is elected at-large for a term of three years, with City Commissioners being elected by district in staggering two-year terms. The City Manager sets policy direction and directs day-to-day operations. The Mayor and City Commission appoint the City Manager, City Attorney (contracted services), and City Clerk.

The City provides an array of traditional municipal services including Administration, Community Development, Technology/IT, Public Works, including stormwater management, streets, fleet, beach and right-of-way maintenance, and City-provided solid waste collection (Water Treatment & Distribution is provided by Pinellas County, with Wastewater collection provided by the City), Finance, Human Resources, Fire, Police, Public Information, and Parks & Recreation (including a nine-hole golf course). The City is also the owner and operator of a bascule bridge which provides one of the access points to the island.

The City's Adopted FY 2024 Total Annual Budget is $46.7 million (General Fund $19.3 million), which is supported by a millage rate of 3.8129. Quality services are provided by approximately 123 employees, with employees in the Police and Fire Departments represented by multi-year collective bargaining agreements with the Police Benevolent Association (PBA) and International Association of Fire Fighters (IAFF).

Vision Statement

We strive to be a vibrant, unique, and sustainable beach community.

Mission Statement

We are dedicated to being good fiscal and environmental stewards of our community, while providing responsive, high-quality public services to meet the needs of our residents, business owners, and visitors - today and tomorrow.

Awards & Recognitions

GFOA Excellence in Financial Reporting (Annual)

Commission for Florida Law Enforcement Accreditation

HIRE Vets Gold Medallion Award 2020-2023

Treasure Island's Beach was named #16 in the US by Trip Advisor in 2021

LEED for Cities Gold certification from the US Green Building Council in 2023

ORGANIZATIONAL VALUES

Dynamic: **We celebrate our dynamic community and workforce, understanding that both are necessary to preserve the unique spirit of Treasure Island.**

Integrity: **We will be guided by strong ethical principles and conduct ourselves in an honest and transparent way.**

Fair: **We treat everyone equally and make decisions that are in the public's best interest through objectivity and impartiality.**

Respect: **We treat each other with mutual respect and sensitivity, recognizing the importance of diversity, by valuing all contributions.**

Responsiveness: **We are accessible and adaptive to the current and future needs of our community.**

ABOUT THE POSITION

The City Manager reports to the City Commission and serves as the administrative head of the municipal government, providing direction and general management for the administration and operation of each Department within the City of Treasure Island to implement policies set by the City Commission. The position has oversight of all municipal provided services pursuant to the City Charter, as well as federal, state, and local laws, and within accepted professional standards. The position is expected to exercise considerable independent professional expertise and judgment in solving problems through the application of the City's financial and administrative policies and practices.

The position promotes the development of a flexible and anticipatory organization that provides cost-effective and customer-friendly delivery of quality services to the community. Direct reports include the Directors of Finance, Information Technology, Community Development, Human Resources, Public Works (2 Co-Directors), Recreation, Police Chief, Fire Chief, City Clerk, Public Information Officer, and Senior Executive Assistant.

A summary of the responsibilities of the City Manager includes the following:

- Implement the strategic direction and policies set forth by the City Commission's..
- Be a resource to City Commission members to provide professional recommendations and review and discuss projects, programs, and matters impacting city government.
- Determine the resources needed to provide City services at the established service levels and identify programs and projects to meet the needs of the City.
- Build an annual proposed City Budget and Capital Plans for the City Commissions consideration.
- Build and maintain positive working relationships with members of the public, chambers, civic associations, and various community groups.
- Provide organizational leadership and management for the City organization and its employees.
- Responsible for the hiring and management of Department Directors of eight departments and City staff members in the Administrative Department.



ABOUT THE POSITION *continued*

- Follow state legislative actions and be able to implement the laws adopted by the State.
- Ensure that all laws, ordinances, and policies of the City are duly enforced and that all franchises, permits, licenses and privileges granted by the City are faithfully performed and observed.
- Present, prepare reports and/or statements to share information to the City Commission, various boards/committee/organizations, and the general public.
- Attend all meetings of the City Commission unless otherwise excused.
- Perform the duties of the City Manager as described in the Treasure Island Municipal Code.



CHALLENGES & OPPORTUNITIES

- **Community Development Initiatives:** The City adopted an updated Comprehensive Plan in 2023 and is pursuing an update and major re-write of parts of the Land Development Code, which will take place over the next few years. The Department also recently overhauled its approach to permitting through the offering of an online portal for submission of applications. The Department is currently reviewing its Code Enforcement Program, including modernizing the City Code and investigating new software to help provide enhanced services.

- **New City Hall:** The City purchased an existing office building in 2020 that has since been remodeled to serve as the new City Hall, including a floor available for community/event rental space. The remodel is complete, with the exception of window repairs that are expected to be completed this fall. City personnel plan to move into the new facility this March.

- **Elevate TI Terrain Modification Program:** Elevate TI is a comprehensive sustainability program being developed to encompass the City's Terrain Modification Program to include updates to several Land Development Regulations and technical guidance to safely permit the use of fill material in response to flooding concerns. The Program focuses on changing the construction of homes, businesses, seawalls, and roads to address today's challenges and prepare the community for the continued impact of sea level rise. Additional information on Elevate TI can be found here.

CHALLENGES & OPPORTUNITIES *continued*

- **Wastewater Master Pump Station & Public Works Facility:** The design for the reconstruction and elevation of the Wastewater Master Pump Station and the reconstruction of the Public Works facility is nearing 60% completion. The Public Works Facility will be reconstructed and funded through planned borrowing. The Master Pump Station will be elevated and reconstructed, and funded with federal and state ARPA and grant funding totaling $5.7 million.

- **Police & Fire Stations:** Treasure Island's Police and Fire facilities are dated, and the City is reviewing options for their replacement, possible relocation, and financing. The new City Manager will be involved in the review, analysis, and recommendations regarding possible options and costs for the subject facilities.

- **Living Shoreline & Walking Trails Project at Treasure Bay Recreational Facility:** The City anticipates commencing construction of the Treasure Bay living shoreline project to include a kayak launch, walking trail, educational signage, and rehabilitation of the site's stormwater ponds with the assistance of a $1.6 million grant from the Florida Department of Environmental Protection and the Tampa Bay Estuary Program.

- **Redevelopment Opportunities:** The City is undergoing some transition in its downtown area with a major block recently demolished with plans for redevelopment activities. Other potential areas targeted for redevelopment include The Club at the east entrance to the Island, various hotel improvements, and an area at the north end of the community.

- **Beach Renourishment:** The areas of Sunset Beach and Sunshine Beach are reliant on periodic sand replenishment that is funded by the County, State and Federal governments. The most recent beach renourishment was anticipated to begin in June 2023, but was halted by the Army Corps of Engineers. The City is working closely with the County, Corps and the State to develop a resolution and to pursue alternatives; however, this remains a primary concern facing the community.



IDEAL CANDIDATE

Treasure Island seeks an energetic, ethical, decisive leader who balances the objectives of the community's long-term plans with preserving our historical island lifestyle to become its next City Manager. The ideal candidate will possess a high level of emotional intelligence, advanced interpersonal and listening skills and maintain a proactive, transparent, and collaborative management style. A demonstrated history of consensus-building and achieving goals is desired. The selected individual will be an experienced Manager who understands the details associated with municipal operations and be a champion of the City's existing vision and obtainable goals, while being capable of respectfully introducing additional organizational direction and goals. Responsibilities include overall leadership of the organization, establishing attainable benchmarks, and providing exceptional customer service that Treasure Island's residents expect. The successor City Manager should be politically savvy, but never political, and a concise "straight shooter" in their communications with the City Commission as they develop a positive, trusting, and productive relationship with its members. Experience with the inherent challenges of development and service delivery in coastal/shoreline communities is considered a plus.

The ideal candidate should have a strong financial acumen, with experience in long-range budgeting and capital planning and grant administration skills. As a skilled problem solver with excellent negotiation skills, the Manager will demonstrate a track record of developing creative solutions to overcome community challenges. The chosen individual will possess a progressive growth of management skills, and will be approachable and even-tempered, while juggling multiple tasks, projects, and initiatives. A candidate who shares the City's mission of leading in environmental stewardship is sought to ensure that future Treasure Island generations will be able to experience the unique character and high quality of life that current residents enjoy today.

An advocate for municipal services and the employees who provide such services, the new City Manager should lead by example by maintaining a work-life balance and encourage employees to do the same. The Manager will be committed to fostering interdepartmental communication, coordination, and outstanding customer service. As a skilled delegator who is focused on the big picture, the selected candidate will empower employees and motivate staff to build high-performing teams led by clear objectives and desired outcomes. He or she will be supportive of the professional development of employees and serve as a coach and mentor to staff.



Lastly, the successor City Manager should be an outstanding communicator with strong public relations and intergovernmental abilities. The selected candidate will exude confidence while operating in a highly engaged community and be a visible face of the community and participate in Treasure Island events.

EDUCATION & EXPERIENCE

The selected candidate should hold a Bachelor's degree from an accredited college or university in public administration, business administration, or a closely related field, with a Master's degree preferred. Candidates should have at least five years of experience in managerial, financial, and executive level decision-making, ideally in a comparable sized or larger city than Treasure Island. Candidates will also be considered who possess a combination of education, training and/or work experience deemed relevant and equivalent to achieve the successful performance of the job, including nonprofit organizations. International City/County Management Association Credentialed Manager (ICMA-CM) preferred.

COMPENSATION & BENEFITS

The City of Treasure Island offers a competitive salary depending on qualifications and experience. The City also provides low to no-cost medical, dental, and vision coverage through Florida Blue (HMO, PPO, HSA) with 100% employer paid for the employee and 70% of the premium for spouse or family; 3 weeks' accrued vacation; 96 hours per year of sick leave; 10 paid holidays and 1 floating holiday. Retirement includes a base 401a deferred compensation plan with a 5% employee/8% employer contribution and a voluntary 457 plan. The City also offers up to $30 per month for a gym membership or to assist with purchasing at-home equipment. Vehicle, cell phone, and technology advances are negotiable. Residency for the City Manager is required unless waived by the City Commission.

The City of Treasure Island values diversity in its workforce is an EEO/AA employer and complies with the guidelines of the Americans with Disabilities Act. Applicants selected as finalists for this position will be subject to a comprehensive background check. Please note that pursuant to the Florida Public Records Act, all applications are subject to public disclosure upon receipt of a public records request.

APPLICATION PROCESS

Please apply online

For more information on this position contact:
Doug Thomas, Executive Vice President of Recruitment & Leadership Development
DouglasThomas@GovernmentResource.com
863-860-9314

The City of Treasure Island is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

PARADISE FOUND
TREASURE ISLAND
FLORIDA



TAB

MATTHEW REYES
5015 4TH AVE APT 2R BROOKLYN, NY 11220
347-604-4892 | MATTHEWREYES501@YAHOO.COM

October 11, 2023

Dear Hiring Manager,

As an experienced classroom teacher and reviewing the position requirements and your organization's website, I was excited to find that my qualifications and personal strengths align with your needs and mission. I bring a comprehensive set of skills that I believe will be valuable for. In my role as a teacher, I honed my abilities in writing and quality control, providing a firm foundation in the position listed. My collaboration, people-centric nature, and compassion have afforded me excellent communication skills. I am excited to contribute my talents and proficiency in customer service toward your team efforts. As an engaging communicator with a proven track record in compliance, my focus on building strong professional relationships has been a beneficial asset throughout my career. Please review my enclosed resume for a more in-depth illustration of my work history and accomplishments. I would appreciate the opportunity to interview at your earliest convenience. Thank you for your time and consideration of my candidacy.

Sincerely,
Matthew Reyes

MATTHEW REYES

5015 4th Avenue Apt. 2R♦ Brooklyn, NY 11220♦ Cell: 347-604-4892
Email: matthewreyes501@yahoo.com

EDUCATION

High School Diploma, West Brooklyn Community High School, Brooklyn, New York	2008
Associates in Criminal Justice, Borough of Manhattan Community College	2014
Bachelors in English- John Jay School of Criminal Justice	2018
Masters in Kinesiology- Brooklyn college	2022

Skills & Languages

- Conversational in English and Spanish
- Communication skills
- Proficient in MS. Word, PowerPoint, Excel, One note
- Strategic planning
- Customer service
- Complex problem solving
- Coordinating with others
- Judgement and decision making
- CPR & AED Certified

Work Experience

NYC Department of Education 1/20-Present
Physical Education APE Teacher
Brooklyn, NY

- Participating in a rigorous training program that focuses continuous feedback and practice-based learning.
- Engaged 5-6 students in curriculum through online classroom.
- Taught each scheduled session in its entirety.
- Maintained a positive attitude and demonstrated enthusiasm during engagement with students and co-workers.
- Administered assessments to students according to and within prescribed time guidelines.
- Completed all required documentation to monitor and assess student performance.
- Encouraged student attendance.
- Ascertain client fitness levels and come up with appropriate physical activity programs.
- establish rehabilitation programs for clients who have movement disorders; design fitness programs for minimizing accidents among the elderly; design athletic (exercise equipment) or ergonomic equipment (furniture) to help people recover from physical trauma and surgery.
- Manage sports facilities, aid in sport management and promotion.
- Studied the process of acquiring fatigue during movement; and study factors that may affect commitment to a fitness program.

NYC Department of Education 12/2016 - 11/20

Community Coordinator

Brooklyn, NY

- Consult and collaborate with community members/groups
- Manage complex issues with multiple partners that may include political consideration
- Ensure that service standards and quality measures of agency/ community/ client needs, and demands are established, implemented, and monitored.
- Actively participates in professional development
- Maintain, support, engage, and connect current community organizations
- Provide ongoing partner support though program consultation; assisting with navigating online resources and providing connections to additional resources; technical support; processing renewals for paid listings; managing/maintaining existing resources and developing new resources to best support partner needs
- Work with Community Director to increase effective outreach to potential community organization partnerships.

Morning Side Center-Paz After School Program 12/2015-12/2016

Gym Specialist

Brooklyn, NY

- Modeled and upheld all agency policies and procedures
- Ensured that age-appropriate activities are implemented for youth in K-5th grades
- Planned, organized and oversaw varied activities with the support of Center leadership staff, Group Leaders, volunteers, and other specialty staff
- Promoted and stimulate interest and participation in all performing arts activities
- Established positive relationships with youth and adults and serve as a role model with respect to demeanor, communication and behavior
- Quickly identified sought to resolve conflicts and behavioral problems in consultation with the program coordinator

IHG Holiday Inn 07/2013- 11/2016

Concierge

Brooklyn, NY

- Meets with guests and provides outstanding customer service to all guests, owners, and visitors of the hotel.
- Assists guests and owners in a branded, friendly, proactive and efficient manner with appropriate follow-up as necessary.
- Knows all essential aspects of our resort or hotel operations.
- Builds an extensive knowledge base of local area restaurants, shops, attractions, transportation options, and airports.
- Maintains a positive and professional relationship with all vendors and merchants.
- Supports operations partners and vendors delivering communication to managers and guests on a daily basis.
- Supports the marketing and sales department with administrative tasks.

- Maintains inventory and stock of supplies, brochures, and collateral for concierge desks.
- Prints and delivers correspondence to the front desk for guests prior to arrival.
- Works collaboratively with any resort associates and resources

TAB

Michael A. Szlosek, Esq.
165 Genovevo Drive
Ludlow, MA 01056

March 27, 2024

Treasure Island City Commission
Treasure Island City Hall
120 108th Avenue
Treasure Island, FL 33706

Dear Commissioners,

I am writing to express my interest in the position of City Manager in the City of Treasure Island, Florida. My family and I love Florida and visit several times a year. As my spouse now works remotely we have decided to relocate to Florida permanently.

For many years I have served as the chief administrative officer in Massachusetts municipalities, as a Town Administrator in Sterling, and Ludlow, Massachusetts, and as the Town Manager of Uxbridge and Athol, Massachusetts. I am currently serving as the Town Administrator in Blandford, Massachusetts.

I am a 1992 graduate of the Boston University School of Law, and I have broad experience in municipal law and regulation, including public procurement and employment law. I also have a Master of Business Administration in Finance from the University of Massachusetts. I am experienced in all aspects of public administration, including, but not limited to, public finance, human resource management, project management, budgeting, grant writing, labor relations and negotiations, and contract administration.

I am experienced in budgeting and financial management. In every community in which I have worked I was primarily responsible for the preparation and presentation of the Town Budget. Each of the communities that I have worked in have benefited from an active and involved citizenry. I have enjoyed working with many citizen committees to improve the quality of life in these communities, and I am proud of the important work that we accomplished.

I hope that you will give me the opportunity to discuss my qualifications. To schedule an interview please call me on my cell phone at 413-886-2786, or contact me by email at maszlosek@gmail.com..

Sincerely,

Michael A. Szlosek, Esq.

MICHAEL A. SZLOSEK

165 Genovevo Drive
Ludlow, Massachusetts 01056

Tel: 413-886-2786
E-mail: MASzlosek@Gmail.Com

EXECUTIVE PROFILE

Experienced public sector manager, attorney and financial professional, with a life-long history of civic involvement and leadership. Effective communicator, comfortable speaking to individuals and large groups. Engaged community leader, dedicated to the success and economic development of the community. Creative and resourceful administrator, skilled in maintaining public services and retaining experienced employees during difficult fiscal periods. Areas of expertise include:

- Municipal Law
- School Business Administrator
- MSBA Experience
- Contract Negotiations
- Budgeting
- Public Procurement
- Contract Administration
- Personnel Administration

PROFESSIONAL EXPERIENCE

Town Administrator, Blandford, Massachusetts 2024 - Present

- Chief administrative officer of the community.
- Supervises department heads and subordinate employees.
- Prepares and presents the Town Budget to the Finance Committee and Town Meeting.
- Manages all daily operations of the Town.
- Negotiates all union contracts.

Business Operations Manager, Public Works, Enfield, Connecticut 2016 - 2023

- Prepared and presented $30 million Public Works operating and capital budget to the Town Manager and Council.
- Managed daily financial operations of the Department of Public Works, the Town's largest department. Operations include Highway, Refuse Collection, Wastewater and maintenance and repair of all Town buildings and facilities.

Town Manager, Athol, Massachusetts 2012-2014
Uxbridge, Massachusetts 2009-2011

- Chief administrative officer of the community.
- Appointed and supervised department heads and subordinate employees.
- Prepared and presented the Town Budget to the Finance Committee and Town Meeting.
- Manage all daily operations of the Town.
- Primary negotiator for all municipal labor contracts.

- Served as Chief Procurement Officer for the Town. Massachusetts Certified Public Procurement Officer.
- Directed maintenance of Town owned buildings and facilities.
- Appointed all non-elected boards, committees and commissions.
- Worked with the Massachusetts School Building Authority to secure funding and build a new High School for the Town of Uxbridge, and a new Elementary School in Athol.

Town Administrator, Sterling, Massachusetts 2014-2016
Ludlow, Massachusetts 2004-2008

CIVIC

Town Moderator, Town of Ludlow, Massachusetts 2020-Present
Member, Senior Center Building Comm., Town of Ludlow, Massachusetts 2016-Present
Member, Finance Committee, Town of Ludlow, Massachusetts 2011-2013
Member, Zoning Board of Appeals, Town of Ludlow, Massachusetts 2011-2013
Member, Planning Board, Town of Ludlow, Massachusetts 2003-2004
Chair, Personnel Board, Town of Ludlow, Massachusetts 1995-2003

EDUCATION

Juris Doctor,
Boston University School of Law, Boston, Massachusetts

Honors: Editor, *Annual Review of Banking Law*
Director, Edward C. Stone Moot Court Competition
Kaufman Securities Law National Moot Court Team
American Jurisprudence Award, Contract Law
Homer Albers Prize Honors Moot Court Competition

Master of Business Administration in Finance,
Isenberg School of Business, University of Massachusetts, Amherst

Bachelor of Arts in English Literature,
University of Massachusetts, Amherst

AFFILIATIONS and MEMBERSHIPS

- Admitted to the Massachusetts Bar
- Massachusetts Certified Public Purchasing Official (MCPPO) (2004 - 2016)
- School Business Administrator, Initial License
- Member, Massachusetts Municipal Manager's Association (MMMA)
- Member, Massachusetts Municipal Personnel Association (MMPA)
- Member, MENSA

TAB

Patrick C. Comiskey

1501 Edgewater Avenue **Cell: 443-477-0972**
Mount Dora, FL 32757 **Email: pccomiskey@gmail.com**

April 10, 2024

Mr. Doug Thomas, Executive V.P.
Strategic Government Resources
P.O. Box 1642
Keller, TX 76244 RE:

RE: City Manager Position Treasure Island

Dear Mr. Thomas:

I am excited to submit this letter of interest for the Treasure Island City Manager position.

Having spent 30 years building my knowledge of city government operations as a dedicated public servant, I feel my background encompasses the broad and diverse municipal experience making me the balanced manager for which you are looking. I have successfully managed in tourist and mill towns and in an array of city departments and projects throughout my career. I hold a solid record of positive, energetic leadership stressing quality customer service in diverse communities, support for the employees with whom I have worked, and productive partnerships with many intergovernmental and community agencies. I have also enjoyed good working relationships with elected officials under whom I've served. I strive to be an effective listener and value input from others and I have always had an open-door policy with council, staff, and community as I believe accessibility to be vitally important. I have always been very visible in my home community.

One of my strongest attributes is planning, particularly with infrastructure, and my project planning and oversight experience is substantial. I also enjoy finding solutions to budgeting challenges. I have successfully prepared and managed many general and enterprise fund budgets, have overseen millions in capital projects, and have acquired many grants. I also possess an in-depth understanding of, and experience with, an array of electric, maintenance, water, wastewater, marina, and storm water management issues. Additionally, I have extensive experience with successful beautification and park projects. Furthermore, I have undertaken measurable improvements to responsible service delivery through successful negotiations resulting in sensible agreements with county government and other area agencies.

Here in Mount Dora, I was brought in as a change agent and; unfortunately, a new mayor and the bureaucracy pushed back. As happy as I my wife and I have been here, it is time for me to move on to another opportunity. I have provided documentation demonstrating support from civic and business leaders in the community. I have also presented a list of many of the city's accomplishments during my tenure.

My wife, a Florida native, and myself, a graduate from the university in Gainesville, are looking to make a long-term commitment in a Florida community in which we can become actively involved and Treasure

Island is an appealing place to do so. We have lived and worked for cities in multiple parts of the country and have not had an issue in adapting to the unique communities where we lived. I look forward to discussing this position and special opportunity with you in more detail.

Thank you very much for your time and consideration.

Respectfully,

Patrick Comiskey

Patrick C. Comiskey

1501 Edgewater Avenue **Cell: 443-477-0972**
Mount Dora, FL 32757 **Email: pccomiskey@gmail.com**

Experience

City Manager, Mount Dora, FL 2021 - 2024

Population about 18,000; regular employees about 250, total approx. 325; annual budget about $130 million

- Oversee city operations
- Responsible for general, sewer, water, storm water, electric, sanitation, fire service, capital, CRA, and other funds
- Manage police, fire, public works, sanitation, sewer, water, electric, storm water, parks, recreation, economic development, planning, zoning, and large tourism operations
- Report to the mayor and six city council members

Opportunities: Reviewed plan to construct two new fire stations and a new public works complex proposed alternative plan that would save the construction of one building and utilize current structures and save $16 - $20 million; proposed and council accepted plan to eliminate the city police dispatch center in favor of the county 911 center saving over $400,000 annually; eliminated and consolidated positions resulting in a net loss of six positions for a savings of approximately $400,000; directed key staff to seek piggyback contracts or take informal proposals to avoid automatic use of CMAR resulting in savings of $330,000 on two different projects from what the CMAR proposed; worked with the city engineer and budget director to set aside over a quarter of a million dollars over two years to mill and pave the gateway street into town (project planned for fall of 2024); increased sewer fee to generate an excess of $1 million in annual revenue for planned ongoing effort to reline or replace aging sewer lines; worked with Rural Water to bring in consultants to assist the city in identifying an ongoing odor issue and implement action plan to combat it; convinced city council to upgrade sewer plant one in annual stages instead of borrowing $30 million to perform redesign of Sewer Plant 1 as proposed by consulting engineering firm; instructed key staff member to conduct a physical audit of the city's vehicle and equipment fleet and identified 13 vehicles on the city insurance list that the city no longer owned; worked with state house member to secure $707,671 in state allocations for city capital projects; worked with contacts in Tallahassee to secure $4 - $6 million in federal funds for constructing a community building (not yet awarded); worked with the Mount Dora Chamber of Commerce to increase welcome center hours of operation to include Saturdays, Sundays, and many holidays; set aside $2 million over two years to secure property for expanding parking in the downtown; worked with IT director to secure a parking solution for downtown spots with an application for use by citizens.

City Manager, City of Cambridge, MD 2018 - 2021
Population about 12,326; regular employees about 112; annual budget about $20 million

- Oversaw city operations
- Responsible for general, sewer, marina, and sanitation functions
- Prepare and responsible for city budgets
- City has an engineer, an architect, a planner, a contracted accounting firm, and an economic developer in addition to a police chief, fire chief and other department leadership positions
- Report to the mayor and five city commissioners
- Serve as supervisor of city elections

Opportunities: Everyday responsibilities involve working to meet the goals of a diverse council and needs of a very diverse community. Working with department heads and city staff, I have compiled a detailed line-item budget booklet of the city's operations and prepared budget reduction recommendations. In partnership with state representatives, FOP leaders, and firefighter leaders, we have proposed at the state house a police service fee in an effort to keep up with neighboring police salaries and benefits and a separate fire apparatus replacement fee to address the need to replace fire trucks (not just increasing property taxes). I worked with Oasis Marina management company establishing them in their first two years of managing the city's marina and worked with the company on restructuring their agreement in the face of COVID-19 revenue reductions. I am a city representative member of a new volunteer committee, Cambridge Waterfront Development, Inc., on a waterfront development effort involving the county and the state. I also am working with planning staff, county staff, Habitat for Humanity, and consultants on a neighborhood rehabilitation effort involving federal funds and have initiated state and federal grant applications for a neighborhood park. I collaborate with the Chamber of Commerce, Main Street, the county tourism office, and the county economic development office to promote the city and encourage various downtown revitalization projects. I have initiated a plan to apply for federal funds to eliminate environmental issues in the vacant, historic city hall and to hopefully add an elevator to the historic structure that will lead to the ultimate renovation and reuse of the two-story building with an iconic clocktower.

Educational Sabbatical 2016 – 2018

Continued my education by completing a Bachelor of Science Degree in Business (concentration in Accounting) to compliment my BA and MPA. Towards the end of the period, met with several cities to find a new employment opportunity.

City Manager, City of Thomaston, GA 2002 – 2016

Population about 9,500; commercial hub for several counties, regular employees about 80, originally about 135; annual budget about $25 million

- Oversaw all city operations
- Responsible for general, water, sewer, electric, and sanitation functions
- Prepared and responsible for all city budgets
- Performed all hiring and firing
- Coordinated most major purchases
- Collaborated with multiple engineering firms and multiple attorneys over the years

Opportunities: Under the leadership of the mayor and city council we had the opportunity to replace out more than $30 million of capital assets and infrastructure including the replacement of approximately one third of the city's estimated 79 miles of water lines, approximately 12% of the city's estimated 68 miles of sanitary sewer lines, approximately 37% of the city's estimated 57 miles of streets; and many miles of sidewalk replacement. The city also doubled the size of one of its reservoirs adding 1/4 billion gallons of water storage. The city developed a 40-acre passive park with walking trails, water features, picnic and playground areas. The city reacquired two parks from the county (through service delivery agreement) rebuilding playgrounds, basketball and tennis courts. The city developed Lake Thomaston, the city's 70-acre reservoir with its 1.6-mile lakeside trail, for use as a new city park to be opened in summer 2016. The city bid out and contracted construction in 2015 for new restroom/pavilion and boathouse/amphitheater facilities for Lake Thomaston to have been completed in 2016. I successfully managed budgets with no property tax increase for twelve straight years.

City Manager, City of Wellsburg, WV 1998 – 2002

Population about 3,300; regular employees about 35; annual budget about $2.4 million

- Served as chief administrator and chief financial officer
- Responsible for General, water, and sewer functions
- Reported to eight (8) member city council and mayor
- Reported to six (6) member and mayor water/sewer board
- Assisted all city boards and committees in bringing ideas to fruition

Opportunities: Under the leadership of the mayor and city council undertook factory tax audits (hired out of town CPA) and brought in $92,000 in back taxes, commercial garbage bill audits brought in $17,000 in additional annual revenue. Worked on resolving dilapidated housing issues, prepared ADA plan for city hall, managed storm water separation projects, and oversaw approximately $475,000 in capital improvement projects.

Director of Purchasing and Personnel, City of Clarksburg, WV 1993 – 1997
Director of Personnel 1997 – 1998
Population about 18,000; regular employees about 220; budget about $11 million

Purchasing**:** Organized, created, and reviewed contracts and agreements with vendors
Some Successes: Reduced a number of invoices through consolidated orders and payments; increased use of formal purchase orders; achieved expenditure savings (in excess of $50,000 in last fiscal year; created service contracts and implemented biding on several items where it had not been done previously; created a draft for a purchasing policies and procedures manual (not implemented).

Personnel**:** Created an employee handbook and many personnel forms and policies; designed employee appraisal forms and process; wrote numerous job descriptions; drafted organization

charts for all city departments; served as secretary to management team during union contract negotiations; established an employee newsletter; coordinated department safety committees; organized a wellness program.
Some Successes: Developed and implemented policies for reducing sick leave usage; policies helped reduce sick leave usage by more than 35%.

District Executive, Boy Scouts of Amer., Clarksburg/Parkersburg, WV 1989 – 1991

- Organized and guided the Boy Scout program in a four-county area of central West Virginia - Coordinated approximately 36 volunteers.

Education

Master's Degree in Public Administration, West Virginia University, Department of Public Administration, August 1993

- Graduate work performed for the Small Community Rural Wastewater Demonstration Project
- Employed as a part-time worker/intern for the City of Clarksburg
- Pi Alpha Alpha National Honor Society for MPA students

Bachelor of Arts in Sociology, University of Florida, College of Liberal Arts and Sciences, 1988

- Florida Blue Key: One of approximately 120 students tapped annually
- President Pro Tempore of the Student Senate: Elected by 80-member body

Bachelor of Science in Business (Accounting), Middle Georgia State, 2017

- President's List Scholar

Certified Purchasing Manager (C.P.M.) - Institute for Supply Management (ISM)

- Completed the requirements for the Certified Purchasing Manager Certificate
- Passed all four comprehensive examinations

Associations

- International City Managers Association (ICMA)
- Institute of Supply Management (ISM)
- Former Harrison County United Way Allocations Committee Chair
- Former Flint River Council Commissioner
- Former Pine Mountain District Membership Chair, and Finance Chair
- Former Wellsburg and Upson County Kiwanis
- Eagle Scout

TAB

Patrick Marsh

ICMA Credentialed Manager
1050 Kensington Street
Port Charlotte, FL 33952
(608) 212-2707
patmar0620@gmail.com

March 7, 2024

City of Treasure Island
10400 Gulf Blvd
Treasure Island, FL 33706

To Whom it may concern,

I am writing to convey my profound interest in the City Manager position at the City of Treasure Island. With over twenty-five years of unwavering dedication to the public sector, including nineteen years in local government management and extensive experience in the areas of Economic Development, HR, Finance, and Planning, having served as a director in these fields. I am confident in my capacity to provide leadership and play a pivotal role in steering the city toward a prosperous future.

Throughout my career, I have consistently demonstrated a steadfast commitment to visionary leadership and the implementation of effective management practices. I firmly believe in adopting a proactive and innovative approach to address the multifaceted challenges that local governments encounter. My exceptional communication skills have facilitated seamless collaboration with elected officials, community stakeholders, and staff, resulting in pragmatic solutions. As a recent City Manager, in Fernley, Nevada, I successfully navigated the intricacies of overseeing the fastest-growing city in the state, with a projected population increase from 23,500 to 40,000 by 2030.

My previous role as City Administrator in Fitchburg, Wisconsin, equipped me with invaluable experience in local government management. During my tenure, I not only maintained a balanced budget but also actively contributed to the community's growth through strategic economic development initiatives. Fitchburg's status as one of Wisconsin's fastest-growing and most diverse cities bears witness to the effectiveness of these efforts.

Now, as I express my interest in joining the City of Treasure Island, I wish to address a matter in the interest of transparency. A background check will substantiate my clean record. However, a search of social media may reveal an incident that transpired in October 2020, in South Carolina. It is important to note that all charges and associated actions related to this incident were promptly dismissed and have been expunged from my record.

Despite the just and legal resolution of this matter, the temporal gap between the incident and expungement had a profound impact on both my professional and personal life. Understandably, during this period, the elected officials in the community where I had served for nearly six years, Fitchburg, Wisconsin, expressed discomfort with the situation. Given the circumstances, I made the difficult decision to voluntarily resign from my position as City Administrator.

Please be advised that I possess several letters of recommendation, available upon request. Notably, I have recommendations from the former mayor of Fernley, NV., as well as the human resources director from the City of Fitchburg, WI.

I remain deeply committed to advancing my career in local government management and am eager to bring my extensive experience and skills to the City of Treasure Island. Should you require any additional information or have any concern pertaining to this matter, please do not hesitate to reach out to me. I am more than willing to furnish further details or address any inquiries you may have.

Thank you for considering my application, and I eagerly anticipate the opportunity to discuss how my qualifications align with the requirements of the position.

Sincerely,

Patrick S. Marsh

Patrick Marsh
ICMA – Credentialed Manager

Patrick Marsh, ICMA – CM

1050 Kensington Street, Port Charlotte, Florida 33952
(608) 212-2707 patmar0620@gmail.com

PROFESSIONAL OBJECTIVE

To utilize my public sector and local government experience, including local government management and economic development expertise, to provide exceptional community leadership, in an effort to make each community a better place to live, work, and play

SIGNIFICANT ACCOMPLISHMENTS

- Successfully managed a budget surplus in each of my nineteen years as a local government manager
- Negotiated over twenty collective bargaining agreements with police, fire, public works and other public sector bargaining units
- Wrote over fifty grant applications and was successful with grant awards nearly seventy-five percent of the time. Largest successful grant to date was a $25 million grant from the U.S. Department of Transportation for a $54 million road and bridge project in Fernley, Nevada (2022)
- Recruited and hired over twenty department heads and other key staff members
- Negotiated eighteen development agreements between the private sector and local government, including a $300 million office/lab building in Fitchburg, Wisconsin
- Coordinated the formation of sixteen tax-increment districts
- Served in the role of lead economic development director for over fifteen years

EDUCATION

Northern Illinois University - DeKalb, IL | Master's Degree

Public Administration, 06/2005

Augustana College - Rock Island, IL | Bachelor of Arts
Business/Public Administration & Political Science, 11/1988

WORK HISTORY

CITY MANAGER
01/2022 to 01/2023
City of Fernley, NV – Fernley, NV (23,600 population with a $49 million operating budget)

- Managed the day-to-day operations of the city
- Responsible for leading annual budget preparation and implementation
- Directly responsible for all operations in the Planning/Zoning, Engineering, Public Works, and Building Operations departments of the city. Managed over 70 employees, including 8 department heads

- Successfully oversaw all economic development initiatives for one of the fastest growing communities in the State of Nevada
- Coordinated a "Development Team" consisting of five department heads and their staff
- updated the emergency management plan and served in the role of emergency management coordinator
- Liaised with existing local businesses, promoted Fernley to prospective businesses
- Worked with regional economic development authorities, and state-wide development leaders

INDEPENDENT CONSULTANT

01/2021 to present

- Assisted local governments and private companies in economic development, planning, and community development initiatives
- Spearheaded due diligence and coordination of Local, regional, state, federal government due diligence and coordination
- Facilitated property acquisition for public and private sector expansion initiatives
- Implemented long-term growth initiatives by developing sustainable and profitable strategies
- Extensive grant writing and grant administration experience
- Coordinated development efforts with CEO's and CAO's

CITY ADMINISTRATOR

09/2015 to 01/2021

City Of Fitchburg - Fitchburg, WI (33,000 population with a $46 million operating budget)

- Chief appointed official for the City of Fitchburg
- Utilized expertise mentoring, managing and developing 275 employees, including 18 department heads
- Primary contact for business recruiting, retention, expansion, and development
- Responsible for leading the annual budget preparation and implementation
- Coordinated relationships between local organizations and the city
- Responsible for the implementation of policy initiatives of the common council

CITY ADMINISTRATOR AND ECONOMIC DEVELOPMENT DIRECTOR

11/2007 to 09/2015

City Of Monona – Monona, WI (8,300 Population with a $13 million operating budget)

- Chief Appointed Official for the City of Monona
- Managed 98 employees, including 12 department heads
- Primary contact for elected officials (Mayor and six Common Council members).
- Primary contact for business recruiting, retention, expansion, and development
- Facilitated all strategic planning initiatives
- Served in the role of Human Resources Director
- Responsible for leading the annual budget preparation and implementation
- Served in the role of Deputy Clerk to assist with local elections along with other statutory responsibilities

VILLAGE ADMINISTRATOR & ECONOMIC DEVELOPMENT DIRECTOR

06/2003 to 11/2007

Village of Coal Valley - Coal Valley, Illinois (5,500 population with a $4.6 million operating budget)

- Chief appointed official for the Village

- Served in the role of finance director, human resources director, planning/zoning director, and economic development director
- Managed 25 employees, including 4 department heads
- Primary contact for elected officials (Village President and six Trustees)
- Primary contact for all planning and economic development activities
- Responsible for leading the annual budget and implementation

ASSISTANT CITY MANAGER

11/2003 to 06/2004

City of Eldridge - Eldridge, Iowa (5,800 population with a $6.2 million operating budget)

- Assisted the city manager with day-to-day operation of the city
- Assisted the city manager with budget preparation and implementation
- Responsible for all economic development, planning and zoning initiatives
- Primary point of contact for all nuisances and property maintenance complaints
- Liaison between elected officials and city staff

DIRECTOR OF OPERATIONS

09/2000 to 11/2003

iPower Distribution Group - Rock Island, IL

- Manager of a multi-disciplinary, twelve-member business conglomeration focused on providing one stop opportunities for industrial maintenance, repair and operations (MRO)
- Oversight of day-to-day production activities in accordance with business objectives.
- Staff liaison between members companies and industrial clients (Case IH, John Deere, and Honeywell)
- Reported to a twelve-member Board of Directors
- Managed twenty employees

SENIOR PLANNER

02/1989 to 07/2000

State Regional Commission - Rock Island, Illinois

- Primary contact for all transit and park/recreational initiatives in a two-state, five-county, and forty-four local governments in western Illinois and eastern Iowa
- Assisted local governments with grant writing and grant administration
- Principal planner for land and right-of-way acquisition for regional trails and park developments
- Coordinated comprehensive regional planning and developed park and recreation master plan initiatives in coordination with local governments
- Primary contact for the coordination of multi-use trail development with state-wide network of regional trail systems in northern Illinois
- Assisted local governments with affordable housing and community development block grants (CBDG's)

VOLUNTEER & SERVICE ACTIVITIES

- Board of Directors - Illinois City/County Managers Association (ILCMA) 2005 - 2007
- Board of Directors - Wisconsin City/County Manager Association (WCMA) 2008 - 2012
- Board of Directors - Cities and Villages Mutual Insurance Company (CVMIC) 2014 - 2015
- Volunteer Youth Coach - City of Monona Parks and Recreation (Baseball, Wrestling, Flag Football, & Soccer

- Active Church Member
- Active in Social Organizations (Rotary, Optimist Club, Kiwanis, Moose)
- Member of the Fernley, Nevada & Monona and Fitchburg, Wisconsin Chambers of Commerce

TAB

March 11, 2024

To: Doug Thomas, SGR

The enclosed cover letter and resume is in application for the City Manager position with the City of Treasure Island, Florida. The interest in this opportunity is to seek a new challenge in government administration by applying my education and work experience in developing wealth creation and government optimization initiatives that will benefit shareholders.

Enclosed is a brief overview of qualifications as it relates to the position:

Government Management and Innovation

- Twenty years work experience in municipal management experience for multiple city and county government units as a County Administrator, City Administrator, and City Councilor. Strong skill set in strategic planning, technology management, risk management, airport management, public facility construction, human resources, personnel management, legislative administration, benefits assessment, budget development, public financing management, deal structuring, labor negotiation, performance measurement, and government supply chain optimization.

Economic Development and Wealth Creation

- Fourteen years work experience in economic development as executive director of a city housing redevelopment authority, executive director of a county economic development authority / housing redevelopment authority, and executive director of a private nonprofit county economic development corporation. Proven success in developing wealth creation strategies, comprehensive economic development strategies, and project managing land / building development projects (i.e. housing, retail, commercial, industrial).

Advanced Level Education in Business, Engineering, and Technology

- Graduate level degrees in Manufacturing (MS) Manufacturing Systems Technology and Business Administration (MBA); certifications and training as an Economic Development Finance Professional (National Development Council), Advanced Program Management (Honeywell); Public Information Officer Training (Homeland Security Emergency Management).

I look forward to discussing how my qualifications can meet the strategic expectations of the City of Treasure Island.

Sincerely,

Pat Oman

PAT OMAN

POB 162 ❒ 3787 Old Bear Lake Road ❒ Barnum, MN 55707 ❒ (218) 269-5824 ❒ pat.oman@hotmail.com

EXECUTIVE SUMMARY

INNOVATION | LEADERSHIP | PERFORMANCE

A proven visionary and strategic leader that translates strategies into wealth creation commensurate with the best interest of shareholders, customers, employees, and the public. An expert in optimizing the government supply chain through the development and implementation of innovations that provide a return on investment; experience in developing results orientated strategic planning and performance measurement systems; a proven track record of implementing government strategic initiatives that ensure effective results.

AREAS OF EXPERTISE

- Strategic / Tactical Planning
- Performance Measurement
- Deal Structuring
- Government Administration
- Economic Development
- Wealth Creation
- Project Management
- Financial Management
- Public Policy and Legislative
- Fund Administration
- Public Facilities Construction
- Technology Development

EDUCATION

MASTER OF BUSINESS ADMINISTRATION (2004)
MINOR – STRATEGIC PLANNING
University of St. Thomas– St. Paul, MN

MASTER OF MANUFACTURING SYSTEMS (2003)
MINOR – TECHNOLOGY MANAGEMENT
University of St. Thomas– Minneapolis, MN

BACHELOR OF SCIENCE BIOLOGY, BACHELOR OF ARTS HISTORY (1998)
MINOR – FRENCH, PSYCHOLOGY
University of Minnesota – Duluth, MN

ORGANIZATIONS AND AFFILIATIONS

Association of Minnesota Counties (AMC) Legislative Team, Policy Delegate (2015 - 2021)
National Association of Counties (NACO) Legislative Team, Policy Delegate (2016 - 2021)
Rural County Caucus Delegate (NACO, 2016 - 2021)
Community Economic Development Workforce Committee (NACO, 2015 - 2021)
Immigration Taskforce Committee (NACO, 2018 - 2021)
Minnesota Association of County Administrators (MACA, 2015 - 2021)
League of Minnesota Cities (2013 – 2015)
International City Council Management Association (ICMA, 2015 – 2017)
Government Finance Officers Association (GFOA, 2015 - 2021)

PROFESSIONAL DEVELOPMENT

International Economic Development Council – Certified Economic Developer (CEcD) training
National Development Council – Economic Development Finance Professional (EDFP)
Honeywell International – Advanced Program Management / Strategic Planning
Homeland Security Emergency Management (HSEM) – Public Information Officer

EMPLOYMENT EXPERIENCE

BECKER COUNTY – DETROIT LAKES, MN 2021 – present.

COUNTY ADMINISTRATOR ($ 150,000 / YEAR)

Chief Administrative Officer for the County per Minnesota Statute 375A.06, responsible for overall operation of the County government unit under the general direction of a five-member County Board of Commissioners. Chief legal negotiator, Safety director, and public relations officer for the County. Personnel, financial, and budgetary oversight for 10 departments and 377 employees, total operating budget of $ 68 million. Developing and implement the annual County Budget Plan. Provide leadership, direction, and support to all County departments. Department head for the Administrative Services Office supervising Facilities, Finance, Veterans Services, and Personnel. Supervise the following department heads as direct reports: Assessor, Human Services, Land Use, Recorder, Economic Development, Information Technology, Assessor, Planning and Zoning, and Public Works. Manage the administration and coordination of County services in accordance with County Board ordinances, regulations, resolutions, policies, and state laws. Establish goals and objectives within the policy directives by the County Board and assists subordinate managers in developing and implementing procedures to accomplish goals and objectives.

ACHIEVEMENTS:

- Implementing $ 6.9 million ARPA funding strategy.
- Developed County budget process, operating budget and levy, Truth in Taxation hearing process for 2023, 2024.
- Improved Standard and Poor's credit rating from AA to AA+.
- Successfully negotiated two one-year contracts with 8 individual collective bargaining unions.
- Participated in achieving successful rulings in mediation / arbitrations on behalf of the County.
- Developed and implemented a County Catastrophic Leave Bank Policy.
- Developed and implemented a County Work from Home Policy.
- Conducted a County comparable wage study benchmark analysis of all County job classifications.
- Developed a comprehensive economic development strategy for expanded wealth creation.
- Established a classification and compensation study for establishing a new countywide wage table.
- Developed a five-year capital improvement plan.
- Developed a twenty-year community based comprehensive plan.

SKYWATER TECHNOLOGY – BLOOMINGTON, MN 2021 – 2021

TECHNICAL EXPEDITOR ($ 75,000 / YEAR)

Schedule, communicate and prioritize shift needs with area leads. Drive and prioritize all critical lots. Shift owner for driving advanced technology service material. Track and prioritize lots to ensure revenue generation for each quarter. Work with Engineering, Maintenance, and planning to meet daily and quarterly Fab requirements. Assist engineering with manual processing of customer material to ensure engineering experiments are completed correctly and in a timely manner. Give work direction and document issues and escalate to ensure barriers are removed for this critical inventory to meet customers schedules. Monitor problem lots daily and work with Engineering and Production to create a plan to keep inventory moving. Conduct splits, recombinations, and RSCs of lots. Perform other duties as assigned.

ACHIEVEMENTS:

- Certified on Scope, SP1, OPTI probe, ET tools.
- Secured Department of Defence security clearance.

MILLE LACS COUNTY – MILACA, MN 2015 – 2021

COUNTY ADMINISTRATOR ($ 140,938 / YEAR)

Chief Administrative Officer for the County per Minnesota Statute 375A.06, responsible for overall operation of the County government unit under the general direction of a five-member County Board of Commissioners. Chief legal negotiator, Safety director, and Public relations officer for the County. Personnel, financial, and budgetary oversight for 10 departments and 264 employees, total operating budget of $ 56 million. Developing and implement the annual County Budget and 5-year Capital Improvement Plan. Provide leadership, direction, and support to all County departments. Department head for the Administrative Services Office supervising Information Technology, Facilities, Finance, Economic Development, Environmental Resource,

Emergency Management, Public Works, Extension, and Personnel. Supervise the following department heads as direct reports: Assessors, Community & Veterans Services, Land Services, Probation, and Public Works. Manage the administration and coordination of County services in accordance with County Board ordinances, regulations, resolutions, policies, and state laws. Establish goals and objectives within the policy directives by the County Board and assists subordinate managers in developing and implementing procedures to accomplish goals and objectives.

ACHIEVEMENTS:

- Reorganized departments to meet client service model during COVID-19 pandemic.
- Implemented $ 3.2 million Coronavirus Relief Fund Strategic Implementation Plan.
- Developed County Operating Budget and Levy, Truth in Taxation hearing for years 2016 - 2021.
- Developed Five Year Capital Improvement Plans and revisions for years 2016 - 2021.
- Developed County Legislative Priorities, State / Federal lobbying strategy for years 2016 - 2021.
- Improved Mille Lacs County Moody's credit rating from Aa2 to Aa1.
- Successfully negotiated contracts with 9 separate collective bargaining unions.
- Participated in mediation / arbitrations on behalf of the County that were successfully brought to a conclusion.
- Developed strategic process that led to the successful adoption of the County Local Option Sales Tax.
- Developed road strategy to bundling roads improving economies of scale saving the County $ 800,000.
- Developed Wealth Creation Strategy for reducing government unit's costs and developing new revenue sources.
- Secured State Legislative funding to implement $ 3.615 million economic relief program for small business.
- Developed strategy for creating independent Community Health Board.
- Developed Broadband strategic plan for implementing high speed wireless throughout the County.
- Developed Bonding Strategies for 10-year road construction plan.
- Implemented a 2016 Bonding Refinance strategy that lowered County expenditures.
- Developed strategic planning model for transporting non-custodial transports resulting in higher productivity.
- Secured Small City Development Grants for County rehabilitation of housing, multifamily, and commercial.
- Reorganized Public Works Department to increase productivity, lower costs.
- Reorganized Land Services Department to increase productivity of ordinance and enforcement, lower costs.
- Implemented County Newsletter as a public relation mechanism to improve communications with citizens.
- Developed Facilities Study on Public Works / Jail Building Construction Project.
- Benchmarked best practices for implementing transition to an insurance model that lowered cost and improved insurance coverage to employees. Negotiated with all 9 collective bargaining units to join the insurance plan.
- Partnered with State of Minnesota in a federal lobbying effort through NACO and Presidential administration.
- Participated in State lobbying efforts through AMC to develop legislation to lower County Human Services costs.
- Established Land Commissioner position resulting in retention of dollars received from forfeiture property sales.
- Launched state of the art ADA compliant County website.
- Developed State legislation, testified on changed the County elected Auditor / Treasurer to an appointed position.
- Implemented a Ditch Bond funding strategy that reduced cost to rate payers.
- Developed Off Road Vehicle (ORV) Park in order to diversify economic development opportunities.

CITY OF MOOSE LAKE – MOOSE LAKE, MN 2013 – 2015

CITY ADMINISTRATOR/EXECUTIVE DIRECTOR HRA ($ 93,000/YEAR)

Chief Administrative Officer for the City of Moose Lake, a statutory city which is a regional government, retail, and tourism hub for north-eastern Minnesota. Responsible for daily operations including oversight of 8 departments, 5 enterprise funds, 57 employees, and a total operating budget of $ 5 million. Executive Director of the Housing Redevelopment Authority, responsible for managing an operating a budget of $ 210,000 and supervising 3 employees.

ACHIEVEMENTS:

- Developed five-year community based comprehensive development strategy and housing study.
- Administered road construction, housing demolition, and public facility flood mitigation for 2012 flood.

- Brought local government owned broadband system into profitability; developed wealth creation strategies.
- Project managed multiple Business Park, retail store expansion, housing construction, and road development.
- Implemented RFP for the city-wide technology expansion.
- Developed business plan initiative to bring Municipal Liquor Store into profitability; refinanced Municipal bond.
- Successfully negotiated two-year contract agreement with Local 320 Law Enforcement Union.
- Successfully developed 2014 Pay Equity Plan.
- Successfully passed 2013 and 2014 annual government audits.
- Recruited and project managed the completion of Dollar General Store.
- Recruited and project managed the completion of McDonalds.
- Project managed the completion of the Opportunity Business Park.
- Project managed Park Place Road Project; developed/implemented bond financial plan for project.
- Developed and implemented street improvement project as part of capital improvement plan.
- Developed a 2014 and 2015 budget with a zero percent levy increase.
- Improved Standard and Poor city bond rating from A to A+.
- Secured 2015 Small City Development Grant for commercial, housing, and rental apartment rehabilitation.
- Project managed the Wastewater Treatment Facility upgrade.
- Project manage the construction several park projects including Earl Ellen's Pavilion, and Library Arch project.
- High performing Housing Redevelopment Authority passed HUD and 2013 / 2014 Audits.

CARLTON COUNTY – CARLTON, MN 2005 – 2013

DIRECTOR OF ECONOMIC DEVELOPMENT / EXECUTIVE DIRECTOR COUNTY EDA / HRA ($ 88,000 / YEAR)

Chief Administrative Officer for the top performing economic development engine in the State of Minnesota. Responsible for daily county wealth creation operations and coordination between 10 County departments, two personnel, 10 cities, and 14 townships; administration of an operating budget and county, state, federal funding mechanisms exceeding $ 10 million. Executive Director of Carlton County EDA / HRA.

ACHIEVEMENTS:

- In 2005, developed economic development department and County EDA / HRA.
- Implemented a wealth creation model with the following results: $ 31 million dollars in total wealth with a ROI of $ 20 for every $ 1 invested; 375 jobs; $ 1.6 million new property tax revenue; $ 16 million private sector investment.
- Managed the rehabilitation of 200 commercial, rental, and single-family housing properties.
- Developed deal structuring initiatives and funding for the construction of 21 commercial buildings.
- Secured $ 1.9 million in Minnesota Investment Fund (MIF) dollars for 2012 commercial flood victims
- Partnered with local governments on energy efficiency audits, secured $ 334,000 in energy grants.
- Developed facility layout plan for County courthouse, project management of Community Services Building.
- Secured $ 100,000 historical grant for County courthouse elevator replacement.
- Secured $ 650,000 ARMER grant for wireless communications for volunteer fire fighters.
- Secured $ 2 million Text for Life Grant.
- Secured three USDA federal grants for developing three new loan pools.
- Secured two County Small City Development Grants for commercial, housing, and apartment rehabilitation.
- Secured $ 4.75 million stimulus bond for public facilities construction of the Community Services Building.
- Developed a County Tax Increment Financing Policy for developing TIF districts in townships.
- Developed a County Business Subsidy Policy for managing government funding to the private sector.
- Project managed the 225-acre Carlton County Business Park / Housing Development to EAW phase.
- Project Managed 2012 FEMA Public Infrastructure Disaster Survey for School Districts, City Township government units resulting in the successful declaration of Carlton County as a federal disaster area.
- Developed Carlton County Tax Abatement Policy.
- Developed Tax Increment Financing (TIF) Policies and Business Subsidy policies for multiple cities.

EAST CENTRAL REGIONAL DEVELOPMENT COMMISSION – MORA, MN 2004 – 2005

ECONOMIC DEVELOPMENT DIRECTOR / COMMUNITY DEVELOPMENT DIRECTOR ($ 65,000 / YEAR)

Chief Administrative Officer for a 5 county federally designated regional development organization. Responsible for daily regional operations and coordination of strategic planning, economic development, and multi million loan / grant administration for County, city, and townships.

ACHIEVEMENTS:

- Established Small Business Development Center.
- Developed five-year comprehensive economic development strategy.
- Completed multiple land use plans and zoning ordinances for local government units.

CHIPPEWA COUNTY ECONOMIC DEVELOPMENT CORPORATION– CHIPPEWA FALLS, WI 2002 – 2004

EXECUTIVE DIRECTOR ($ 60,000 / YEAR)

Chief Operation Officer of a private non-profit economic development. Responsible for daily operations and coordination between county departments, city and township government units.

ACHIEVEMENTS:

- Secured $ 1.2 million in Technology Development Zone tax credits for 15 technology company expansions.
- Project managed the construction of the Chippewa County Job Center.
- Developed short line rail opportunity for local shippers; received State of Wisconsin Synergy Award.
- Project managed the construction of the Lake Wissota Business Park.

HONEYWELL INTERNATIONAL– MINNETONKA, MN 1995 – 2002

CORPORATE MANAGER / PRODUCT DEVELOPMENT ENGINEER ($ 75,000 / YEAR)

Corporate Manager for manufacturing facility. Responsible for daily operations of manufacturing facility, including the technology transfer of Honeywell technology families to outside manufacturing facilities, transferring product development to high volume manufacturing, work flow optimization, and personnel allocation. Administer Honeywell intellectual property portfolio.

ACHIEVEMENTS:

- Developed companywide technology transfer policy for relocating manufacturing product.
- Multiple patent award winner for process improvement and developing new manufacturing processes.
- Developed strategy for marketing intellectual property portfolio.

EDUCATION / TRAINING COURSEWORK SUMMARY

Master of Business Administration (Degree received 2004)
Human Aspects of Technology Management (Organizational Dynamics)
Management Challenges and Purposes
Managerial Accounting
New Venture Marketing
Business Statistics
International Law
Financial Management
Legal Environment of Business
Applied Managerial Economics
Managerial Decision Analysis

Master of Science Manufacturing Systems (Degree received 2003)
Manufacturing System Design
Software Engineering
Engineering Project Management
Managerial Accounting and Performance Measurement
Contracts, Licensing, Patents (Intellectual Property Law)
Supply Chain Excellence
Technology Transfer
Strategic Quality Management
Materials Science
Manufacturing Process Design
Excellence in Manufacturing
Masters Capstone Course

IEDC Certified Economic Developer
Business Retention and Expansion
Economic Development Credit Analysis
Real Estate Development and Reuse
Economic Development Finance Programs
Economic Development Marketing and Attraction
Economic Development Strategic Planning
Entrepreneurial and Small Business Development Strategies
Managing Economic Development Organizations
Neighborhood Development Strategies
Technology-Led Economic Development
Workforce Development

Economic Development Finance Professional (certification received 2004)
Economic Development Finance
Business Credit Analysis
Real Estate Finance
The Art of Deal Structuring

Honeywell International (certification received 2001)
Advance Program Management (certificate received 2001)
Project Management / Strategic Planning

TAB

March 20, 2024

Mr. Doug Thomas
Executive Vice President of
Recruitment & Leadership Development
Strategic Government Resources
P.O. Box 1642
Keller, TX 76244

Dear Mr. Thomas:

I am writing to you to express my interest as a qualified applicant for the position of City Manager for the City of Treasure Island, Florida. If the Mayor and City Commission are seeking a proven public sector leader with executive experience known for breakthrough results, please consider my enclosed resume.

I am a results-oriented manager with 30 years leadership experience in varying levels of local governments primarily in Michigan. In my most recent and previous positions, I have advanced municipal government services through innovative programs and grassroots collaborations in the community and surrounding areas. As my enclosed resume indicates, I possess skills in problem solving, financial acumen, and collaborative management. My track record demonstrates my visionary thinking, high energy, and ability to forge strong organizational relationships to accomplish important initiatives. Some of my accomplishments include:

- Oversight and management of the successful conclusion to the redevelopment and construction of city's existing facilities and site. This included the **replacement of the aging city hall and police facilities**, construction of a new city park and auto parking garage without a tax increase. The completed project has now created a vibrant city center significantly increasing the number of downtown visitors.
- Obtained funding through **voter approved ballot measures** for public safety, roads, parks, animal shelter and older adult services. This included renewal and new funding for programs and services.
- **Excellence in Economic Development Award** from the International Economic Development Council (IEDC) for regionalism and **Top Performing Community Awards** by the University of Michigan-Dearborn for entrepreneurship and economic growth.
- **Proven leadership in environmental initiatives,** such as regional solid waste planning, local brownfield redevelopment and deployment of sustainable green technology.
- Significant infrastructure projects are managed **on time and within budget**.

I am a well-balanced executive who succeeds by achieving results, while at the same time, building and maintaining positive relationships with everyone around me. Given the opportunity, I am confident in my ability to achieve similar financial and management results as the City Manager of the City of Treasure Island.

Thank you for your consideration and I look forward to hearing from you.

Sincerely,



Paul J. Brake, ICMA-CM, CEcD

Encl.

Paul J. Brake, ICMA-CM, CEcD

703 E. Bloomfield Avenue **Cell (517) 927-4029**
Royal Oak, MI 48073
pauljbrake@gmail.com **http://www.linkedin.com/in/pauljbrake**

SUMMARY:
Executive-level administrator with advanced degree and experience in leadership roles. Proven success in managing complex issues using tactful, patient and persuasive leadership and communication skills.

Highly experienced local government executive with the following traits:
› Action oriented
› Economic development focused
› Strategic planning/organizational development
› Fiscal stewardship
› Collaborative leadership
› Relationship building

PROFESSIONAL EXPERIENCE

City Manager **City of Royal Oak, Michigan**
May 2020 to December 2023 **Population 59,006**

Lead as a chief executive officer of one of Michigan's premier downtown communities during a time of dynamic change while overcoming a global pandemic. Royal Oak is a city full of opportunity and excitement located in the Detroit Metro area of Southeast Michigan. "RO" offers all of the quality-of-life amenities one would expect from a big city while retaining the comforts of a small town. The City Manager appointed by the city commission is responsible for planning, coordinating, directing, and executing all of the city's operations according to law and policies. Responsible for appointing, supervising, and evaluating department heads who collectively managed 330 full-time employees, as well as 150+/- part-time employees through a total operating budget of approximately $220 million. Accomplishments:

- ✓ Oversaw the last phases of construction that resulted in the successful completion of a public-private partnership (P3) for a $100 million redevelopment program of the city's existing facilities and site. This included the replacement of aging city hall and police facilities, address parking needs and create a tax generating medical facility. The P3 has now created a vibrant City Center Complex and the new city park to benefit the community and entice visitors to downtown. Project was the recipient of the 2022 CREW Detroit Impact Award.
- ✓ Compiled and implemented a Responsible Contractor Ordinance. The policy is an effective method for awarding public contracts based on the best value that also provides additional information for policy makers about businesses when they are proposing to do work for the city.
- ✓ Collaborated with community leaders and environmentalists in completing and overseeing the city's Sustainability and Climate Action Plan (S-CAP). As a leader regionally and across Michigan, the plan is a guide and coordinated efforts in all aspects of city service delivery and investment to ensure the most sustainable, inclusive, climate-friendly options are implemented.
- ✓ Secured funding through a voter approved ballot initiative. This was part of a comprehensive package that included lowering certain tax rates and expired tax levies thus resulting in a small net increase as a new dedicated funding source. The new property tax collection includes funding for parks, animal shelter, and older adult services. This measure includes capital improvements for park facilities as well as matching funds for state and federal grants.

City Manager **City of Morgantown, West Virginia**
February 2017 to May 2020 **Population 30,547**

Charged with forward-thinking leadership as the Chief Administrative Officer (CAO) for a council-manager form of government in a dynamic community, home to West Virginia University, with a daytime population of greater than 70,000 (in an area near Pittsburgh, Pennsylvania). Directly oversaw ten (10) department directors who managed a workforce of 275 +/- full-time employees, through an operating budget of $37 million. Responsible for carrying out policy enacted by city council, overseeing the administration of the city, and maintaining inter-governmental, as well as university relationships. Also, tasked with carrying out economic development opportunities through the expansion of the Morgantown Municipal Airport (MGW), as well as redevelopment of key properties in the downtown and waterfront districts. Accomplishments:

- ✓ Led a collaborative process to develop short and long-term objectives through a city council approved Strategic Plan. The final document includes recommended indicators and metrics to determine the successes and progress of the plan.
- ✓ Secured the largest private foundation grant in the city's history ($4.3 million) for the redevelopment of an existing riverfront park and amphitheater. The completed project includes large-scale improvements to a waterfront area. Project was the recipient of the 2020 ABC (Associated Builders and Contractors) Excellence in Construction Award.
- ✓ Obtained three (3) Federal Opportunity Zones designations, approved by the governor, that have resulted in attracting a $7 million mixed-use commercial real estate development and a $14 million renovation of a boutique hotel in downtown.
- ✓ Oversaw the successful acceptance, by the FAA, of all required reports documenting the justification to lengthen the existing airport runway to retain commercial aviation, expand corporate aviation capabilities for local business growth, and improve safety for fliers.

Director of State Operations – Michigan **SAFEbuilt, Inc.**
August 2015 to August 2016

Responsible for regional level delivery of community development solutions to 16 client communities throughout Michigan. Staff of 90+ and $7 million P&L. Served as primary strategist and coordinator of government relations activities in Michigan, serving as corporate liaison to state and local governments and government authorities. Also, managed the day-to-day operations of LSL Planning (a SAFEbuilt company), which provides comprehensive community planning, transportation planning and on-going municipal services to agencies across the country. Accomplishments:

- ✓ Effectively managed strategic legal response to a lawsuit as an interested party.
- ✓ Oversaw strategic implementation and processes to establish new rental housing inspection services in partnership with the City of Detroit.
- ✓ Directed an office relocation in Southeast Michigan reducing monthly rental cost by $100K over the period of the new seven-year lease.

City Manager **City of Grand Blanc, Michigan**
July 2011 to August 2015 **Population 8,276**

Chief Administrative Officer (CAO) for a council-manager form of government located in an urban/suburban area of Southeast Michigan (near Flint, Michigan). Oversaw a $9.5 million budget for 31 full-time and 10 part-time employees. To maximize effectiveness and efficiency, Grand Blanc contracts with vendors from both the private and public sector and those vendors who are responsible to the City Manager. The city is part of a larger community that shares municipal services serving 44,000 residents. Accomplishments:

- ✓ Recruited and negotiated two commercial building redevelopment projects resulting in over $4 million in property investments.
- ✓ Secured one of the top honors for regionalism and collaboration through the 2014 Excellence in Economic Development Award from the International Economic Development Council.
- ✓ Provided executive leadership for regional initiatives, such as the chair of the I-69 International Trade Corridor Next Michigan Development Corporation and as the chair of the Genesee County Solid Waste Planning Committee.
- ✓ Gained recognition for entrepreneurship and economic growth through the Top Performing Community Award by the University of Michigan-Dearborn eCities Program (2012 and 2016).
- ✓ Eliminated the pension liability of the employee retirement program and replaced it with a 401K type of retirement system for new employees, thus saving over $3.2 million.
- ✓ Managed over $3.7 million of infrastructure projects ensuring key deliverables were done on time and within budget.

Assistant Township Manager **Meridian Township, Michigan**
March 1998 to June 2011 **Population 39,668**

On the eastern border of East Lansing and Michigan State University, the community is near the Michigan State Capitol. As the township's second highest ranking official, directed administrative work related to a wide range of municipal management issues impacting a $35 million budget and 190 employees. Oversight of over $2.5 million budget and direct supervision of eight employees. Accomplishments:

- ✓ Directed entrepreneurship and economic growth efforts for the township, resulting in recognition as a 2010 top performing community by the University of Michigan-Dearborn eCities program.
- ✓ Envisioned and implemented downtown streetscape improvements, earning an environmental stewardship award for use of sustainable green technology.
- ✓ Collaborated with local business leaders and university administrators to implement a pilot program to stimulate and sustain entrepreneurial businesses in the community.

County Coordinator (Chief Administrative Officer) **Shiawassee County, Michigan**
May 1994 to March 1998 **Population 70,648**

A rural/suburban county located between Lansing and Flint, Michigan. Duties encompassed organizational and policy development for a $15 million budget and 200 employees. Accomplishments:

- ✓ Developed and initiated successful voter campaign strategies for two property tax proposals concerning general operating funds, a medical care facility, and a telephone surcharge proposal for 9-1-1 dispatch funding.
- ✓ Proposed and revamped a wage and classification system from 93 pay scales with twelve pay units to 14 pay scales in a single comprehensive system.

EDUCATION

Senior Executives in State and Local Government (2019)
John F. Kennedy School of Government, Harvard University, Cambridge, MA

Senior Executive Institute (2007)
Weldon Cooper Center for Public Service
University of Virginia, Charlottesville, VA

Master of Public Administration, Financial and Personnel Administration
Western Michigan University, Kalamazoo, MI

Bachelor of Science, Public Administration - emphasis in Labor Relations
Grand Valley State College, Allendale, MI.

BOARD MEMBERSHIPS AND COMMUNITY LEADERSHIP

Royal Oak Downtown Development Authority – Board of Directors (past member)
Runway Extension and Development (RED) – Chair, City of Morgantown (past member)
Monongalia County Development Authority – Committee member (past member)
Morgantown Area Partnership - Executive Committee and Board of Directors (past member)
Main Street Morgantown – Board Member (past member)

PROFESSIONAL CERTIFICATIONS AND AFFLIATIONS

International City/County Management Association - Credentialed Manager (ICMA-CM)
Certified Economic Developer (CEcD) – International Economic Development Council
International City/County Management Association
International Economic Development Council
Michigan Municipal Executives

PROFESSIONAL REFERENCES

Mike Moore,
Chief of Police, Royal Oak Police Department
(248) 246-3525

Anne McClorey McLaughlin,
Attorney; Rosati, Schultz, Joppich & Amtsbuechler
(248) 482-8770

David Gillam
Village Administrator, Village of Wolverine Lake
(Former City Attorney and Interim City Manager – Royal Oak)
(248) 624-1710

Emily Muzzarelli, PE
Assistant City Manager, City of Morgantown, West Virginia
(304) 284-7406

Bill Kawecki
City Councilor and former Mayor, City of Morgantown, West Virginia
(304) 692-3296

TAB

Paul Dyal

336 SW Paul Allison Ct. | Lake City, Florida 32056 | (386) 365-0704 | pdyal@bellsouth.net

March 28, 2024

Mr. Doug Thomas
Executive Vice President
Strategic Government Resources

Re: City Manager – Treasure Island, Florida

Dear Mr. Thomas:

It is with great enthusiasm that I submit my qualifications for the position of City Manager for the City of Treasure Island, Florida. After having reviewed your recruitment notice and becoming familiar with the City of Treasure Island's website, I am extremely interested in being considered for this position. I have lived in Florida my entire life and I am familiar with all the various government agencies here. I have included my resume for your review.

I have over 12 years' experience working hands-on in municipal government serving as a GIS/CAD Tech. Crew Leader, Assistant Executive Director of Utilities, Executive Director of Utilities, Assistant City Manager for Utilities and Public Works, Interim City Manager, and City Manager. Overall, I have thirty years' experience working with state, federal, and local government agencies to get projects completed. I have an in-depth understanding of the bureaucracy of different agencies that is based on my years in the utility and construction industry. I also have over twenty years' experience in surveying, GPS/GIS data collection and implementation, permitting, grants, easement, and right-of-way acquisition. All of which are skills that relate to the day-to-day operations of running a successful city infrastructure.

Some of my greatest strengths are my ability to solve problems, listening to others, treating people with respect, being a man of my word, and leading by example with integrity and good humor based in "Servant Leadership".

Lastly, I am excited about becoming an essential part of helping to take the City of Treasure Island to the next level of excellence. I sincerely hope you will consider my skills, experience, expertise, and enthusiasm that I would bring to the City of Treasure Island worthy of granting me an interview for the position.

Sincerely,

Paul Dyal

Paul Dyal
Enclosure: Resume

PAUL DYAL

336 SW Paul Allison Ct.
Lake City, Florida 32024
(386) 365-0704
pdyal@bellsouth.net

SUMMARY OF QUALIFICATIONS

An accomplished professional with a wide-ranging background in leadership. Over thirty-years' experience working with state, federal, and local government agencies to get projects completed. I have a thorough understanding of the bureaucracy of different agencies that consist of over twelve-years working strictly in municipal government and thirty-years' experience working in the utility and construction industry. Dedicated leader who performs well in different environments. Adept at managing all phases of project life cycle, from needs assessment through implementation. Hired, trained and was the leader of hundreds of employees during my career. Work well under pressure, on my own, or as part of a team. Hard worker, adaptable, quick learner, and ability to assume responsibility. Perform effectively despite sudden deadlines and changing priorities. Excellent record of dependability and reliability.

PROFESSIONAL EXPERIENCE

January 2023-February 2024 City of Lake City Lake City, FL

City Manager/

Executive Director of Utilities

- Responsible for all City Departments: Police, Fire, Utilities, Finance, Human Resources, Procurement, Public Works, Information Technology, Growth Management, Community Development, Airport, and Customer Service.
- Daily communication to Management, Council, and Public on City issues.
- Budget preparation and goals for the fiscal year for all departments.
- Developed and implemented organizational goals, policies, and procedures.
- Prepared reports related to public policy, federal, and state governmental issues.
- Leader to 200+ dedicated personnel.
- Review and administer disciplinary action.
- Administer $70+ million budget.

December 2021-December 2022 City of Lake City Lake City, FL

Interim City Manager/

Executive Director of Utilities

- Responsible for all City Departments: Police, Fire, Utilities, Finance, Human Resources, Procurement, Public Works, Information Technology, Growth Management, Community Development, Airport, and Customer Service.
- Daily communication to Management, Council, and Public on City issues.
- Budget preparation and goals for the fiscal year for all departments.
- Developed and implemented organizational goals, policies, and procedures.
- Prepared reports related to public policy, federal, and state governmental issues.
- Leader to 200+ dedicated personnel.
- Review and administer disciplinary action.

- Administer $60+ million budget.

2018-2024 City of Lake City Lake City, FL

Executive Director of Utilities

- Responsible for all City Utility activities and personnel issues.
- Honest communication to Management, Council, and Public on City issues.
- Administer $20+ million budget.
- Liaison for citizens and city government.
- Building community relationships.
- Responsible for writing policies and procedures.
- Budget negotiations
- Grant Writing and submission.
- Grant Manager for $5,000,000 grant for sewer expansion.
- Grant Manager for $1,800,000 grant for wetland expansion.
- Grant Manager for $1,000,000 grant for Effluent disposal.
- Grant Manager for $200,000 grant for sewer capacity study.
- Increased economic development by working with our county leaders to expand utility services.
- Leader to 90 employees.

2017-2018 City of Lake City Lake City, FL

Assistant City Manager- Utilities and Public Works

- Responsible for all day-to-day city utility/public works operations.
- Honest communication to Management, Council, and Public on City issues.
- Administer $30+ million budget.
- Building community relationships.
- Increased economic development by working with our county leaders to expand utility services.
- Land use initiatives for annexation to increase size of the city.
- Repair deteriorating infrastructure.
- Liaison for citizens and city government.
- Responsible for writing/enforcing policies and procedures.
- Leader to 120 employees.
- Contract/Grant submissions and budget negotiations.
- Responsible for the budget and construction of a new $18,000,000 Water Reclamation Facility.
- Responsible for $1,500,000 in repairs and upgrades to the city's Public Access Reuse System.
- Oversite of a new $5,000,000 Spray Field to Wetland conversion.

2015-2024 City of Lake City Lake City, FL

Executive Director of Utilities

- Responsible for all day-to-day city utility activities.
- Honest communication to Management, Council, and Public on City issues.

- Administer $20+ million budget.
- Building community relationships.
- Increased economic development by working with our county leaders to expand utility services.
- Land use initiatives for annexation to increase size of the city.
- Repair deteriorating infrastructure.
- Responsible for the budget and construction of a new $18,000,000 Water Reclamation Facility.
- Responsible for $1,500,000 in repairs and upgrades to the city's Public Access Reuse System.
- Oversite of a new $5,000,000 Spray Field to Wetland conversion.
- Responsible for $6,000,000 in ongoing repairs to the city's current Water Reclamation Facility.
- Submitted and awarded $2,700,000 grant for sewer expansion.
- Liaison for citizens and city government.
- Responsible for writing/enforcing policies and procedures.
- Leader to 90 employees.
- Contract/Grant submissions and budget negotiations.

2014-2015 City of Lake City Lake City, FL

Assistant Executive Director of Utilities

- Responsible for all day-to-day city utility activities.
- Honest communication to Management, Council, and Public on City issues.
- Responsible for all personnel issues.
- Liaison for citizens and city government.
- Responsible for writing/enforcing policies and procedures.
- Leader to 90 employees
- Contract/Grant submissions and budget negotiations.
- Responsible for the budget and construction of a new $18,000,000 Water Reclamation Facility.
- Responsible for $1,500,000 in repairs and upgrades to the city's Public Access Reuse System.
- Oversite of a new $5,000,000 Spray Field to Wetland conversion.

2012-2014 City of Lake City Lake City, FL

GIS / CAD Tech. / Crew Leader

- Collect GIS data on city assets.
- Update GIS address, zoning, land use, city limit boundary, political, and utility databases.
- Maintained and updated local, state, and congressional district lines.
- Maintained and updated fire and police dispatch 911 databases.
- Maintained National Census data.
- Annexations and other city acquired property changes.
- Created engineering drawings for city projects.
- Easements, permitting, and subordination submissions on behalf of the city.

- Collect and assimilate data for grant submissions.
- Attended Council and various city committee meetings to give updates.

1999-2012 Comm Tech. Inc. / P.E.A. Inc. Gainesville, FL

Project Manager / Engineering and Design

- Project management – design to stakeholder acceptance.
- Liaison for local, state, and federal agencies.
- Reviewed engineering practices for clients.
- Ensured company rules and regulations were followed.
- Budget preparation.
- Coordinated with stakeholders to understand needs and troubleshoot problems.
- Maintained company standards and quality/quantity of work.
- Designed, inspected, and managed utility, cable, and pipeline projects.
- Designed specs for buildings and underground vaults.
- Designed right-of-way, permit, construction, and as-built drawings.
- Compiled GPS, GIS, State Plane and coordinate data for projects.
- Coordinated with federal, state, and local agencies to resolve any problems that pertain to permitting, design, placement, R/W, or acquisition issues.

EDUCATION

2016 Florida State University Tallahassee, FL
- Certified Public Manager
- Certified Supervisory Manager

2016 Columbia Southern University Orange Beach, AL
- B.S. Business Administration
- Graduated Summa Cum Laude

2005 Lake City Community College Lake City, FL
- A.A. Liberal Arts and Science Degree
- Graduated Magna Cum Laude

2004 Lake City Community College Lake City, FL
- A.A.S. Business Administration and Management
- Graduated Magna Cum Laude

1999 Lake City Community College Lake City, FL
- Computer Drafting II (Certificate)

1998 Lake City Community College Lake City, FL
- Computer Drafting (Certificate)

SELECTED AWARDS/HONORS/MEMBERSHIPS

- Member Phi Theta Kappa Honor Society
- Member of Who's Who Among College Students
- 2004 Business Student of the year
- Valedictorian 2004 Spring Graduating Business class
- 2014 Dale Carnegie Highest Achievement Award Winner
- Member of ICMA

INTERESTS

Spending time with family, church activities, scouts, gardening, working in the yard, and learning new software applications.

TIPS

My management style is collaborative and one that bolsters of a Team Leader/Facilitator. I believe in being visible to my team and keeping my employer informed with information they need to hear so that they can make sound decisions. I strive to learn something new with each new task assigned and I am open to new ideas that make my job more productive. I pride myself on being a good listener who values and solicits ideas and feedback from others. My background includes grant and budget management and administrative supervision within the public and private business sector. This gives me a unique understanding of public and private ways and has given me a better understanding of my interactions with both.

TAB

Peter M. Jankowski
1818 W St. Exupery Dr.
Anthem AZ 85086
lajpmj@aol.com

Doug Thomas
Executive Vice President
Government Resources

March 9, 2024

Dear Ms. Thomas:

Please accept my resume for the position of City Manager for Treasure Island.

As my resume illustrates, I have held a variety of municipal positions over the past +24 years; City/Town Manager, Town Administrator, Selectman (Councilor), Deputy Director, Treasurer, Planning Board, Finance Committee Member, County Budget Committee, Trustee and State Representative. I am an attorney with a sound understanding of municipal administration & law and a skilled negotiator in collective bargaining. I have a hands-on, open, flexible, collaborative and inclusive leadership style. I bring a professional, trusting and supportive atmosphere with a focus on providing excellent customer service and a positive environment.

As a full-service community manager, I've built a strong, cohesive teams, built trust and grew strong relationships with Councilors, staff and community residents & stakeholders. I enjoy serving in communities where I can make a difference. I believe in transparent communications and working as a team. I am active, hands-on generalist, "jack of all trades" with sound budgeting/financial development & implementation. I am a strategic planner who works effectively with local businesses and community stakeholders. I am a manager who just doesn't sit behind the desk. I believe listening to the community is key in being a successful manager.

Throughout my public career, I have overseen, full service, day-to-day municipal operations, including Administration, Public Works, Police, Fire & EMS, Parks & Recreation (beach, playgrounds/programs, athletic fields), Buildings & Grounds, Economic Development, Assessing, Senior Services, Animal Control, Code Enforcement & Inspectors, Veteran's Services, Budgeting (operational & capital), Human Resources, Community Services and served as Chief Procurement Officer. I also served on the Local Emergency Planning Committee for public health & emergency/pandemic preparedness. With a legal background, I routinely crafted, implement and enforced local ordinances. I served as the community's liaison to county & state agencies and the local media. I have overseen many public construction projects from design, budgeting and bidding including water & sewer treatment facility upgrades, police & fire stations, animal control facilities, playgrounds, recycling center and road/street projects. And many of these projects have been working in cooperation with various volunteer committees, community groups and stakeholders.

I believe in "Smart Growth" with a focus on community development that keeps in step the character of the community. I have successfully led economic programs utilizing both CDBG (public facilities/ sewer improvement, micro-enterprise loans, housing renovation, awning & façade programs) & local initiatives such as: gateway projects, zoning initiatives, regional infrastructure projects, green way & open space dedications, lighting programs and dark sky programs in efforts to improving a community's curb appeal.

I have sound experience in financial management and have successfully crafted balanced budgets while preserving municipal services during economic down turns. As a manager and personally, I am very approachable & inclusive in involving department heads and staff in the decision-making process and work with a team focus. I am always engaging local residents and community stakeholders in the office but usually at the local grocery store, recycling center and around the community.

I am more than willing to spend the extra time required to educate myself with the intrinsic needs of Treasure Island and become a trusted member of the community. I love being a public manager, there is no other rewarding job like it.

Sincerely,
Peter M. Jankowski

Peter M. Jankowski, Esq.
1818 W. Exupery Drive, Anthem, AZ 85086
E-mail: lajpmj@aol.com, Cell 480-300-2787

EDUCATION

Franklin Pierce Law Center, Concord, NH
Juris Doctorate, May 1996

University of New Hampshire, Durham, NH
B.S. Resource Economics with minor in Political Science, 1989

U.S. Navy Technical Training Center
Electronic Technician's "A" & "C" schools 1982

Bar Admittance
State & Federal Courts of New Hampshire 1996
State of Maine 1999

MUNICIPAL EXPERIENCE

City Manager, City of Mesquite, NV July 2022 – February 2024
Oversaw day to day municipal operations for a full-service community of 22,801 population, 188 FT & 75 PT employees, numerous volunteers, $31.7M operational budget. Responsible for the oversight of police, fire, public works & streets, sanitation (sewer & landfill), city clerk, budget & financial, administrative, senior center animal control, athletic & leisure, planning, code enforcement and museum. Developed municipal budget and process. Overseen numerous ordinances including, OTR vehicles regulations, building/license fees update and city land sales matrix update. Oversaw new facilities projects including; fire station headquarters ($11.7M), art facility modular biding complex ($1M), Justice Court Revocations ($6M) and Design & bidding of an "all wheels park" (CDBG) and animal control facilities expansion ($1.5M). Projects mainly funded by American Rescue (ARPA) funds and Redevelopment (RDA) funding. Worked in economic development projects for workforce housing, land development agreements and RDA programs focusing on small businesses and housing. Established a Capital improvement advisory Committee and assisted in developing impact fee for the fire service.

Town Administrator, Interim, Freetown, MA – Jan 2021 to June 2021
Oversaw day to day municipal operations for a full-service community of 9,395 population, 43 employees, $23.3 operational budget, covering 38.3 square miles. Responsible for the oversight of police, financial, administrative, animal control, parks & recreation, code enforcement and public health. I oversaw policy development & implementation, various programs & building / facility projects, budgeting, procurement, personnel management & hiring recommendations, veterans' services officer and risk management. Lead negotiator in separate collective bargaining for public works, administrative, dispatch and assisting legal counsel in separate police and fire negotiations. Drafted ordinance for light pollution, served on police/patrol officer interview board, drafted RFP for curbside MSW & recycling residential collection, oversaw initial beach restoration project. Collateral duties: Personnel Director and Chief Procurement Officer.

Deputy Director, Office of Community Services (OCS), City of Las Vegas, NV Nov. 2018 – Nov. 2019
Newly created Deputy Director position. OCS is responsible for providing programs & services for homelessness, affordable housing, veterans services, neighborhood outreach and community initiatives that improve safety, health and wellness of residents. OCS staffing includes 39 FT and 35 agency staff, with a budget of $16.6 M, redevelopment funding of $1.2 M and general revenue funding of $3.2 M. OCS operates the "Courtyard Homeless Resource Center" servicing 350-400 individuals daily. I oversaw special projects including development of two FQHC Health & Wellness clinics for low income/homeless population, development of affordable housing "tiny home" project, drafted revenue (compensated care) sharing agreement for health clinics, drafted policy memo for inclusionary zoning, conducted staff personnel reviews, procurement officer, oversaw OCS BLM parcel selection for affordable housing, conducted monthly staff meeting, participated in PsychArmor training program (veterans), served as OCS representative to Continuum

of Care committees (steering, housing), oversaw City's Veterans Service Initiative including Serving on the Mayor's Challenge to Prevention of Suicide Among Services Members, Veterans and Family Members, and OCS's Neighborhood College & outreach programs.

Town Manager, Town of Cave Creek, AZ - February 2014 to May 2017
A western community with a focus on retail/restaurant/festivals/tourism, open space/trails and equine activities, with a 7 member Town Council, 5,474 residents (+ 20% in season), 38 employees and municipal budget (non-capital) of $16.4 million. Town operates 3 enterprise utilities consisting of two water systems (wells & CAP), a sewer system, including billing services. Oversaw all day-to-day operations; facilities, code enforcement, planning, economic development, town marshal, finance, town clerk, engineering, parks, IT, utilities and contracted Sherriff (MCSO/ACO) services. Town operates successful rodeo grounds and Taste of Cave Creek (a food/drink event) and sponsors three parades & various holiday events. I successfully delivered balanced budgets each year, without loss of staff or programs, in a community without a property tax. Completed numerous projects for roads, bike lanes, water main repairs, town hall renovations, water & sewer plant operations and rodeo ground improvements (bleachers, electric, parking). I oversaw regionalized court services, water wheeling, emergency preparedness, public events (AZ Bike week, home show) and multi-use trail development. Reorganized utility billing services, town engineering departments and updated employee handbook. I oversaw procurement, negotiated development agreements, one commercial area annexation, promoted economic development, zoning changes and sustained positive business community relations. Collateral duties: Chief Procurement Officer, Parking Appeals Officer, Human Resources Director.

Town Administrator, Town of Dudley, MA - July 2006 to January 2014
A full-service collegiate community with a 5-member Selectboard (Council)-Administrator form of government, with 11,075 residents with a general fund (non-capital) of $12.7 million, 72 FT & 4 PT municipal employees, four unions, covering 21 square miles. Responsible for day-to-day operations including: developing annual municipal budget, Town Meeting warrants, drafted policies for anti-fraud, motor vehicle use, revised personnel handbook, negotiated a yearly PILOT with local college, negotiated six successive & impact collective bargaining agreements, developed regional agreement for use of town dog/cat shelter with neighboring community. I oversaw: Police, Fire/EMS, Building & Grounds/Custodial (parks, buildings, monuments, cemeteries, conservation lands, town beach), Highway (public works), Council on Aging, Accounting, all Building/Zoning Code Enforcement, Facilities, Animal Control, and various stipend positions. Serve as liaison to local college administration. Oversaw modification of private road snow plowing/sanding/ maintenance program for 37 private roads. I worked cooperatively with three independently elected officers and six elected boards & commissions - two enterprise utility systems and assist nine appointed/volunteer committees. Successfully brought the town's stabilization fund (surplus) from a zero balance to over $480,000 in four years, instituting cost control measures & increase revenues. Successfully initiated consolidation of a water/sewer administrative office. Instituted a cross training & staffing program for three additional offices. I oversaw PEG cable television access channel with station digital upgrade in 2008. Drafted & administered RFPs for goods & services, conduct public hearings, and oversaw tax title auctions. Collateral duties: Chief Procurement Officer, Municipal Hearing Officer, Parking Appeals Officer, Human Resources Director.

Town Manager, Town of Kittery, ME - June 2004 to October 2004
A full-service coastal Council-Manager community with 9,562 residents and a non-school budget of $8.2 million and 88 FT employees organized in seven unions. Accomplishments: negotiated a renewable five-year PILOT agreement for the privatization of a 200-unit military housing complex totaling $1.05 million; Drafted & administered RFP for a centralized municipal-complex telephone system; Reorganized two-person receptionist station into joint reception & office aide; initiated implementation of a municipal park management plan. Collateral duties: Treasurer, Tax Collector, Procurement Officer and Personnel Director. Resigned to assist my father in his business, after he was diagnosed with stage 4 pancreatic cancer.

Town Manager, Town of Athol, MA - January 2001 to June 2004
First professional manager for a newly chartered 5-member Selectboard-Manager government. A full-service community of 11,299 residents covering 39 square miles with a municipal budget of $12,485,000 excluding schools, 118 full time & 12 part time employees, 4 unions and volunteers. I oversaw 15 departments, including: Police, Fire, Public Works (roads, water & sewer), Library, Economic Development, Parks,

Facilities, Financial Offices, and administrative offices. Responsible for all staff hirings & personnel issues. Prepared Town meeting warrants. Coordinated & oversaw annual town report. Successfully developed-presented- implemented three balanced municipal budgets: FY02 <1% and FY03 at 1.2% increases with no service reductions and FY04 (4.65%). Responsible for day-to-day operations, budget oversight (operational & capital), Selectboard's liaison to regional governmental agencies & business community. Additionally, I revised a new budget approval process, established a 5 year capital plan, initiated & implemented a centralized financial & accounting software system connecting seven offices; successfully negotiated successive & impact union contracts; reorganized the public work's water & sewer divisions for cost control and to correct an annual operational deficit of $422,000 to breakeven in 2 ½ years; established a CDBG administrative & economic development office with a focus on downtown business / commercial development, awning & façade, infrastructure and housing renovation; revised all municipal fee schedules and reorganized a road maintenance/paving program. I oversaw three development projects: police station (site selection / acquisition, conceptual design), animal control facility (design & construction) and a municipal parking lot (site selection / acquisition, design, construction). Drafted municipal bylaws (ordinances) & policies, Initiated & reorganized municipal services to maintain efficient customer service & access while sustaining 18% personnel decrease in FY03/FY04. Oversaw eminent domain process for acquisition of real property and municipal property auctions. Drafted and oversaw RFPs for goods & services (including professional). Conducted public hearings. Oversaw PILOT agreement for college. Collateral: Procurement Officer, Personnel Director, Public Information Officer, Cable Franchise Renewal Representative, Municipal Hearings Officer.

Town Manager, Town of Gray, ME - March 1998 to January 2001
A chartered 5-member Council-Manager government. A lakes region community of 6,800 (+1,500 summer) residents with a non-school budget of +$3,350,000 with 30 FT & 11 PT & volunteers organized in nine departments, covering 42 square miles. Responsible for all aspects of day-to-day operations, including: budget development & implementation, citizen inquiries, ordinance & town warrant drafting, personnel, conducting public hearings, purchasing oversight, reestablished a community fair, grant administration & compliance, tax increment financing administration, elections warden, industrial park development and oversaw development of recreation programs. Major responsibilities included: development of a 62-acre recreational park, transfer station improvements, streamlining local permit & application process, renovation of a detached historic meeting hall, co-Town representative in negotiations of EPA Superfund site between state, federal and responsible parties, liaison to charter review commission, initiated the adoption of a building code initiative, revised personnel policy and assisted 12 committees & boards. Served on cable franchise renewal committee, Oversaw programs for a 50 urban tree planting program and one for conversion of 47 private ways into public roads/easements. Developed community marketing brochures w/ committee. Collateral duties: Treasurer, Tax Collector, Road Commissioner, Welfare Director, Personnel Director, Chief Procurement Officer and Election (State & Federal) Warden.

Town Manager, Town of Milbridge, ME - February 1997 to March 1998
A coastal & agricultural community of 1304 (+350 summer) residents with a non-school budget of +$550,000 and seven FT & three PT employees with 75 miles of coastline. Managed all aspects of municipal operations from fiscal accountability to construction project oversight to liquidating town property. Coordinated and scheduled meetings, tracking revenues and expenses, developed budgets, filed liens, workfare programs, administered two CDBG (Small Communities Grant) totaling $650,000 ensuring compliance with federal guidelines. Drafted and implemented state grant for Community Forest Program (passive recreation & trail). Legal aspects involved: labor & employment law, drafting contracts, interpreting Maine statutes governing municipalities and fiscal responsibility, Right to Know and municipal ordinances. Oversaw erosion control (EPA non-point source 319) and a wooden bridge project. Oversaw management & renovation (by RFP) of municipal piers (commercial & recreational). Oversaw campground/recreational park development w/trails & scenic overlook. Collateral duties: Town Clerk, Economic Director, Treasurer, Tax Collector, Road Commissioner, Election Warden, Welfare Director, Personnel Director and Sewer District Administrator.

Law Clerk, City of Portsmouth, NH - Summer 1995
Assisted Assistant City Attorney. Reviewed, researched and drafted standardized professional services contract clauses, updated purchasing manual procedures, drafted building code violations, conducted title/easement research for proposed public walkway, researched and drafted legal memorandums on general municipal legal & ordinance issues / inquires.

Selectman (Councilor), Town of Rollinsford, NH - 1992 - 1993
Co-managed municipal affairs for a 2,652-member, full-service community with a Town budget of $980,000 excluding schools with 12 full & 6 part time employees and volunteers which did not employ a professional manager. Initiated tax-work fare program, budget development, riverside parks improvements, oversaw planning and construction of a municipal solid waste transfer station & accompanying roadway. The Board managed all day-to-day operations of community, coordinated with departments, conducted public hearings, assisted in budget development and addressed citizen issues. Also, served on the N. H. Municipal Association's Legislative Committee on Municipal Administration & Financial Management.

New Hampshire State Representative 1990 - 1992
Served on the Resources, Recreation and Development Committee. The Committee oversaw natural resources, land use & development and state recreational park lands legislation. Coordinated legislators, interest groups, lobbyists, and citizens in discussing, negotiating and drafting legislation. Chaired sub-committee on public access. Successfully introduced & passed legislation, conducted community informational meetings and tracked legislation through legislative process.

Strafford County Budget Committee (N.H.) 1990-1992.
Member of county budget committee, which reviewed & approved budgets for six departments & five agencies totaling $28,320,000. Served as vice chair on sub-committee for Human Services, which reviewed & oversaw various health & human services programs.

Budget Committee Member, Town of Rollinsford, New Hampshire, 1991 - 1992
Reviewed and formulated municipal and school budgets (elementary), expenditures & revenues totaling $2.7 million. Conducted quarterly financial reviews of all departments.

Planning Board Member, Town of Rollinsford, New Hampshire, 1990 - 1991
The Planning Board oversaw the community's master / general plan compliance and community development & growth management. We conducted site plan reviews, updated zoning by-laws & land use regulations, sub-division plan reviews & approvals (& conditionally), coordinated public hearings, administered board procedures, oversaw economic proposals, green space dedications and development agreements.

Strafford Regional Planning Commission (N.H.) – Commissioner, 1990 - 1992
Regional Commission of 18 towns whose mission is to provide assistance & management services for planning, land use, economic development, housing & transportation.

Trustee of Trust Funds, Town of Rollinsford, New Hampshire, 1988 - 1991
Chairman, 1990 & 1991. Managed three municipal trust funds with assets of $210,000. Responsible for annual reports to state agencies & municipal officials, complied with state investment regulations and record maintenance.

United States Navy 1981 - 1986
Electronics Technician Petty Officer Second Class (E5). USS Semmes DDG 18. Honorable Discharge, August 1986.

LEGAL / BUSINESS EXPERIENCE

Nichols College – Adjunct Professor – 2009 to 2012
Course instructor for Business Law I. Taught a broad introduction to U.S. law, concentrating on basic knowledge of the legal system (civil & criminal), judicial system, alternative dispute resolution, contracts, business formation, agency, liability, intellectual property and ethical constructs / ethics-based decision making. Conducted lectures & group exercises, prepared all power point presentations, exams, quizzes and projects.

Seacoast Cutting & Embossing, 1989 – 1993 & October 2004 – June 2006
Operations Manager, for our family manufacturing business providing high-pressure die cutting services to local manufacturers (shoe, automobile, garment), with six employees. Represented business in existing & new accounts, quality control, inventory control, shipping and production.

Law Office of Peter M. Jankowski, Oct. 1996 to Feb. 1997, & October 2004 – June 2006
General practice. Represented clients in civil matters including, planning & zoning issues, real property title transfers, landlord-tenant matters and misdemeanor criminal cases, bail/deferred sentencing hearings.

Franklin Pierce Law Center, Legal Clinics. 1995 - 1996
Civil & Criminal clinics for family, landlord-tenant and misdemeanor complaints. Conducted initial client intakes/interviews, legal research, case presentation, drafted plea & settlement agreements, libels, stipulations and decrees. Advocated 6 deferred sentencing hearings, negotiated 5 Class "A" misdemeanor plea agreements, 2 juvenile review hearings and 2 parole revocation hearings.

Concord District Court Small Claims Mediation Program 1994 - 1995
ADR. Successfully co-mediated eight settlements in Small Claims Court; Landlord tenant, contractor contracts and civil claims. Completed a 24-hour in-class training program. Explained mediation, court procedures, mediated issues and drafted agreements.

Associations & Committees & Conferences
SAMSHA/Veteran Affairs, Rural Community Approaches to Suicide Prevention Conference, DC, 2019
LEAN Training, City of Las Vegas, 2019
Opportunity Zone Conference, Las Vegas NV, 2019
Federal Qualified Heath Clinic (FQHC) Conference, San Diego CA 2018
Arizona City Manager's Association, 2014 to 2017
ICMA Conferences, various, 2000 - 2014
Maricopa Associations Governments, Managers Committee, 2014 to 2017
Dudley Cable Television Advisory Committee 2006 to 2014
Massachusetts Municipal Managers Association 2001to 2004, 2007 to 2104
International City Management Association 1999 - 2005
Maine Town and City Managers Association 1997 - 2004
N. H. Bar Association 1996 to Present (now inactive)
Maine State Bar Association 1999 – Present (now inactive)
Cumberland County (ME) Human Services Committee 1998 - 2000
Cumberland County Managers Association (ME) 1997 to 2001, Chairman 2000
Town (Rollinsford) Rep to Spaulding Turnpike Advisor Task Force 1990 - 1993
Massachusetts Municipal Personnel Administrators 2002 - 2004
Athol-Orange Joint Cable Television Advisory Committee 2001 - 2004
Gray Cable Television Advisory Committee 1999 - 2000
Board of Directors for a 72-unit residential complex 1994 - 1996
New Hampshire Municipal Assoc. 1992 - 1995,
NHMA, Legislative Administration & Financial Mgt Review Comm. 1993 & 1994

TAB

RATHINA KUMAR M

26 Andikinar Street
Virudhunagar
626001
INDIA

rathinakumr@gmail.com **Tel No. +917092642289**

I am applying for the role because it is the job I can both excel in and perform to a high standard. Having researched your organisation I have been attracted to your track record and your values. I understand how important my role will be in the success to your organisation. I strongly believe that I have the necessary skills, qualities and experience to carry out the duties to a very high standard. Having worked in the similar industries I have the knowledge and experience need to contribute to the team in the fastest time possible.

I have successfully performed all my tasks with high degree of professionalism and perfection. I am expanding my skills and experiences by indulging in multi task. I believe in excellence and have always dedicated, my talents and my creativity abilities to assure the successful accomplishments of any organisation goals. My positive attitude is the valuable asset to any organisation. I am certain that my skill set will give profit to your organisation.

I am confident that my proven track record of excellent work ethic, unparalleled attention to detail and knack for executing tasks will contribute to the team's success. I believe that my academic qualifications and exposure to fast paced dynamic multinational organisations and ability to work well as a part of large team have provided me with skills and experience required to make your organisation succeed.

I have multitude of skills and qualities, that I believe make the ideal candidate for this position. My qualities include a positive attitude, a friendly and confident nature, a desire to work as part of team and also desire to work high standards and above all, take full responsibility for the work I produce.

My motivation is for this position and I feel the experience and skills I have, will enable to work to high standards whilst helping to your commercial and financial objectives. I believe I am the best and excel in the job. I have the job satisfaction from seeing the team I part continually thrive and develop.

I actually feel I work better when I am under pressure and time constraint. I love the challenge of getting things completed which under time constraint. I believe that you always deliver , produce high standards and select the brightest talent. This means by working for you, I will not only get to put my skills, qualities and experience to good use, but I will also be able to carry on learning and developing on the role. I feel my drive and determination to succeed will fit well in your organisation.

I am an outstanding team player, innovative in my approach to my work whilst also taking a great pride in fulfilling my responsibilities for my organisation. I am professional, enthusiastic, loyal and hardworking, trust worthy, flexible innovative, conscientious and integrity.

My expertise in multi task , innovative skills , ability to learn new things quickly, problem solving skills and hard work will be indispensable to your organisation. I strongly believe that I am the best candidate for this position and I am available for the position immediately and would very much appreciate to demonstrate to you my skills, qualities and experience and how can I help your business to continually thrive. I will hit the ground, running up in the first day of the job without training to meet your objectives. I genuinely look forward of prospect of working for your organisation. I am looking forward hearing from you. Thank you for your time and consideration. I will not let you down and I will be a high performer**.** I will work hard to repay the faith you will have shown in selecting me.

Sincerely,
Rathina Kumar

RATHINA KUMAR
26 Andikinar Street
Virudhunagar 626001
INDIA

P.S : Please contact me by no.+917092642289 and email rathinakumr@gmail.com

RATHINA KUMAR M

26 Andikinar Street
Virudhunagar
626001
INDIA

rathinakumr@gmail.com Tel No. +917092642289

I am highly motivated, conscientious, and a competent collaborator who possess in-depth knowledge and expertise within the industry. With a proven track record of achievement, I can bring, positivity, support, and a creative mindset to any team. I pride myself on taking ownership of challenging problems, maintaining high standards, and assisting my employer in achieving their commercial objectives. With a desire and passion for continuous professional development I am confident I can add value to your organisation by always ensuring your customers and clients receive the best service. With lot of experience I can be relied upon to deliver that I set out to achieve.

Professional, leadership, outstanding, hardworking, enthusiastic, communicative, loyal, trustworthy, flexible, teamwork, creative, innovative, conscientious and integrity

EDUCATION

B.Eng University of Oxford

M.Eng University of Oxford

ETHZ Swiss Federal Technical University Zurich
Diploma in Computation

EXPERIENCE

2004 – 2023 BP
Leadership, Teamwork, Creativity, Initiative, Problem solving, Self Motivation, Discipline, Reliability,Persistence and determination, Resourceful
Results-driven, logical and methodical approach to achieving tasks and objectives
Determined and decisive; uses initiative to develop effective solutions to problems
Reliable and dependable - high personal standards and attention to detail

Methodical and rigorous approach to achieving tasks and objectives
Entrepreneurial and pro-active - strong drive and keen business mind
Identifies and develops opportunities; innovates and makes things happen
Good strategic appreciation and vision; able to build and implement sophisticated plans
Determined and decisive; uses initiative to meet and resolve challenges
Strives for quality and applies process and discipline towards optimising performance
Extremely reliable and dependable - analytical and questioning, strives for quality
Methodical approach to planning and organising - good time-manager
Excellent interpersonal skills - good communicator, leadership, high integrity
Strong planning, organising and monitoring abilities - an efficient time-manager
Self-driven and self-reliant - sets aims and targets and leads by example
Good interpersonal skills - works well with others, motivates and encourages
High integrity, diligent and conscientious - reliable and dependable
Self-aware - always seeking to learn and grow
Seeks new responsibilities irrespective of reward and recognition
Emotionally mature and confident - a calming influence
Detailed and precise; fastidious and thorough
Decisive and results-driven; creative problem-solver
Good starter - enthusiastic in finding openings and opportunities
Creative and entrepreneurial networker - effective project coordinator
Reliable and dependable in meeting objectives - hard-working
Emotionally mature; calming and positive temperament; tolerant and understanding
Seeks and finds solutions to challenges - exceptionally positive attitude
Great team-worker - adaptable and flexible
Well-organised; good planner; good time-manager
Seeks new responsibilities and uses initiative; self-sufficient
Solid approach to achieving tasks and objectives; determined and decisive
Excellent interpersonal skills - good communicator, high integrity
Energetic and physically very fit; quick to respond to opportunities and problems
Active and dynamic approach to work and getting things done
Financially astute - conversant with accounting systems and principles
Tactical, strategic and proactive - anticipates and takes initiative
Systematic and logical - develops and uses effective processes
Good listener - caring and compassionate
Critical thinker - strong analytical skills; accurate
Good researcher - creative and methodical - probing and resourceful
Resilient and thorough
Completer-finisher; checks and follows up - immaculate record-keeper
Team-player - loyal and determined
Technically competent
Task-oriented - commercially experienced and aware
Excellent inter-personal and communications skills
Sound planning and organizational capabilities
Results oriented - focused on productive and high-yield activities
Tolerant and understanding
Emotionally mature - calming and positive temperament - compassionate and caring

Sensitive and interpersonal and communication skills
High integrity and honesty; ethical and socially aware
Energetic and positive outlook, which often inspires others
Calm, reliable and dependable in meeting objectives - logical and numerate
Seeks and finds good outcomes to challenges
Adaptable and flexible; well-organised planner and scheduler
Effective & selective in use of technology, Accounting skills, Legal skills, Medical skills, Engineering skills, Financial skills, IT skills, Business Acumen, Project Management

UNIVERSITY OF OXFORD



THIS is to certify that

M. Rathina Kumar
Magdalen College

satisfied the Examiners in the Final Honour School of

Engineering Science

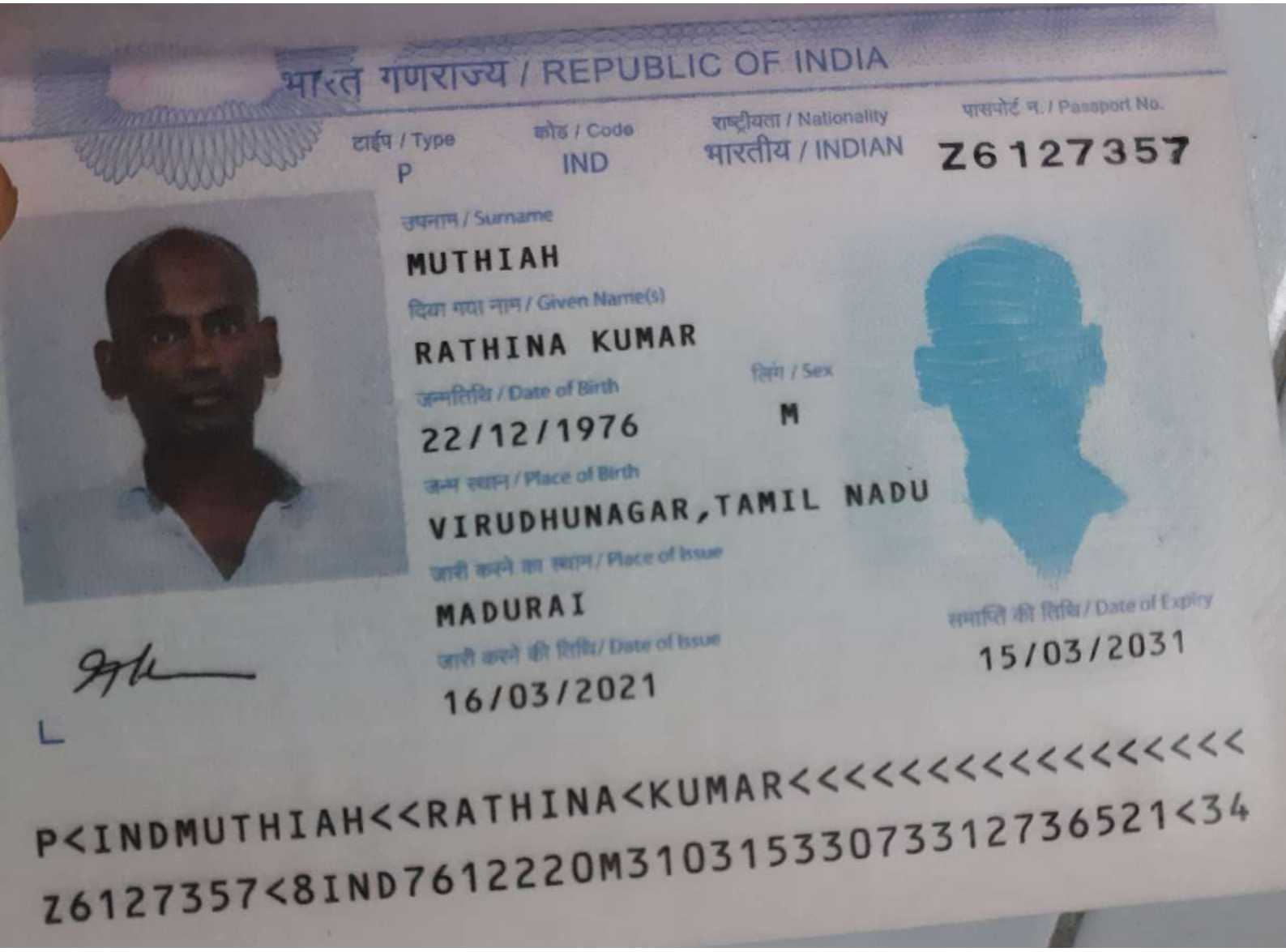
on 2 July 2004, and was placed by them in the Third Class and, having satisfied all the conditions prescribed by the Statutes of the University, was on 30 July 2005 admitted to the Degree of

MASTER OF ENGINEERING

David R. Holmes
Registrar

University Offices,
Oxford.
30 July 2005

400214691



भारत गणराज्य / REPUBLIC OF INDIA

टाईप / Type
P

कोड / Code
IND

राष्ट्रीयता / Nationality
भारतीय / INDIAN

पासपोर्ट न. / Passport No.
Z6127357

उपनाम / Surname
MUTHIAH

दिया गया नाम / Given Name(s)
RATHINA KUMAR

लिंग / Sex
M

जन्मतिथि / Date of Birth
22/12/1976

जन्म स्थान / Place of Birth
VIRUDHUNAGAR,TAMIL NADU

जारी करने का स्थान / Place of Issue
MADURAI

समाप्ति की तिथि / Date of Expiry
15/03/2031

जारी करने की तिथि / Date of Issue
16/03/2021

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P<INDMUTHIAH<<RATHINA<KUMAR<<<<<<<<<<<<<<<<<<<<
Z6127357<8IND7612220M3103153307331273652l<34


MUTHIAH
TAMILMANI
26 ,ANDIKINAR STREET
VIRUDHUNAGAR,VIRUDHUNAGAR
PIN:626001,TAMIL NADU,INDIA
62591258
11/06/2007
TIRUCHIRAPALLI
MD3073312736521



TAB

Robert John Falcon
3661 Meadow Sage Court SE
Rochester, MN 55904

March 3, 2024

City Commission
120 108th Ave
Treasure Island, FL 33706-4702

Dear Mayor and Commissioners,

Thank you for considering me for the position of City Manager. I look forward to meeting you and learning more about how I can serve the city. I currently work for the City of Lewiston Minnesota and serve as their City Administrator. I also serve on the executive board for the Minnesota Association of Small Cities and on the executive board for the Minnesota Board of Firefighter Education and Training. I previously served the City of Byron, MN as a firefighter and training officer. In the private sector I served as the Chief Operating Officer for Rud Corporation (JBS Division), a hazmat transportation company. In my roles I have had direct involvement with or oversight of organizational operations and financial decisions as well as serving on boards of directors and various committees. I have been responsible for various aspects of operations including human resources, benefits administration, payroll, accounts receivable/payable, ledger and P/L, procurement, local, state, and federal regulatory compliance, IT administration, contractor relations, property management, fleet management, project management, supervision, and safety. I have leadership experience gained in various work experiences and hold or have held elected and appointed/promoted positions as Chief Administrative Officer, Lieutenant, Operations Manager, General Manager, Chief Operating Officer, Training Officer, Commissioner, Board Member, Secretary, Director, Vice Chair, Chair, Network Administrator, Trustee, and City Administrator.

I am a graduate with honors from the University of Mary (Bismarck, ND), with majors in Business Administration and Healthcare Administration. I hold a Master of Business Administration and an Executive Certificate in Public Administration from Liberty University in Lynchburg, Virginia.

Working with the City of Treasure Island will be a great opportunity to utilize key attributes I have acquired in both education and practical experience. I have attached my resume as the first step in exploring employment with your organization. If you feel my experience would be beneficial, please be in touch.

Thank you for your consideration.

Sincerely,

/s/Bobby Falcon

Bobby Falcon

ROBERT JOHN FALCON

3661 Meadow Sage Court SE Rochester, MN 55904 /507-993-7963 / rfalcon@liberty.edu

Principle Abilities

• Highly organized, with great attention to detail and task completion.
• Strong background in organizational leadership and management, regulatory compliance, information technology, and client relationships.
• Dedicated team member with excellent written and verbal communication skills.

Education

December 2022 **Liberty University – Helm's School of Government (SACSCOC)**
Lynchburg, Virginia
Executive Certificate in Public Administration

December 2019 **Liberty University – Overton Graduate School of Business (ACBSP)**
Lynchburg, Virginia
Master of Business Administration

April 2018 **University of Mary – Gary Tharaldson School of Business (IACBE**)
Bismarck, North Dakota
Bachelor of Science: Dual Majors in Business Administration and Healthcare Administration

Employment History

2021 – Present **City Administrator**
City of Lewiston
Lewiston, Minnesota

- Directing the vision of the city through collective cooperation using committees and effective communication techniques.
- Developing and maintaining city and departmental policies and procedures.
- Managing the development of the city budget and monitoring of expenditures and revenues.
- Advises the City Council on various matters including finance, operations, and compliance.
- Delivery of servant leadership to City Council, city staff, and the public at-large.
- Acting as the City's Chief Administrative Officer, City Clerk, and Zoning Administrator.

2016 – 2022 **Firefighter / Training Officer / Admin**
City of Byron
Byron, Minnesota

- Conducting fire suppression operations in response to 9-1-1 calls.
- Conducting rescue operations and hazardous material response and mitigation.
- Completing apparatus maintenance as part of an assigned team.
- Consulting as a committee member regarding Standard Operating Guidelines.
- Directing the hiring process as chairperson for hiring/member committee.
- Managing IT network administration.
- Managing training programs, certification process, and licensing.
- Instructing personnel for internal department training exercises.
- Supervising training exercises.

2013 – 2015 **Chief Operating Officer / Secretary of the Board of Directors**
Rud Corporation – JBS Division
Mandan, North Dakota

- Orchestrated oversight of daily operations through supervision of managers.
- Developed strategic planning through continual assessment of resource allocation and evaluation of metrics. Administered P&L and balance sheet.
- Controlled regulatory compliance coordination with government entities.
- Coordinated equipment, buildings, and land procurement.
- Consulted with client and developed business relationship.
- Administered IT network administration for Rud and JBS corporate systems.
- Orchestrated development of management personnel.
- Recording of all meetings and committee minutes and management of all records.
- Advising board members on strategic initiatives.

2011 – 2013 **General Manager**
Rud Corporation – JBS Division
Mandan, North Dakota

- Administered P&L, balance sheet, payroll, HR, and employee benefits.
- Orchestrated oversight of all daily operations (supervision of 30 direct reports).
- Controlled regulatory compliance coordination with government entities.
- Consulted with client and developed business relationship.
- Administered IT network administration for Rud and JBS corporate systems.

2009 – 2011 **Operations Manager**
Rud Corporation – JBS Division
Mandan, North Dakota

- Delivered accounts payable and accounts receivable management.
- Orchestrated oversight of all daily operations (supervision of 30 direct reports).
- Planned human resource recruiting and development. Established and implemented a payroll system.
- Controlled regulatory compliance coordination with various government entities.
- Consulted with client and developed business relationship.
- Administered IT network administration for Rud and JBS corporate systems.

Volunteer & Appointed Activities

2023 - Present **Board Member**
Minnesota Association of Small Cities
St. Paul, Minnesota
Appointed by the Board of Directors

- Develop legislative policies, based on feedback from member cities.
- Focus on concerns of member cities including LGA, water treatment utilities, transportation funding, workforce housing, annexation, childcare, economic development, broadband access, unfunded mandates, and other issues unique to small cities.

2023 - Present **Board Member**
Minnesota Board of Firefighter Training and Education
St. Paul, Minnesota
Appointed by the Governor of the State of Minnesota

- Review fire service training needs and make recommendations on training to Minnesota fire service organizations.
- Establish standards for educational programs for the fire service and develop procedures for continuing oversight of the programs.
- Establish qualifications for fire service training instructors in programs established by rule.

2017 – 2019 **Commissioner**
City of Byron – Planning and Zoning Commission
Byron, Minnesota
Appointed by the City Council

- Reviewed plats, land subdivision, rezoning requests, variances, conditional use permits and other land issues.
- Advised City Council and Mayor concerning land use and development.

2011 – 2013 **Secretary – Board of Directors**
Rud Corporation
New Salem, North Dakota
Appointed by the Board of Directors

- Documented all meetings and management of all records.
- Advised board members on strategic initiatives.

2000 – 2006 **Firefighter / Fire Lieutenant / Board of Directors**
Minot Rural Fire Department
Minot, North Dakota
Appointed by Fire Chief (Lieutenant)
Elected by Membership (Board of Directors)

- Provided fire suppression, rescue operations, and training exercises.
- Executed incident command during incidents.
- Organized within committees and chaired an apparatus procurement committee.
- Implemented an IT network, network administration, and department website.

TAB

April 9, 2024

Mr. Doug Thomas
Executive Vice President of Recruitment and Leadership Development

DouglasThomas@GovernmentResource.com

Dear Mr. Thomas,

Please consider this an application for the position of City Manager for the City of Treasure Island, Florida.

I have over 35 years of experience as a municipal manager in full-service cities and complex environments. I have managed full service cities, primarily involving police, fire, building and zoning, streets, and utilities. This includes administrative support services including budgeting, financial compliance, human resource policy manual development, union contract negotiations, and communication. I have managed communities with mixed use residential, major manufacturing facilities, county facilities, hospitals, colleges, commercial districts, and industrial parks.

I have collaborated with many boards and commissions in order to develop a vision for communities, developed strategic plans to create a detailed approach, and assured implementation for success through follow-up and evaluation. I develop strategies that reflect community values. This involved detailed knowledge of subjects, an understanding of how to facilitate groups, a skill set that engages individuals who otherwise do not participate in the community, and the confidence, enthusiasm, and energy to lead people to become part of a team that makes a positive difference for the community.

I believe I can significantly assist the City of Treasure Island, Florida, for the following reasons:

Finance and Human Resource Expertise: I have managed annual budgets up to $40 Million, which included general, special revenue, and enterprise funds. Also, I managed up to 170 employees, with diverse backgrounds, experiences, and skills. Many of these employees were in collective bargaining units which required a deep knowledge of negotiations and relationship building.

Facilitator of Strategic Plans: I have deep knowledge of understanding boards and commissions, which has allowed me to develop many strategic plans that matched community values.These plans involved conducting many community listening sessions, working with many non-profit organizations, and soliciting information through surveys, workshops, and individual conversations.

Implementation Skills: I have developed systems that track and hold the organization to established goals and objections. I am focused and intentional about my approach, compassionate yet firm about the mission, and believe we are all in it together. I have deep respect for public sector professionals, and elected officials that understand the value of local government.

Thank you for your consideration of this application. I know I can assist the City of Treasure Island, in these and many other ways. I hope we have a chance to discuss this opportunity further. I can be reached at (440) 420-1168 if you desire further information.

Sincerely,

Robert Hillard

Robert Charles Hillard
205 Morgan Street
Oberlin, OH 44074
(440) 420-1168

Education:

Master of Public Administration	Western Michigan University Kalamazoo, Michigan - December 1996
Bachelor of Science	Western Michigan University Kalamazoo, Michigan – April 1988 Major: Public Administration Minor: Communication

Professional Experience:

City of Oberlin - Oberlin, Ohio - City Manager/Treasurer - December 2016 to Present

The City of Oberlin, Ohio is a city that provides services in the areas of fire, police, dispatch, emergency preparedness, planning and development, code administration, economic development, electric distribution and generation, water treatment and distribution, wastewater treatment and collection, street maintenance, storm sewer management, engineering, refuse collection and recycling services, facility management, parks and recreation, as well as administrative services. The City Manager is responsible for the implementation of ordinance and policy directives of a seven-member City Council, as well as the development and implementation of capital plans and fiscal budgets. The City Manager is responsible for personnel management of department directors and support staff. This effort includes staff collaboration in the development of employee policies and negotiations with five labor unions. The City Manager supports the implementation of contract services including building inspection, information technology, public transportation, downtown outreach, and energy services. The City Manager assists departments and staff in supporting many boards and commissions, including the Planning Commission, Zoning Board of Appeals, Fire Board of Appeals, Open Space Commission, Recreation Commission, Community Improvement Corporation, Historic Preservation Commission, Housing Renewal Commission, Public Utilities Commission, Civil Service Commission, Records Retention Commission, Resource Conservation and Recovery Commission, and Human Relations Commission. The City Manager initiates reviews and implements strategies in the areas of City-owned property development, active transportation, comprehensive planning, and communication strategies. The City Manager provides positive relationships with many governmental entities including federal, state, county, townships, and cities. The City Manager provides collaborative relationships with many other organizations throughout the City including a private college, medical facilities, senior housing, a federal air traffic control center, industrial, downtown businesses, and retail establishments.

City of Allegan - Allegan, Michigan - City Manager/Clerk - September 2005 to July 2016

The City of Allegan, Michigan is a city that provides services in the areas of community development, police, water treatment and distribution, sanitary sewer treatment and collection, utility billing services, street maintenance, parks and recreation, two historical theaters, riverfront amphitheaters, and many other amenities, downtown development and marketing, extensive economic development services, airport facilities, election and voter registration, housing and code enforcement, as well as a fire district, and ambulance services through contracts with multiple jurisdictions. The City Manager worked closely with a seven-member City Council on the development of goals and policies, oversight of department directors and support staff, negotiation of three labor union contracts, the preparation and presentation of capital and other fiscal budgets, and the development and implementation of a variety of economic development programs. The City Manager supported department directors in the support of many boards and commissions, including the Planning Commission, Historic District Commission, Development Committee, Finance Committee, Public Works Committee, Public Safety Committee, Downtown Development Authority, Economic Development Corporation, Downtown Economic Restructuring Committee, Downtown Design Committee, Business Park Association, Airport Advisory Board, Parks Board, and Brownfield Redevelopment Authority. The City Manager was responsible for the financial management, grant development, and implementation for the organization. Included in this responsibility was maintaining positive relationships with other government units including federal, state, county, townships, and cities. The City Manager was responsible for contract services including building inspection, economic development, and other services. The City Manager provided collaborative relationships with many other organizations to create opportunities for partnerships. The City Manager trained department supervisors to locate grants and financial opportunities to enhance facilities and programs. The City Manager assisted citizens in navigating policy and services, including neighborhood and business support. The City Manager developed and implemented neighbor outreach programs. The City Manager established the Redevelopment Ready Community program in the City which involved system reorganization and State compliance. The City Manager coordinated the Riverfront Outreach project which involved many community listening sessions, grant research and implementation, and project development. The City Manager reorganized the operations of the airport, which included in-house support from the Public Works Department. The City Manager maintained proactive relationships with many institutions including a major pharmaceutical manufacturing facility, medical facilities, county facilities, many industrial, downtown, and retail establishments.

Village of Yellow Springs - Yellow Springs, Ohio - Village Manager - November 2000 to September 2005

The Village of Yellow Springs, Ohio is a village that provides services in the areas of police, planning, code administration, economic development, electric distribution, water treatment and distribution, sanitary sewer treatment and collection, street maintenance, mediation services, natural gas purchasing, refuse collection and recycling services, facility management, as well as parks and recreation which included a community center and pool. The Village Manager was responsible for the implementation of ordinances and policy directives of a five-member Village Council, as well as the development of capital and multi-year fiscal budgets. Also, the Village Manager was responsible for personnel management of department supervisors and support staff. The Village Manager supported many boards and commissions, including the Planning Commission, Zoning Board of Appeals, Community Improvement Corporation, Revolving Loan Fund Committee, Design Advisory Board, Environmental Commission, Airport Advisory Board, and Human Relations Commission. The Village Manager represented the Village on the Springfield Airport Advisory Board, which involved participation with the Air National Guard. The Village Manager was assigned special projects and reports on subjects including Wellhead Protection, Blue Ribbon Finance, Police Chief Search, Downtown Parking Development, Solid Waste Bid, and Employee Manual Updates. The Village Manager was responsible for maintaining positive relationships with other government units including federal, state, county, townships, and other cities. The Village Manager maintained proactive relationships with many institutions including a private college, and many industrial, downtown, and retail establishments.

City of Allegan - Allegan, Michigan - City Manager/Clerk - October 1995 to November 2000

The City of Allegan, Michigan is a city that provides services in the areas of community development, fire, police, water treatment and distribution, sanitary sewer treatment and collection, utility billing services, street maintenance, parks and recreation which included a sports complex, many parks, two historical theaters, riverfront amphitheaters, and many other amenities, downtown development and marketing, promotions, extensive economic development services, airport facilities, election and voter registration, housing and code enforcement, as well as ambulance services through contracts with multiple jurisdictions. The City Manager worked closely with a seven-member City Council on the development of goals and policies, oversight of department supervisors and negotiation of union contracts with three labor unions, the preparation and presentation of annual, multiple years, and capital budgets, and the development and implementation of a variety of economic development programs. The City Manager worked with department directors on providing support for many boards and commissions, including the City Council, Planning Commission, Development Committee, Finance Committee, Public Works Committee, Public Safety Committee, Historic District Commission, Downtown Development Authority, Economic Development Corporation, Economic Restructuring Committee, Design Committee, Tree Commission, Business Park Association, Tax Incremental Finance Authority, Economic, Development Corporation, Brownfield Redevelopment Authority, Airport Advisory Board, and Wellness Committee. Further, the City Manager was responsible for the financial

management, and grant development and implementation for the organization. The City Manager maintained positive relationships with other government units including federal, state, county, townships, and cities.

Western Michigan University - Kalamazoo, Michigan - Part-Time Instructor - September 1998 to November 2000

Prepared and lectured students in national, state, and local government, as well as governmental budgeting and finance.

City of Allegan - Allegan, Michigan - Assistant City Manager - August 1993 to September 1995

Assisted the City Manager in completing various operations including budget, personnel, and festival management. Provided staff support to the Planning Commission, Historic District Commission, and Parks Commission. Administered and coordinated grants for infrastructure including water, sanitary, stormwater, and streets. Provided direct oversight of airport management, which involved securing funding for many projects, including an airport master plan and taxiway expansions.

Village of Mattawan - Mattawan, Michigan - Village Manager/Clerk - May 1990 to August 1993

Organized construction of a new Village office building. Provided administrative support to the Village Council, Planning Commission, and Zoning Board of Appeals, as well as other Council committees. During this period, a Charter Review Committee was successful in adopting a revised Charter for the Village. Reviewed site plans as Zoning Administrator and worked closely with building inspectors to ensure proper communication. Prepared goal and accomplishment-oriented budgeting, and invested funds to maximize revenue. Managed personnel and coordinated land use, emergency preparedness, and water distribution plans for the community.

West Shoreline Regional Planning Commission - Muskegon, Michigan - Transportation Coordinator - April 1990

Researched corrections alternatives for County Prosecutor, as well as the Muskegon County Law Enforcement Community. Further coordinated the carpool database for the region.

City of Allegan - Allegan, Michigan - Building Official - April 1988 to April 1990

Provided Zoning, Code Enforcement, and processed Historic District applications. The position was responsible for the administration of the Planning Commission, Zoning Board of Appeals, and the Historic District Commission. Revamped rental licensing program to assure consistent neighborhood property inspections. Provided inspection services for soil and sedimentation control permits.

Membership, Certifications, and Board Positions (Past and Present)

International City Managers Association (1990 to Present)
International City Managers Association - Credentialed Manager (2008-2013)
Michigan State University - Business Solutions Professional - Certificate (Summer 2009)
Michigan Local Government Managers Association (2006-2014)
Southwest Michigan City/County Managers Association (2006-2016)
Ohio City Managers Association (2017 to Present)
Lorain County Mayors and Managers Association (2016 to Present)
Oberlin Community Improvement Corporation (2016 - 2021)
Allegan Rotary - Red Rose Award (2014)
Allegan County College Network (2012-2014)
Allegan Area Chamber of Commerce Board Member (2008-2010)
Allegan City Planning Commission (1995-2000, 2006-2015)
Allegan City Personnel/Finance Committee (2006-2016)
Allegan City Election Committee (2006-2016)
FEMA Emergency Management Institute - ICS 300 and 800 Trainings (2019)
FEMA Emergency Management Institute - ICS 100, 200, and 700 Trainings (2006)

TAB

Ryan L. Fabbri

1203 Crooked Oak Drive, Pawleys Island, SC 29585 | (843) 424-5065 | ryfab77@gmail.com

April 3, 2024

Doug Thomas
Executive Vice President
Strategic Government Resources
P.O. Box 1642
Keller, TX 76244

Re: Treasure Island City Manager Position

Dear Mr. Thomas:

I am writing to apply for the position of City Manager for the City of Treasure Island. With over 20 years of experience in public and private sector management, including my current role as Assistant City Manager for the City of North Myrtle Beach, I am confident that I have the skills and experience necessary to excel in this role.

In my previous position as the town administrator for Pawleys Island, I gained valuable experience overseeing operations and strategic initiatives for a coastal barrier island municipality much like Treasure Island. I am accustomed to wearing many hats and thrive in a "working" manager role. Additionally, I have extensive experience with beach renourishment, emergency management, and working with FEMA after disaster events, having been through six federally declared disaster events in the past nine years.

As a public manager, I make it my mission to forge strong relationships with every resident, employee, and elected official. It's important that people find me approachable and easily accessible, and I believe that building and maintaining these relationships is ultimately what this job is all about.

I welcome the opportunity to speak with you further about the position and my qualifications. Please let me know the next steps in the process. Thank you for your consideration, and I look forward to hearing from you.

Sincerely,



Enclosure: Résumé

Ryan L. Fabbri

1203 Crooked Oak Drive, Pawleys Island, SC 29585 | (843) 424-5065 | rlfabbri@nmb.us

Professional Experience

ASSISTANT CITY MANAGER | CITY OF NORTH MYRTLE BEACH | FEB 2023 – PRESENT

- Provides highly responsible and competent administrative support to the City Manager, Councilmembers, and citizens.
- Responsible for monitoring pending legislation and potential impacts as well as coordinating local priorities with state lobbyists and affected local interest groups.
- Responds to and resolves complaints on behalf of the City Manager and City Council.
- Provides information to the public through press releases, media advisories, and other forms of communications about the city and its activities.
- Establishes and maintains effective working relationships with local, state, regional authorities, civic organizations, and intergovernmental relationships with other cities.
- Provides leadership and direction in the development of short and long range plans; gathers, interprets, and prepares data for studies, reports, and staff recommendations.
- Provides guidance to departmental directors regarding personnel matters to include promotions, demotions, hiring, and disciplinary actions.

PROJECT MANAGER - FEMA | MICHAEL BAKER INTERNATIONAL, INC | JULY 2022 – JAN 2023

- Served as subject matter expert on floodplain management, NFIP, CRS and community engagement.
- As part of the Resilience Action Partners, responsible for providing strategy and tactical insight into national hazard mitigation efforts.
- Responsible for technical content, timelines, and budget on deliverables to FEMA headquarters.
- Supported development of community outreach and engagement efforts for the RiskMAP program.
- Provided technical analyses and writing support for FEMA communications materials.

TOWN ADMINISTRATOR | TOWN OF PAWLEYS ISLAND | JUNE 2015 – JUNE 2022

- Oversight and responsibility for the administration and operation of the Town, including Public Works, Police, Finance, Administration, Human Resources, Planning and Building.
- Responsible for preparation and implementation of the Town's annual budget.
- Advised Town Council on fiscal needs of the Town; sought alternative revenue sources, including grants, from federal, state, and local entities.
- Provided input and support to all Town appointed boards and commissions.
- Managed many successful capital improvement projects including a $15M beach renourishment project, construction of a new town hall, and project to replace all the town's overhead power and communications lines with underground lines.
- Wrote, was awarded, and successfully administered millions of dollars in competitive state and federal grants, including over $6M for beach renourishment.
- Coordinated Town activities with other government agencies and organizations.
- Represented the Town at meetings with Federal, State, and County officials.

- Served as chief procurement officer drafting and overseeing solicitations, including consulting services and disposition of surplus town property.
- Responsible for coordination and implementation of FEMA's new Flood Insurance Rate Maps (FIRM) as well as Emergency Operations Center (EOC) activities and Disaster Preparedness and Disaster Recovery policies and procedures.
- Liaison between residents and Town Council; responsible for constituent relations.
- Strategically identified short and long-range opportunities that would benefit the town.

ASSISTANT TOWN ADMINISTRATOR | TOWN OF PAWLEYS ISLAND | SEP 2013 – JUNE 2015

- Assisted in overall management of the Town with emphasis on planning and building code compliance.
- Reviewed and assisted with the preparation and implementation of Town's annual budget.
- Provided oversight on Town's Comprehensive Plan update.
- Interpreted policies and provide staff direction on policy implementation.
- Conducted research and coordinated the preparation of a wide variety of reports and presentations to the Town Council and outside agencies.
- Coordinated Town's Community Rating System (CRS) activities resulting in an improved class rating.
- Worked to improve Town's internal control systems leading to increased overall productivity.
- Redesigned municipal website and developed social media policy.

PROJECT MANAGER | NORMAN MECHANICAL INC. | SEP 2004 – AUG 2010

- Managed large volume of high-profile jobs totaling over 10 million annually in revenue.
- Responsible for delegation of manpower, selection, and purchase of equipment.
- Responsible for budget analysis, change orders and cost impact.
- Led team meetings to track changes, assured quality control and evaluated progress.
- Developed project timelines and worked with suppliers to ensure delivery dates are met.
- Managed the design and implementation of category strategies to attain year over year material cost reduction and material quality/delivery improvements.

PROJECT MANAGER | MAHONEY PLUMBING | OCT 2001 – SEP 2004

- Interpreted blueprints and reviewed specifications.
- Ensured that construction activities moved according to construction schedule.
- Reviewed contract documents, prepared material and equipment submittal for approval.
- Tracked and evaluated market trends and availability for designated procurement.
- Managed Accounts Payable/Receivable and expense control procedures including bank and account reconciliation, cash receipts, billings, invoicing, purchase order and inventory verification.

Education

Master of Public Administration
Clemson University, Clemson, SC

Bachelor of Arts in Interdisciplinary Studies, Political Science and Sociology
Coastal Carolina University, Conway, SC

Professional Affiliations

International City/County Management Association (ICMA)
South Carolina City and County Management Association (SCCCMA)
Association of State Floodplain Managers (ASFPM)
South Carolina Association for Hazard Mitigation (SCAHM)
American Shore and Beach Preservation Association (ASBPA)
Board of Directors 2020-2022, South Carolina Beach Advocates (SCBA)

Community Involvement

Member, OCRM Beachfront Jurisdictional Lines Stakeholder Workgroup
Committee Member, Georgetown County Sustainability Coalition (GSC)
Board of Directors 2018-2020, Coastal Montessori Charter School
Committee Member, North Myrtle Beach Chamber of Commerce Public Policy Board

Training and Certifications

Certified Floodplain Manager (CFM)
LGLI Local Government Leadership Institute (2018)
LGLI Advanced Leadership Academy (2024)

Personal

Married 17 years to Angela H. Fabbri
Children – Susie (14), Alice (12), Hattie (10) and Wyatt (8)
Hobbies and Interests – Paddle boarding, golf, reading, traveling, music and live sporting events

TAB

Scott M. Moye
2002 Hilliard Avenue
Waycross, Georgia 31503
912.288.3066
Moyescott3@gmail.com

April 8, 2024

Honorable Mayor J. Tyler Payne & City Commission
City of Treasure Island, Florida
c/o Doug Thomas, Executive Vice President
10451 Gulf Blvd
Treasure Island, FL 33706

[Transmitted via email]

RE: City of Treasure Island City Manager

Dear Mr. Thomas:

It is with great enthusiasm that I send this letter formally expressing my interest in being the City Manager of the City of Treasure Island Florida. I have also included my resume as required. After reviewing the information contained in the Challenges and Opportunities section and the Ideal Candidate of the recruitment brochure, I truly believe my experience and skills set will prove to be an asset to Treasure Island Florida. Given my extensive background in governance, executive leadership, city and county management, I am confident my skill sets align perfectly with your search.

Leveraging my education, and hands-on experience of regulatory, organizational and government management practices, I can contribute efficient, accurate and productive project results.

Additionally, my unparalleled ability to establish and maintain cross-collaborative cultures among executive organizations and stakeholders has transformed me into a proactive change agent and mentor. My executive experiences bring calm, collected and educated decision making to the table and deliver problem solving strategies where everyone will benefit.

I am now at a personal and professional point where I am ready to find new challenges, relocate, and continue my success. I look forward to the opportunity to discuss with you in person how my background and personality would make me an asset to the City of Treasure Island.

I greatly appreciate your consideration of my candidacy and look forward to your reply. If you have any questions or I can be of any service, please do not hesitate to call.

Sincerely,

Scott M. Moye

Attachment: Resume

2002 Hilliard Avenue
Waycross, Georgia 31503
(912) 288-3066
email: moyescott3@gmail.com

Scott Morris Moye

SUMMARY QUALIFICATIONS

General Management: Twenty-four (34) years of diversified analytical and comprehensive managerial skills in both the public and private sectors. Managed multi-million dollar projects with a pre-allocated annual budgets of various sizes ($1.2M - $76M), and achieved directed and personal goals. Innovative, results-oriented leader in coordination of organizational efforts, including: goal setting, budgeting, employee motivation, labor relations, and human resources administration. Strong interpersonal relations skills and customer service ethic.

Finance: Proficient in the preparation and administration of organizational budgets and grants.

Communications: Outstanding interpersonal skills. Very strong oral and written communication skills. Effective in fostering cooperative relationships with citizens, staff, elected officials, and the media.

Planning: Comprehensive understanding of land use and community development issues, including building/zoning code enforcement.

Human Resources: Experience in recruiting, hiring, training and motivating staff.

EDUCATION

Georgia Southern University	Master of Public Administration	Statesboro, Georgia
Georgia College	Bachelor of Business Administration	Milledgeville, Georgia
University of Oklahoma	Economic Development Institute	Norman, Oklahoma
Georgia State University	Certified Public Finance Manager (July 2022)	Atlanta, Georgia

PROFESSIONAL EXPERIENCE

County Manager *August 2016* to Present Ware County Board of Commissioners

Serve as the chief administrative officer for Ware County and see that the ordinances, resolutions, and regulations of the Board of Commissioners and the laws of the State of Georgia are faithfully executed and enforced; exercise managerial authority and supervision over the County Manager's staff and 15 all department heads with 348 employees under the jurisdiction of the Board of Commissioners, including delegation of duties to subordinates without relieving burden of responsibility from the County Manager. Supervise the preparation, certification,and maintenance of county records such as: minutes of commission meetings; ordinances; agreements; personnel files; general correspondence; resolutions; contracts; and licenses.

Arrange appointments and screen calls for county commissioners. Provide background information, financial status updates, and policy recommendations to the Board of Commissioners to aid in making decisions.
Monitor financial status of county, include preparing preliminary budget and compiling information from department heads relative tobudgetrequests. Oversee general maintenance of county buildings and assure proper insurance coverage on building and vehicles. Correspond with the general public on requests for information and complaints
Serves as liaison for county commissioners and other departments

Procure-to-Pay (P2P) Operations Coordinator May 2013 to August 2016 MCHS in Waycross

Manage all departmental facets of the P2P Supply Chain division of the Mayo Clinic Health System in Waycross, Georgia. Responsible for local contract administration for identified commodities and projects. Formulate analytical

reports and Suply Expense updates to department and institutional leaders, customers and colleagues. Participate in selecting suppliers and continuing business relationships on the basis of the value analysis principal. Provide customer service related functions to all MCHS departments and customers. Collaborate with Sourcing and Contracting and committees to identify supply expense reduction opportunities.

Achievements: Implemented the first P2P division for MCHS Waycross. Developed and implemented the Travel/P-card system for MCHS Waycross. Assisted Mayo Clinic Florida staff with recognizing and implementing a $2.5M annual expense savings for MCHS Waycross.

City Administrator April 2004 to May 2013 City of Blackshear, Georgia

Managed municipal government with a staff of 42 FTE's in a full-service southern Georgia community. Reported to a seven-member board elected by districts with mayor elected at-large from a community of 3,483 full-time residents. Managed the following departments: Public Works-Streets, Sanitation, Water/Sewer & Fleet Maintenance, Finance, Human Resources, Police, Fire, City Clerk, Information Technology, and Economic Development. Provided guidance and oversight with City's grant administration for community and economic development projects. Prepared and presented the annual City Budget and the Capital Improvement Plan totaling $4.8 million. Served as the City Clerk and Treasurer.

Achievements: Served as the first city administrator for Blackshear. Spearheaded many administrative improvement projects such as city property tax collection agreement with Pierce County, industrial park infrastructure improvement project (water tower/water & sewer installation), information technology conversion for document imaging, council agenda packet structure,

Adjunct Instructor September 2005 to Present Coastal Pines Technical College, Waycross GA

Provide instruction for Interpersonal Relations (Personal and Professional Development - EMPL 1000) in traditional classroom setting and online setting (BlackBoard). Provide advisement to students on human relations, employability, job search, and job advancement. Prepare and submit administrative documentation on students via Banner Web. Responsible for overall classroom instruction including: preparing lesson plans, maintaining department guidelines and standards, evaluating students by assigning grades and work ethic appraisals, and interacting with other faculty.

Deputy City Manager July 2000 to February 2004 City of Fernandina Beach, Florida
Interim City Manager October 2001 to March 2002

Assisted with managing full-service municipal government with a staff of 204 full-time employees in a Florida coastal resort community with a rich, historic heritage. Responsible for development and administration of a $19.5 million operating budget and a $76 million total budget, which included a $25million capital budget and three enterprise funds. City operations include a municipal airport, an 18-hole golf course, and a marina. Reported to a 5-member City Commission, elected at-large from a community population of 11,500 (20,000+ during the tourist season). Managed the following City Departments: Human Resources/Information Technology, Finance, Parks and Recreation, Public Works, Marina, Golf, Airport, Fire, and Police. Oversaw operations in various City facilities which included: three recreation centers, two municipal pools, two fire stations, a police station, a wastewater facility, and a vehicle maintenance garage. City Manager office was responsible for management/maintenance of 8-miles of Atlantic Ocean beachfront.

Achievements: Completed addition to City Marina. Oversaw site-selection/development and financing of a state-of-the art City Police Station. Opened first phase of the City's 225-acre Greenway. Assisted with developing City newsletter to improve communications with City residents. Initiated facility beautification program. Developed City Mission and Core Values Statement. Initiated: City Wellness Program and City Employee Orientation Program. Initiated development of two waterfront parks, and the rehabilitation of another. Assisted CM developing weekly project-tracking and current events reports to keep the City Commission better apprised of important community happenings-continued as Interim. Initiated developer workshops to better explain land-use regulations to prospective land developers. Implemented an organization-wide information technology program (voice mail, computer network, Internet presence), which modernized organizational communications and provided better, more timely customer service. To improve service and streamline operations, conducted performance audits of City departments, and restructured departments based on audit findings. Served on committee to negotiated two successful employee bargaining unit contracts for Police and Fire Departments. Worked closely with community groups (downtown merchants, service clubs, etc.) on various civic projects. Initiated anti-crime coalition task force (composed of City Public Safety staff and city residents) to reduce crime and drug trafficking in the community. Served as interim city manager to transition to new city manager during a tumultuous period.

Assistant to County Manager August 1993 to July 1998 Ware County BOC, Waycross, Georgia

Provided assistance in county daily administration, financial forecasting/budgeting, local strategic planning, economic and community development, and project/grants management. Directed to manage daily activities and financial management for various County operations. Provided technical assistance to standing and formed committees of County/City, Chamber of Commerce, Waycross-Ware County Development Authority, and Okefenokee Area Development Authority with project management activities -- coordination, budgeting, administration, and consultation. Assisted Public Works Department with project concepts, designs, budgeting, facility development, and implementation in the areas of street and road improvements and paving, bridge replacement, and landfill operations.

Achievements: Coordinated and organized projects such as the Iron Bridge Road Landfill closure after 38 years. Successfully managed the capital project development and construction of the Tri-County Regional Landfill and Intermodal Surface Transportation Enhancement Act (ISTEA) projects which included concepts and design, funding applications, and administration to Federal and State agencies.

Administrative and Financial Director August 1988 - August 1993 Southeast Georgia Reg. Dev. Center

Maintained sound administrative and financial policies and procedures in coordination with the Board of Directors of the Southeast Georgia Regional Development Center and Certified Development Corporation. Managed a regional commission staff of 45 FTE's in southeast Georgia to serve eight (8) counties and twenty-seven (27) cities. Provided technical assistance to local governments in all areas of general administration, financial management, economic development, and grant administration. Managed the Financial Management System of the SEGaRDC with a $2.8M budget. Provided consultation to local governments in areas of data automation and processing, reviewed and recommended computer hardware and software proposals for various local government operations. Served as the administrator of the SEGaRDC Retirement Plan; maintain retirement system records; and serve as a member on the Trustee Committee. Ensured SEGaRDC complied with all federal, state, and local contracts.

References

Additional information furnished upon request.

TAB

Scott S. Randall
6 Capricho Lane
Hot Springs Village, AR 71909

March 26, 2024

Mr. Doug Thomas
Executive Vice President
Strategic Government Resource

Dear Doug:

I recently became aware of your recruitment for the position of City Manager for the City of Treasure Island. After having reviewed your recruitment notice, position profile and the City's informative website, I am extremely interested in being considered for this position. Therefore, please accept the enclosed resume as my personal application for this post.

As you will recall, I have relevant experience in all facets of municipal management, including:

- More than forty years of public and not-for-profit sector, executive management experience; including twenty years as a city manager in six communities of comparable size and complexity
- Managing a number of entities known for their lean staffs, reliance on contractual services and intergovernmental partnerships
- Leading successful, transformational economic development opportunities in each community
- Managing an array of capital assets; developing multi-year capital improvement and maintenance programs; and innovative financing plans
- Responsible for full financial oversight of multi-million dollar annual operating and capital improvement budgets;
- Supervising diverse staffs ranging in size from 4 to 550 employees
- Developing a variety of community engagement and public education initiatives
- Demonstrating a continuing commitment to providing outrageous customer service
- Working with a variety of public, quasi-public and not-for profit organizations; and diverse groups of elected and appointed officials

I trust that this extensive experience can be beneficial in dealing with the opportunities and challenges facing the City of Treasure Island.

Doug, I hope that you, Mayor Payne, the other members of the City Council and all others involved in this recruitment, will find my qualifications sufficient to warrant further consideration for this position. If so, I am available to meet with you, at your convenience. Finally, should you require any additional information, please do not hesitate to contact me.

Very truly yours,

Scott Randall

Professional References
For
Scott S. Randall

Deborah Brill President – PGAW Board of Directors 760/899-4197 (Cell)	Supervisor brilldeborah@outlook.com
Don Yucuis Finance Director – Manchester, MO 636/227-1385 (Work) 719/216-9980 (Cell)	Direct Report
Matt Magley Town Manager – Town of Superior 303/499-3675 (Work) 303/549-4074 (Cell)	Direct Report mattm@superiorcolorado.gov
Kevin O'Keefe City Attorney – City of Clayton 314/725-8788 (Work) 314/973-1256 (Cell)	Direct Report kokeefe@lawfirmmail.com
Mike Schoedel Former City Manager – City of Clayton 314/854-8303 (Work) 314/872-7775 (Home)	Peer aldermanschoedel@cityoffrontenac.org
Craig Owens City Manager – City of Lawrence 785/832-3400 (Work)	Peer craigowens@lawrenceks.org

Personal Resume of
Scott S. Randall

Present Address:

6 Capricho Lane
Hot Springs Village, AR 71909

Telephone: (303) 241-2356
E-Mail: Scottrandall1955@yahoo.com

Professional Summary:

Senior level executive with diverse experience in local government management; governmental finance, budgeting and revenue enhancement; creating effective public and private partnerships; implementing successful economic development projects; capital improvement planning and construction; and developing public education/community outreach programs.

Work History:

City of Centralia, Illinois (8/21—3/22) – Served as City Manager of a mature, full-service rural community of 12,000; accountable for seven departments with 95 employees and a budget of $24 million. Principle accomplishments included:

- Development of the City's first strategic plan
- Re-negotiation of a long expired CATV agreement
- Negotiated short-term "special sewer permit", facilitating significant expansion by largest City employer
- Significantly expanded recreation services offered by a private third party entity
- Implemented individual performance goals (PEAs) for all Department Heads
- Initiated process for formal exit interviews
- Completed four (of five) collective bargaining agreements, prior to expiration of existing contracts
- Completed array of City Hall security enhancements

PGA West Master Association (11/16 – 5/21) – Served as General Manager for a 3,200 household, gated, golfing community. Reporting to a seven-member elected Board of Directors, I am responsible for board relations, financial management, gates and security, landscaping and community outreach.

Holiday Retirement Corporation (3/15 - 11/16) – Served as General Manager of "The Camelot", a 140-unit, independent living community for seniors in Hemet, CA. I was responsible for all operations including leasing, facility maintenance, housekeeping and dining services.

Los Alamos Commerce and Development Corporation (4/13 – 7/14) – Served as Executive Director of a multi-faceted, not-for-profit economic development agency responsible for business attraction and retention, job creation and increasing private sector investment for a community of 18,000. Principle activities included overseeing the Los Alamos Chamber of Commerce, Main Street and Creative District programs, operation of two visitor centers, comprehensive business assistance services and managing a diverse real estate portfolio, including the Los Alamos Research Park. Significant accomplishments included:

- Construction of Trinity Place, a 400,000 SF, Kroger-based, multi-tenant retail center
- Attraction of numerous new retailers, including Fusion Sports and UnQuarked, a multi-tenant wine tasting facility
- Creation of the innovative "Virtual Incubator", in partnership with LANL and other regional entities
- Renegotiation of existing long term debt and lease agreements that resulted in annual savings in excess of $150,000

Hot Springs Village, Arkansas (12/10 – 10/12) – Served as General Manager for a privately-owned, full-service, gated community consisting of more than 40 square miles and serving a constituency of 34,000 property owners and 15,000 residents; with oversight of a $33 million operating and capital improvement budget and 550 employees. Significant accomplishments included:

- Reducing the annual operating budget by more than $3 million by streamlining operations, staff reductions and renegotiating service agreements; reducing amenity subsidies through an increase in user fees; and disposing of assets; all resulting in a
- Developed an inventory of capital assets and a 20-year capital improvements program; and funded the first year, $7 million CIP
- Implementing comprehensive marketing, community education and outreach efforts, including creation of a new, multi-tenant Visitor Center
- Developed a formal review process and negotiated the community's first commercial development agreement agreements resulting in two new multi-tenant, mixed-use buildings; and a new 99-unit assisted living facility

Town of Superior, Colorado (3/07 – 10/10) – Served as Town Manager for a young, upscale, suburban municipality in the Denver metropolitan area, with a population of 14,000; responsibilities include oversight of a $33 million annual operating budget, lean staff and emphasis on providing exceptional community services through third-party vendors and intergovernmental service agreements. Significant accomplishments included:

- Developed and began implementation of an energy self-sufficiency initiative which included conservation, solar and wind components; resulting in the community producing 120 percent of its electrical consumption
- Initiated cooperative library service and code enforcement programs
- Led community visioning process for development of a comprehensive plan for Town Center development; negotiated annexation and development agreements for new residential subdivision; successfully recruited an array of new retail operations, including the Town's first hotel facility (Hilton Garden Inn); and retained Key Equipment Finance, the Town's largest employer

City of Auburn Hills, Michigan (12/04 – 5/06) – Served as City Manager for a fast-growing suburb of Detroit, with a population of 20,400 and a daytime population of 90,000; supervising 14 departments with 189 full-time personnel and a budget of $69 million. Significant accomplishments included:

- Implemented a multi-faceted economic development program, including retail attraction and business retention components resulting in 1.2M SF of new commercial occupancy, $350M in new investment and 1500 new jobs; and development of a regional business incubator in partnership with Oakland University
- Developed an array of property maintenance codes and a system for enforcement

Scott Randall & Associates (9/03 – 12/04) – Provided management consulting services to a variety of public and private sector clients. Engagements included interim municipal management, executive recruitment, association management, grant procurement and administration services.

City of Clayton, Missouri (6/97 – 9/03) – Served as City Manager for a progressive, upscale, inner-ring suburb of St. Louis, with a permanent population of 15,900 and a daytime population of 80,000; supervising seven departments with 185 full-time employees and a $30.1 million budget. Significant accomplishments included:

- Leading the most prolific construction boom in the City's rich history, consisting of more than two million square feet of new commercial development and large scale multi-family dwellings in the central business district, continued reinvestment in high-end residential neighborhoods, and extraordinary institutional expansion; as well as the retention of St. Louis County, Enterprise Rent-a-Car and other commercial businesses within the City
- Initiated a regional (three community) study of cooperative efforts that resulted in more than two dozen intergovernmental agreements, with numerous service enhancements and cost efficiencies; and oversaw the introduction of regional light-rail transit
- Enhanced the City's financial position by introducing its first multi-year financial plan, reducing reliance on property tax, the strategic use of debt, and implementation of two (then) unique revenue enhancements

(telecommunications tax on wireless and ROW degradation) all of which resulted in a significant upgrade in the City's bond rating
- Helped implement a multi-faceted public art initiative
- Built a $20 million, 134,000 square foot, state-of-the-art community recreation center, in cooperation with the local school district.

Village of Inverness, Illinois (1/97 -6/97) – Served as the Interim Village Administrator for an upscale residential community of 6,500 located in the northwest suburbs of Chicago. Responsible for developing the community's first operating and capital improvements budget, communications plan and code enforcement programs; and selection of a permanent Village Administrator.

Village of Streamwood, Illinois (11/92 -12/96) – Served as Village Manager of a fast-growing, full-service community of 33,600, supervising seven departments with 172 full-time employees and a $27 million budget. Significant accomplishments included:
- Implementing a multi-year financial planning process, re-engineering various municipal services and a long-term CIP which ultimately led to a freeze in local property tax rates and the elimination of all existing debt
- Oversaw an aggressive economic development program including a successful (an unique) retail TIF district; the aggressive annexation of unincorporated property for residential development
- Improved employee relations within a heavily-unionized environment

Village of LaGrange, Illinois (1/88 – 11/92) – Served as Village Manager of a mature, full-service suburban community of 15,300; accountable for six departments with 96 employees and a budget of $18.2 million. Principle accomplishments included:
- Initiated a successful economic development program including CBD TIF District, with streetscape, façade renovation and public amenity components; recruiting a myriad of new retailers to the Village; and an aggressive retention program for commercial and industrial operators
- Upgraded all municipal facilities, including construction of a new public safety facility
- Improved the budgetary and financial management systems by introducing a multi-year budget; elimination of one operating department and the merge of two others; reduction in number of employees; all resulting in stabilizing local property taxes, the elimination of all short-term debt and funding an aggressive CIP with funds on-hand.

Town of Normal, Illinois (6/84 – 1/88) – Served as Assistant City Manager, responsible for Town-wide administration including oversight of seven departments. In addition, assumed responsibility for economic development, community relations, risk management and labor relations. Significant accomplishments included:
- The successful recruitment of Diamond Star Motors, resulting in more than $1B in new investment, construction of a 2M SF facility and 2900 jobs; and numerous ancillary developments
- Creation of the Municipal Insurance Cooperative (MICA), a multi-government self-insurance pool

City of Portage, Michigan (2/83-6/84) – Served as Assistant to the City Manager; responsible for general management, grant procurement, public information and special projects.

City of South Haven, Michigan (1/81-2/83) – Served as Director of Community Development; responsible for all economic development and community development activities including central business district revitalization, industrial park development and the administration of various state and federal grant programs.

Western Illinois Regional Council (7/78 – 1/81) – Served as Manager of Community Services, supervising a staff of seven and responsible for all local government technical assistance activities including planning, grantsmanship and grant implementation.

Community Activities (representative):

Los Alamos Main Street – President
Leadership Los Alamos
Superior Chamber of Commerce
Auburn Hills Boys & Girls Club
Clayton Recreation, Sports and Wellness Commission
East-Central Dispatch Consortium – Vice Chair
St. Louis Art Fair – Executive Board
St. Louis Jazz Festival – Board of Directors
LaGrange Area United Way
Fifth Ward Alderman – City of Macomb, Illinois (two terms)

Professional Memberships (representative):

CCAM – Community Manager (2019)
International City/County Management Association – Credentialed Manager
ICMA – Governmental Affairs and Policy Committee (2008-2010)
Colorado Municipal League – Fiscal Issues Committee (2007-2010)
Colorado City/County Management Association
National Renewable Energy Laboratory – Energy Executives – 2009
Oakland County (MI) City Managers Association – President
St. Louis (MO) Area City Management Association – Vice-President

Education:

(1978 – 1981) Western Illinois University
Macomb, Illinois
Completed 51 semester hours of instruction toward Master of Business Administration degree program

(1973 – 1978) Western Illinois University
Macomb, Illinois
B.A. Political Science
Baccalaureate Certificate in Public Administration

(1969 – 1973) Oak Lawn Community High School
Oak Lawn, Illinois

TAB

SEAN G. DE PALMA

PIONEERING FACILITATOR

CONTACT

sean.depalma@yahoo.com

https://www.linkedin.com/in/sean-de-palma/

(954) 258-4621

LEADERSHIP PHILOSOPHY

As a leader, my mission is to inspire our team to embrace transformation through a clear strategic vision. I believe in providing insightful advisement based on experience, fostering innovation through authentic passion, and leading by example with an unwavering work ethic and personal integrity. My leadership style is rooted in active partnership. I immerse myself in the trenches, forging genuine connections that lay the foundation for impactful collaborations and the delivery of exceptional services to all stakeholders. In this ever-changing world, I prioritize prudent adaptability without compromising my principles or accountability.

CULTURAL INSIGHT

Growing up in a diverse environment, marked by poverty and the challenges of high crime rates, I gained an intimate understanding of the complexities faced by marginalized communities. Our subculture existed alongside mainstream America, and I vividly recall the impact of feeling disfranchised, even if I didn't fully comprehend the term at the time.

Throughout my career, my path has been interwoven with diverse communities, particularly in the culturally vibrant region of south Florida. I've been privileged to engage with communities of every shade of the rainbow, and I've taken active steps to support and uplift these populations.

My life's calling is to serve, a passion etched in my very being. I excel in breaking down barriers and building bridges, a skill honed through years of dedicated craft.

"I believe in leading with a compass, not a map. Guided by a vision of inclusivity, innovation, and unwavering commitment."

CITY OF TREASURE ISLAND

In a world where leadership is often confined to the corridors of power, I've always believed that true leadership blooms in the service of others, threading through the heart of the community it seeks to uplift. My journey over the last 20 years has been a testament to this belief, nurturing spaces where voices are heard, potential is unlocked, and collective visions come to life. As I contend for the honor to serve as the City Manager of Treasure Island, I bring with me not just a resume of qualifications, but a portfolio of commitments, commitments to excellence, inclusivity, and unwavering dedication to community service.

Treasure Island, with its rich tapestry of history, community, and coastal charm, stands as a beacon of what cities can aspire to be. My career, deeply rooted in enhancing municipal governance and community well-being, aligns with the ethos of your city, balancing progress with preservation, and ambition with accountability. From directing pivotal departments in dynamic cities to spearheading initiatives that breathed new life into public spaces, my path has been one of leadership, learning, and, above all, listening.

The role of City Manager, as I understand it, is not just administrative, it's visionary. It requires someone who not only navigates the complexities of municipal operations but also champions the dreams of its residents. My track record of strategic planning, fiscal acumen, and community engagement positions me as a prime candidate to steer Treasure Island towards its luminous future. With a keen eye on sustainable growth, I have led teams to achieve remarkable transformations, expanding programming, enhancing public safety, and fostering economic development, all while keeping the community's heart at the center.

Treasure Island deserves a leader who sees beyond the horizon, who values each handshake, conversation, and feedback as a stepping stone towards collective success. My experience in coastal community management, coupled with a portfolio of successful grant acquisitions and project implementations, has equipped me to meet the unique challenges and opportunities that lie ahead.

Moreover, my commitment to environmental stewardship and inclusive community programming echoes the values that make Treasure Island unique.
In collaboration with the City Commission, staff, and the vibrant community of Treasure Island, I am eager to contribute to an era of innovation, engagement, and prosperity. I look forward to the possibility of discussing how my background, skills, and aspirations align with the needs and vision of Treasure Island.

Thank you for considering my candidacy. I am excited about the opportunity to contribute to Treasure Island's story, fostering a legacy of growth, harmony, and resilience.

Warmest regards, *Sean G. DePalma, MS, CPRE*



SEAN G. DE PALMA

PIONEERING FACILITATOR

"I guide with integrity, inspire innovation, and enrich lives with impactful experiences."

PROFILE

Passionate about crafting vibrant communities, I bring 20+ years of dedicated leadership, expertly managing substantial budgets and fostering transformative projects. Renowned for my adaptability, I thrive in diverse settings, from office to the frontline, skillfully steering teams through multifaceted challenges.

CONTACT

sean.depalma@yahoo.com

https://www.linkedin.com/in/sean-de-palma/

(954) 258-4621

PROFESSIONAL DEVELOPMENT

Over 30 professions certifications from APWA, Dale Carnegie, EMI, Eppley Institute, FAU, FEMA, FDOT, FIOG, Harvard Business School, NCSU, NAYS, NIMS, NRPA, PMI and TEEX

EXPERIENCE

CONSULTANT, QOL ASSOCIATES, LLC

AUGUST 2014- PRESENT

Provided interim consulting services specializing in organizational development strategic planning, successful recreational and logistics programs to increase operational performance. Delivered innovative, reflective, and visionary leadership and guidance for clientele, project management.

DIRECTOR, CITY OF PANAMA CITY

MAY 2020- JULY 2023

I led a diverse team of over 60 members, overseeing a budget exceeding $9.6 million, including an enterprise fund of $3.5 million and managed $67 million in FEMA recovery projects and CIP's. My responsibilities extended to managing over 80 municipal properties and amenities. I also successfully increased community engagement and delivered over 110 additional programs.

DIRECTOR, CITY OF STONECREST (JACOBS/CH2M)

JANUARY 2019- MAY 2020 (CONTRACTED UNTIL AUGUST 2020)

I established a world-class department from conception. I played a pivotal role in acquiring 11 properties spanning 420 acres, initiated critical departmental policies, build a team of over 50 and led the development of the department's first Master Plan and CIP budget, with a budgetary responsibility of $2.8 million.

DIRECTOR, TOWN OF FORT MYERS BEACH

JANUARY 2017- JANUARY 2019

I managed a team of 50+ professionals, overseeing a budget exceeding $3.3 million, including an enterprise fund of over $1 million and a $1.5 million CIP. My leadership extended to authoring policies and codified ordinances, implementing the department's first CIP budget, providing full-service to residents and tourists.

SENIOR MANAGER, BROWARD COUNTY BOARD OF COMMISSIONERS

JUNE 2006- JULY 2015

During my nine-year tenure, I managed an operational budget of $4.9 million and supervised a diverse staff of up to 80+ full-time employees. I successfully coordinated several CIP's and introduced innovative programming that significantly increased attendance and revenue.

EDUCATION

MASTERS OF PARKS & RECREATION ADMINISTRATION

FROSTBURG STATE UNIVERSITY, FROSTBURG MARYLAND

JUNE 2016

BACHELOR OF CRIMINOLOGY

FLORIDA ATLANTIC UNIVERSITY, BOCA RATON FLORIDA

DECEMBER 2011

SEAN G. DE PALMA

PIONEERING FACILITATOR

CONTACT

sean.depalma@yahoo.com

https://www.linkedin.com/in/sean-de-palma/

(954) 258-4621

LEADERSHIP PHILOSOPHY

As a leader, my mission is to inspire our team to embrace transformation through a clear strategic vision. I believe in providing insightful advisement based on experience, fostering innovation through authentic passion, and leading by example with an unwavering work ethic and personal integrity. My leadership style is rooted in active partnership. I immerse myself in the trenches, forging genuine connections that lay the foundation for impactful collaborations and the delivery of exceptional services to all stakeholders. In this ever-changing world, I prioritize prudent adaptability without compromising my principles or accountability.

CULTURAL INSIGHT

Growing up in a diverse environment, marked by poverty and the challenges of high crime rates, I gained an intimate understanding of the complexities faced by marginalized communities. Our subculture existed alongside mainstream America, and I vividly recall the impact of feeling disfranchised, even if I didn't fully comprehend the term at the time.

Throughout my career, my path has been interwoven with diverse communities, particularly in the culturally vibrant region of south Florida. I've been privileged to engage with communities of every shade of the rainbow, and I've taken active steps to support and uplift these populations.

My life's calling is to serve, a passion etched in my very being. I excel in breaking down barriers and building bridges, a skill honed through years of dedicated craft.

"I believe in leading with a compass, not a map. Guided by a vision of inclusivity, innovation, and unwavering commitment."

REFERENCES

DAVID HOWARD, PARKS & RECREATION DIRECTOR
CITY OF BROOKSVILLE
386-212-5306, Dleehoward23@gmail.com
Mr. Howard can corroborate my interpersonal communication skills, and enthusiasm to develop staff to create strong teams of professionals.

MICHAEL ROGERS, SUPERINTENDENT
CITY OF PANAMA CITY
850-890-9785, mrogers@panamacity.gov
Mr. Rogers can vouch for my proven leadership approaches.

DEVON BROWN, RECREATION CENTER DIRECTOR
HARFORD COUNTY BOARD OF COMMISSIONERS
410-612-1606, dhbrown@harfordcountymd.gov
Mr. Brown will confirm my analytical skills along with my strategic capacities to effectively implement plans and achieve exceptional results.

TAMEIKA PORTER, CULTURE EVENTS DIRECTOR
CITY OF STONECREST
770-687-7877, tameikaporter@gmail.com
Ms. Porter can verify my interpersonal communication skills, and enthusiasm to develop staff to create strong teams of professionals.

JIMMY ALOR, REALTOR
305-766-7958, jalor@jimmyalor.com
Mr. Alor can substantiate my abilities to guide clients through business development.

JAZZMIN R. COBBLE, DIRECTOR OF FLEET SERVICES
STATE OF GEORGIA
404-644-9805, jazzmin.cobble@gmail.com
Mrs. Cobble can verify my effectiveness to persuade elected officials and present in public forums.

TONY BOSTICK, COMMUNITY LEADER
MINORITY PC, INC
850-625-6126, tony_bostick@yahoo.com
Mr. Bostick can validate my capacity to interact and effectively serve diverse communities.

ALLAN BRANCH, ENTREPERNEUR & DIB MEMBER
DOWNTOWN IMPROVEMENT BOARD OF PANAMA CITY
954-268-7017, AllanBranch@gmail.com
Mr. Branch can acknowledge my commitment to fostering positive change in our community through collaboration.

PATTI SUNDAY, ECONOMIC DEELOPMENT CONSULTANT
956-874-4677, Pcsunday@gmail.com
Mrs. Sunday will confirm my effectiveness in supporting local businesses and environmental conservation.

MY DEPARTURE FROM THE CITY OF PANAMA CITY AND PRIOR DIRECTOR OR DIVISION LEADER POSITIONS

City of Panama City

I hope this message finds you well. I am writing to share my perspective on the circumstances surrounding my departure from the City of Panama City, in the hope of providing clarity and rectifying potential misunderstandings.

During my three years of service at the City of Panama City, my primary goal was to make a positive impact on the community and collaborate effectively with my colleagues. My department outperformed itself and the expectations noted in my hiring. Unfortunately, I encountered challenges behind the scenes involving certain city staff members. Those individuals involved added to the complexity of the situation, leading to a less-than-ideal parting.

One significant concern I faced was the ethical issue of hiring personal friends by the city manager. This led to the hiring of individuals with no municipal/public service experience and little academic training, who were compensated at a higher rate than I was. My attempts to discuss this matter with the city manager were initially deflected. After nearly three months, I filed a formal concern, triggering an investigation that found no wrongdoing. Subsequently, I received a cost-of-living adjustment (COLA).

Another point of conflict was my efforts to increase cultural events in the community, catering to historically disfranchised segments, including Asian Americans, African Americans, Hispanics, and the LGBT+ communities. While these events were publicly acknowledged as successes by the city manager, privately, I was told to consolidate them into a single two-hour event.

There were false accusations made against me. One specifically the claim of inappropriate behavior with an intern. The accuser had previously filed a complaint just months earlier, and the intern involved has confirmed the inaccuracy of these allegations. Importantly, the inquiry into this matter did not result in any disciplinary actions or counseling sessions, verbal or written. Interestingly, the documentation related to these accusations only emerged in my personnel file after my departure.

I want to emphasize that the employee making these accusations was hired by the city manager, which made it challenging to navigate the supervision process due to perceived protection from the city manager's office. It's worth noting that the said employee had potential but was underperforming.

The final challenge involved the hiring of a Deputy Director for my department, orchestrated indirectly by the City Manager. Various issues arose as several team members expressed concerns about the Deputy Director's behavior, which led to conflicts and the transfer of one employee. Despite efforts to mediate, the situation did not improve, and the Deputy Director continued to create tension within the team.

Regarding the mention of receiving complaints and counseling sessions in the city manager's separation letter, I wish to clarify that there was no explicit declaration or implication that these conversations constituted counseling or corrective discipline discussions. No such indications were made by the city manager, except for the meeting where my separation was conveyed.

I remain committed to learning and continually improving as a leader. I genuinely appreciate your understanding and am open to further discussions to address concerns or provide additional context.

City of Stonecrest- Jacobs/CH2M

During my tenure on Project Stonecrest, I successfully spearheaded the establishment of an entire department and orchestrated the transformation of its personnel into a highly proficient team. It's worth noting that I continued to provide dedicated leadership for an additional eight months after Jacobs/CH2M's contract had concluded, further solidifying the project's success.

Town of Fort Myers Beach

The opportunity to establish a comprehensive department from its inception in Stonecrest under the umbrella of Jacobs/CH2M.

Broward County Board of Commissioners

An exceptional opportunity to cultivate new skills and elevate my managerial expertise.

Thank you for your time and consideration.



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BROWARD COUNTY BOARD OF COMMISSIONERS

An exceptional opportunity to cultivate new skills and elevate my managerial prowess.

Thank you for your time and consideration.

TAB

Shawn Gilman

6128 Fairwood Circle Las Vegas NV 89107
Phone: 804-201-3475
Email: shawnigilman@gmail.com

City of Treasure Island
120 108th Avenue
Treasure Island, FL 33706

March 11, 2024

To Whom It May Concern,

It is with great pleasure and interest that I am submitting my cover letter and resume for your consideration for the position of City Manager. I have many years of experience with executive administrative and financial management in the public sector, private sector and nonprofit sector. I have also been elected as a City Councilor for three terms. These opportunities have broadened my knowledge and experience and has enabled me to enhance the quality of service to the communities I have had the pleasure to serve.

The combination of my personal and professional experience as well as my passion and commitment to community will prove to be ideally suited for the community and I am confident that I will provide the level of professional service you are seeking. I am goal driven and results oriented.

My experience with administration and financial management will be an asset to the City. I am knowledgeable of local, state and federal government. I am experienced in budget preparation and management and I understand the importance of fiscal responsibility and accountability. I am experienced with project development and management. I have worked with and supported local committees and commissions, elected officials and the public.

I have found public service to be the most rewarding experience that I have had the pleasure to be involved with. I have a personal and professional satisfaction when I can make a positive difference in the lives of the people of the community.

I lead with high standards both personally and professionally. I have an extremely strong work ethic and a very high level of commitment with good morals and ethical values. I am extremely organized, efficient and take a proactive approach.

I am an experienced facilitator and have a proven record for conflict resolution. I offer a collaborative working environment with a strong team-work approach and offer an open-door policy. I believe in leading by example, mentorship and development.

I advocate and promote complete transparency and strongly encourage an atmosphere of trust, cooperation and mutual respect among the community members, staff, partners, and public officials.

Shawn Gilman

6128 Fairwood Circle Las Vegas NV
Phone: 804-201-3475
Email: shawnigilman@gmail.com

I am very professional with excellent verbal, written and interpersonal skills. I am patient, compassionate, supportive, and live by a high level of integrity. I am outgoing, enthusiastic, energetic and confident. I take pride in these qualities that have enabled me to develop and maintain positive relationships with administration, public officials, agencies, partners, staff and the general public.

I look forward to offering my experience and passion supporting the values and goals to improve the quality of life for the community. I lead with high standards and strive to achieve quality and sustainable results. I believe I can assist the City in striving to achieve excellence.

Thank you for taking the time to review my attached resume. Should you have any questions, please contact me at your earliest convenience. I look forward to hearing from you.

Respectfully Submitted,



Shawn Gilman

Shawn Gilman

6128 Fairwood Circle Las Vegas, NV 89107
Phone: 907-227-2004
Email: shawnigilman@gmail.com

REFERENCES

David Pinquoch
Phone: 907-715-7447
Email: agtc.david@gmail.com

Pat Hensley
Phone: 302-387-2760
Email: pjhensley@gmail.com

Jason Miles
Phone: 910-750-1708
Email:

Joy Blocker
Phone: 907-240-8077
Email:

Eric Tremblay
Phone: 907-662-5198
Email:

Shawn M. Gilman

6128 Fairwood Circle Las Vegas, NV 89107
Phone: 804-201-3475
Email: shawnigilman@gmail.com

SUMMARY OF QUALIFICATIONS

Offering over 20 years' executive management experience in the private sector, public sector, non-profit sector and elected for three terms as a City Council Member.
I am an experienced leader with strong organizational skills and a dedicated team player. Proficient in working toward organizational objectives. Honest, professional, confident and hardworking.
I lead with a teamwork and collaborative approach, exhibit transparency and open communication. I promote fiscal responsibility with responsible economic development. I have a strong commitment to community engagement and development planning based on the needs of the citizens, local businesses, tourists and local government. I support and promote community-based programs for recreation, health, city infrastructure improvement and social well-being.

- Administrative Management
- Budget and Grant Management
- Intergovernmental Relations
- Community Engagement Programs
- Financial Management/Sustainability
- Strategic Planning
- Operations & Project Management
- Economic Development

PROFESSIONAL EXPERIENCE

360 Project Management LLC ***August 2018-Present***
Director of Programs and Development
125 W Liberty Road Slippery Rock, PA. 16057 (Based in Las Vegas)

- Develop and manage client construction programs from new build to reimage programs
- Develop relationships with clients and seek expanding markets for business growth
- Owner representation for construction projects through the coordination of contractors, subcontractors, vendors and entities working on various phases of multiple projects simultaneously
- Oversee performance of all trade contractors and reviews architectural and engineering drawings to make sure that all specifications and regulations are being followed
- Responsible for proper administration of construction contracts and for obtaining all necessary permits and licenses
- Track and control construction schedule and associated costs to achieve completion of projects within schedule and allocated budget
- Plan, manage, and track the turnover and the closeout of construction projects
- Manage day to day operational and facilities aspects of multiple locations and projects simultaneously
- Manage day to day client, contractor and vendor interactions and expectations
- Ensure that the facilities and equipment are fully operational and functioning properly
- Schedule and supervise maintenance repair work and assist with checking installation and servicing building equipment
- Maintain ongoing communication with shareholders, contractors, clients, and team
- Coordinate startups and inspect equipment for new construction projects
- Manage, schedule and follow-up on all warranty matters for new locations through warranty period
- Coordinate and inspect facilities to closeout warranty period

Shawn M. Gilman

6128 Fairwood Circle Las Vegas, NV 89107
Phone: 804-201-3475
Email: shawnigilman@gmail.com

City of Kotzebue ***January 2017-January 2018***
City Manager
P.O. Box 46 Kotzebue, AK 99752; 360-981-5508
Population 3200 – Budget $17,895,200

- Chief advisor to the City Council
- Administer day to day operations for administration
- Responsible for human resource functions and risk management
- Oversee operations of police, fire, water/wastewater facility, public works, solid waste services, planning, engineering, capital projects, purchasing, parks and recreation, harbor facility and city operated liquor store
- Attend Council meetings, special meetings and workshops
- Responsible for budget development and management, grant management and financial analysis
- Building, planning, and code enforcement representative
- Research and prepare data for presentation of information for community members and City Council
- Responsible for evaluating, recommending, and implementing policy, strategic planning and program development
- Responsible for assisting with creating, recommending, and establishing federal, state and Council priorities
- Research, plan and recommend ordinances, resolutions, policies and regulations for Council consideration
- Develop innovative programs and activities based on analysis of community needs and interests
- Research and analyze cultural, educational, social and demographic data about the community to guide local program development
- Participate in community strategic and long-range planning
- Promote economic development through opportunities
- Development of community neighborhood outreach, community policing and youth programs
- Negotiate cooperative project agreements
- Develop and promote staff training and incentive initiatives while encouraging a collaborative environment, transparency and an open-door policy
- Successful with conflict resolution at all levels
- Respond to citizen requests, suggestions, concerns and inquiries regarding ordinances, Council actions and other pertinent information
- Represent the city at community and professional organizational meetings
- Serve as liaison for city with professional, business and civic groups, community organizations and individuals

Shawn M. Gilman

6128 Fairwood Circle Las Vegas, NV 89107
Phone: 804-201-3475
Email: shawnigilman@gmail.com

City of Fort Yukon ***August 2015-December 2016***
City Manager & Finance Director
P.O. Box 269 Fort Yukon, AK 99740; 907-662-2479
Population 543 – Budget $2,175,000

- Chief advisor to the City Council
- Administer day to day operations for administration and financial management
- Responsible for human resource functions and risk management
- Oversee operations of police, fire, water/wastewater facility, public works, solid waste services, city operated liquor store, gaming facility and shop enterprise funds
- Responsible for budget development and management, grant management and financial analysis
- Responsible for utility management including financial responsibilities such as A/R, A/P, payroll, financial reporting, collections and audits
- Building, planning, and code enforcement representative
- Responsible for evaluating and establishing policy, strategic planning and program development
- Negotiated cooperative project agreements
- Develop and promote staff training and incentive initiatives while encouraging a collaborative environment, transparency and an open-door policy
- Successful with conflict resolution at all levels
- Respond to citizen requests, suggestions, concerns and inquiries regarding ordinances, Council actions and other pertinent information
- Represent the city at community and professional organizational meetings
- Served as liaison for city with professional, business and civic groups, community organizations and individuals

Custom Marine Services LLC ***April 2004-August 2015***
Owner and Executive Director
P.O. Box 672 Whittier, AK 99693; 907-370-3519

- Oversee daily operations of all administrative and HR functions
- Provide superior customer, client and vendor service
- Perform cost management and monitor all accounting duties including P & L, A/R and A/P
- Recruit, train, supervise, track, coach, and mentor administrative staff
- Professionally build strong client, agency and staff relationships while demonstrating the ability to solve issues successfully
- Plan, prioritize and delegate assignments, ensuring task execution and accountability
- Demonstrate efficient and effective communication both orally and written
- Negotiate, implement, supervise and manage contracts with various agencies and firms
- Manage, supervise and evaluate multiple organizational projects simultaneously
- Participate in establishing and implementing major goals and objectives for the organization
- Develop and implement policies and procedures
- Investigate and resolve complaints from clients and employees
- Evaluate work products, methods and procedures to improve efficiency and profitability
- Coordinate a collection of expenditures, statistical reports, performance and other data in preparation of operating reports
- Procurement of supplies and inventory

Shawn M. Gilman

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Email: shawnigilman@gmail.com

City of Whittier, ***October 2009-February 2016***
City Councilor & Vice Mayor
P.O. Box 608 Whittier, AK 99693; 907-715-7447.
Population 205 – Budget $6,811,012

- Attend Council meetings, special meetings and workshops
- Responsible for assisting with creating and establishing federal, state and Council priorities
- Research, plan and adopt ordinances, resolutions, policies and regulations
- Promote positive relations with federal, state, and municipal government agencies
- Promote positive relations with City administration, City Council, and the private sector
- Work closely with organizations, individual businesses and government agencies to foster a welcoming climate for business
- Promote tourism
- Develop innovative programs and activities based on analysis of community needs and interests
- Research and analyze cultural, educational, social and demographic data about the community to guide local program development
- Participate in community strategic and long-range planning
- Familiar with roles and the responsibilities of City departments, commissions, boards and committees such as harbor department, public safety, water and wastewater, public works, ports & harbor and planning & zoning
- Respond to citizen requests, suggestions, concerns and inquiries regarding ordinances, Council actions and other pertinent information
- Served as liaison for city with professional, business and civic groups, community organizations and individuals

OTHER RELATIVE EXPERIENCE

- Current Board Member Alaska Coalition on Housing and Homelessness
- Served as Vice Chair Kotzebue Connection Homeless Shelter
- Served as Board Member Alaska Municipal Management Association
- Served on the City of Whittier Board of Equalization
- Served on the City of Whittier Grievance Committee
- Served as Vice President of Aleuutiq Community Health Center Founding Boards of Directors
- Served as Treasurer of the Alyeska Ski and Snowboard Club Board of Directors
- Served as Chair of the City of Whittier Hiring Committee
- Served as Chair of the City of Whittier Codification Committee
- Served as Chair of the City of Whittier Parks and Recreation Committee
- Served as Chair of the City of Whittier Health Care Task Force

EDUCATION

B.S. Business Administration
Wayland Baptist University in Anchorage, Alaska

TAB

March 26, 2024

City of Treasure Island
120 108th Ave
Treasure Island, FL 33706-4702

Dear City Official(s):

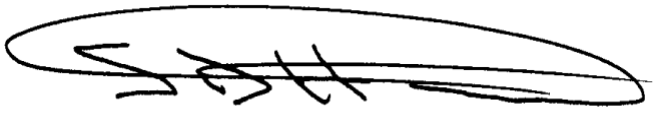
Thank you for the opportunity to apply for Treasure Island's City Manager position. I am confident that my background and abilities meet the City's expectations for an energetic and enthusiastic individual with a proven track record of excellent leadership and performance-based management; an effective executor of the City's Strategic Plan and related outcome components; and a developer of fundamentally sound public policy solutions complemented by eloquent verbal presentation and competent business writing skills. Success on the journey to sound community building and achieving priorities depends on a unified, strategic and participatory team whose members cooperate for the attainment of the best for Treasure Island and its constituents.

This letter and accompanying resume summarize my many years of achievement as a local government manager, the last twenty years of diversified experience in College Park, Georgia (15,000 full time population and home of the busiest airport in the world), Bloomfield, Connecticut (22,000 full time population and as Connecticut does not have functional counties administered municipal, county, and education functional responsibilities), Fort Lauderdale, Florida (183,000 full time population and beach, downtown center, and "Venice of America" arts, culture and events mecca), and Lakeland, Florida (92,000 full time population and world-class destined community and regional provider of electric power production and transmission and water supply and treatment).

Real effectiveness over the course of my career has been achieved through a combination of characteristics including as a progressively experienced local government administrator specialized in strategic planning and financial management; diverse practitioner having worked in different geographical regions; caring, competent, and committed public servant; empathetic and ethical leader; responsive and accountable professional; transparent and forthright purveyor of public information; and team-oriented, appreciative and collaborative colleague. I believe that these traits of public service are invaluable for success as chief administrative officer.

Treasure Island's shining and historic place presents a great opportunity to join a community building team and share my experiences while learning from the best minds in this community and enjoying the worthwhile amenities of the area as my next career and living adventure. I pledge to model and build great community through strength of character, commitment to performance-based operations, wealth of experience, openness to others' ideas, passion for hard work, appreciation of all constituents, love of community, and a demonstrated record of achievements.

Very truly yours,



Stanley D. Hawthorne

STANLEY D HAWTHORNE

220 Ponderosa Drive, Fayetteville, GA 30214 (954) 683-0403 hawthornestanley@gmail.com

Education

Master of Arts in Public Administration, University of Virginia
Bachelor of Science, Troy University

Employment Background

2023-2024 City of College Park City Manager
College Park is an established community with a blend of unique business and educational centers, corporate offices, a variety of housing types, and a genuine and charming downtown. As a result, it is strongly positioned for rapid economic growth as both a hub for travel and tourism and the regional aerotropolis of the southeastern United States. College Park is an attractive location for raising a family outside of but next door to all of the amenities of Atlanta. The City is home to the busiest airport in the world, Hartsfield-Jackson Atlanta International Airport, hosting tens to hundreds of thousands of visitors on any given day, headquarters for companies such as Chick Fil A and neighboring Delta Airlines, as well as home to Woodward Academy, the largest private school in the country. College Park is a vibrant community known for its history, sense of community, and quality of life. The City offers hospitality in its municipal services from operating electric, water and sewer utilities; convention center, arena, and golf enterprises; and renowned parks, recreation, and cultural arts across the region.

2021-2023 Town of Bloomfield Town Manager
The Town of Bloomfield, Connecticut was first settled in 1642 and incorporated in 1835. The Town covers approximately 26 square miles and is north and adjacent to the capital city of Hartford. The Town's current population is estimated to be 21,535. Bloomfield is administered under the Council-Manager form of government. The nine-member Town Council is elected biennially for a term of two years with minority party representation of at least three council members guaranteed. The Town Manager is appointed by the Council and serves as a full-time chief executive officer. As counties are non-functional in Connecticut, the Town provides a full range of county and municipal services to its residents including police protection and emergency operations; a pre-kindergarten through 12th grade public education system; a public library system and golf course; building services and land use development; construction and maintenance of highways, streets, and infrastructure; human services; and parks, recreation, and cultural events.

2019-2021 DoyleSH Corporation President
I served as President of DoyleSH Corporation, an incorporated consulting and retail enterprise formed in March 2019 following my tenure at Fort Lauderdale. The COVID-19 pandemic adversely impacted opportunities and the business operation was shuttered after the onset of the pandemic.

2011-2019 City of Fort Lauderdale Assistant City Manager
The City of Fort Lauderdale is located in the east-central portion of Broward County encompassing nearly 36 square miles with an estimated population of 182,827. Fort Lauderdale is the largest of Broward County's 31 municipalities and one of the ten largest cities in Florida famous for its beaches, arts, culture, and events. The City employs a workforce of approximately 2,600 full-time employees with five bargaining units. As Assistant City Manager and original member of the last senior executive team, we were committed to strategic planning of improving productivity, streamlining expenses, and developing a stronger, more effective organization supporting the City's embracement of a vision based on fiscal

responsibility, accountability, high ethical standards, and quality delivery of services. It is a vision that rewards excellence, not mediocrity, and above all, places the people of Fort Lauderdale first.

2005-2011 City of Lakeland Assistant City Manager
Lakeland, with a population of approximately 92,000 residents in an area of 72 square miles, lies between the two major urban areas of Tampa Bay and Orlando and is experiencing the tremendous growth of the central Florida region. Services provided by the Lakeland government range from traditional police, fire, public works, and an extensive parks and recreation system to electric power production and transmission, water supply, wastewater treatment, solid waste collection, as well as services offered through its municipal parking facilities, regional airport, 27-hole golf course, and arena, performing arts and convention center. Responsibilities included assisting the City Manager in the full breadth of municipal services and direct oversight administering the City's Strategic Plan and Goals for Lakeland to be a vibrant, culturally inclusive, world-class community; human resources network and services for more than 2200 full-time employees; purchasing store of fuel, commodities and services valuing at more than $300 million annually; and information technology, risk management, and internal audit functions.

2002-2004 Sun 'n Lake Improvement District General Manager
As General Manager for the Sun 'n Lake of Sebring Improvement District, I had a rare opportunity to return home and share the benefit of my career education and experience in the fastest growth area of the County. Sun 'n Lake originally comprised of a 25 square mile area for development has grown from an unpopulated wilderness to approaching 7500 residents today and evolved from a retirement community into a diverse melting pot of age, racial and ethnic components. In its unique charter created by the State and County, the District is wholly independent of the County and a full municipal service provider. The General Manager reports to a 5-member elected Board of Supervisors and is responsible for hiring and supervision of district employees and day-to-day operations. During my tenure, we adopted and applied energetic and innovative approaches to steer the Improvement District through the new century for reaching its growth potential.

1998-2002 City of Lauderdale Lakes City Manager
I served as the first City Manager of Lauderdale Lakes, a culturally diverse and economically challenged community of 32,000 residents. During strategic planning gatherings of the community and governing body, we determined a vision "to be the best city of its size through its commitment to safety, quality of life, government and efficient use of resources." At a staff level, we took the vision statement and applied it as a team to our daily working activities. We significantly expanded service delivery but maintained low property tax rates supplemented by grant opportunities and expanded user fees. A sampling of accomplishments included a new community center, new programs for youth and seniors, expedited building services for residents and developers, new street construction, a partnered new park and educational facility with the school board, significant technological advances including a web site (www.lauderdalelakes.org), beautiful entryway signage, a new passive park artfully landscaped by city staff, a wide variety of neighborhood improvements, improved bus transportation, crime reduction, and a community redevelopment area (CRA) designation promising significant redevelopment throughout the city.

1994-1998 City of Tamarac Assistant City Manager/Finance Director.
As Assistant City Manager/Director of Finance for the City of Tamarac, a community then of 56,000 residents with significant development opportunity abutting the Florida Everglades, I assisted the City Manager in the administration of daily city operations and special projects and in his absence, acted on his behalf managing the activities of the government. I represented the city in intergovernmental relations with federal, state and other local governments, and non-profit and private enterprises, as well as other groups and organizations. I also administered the city's $55 million program/performance-based budget,

management analysis, finance and accounting services, purchasing and contracts management and utilities' customer services.

1992-1994 City of Hollywood Director of Management and Budget
The City of Hollywood with a residential population of 140,000 is located between Miami and Fort Lauderdale and is one of Florida's largest cities. During my tenure there, I served as Director of Management and Budget as well as Interim Director of the Departments of Finance and Information Services. The challenges of this mature, ocean coastal community with its golden sand beaches included strategic planning efforts for improvement to the city's aging residential sections and commercial centers, rebuilding the utilities infrastructure, and meeting the challenge of business opportunity at Port Everglades, one of the major ports on the eastern seaboard.

1985-1992 City of Saginaw Assistant to the City Manager
Saginaw is a central city in the Lower Peninsula of Michigan. It is an industrial town dominated by the General Motors automotive industry; a mature city with an economically challenged urban core and diverse population mixture. Its population dwindled from a high of near 100,000 in the 1970's to 69,000 in the 1990's. As an administrator there for seven years, the management team and I grappled with the management of limited public resources while managing growing urban problems and diversifying a one industry economic base. We met the challenges head on even with a severely restricted property tax base.

Professional and Civic Affiliations

Past President, Camp Fire USA Sunshine Council
Past President, Broward City/County Management Association
Member, International and Florida City/County Management Association
Member, National Forum for Black Public Administrators
Member, Government Finance Officers Association

Awards, Publications, Certifications

Senior Executive Institute Alumnus
-University of Virginia
Certified Government Financial Manager
Leadership Hollywood Alumnus
Leadership Lakeland Alumnus
Executive Leadership Institute
-Harvard University, Syracuse University,
University of Texas, Wharton School
Fifty Leaders of the Future
-Ebony Magazine
Municipal Annexation,
-thesis written during my enrollment
at the University of Virginia

References available upon request

TAB

Tandra Davis, MBA

Lake Wales, FL • 863)257-8153 • Tandradavis@yahoo.com

March 12, 2024

Doug Thomas, Executive Vice President
Strategic Government Resources
DouglasThomas@GovernmentReseource.com
863-860-9314

Dear Doug,

I am writing to express my sincere interest in the City Manager position at Treasure Island as advertised. With a proven track record of leadership and achievement in municipal governance, combined with a passion for community development, I am confident in my ability to contribute effectively to the continued growth and success of Treasure Island.

My journey to leadership began in Polk County, Florida, where I honed my skills and ambition before pursuing higher education at Strayer University and Warner University. Armed with a Bachelor's degree in Business Administration with a specialization in Finance and a Master of Business Administration Degree with Distinction, I embarked on a career in the public sector, serving as a Finance Assistant for the City of Fort Meade, Florida, before advancing to the role of Finance Director for the Town of Dundee.

During my tenure with Dundee, I was entrusted with increasing responsibilities, culminating in my appointment as Town Manager in December 2020. Under my leadership, Dundee experienced unprecedented growth and development, including attracting new businesses, expanding utility infrastructure, and completing significant infrastructure projects. Notable achievements include spearheading the renovation of the Development Services Building and the Historical Train Depot, as well as implementing strategic initiatives such as the Fire Assessment program and expanding the water permit.

I have a proven track record of establishing meaningful relationships and collaborating with stakeholders to drive positive change. My involvement in various boards and affiliations such as Polk County Career Academies Advisory Board, The Board List, Strayer University Alumni Association, Warner University Alumni Association, ICMA-International City and County Managers Association, FCCMA-Florida, GFOA Government Financial Officers Association, Florida League of Cities, NACA and the Black Caucus of GFOA speaks to my commitment to community engagement and development. My dedication to excellence has been recognized through multiple governmental awards, including the GFOA

Distinguished Award and the Certificate of Achievement for Excellence in Financial Reporting.

I am excited about the opportunity to bring my unique blend of skills, experience, and passion for community development to Treasure Island. I am eager to discuss how my background and accomplishments align with the needs and goals of Treasure Island and I look forward to the possibility of contributing to its continued success.

Thank you for considering my application. I am available at your earliest convenience for an interview and can be reached at 863) 257-8153 or tandradavis@yahoo.com.

Sincerely,

Tandra Davis

Tandra Davis, MBA

Tandra Davis, MBA

Lake Wales, FL • 863)257-8153 • Tandradavis@yahoo.com

EDUCATION

Masters in Business Administration
Warner University
Lake Wales, FL
2020

Bachelors in Business Administration
Finance concentration
Strayer University
Tampa, FL
2018

SKILLS

- **Leadership**
- **Strategic Planning**
- **Communication**
- **Financial Management**
- **Problem Solving**

CAREER SUMMARY

Accomplished Town Manager with 5+ years of leadership in Dundee, Florida, and over 25 years of expertise spanning finance, operations, and customer service. As one of the leaders in Florida's municipal system, I've spearheaded transformative initiatives, optimizing fiscal health and operational efficiency. Proficient in financial management, I've ensured responsible budgeting and resource allocation while streamlining administrative processes through adept data processing. My strategic approach to operations management has enhanced town services and infrastructure, prioritizing community needs and safety. By fostering transparent communication and responsive customer service, I've built trust and engagement with residents. Committed to driving tangible improvements, I will continuously strive to uphold the growth and prosperity within Florida's dynamic municipal landscape.

PROFESSIONAL EXPERIENCE

Town of Dundee **Dundee, FL**
Town Manager ***2020 – Current***

- Spearheaded job growth initiatives, adding 15 new employees to the Dundee community by successfully transitioning from contracted services to in-house operations.
- Implemented strategic hiring of specialized personnel including special planners, operators, and water operations experts to enhance town planning and infrastructure management.
- Led efforts to upgrade town infrastructure, notably increasing the water permit and expanding water lines to support community growth and conservation plans.
- Directed the enhancement of existing water lines, ensuring reliability and efficiency in water distribution systems to meet the needs of a growing population.
- Prioritized employee development through upskilling initiatives, equipping staff with the necessary skills and agility to navigate the town's evolving development processes.
- Fostered a culture of collaboration and innovation, encouraging teamwork and creative problem-solving to address town challenges effectively.
- Established and maintained partnerships with local stakeholders, fostering community engagement and ensuring alignment with town development goals.

- Demonstrated strong fiscal management, optimizing town resources and budgets to support sustainable growth and stability.
- Acted as a liaison between town government and residents, promoting transparency, accessibility, and responsiveness in governance and decision-making processes.
- Championed comprehensive planning efforts, overseeing the development and implementation of long-term strategies to guide the town's growth and development.

Town of Dundee **Dundee, FL**
Interim Manager ***2020-2020***

- Successfully served as Interim Town Manager for 5 months, gaining valuable firsthand experience in town management responsibilities and operations.
- Engaged in comprehensive planning and operational studies, analyzing current town processes and identifying areas for improvement to better prepare for the transition to the permanent Town Manager role.

Town of Dundee **Dundee, FL**
Finance Director ***2019-2020***

- Supervised and managed Finance staff, overseeing general ledger preparation, accounts payable processing, and budget preparation, ensuring compliance with GAAP and relevant regulations.
- Established and enforced town-wide financial policies and procedures, including fiscal reporting, accounting methods, and debt administration, while overseeing the design and implementation of centralized financial systems.
- Coordinated annual audits, reviewed audit reports, and implemented corrective actions as needed, while administering the town's bonding program and developing long-term debt management plans in alignment with federal, state, and local regulations.
- Provided strategic guidance and direction to department heads and staff, ensuring effective implementation of fiscal policies and programs to support the town's objectives.
- Conducted financial impact analyses and prepared fiscal notes on leases, contracts, and resolutions, offering recommendations for approval or modification to enhance financial efficiency.

City of Fort Meade **Fort Meade, FL**
Finance Assistant Director ***2017-2019***

- Managed and supervised all financial transactions, accounts payable, and accounts receivable processes for the city, ensuring accuracy and compliance with financial regulations.
- Supported the preparation of the city's financial reports within the accounting and finance system, following directives from the financial director to maintain consistency and accuracy.
- Maintained, updated, and retrieved financial data from the city's database and systems, ensuring accessibility and integrity of financial information.
- Processed biweekly and monthly payroll for city employees, ensuring timeliness and accuracy in accordance with established policies and procedures.
- Oversaw daily operations of utility billing, deposits, and financial transactions, ensuring efficient and effective service delivery to residents and stakeholders.
- Prepared and finalized monthly, quarterly, and yearly financial statements, providing insights into the city's financial performance and status.
- Conducted monthly reconciliation of bank statements to ensure accuracy and integrity of financial records.

- Compiled and prepared actuarial reports for submission to the State of Florida, adhering to regulatory requirements and deadlines.
- Reviewed and processed weekly accounts payable transactions, verifying accuracy and completeness of invoices and payments.
- Assisted in coordinating internal and external audits, providing necessary documentation and support to auditors to ensure compliance and transparency.

Colorado Boxed Beef Company **Lakeland, FL**
Account Payables Lead Specialist ***2015-2017***

- Managed accounts payable functions for over 600 vendors across multiple companies, ensuring accurate and timely processing of invoices and payments.
- Supervised and trained a team of 5-6 accounts payable specialists, providing leadership and guidance to optimize team performance and efficiency.
- Successfully navigated yearly audits for customers, maintaining compliance with audit requirements and demonstrating accuracy and transparency in financial processes.
- Provided weekly reports to prioritize communication with "Hot vendors," fostering strong vendor relationships and timely payment processing.
- Managed multi-million-dollar accounts, handling inquiries, payments, and reconciliations with meticulous attention to detail and accuracy.
- Monitored freight on product accounts, ensuring accurate accounting and cost allocation for transportation expenses.
- Identified and corrected payment discrepancies, adjusting for overbilling or invoicing errors to maintain accurate financial records.
- Indexed invoices into the DocuWare system, facilitating efficient document management and retrieval processes.
- Processed 125-200 accounts payable transactions daily, maintaining high levels of productivity and accuracy to meet operational demands.

Helping Hands Marketing & Services **Lakeland, FL**
Office Manager | Accounting | Payroll | Account Receivables – Payables ***2012-2015***

- Provided tax services to 1200 individuals and businesses, ensuring compliance with federal tax laws and regulations.
- Managed general ledger accounts, including overseeing the establishment and maintenance of yearly budgets and the processing of accounts receivable and accounts payable transactions.
- Conducted internal audits, reconciled general ledger accounts, and prepared monthly/quarterly reports for forecasting and year-end projections.

Care Medical of Georgia **Atlanta, GA**
Bookkeeping | Competitive Bidding | Payroll Manager | Purchasing Agent ***2005 – 2011***

- Delivered tax services to 1200 individuals and businesses, ensuring adherence to federal tax laws.
- Oversaw general ledger accounts, managing yearly budgets and processing accounts receivable/payable.
- Conducted internal audits, reconciled accounts, and prepared reports for forecasting and year-end assessments.

References available upon request

TAB

Taylor Troth Brown

513 N. ORANGE STREET
PERRY, FL 32347

April 5, 2024

Treasure Island City Commission
10451 Gulf Boulevard
Treasure Island, FL 33706

Honorable Mayor and City Commissioners,

I've spent the last two decades working diligently in government at the federal, state and local levels, as well as in the private sector. Since 1997 I've been primarily engaged in local government issues, with an emphasis on City Management, City Planning and Economic Development. My years of experience provide a proven track record with management, budgeting, planning, relationship building, and intergovernmental coordination. I'm honest and ethical and approach the responsibilities entrusted to me with great professionalism. I possess the ability to multi-task, with limited financial resources, and can do so independently without sacrificing quality or service.

My personal approach to management has always been to lead by example. I treat all personnel as professionals who are entitled to my respect. I expect them to also treat one another in the same respectful manner. Setting such a professional atmosphere generally ensures that interactions with citizens will also be respectful. I view myself as a leader, a teacher, a coach, a mentor, but not a "boss." Mature professional people do not need to be bossed around; they need to be guided, supported, encouraged, recognized and appreciated. I believe strong, effective managers encourage creativity and innovation. Employees are a treasure trove of talent and ideas and should be valued as such. I recognize that they have as much to teach me as I have to teach them. In my opinion, knowledge is at its best when it's shared freely through collaboration with others.

On a day to day basis, I would describe my management style as being an informal, hands-on, team-oriented coaching style with an emphasis on constant improvement through professional development, along with a policy for maintaining both an open-door and an open-mind.

When it comes to establishing effective working relations with others, the key word is RESPECT! You can differ on opinions and approaches, but there must always be respect for the person you're dealing with. I feel it's important to be honest in your opinions and not to patronize people. Better to be truthful and respectfully disagree then to send mixed signals. I always try to see issues from the perspective of others.

On a personal note, I'm a bookworm with an insatiable appetite for learning and reading anything related to cities. An eternal optimist, I am always on the hunt for better, more efficient approaches to any and all tasks at hand. I believe the past should be honored, but the future should be relished. Oh, and life is short, so make it fun!

I hope with this letter, I've provided you with a glimpse of my personal values and professional qualifications for you to consider me as a candidate for the position of City Manager.

Thank you for your thoughtful consideration.

Respectfully,

Taylor Brown

Taylor Troth Brown

513 N. Orange Street, Perry, FL 32347

Mobile: (850) 295-4052 Email: TaylorBrown@hotmail.com

SUMMARY

Over two decades of professional governmental experience at the federal, state, and local levels, with specialized training and expertise in the following fundamental managerial skill areas:

* Economic Development	* Financial Budgeting	* Urban Redevelopment
* Grant Writing & Administration	* Customer Service	* Strategic Planning
* Intergovernmental Relations	* Team Building	* Problem Solving
* Interpersonal Communication	* Negotiation	* Succession Planning

A visionary leader dedicated to continual improvement through collaboration and innovation, with a track record of outstanding fiscally-conservative financial management. Motivated by a genuine commitment to improving lives through public service; believes that a healthy community is one that strives to balance the competing needs of all its members, while simultaneously being a responsible steward of its divine natural environment.

RELEVANT LOCAL GOVERNMENT EXPERIENCE

Executive Director, Taylor County Development Authority, Perry, Florida 2023-2024

On August 30, 2023, at 7:45am, major Hurricane Idalia made landfall near Keaton Beach in Taylor County, Florida with maximum sustained winds of 125mph, devastating the entire County, including its county seat of Perry, before moving its way deeper into the surrounding counties of north Florida and south Georgia.

Three weeks later, on September 18, 2023, Taylor County's largest employer, Georgia Pacific announced that it was permanently closing its Foley Cellulose mill in Perry. This action would result in the loss of 525 direct jobs at the mill and approximately 1,500 additional related jobs locally. The Foley mill property represents 28% of Taylor County's entire property tax base.

The following morning, September 19, 2023, the Board of Directors of the Taylor County Development Authority (Economic Development Agency) held an emergency meeting during which I was asked to accept a new role as Executive Director of the Authority in order to help lead the community's initial response to these two devastating events. I agreed to serve in this capacity, at least in the short term, in order to help stabilize the community and the organization.

City Manager, City of Perry, Florida 2018-2023
Pop: 7,067 ***Consumer Base:*** 26,283+ ***Budget:*** $13M ***Employees:*** 85+ ***Size:*** 9.3 sq. miles

Well known as the Tree Capital of the South, Perry is located in Taylor County, within the Big Bend region of North Florida. Taylor County (pop 22,277) is characterized by having a large land mass, most of which is either wildlife preserves or forested, together with a long unspoiled natural coastline on the Gulf of Mexico. The City of Perry is the only incorporated municipality within Taylor County, and serves as the County's seat of government as well as the primary center for education, healthcare, transportation, commerce and industry.

Although located in a rural region, Perry is very much a manufacturing city. Anchored by Georgia Pacific's Cellulose plant, the City serves as a hub for the forestry industry and the manufacturing of its related products. SuperPufft Snacks USA, headquartered in Perry, produces snack foods for retailers and national brands and has in recent years grown to be a major employer in the area. Defense contracting, metal fabrication, asphalt production and boat building are also among the mix of manufacturers operating locally.

Duties and Responsibilities as City Manager:

- Chief Executive Officer of a municipal government with 85+ employees and a $13 million budget. Overall accountability for the following functional areas: Administration, Finance, Human Resources, Community Development, Police, Code Enforcement, Fire Rescue, and Public Works including: Water & Wastewater Utility, Storm Water, Natural Gas, Sanitation, Streets, Parks & Recreation, Community Center & Cemetery.
- Preparation and implementation of the annual operating and capital improvement budgets for the General Fund, Utilities Enterprise Funds, and Community Redevelopment Fund.
- Serve as Community Development Director, Zoning Administrator, Floodplain Manager, and Public Information Officer (PIO).

Significant Achievements:

- New development of a 344-unit apartment project. This is the largest housing development in Taylor County history and the first large-scale multi-family housing development built in over 30 years, aimed to solve an acute workforce housing shortage.
- Construction of a new state of the art $14M municipal wastewater treatment plant.
- Other new developments including two medical centers, two banks, several restaurants, a hotel, a veterinary clinic, an elementary school, a community college and an assisted living facility to name just a few.
- Regained membership in the Florida League of Cities, thus allowing the city to join the Florida Municipal Insurance Trust (FMIT), which immediately saved the city nearly $100,000 annually in insurance premiums.
- Partnered with the Florida Gas Utility to institute a natural gas industrial user agreement which added approximately $150,000 in new annual revenues for the next 30 years.
- Extended natural gas service lines to the Anderson Columbia asphalt plant, thereby adding a new large industrial customer and increasing gas utility revenues accordingly.
- Worked to support the start-up and extensive expansion of the Super-Pufft snack food factory, essentially doubling the manufacturing capacity of the plant, adding millions to the local property tax base and creating over 300 new jobs.
- Facilitated rezoning to allow the former Kmart building to be converted into an industrial warehouse and distribution center.
- Helped lead the community through the first world-wide pandemic in over a century.
- Re-development of severely dilapidated historical buildings on courthouse square.
- Developed a set of City Values to help guide local policy and decision making.
- Conducted a thorough review of existing ordinances, including updates, additions and purge of obsolete laws culminating in a total re-codification of the Code of Ordinances.

- Leased city-owned industrial property, generating $80,000 in value-added renovations to the existing industrial buildings on site, creating monthly rent revenues and preserving underlying site/property as a prime site for future industrial economic development.
- Purchased electronic mapping software and GPS equipment to build a database and related maps of all city infrastructure, especially related to utilities. This made it possible to inventory the infrastructure, understand where it is located, determine its current condition, predict its expected lifespan and calculate when it will need to be replaced and at what approximate cost. This database enables informed decision-making when planning how future capital expenditures should be made most efficiently.
- Planned and budgeted for the purchase of an Enterprise Resource Planning (ERP) system to replace the antiquated IT system and integrate various new software systems together.
- Instituted flexible work schedules for most staff member positions to increase efficiency, customer service levels, staff morale and retention.
- Overhauled approach to inmate labor, entered into new agreement with FDOC, allowing city staff members to be trained to supervise inmate work squads, saving city money. This change doubled the number of inmate squads, which has allowed for much better service for grounds maintenance at parks, cemetery and roadway right-of-ways.
- Developed a water facilities management/maintenance plan with Florida Rural Water.
- Implemented new garbage trucks able to be operated by a single worker instead of three.
- Established online bill payment option for city utility customers.
- Worked with FDOT for complete repaving of US Highways 19 & 98, including upgrades to the underground stormwater management system and replacement of all railroad tracks and crossings on the main rail line throughout the city.
- Several dilapidated structures demolished and sites cleaned, including multiple private residential houses, two gas stations and even some old city-owned structures.
- Six different brownfield sites identified, tested and remediated.

City Manager, City of Mary Esther, Florida **2016-2017**
Pop: 4,289 ***Consumer Base:*** 27,585+ ***Budget:*** $6M ***Employees:*** 45+ ***Size:*** 1.5 sq. miles

Historically a recreational waterfront community, Mary Esther is situated along the Gulf of Mexico Coastline in Okaloosa County (pop 201,170), within Northwest Florida's panhandle region and is in the Central Time Zone.

The City of Mary Esther plays host to Hurlburt Field, a military installation of the United States Air Force and home to Headquarters Air Force Special Operations Command (AFSOC), the 1st Special Operations Wing (1 SOW), the USAF Special Operations School (USAFSOS) and the Air Combat Command's (ACC) 505th Command and Control Wing. The installation is nearly 6,700 acres in size and employs 8,751 military personnel. Additionally, the base employs 1,813 civilian personnel, 3,472 private contractors, and houses 9,260 military family members. Together the total impact of the military installation's daily population is 23,296 and when added to the City's residential population, the resulting 27,585 people provides a healthy consumer base for Mary Esther's disproportionally large commercial district.

The City of Mary Esther is adjacent to the City of Fort Walton Beach and the two municipalities share many ties. Fort Walton Beach's Industrial Park is located along its border with Mary Esther, and the Santa Rosa Mall is located on the Mary Esther side of that same border, with both facilities serving the entire region.

Duties and Responsibilities as City Manager:

- Chief Executive Officer of a municipal government with 45+ employees and a $6 million budget. Overall accountability for the following functional areas: Administration, Finance, Human Resources, Information Technology, Planning & Zoning, Police, Code Enforcement, Fire Rescue, and Public Works including: Water & Wastewater Utility, Storm Water, Sanitation, Streets, Parks & Recreation, Landscaping & Cemetery.
- Preparation and implementation of the annual operating and capital improvement budgets for the General Fund and Utilities Enterprise Fund.
- Serve as Land Development Administrator, Zoning Administrator, and Floodplain Manager, and Public Information Officer (PIO).
- Intergovernmental relations with U.S. Air Force representatives and other governments.

Significant Achievements:

- Navigated the hiring and orderly transition of a new Finance Director to replace the Finance Director who presented me with their letter of resignation as I walked into City Hall on the morning of my first day as City Manager.
- Proposed and presented an Annual Budget that was balanced without the need to divert capital from the City's Reserve Fund. The City had previously been unsustainably balancing its budget by drawing down reserves for approximately eight preceding years.
- Initiated update to the Capital Improvement Plan, and its inclusion in the annual budgeting process, neither of which had been done in several years.
- Oversaw the construction and opening of a new Hampton Inn Hotel, which included 91 guest rooms, conference rooms and other amenities within a four-story building.
- Negotiated an economic development proposal to construct 228 luxury apartments as an in-fill redevelopment at the Santa Rosa Mall as a catalyst to other redevelopment within this large and economically distressed commercial area.
- Completed a long needed sewer line repair which required the directional boring underneath of US Highway 98, without disrupting the 46,000 vehicles passing daily.
- Renewed lease of land on Eglin Air Force Base for the disposal of waste water effluent.
- Implemented much-needed repairs and renovations to the City's Waste Water Treatment Plant that effectively doubled its treatment capacity.
- Investigated other long-standing operational issues at the City's wastewater treatment plant, developed a plan to solve several systemic problems and to return the plant to a fully functional and financially efficient operation for the first time in many years.
- Formed a Personnel Committee consisting of staff members from all City Departments to address a long overdue update to the Personnel Manual and compensation package.

- Created a Grants Committee of four existing staff members to collaborate in the identification and pursuit of grant funding opportunities for all departments.
- Wrote and received an $18,000 grant to update the Coastal Management Element of the Comprehensive Plan to comply with current State Law.

City Manager, City of Trenton, Florida **2010-2016**
Pop: 2,089 ***Consumer Base:*** 17,199 ***Budget:*** $2.5M ***Employees:*** 25+ ***Size:*** 2.6 sq. miles

Historically a turn of the century railroad city, Trenton is located in North Central Florida in Gilchrist County (pop 17,199). Trenton serves as the Gilchrist County seat of government, and is also a hub for education, healthcare, commerce and industry. The City is part of the Alachua/Gilchrist MSA, with many ties to the greater Gainesville community located 25 miles to the east of Trenton.

Duties and Responsibilities as City Manager:

- Chief Executive Officer of a municipal government with overall accountability for the following functional areas: Administration, Finance, Human Resources, Information Technology, Planning & Zoning, Community Redevelopment Agency (CRA), Police, Code Enforcement, Fire, Public Works including: Water & Wastewater, Storm Water, Sanitation, Streets, Parks & Recreation, Landscaping, Community Center & Cemetery.
- Preparation and implementation of the annual operating and capital improvement budgets for the General Fund, Utilities Enterprise Fund, and the CRA Fund.
- Serve as Executive Director of the Community Redevelopment Agency.
- Serve as Land Development Administrator, Zoning Administrator, Floodplain Manager, and Emergency Management Liaison.
- Serve as Public Information Officer, especially during times of emergency/crisis, including appearances on television and radio, interviews with print and digital media as well as preparation of press releases.

Significant Achievements:

- Built Reserve Fund from $5,000 to $1,300,000 (=7 months operating costs), during the Great Recession with a millage rate of 3.0, without any layoffs or reductions in services.
- Economic Development efforts produced job growth equivalent to over five percent of the City's population and saw the first new building built on Main Street in decades.
- Envisioned and implemented an aesthetic theme to the City. Developed Design Guide.
- Developed McDonald's/Family Dollar combination site, only second one in the USA.
- Developed Walmart Neighborhood Market, one of the first three to be built in Florida.
- Investigated long standing operational issues at the City's wastewater treatment plant, developed a plan to solve several systemic problems and return the plant to a fully functional and financially efficient operation for the first time in many years.
- Constructed a new Water Treatment Plant using CDBG grant funds.

- Received a "perfect" (No Findings) Audit Report for FY13. This had not been achieved previously by the City in any recent history. We repeated it again for FY14.
- Repaired strained relationship between the City and Gilchrist County, then renegotiated our inter-local agreements for Animal Control and Fire Service, both in the City's favor.
- Partnered with County Administration, Sheriff's Office, County Clerk of Court, and all County Constitutional Officers to develop a centralized Public Records Storage Facility.
- Condensed over 40 years of public records in accordance with Florida State standards.
- Renovated approximately 80% of all City-owned buildings.
- Made City's first purchase of brand new vehicles in over 2 decades and paid in cash.
- Completely revamped the Trenton Police Department.
    - Moved into a newly renovated building adjacent to City Hall.
    - Replaced the entire fleet of Police Cars.
    - Upgraded the Police report writing software and enabled the use of in-car laptops.
- Launched the City's Annual Quilt Festival into its own 501c3 organization, leading to Trenton becoming the home base for the Florida Quilt Trail and Quilt Museum.
- Settled outstanding FEMA grant financial issues remaining from the 2004/05 hurricanes.
- Completely overhauled Utilities Billing system, added ability to accept online payments.
- Reduced average age of City's computer terminals from 7 years to 1.5 years.
- Recommended the City withdraw from Nature Coast Regional Water Authority.
- Suspecting malfeasance, in mid-2012, I recommended the City withdraw from North Florida Broadband Authority. Less than two years later, the Authority was defunct.
- List of Grants received for the City of Trenton:
    - 2 FRDAP grants for parks & recreation enhancements.
    - SRWMD "River" Grant for wastewater lift station rehabilitation.
    - FDEP Brownfield clean-up grant for old Colt's Gas Station.
    - 2 Community Development Block Grants ($650,000 each)
    - 3 Edward Byrne Memorial Justice Assistance Grants.
    - 5 FDLE grants for purchases of police equipment.
    - Firehouse Subs Foundation grant for vehicle extrication equipment.
    - Workforce Training grant for professional development of all staff members.

Planning Director & Zoning Administrator, Gilchrist County, Florida 2007-2010
Pop: 17,199 ***Consumer Base:*** 17,199 ***Budget:*** $369K ***Employees:*** 5+ ***Size:*** 355 sq. miles

Gilchrist County is located in the heart of the Pure Water Wilderness of North Central Florida. With the historic Suwannee River forming its entire eastern boundary and the crystal-clear waters of the Santa Fe River forming its northern boundary, Gilchrist County's 355 square miles are nestled amongst the highest concentration of natural springs in the world. These pristine natural water resources make most of Gilchrist County an environmentally sensitive area and add an additional layer of complexity to land use policy and decision making.

Duties and Responsibilities as Planning Director & Zoning Administrator:

- Administration of Planning & Development Division; staff supervision.
- Serve as County Zoning Administrator & Floodplain Manager.
- Interpret and keep current the County Comprehensive Plan & Land Development Code.
- Oversight of Development Review Process, Current & Long Range Planning.

Significant Achievements:

- Conducted an extensive public process to update the Countywide Vision, including all municipalities, School Board, Chamber of Commerce, County Planning Commission, Agricultural Extension Office, Florida Dept. of Transportation, & the Forestry Industry.
- Streamlined the Development Review permitting process from 3 months to 3 weeks for the vast majority of development applications.
- Instituted a complete overhaul of the record keeping system to store all property records according to parcel identification number rather than by action type. This allowed all information pertaining to any given parcel to be easily retrieved in a single file folder showing all actions that had been taken in respect to the parcel over its entire history.
- Enhanced the use of information technology by requiring the digitization of all records including graphics, and implemented the use of online forms and permit applications.
- Personally oversaw the development review process of several large and very controversial and environmentally-sensitive development proposals including:
    - Oak Tree Landing Airport "Fly-In" Residential/Mixed-Use Community.
        - Required a Major Comprehensive Plan Amendment creating a new land use designation of "Rural Florida Destination Village."
        - The 816 acre development included an airport & paved runway, a village center consisting of 75,000 sq. ft. of commercial space along with 75,000 sq. ft. of lodging, a church, a theatre, a fine arts school, 650 residential units, an 18-hole golf course, driving range, clubhouse, fitness and tennis center, vineyard & winery, agricultural support buildings, equestrian center & stables, and pedestrian, equestrian and golf cart trail systems.
    - Blue Springs Natural Spring Water Bottling Facility.
    - 2 Industrial Forestry Products Mulching Mills.
    - Piedmont Farms Rotational Dairy.

Planner, Arlington County, Virginia **2001-2002**
Pop: 229,302 ***Consumer Base:*** 749,000 ***Budget:*** $212K ***Employees:*** 6+ ***Size:*** 26 sq. miles

Although technically a county, Arlington functions more as the second-largest principal city of the Washington, DC metropolitan area. If it were incorporated as a municipality, its population of 229,302 would make it the fourth-largest city in the Commonwealth of Virginia. Due to the County's location along the southern banks of the Potomac River and its close proximity to downtown Washington, D.C., Arlington is headquarters to many departments and agencies of the federal government of the United States, including the Department of Defense at the Pentagon, Drug Enforcement Administration, Transportation Security Administration, and Defense Advanced Research Projects Agency among others. It is also home to the Ronald Reagan

Washington National Airport. The many federal agencies, government contractors, and related service industries contribute to Arlington's stable economy. It is the highest-income county in the United States by median family income. Arlington is also the location of national memorials and museums, including Arlington National Cemetery and its Tomb of the Unknown Solider, the Pentagon Memorial, the Iwo Jima Marine Corps War Memorial, and the Air Force Memorial.

Duties and Responsibilities as Planner:

- Intergovernmental Coordination of Redevelopment Review Process.
- Negotiation of complex land use development agreements between developers and elected officials, and coordination with various governmental staff, Federal and State agencies, U.S. Military, railroad companies, Subway Transit Authority (WMATA), utility companies, Airport Authority, neighborhood associations, homeowner associations, and special interest groups.
- Advised Elected County Board on planning and zoning policy issues as needed.

Significant Achievements:

- Participated in the comprehensive planning of the Columbia Pike Initiative, a large-scale revitalization plan of a three-mile long corridor spanning the County.
- Arlington is a recognized leader in the practice of Transit-Oriented-Development (TOD). I worked on several TOD redevelopment projects along the Rosslyn-Ballston Metro rail corridor. During this time, Arlington was awarded the National Award for Smart Growth Achievement for "Overall Excellence in Smart Growth" by the U.S. Environmental Protection Agency (EPA). The Overall Excellence Award is the highest national honor bestowed by the EPA, and this was the first time it was ever awarded.
- Participated on staff level task force considering enhanced homeland security through planning in the aftermath of the terrorist attack on the Pentagon on September 11, 2001.

Community & Economic Development Planner, Town of Warrenton, VA 1999-2001
Pop: 9,907 ***Consumer Base:*** 67,207 ***Budget:*** $449K ***Employees:*** 5+ ***Size:*** 4.5 sq. miles

Dating from the 1700's, Warrenton is an historic gem of a town located in Virginia's Piedmont region. Already steeped in American and Virginian history, its geographic location in between the Civil War capital cities of Washington and Richmond forced it to play an important role during that period of conflict. The Town is proud of its history and has gone to great lengths to both preserve and leverage it. It's entire Historic District is listed on the National Register of Historic Places. For nearly a century, Warrenton has been home to the Virginia Gold Cup Steeplechasing Classic, a countryside horse race which now draws over 50,000 spectators annually. Warrenton serves as the county seat for Fauquier County (Pop. 67,207), as well as its educational, cultural and commercial center. In modern times, the town's geographic location has again proven to be militarily strategic. Nestled as it is in the foothills of the Blue Ridge Mountains, the area is exceptionally well suited to sending and receiving radio signals across vast distances. As such, in 1951, the U.S. government established the Warrenton Training Center, a classified Central Intelligence Agency (CIA) communications and signals intelligence facility and underground relocation bunker that serves U.S. continuity of government operations

purposes, used by various federal departments and agencies, including the CIA, National Security Agency (NSA), and the Departments of Defense and State.

Duties and Responsibilities as Community & Economic Development Planner:

- Development Review.
- Project management.
- Tourism marketing (Steeplechase Horse Racing, Civil War & Heritage tours, Vineyards/Wineries, mountain adventures, hot air ballooning, fall foliage.)
- Executed grant writing and administration.
- Promoted Municipally-owned Office/Industrial Park.
- Supervised zoning inspectors, administrative and technical staff.
- Provided staff support to the Planning Commission, Architectural Review Board (Historic District), and Board of Zoning Appeals, as well as to the Town Council, as needed.

Significant Achievements:

- Supervised replacement of all sidewalks along historic Main Street with brick pavers.
- Quadrupled the size of the Warrenton Farmer's Market, through branding, logo development and marketing plan.
- Assisted in the establishment of the Mosby Museum at the historic Brentmoor Estate and secured grant funding for its preliminary site design and development.
- Participated in the conceptualization, planning and site selection for the development of the Warrenton Aquatic Recreation Facility (WARF) and a new Warrenton Police Station.
- Spearheaded building recovery efforts after the region experienced a severe outbreak of tornados and the Town endured a major hailstorm that occurred on September 24, 2001.
- Established Historic Preservation Reference Library, open to the public at Town Hall.
- Coordinated participation in a regional information kiosk program with Fairfax County.
- Implemented ability to access and complete some permitting processes via the internet.
- Completely overhauled the Town's Website.

OTHER PROFESSIONAL EXPERIENCE

Real Estate Broker, Bosshardt Realty Services, Inc., Gainesville, FL 2005-2007
Real Estate Broker, Long & Foster Realtors®, Georgetown, Washington, DC 2003-2005
Assisted clients in the buying, marketing, selling, leasing, investing, exchange and development of property in the Washington, DC and Gainesville, FL metropolitan areas.

Graduate\Research Assistant, University of Maryland, College Park, MD 1999-2000
Administration of USAID grant for U.S./Russian Urban Planning Professorial Exchange. Coordinated efforts between the World Bank, the Woodrow Wilson Center, St. Petersburg (Russia) State University & the University of Maryland's School of Architecture, Planning & Preservation.

Legislative Assistant, Arizona Legislature, House of Representatives, Phoenix, AZ 1996-1997
Served as a legislative liaison between various State government officials, lobbyists, the media and the general public. Worked as dais staff on the House Floor during Legislative Sessions.

EDUCATION

University of Maryland, College Park, MD **Master of Community Planning Program**
Completed one year of a two-year Master's program in Community Planning.

Arizona State University, Tempe, AZ **Interdisciplinary Bachelor's Degree**
Urban Planning & Communication, Magna Cum Laude Overall GPA: 3.63 Major GPA: 4.0
Regents Leadership Scholar
Elected by a population of over 55,000 students to serve as one of 22 Student Government Senators.

PROFESSIONAL AFFILIATIONS

- International City/County Management Association (ICMA)
- Florida City/County Management Association (FCCMA)
    - Serve on FCCMA's Communications/Legislative Committee
- Florida League of Cities
- North Florida Economic Development Partnership
    - Graduate of the North Florida Economic Development Academy (EDA)
- American Planning Association, Florida Chapter

TAB

Theodore Chancellor

6430 Stirling Lane, Indian Land, SC 29707
(980) 229-7957
theodore.chancellor@gmail.com

March 10, 2024

120 108th Avenue
Treasure Island, FL 33706
(727) 547-4575

Dear, Hiring Team,

I am writing to express my interest in the position of City Manager of Treasure Island, FL.

Before beginning, I wanted to thank you for your hard work and professionalism during this recruitment and for considering my resume.

I have served the City of Charlotte for nine years as an operator at our municipal-owned Charlotte-Douglas International Airport (CLT). Through my interaction with nearly 20,000 badged employees and 118,000 daily passengers, I have quickly learned how essential transportation utilities are to a community, region, and state.

My growth within the City of Charlotte has enabled me to perform some incredible tasks – further allowing me to work with intergovernmental teams such as the City's Finance, Facilities, Legal, Emergency Management, Human Resources, Planning/Development, Community Relations, and IT departments. Furthermore, through my growth in this department, I have transformed from an eager learner to a trainer and tactical operations leader to a strategic leader and developer of all eight operations sections. This transition has given me the great pleasure of working with additional city resources such as our Police, Fire, and Medic teams during strategical and tactical planning evolutions, as well as many private citizens as we continuously seek to improve and serve the community.

Over the past 2 years, I have been fulfilling an additional strategic position as a project manager to write Operation's Standard Operating Procedures, improve IT and operations technology uses, and develop Onboarding Manuals. This effort is to provide clear guidance and communication for our 300+ employee workforce when working with and abiding by federal, state, and local regulations while operating our airport safely, securely, and efficiently.

This wonderful opportunity in your beautiful community is what I am seeking to deploy my arsenal of creative, efficient, and problem-solving tools to serve your community best and help lead a team of Treasure Island employees. Again, thank you for your time and consideration.

Respectfully,



Ted Chancellor

Theodore Chancellor

6430 Stirling Lane, Indian Land, SC 29707
(980) 229-7957 theodore.chancellor@gmail.com

Effective communicator seeking a well-regarded opportunity to serve as the City Manager of Treasure Island. Productive strategical leader, working with City Legal, Emergency Management, Finance, Planning, and Human Resource teams to manage operations for the 7th busiest airport in the U.S., municipal owned Charlotte-Douglas International as the Assistant Manager of the Joint Operations Center as well as the trainer, and policy writer for 300+ operations employees.

EDUCATION

Liberty University Projected 2024 Graduation

- Ph.D. in Public Administration

Liberty University

- Executive Certificate in Public Administration

Embry-Riddle Aeronautical University

- Master of Science in Project Management

Jacksonville University

- Bachelor of Science, Aviation Management Major from Davis College of Business
- Student Veterans of America Vice President
- American Association of Airport Executives Student Member

WORK EXPERIENCE

City of Charlotte November 2014 – Present

Operations Senior Supervisor – Charlotte-Douglas International Airport February 2020 – Present

- Consult with cross-functional team to relocate the Airport's Operation Center
- Hiring manager for the City of Charlotte
- Works with Human Resources, and Records Management teams to develop the airport's SOP program
- Consults with City Legal and Safety department during General Liabilities
- Works closely with Emergency Management teams during weather, disaster, and threatening events
- Works with all agencies, contractors, and tenants to manage CLT's emergency notification system
- Advises and manages an operating budget for the Airport Operations Center
- Authored the division's Onboarding Manuals for 26 operations positions
- Reduced security alarms by redesigning new processes with tenants and airport security

Airside Operations Supervisor March 2018 – February 2020

- Directed a team of 40 part-time and full-time employees
- Implemented and managed innovation tracking software for Airside Operations employees leading to the successful deployment of 27 new initiatives across the division as well as the airport
- Analyzed SIDA access point data reducing bag door alarms by 30.3 percent
- Promoted safe work activities during airfield construction and terminal renovation projects
- Trained Movement Area Classes for 61 recurrent and initial airport employees
- Served as the Airside Operations ambassador during the weekly Citation Committee meetings
- Planned and executed the 4th Annual CLT Runway FOD Walk

Airport Operations Officer November 2014 – March 2018

- Assisted in conducting all FAA Part 139 required safety inspections and maintained records of discrepancies and corrective action taken
- Closed and opened Movement Areas as conditions warrant
- Performed various administrative activities; developed technical knowledge regarding maintenance requirements specific to airport facilities and operations
- Issued and cancelled Notice to Air Missions (NOTAMs) as required
- Monitored airfield maintenance conditions, wildlife activity, and other airfield activities to ensure the protection and safety of aircraft operations areas
- Trained and familiarized Security Operations Supervisors during the onboarding of the division

U.S. Naval Aviation March 2006 - Present

- Manager of the Training Department for the Naval Reserve Center – Charlotte
- Responsible for training and transitioning Patrol Squadron 62 to the P-8A Poseidon aircraft in 2023
- Casket Bearer for Arlington National Cemetery, President Gerald Ford, and First Lady Johnson
- Electrician for the SH-60B, P-3 Orion, and P-8A Poseidon aircraft
- Ordinance Team Lead while deployed leading and managing the safe loading of weaponry on helicopters in the Horn of Africa during our Anti-Piracy tour
- Assist the Aviation Safety Officer in mission effectiveness through the elimination or control of hazards in the Naval Aviation SMS program (OPNAVINST 3750.6S)

SKILLS AND CERTIFICATIONS

- Private pilot- instrument rated single engine
- Naval Aviation Warfare Specialist qualified on two platforms
- AAAE Certified Member (C.M.) and Certified Employee (ACE)
- ICMA Affiliate Member
- FEMA ICS 100, 200, 300, 700, 800; IS-775; North Carolina state TERT Member
- Motorola CAD and Radio Project Lead for $6 million + new radio and dispatching software for CLT

TAB

THOMAS T. YATES, MBA, J.D.

Phone: (330) 348-9371
tyates13@outlook.com

154 Coconut Row
Tavernier, Florida 33070

City of Treasure Island
120 108th Ave
Treasure Island, FL 33706

March 29, 2024

Dear Mayor and City Commissioners,

There is likely a feeling of uncertainty as the administration navigates through a nationwide search for a new City Manager. But change is always the foundation for growth. As a city leader I have lost vital members of my management team and, at the moment, there is always apprehension in seeking their replacement. Your next City Manager will be the critical link connecting you as elected officials to your city employees, residents, and community stakeholders. It is vital for you to select not only a highly qualified individual, but also one that is the right fit for your administrative team and community. I am confident that I have the professional experience to perform the role of your next City Manager. My hope is that I get the opportunity to interview so you can determine if I am a right fit for the organization.

My wife, Sharon, and I have had long discussions about pursuing this opportunity. Her blessing is important because she understands the "all-in" approach I would take in accepting this role. Sharon has witnessed the long days, weekends, endless events, political stress, and other demands that go along with being a city leader. But despite the challenges, she knows that neither of us could imagine me working in any other job. I love the challenges and the relentless pursuit of bettering the quality of life for my residents! If I get a chance to become Treasure Island's next City Manager, I promise to bring that same enthusiasm to your administration and the community.

My resume provides detailed information on my professional experience. The rest of this letter will focus on my management style and philosophy. My experience has led me to conclude that a successful manager is based on both the intangible characteristics of an individual in addition to his or her technical capabilities. Below are the principles that I value as a leader:

- **Lead by example.** I have learned that my work ethic and commitment toward the City's goals will set the standard for all its employees. I can be the most experienced manager in the world, but if I fail to put my words into action then I lose all credibility with the administration and the city's staff. It is critical that I am willing to put the time and effort into accomplishing even the simplest of the organization's goals. My staff needs to see me as a manager who is engaged and part of their team, rather than as a person who only gives instructions.

- **Utilize your team members**. I am constantly learning. I can never let myself get too busy giving directives, that I forget to listen to my department heads and other city employees. We are a team, and the collective experience of the City's employees will always be stronger than that of a single manager. It is critical that every city employee has a voice and is made to feel as though he/she is an integral part of the organization. I work hard to instill and nurture the team approach to public service. Some of our best suggestions have been brought by our newest and youngest employees.

- **Get your hands dirty**. As a leader, you gain the respect of your employees by spending a day in their shoes. During my time as Mayor, I plan days to work or train with my various departments. On several occasions, I have worked picking up leaves, training with our police department, and joined my firefighters in full turnout gear to experience a live-burn exercise. It may only be a few hours or part of a day, but it means the world to those grinding it out every day for our residents. "Getting my hands dirty" shows my employees that I understand and care about the difficult services they perform for the community.

- **Show compassion for others**. An effective leader must put his ego aside and show compassion to his employees. No matter how stressful the situation, I try to meet my staff where they are, and position myself as a resource. Over the course of my years as Mayor, there have been times that a co-worker walks into my office carrying anxiety and distress. It doesn't matter if their grief stems from a work-related situation or a personal one. By showing my employees compassion and empathy I can calm the waters before giving direction on how to move forward.

- **Create a positive organizational culture**. Most of us spend more time at work than we do with our families. In my current role, I work hard to create a culture where my employees feel valued. I recognize my employees for their hard work and gracefully have discussions with them when things go wrong. If your employees enjoy coming to work, they will take pride in their job performance. Recognizing the need for a healthy work-life balance is critical in creating a positive organizational culture.

I have spent a great deal of time researching the City of Treasure Island and the more I learn about the community the more excited I get about this possible opportunity. I am confident that I have the professional experience to take on the role of your City Manager and I would love the chance to further discuss the position and what skills I'd bring to the job.

Thank you for considering my application.

Yours truly,

Thomas T. Yates

THOMAS T. YATES, MBA, J.D.

Phone: (330) 348-9371
tyates13@outlook.com

154 Coconut Row
Tavernier, Fl 33070

Highly motivated Municipal Government Executive with proven leadership skills seeking a City management position that will challenge and continue to develop my public service career. Bringing exceptional interpersonal skills to inspire, and a fiscally responsible track record. Desiring to live and work as a leader in a community where the administration, in direct response to the goals and objectives of the City Commission and needs of its citizens, work together to preserve an unparalleled quality of life while valuing communication and collaboration between all local stakeholders including leadership, professional staff, residents, businesses and other governmental organizations.

PROFESSIONAL EXPERIENCE

Village of Islamorada, Florida August 2022 to August 2023
Village Manager

Village Overview www.islamorada.fl.us
The Village of Islamorada was incorporated in 1997 and operates under the council-manager form of municipal government. The Village is comprised of four islands that are part of the larger geographical area known as the "Florida Keys." Islamorada has approximately 7,000 residents, of which only forty percent live in the Village full time. The annual budget is approximately $30 million with a General Fund Budget of $20 million. There are twelve (12) Department Heads that directly report. The Village staff includes 105 full-time employees and approximately 100 part-time/seasonal employees. In addition to our core services, Islamorada offers exceptional amenities at Founder's Park with a marina, amphitheater, and water park. The economy is driven by the sportfishing industry and tourism. The Village government consists of five councilmembers where one is appointed to serve as Mayor each year. All council members are on the same election cycle for two-year terms. This short, unstaggered system has led to instability in the governance of the Village and the frequent turnover of the Village Manager position (12 managers in 25 years).

City of Twinsburg, Ohio 2015 to 2022
Mayor, Public Safety Director

City Overview www.mytwinsburg.com
The City of Twinsburg is a strong Mayor form of government with 19,000+ residents. I acted as the Chief Executive Officer managing all City operations. Our annual budget was approximately $45 million with a General Fund Budget of $29 million. There are thirteen (13) Department Heads that directly report. The City staff includes 180 full-time employees and approximately 250 part-time/seasonal employees. In addition to our core services, Twinsburg offers exceptional amenities such as a Fitness/Aquatic Center, an outdoor Waterpark, a Championship Golf Course with a restaurant/banquet center, an outdoor Amphitheater, tournament level youth baseball and soccer fields, and 2,000 acres of dedicated park land with miles of nature trails.

Below are the responsibilities and experience related to my time in Twinsburg and Islamorada.

General Responsibilities

- Prepare and present annual operating and capital budget to Council.
- Attend and report at regularly scheduled and special call Council meetings.
- Organize and lead department head meetings to facilitate overall collaboration city-wide.
- Ongoing communication with Council members regarding City operations to guarantee all members are informed and able to have accurate and consistent discussions with residents.
- FEMA trained in Emergency Operations, coordinate response efforts with Police, Fire and PIO Officers during storm events and other city-wide emergencies.
- Legislative liaison with lobbyists, county/state representatives, and Florida state agencies (FDEO, FDEP, FDEM).
- Attend board and commission meetings, along with community organization meetings, as needed, to offer guidance on initiatives, solve problems, respond to resident inquiries and to communicate city-wide goals.
- Maintain communication with Chamber of Commerce, local Homeowners Associations, and other community-based organizations.
- Review and approve all departmental requested legislation to assure proper alignment with budgetary limitations and to ensure it is consistent with the goals and policies of the administration.
- In collaboration with City Law Director and Public Information Officer, draft and carry out press releases and conduct press conferences.
- Oversee and manage the City's large-scale projects from bid preparation and award to ongoing oversight during project lifespan.
- In Twinsburg and Islamorada, prepare and present an annual "State of the City" to residents and the local business community. *2020 State of the City* https://www.youtube.com/watch?v=ktn7nKMkb0s
- In Twinsburg, prepare and produce a monthly "Mayor's Report" in conjunction with the local community cable network.
- Attend and publicly speak at city-wide events throughout the year for City sponsored programming and community-based organizations.

Finance Department

- Plan and participate in departmental budget hearings in preparation for drafting temporary and permanent operating/capital budgets.
- Daily, consult and collaborate with the Finance Director regarding management of city-wide and departmental budgets.
- Develop and modify 1/5/10 year capital forecasts.
- Review and approve all purchase orders and requested budget adjustments.
- Oversee City and Village's reserve funds. Secured municipal investment firm to participate in short-term investments that provide maximum safety and liquidity while optimizing yields. (Year-to-date interest returns are approximately $300,000).

Human Resources

- In Twinsburg, collaboration with Law Director and Human Resource Director, actively negotiate and draft proposed changes and final collective bargaining agreements with the City's eight bargaining units.
- Participate in all employee grievance procedures and hearings.
- Provide final approval regarding employee benefits, hiring, retention and discipline.
- Annually review and negotiate with health insurance provider for employee benefit plan.
- Provide guidance to Human Resource Director regarding City Employee Handbook, Policies and Salary Ordinance.
- Provide final decision on all workers' compensation matters in collaboration with Human Resource Director and outside counsel.
- Created and actively participates in City's Wellness Plan.

Planning/Zoning/Water Quality

- In-depth knowledge of planning and zoning laws and regulations, engaged in all development projects.
- Monroe County, highly involved in ROGO, BPAS allocation regulations and awards under the area of critical state concern.
- Works closely with Environmental Resource Manager and Senior Environmental Planner in evaluating habitat, protected hammock, and shoreline setbacks related to residential and commercial development applications.
- Assist in planning and grant funding for water quality projects throughout Village's residential canal system.
- Collaborate with City Planner to review proposed development plans to determine impact to surrounding properties, compliance with local zoning codes, environmental disturbance and overall consistency with the City's comprehensive plan.
- Work with Planning Director to update land development regulations and Comprehensive Plan.

Economic Development/Building Department/Engineering Department

- Work in concert with Economic Development Director to address needs of largest corporate employers (FedEx/Amazon/Pepsi/General Electric/Rockwell Automation) along with state and national governmental employers (Army National Guard/EPA) regarding current operations, staffing issues and future expansion of facilities.
- Actively pursue growth in the City's industrial tax base by working with county partners and commercial brokers to attract new businesses.
- Organize meetings with corporate representatives and local business owners to discuss future needs and current business climate to maximize retention and occupancy.
- In cooperation with Economic Development Director, negotiate and execute CRA and income tax incentive agreements with prospective and existing corporate interests.
- Provide guidance and final course of action to the Building Department on property code maintenance and enforcement matters.
- Meet with City Engineer to plan infrastructure projects related to annual residential street program, sanitary and storm sewer replacement, large state roadway reconstruction, and waterline replacement.
- Oversee applications for local, state and federal grant funding for all infrastructure projects.

Police Department / Fire Department / Communications

- Designated Safety Director for the City.
- Collaborate with Police and Fire Chief to implement policy specific to their department, enact changes as warranted.
- Consult with the Police and Fire Chief regarding community engagement, discipline, hiring and promotion.
- Provide direction for responding to citizen complaints.
- Have participated in training exercises with patrol.
- Assist K9 handler with arrest simulations during department organized community events and open houses.
- Have participated in fire training exercises both simulated and live burn.

Public Works / Service Department / Wastewater Treatment Plant

- Collaborate with Public Works Director to determine policy and work schedules (shifts) specific to the service and wastewater departments.
- Direct the Public Works Director as it relates to discipline, hiring and promotion.
- Provide guidance for responding to citizen complaints.
- Meet with Public Works Director to plan annual leaf removal, branch chipping, and sidewalk leveling programs.
- Negotiate and/or bid multi-year trash removal contract.
- Assisting in planning winter operations of snow removal, salt contracts and interior building maintenance projects.
- Coordinate and plan with Public Works Director all facility maintenance projects, including engineer contracts/estimates, bidding and contractor selection.

Parks and Recreation Department / Gleneagles Golf Course

- Collaborate with Parks and Recreation Director to plan approximately 100 city-wide events and programing for adults, families and seniors.
- Collaborate with Senior Center Director for budgeting programming for the center's 500 members.
- In conjunction with Parks and Recreation Director, act as liaison for all youth sports organizations related to City field usage and coordination of use of indoor facilities.
- Fitness Center https://twinsburgfitness.com/
  - 92,000 sq. ft. Facility, general fitness, indoor track, multipurpose courts and aquatic center with 6,500 members.
  - Collaborate with Parks and Recreation Director to implement policy, staffing needs and pricing structure specific to Fitness Center membership and programming.
  - Assist in establishing monthly programming based on facility usage and individual class participation.
- Waterpark https://www.mytwinsburg.com/165/Water-Park
  - In collaboration with Aquatics Director plan seasonal waterpark operations, rates, staffing and policies.
- Beats on the Bay and Rock the Park Concert Series https://rocktheparkconcert.com/
  - Assist Parks and Recreation Director in planning and staffing concert series that ran from June to September in Twinsburg and November through March in Islamorada.
  - Review and approve all private sponsorship agreements and artist's agreements for concert series.

- Gleneagles Golf Club https://gleneaglesgc.com/
  - 18-hole Championship golf course is recognized as one of the best public courses in Ohio hosting approximately 37,000 rounds per year. New 19,000 sq. ft. clubhouse is home to Aaron & Moses restaurant and a 225-person banquet facility.
  - Work with Golf Professional and Course Superintendent to plan course operations, properly staff on and off course positions and coordinate/attend meetings with F&B operators.

City-Wide Accomplishments

- *Health Insurance, Twinsburg*: Budget $2.8 million. Upon taking office, sought out strategic health insurance brokerage representative. Instituted a granular approach to claim monitoring using structured data analytics to reduce claims loss ratio ("CLR"). In 2015, the City's CLR was 126%. Through engagement with employees, plan design and instituting a Wellness Program, the City progressively lowered its CLR to 55-60%. This consistent and stable reduction in the City's CLR translated into controllable renewal negotiations and a move from fully insured to self-insured, saving the City approximately $900,000 in its first full year of implementation.

- *Health Insurance, Islamorada*: Restructured health benefits and negotiated hybrid plan to reduce premiums. The Village's previous plan paid for employees, but not their families. Many Village employees were forced to pay $1,800 per month to cover eligible family members. Redefined contribution limits to $250 per month for family plans. This change had a dramatic impact on recruitment, retention and overall staff morale with minimal impact on the Village's budget.

- *Energy Conservation*: Committed to energy conservation efforts and projects. Through annual grants have instituted numerous lighting and other various green projects. Installed electric car charging stations throughout the City. As a result of Twinsburg's efforts to promote energy efficiency the City has been chosen as winner of The Northeast Ohio Public Energy Council's (NOPEC), 2021 Green Ribbon Award.

- *Kent State University Friend of Campus Award*: In recognition of the City of Twinsburg's exemplary service and support to the university's mission, its faculty, students, prospective students, and programs, a Friend of the Campus Award was presented to "Mayor Yates" as part of Spring 2019 commencement ceremonies. The highest honor presented annually to non-students, the award recognizes those who work to improve the community and who support the university's mission to provide quality education to the region.

- *Gleneagles Clubhouse Construction Project*: City owned golf course that averages 37,000 rounds per year was in desperate need of a new clubhouse. Assisted in design and overall layout of $6.2 million facility. Worked with Council to finalize budget and overall approval of the project. Financed using short-term BANs and converted short-term debt to long-term general obligation bonds in 2021. Served as primary contact for the City in terms of change orders and daily construction progress. The finished 19,000 sq, ft building is home to a new Pro Shop, restaurant, banquet facility (225 guests) and

underground storage for 80 new electric carts. Negotiated food and beverage contract with CAP Restaurant Group (Burntwood operators) to manage all F&B at the course.

- *Redevelopment of Central Area*: As a Councilman, was instrumental in establishing the Twinsburg Community Improvement Corporation and have served as a Board Trustee since its incorporation. The TCIC has actively pursued redevelopment of Twinsburg's central area comprising of a mixed-use district extending over 16 acres. During my tenure as Mayor, I have consistently engaged local and regional developers seeking partnership with the City and TCIC to invest and secure a development agreement for the project. During the past five years the TCIC has assembled approximately 85% of the property necessary to move the project forward. I worked at creating a TIF District to fund public infrastructure and provide incentives to the developer to keep the project progressing toward groundbreaking.

- *Safety Force Millage Campaign*: The City of Twinsburg is heavily dependent on income tax revenue. Approximately 85% of our General Fund revenue comes from local income tax. Until last year, the City supported all its General Fund operations without any financial support from a resident's ad valorem property tax. The City collected .6 of 1 mill to partially fund our Police and Fire Pension obligation. No other property tax was paid by a resident to fund any of the City's core services. In 2009, the residents voted to increase the local income tax by a .25% to 2.25%. The legislation had a sunset provision of four years and in 2013 that .25% tax increase was repealed. The result was a reduction to the City's income tax revenue by approximately $3 million. I took office in 2015 and immediately began to seek ways to reduce the City's operating expenses. We stabilized our General Fund budget while maintaining our core services, continuing the high quality of life experienced by our residents, and preserving the necessary capital funds for large, committed projects. A portion of the City's reserves were used during 2016, 2017 and 2018 fiscal years. In 2019, I stabilized the balance in the General Fund and began adding back reserves in 2020 and 2021. In addition, the City ran a successful Safety Force Millage Campaign that concluded with the residents voting to approve a 2.4 mill property tax levy. The voted millage provides $1.7 million to properly fund our Police and Fire Pensions and set aside capital funds for the departments.

OTHER RELEVANT PROFESSIONAL EXPERIENCE

SD Marine, General Manager **2023 to Present**

- Part of administrative team overseeing daily operations of boat dealership, marina, parts store, service department.
- Provide support for large scale marina development project set to break ground 2nd quarter 2024.

Member of Twinsburg City Council **2009 to 2015**

- Served as President of Council and Vice President of Council during term.
- During term, served as Council Representative for Finance Committee, Capital Improvements Board, Tax Incentive Review Board, Community Relations, Charter

Review Commission, Public Safety Committee, Planning Commission, Board of Zoning Appeals, and Parks and Recreation Commission.

Reitz, Paul & Shorr, Aurora Ohio 2010 to 2019
Partner (2013 to 2015), Of Counsel (2015 to 2019)

- Boutique law firm with a history of municipal and school board representation.
- Assisted in representing several small municipalities.
- Represented several school districts in contract review, employee discipline, public-private partnership negotiations, and collective bargaining.
- Continued real estate and estate planning practice described below.

Mansour Gavin, Cleveland Ohio 2005 to 2010
Associate Attorney, Real Estate and Estate Planning/Administration Groups

- Practice focused on land use litigation representing municipalities or developers in a variety of zoning, eminent domain and/or building code enforcement cases.
- Involved in real estate transactional work drafting commercial leases and other agreements associated with the ownership and sale of commercial properties.
- Drafted estate documents for asset protection and management of funds for minors.
- Administrated estates and prepared estate tax and gift tax returns for high-net-worth clients.

EDUCATION

J.D. Cleveland Marshall College of Law
Cleveland, Ohio
Juris Doctorate

MBA Cleveland State University
Cleveland, Ohio
Master of Business Administration

BBA Kent State University
Kent, Ohio
Bachelor of Business Administration, Major – Accounting

BOARDS APPOINTMENTS AND COMMISSIONS

Islamorada Chamber of Commerce 2022 to Present

FCCMA and ICMA, member 2022 to Present

Twinsburg Community Improvement Corporation 2012 to 2022
Board Trustee

Kent State University 2019 to 2022
Advisory Board Member

PERSONAL INFORMATION AND VOLUNTEER WORK

- Married to Sharon for 28 years, children – Emily (27), Andrew (24), Brad (23)
- Committed to physical fitness. Enjoy running, weightlifting, cycling and have become an avid pickleball player.
- Years of volunteer work for Center of Hope organizing volunteers to prepare meals for low-income residents of Portage County (2010 to 2017).
- Member of Rotary Club International, (2017 to Present).

References Upon Request.

TAB

Ty K. Gates

Tygates7@gmail.com • (303) 472-2685
LinkedIn URL • Meeker, CO 81641

March 28, 2024

Dear Hiring Manager:

I am writing to express my interest in the City Manager of Treasure Island. With a comprehensive background in leadership and management roles, government finance, emergency response coordination, corrections operations, and equity trading, I am confident I can contribute effectively to your team and enhance operational efficiencies.

During my career, I have showcased my expertise in simplifying processes in leadership and management positions. My role as County Commissioner involves directing and managing the county's administration and finances, which includes managing all county staff and participating in long-term strategic planning.

I possess an exceptional ability to establish and cultivate strong relationships with local, state, and federal agencies. This unique strength has enabled me to navigate complex issues effectively and achieve my goals. With my proven track record of building productive relationships, I am confident in my ability to create positive change and make a lasting impact.

During my time at Pioneers Medical Center, I have demonstrated a keen ability to streamline processes in alignment with life safety codes, fire prevention and control codes, and health facility requirements. My experience includes overseeing plant operations for 32 workforce housing apartments, environmental services, and transportation departments. I ensured the smooth flow of operations, conducted regular inspections, and maintained the highest levels of cleanliness, sanitation, and safety.

In addition, my work in Rio Blanco County as a key figure in emergency response coordination allowed me to promote mutual aid collaboration during crises and secure significant cost savings, particularly in wildfire incident management. My efforts in developing and authoring emergency plans have optimized response strategies and secured grant funding for disaster mitigation projects, reflecting my ability to work effectively under pressure and in partnership with a range of stakeholders.

Further, my expertise in directing a company's equity trading desk functions has equipped me with the ability to oversee complex financial operations, manage trading costs, and develop and execute strategic sales plans. Holding licenses in NASD Series 7, 63, and 55, I have successfully managed major pension fund clients, provided daily research summaries, and enhanced business development through strong professional relationships.

I am eager to bring my diverse skill set and experience to Treasure Island, contributing to the continuous improvement of operations and the achievement of your strategic objectives.

Thank you for your consideration. I look forward to hearing from you!

Sincerely,



Ty K. Gates

Ty K. Gates

County Commissioner

Tygates7@gmail.com • (303) 472-2685
LinkedIn URL • Meeker, CO 81641

Dynamic and seasoned professional with extensive experience in public administration and facility management, specializing in leadership and management, operational excellence, safety compliance, and emergency response coordination. Remarkable efficiency in determining problematic areas, uncovering unique strategic requirements, meeting strict deadlines, and drafting solutions focused on quality. Known for generating revenue and profitability by increasing headcount, managing emergency situations, analyzing issues, and minimizing risks. Successful leader, adept at leading, coaching, and empowering cross-functional teams to optimize productivity and achieve desired outcomes. Demonstrated commitment to core values of inclusion, compassion, teamwork, and satisfaction. Proficient in Microsoft Office 365, Google, and TELS.

Areas of Expertise

♦ Leadership & Management	♦ Strategic Planning & Implementation	♦ Equity Trading & Financial Management
♦ Operational Excellence	♦ Emergency Response Coordination	♦ Documentation & Reporting
♦ Process Improvement	♦ Client Relationship Management	♦ Public & Stakeholder Engagement
♦ Safety & Risk Management	♦ Cross-functional Communication	♦ Business & Economic Development

Professional Experience

Rio Blanco County, Meeker, CO — 2021 – Present
County Commissioner

Directs and manages the county's administration and finances. Responsible for managing all county staff and participating in long-range strategic planning. The role also includes representing the county's interests at the state and federal levels. Possesses a deep understanding of pertinent laws and regulations and the ability to manage budgets and finances effectively.

- Securing over $8M in federal and state grant funding over the past two years has assisted the county, towns, and local hospitals in sustaining economic growth.
- Implemented a competitive salary and compensation structure to enhance remuneration across all county departments and optimize employee benefits, thereby increasing employee satisfaction.
- Navigated the COVID-19 pandemic, ensuring residents and businesses had access to resources for testing, PPE, and education- Implemented measures to support residents and businesses during the COVID-19 pandemic, including distributing PPE, providing financial assistance to small businesses, and offering mental health resources to those affected by the pandemic.

Pioneers Medical Center, Meeker, CO — 2023 – Present
Plant Operations Director

Streamline processes by performing operations in accordance with the life safety code, fire prevention and control code, and health facility requirements. Ensure the smooth flow of plant operations at 32 workforce housing apartments, environmental services, and transportation departments. Conduct regular inspections of facilities to assure maintenance, cleanliness, and safety in alignment with established policies and procedures while proactively identifying and mitigating hazardous areas.

- Achieved and sustained highest levels of cleanliness, sanitation, and safety across all hospital premises, setting industry benchmarks for operational excellence.
- Fostered a culture of safety and compliance across the organization as the Facility Safety Officer and led the facility safety committee.
- Ensured adherence to all relevant State and Federal regulations, including those set forth by the Centers for Medicare and Medicaid Services (CMS) and the Colorado Department of Public Health and Environment (CDPHE), boosting the institution's reputation and operational legality.

Rio Blanco County Emergency Management, Meeker, CO 2015 – 2020
Emergency Management Director

Developed and authored emergency plans, optimizing response strategies for both responders and the public, and securing grant funding for disaster mitigation projects. Fostered collaborative partnerships with local, state, and federal agencies, securing Memorandums of Understanding (MOUs) and cost-sharing agreements to enhance emergency response efforts.

- Promoted mutual aid collaboration during crises while managing emergency response in Rio Blanco County.
- Attained significant cost savings for the County, particularly in managing wildfire incidents while monitoring/allocating resources, personnel, and emergencies-related expenses.
- Maintained POST certification while serving as Emergency Manager.

Rio Blanco County Detentions Deputy, Meeker, CO 2013 – 2014
Detentions Deputy

Played a key role in managing shift-specific records, reports, and communications, ensuring documentation accuracy and delivery to relevant officials. Streamlined communication by facilitating the intake of new inmates into the system and overseeing visits or interactions with the public.

- Offered exceptional assistance to the Detention Center Lieutenant or Sergeant in operational duties.
- Delivered inmate care in alignment with the Detention Center's Policy and Procedure Manual.

Wm Smith & Co, Denver, CO 2007 – 2012
Head Equity Trader

Rendered expert-level support in directing the company's equity trading desk functions, including oversight of sales/traders, system functionality, trading cost management, and ensuring transactions for both street and client ends. Oversaw The Market Issuance, fulfilling client requests/orders and managing various account types while maintaining accurate commission records. Planned, developed, and executed sales strategies for clients, specializing in high-touch equity trades. Managed complex basket trades for major pension fund clients, ensuring seamless communication and reporting on basket analytics and trade evaluations while providing in-depth technical analysis.

- Provided research summaries to portfolio managers and analysts and delivered compliance and trade analytics reports.
- Building and strengthening professional relationships with buy-side analysts, traders, and portfolio managers enhanced business development and trade execution.
- Coordinated allocation of buy-side trades across specific accounts, established new client accounts and cultivated ongoing client relationships.
- Utilized 13D&G filings and insider purchase activities to generate investment opportunities.
- Acquired License in NASD Series 7, 63, and 55.

Key Accomplishments

Rio Blanco County Emergency Management Fiscally Responsible

Rio Blanco County Office of Emergency Management Budget since my hire in 2015

2015: $126,543.00 Budget, $7,176.38 Under Budget

2016: $116,824.36 Budget, $1,561.55 Under Budget

2017: $118,149.36 Budget, $1,454.04 Under Budget

2018: $164,034.61 Budget, $42,192.30 Under Budget (this includes $41,000 for the County’s Hazard Mitigation

Plan, deduct $41,000 and was under budget by $1,192.30)

Wildland Fire

Negotiating cost sharing, resource management, and interagency relationships saving Rio Blanco County more than $1M since 2015.

County Road 5—Full-Scale Exercise 2017

Over 18 months of planning and coordination of more than 150 persons incorporating:
Town of Meeker and Town of Rangely, Interagency Departments, which included: Meeker Gas Plant, Williams Energy Services, Kinder Morgan, XTO, Xcel Energy, Chevron, Questar Energy Services, Grand Junction Bomb Squad, BLM, USFS, CPW, CDOT, Classic Air Medical, Care Flight, CSP, PMC, RDH, CO DHSEM, CDPHE, NW IMT.

Colorado Emergency Management Association, Northwest Colorado Emergency Manager of the Year, 2018

Professional Affiliations

Board Member - Rio Blanco County Commissioner | Meeker, CO 2021 – Present

Rio Blanco County Board of County Commissioners – Chairman (2022)

Northwest Colorado Development Council (NWCDC) – Member

Club 20 – Member (2021 – Current)

Colorado Counties Inc. (CCI) – Alternate Member (2021 –Current)

Associated Governments of Northwestern Colorado (AGNC) – Alternate Member

Rio Blanco Fire Protection District Board – Member (Elected; 2015-2021)

Rio Blanco County Emergency Medical Services (EMS) Council – (2015-2021)

Rio Blanco County Fair Board – Member (Appointed; 2013-2020)

Rio Blanco County Board of Health – Member (Appointed; 2017-2020)

Northwest All Hazards Emergency Management Region Board - Vice Chairman (2015-2021)

Homeland Security Advisory Committee (HSAC) Grant Funding Subcommittee (2015-2020)

Licenses & Certifications

FEMA Certifications

CDPHE Functional Exercise Series | G-108: Community Mass Care Management | G-191: ICS Emergency Operations Center Interface | G-205: Recovery from Disaster-Local Government Role | G-235: Emergency Planning | G-250: Rapid Needs Assessment | G-290: Basic Public Information Officer (PIO) | G-291: Joint Information Center | G-288: Local Volunteer and Donations Management | G-318 Mitigation Planning for Local Governments | G-775: Emergency Operations Center Management and Operations | ICS-100: Introduction to the Incident Command System | IS-200: ICS for Single Resource and Initial Action Incident | IS-700: Introduction to the National Incident Management System | IS-800: National Response Framework Introduction | IS-235: Emergency Planning | IS-120: Introduction to Exercises | IS-305: Environmental Health Training and Emergency Response | IS-703: NIMS Resource Management | IS-244: Developing and Managing Volunteers | IS-242: Effective Communication | IS-241: Decision Making and Problem-Solving | IS-240: Leadership and Influence | IS-230: Fundamentals of Emergency Management | IS-300: Incident Command System--Intermediate | IS-400: Incident Command System—Advanced | MGT-403: Access and Functional Needs Preparedness Planning for Rural Communities | IS-247: Integrated Public Alert and Warning Systems | IS-22: Are you Ready? An In-depth Guide to Citizen Preparedness | IS-801: Transportation | IS-802 Emergency Support Functions Communications | IS-803: Emergency Support Function #3 Public Works and Engineering | IS-804: Emergency Support Function #4 Firefighting | IS-805: Emergency Management | IS-806: Emergency Support Function #6: Mass Care, Emergency Assistance, Housing, and Human Services | IS-807: Logistics Management and Resource Support Annex | IS-808: Emergency Support Function #8 Public Health and Medical Services | IS-809: Emergency Support Function #9 Search and Rescue | I-9000: EBAT OPERATOR

Department of Homeland Security (DHS) Bomb Prevention

Response to Suspicious Behaviors and Items for Bombing Prevention | Homemade Explosives Awareness and Precursor Awareness | Improvised Explosive Device Construction and Classification | Protective Measures Awareness | Improvised Explosive Device Explosive Effects Mitigation

National Wildfire Coordinating Group (NWCG) / U.S. Department of the Interior-Bureau of Land Management (BLM)

S-130: Firefighter Training | S-190: Introduction to Wildland Fire Behavior

L-180: Human Factors in Wildland Fire Service | S-133: Look Up, Look Down, Look Around

S-134: LCES | S-230: Crew Boss Single Resource | S-231: Engine Boss Single Resource

Colorado Mountain College, Glenwood Springs, CO | Colorado Law Enforcement Training Academy, 2014

John Brown University, Siloam Springs, AR | 1998 – 2000

TAB

1023 Prairie Ridge Ct Peyton, CO 80831
vernonjstewart@gmail.com
850.208.5474
LinkedIn Profile

Dear Hiring Team,

I am reaching out to express my keen interest in the City Manager position with the City of Treasure Island. My extensive 15+ year background in strategic communications, public relations, management and community/stakeholder engagement equips me with a unique blend of skills ideally suited to navigate the challenges and opportunities of managing a coastal community renowned for its pristine beaches, vibrant community, and high-quality city services.

Currently, as the Executive Director of Communications for El Paso County, I have led significant initiatives to engage a community of over 760,000 residents, transforming our outreach with strategic narratives and digital innovations. This experience has honed my ability to collaborate closely with community leaders to articulate and implement a shared vision and narrative, a skill that directly aligns with the demands and aspirations of Treasure Island.

The dynamic and transparent governance model of Treasure Island, coupled with its commitment to preserving the island's historical lifestyle while embracing future growth, deeply resonates with me. My leadership philosophy is rooted in building consensus, fostering a culture of proactive, transparent communication, and implementing collaborative management styles—all of which are crucial for the role of City Manager.

I am especially attracted to the opportunity to balance Treasure Island’s long-term developmental goals with the cherished island lifestyle. My proven track record in executive communications, crisis management, and spearheading branding campaigns prepares me to adeptly lead the City’s communication efforts and operational management. I am excited about the possibility of leveraging my skills to contribute to Treasure Island's vision, enhancing community engagement, and fostering organizational excellence.

Your city’s inclusive community, commitment to high-quality services, and the blend of historical charm with forward-looking goals inspire me. I am enthusiastic about the chance to bring my strategic guidance, operational leadership, and a deep commitment to community service to Treasure Island, ensuring the city remains a premier destination for both residents and visitors.

I look forward to the opportunity to further discuss how my experience, vision, and passion for community leadership can contribute to the thriving and dynamic future of Treasure Island. Thank you for considering my application. I am prepared to engage in further discussions about how we can together achieve Treasure Island’s strategic objectives and uphold its unique lifestyle.

Warmest regards,
Vernon Stewart

Vernon Stewart
Peyton, CO 80831 | 850-208-5474 | vernonjstewart@gmail.com

LinkedIn: linkedin.com/in/vernonstewart

Objective

Strategic leader with 15+ years in strategic communications and management, adept at guiding coastal communities like Treasure Island towards growth while preserving their unique lifestyles. With a strong foundation in consensus-building, stakeholder engagement, and crisis management, I aim to serve as City Manager, championing Treasure Island's vision and goals. Leveraging emotional intelligence and a collaborative management style, I'm committed to enhancing community services, fostering transparency, and driving long-term plans in alignment with the area's tropical charm and vibrant community spirit. I bring extensive managerial experience to contribute as an ethical, decisive leader focused on Treasure Island's prosperity and heritage.

Professional Experience

Executive Director of Communications, El Paso County
May 2022 - Present

- Serves as the primary trusted advisor for the El Paso County Colorado Chair of the Board of County Commissioners responsible for internal, external and customer communications, brand and community affairs, and digital media.
- Recognized as the primary author for all key communications for county elected officials, demonstrating expert writing skills and a nuanced ability to adapt content to various executive styles and audiences.
- Spearheads strategic communication initiatives to enhance brand reputation and stakeholder relations, closely aligning with leadership vision, and significantly enhancing the organization's readiness for change.
- Manages and mentors a high-performing communications team, focusing on developing content for executive engagements and syndication across channels, while promoting collaboration, professional growth, and excellence.
- Leads the end-to-end planning and execution of the Annual State of the Region event, a hallmark gathering attended by over 500 elected officials and community leaders. Orchestrates comprehensive event logistics, from conceptualizing the run of show to coordinating venue arrangements, ensuring seamless execution. Skillfully managed cross-functional teams to deliver a signature event that highlighted county achievements and fostered community engagement, underpinning my adeptness in project management, strategic planning, and stakeholder relations.

- Utilizes analytics to inform communications strategies, demonstrating business acumen and high learning agility, which contributed to a 40% increase in website engagement, a 25% rise in online inquiries, and a 35% increase in traffic within 3 months through targeted website redesign.
- Expanded the reach of The El Paso County Courier from 678 to 69,223 recipients across 12 issues in 2023, increasing newsletter signups from 290 to 1,225, and extending the external newsletter's global reach from 7 to 20 countries, demonstrating a substantial increase in audience engagement.
- Led the El Paso County Veterans Affairs PACT Act Claims Clinic campaign, serving over 1,000 veterans, which resulted in a 50% increase in benefits requests and the addition of three Veterans Service Officers, supported by comprehensive marketing efforts.
- Garners national awards for excellence in communications for the "Beyond the Dais" podcast, "Connections" internal newsletter, and "The Courier" external newsletter.
- Spearheaded a county-wide branding initiative, integrating new identity elements across digital platforms, public spaces, and fleet vehicles, ensuring a cohesive brand experience throughout El Paso County.

Chief of Community and Public Affairs, Department of Veterans Affairs
May 2020 - April 2022

- Orchestrated key communications for major organizational changes, including a pivotal acquisition and strategic redirections, serving as the chief advisor to the CEO and senior leadership. My strategies and communications plan directly facilitated organizational transformation, aligning with long-term objectives and ensuring smooth transitions.
- Developed and executed an integrated communications strategy that elevated the brand reputation across public, employee, and board member segments. This strategy harmonized messaging across multiple platforms, resulting in a 20% increase in employee engagement and a 15% uplift in public trust within the first year.
- Provided strategic communications counsel to C-level executives, influencing key decision-making and strategic directions. My insights led to a redefined communication approach for major initiatives, enhancing the organization's positioning and executive team's visibility among stakeholders.
- Led a cross-functional team of 25 communications professionals, instilling a strategic vision aligned with executive leadership’s goals. Facilitated workshops and ongoing mentorship, improving team’s delivery quality by 30% for executive engagements and content syndication across digital and traditional channels.
- Employed advanced analytics to gauge the impact of communication strategies, leading to a refined approach that aligned more closely with business objectives. This data-

driven strategy optimization contributed to a 35% increase in ROI on communication campaigns and a 50% boost in targeted audience engagement.

Public Affairs Officer, Department of Veterans Affairs
March 2019 - May 2020

- Spearheaded the development and implementation of comprehensive communication strategies that aligned with organizational goals, significantly enhancing public perception and trust during pivotal moments. This role closely mirrors the expectation for the Lead Communications Directorto drive communications strategy development and execution across multiple business lines.
- Acted as a strategic advisor on communication matters, directly supporting senior leadership and effectively serving as an extension of executive presence in high-stakes situations. This experience prepares me for the role of Lead Communications Director for CEO Communications, where strategic advisory and leadership in communications are key.
- Managed cross-functional teams in the planning, approval, and execution of integrated communication campaigns, ensuring adherence to brand guidelines and governance practices. My role demanded high business acumen and the ability to navigate a complex matrix environment, directly aligning with the responsibilities of overseeing business and communication partner adherence to communication governance practices.
- Led the analysis and incorporation of current communication trends and best practices into actionable plans, focusing on content innovation, reputation management, and SEO optimization to drive business metrics. This reflects the job requirement of performing research and analysis.

Chief Communications Officer (CCO), City of Pensacola Government
April 2015 – March 2019

- Led city-wide communication strategies as CCO, enhancing public perception and engagement, while aligning initiatives with corporate DEIB strategies. Acted as a strategic advisor to city officials on communication strategies, supporting the city's vision and strategic objectives. This role parallels the consultative and strategic advisory aspects expected in the Lead Communications Director position, particularly in developing executive messaging and preparing materials for public engagements.
- Spearheaded the integration of digital platforms and technologies, launching innovative communication campaigns that led to a 30% increase in public support for municipal projects. This experience showcases my capability in managing special projects and developing content across various channels, essential for the role of Lead Communications Director.

- Managed crisis communications with strategic insight, effectively reducing reputational risks by crafting and disseminating strategic messages in collaboration with multidisciplinary teams. This initiative ensured a 20% improvement in public trust and confidence during emergency situations, demonstrating the ability to swiftly shift from advisory to tactical roles.
- Oversaw a dynamic team of communication professionals, emphasizing mentorship, professional growth, and accountability. Under my leadership, the team achieved a 25% increase in communication campaign effectiveness, aligning with the job's requirement for coaching teams and ensuring strategic alignment with communication goals.
- Leveraged data analytics to refine communication strategies, leading to a 40% increase in community engagement and support. My approach in using insights to drive communication strategy and measure program impact directly aligns with the responsibilities of the Lead Communications Director role.
- Cultivated strong relationships with media, community leaders, and governmental agencies, resulting in a 15% increase in collaborative projects that promoted city principles and aims. This experience underscores my ability to manage communications partners and align messaging with brand guidelines, as required in the new role.

Case Manager, Sunshine Health
January 2014 - March 2015

- Led the development of pioneering communication strategies to enhance client engagement and support, incorporating new technologies and customized care plans. This initiative resulted in significantly improved patient satisfaction and retention rates.
- Spearheaded change management initiatives to seamlessly introduce new health programs, achieving high client engagement through effective communication and collaborative efforts with healthcare providers.

Child Protective Investigator, Gulf Coast Kid's House
January 2009 - January 2014

- Fostered a culture of continuous improvement and teamwork, enhancing investigative processes and stakeholder engagement. Demonstrated exceptional leadership in high-pressure environments, mentoring teams to success in complex investigations and building impactful relationships with law enforcement, healthcare professionals, and community organizations.
- Directed crisis communication efforts in highly sensitive cases, effectively managing reputational risk and ensuring the organization's mission was represented with accuracy and compassion.

Public Relations Specialist, Greater Pensacola Chamber
August 2007 - January 2009

- Strategically advised the CEO on media relations, enhancing the organization's public image through the development and implementation of a comprehensive media strategy that led to a 20% increase in positive media coverage and strengthened internal culture through targeted storytelling campaigns.
- Launched digital engagement initiatives, directly increasing stakeholder engagement by 30% year-over-year through the innovative use of social media platforms and digital tools, which significantly contributed to the advancement of Diversity, Equity, Inclusion, and Belonging (DEIB) initiatives.
- Crafted and executed communication strategies that aligned with organizational goals, directly contributing to a 25% increase in membership engagement and a 15% increase in community involvement through strategic messaging and content syndication across multiple channels.
- Oversaw crisis communication protocols, effectively mitigating potential negative impacts of sensitive issues on the organization's reputation by implementing rapid response strategies, maintaining transparency with stakeholders, and ensuring consistent messaging across all communication platforms.

Performance Assessment Supervisor, West Corporation
January 2006 - August 2007

- Led the deployment of innovative performance evaluation tools, directly enhancing team productivity by 30% and aligning with corporate strategies. Proven expertise in managing large-scale organizational changes, demonstrating the ability to guide team dynamics and ensure alignment with executive-level strategic goals.
- Developed and executed a mentorship program within a team of 85 communication specialists, resulting in a 20% improvement in client satisfaction and a 15% increase in retention rates. This approach emphasized professional development and continuous learning, aligning with best practices in corporate communications.
- Applied advanced data analytics to revolutionize internal communication strategies, improving process efficiency by 25% and elevating client interaction quality. This initiative led to a streamlined operation model that significantly enhanced service delivery and team responsiveness.
- Engineered a cross-departmental collaboration framework that ensured consistent messaging and strategic coherence across the organization. This strategy facilitated a 10% improvement in project delivery times and reinforced the company's commitment to delivering unified, high-quality client services.

Sales and Marketing Representative, PCF
August 2004 - January 2006

- Excelled in distilling complex product offerings into compelling value propositions, driving significant growth in sales and customer engagement for the New York Times. Showcased exceptional strategic thinking and innovation in communication, contributing to robust sales strategies that capitalized on the latest tools and technologies.
- Championed DEI initiatives within the sales team, promoting an inclusive culture that translated into enhanced team dynamics and performance. This leadership in fostering diversity and equity underscored a commitment to creating a supportive and dynamic work environment.
- Demonstrated superior project management skills by handling multiple initiatives simultaneously, thriving in a high-velocity sales environment. This ability to juggle various projects while consistently surpassing sales targets exemplifies strong organizational and strategic planning capabilities.

U.S. Marine, United States Marine Corps
May 2000 - May 2004

- Led cross-functional teams through high-stakes communications challenges, leveraging deep technical expertise in satellite communications to support critical global missions. Ensured seamless operations under pressure, enhancing organizational responsiveness and mission success.
- Crafted and implemented comprehensive strategic communications frameworks to bolster morale and ensure unified messaging across all levels. Aligned communications initiatives with key strategic objectives, facilitating clear and cohesive narratives that resonated with diverse stakeholders.
- Applied advanced change management strategies to navigate and thrive in dynamic operational landscapes. Enhanced team agility and operational readiness, contributing to the successful execution of Operations Iraqi Freedom and Enduring Freedom.
- Cultivated and strengthened partnerships with a broad spectrum of international stakeholders, driving collaborative efforts that elevated the Corps' global standing. Demonstrated exceptional interpersonal skills to foster a culture of excellence and mutual respect across multinational teams.
- Commanded cross-functional teams under high-stress conditions, showcasing my ability to lead with integrity and decisiveness in critical situations.
- Developed and implemented strategic communication plans to ensure clear, effective messaging across diverse teams, enhancing operational efficiency and mission success.

- Demonstrated exceptional adaptability and problem-solving skills in dynamic environments, crucial for navigating the complex communications challenges in a corporate setting.
- My service ingrained a profound commitment to serving the military community, aligning perfectly with organizational missions to support military members and their families.

Education

University of West Florida, Pensacola, FL

Master of Science in Administration (Public Administration), May 2015

- Engaged in a comprehensive project on "The Nonprofit Profession," analyzing communication strategies for nonprofit organizations, highlighting my ability to navigate and strategize communications across various sectors.

- Focused on strategic management, public policy, and administrative law, equipping me with a solid foundation in governance and policy analysis crucial for corporate communications strategy.

Bachelor of Arts in Communications, December 2008

- Completed an internship in communication, where I developed and executed a communication plan for a local nonprofit, showcasing my hands-on experience in practical communication challenges.

- Specialized in organizational communication, exploring the dynamics of effective communication within complex organizations. This background underpins my expertise in aligning communication strategies with organizational goals.

Skills

- Strategic Communications: Proficient in crafting and implementing comprehensive communications strategies that align with organizational goals and drive stakeholder engagement.
- Executive Communications & Speechwriting: Experienced in developing and fine-tuning executive messaging, including speeches, presentations, and internal communications, tailored to various audiences and occasions.

- Crisis Communication & Media Relations: Skilled in managing public relations and media interactions during crises, ensuring clear, concise, and positive messaging to protect and enhance brand reputation.
- Content Development & Syndication: Adept at creating compelling content for a wide range of channels, from digital platforms to print media, maximizing reach and impact.
- Data-Driven Strategy & Analytics: Utilizes analytics to inform and adjust communications strategies, demonstrating a measurable impact on business objectives and audience engagement.
- Project Management & Cross-Functional Collaboration: Proven ability to lead complex projects involving multiple stakeholders, ensuring on-time delivery and alignment with strategic goals.
- Team Leadership & Development: Committed to mentoring and developing communications professionals, fostering a culture of excellence, innovation, and continuous improvement.
- Business Acumen: Possesses a deep understanding of business operations and the financial services industry, enabling effective communication of complex business concepts in a clear and engaging manner.
- Learning Agility: Demonstrates the ability to rapidly understand, adapt to, and effectively communicate new concepts and strategies within dynamic business environments.

Professional Affiliations

- City-County Communications & Marketing Association (3CMA)
- National Association of Government Communicators (NAGC)
- Public Relations Society of America (PRSA)

Honors and Awards

- 2017 Pensacola Area Commitment to Excellence (PACE) Award
  Emerging Business Leader of the Year
  Recognized for exceptional leadership and innovative contributions to business excellence, demonstrating strong strategic thinking, problem-solving, and decision-making skills that align with leadership and innovation in communications.
- 2017 INweekly Rising Star
  Acknowledged for outstanding achievements in marketing and public relations,

showcasing the ability to translate complex ideas into compelling messages, a key skill for leading corporate communications and change management initiatives.

- 2023 National Association of County Information Officers (NACIO) Awards of Excellence Awarded for superior performance in public relations and communications strategies that effectively engaged stakeholders and enhanced brand reputation, underscoring expertise in developing and executing successful communication plans.
- 2023 Savvy Awards by 3CMA (City-County Communications & Marketing Association) Honored for creativity, innovation, and excellence in marketing and communications within the public sector, reflecting a commitment to diversity, equity, and inclusion through impactful messaging and community engagement.
- 2023 PRSA (Public Relations Society of America) Peak Pro Excellence in PR Award Received for excellence in public relations and strategic communications planning, highlighting skills in crisis communications, issues management, and the implementation of change management best practices.

TAB

William Lawrence
5401 Barnwell Ct.
Leesburg, Fl. 34748
lbrlawrence@aol.com
207-659-9943
03/12/2024

To Doug Thomas, Executive Vice President of SGR: :

It is with great enthusiasm that I submit my qualifications for the City Manager position for the City of Treasure Island, Florida. I have included my resume and references.

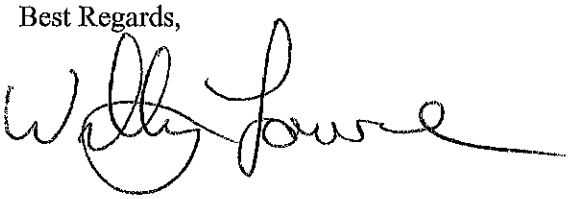
I have over 37 years' experience working in municipal and county government serving as a police officer, police supervisor, police chief, and 10 years serving as city manager. It has been my passion to serve the public at the local level where you can make a difference in people's lives and ensure the best quality of life for the residents of the community.

During my years of experience, I have developed key skills that has helped my ability to solve problems. The key to my success in the past has been by my ability to develop relationships. I have negotiated several labor contracts with Police, Fire and Public Works. I have experience working with county, state, and federal agencies to solve problems at the local level.

I have extensive knowledge on the day to day operations related to public administration. I am a member of ICMA, FCCMA, and Florida League of Cities. I am fiscally conservative and have strong skills in preparing, presenting, and executing the operating and capital budgets without sacrificing to quality of services. Furthermore, I have excellent communication skills with an excellent record on community relations. I am a visionary and believe in transparency, keeping elected officials fully informed. I am a strategic thinker, innovator, and creative problem solver. I have a proven skill sets in establishing, and maintaining effective working relationships with staff, elected officials, businesses, and community groups. I believe that the Town Manager should be part of the fabric of the community.

I will be looking forward in meeting with you so we can discuss in more detail how the City of Treasure Island will benefit from my experience, and knowledge.

Best Regards,



William (Bill) Lawrence

WILLIAM R. LAWRENCE **RESUME** **5401 Barnwell Ct.**
Leesburg, Fl. 34748

Mobile: (207)659-9943 **E-Mail: lbrlawrence@aol.com**

https://www.linkedin.com/in/william-lawrence-3a0904b3

SUMMARY: Accomplished Town/City Manager looking for an opportunity to bring my skill set to the City of Treasurer Island.

ACCOMPLISHMENTS:

- Increased law enforcement clearance rate from 9% to 47%
- Decrease crime rate by 15%
- Established community policing programs.
- Budget management by reducing budgets by as much as 20% and increase revenue.
- City of Bowling Green is operating with a surplus for the first time.
- Job Creation by bringing in five retail stores that created 90 jobs in 18 months.
- Promoted community events that draws people to town such as sporting events and parades.
- Promoted the community using the media and social media outlets.
- Created new personnel policies.
- Road Improvement Programs (SCOP) grant funding for paving roads.
- Implementation of the Weekly Manager's Reports on the website.
- Oversight of a new wastewater treatment plant at cost of $6,000,000.
- Oversight of a new Nano Filtration System at the water plant at the cost of $1,200,000.
- Negotiated operator services for water and wastewater operations with Inframark.
- Prepared RFP's for road paving, water & wastewater operations etc.
- Emergency Management Experience: Provided Oversight Hurricane Irma damage assessment and repairs with FEMA.
- Closed out one FRDAP Park Grant and awarded new FRDAP Grant for Main St. Park.
- Successfully negotiated several bargaining agreements with police, fire, and public works unions.
- CRA Manager
- Established a new Communication Department.

EXPERIENCE:

04/2021 to present: **Town Manager of Lady Lake, Fl. Population 16,100 Salary $134,000**

- Operating Budget $39,000,000
- Full-service municipality with 117 fulltime employees
- Experience in Growth Management – Currently 4 housing projects in the planning stages.
- Police Union Negotiations
- Infrastructure: Sewer Plant Expansion and Two new Water wells to handle the growth
- New Communication Department
- 1.8 million building a new walking park.

Reason for Leaving: I am in a good position here with The Town of Lady Lake, but I am looking for new challenges such as bringing my skill set to the City of Treasurer Island by working together to ensure the best quality of life to those who live, work and visit Treasurer Island.

Mobile: (207)659-9943 **E-Mail: lbrlawrence@aol.com**

04/2019 to 04/2021: **City Manager of Bowling Green, Fl. Salary $73,000**

- Prepare & Present Operating Budget
- Manage day to day operation.
- SRF Funding & CDBG grant for a new wastewater plant.
- SRF Funding for a new Nano System water plant
- USDA Grant for new Community Center
- FDOT SCOP road resurfacing projects
- FRDAP grant for Main Street Park
- Project Manager with the new Nano Water Filtration System 1.8-million-dollar project
- Project Manager with a new wastewater plant at 4.8-million-dollar project
- EDA Grant for $247,000 for Pyatt Park Improvements

Reason for Leaving: Being City Manager here in Bowling Green has been a great experience. I have enjoyed the people and the work. However, I have found the professional challenge here is not what I had anticipated. I need a more complex and varied challenge with a great community.

06/2016 – 03/2019: **Town Manager for the Town of Warren, Me. Salary $70,000**

- Prepare & present the operating and capital budgets. Media Relations
- Manage day to day operations.
- Personnel Director -Treasurer-Tax Collector- Road Commissioner
- Negotiate contracts with unions and vendors.
- Grant writer currently received DOT Bridge grant for a Smart Stream Project.
- General Assistance Administrator
- Debt free (No more TAN) – Reserves built up –Property Tax Rate lowest in the region.
- General fund grew to cover 5 months of operating expenses.
- Moderate growth with new residential single-family housing added 3 million values in past 12 months.
- New Personnel Policy

Reason for Leaving: To move closer to family in Florida. The Town of Warren is in better shape than when I arrived.

07/2015 – 6/2016: **Town Manager for the Town of Howland, Me**. **Salary $58,500**

- Prepared, present and monitor the operating budget. Media Relations

- Project Manager for the Town working with the Penobscot River Restoration Trust that built an 18-million-dollar fish-bypass on the Piscatiquis River that will allows the Atlantic Salmon to migrate up the river.
- Promoted several community projects such as a Farmer's Market, Family Fun Day and Community Walk.
- Grant Writer for feasibility market study on economic development for the Town of Howland.
- Supervised Water / Wastewater Utilities
- Revamped the EMS service with new Fire Chief that brought in $375,000 in new revenue.

Reason for Leaving: Howland had searched me out based on my reputation is budgets & economic development: After these tasks were accomplished, I was offered another opportunity with a larger community that paid more. Town was left in better shape than when I arrived.

07/14 – 6/2015: **Town Manager for the Town of White Springs, FL. Salary $49,000**

- Managed the operating budget, personnel management, economic development and serve as the planning & zoning administrator.
- White Springs is one of 4 small towns in Florida designated in the new Competitive Florida Partnership that works with the Department of Economic Opportunity to enhance those opportunities in small rural towns.
- FDOT SCOP grant for road resurfacing.
- CDBG Funding and Construction of a new Fire Station with Mittauer Associates
- I & I study on our sewer system with Mittauer Associates
- Supervised Water / Wastewater Utilities / Police / Fire & Public Works

Reason for Leaving: Our house was not selling in Maine and move to Florida to help sick father-in law who died. The Town of Howland reached out to me and offered more money to come back to Maine. Town was left in better shape than when I arrived.

04/2011 – 07/2014 **Police Chief/Town Manager for the Town of Lincoln, Me. Salary $71,500**

- Manage the day-to-day operations of a full-service municipality**.** Media Relations
- Served as Economic Development Director / Tiff's.
- Negotiated police, fire & public works union contracts.
- Negotiated contracts for Tiff's on economic development projects.
- While serving in Lincoln, we created 90 retail jobs and increased our tax base.
- Written State & Federal grants and several smaller grants.

- Supervised Municipal Airport Operations / FAA Grants / Land Acquisition

Reason for Leaving: My father in-law was sick in Florida and was offered a position in Florida. Our family always comes first and made the decision to move. Town was left in better shape than when I arrived.

02/2003 – 04/2011 **City of Bangor Maine Police Department Salary $50,000**

- Served as a police officer and detective.
- Bangor Housing Authority Liaison Officer for 5 years. We developed relationships with the residence, school, businesses, and the housing authority which led to the decrease in crime in the public housing neighborhood.

05/1996-04/2003 **Adjunct Instructor for Beal College** in the Law Enforcement Program.

- Instructed several courses and classes on a part time basis for over 7 years.

02/1996 – 2/2003 **Lieutenant Patrol, Penobscot County Sheriff's Office. Salary $40,000**

- Supervised a division of 3 patrol sergeants, 4 detectives, and 33 patrol deputies.
- Developed the current command structure and presented the proposal to the County commissioners.

3/1990 - 2/1996 **Chief of Police for the Town of Pittsfield Maine Salary $32,000**

- Managed a 17 member police department.

7/1978 – 3/1990 **Police Officer/ Detective with the City of Bangor Maine Salary $24,000**

- Patrol Officer 7/1978 to 12/1980 Detective 12/1980 to 3/19

<u>High Lights of Skills:</u>

- **Creative Problem Solver:** Largest employer shut down. We worked with State and Federal agencies to get the laid off workers signed up for benefits and retraining programs, we kicked of an economic development program that created 90 jobs in the community.
- **Budget & Fiscal Management:** I have prepared and presented 10 municipal budgets. These budgets have shown increases in revenues and some reductions in expenditures. When I started in Lincoln Maine, I was tasked to fix a $1,300,000 shortfall in the budget.
- **Proven Economic Development:** We created over 90 jobs in 18 months by 5 new businesses locating in our community.
- **Project Manager:** I had started a $1,800,000 road widening project in Lincoln, Maine. In White Springs we received a CDBG grant to replace our old sewer lines and building of a new fire station. In Howland Maine, I provided oversight at the Tannery Mill site cleanup. Warren Maine constructed Smart Stream Bridge replacement project. City of Bowling Green construction of new sewer and water plant.

Mobile: (207)659-9943 **E-Mail: lbrlawrence@aol.com**

- **Investigations:** Criminal and Personnel
- **Computers:** I have worked with Microsoft products since 2000 and webmaster.
- **Knowledge of Municipal Programs:** Maine and Florida
- **Grant Development & Funding** for State and Federal Programs such as COPS Fast, DOT, DEP, and USDA grants.
- **Labor Contracts Negotiating:** I have negotiated contracts for Police, Fire and Public Works.
- **Collaborative Management Style:** I allow input from the staff to encourage buy in and team building. I believe in praise and recognition and have an open-door policy for staff, elected official and citizens.
- **Public Speaking:** I have been requested to speak at school events, hospitals, businesses and civic organizations.
- **Land Use, Planning and Zoning** experience when I was working for the Towns of White Springs, Howland, Warren, and City of Bowling Green.
- **Human Resource Management:** I hired several Department Managers. I conduct performance evaluations with merit raises. I conducted safety training and initiated safety programs and had success lowering worker comp rates.
- **Government Relations:** I have worked with county agencies on interlocal agreements. I have worked with state representatives and senators on legislative initiatives that would affect the city. I have worked with federal representatives and senators to receive help with federal programs to assist the city.
- **Strategic Planning and Goal Setting:** I work with the elected body on setting goals for the coming year that coincides with the strategic plan. I also do the same with the department managers.
- **Leadership:** I hold weekly department mangers meeting for the purpose of accountability, team building and problem solving. They participated in the weekly manager's report.
- **CRA, Community Redevelop Area Manager:** Prepare and present the CRA budget and preparation, plans and construction of a new Main Street Park.

Education:

- University of Maine: Degree in Criminal Justice
- University of Louisville Southern Police Institute: Homicide Investigation
- National Fire Academy: Arson Investigations
- Northwestern Traffic Institute: Excellence through leadership
- Maine Criminal Justice Academy: Executive Development (Certified Police Chief)
- Over 200 hrs. of municipal manager workshops sponsored by Maine Municipal Ass.,

Awards:

- Community Policing Fellowship Scholarship: University of Maine
- Special Recognition by the Lincoln Town Council for serving as Interim Town Manager

- Policy King from Partnership for Healthy Northern Penobscot
- Resolution from the Town of Howland serving as Town Manager
- MTCCMA Special Recognition for Leadership Service as Town Manager
- Ridge League of Cities Florida Scholarship

Memberships:

- International City Manager Association (ICMA)
- Florida League of Cities
- Ridge League of Cities
- Hardee County Economic Development Authority Board Member
- Florida City & County Management Association
- Community Recreation Council Hardee County Board Member
- Lake League of Cities Manager's Association

References:

- *Chris Stevens*, Lincoln Council 207-631-5614
- *Steve Clay*, Lincoln, Maine Council Chair, stphn.clay@gmail.com, 207-794-2941
- *Josh McNally, Fire Chief, 207-592-4739*
- *Wayne Luce, Warren Maine, Town Select Chair, 207-542-6088*
- *Roger Peabody, Warren Maine, Town Select Chair, 207-542-3637*