

# **TOWN MANAGER – TOWN OF DUNDEE**

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## **APPLICANT REVIEW**

**CONFIDENTIAL**



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# TOWN MANAGER

Annual Salary:  
\$130,000 – \$160,000 DOE/DOQ

Dundee, Florida



## **Are you a dynamic, community-minded leader with a passion for public service and strategic growth?**

The Town of Dundee is seeking an experienced, forward-thinking Town Manager to lead with transparency, integrity, and operational excellence. This is an exciting opportunity to help guide Dundee into its next chapter. We're in search of a collaborative professional who is:

- A strategic thinker skilled in implementing Commission policy and guiding town-wide initiatives
- Experienced in municipal budgeting, operations, and enhancing service delivery
- A strong communicator who engages the community, plans for growth, and ensures readiness for emergencies

Dundee is a place people love to call home—come be part of shaping its future!



# ABOUT DUNDEE

Nestled in the heart of Polk County, Florida, the Town of Dundee offers the perfect blend of small-town charm and strategic growth. Spanning just twelve square miles, Dundee is home to approximately 5,700 residents who enjoy a relaxed, welcoming lifestyle framed by the picturesque hills of the Lake Wales Ridge. Its central location—only 90 minutes from both the Atlantic and Gulf coasts—makes it a gateway to the best of Florida living.

Positioned along the bustling US 27 corridor and within the Lakeland-Winter Haven Metropolitan Statistical Area, Dundee is close to Winter Haven, Lake Hamilton, Haines City, and Lake Wales. The region is experiencing significant growth, attracting both new businesses and residents, with over nine million people residing within a 100-mile radius.

Recreational opportunities abound in Dundee, from pristine freshwater lakes ideal for boating and fishing to scenic parks and nature trails. The community also takes pride in its educational excellence, with local elementary and middle schools boasting International Baccalaureate (IB) accreditation.

Steeped in an agricultural heritage—particularly citrus farming—Dundee has retained its rural roots while embracing progress. The Town is actively investing in infrastructure, economic development, and housing, resulting in a vibrant mix of historic charm and modern amenities. With its strong sense of community, growing economy, and high quality of life, Dundee is not only a great place to live and work—it's a place to truly call home.



POPULATION  
**5,700**



MEDIAN HOUSEHOLD INCOME  
**\$47,500**



MEDIAN HOME VALUE  
**\$245,000**

AVERAGE MONTHLY RENT  
**\$1,600**

Dundee History



Dundee Tourism



## GOVERNANCE & ORGANIZATION

The Town of Dundee is a full-service municipality operating under a commission-manager form of government, combining strong leadership with professional management. The Mayor and four Town Commissioners are all elected at large, with the Commissioners serving staggered four-year terms. Together, they provide strategic direction and oversight.



EMPLOYEES  
**73**



FY 25 BUDGET  
**\$13.3**  
MILLION





## THE JOB

The Town of Dundee is seeking a dynamic and experienced Town Manager to lead municipal operations with vision, integrity, and a commitment to public service. Serving as the chief administrative officer, the Town Manager provides executive leadership and oversees the delivery of high-quality services that support the town's growing community and local businesses. Reporting directly to the Mayor and Town Commission, the Town Manager is responsible for implementing the strategic direction and policies set by the Commission, coordinating all departments, and managing the Town's annual budget and long-term financial planning. This role also plays a key part in strengthening community engagement, promoting transparency, and guiding infrastructure development. As Dundee experiences continued growth, the Town Manager will be instrumental in addressing emerging challenges and ensuring the Town evolves in a thoughtful, sustainable way.

## KEY PROJECTS FOR 2025

- STRATEGIC VISION & PLAN UPDATE WITH NEW VISION COMMITTEE
- RECRUITMENT OF NEW FINANCE DIRECTOR AND INTERNAL CONTROLS REVIEW
- EXPANSION OF RAW WATER CONSUMPTIVE USE PERMIT & RELATED WATER SUPPLY INFRASTRUCTURE
- GROWTH MANAGEMENT & RESOLUTION OF CURRENT BUILDING MORATORIUM IMPACTING 7,000+ PROPOSED NEW RESIDENCES

Job Description







## THE IDEAL CANDIDATE

The ideal candidate for Town Manager is a seasoned local government professional with a strong background in municipal operations, financial management, strategic planning, and navigating growth in a high-demand environment. This individual brings high emotional intelligence, strong interpersonal skills, and a collaborative, transparent leadership style. They are well-versed in budgeting, capital planning, grant administration, and have solid knowledge of infrastructure, utilities, and community development. The successful candidate will be approachable, proactive, and an effective communicator with a genuine passion for public service. Politically astute yet nonpartisan, they will build trust with the Town Commission, staff, and community members. A proven track record of team empowerment, staff mentorship, building high-performance and results-driven teams, and a commitment to delivering exceptional municipal services will be essential to thriving in this leadership role.

## EXPERIENCE & QUALIFICATIONS

### Required:

- Bachelor's degree in public administration, Business Administration, or a related field
- Minimum of five (5) years of senior-level experience in municipal government or public administration
- Ability to pass a comprehensive background check

### Preferred:

- Master's degree in public administration or related field
- International City/County Management Association Credentialed Manager (ICMA-CM) designation
- Experience with economic development, capital planning, and managing high-growth communities



## SALARY & BENEFITS

- Compensation: \$130,000-\$160,000 DOE/DOQ
- Health Benefits: 100% employer-paid BCBS plan including Medical, RX, Telemedicine, Dental, Vision, and EAP; dependent coverage available
- Paid Leave: Vacation, Personal, Sick Leave, and Paid Holidays
- Retirement: 401(a) Deferred Compensation Plan with a 4-year graduated vesting schedule; voluntary 457(b) Plan available
- Additional Perks:
  - ♦ \$400 Town-provided vehicle stipend
  - ♦ Town-provided cell phone
  - ♦ Life and AD&D insurance (includes long and short-term disability)
  - ♦ Optional Section 125 Plan, Accident, Cancer, Critical Illness, Hospital Indemnity, and Supplemental Life
  - ♦ Residency in Dundee is desired and negotiable with the final candidate

## HOW TO APPLY

Apply Here



For more information on this position, contact:

**Doug Thomas, Executive Vice President – Recruitment & Leadership Development**

[DouglasThomas@GovernmentResource.com](mailto:DouglasThomas@GovernmentResource.com) | 863-860-9314

*The Town of Dundee 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. Pursuant to the Florida Public Records Act, all applications are subject to public disclosure upon receipt of a public records request.*

**TAB 1**



# Amanda Rees

arees24@gmail.com | Palm Coast, FL 32164

April 16, 2025

Town of Dundee

RE: Town Manager

Dear Hiring Manager,

I am writing to express my interest in the Town Manager position at the Town of Dundee. With over 10 years of experience in the private and public sector, as a Utility Director and Division Manager, I have developed a robust skill set that aligns with your community's vision for transparent and strategic growth.

My leadership style is characterized by creativity and innovation, allowing me to approach challenges with fresh perspectives while maintaining operational excellence. In my previous role, I successfully oversaw complex municipal processes and led diverse teams toward achieving common goals. This experience has equipped me with the ability to manage high-demand environments effectively.

The opportunity to contribute to Dundee's development as a full-service municipality excites me. My background in project oversight and municipal process management has prepared me well for navigating economic development initiatives and capital planning strategies essential for sustainable growth.

I hold a bachelor's degree in business administration, which complements my practical expertise in local government operations. As someone who thrives on collaboration and integrity, I am committed to fostering a culture of public service that prioritizes community needs while steering Dundee into its promising future.

Thank you for considering my application. I look forward to the possibility of discussing how my skills can support the continued success of your vibrant town.

Sincerely,

Amanda Rees





## SUMMARY OF QUALIFICATIONS

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### **Strategic Leadership | Organizational Management | Performance Management**

A dedicated, creative, innovative-oriented public sector leader with over fifteen years of progressively responsible experience in local government complemented by executive experience in the private sector. Demonstrated proficiency in managing complex organizations with limited resources. Highly skilled in coordinating programs and interfacing with all levels of internal and external stakeholders. Strong ability to manage and motivate diverse groups. Expert in creating high-performing teams.

## PROFESSIONAL EXPERIENCE

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### **Utility Director – City of Palm Coast, FL**

June 2024- November 2024

**City Population: 110,000 | City Annual Budget: \$ 350 million | City Workforce: 535 FTE**

#### Primary Responsibilities

- Serve as executive leader for the Palm Coast Utility building consisting of multiple sections: Water Production, Water Distribution and Collection, Lift Stations, and Inventory Control.
- Administers Utility operations to ensure compliance with all applicable City, State, and Federal code and regulatory requirements regarding water and wastewater for residential and commercial customers throughout the city.
- Ensuring all phases of departmental activities and operational functions are planned, designed, and built according to all acceptable City, State, and Federal engineering codes, standards, and regulatory requirements applicable to the work
- Communicate with the Mayor's office, City Council and staff, department executive members, various City departments, and the engineering and development community.
- Oversee the hiring process for over a 135 staff member team, development of the management team for the Palm Coast Utility, which includes evaluating management performance and establishing goals while promoting professional development.
- Collaborate with executive teams to identify solutions to organizational problems.
- Assess organizational needs and develop action plans to address challenges.
- Develop long-term business strategies and plans to optimize efficiency and maximize profits.
- Monitors changes in the industry and identifies potential risks and opportunities.

**Division Manager – City of Houston, TX**

2021 - 2024

**City Population: 2.3 million | City Annual Budget: \$ 5.1 billion | City Workforce: 22,000 FTE**

## Primary Responsibilities

- Works with Department Directors to manage the day-to-day operations and develop/implement strategic plans, annual budget, and process improvements.
- Overall responsibility for the workforce comprised of 20 staff members.
- Strategic Planning for Infrastructure and Development Services comprised 60 staff members.
- Identify and leverage partnerships with local, regional, and state agencies, intergovernmental organizations, the private sector, and non-profit groups.

## Accomplishment Highlights

- A representative for the Process Foundation Team for Public Works
- Implementation of Online Resources for Water and Sewer Services
- Leads Process Improvements between service lines for Public Works
- Section Leader for HOU – Permits Project
- Project Manager for the conversion of business processes into software systems

**Administrative Manager – City of Houston, TX**

2018-2021

**City Population: 2.3 million | City Annual Budget: \$5.1 billion | City Workforce: 22,000 FTE**

## Primary Responsibilities

- Responsible for all facets of Taps & Meters operations within Houston Water.
- Leads the team responsible for construction plan review and all utility permits. Total plan review totals and permits processed in a year exceeded 20,000.
- Oversight of \$14 M budget for Houston Water

## Planning Accomplishment Highlights

- Decreased Cycle time of Construction Plan Review for Utilities by 35 %
- Led Successful Process Improvements that created measurable efficiencies.
- Created Standard Operating Procedures and Training Modules for Staff
- Built a high-performing team and fostered a positive work environment.

**Director Of Operations - COO– PLM Industries Inc, Caseyville IL** 2008-2017

St. Louis Metro Area: **2.8 million | Annual Budget: \$ 2.0 million | Workforce: 50 FTE**

Primary Responsibilities

- Responsible for the corporation's annual budget of \$ 2 million and 40 full-time/ 10 part-time employees
- Acting Chief Operating Officer at PLM Industries, overseeing seven departments: Accounting, Construction Projects, Human Resources, Estimating/Sales, Maintenance, and Fleet Management
- Profit & Loss Responsibility

Accomplishment Highlights

- Created a new section that delivered infrared asphalt technology projects.
- Increased sales by 15%
- Managed high-profile projects and worked with Commercial Developers to hand off deliverables on time and within budget.
- Winning Contractor for Snow Removal at Scott Air Force Base

**ADDITIONAL RELEVANT EXPERIENCE**

- Accepted as a candidate for PMP Certification – Testing in 2025

**ED UCA TION /C ERTIFICATIONS**

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UNIVERSITY OF HOUSTON CLEAR LAKE, College of Business

**Bachelor of Business Administration in Management, *BBA***

**TAB 2**

**ANGELA R. BARNES**

609 Waybridge Way  
Richmond Hill, GA 31324  
(334) 221-3373  
[angelarbarnes@yahoo.com](mailto:angelarbarnes@yahoo.com)

April 25, 2025

Dear Hiring Manager:

I am writing to express my interest in the City Manager. With over two decades of experience leading legal, financial, records management, and technology initiatives within federal, state, and municipal environments, I bring the comprehensive expertise, executive judgment, and regulatory insight necessary to lead complex public sector programs with integrity and precision.

As the current Manager of Records & Pricing at the Georgia Ports Authority, I oversee policy development, legal compliance, budget optimization, and public records transparency for a high-impact state agency. My work has resulted in measurable improvements in operational efficiency through digital modernization, tariff restructuring, and interdepartmental collaboration. Previously, I held leadership roles in federal and municipal court systems, where I managed multi-million-dollar budgets, directed large cross-functional teams, and led critical reforms in legal operations and case management.

I am particularly proud of my ability to bridge legal expertise with financial and technological innovation. Whether implementing automated records platforms or negotiating contracts aligned with state procurement policy, my approach is grounded in accountability, compliance, and public service excellence. As a licensed attorney and certified municipal magistrate, I understand the legal, fiduciary, and ethical responsibilities that come with public leadership.

I would welcome the opportunity to bring this experience to your agency and support its mission of delivering transparent, effective, and forward-thinking governance. Thank you for considering my application. I look forward to the opportunity to speak with you further about how I can contribute to your team.

Sincerely,

Angela R. Williams-Barnes

ANGELA R. BARNES

609 Waybridge Way | Richmond Hill, GA 31324

(334) 221-3373 | angelarbarnes@yahoo.com

## EXECUTIVE PROFILE

Strategic and results-driven government operations leader with 20+ years of progressive experience in legal, financial, administrative, and technology oversight within public sector institutions. Demonstrated expertise in managing multimillion-dollar budgets, leading enterprise-level process improvements, modernizing record management systems, and aligning organizational practices with state and federal compliance standards. Proven ability to lead high-performing, cross-functional teams in complex, regulated environments. Licensed attorney with deep experience in judicial operations, public records law, and digital transformation initiatives.

## CORE COMPETENCIES

Government & Public Administration

Financial Management & Budget Oversight

Public Sector Technology Implementation

Legal Compliance & Risk Mitigation

Enterprise Records Management

Policy Development & Strategic Planning

Digital Process Automation

Organizational Change Leadership

Contract Negotiation & Procurement

Interagency Coordination

## PROFESSIONAL EXPERIENCE

Georgia Ports Authority - Savannah, GA

Manager of Records & Pricing



December 2017 - Present

- Lead government records and open records compliance for a high-volume state agency, overseeing document retention, response protocols, and legal review processes.
- Direct the pricing strategy and development of port tariffs, driving optimized revenue collection and alignment with maritime regulatory policies.
- Manage the design and continuous improvement of digital public records and pricing platforms, enhancing transparency and user accessibility.
- Supervise cross-functional projects integrating legal, finance, and IT teams to streamline operations using automated records management solutions.
- Draft and negotiate government contracts with external vendors and agencies, ensuring legal and operational compliance.
- Drive budget-conscious operational reforms aligned with strategic agency objectives.

ADA County District Court - Boise, ID

Courtroom Supervisor

November 2013 - March 2015

- Managed a staff of 35 across multiple courtrooms, ensuring compliance with court procedures and performance benchmarks.
- Led implementation of performance metrics and professional development programs, increasing judicial workflow efficiency.
- Partnered with judges on felony case flow redesign, reducing backlog and improving public service delivery.
- Created and enforced internal policies aligned with state court administrative guidelines.

Montgomery Municipal Court - Montgomery, AL

Supervisor / Magistrate

May 2005 - December 2012

- Oversaw operational activities within a municipal court system, including a \$300,000 departmental budget.

- Drafted legal rulings, conducted warrant authorizations, and supported law enforcement and court coordination.
- Improved accuracy and timeliness of legal proceedings through refined internal workflows and document review protocols.
- Ensured judicial compliance with municipal, state, and constitutional guidelines.

United States Bankruptcy Court - Montgomery, AL

Operations Administrator

May 1991 - March 2003

- Directed a team of 45 staff across legal, administrative, and clerical functions within a federal court environment.
- Served on a financial oversight committee managing an \$8 million annual court budget, aligning expenditures with policy mandates.
- Led updates to local court rules and procedural documentation, ensuring regulatory alignment and judicial efficiency.
- Acted as a liaison between court management, federal agencies, and legal professionals.

## EDUCATION

Juris Doctor (J.D.) - Jones School of Law | Montgomery, AL

Bachelor of Science in Justice - Auburn University | Montgomery, AL

## CERTIFICATIONS & AFFILIATIONS

Licensed Attorney - Alabama State Bar

Certified Municipal Magistrate & Clerk

Member - National Association for Court Management (recommended addition)

## TECHNOLOGICAL PROFICIENCIES

SoftExpert | GovQA | JustFOIA | LinkSquares

Microsoft 365 | Adobe Acrobat | SharePoint

Document Management Systems (DMS)



**TAB 3**

**APRIL A. CORBIN**  
**215 Forest Drive, Stuarts Draft, VA 24477**  
**540.280.8439**  
**cwerbaja4@aol.com**

April 24, 2025

Town of Dundee– Town Manager c/o Doug Thomas, SGR  
P.O. Box 1642  
Keller, TX 76244

Dear Mr. Thomas,

I am excited to apply for the position of Town Manager with the Town of Dundee, Florida. As a dynamic leader and unconventional applicant with over 20 years of experience in local government operations, I bring a cross-disciplinary background that allows me to connect the dots between departments in ways that drive efficiency, innovation, and service excellence. My unique perspective, forged through diverse leadership roles, enables me to approach challenges with fresh solutions and a strong commitment to continuous improvement.

In my current role as Accreditation & Professional Standards Program Manager at the Harrisonburg-Rockingham Emergency Communications Center, I ensure compliance with laws, accreditation requirements, and industry best practices while fostering a culture of accountability and innovation. Previously, as Training Manager, I conducted quality assurance evaluations, developed and implemented training programs, mentored staff, and coordinated emergency operations. These roles have sharpened my ability to lead collaborative initiatives, enhance operational efficiency, and develop strategic policies aligned with long-term organizational goals.

Beyond my experience in public safety, I have a solid foundation in personnel management, technology integration, financial oversight, and interdepartmental collaboration. My ability to streamline processes, solve complex problems, and bridge gaps between departments provides me with a perspective unlike any other. I am passionate about cultivating positive relationships, empowering employees, and ensuring that government services evolve to meet the growing needs of the community.

I believe my expertise in multi-employee supervision, budget management, crisis coordination, and public service operations aligns well with the responsibilities of the Town Manager position. I have successfully built cross-sector partnerships, led high-stakes projects, and collaborated with department heads, business leaders, and community stakeholders to drive service excellence. Additionally, I contributed to an initiative focused on implementing an annual program to support the long-term financial sustainability of a local volunteer organization.

I am eager to bring my strategic mindset, collaborative leadership style, and non-traditional approach to the Town of Dundee. With a proven track record of empowering teams, mentoring staff, and fostering high-performance, results-driven environments, I am passionate about forward-thinking governance and exceptional municipal service delivery. I bring high emotional intelligence, strong interpersonal skills, and a transparent, approachable leadership presence. I am committed to supporting the Town's vision while ensuring that future initiatives align with the values and long-term preferences of Dundee's residents.

Thank you for considering my application. I would welcome the opportunity to further discuss how my experience, leadership, and innovative approach can support Dundee's continued growth, operational excellence, and long-term success. I look forward to the possibility of contributing to both the community and the dedicated employees who serve it and would be grateful for the opportunity to engage in further conversation.

Best regards,

*April A. Corbin*

April A. Corbin

**APRIL A. CORBIN**  
**215 Forest Drive, Stuarts Draft, VA 24477**  
**540.280.8439**  
**cwerbaja4@aol.com**

### **PROFESSIONAL SUMMARY**

Dynamic and results-driven leader with over 20 years of experience in municipal operations, public safety, and administration. Proven ability to foster collaboration, build high-performing teams, and facilitate cross-departmental initiatives to achieve organizational goals. Expertise in policy development, financial management, personnel management, and community engagement. Adept at working in fast-paced environments, interacting with elected officials, stakeholders, and business leaders to implement innovative solutions and ensure exceptional service delivery.

### **CORE COMPETENCIES**

- Strategic Planning & Execution
- Team Building & Collaboration
- Financial Management & Budget Management
- Policy Development & Implementation
- Stakeholder Engagement & Public Relations
- Crisis Management & Emergency Operations
- Compliance & Accreditation
- Technology Integration & System Optimization
- Multi-Employee Supervision & Workforce Management
- Performance Evaluation, Corrective Action, & Talent Development

### **PROFESSIONAL EXPERIENCE**

#### **Harrisonburg-Rockingham Emergency Communications Center**

*2002–Present*

##### **Accreditation & Professional Standards Program Manager**

- Ensured agency compliance with accreditation and best practice standards while fostering a culture of continuous improvement, accountability, and operational excellence.
- Designed and maintained Standard Operating Procedures (SOPs) to promote consistency and operational efficiency.
- Mentored supervisory staff on compliance standards, providing guidance to enhance organizational performance.
- Coordinated with external auditors and regulatory bodies, achieving commendations for excellence in compliance.

##### **Training Manager**

- Developed and implemented training programs to enhance employee skills, promote professional growth, and ensure compliance with regulatory standards.
- Oversaw scheduling and documentation for training sessions, maintaining accurate records to meet accreditation requirements.
- Delivered training on leadership, crisis management, and public safety operations to diverse audiences. Managed a team of emergency communications personnel, ensuring efficient response to public safety incidents.
- Coordinated emergency operations and collaborated with local, state, and federal agencies during crises. Implemented quality assurance measures to improve service delivery and employee performance.
- Oversaw operational divisions, ensuring alignment with strategic objectives and organizational priorities. Led cross-functional teams, promoting collaboration and effective communication across departments.
- Developed and implemented policies and procedures to optimize service delivery and maintain compliance with industry standards.
- Acted as a liaison with elected officials, business leaders, and community stakeholders to address concerns and advance organizational goals.
- Managed financial planning and resource allocation, achieving operational excellence while maintaining fiscal responsibility.



**APRIL A. CORBIN**  
**215 Forest Drive, Stuarts Draft, VA 24477**  
**540.280.8439**  
**cwerbaja4@aol.com**

#### **ADDITIONAL EXPERIENCE**

- Member, Virginia Radio Cache Team and Telecommunications Emergency Response Team
- Instructor & Evaluator, Central Shenandoah Criminal Justice Training Academy
- Steering Committee Member, Harrisonburg-Rockingham Chamber of Commerce
- Secretary, Virginia Chapter of Association of Public-Safety Communications Officials (APCO) 2021-2023

#### **EDUCATION & CERTIFICATIONS**

- VA Department of Criminal Justice, Critical Incident Team (CIT) Instructor
- Critical Incident Stress Management (CISM) Certification
- General Instructor Certification
- Emergency Number Professional (ENP) Certification
- Center Manager Certification Program (CMCP) Certification
- *A complete list available upon request*

#### **COMMUNITY INVOLVEMENT**

- Led missionary efforts to distribute clothing, food, and medical services locally and internationally.
- Designed and implemented church bulletins, flyers, and community engagement materials to enhance outreach initiatives.
- Lead and support congregational worship through vocal performance.
- Actively contributed to community safety and welfare through public education and engagement.

#### **TECHNOLOGY SKILLS**

- Time & Attendance Scheduling Software Implementation
- PowerDMS Setup and Maintenance
- CAD System Optimization
- VEOCI Software
- eFinance Software

#### **SPECIAL SKILLS**

- Advanced problem-solving and analytical skills for addressing complex municipal and operational challenges.
- Exceptional written and verbal communication skills, including public speaking and report writing.
- Proficient in multi-disciplinary team leadership and fostering interdepartmental collaboration.
- Expertise in data-driven decision-making and performance analysis to enhance operational efficiency.
- Experienced in managing high-pressure situations and adapting strategies to changing circumstances.

#### **PROFESSIONAL AFFILIATIONS**

- Association of Public-Safety Communications Officials (APCO)
- National Emergency Number Association (NENA)

#### **REFERENCES**

- Stephen King, Retired County Administrator, Rockingham County, VA – 540.578.1130
- Benjamin Jamerson, Senior Trooper, Virginia State Police, Region 3 VCIN Representative – 434.713.0455
- Ashley Burgoyne, District 2, Rockingham County School Board Member – 636.399.7902

**TAB 4**

May 15, 2025

Dear Mr. Thomas,

I was excited to recently learn about the Town Manager position for the Town of Dundee, Florida.

I have been serving in local government for more than a decade and am ending my service as Dundee Township Supervisor this month. Before my time with the township, I worked in high-level management roles with the City of Wheaton (pop. 52,000) and the City of Kissimmee (pop. 65,000). Just before the COVID pandemic, I was recruited to serve as the Chief Communications Officer for Lake County, Illinois (pop. 720,000), where I successfully led a large team and served 24 board members during a challenging and quickly-changing environment.

I have extensive experience managing many diverse teams: communications staff (digital media, website, tv production); field staff (cemetery & open space); and administrative (HR, payroll, accounting, & assistance programs).

I believe my unique experience of serving as the Township Supervisor, combined with my broad knowledge of city and county government, would be a great benefit in serving as the Town of Dundee's next Village Manager.

I'm available to talk, should you have any questions or if you require any additional information. Thank you for your consideration and I look forward to talking with you soon.

Sincerely,

Arin Thrower

# ARIN THROWER

Communications & Government Affairs Professional

847.505.5056

athrowerpio@gmail.com



**Dundee Township Government** East Dundee, Illinois May 2021 – May 2025

## **Township Supervisor**

Chief Executive Officer of Dundee Township (pop. 65,000) and Chairman of the Township Board.

- **Leadership & Management**
  - Managed multiple departments daily and empowered and equipped staff for success
  - Led consistent communications and planning with administrative, cemetery, and open space teams
  - Provided human resource services and training for all departments (20+ employees)
  - Encouraged staff and elected officials to attend local and regional training opportunities
  - Negotiated contracts with outside vendors including accountant, auditor, attorney, and technology firms
- **Budget Development & Administration**
  - Led, developed, and coordinated \$5M annual budget and levy process
  - Maintained all Township services and programs and adopted balanced budgets without proposing tax increase referendums
  - Treasurer and administrator over all department funds (assessor, cemetery, general assistance, mental health board, open space, and road district)
  - Included staff in budgeting and project planning processes
  - Presented monthly financial reports and annual audits to the board and public
- **Infrastructure & Capital Improvements**
  - Provided direction, support, and long-term strategic planning on all capital projects
  - Added ADA accessibility to Township office building and Open Space trailhead
  - Secured interest-free loan to create and install a new fence at Township's East Cemetery
  - Eliminated liability by coordinating demolition of dilapidated buildings on Township lands
  - Worked with Cemetery Manager to order and install Township's second columbaria
- **Collaboration & Community Engagement**
  - Fostered relationship between board, staff, and volunteers to enhance and protect 1000 acres of open space land
  - Rebuilt and reinvigorated volunteer program
  - Applied for and secured \$20,000 in local grants to produce open space videos and digital maps and procured \$500,000 from the State of Illinois for infrastructure projects
  - Served as Spokesperson / PIO for Township while managing all communication platforms
    - Created content for newsletters, press releases, website, presentations, and social media
    - Led and implemented website redesign in 2024
  - Met regularly with residents, business leaders, and municipal partners

**Lake County Government** Waukegan, Illinois February 2020 – July 2021

## **Chief Communications Officer**

Led all internal and external communication efforts for Lake County (pop. 708,000) during the COVID-19 pandemic.

- Managed 10-person communications team including production crew, digital designers, writers, and administrative staff

- Worked daily with 20 different Lake County internal department heads, 24 board members, and elected department PIOs to ensure consistent and effective messaging during COVID crisis: Health Department, Sheriff's Office, State's Attorney, Courts, County Clerk, County Administration
- Oversaw live press conferences with elected officials and local media during pandemic and during times of civil unrest
- Hosted videos to inform public of available COVID relief programs available
- Coordinated virtual live Town Hall sessions with more than 1,000 attendees
- Organized special events and provided communications training for County Board Members

### **City of Wheaton Government** Wheaton, Illinois August 2016 – January 2020

#### **Public Information Officer**

Directed all public information and communication activities for the City of Wheaton (pop. 52,000) to internal and external audiences via the City's website, television channels, social media pages, print publications, local media, and direct community partner outreach.

- Developed, managed, and executed City's strategic communication and community engagement plan
- Directed public and media relations efforts and coordinated the dissemination of City news, projects, and events
- Oversaw operations of public, educational and government access television channels while creating and hosting new on-air programs
- Monitored community concerns through social media, resident surveys, local workshops and direct email and web communication
- Created and implemented new style and branding guide for use city-wide
- Presented and reported on city projects and initiatives to local community groups

### **City of Kissimmee Government** Kissimmee, Florida August 2013 – August 2016

#### **Manager of Communications & Public Information**

Planned, coordinated, and provided professional public relations, marketing & communications services to help maintain a positive image of the City of Kissimmee (pop. 81,000) to internal and external audiences.

- Created strategic communications plans, key messages, and strategies
- Wrote & edited content for wide range of print, web-based, social media, and visual publications
- Supervised government access television channel while producing/hosting national award-winning interview show
- Responsible for all marketing, advertising, and branding initiatives for the City
- Developed new public relations strategies and advised departments on strategic communications plans
- Served as City's media representative daily and served as City liaison during times of crisis
- Provided direct assistance to staff and elected officials

### **Osceola Center for the Arts** Kissimmee, Florida May 2006 – August 2013

#### **Managing Director**

Responsible for entire marketing, publicity, and patron membership campaigns while also serving as Broadway Series Production Manager.

- Increased Broadway Series revenue and attendance by more than 45%
- Managed all Center marketing, advertising, and publicity
- Secured show royalties, led production meetings, and aided in selection of Broadway Series shows
- Coordinated and planned special events while representing and promoting The Center
- Directed annual membership campaign, leading all individual and corporate membership efforts
- Supervised staff, interns, and volunteers weekly and during special events; scheduled facility rentals
- Liaison between Center staff, Board of Directors, and Production Staff

**Golf Channel** Orlando, Florida August 1998 – May 2006

**Producer, Original Productions**

Produced documentaries, specials, reality, and instructional shows for Original Productions department by traveling to on-location shoots throughout the US and Europe.

- Created shows for top-rated Big Break series for four consecutive seasons
- Gathered research, conducted interviews, wrote scripts, created and organized video logs
- Directed video and audio crews throughout field and studio shoots
- Organized and coordinated all areas of field, pre- and post-production
- Supervised and directed edit and audio sessions
- Collaborated with all departments to successfully complete special projects

**WBKP-TV ABC** Calumet, Michigan August 1997 – August 1998

**News Reporter**

Completed story assignments and breaking news reports for local ABC affiliate.

- Researched stories, developed questions and conducted field and studio interviews
- Edited final on-air reports and packages
- Floor directed live daily newscasts

**Education & Community Activities**

Eastern Illinois University; B.A. Communications – Charleston, Illinois 1997

Community Vision Leadership Committee – Kissimmee, Florida 2013-2016

Co-Founder & Director of DTPD Children’s Theatre – Carpentersville, Illinois 2017-Present

Dundee Township Mental Health Board Member – East Dundee, Illinois 2024-2025



**TAB 5**

# **Brian P. Bender, ICMA-CM, AICP CEP, CFM**

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**98 W. Oak Street | Willits, CA 95490 | bpbender02@gmail.com | 406.221.6087**

April 25, 2025

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

Mr. Thomas:

It is an honor to submit my resume for the position of Town Manager for Dundee. As a Credentialed Manager with the International City/County Management Association (ICMA), I bring a proven track record of leadership and professional excellence. My 15+ years of experience as a community planner are underscored by my certification with the American Institute of Certified Planners (AICP), including the distinction of being a Certified Environmental Planner. Additionally, I hold the designation of Certified Floodplain Manager from the Association of State Floodplain Managers (ASFPM). This multifaceted expertise equips me to guide Dundee toward a future that reflects the community's unique character and aspirations.

While I am proud of these professional credentials, they are the result of a fulfilling 23-year career in local government. During this time, I have worked closely with elected and appointed officials in both rural and urban communities, gaining extensive experience in overseeing public finances, managing facilities, administering grants, developing and implementing strategic plans, and fostering meaningful citizen engagement.

Until recently, I served as the City Manager for Willits, California, a vibrant, historically significant community that plays a vital role in supporting the diverse populations of interior Mendocino County. My departure was the result of a mutual agreement with the City Council to pursue new professional opportunities aligned with evolving priorities.

During my tenure, I introduced innovative strategies to enhance organizational efficiency, consistently applying a creative, solution-oriented approach to address challenges and capitalize on opportunities. Key accomplishments include leading a comprehensive initiative to develop an allocation plan for supplemental sales tax revenues aimed at addressing deferred maintenance in parks and public facilities; drafting a public art donation policy to support cultural engagement; and repurposing timber from downed park trees to construct new service counters at City Hall, a project that reflects both resourcefulness and a commitment to sustainability.

I am seeking to relocate to Florida to be closer to my family, who reside in Auburndale. While living and working in California has been a rewarding and enriching experience, the opportunity to be near loved ones will offer a more balanced and fulfilling personal life, along with a stronger support system. Beyond the family connection, I have a genuine aspiration to establish myself professionally in Florida. I am drawn to the state's dynamic growth, diverse communities, and the opportunity to contribute my public sector experience in a meaningful way. I view this transition

not just as a relocation, but as a long-term investment in both my personal well-being and professional growth within Florida's local government landscape.

I am confident that my experience uniquely helps me to serve as Dundee's Town Manager and contribute to the Town's continued success. I would welcome the opportunity to discuss Dundee's promising future and how my skills and vision align with the community.

Sincerely,

A handwritten signature in blue ink, appearing to read "Brian P. Bender", is written over a rectangular area.

Brian P. Bender, ICMA-CM, AICP CEP, CFM

# **Brian P. Bender, ICMA-CM, AICP CEP, CFM**

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**98 W. Oak Street | Willits, CA 95490 | bpbender02@gmail.com | 406.221.6087**

## **SUMMARY OF ACCOMPLISHMENTS**

### **Willits, California**

- Implemented a comprehensive five-year Capital Improvement Plan, prioritizing urgent projects and strategically aligning timing with funding sources to ensure the achievement of City Council goals and maximize resource efficiency.
- Oversaw an investment of approximately \$6M in infrastructure improvements, including the replacement of aging steel water mains, street rehabilitations, upgrading drainage systems, and sidewalk/mobility enhancements.
- Planned \$600K in City Hall renovations, including greater public access at the Front Counter and reconfiguring offices to optimize space. The enhancements at the adjoining Community Center added functionality and boosted civic pride in a heavily used venue.
- Initiated the \$4.9M solar project at the Wastewater Treatment Facility and City Hall, advancing the City Council's objective to improve energy efficiency and reduce consumption.
- Contributed to the first major update to the General Plan in 30 years by identifying land use strategies, assessing infrastructure capacities, and coordinating document reviews with consultants and staff. Supervised the comprehensive overhaul and modernization of the City's IT infrastructure, enhancing operational efficiency, cybersecurity, and functionality across all Departments.
- Organized the initiative to secure a \$2.9M award from the Clean California Grant Program, funding significant park upgrades, including the installation of a pavilion, restroom renovations, and new playground equipment.
- Led the City's involvement in negotiations to secure a master-sharing agreement between Mendocino County and four municipalities, laying the foundation for future annexations.

### **Deer Lodge, Montana**

- Developed and implemented strategies for long-term infrastructure investment, including the adoption of a Capital Improvement Plan, Pavement Surface Evaluation and Rating System, and an audit of Special Improvement Districts to ensure sustainable funding and prioritization.
- Secured over \$1.7M in federal and state grants to fund critical initiatives, including Superfund remediation, community planning, transportation enhancements (\$900K from the Transportation Alternatives Program for Montana's largest ADA/sidewalk rehabilitation project), water and wastewater system upgrades, and improvements to parks and public facilities.
- Strengthened organizational capacity by recruiting Department Heads, fostering a collaborative team environment, and securing on-call engineering and personnel consulting services. Led the Council's first long-term goal-setting session, redesigned the budgeting process to incorporate Committee requests and CIP entries, and established a formal staff evaluation process.
- Enhanced City Hall operations by upgrading the IT network with new hardware & software by retaining an IT firm. Led the development of a new City website, expanded staff training opportunities, and created new applications, forms, and documents to improve efficiency and service delivery. Improved coordination between Building Inspection, Planning, and Code Enforcement to streamline permitting processes. Led significant amendments to the Zoning Ordinance, addressing ambiguities and nonconformities, while improving property owner compliance with maintenance standards.
- Advocated for the City's interests in intergovernmental proceedings, built strategic relationships with federal, state, and regional agencies, and collaborated with the Montana League of Cities & Towns to draft legislation. Boosted the community's visibility and influence at the state level.

## EXPERIENCE

### City Manager | Willits, CA

01.2021 – 03.2025

Oversaw daily operations for essential municipal services, including water, wastewater, parks, airport, planning and permitting, and law enforcement, for a diverse community of 5,000 residents. Manage a team of 54 full-time employees within a General Law City framework, administering a \$6.5M General Fund budget. Serve as a key leader in Willits, a historic community recognized as the "Gateway to the Redwoods" and the "Heart of Mendocino County," which acts as a commercial hub for an additional 10,000 residents in the surrounding areas.

### Chief Administrative Officer | Deer Lodge, MT

08.2016 - 12.2020

Served as the Chief Administrator for Deer Lodge, the second oldest city in Montana, overseeing a team of 48 full-time employees and managing an operational budget of \$7.8 million. Led the delivery of essential city services to a historic community in the upper Clark Fork River Valley, balancing modern municipal needs with the preservation of Deer Lodge's rich cultural heritage. Ensured efficient operations, strategic planning, and fiscal responsibility to maintain and enhance the quality of life for residents.

▪ <b>Planning Director</b>	Powell County, MT	01.2010 – 08.2016
▪ <b>Planning Director</b>	Winona County, MN	09.2006 – 12.2010
▪ <b>Village Planner</b>	Bensenville, IL	11.2004 - 09.2006
▪ <b>Executive Director (Area Plan Commission)</b>	Clinton County, IN	06.2003 – 11.2004
▪ <b>Zoning Administrator (Area Plan Commission)</b>	Clinton County, IN	02.2002 – 06.2003
▪ <b>Planning Assistant (Planmetrics)</b>	Avon, CT	05.2000 – 04.2001

## CERTIFICATIONS

❖ International City/County Managers Association	Credential Manager #916146
❖ American Institute of Certified Planners	Certified Planner #18237
❖ American Institute of Certified Planners	Certified Environmental Planner
❖ American Society of Floodplain Managers	Certified Floodplain Manager #US-12-06532

## EDUCATION

<b>Masters of Regional Planning</b>	<b>University at Albany</b>	<b>2000</b>
▪ Rural & Small-Town Emphasis – Research paper: <i>New York Farmland Preservation...A Lack of a Cohesive Strategy.</i>		
<b>Master of Science in Geography</b>	<b>Western Washington University</b>	<b>1998</b>
▪ Coastal Geomorphology Concentration - Thesis: <i>The Holocene Geomorphic Evolution &amp; Stratigraphy of Cape Shoalwater, WA.</i>		
▪ Received the Association of American Geographers' Geomorphology Research Award (1996).		
<b>Bachelor of Arts in Geography</b>	<b>Plattsburgh State University</b>	<b>1992</b>
▪ Mapping Sciences Minor		

## PROFESSIONAL AFFILIATIONS

▪ International City/County Managers Association	▪ California Chapter of the ICMA
▪ Municipal Management Assoc. of Northern California	▪ American Institute of Certified Planners
▪ American Planners Association	▪ CA Chapter of the American Planners Assoc.
▪ Association of State Floodplain Managers	▪ Floodplain Management Association

## PUBLIC SPEAKING

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- Co-Presenter, *Building a foundation and local capacity for planning in Deer Lodge, MT*, 2018. Montana Association of Planners' Annual Conference, Whitefish, MT.
- Co-Presenter, *Up the creek without a paddle, but with a very elaborate HEC RAS Model: A Letter of Map Revision for a small community*, 2017. Montana Association of Floodplain Manager's Annual Conference, Missoula, MT.
- Co-Presenter, *What to do after receiving the numbers from your engineer*, 2015. Montana Association of Floodplain Manager's Annual Conference, Helena, MT.
- Presenter, *Fostering professional coordination between AMFM & MAP*, 2014. Montana Association of Floodplain Manager's Annual Conference, Billings, MT.
- Co-Presenter, *Flooding on Cottonwood Creek, Deer Lodge, MT*, 2013. Montana Association of Floodplain Manager's Annual Conference, Bozeman, MT.
- Co-Panelist, *Working with consultants – Fostering good relationships and good outcomes*, 2011. Montana Association of Planner's Annual Conference, Big Sky, MT.
- Co-Presenter, *Successful planning projects*, 2010. American Planning Association's National Conference, New Orleans, LA.
- Co-Presenter, *The pressures of county planning & zoning*, 2008. Minnesota Chapter of the American Planning Association's Annual Conference, Duluth, MN.

## VOLUNTEERISM

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▪ Mendocino County Museum	Strategic Planning Group	2022 - Present
▪ Deer Lodge Community Garden	Board of Directors / Farmers Market Attendant	2011 - 2020
▪ William K. Kohrs Memorial Library	Board of Trustees	2014 – 2016
▪ Montana Association of Planners	Board of Directors	2011 – 2015
▪ Montana Association of Planners	Board Secretary	2013 – 2015

**TAB 6**

Dear Human Resources,

I would appreciate consideration for your Town Manager position. I am currently the 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

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## 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

**Manager Capital Prog. & Grants – Jacksonville Transportation Authority**, Jacksonville, FL – Current

- Build and load the FY24 Supergrant application in FTA's TrAMS site
- 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/Build FY 21/22/23/24/25 Capital Budgets

**Assistant Manager Capital Prog. & Grants – JTA**, Jacksonville, FL – June 2022 – May 2024

- 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

**TAB 7**

## Chandler F. Williamson

### Purpose For Appointment Town Manager



May 1st, 2025

To: Mayor and Commission of Town of Dundee

Dear Mayor Pennant and Commissioners,

Dundee is seeking a strategic driven Town Manager with a proven track record of achievement in municipal management, day to day administrative operations, capital projects, economic development, land use and growth management. I'm assured my career portfolio aligns with your search criteria. My seasoned experience in senior management, department functionalities, finance and budgeting; along with my ability to relate to partners in the private and public arena will provide a strong asset for the Town of Dundee, FL.

You will conclude in the attached portfolio my career tenure has allowed me to achieve a successful performance record of practical municipal management in;

- day to day administrative oversight of multiple departments
- infrastructure and capital improvement development (stormwater, wastewater, streets & roads, land use, environmental protection and emergency management operations)
- redevelopment and business (creating communities of choice for economic and future investment through base-line marketing)
- state appropriations and funding and federal appropriations funding
- fiscal prudence and transparency (budget development, priority-base budgeting )
- economic and local investment (business creation, job development/home ownership and land value)
- community of value (first responders and quality law enforcement partnerships)

Moreover, of the twenty-four (23) years in public policy, government, and community development I have accustomed my professional knowledge to addressing issues by applying management theories that affect economic investment and the community's

quality of life. As an active and continuous learner of emerging analytics, Dundee will have an advantage of benefiting from current trends in the industry and will have at its disposal an experience municipal executive that innately understands the plight of building collective voices (internally/externally) and mutual agreements for overall community vitality.

My professional assimilation and relationships expand to every leadership tier within municipal, state governance, and federal; including the National League of Cities, National Association of County Administrators (NACA), Florida Legislature, Florida Dept. of Environmental Protection, Florida Department of Transportation, Florida Department of Economic Opportunity, Florida League of Cities, Palm Beach League of Cities, U.S. Dept of Commerce, U.S. Dept. of Transportation, and the U.S. Housing & Urban Development (HUD)

With my portfolio I am excited for this opportunity. I look forward to serving the Dundee Community and it's residents.

Thank you,

*Chandler F. Williamson*

Chandler F. Williamson, MPA, CPM

# Chandler F. Williamson, MPA, CPM

Telephone: 561-543-6612

## Professional Profile

A dedicated professional in Public Administration and Finance with extensive experience in public sector management at the state and municipal levels of government. Experienced in finance, budgeting, collective bargaining agreements, contract oversight, procurement management, emergency & natural disaster management, capital improvement planning, infrastructure management, downtown development, strategic planning for municipal innovation, contract negotiation/compliance, growth management and land use.

## Municipal Strengths and Competencies

- Capital Project Management & CIP
- Bid Oversight & Procurement Management
- Emergency Operations & Natural Disasters
- Economic & Community Development
- Quality & Public Safety of Communities
- Environmental Protection
- Land Use & Zoning
- Leadership & Performance Management

## Education and Qualifications

**DPA** Public Administration, (ABD)

**MPA** Public Administration

**BS** Political Science

## Career Summary

**May 2024 -25 DEPUTY TOWN MANAGER & COO / TOWN OF PEMBROKE PARK, FL**

**Aug. 2021- FOUNDER, PENGUIN 1 & ASSOCIATES LLC**  
**GOVERNMENTAL CONSULTING**

**March 2015-- CITY OF PAHOKEE, FL,**  
**May 2021 CITY MANAGER**

- Served as the Chief Executive Officer for all city departments and operations.
- Created and developed the city's budget and facilitated budget forums.
- Managed day to day procurement operations and expenditures.
- Implemented public policy mandates as prescribed by the Mayor and City Commission.
- Developed partnerships with State and Federal agencies for local infrastructure projects utilizing state and federal grant awards.
- Managed the development of community and economic opportunities, capital improvements and infrastructure. Developed City of Pahokee's Downtown Redevelopment Plan
- Coordinated joint infrastructure projects and partnership with Palm Beach County Commission.
- Developed long-range and short-range planning for "Progress Pahokee", a 5-year economic and business development model with tax-based incentives.
- Coordinated joint partnerships with U.S. Army Corp of Engineers, South Florida Water Management District, and Florida Department of Environmental Protection (DEP) to ensure proper stormwater, wastewater, drainage, and protection of human life was a priority through state grant funding for infrastructure projects. Created a 5-year Environmental Plan pertaining to stormwater drainage, Lake

- Okeechobee wildlife, natural resources, and hurricane preparedness.
- Developed the local, state, and federal appropriations policies for community reinvestment.

**2008–2010      CITY OF FORT LAUDERDALE HOUSING AUTHORITY, FT. LAUDERDALE, FL**  
**Director of Community Relations and Research**

Researched legislation and policies related to city and county planning initiatives for housing. Developed and implemented strategic plans for local municipal initiatives for economic development, revitalization, transportation and urban renewal.

- Developed budget principles for urban development plans and assisted in low-income tax credit redevelopment, planning, and land use programs.
- Served as the Lead Developer of community groups to organize forums for discussion of issues important for municipal projects and services.
- Executed government policy initiatives and tracked and monitored the outcomes.
- Built advocacy relationships with local, state, and federal organizations and private businesses for the benefit of planning projects that included diversity, equity, and inclusion.
- Monitored contract compliance and reviewed contract requests from program vendors.

**2005–2008      FLORIDA STATE SENATE, DISTRICT 29, FT. LAUDERDALE, FL**  
**Chief of Staff For State Senator**

- Served as Senior Policy Drafter and Administrator for state legislation and programs including Government Oversight and Productivity, Transportation and Economic Development, Department of Health, Health and Human Services, Community Affairs, Health Policy, and Banking and Insurance.
- Managed the budget appropriations to Florida District 29 for public works, public safety, storm water and waste water, and economic development.
- Directed all activities of the Senator's office, supported and managed policy initiatives and coordinated with actors in the federal, state and local governments.
- Researched, drafted and interpreted legislation and policy initiatives related to healthcare, health policy education, wastewater infrastructure, housing, criminal justice, and small businesses.

**2001–2005      URBAN LEAGUE OF BROWARD COUNTY, INC., FT. LAUDERDALE, FL**

**2004–2005      Program Director, Community Workforce Experience, Staff Development**

- Managed employment services provided to the Broward County community in accordance with the state and federal Workforce One Stop guidelines, including the WIA and WTP programs and general employment services
- Supervised a staff of 8 employees in the Workforce One-Stop Resource Center; developed and managed the budget for federal funding

**1988–1993      AIR FORCE NATIONAL GUARD, EASTOVER, SC**  
**Air Force Personnel Specialist (Honorable Discharge)**

- Responsible for security background checks for new service members
- Served as a member of the Mission Task Force Squadron, First Response Team

## Awards

2019-2020 South Florida's Top 100 Influential Public & Business Leaders  
 Hugh C. Bailey Outstanding in Public Administration Program Valdosta State University

## Presentations

Review of The State of Florida's Intergovernmental Relations, Current Trends, and Future Challenges. 2014.  
*Dr. Gregory P. Domin Graduate Research Conference, Columbus State University, Columbus, GA*

Escalation of Suburban Crime and the Failed Policy That Preceded the Events. 2014. *COMPA Conference, Washington, DC*

Obama Health Care; Myth or Truth in Implementation. 2012. *Florida State University, Askew School of Public Administration and Policy, Tallahassee, FL* (Contributing Panelist)

Florida League of Cities, Improving Government Practices to Public (Speaker/Contributing Panelist)

**TAB 8**



**Christopher Todd Edwards**  
409 Grande Sunningdale Loop  
Daytona Beach, FL 32124  
(352) 874-8724/ email: [edwardsct707@icloud.com](mailto:edwardsct707@icloud.com)

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April 16, 2025

Honorable Mayor and Town Commission  
Town of Dundee  
202 E. Main Street  
Dundee, FL 33838

Dear Honorable Mayor/Town Commission,

The recent posting for the position of Town Manager indicates requirements that closely match my background and expertise. I have enclosed my resume to provide a summary of my qualifications and background for you to review.

The desired candidate must be a corporate strategist, operations manager, team leader, innovator, and an overall results-oriented community and economic development manager among other integral proficiencies. These are the strengths I would bring to the Town of Dundee. During my Florida management tenures in community and economic development with the City of New Smyrna Beach, City of Tallahassee, Marion County Government, and the City of Leesburg, I worked directly with senior management, elected officials, state and federal government agencies, citizens, and businesses within various industries to develop amicable and timely solutions to vital public and private-sector funded infrastructure and development projects and programs.

To successfully implement the projects and programs, I focused on performance metrics, and led collaborative teams of professionals to leverage organizational financial resources that would deliver results for established corporate goals and objectives. In my role as Town Manager, I would assert my core values of **integrity, accountability, professionalism, and productivity** into providing the Town Commission, town personnel, businesses, and overall community citizens/stakeholders with incomparable customer service and competent management.

In advance, I appreciate your time and consideration. I look forward to meeting with you and discussing how much of an asset I can be as your next Town Manager.

Sincerely,

*Christopher Edwards*

Christopher Edwards, MBA

## **Christopher T. Edwards**

409 Grande Sunningdale Loop  
Daytona Beach, FL 32124  
352-874-8724/ [edwardsct707@icloud.com](mailto:edwardsct707@icloud.com)

### **PROFESSIONAL REFERENCES**

#### **Khalid Resheidat**

Retired City Manager  
City of New Smyrna Beach  
210 Sams Avenue  
New Smyrna Beach, FL. 32168  
[kresheidat@cfl.rr.com](mailto:kresheidat@cfl.rr.com)  
(386) 334-1676  
(Former Executive Supervisor- Mentor/City Manager)

#### **Deric Feacher**

City Manager  
City of Daytona Beach  
301 S. Ridgewood Avenue  
Daytona Beach, FL 32114  
[feacherderic@codb.us](mailto:feacherderic@codb.us)  
(863) 412-8921  
(FCCMA Mentor)

#### **Chris Wimsatt**

Vice President of Business Development and Site Readiness  
Florida Commerce  
107 E. Madison St.  
Tallahassee, FL 32399  
[Chris.Wimsatt@commerce.fl.gov](mailto:Chris.Wimsatt@commerce.fl.gov)  
(937) 689-0583  
(Former Team Volusia EDC Executive Partner/Colleague)

#### **Heather Shubirg**

Chief Growth Officer  
Ocala Chamber & Economic Partnership  
310 SE 3<sup>rd</sup> Street  
Ocala, FL 34471  
(386) 717-9871  
(Former Team Volusia EDC Executive Partner/Colleague)

**Keith Norden**

President/CEO

Team Volusia Economic Development Corporation (EDC)

1 Daytona Blvd. Suite 240

Daytona Beach, FL 32114

(386) 267-4307

(Former Team Volusia EDC Executive Partner/Colleague)

**Bliss Jamison**

President

Southeast Volusia Manufacturing and Technology Coalition, Inc.

635 Air Park Rd.

Edgewater, FL 32132

(386) 566-4966

(Former Executive Partner/Colleague)

**Christopher Todd Edwards**  
Daytona Beach, FL 32124  
352-874-8724 email: [edwardsct707@icloud.com](mailto:edwardsct707@icloud.com)

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**Executive Management/Corporate Strategist**  
Innovator • Leader • Communicator

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## **CAREER PROFILE**

An innovative and results-oriented senior management professional with over 19 years of notable experience in managing complex organizational operations, personnel, and strategic planning projects in the service areas of economic development, community redevelopment, new construction, and public infrastructure on time and within budget.

## **EDUCATION**

University of West Florida, Pensacola, FL   <b>Master's Degree, Business Administration</b>	2020
University of Central Florida, Orlando, FL   <b>Bachelor of Arts Degree, Public Administration</b>	2005
State of Florida Division of Real Estate   <b>Licensed Real Estate Sales Associate</b>	2017

## **CORE COMPETENCIES**

- |  |   |   |
|--|---|---|
| • Strategic Planning and Project Management  | • Business Process Improvement Management | • Public/Private Sector Partnership Development |
| • Real Estate Development Project Management | • Vendor and Supplier Management          | • Business Analyst                              |
| • Budget Planning and Management             | • Contract Negotiation and Management     | • Team Leadership                               |
|  |   | • Microsoft Office                              |
|  |   | • Customer Resource Management                  |
|  |   | • Business and Data Analyst                     |

## **PROFESSIONAL EXPERIENCE**

**Align Business Logistics, LLC | Daytona Beach, FL**  
**Owner**

**October 2024 to Present**

Align Business Logistics, LLC (ABL LLC) is a courier service based out of Daytona Beach, FL specializing in same day business deliveries. ABL LLC can transport documents and parcels to customers within a 150-mile radius of Daytona Beach, FL. Our customers are local businesses who need reliable same-day services not offered by the larger service providers such as FedEx and UPS.

**City of New Smyrna Beach | New Smyrna Beach, FL**

**August 2020 – July 2024**

**Director, Economic Development / Community Redevelopment Agency (CRA)**

New Smyrna Beach is approximately 41.59 square miles and has a population just over 32,000. The city is located along Florida's east coast in the County of Volusia. The budget is over \$111 million.

### ***Responsibilities***

The director is responsible for managing department's personnel and budget of approximately \$500,000 as well as the Community Redevelopment Agency Trust Fund of approximately \$4 million. Efficient management is also provided for the department's daily operations, staff, strategic plan projects, public and private sector partnerships, project financing/funding plans, and real estate development projects to meet internal and external customer needs. In addition, the director provides effective communication to the City Manager, Mayor/City Commission as well as public and private sector stakeholders.

### ***Accomplishments***

- Increased CRA's performance metrics and taxable value from \$190 million to approximately \$400 million
- Collaborated with New Smyrna Beach Utilities on electric, water, and sewer infrastructure projects
- Managed development planning, review, approval process for a new pivotal Deering Park Innovation Center Planned Unit Development on 1,600+ acres near one of the city's gateway corridors off I-95.
- Effectively managed public/private sector partnerships and service contracts relative to economic development strategic project planning and funding with area partners such as: Team Volusia Economic Development Corporation, Chamber of Commerce, Southeast Volusia Manufacturing and Technology Coalition, and CareerSource
- Managed and marketed land lease development projects for New Smyrna Beach Municipal Airport

- Successfully managed the sale of a city-owned office building that resulted in \$1.1 million in revenue
- Recruited targeted private sector industries such as retail, healthcare, aviation, aerospace, manufacturing etc., and led business retention and expansion capital investment and job generation projects.
- Managed disaster economic recovery and resiliency planning and projects in coordination with local, state and federal government agencies
- Provided management oversight for the city's capital expenditure projects and programs
- Co-managed the construction of a \$23 million-dollar senior housing development through Florida Housing Finance Corporation's Low-Income Housing Tax Credit funds

**Structure Commercial Real Estate | Tallahassee, FL**

**August 2017 – August 2020**

**Sales Associate**

Structure Commercial Real Estate is a real estate IQ firm, in Tallahassee, that focuses on providing strategic real estate solutions to public, private, and institutional clients.

**Responsibilities**

The Sales Associate provided customer service to public, private, and institutional clients.

**Accomplishments**

- Assisted with small business development and site selection processes
- Communicated with clients to identify their needs and budget and matched to available properties
- Assisted with market research and analysis to determine competitive market prices

**City of Tallahassee | Tallahassee, FL**

**March 2016 - July 2016**

**Deputy Director, Office of Economic Vitality**

Tallahassee is approximately 100 square miles and has a population over 200,000. Tallahassee is Florida's Capital City and is in north Florida. The budget is just over \$731 million.

**Responsibilities**

The Deputy Director effectively and efficiently managed projects, personnel, programs, and operations in alignment with corporate goals and objectives to enhance the market's economic trajectory.

**Accomplishments**

- Led marketing efforts to encourage certified MWSBE firms' participation in multi-million-dollar City of Tallahassee and Leon County Government procurement and contracting opportunities
- Provided management oversight in the consolidation of the City of Tallahassee and Leon County Governments' Economic Development Departments and Strategic Plan

**City of Tallahassee | Tallahassee, FL**

**September 2013 – March 2016**

**Business Advocate, Office of the City Manager**

**Responsibilities**

The Business Advocate effectively and efficiently managed special economic development, business development, and community redevelopment projects and programs. The Business Advocate also provided effective communication and consults City Manager, and Mayor/City Commission on projects, policies, and procedures.

**Accomplishments**

- Advised real estate development and construction management firms on the city's land development and building permitting review and approval systems, which led to increased real estate investment and construction projects
- Consulted the city's various enterprise divisions such as: Utilities (Electric, Water, Gas), International Airport, Parks and Recreation etc. on their operations, programs, and capital expenditure plans.
- Led city's public/private partnership ventures to leverage the city's financial resources with community, business, and industry stakeholders toward the completion of value-added economic and community reinvestment plans and projects
- Led efforts to enhance city/corporate policies, programs, and services impacting business and industry stakeholders relative to the city's general government and enterprise service systems
- Managed the city's high-profile partnership agreement with the Urban Land Institute in delivering a master

plan for redeveloping a major commercial real estate corridor

***Economic Development Liaison, County Administration***

Marion County is approximately 1,700 square miles and has a population of just over 375,000. Marion County is in central Florida. The budget is over \$578 million.

***Responsibilities***

The Economic Development Liaison was responsible for managing the Office of Small Business and Economic Development programs and projects to advance the economic growth of Marion County. In addition, the Economic Development Liaison effectively communicated with and consulted the County Administrator and County Council on projects, policies, and procedures.

***Accomplishments***

- Assisted in the development of the Ocala/Marion County Economic Partnership as the County's lead Economic Development Organization
- Advised senior management on corporate strategies, new processes, and technologies (Salesforce) to support corporate growth
- Assisted in the recruitment of a foreign based manufacturing company- Krausz Industries

***Neighborhood Coordinator, Community Redevelopment Manager***

***Community Redevelopment and Economic Development Department***

Leesburg is approximately 42 square miles. Leesburg is in central Florida and has a population of just over 25,000. The budget is over \$171 million.

***Responsibilities***

The Neighborhood Coordinator and Community Redevelopment Manager was responsible for managing the City's Community Redevelopment Agency Trust Fund, strategic plans/programs, operations, and personnel. The Neighborhood Coordinator and Community Redevelopment Manager also effectively communicated with and consulted the City Manager and Mayor/City Commission on projects, policies and procedures.

***Accomplishments***

- Managed city's economic development and community redevelopment agency operations and strategic plans. Promoted value-added activities such as: public utility infrastructure and facility enhancements, business expansion, and real estate development
- Developed various real estate and economic development based analytical reports
- Provided management support for the city's First Time Homebuyers' Program to pre-qualify clients for new and existing residential property purchases, resulting in economic growth
- Advised private real estate development and construction management firms on requirements associated with City's public utilities infrastructure (i.e., electric, gas, and stormwater). Led those firms through the city's land development and building permitting review and approval systems to assist with delivering their projects on time and within budget
- Led the corporate strategy to leverage the city's residential development project funding resources with institutions such as: Federal Home Loan Bank of Atlanta, Wells Fargo Bank, US Housing and Urban Development Department, Florida Housing Finance Corporation, and State of Florida Community Development Block Grant Program
- Managed redevelopment and operations of the city's first small business development office complex, in partnership with the University of Central Florida/Florida Small Business Development Center, to strengthen business recruitment, retention, and expansion within the city

**CERTIFICATIONS**

FEMA Certificates IS-100 and IS 700	2021 - Present
G-402 National Incident Management System Overview for Senior Officials	2023 - Present

**ASSOCIATIONS/ AFFILIATIONS**

Florida City/County Management Association (Communications Committee Member)	2020 - Present
Florida Redevelopment Association	2020 - Present
Florida Economic Development Council	2020 - Present
Team Volusia Economic Development Corporation 2024 Practitioner Council Chair	2024

**TAB 9**



# COREY TANNER STUTTE, Ph.D.

[corey@geopioneer.com](mailto:corey@geopioneer.com) • (321) 297-3455 • <https://www.linkedin.com/in/coreystutte/> • Hastings, NE 68901

May 11, 2025

To Whom It May Concern,

As a seasoned executive with over 15 years of leadership experience spanning municipal governance, strategic budget management, and cross-departmental collaboration, I am honored to apply for the Town Manager position in Dundee. My tenure as a two-term mayor of Nebraska's sixth-largest city, combined with my doctoral expertise in public affairs, public-private partnerships, and geospatial risk analysis, positions me to deliver immediate value to Dundee. As such, I am thrilled to explore this role with you.

On December 16, 2024, I concluded my second term as the Mayor of Hastings (Nebraska), the sixth-largest city in the state. I oversaw an approximately \$200 million budget (including coal power and solar power generation), infrastructure development, COVID-19 response, Emergency Operations Center (EOC) leadership, economic development, dozens of grants, and 400 employees. I chose not to run for a third term in 2024 because my family wanted to return to Florida, where my wife is from (Bartow) and where we met as students at UCF. I also spent time as a planner in the Land Development Division in Polk County and served as a research associate for the Florida Benchmarking Consortium, while writing a book chapter on public-private partnerships at UCF. I see significant opportunities to utilize my expertise in Dundee, and I look forward to helping you do so.

I have led small to large teams in various private, government, and academic environments. Moreover, I am known and respected by peers for my strategic thinking and exceptional communication skills in creating and providing briefings, presentations, and reports to citizens, clients, agencies, stakeholders, and cross-functional industry leaders. In addition, I have extensive experience with land development planning, geospatial analysis, manmade and natural hazard analysis, public-private partnerships, and economic development.

That being said, I am committed and ready to start making a substantial difference in the lives of citizens, teammates, government agencies, and organizations that interact with Dundee immediately. I look forward to meeting with you to discuss my background and your needs in greater detail. Thank you for your time and kind consideration.

Sincerely,



Corey Tanner Stutte, Ph.D.

# COREY TANNER STUTTE, Ph.D.

[corey@geopioneer.com](mailto:corey@geopioneer.com) • (321) 297-3455 • <https://www.linkedin.com/in/coreystutte/> • Hastings, NE 68901

Experienced private and public sector executive with extensive background in leadership, local government, land development planning, public-private partnerships, economic development, utilities, geospatial analysis, and manmade and natural hazard analysis. Skilled communicator, capable of delivering succinct and thoughtful presentations that expertly translate complex concepts to diverse audiences. A considerate, ethical, and inclusive leader who promotes an environment of cohesiveness while remaining focused on positive outcomes.

## WORK EXPERIENCE

### **GeoPioneer Inc. and Geopolitical Report, Hastings, NE CEO & Founder**

**2011 – Present**

- Execute key strategies and innovative concepts to effectively analyze sociocultural, economic, and demographic data for more than 130 countries.
- Ensure the success of company operations by developing a geospatial database (comprised of 95K+ geopolitical events) and establishing automated methods that facilitate the daily collection of open-source intelligence (OSINT) for dozens of geopolitical events, including terrorism, military and political conflict, civil unrest, weapons, and cyber events.
- Prepare and deliver geopolitical analysis and data, including maps, datasets, reports, and dashboards, to subscription-based (individual) and enterprise customers via the [Geopolitical Report](#) website and APIs.
- Utilize data-driven geopolitical risk and location intelligence expertise to provide customers with essential industry-specific services.
- Instruct clients on various best analytical practices and open-source intelligence (OSINT) tradecraft to drive their understanding of international environments.
- Develop and deliver geopolitical data through reports, maps, dashboards, and presentations (virtual and in-person) that detail customized briefings and risk and trend assessments from international, national, and subnational levels.
- Prepare customized products for clients after collecting, developing, and using internal country intelligence, threat intelligence, and global indicators.

### **Hastings College, Hastings, NE**

**2022 – Present**

### **Director of the Doerr Center for Civic Engagement, Professor of Practice of Political Science, Visiting Assistant Professor of Political Science, and Adjunct Professor**

- Initiate the stand-up of the newly established Doerr Center for Civic Engagement, including space acquisition, strategic plan development, and fundraising.
- Develop the Center's civics-focused Community Engagement, Curriculum, Commentary, and Research Programs.
- Develop a speaker series focused on local, national, and international issues in the public interest for students, faculty, and community members.
- Prepare and/or deliver comprehensive curricula for several undergraduate and graduate-level international relations and security studies courses such as Why Nations Fail, US Foreign Policy, Foreign Terrorist Organizations of Today, The Next War, Introduction to Global and Comparative Politics, Introduction to Public Policy and its Analysis, Comparative Politics of East Asia, Coups and Causes in Africa, AUKUS and the Pivot to Asia, Humanitarian and Disaster Relief (HADR), The Politics of War, and Open Source Intelligence Collection and Analysis.
- Evaluate student performance and maintain overall records to ensure consistent understanding of all concepts.
- Ensure consistent understanding of all concepts by developing, designing, preparing, and distributing a collection of course materials such as handouts, essays, tests, and quizzes.
- Perform as an institutional steward by promoting equity and inclusivity, supporting the integrity of the curriculum, committing to student success, and modeling the institution's culture, mission, policies, procedures, and state guidelines.

- Advise and offer expertise to various undergraduate and graduate-level political science students.
- Facilitate engaging discussions using Socratic inquiry that reverberates with alternate learning styles.
- Collaborate with professional colleagues and peers to facilitate the development of curricula, identify best practices, and drive current advancements in specific subject areas.
- Drive the incorporation of equity and inclusivity while ensuring optimal student engagement by utilizing learner-centered and activity-based methodologies within team-based environments.
- Advise and coach the Model UN Team, and accompanied the team to the National Model UN conference in New York City, where over 105 delegations from around the world were represented.

#### **City of Hastings, Hastings, NE**

**2016 – 2024**

##### **Mayor**

- Two-term elected mayor of Nebraska's sixth-largest city.
- Oversaw 16 appointed department heads with more than 400 total employees.
- Oversaw an approximate budget of \$200 million, grants, and a city-owned public utility and energy provider.
- Oversaw the reorganization of Hastings Utilities with the City of Hastings to more closely integrate finance, human resources, IT, and engineering departments.
- Recruited the largest-ever economic development project for the City of Hastings.
- Served as the primary spokesperson for the community via television, radio, print, and online media.
- Worked with media in response to emergency and crisis situations, including the COVID-19 response.
- Worked with lobbyists to track and advocate for City legislative positions in the state legislature.
- Prepared agendas and conducted meetings on behalf of the City Council.
- Recommended appointments to the City Council for boards and commissions of the City of Hastings.

#### **GeoEye (formerly SPADAC, now Maxar), Camp H.M. Smith, HI**

**2010 – 2012**

##### **SOC PAC Pattern Analysis Section Team Lead**

- Served as a leader for Pacific Command's (INDOPACOM) Area of Responsibility (AOR); established an inspiring team environment with an open communication culture, monitored team performance, and delegated tasks to ensure the timely completion of daily tasks.
- Served as Lead Intelligence Analyst and Manager for Special Operations Command Pacific (SOC PAC) Pattern Analysis Section (PAS); Supported core organizational functions and business processes by planning, designing, developing, and launching efficient business, financial, and operations systems.
  - Effectively gathered and analyzed data to support business cases, proposed projects, and systems requirements.
  - To commence section standup, employed outstanding leadership, coordination, and management skills to acquire workspace and systems, select adequate personnel, and guarantee effective collaboration with SOC PAC and INDOPACOM leaders.
- Served as a subject matter expert and provided knowledge on various topics, including sociocultural issues, security, political issues, policy, operations, and predictive all-source and multi-layer geospatial intelligence.
- Functioned as a Senior Sociocultural Analyst and contributed to the planning and execution of missions by conducting research to assess attitudes, cultural norms, and societal values within INDOPACOM AOR countries.

#### **Science Applications International Corporation (SAIC), Camp H.M. Smith, HI**

**2010**

##### **USPACOM Sociocultural Dynamics Requirements and Engagement Manager**

- Advised and conducted policy and all-source analysis on sociocultural, political, security, and stability problems within the INDOPACOM AOR.
- Collaborated with the Defense Intelligence Operations Coordination Center to develop the Theater Campaign Plan Intelligence Task List as well as manage J2 intelligence requirements.
- Served as a program manager and planned, coordinated, and regulated all daily engagement and requirement functions of INDOPACOM's multimillion-dollar socio-cultural analysis program, including, but not limited to, facilitating the development of

new processes to track and optimize the program and workflows, leading program initiatives, and enhancing capacity through the support of policies, strategies, and targeted goals.

- Facilitated the smooth execution of daily workflow within the command by establishing a standardized methodology that ensured the accurate analysis of various sociocultural factors such as political, military, economic, social, information, and infrastructure issues.
- Consistently aided in the resolution of high-priority questions posted by PACOM by fostering, maintaining, and engaging with a cross-functional network of government, industry, and academic experts.

**United States Navy Reserve, MacDill AFB, FL/Pearl Harbor, HI**  
**Lieutenant**

**2008 – 2012**

- Supervised and monitored the performance of the workforce during the execution of various naval and joint functions.
- Promoted from an Ensign to a Lieutenant Junior Grade and, finally, to a Lieutenant after showcasing leadership and people management skills.
- As a Southeast Asia Division Assistant Division Officer at INDOPACOM's Joint Intelligence Operations Center, led a team that was responsible for analyzing Southern Thailand insurgency and mapping relevant events.
- Functioned as an Intelligence Analyst at the Joint Intelligence Center at Special Operations Command; conducted all-source analytical research before writing and/or preparing products that detailed future warfighting technologies (like CNO) in joint environments and an adversary's military, political, and economic capabilities.

**Polk County Board of County Commissioners, Bartow, FL**  
**Board of Adjustment Coordinator and Planner**

**2007 - 2010**

- Presented land use cases during public hearings in front of the Board of Adjustment, Planning Commission, and Board of County Commissioners.
- Coordinated and managed staff efforts for Board of Adjustment meetings.
- Reviewed applications for sufficiency according to the Polk County Land Development Code and Comprehensive Plan in order to prepare cases for public hearing.
- Conducted research and prepared updates to the Land Development Code.
- Provided customer service to Polk County citizens on land use and planning issues.
- Recognized as an employee of the quarter and year for the Land Development Division and Growth Management Department.

**University of South Florida, Lakeland, FL**  
**Adjunct Instructor, Department of Arts and Sciences**

**2008 - 2009**

- Coordinated and led various upper-level courses that were aimed at delivering content on World Ideologies and International Political Culture.
- During office hours, assisted students, graded assignments, tracked student progress and offered individual sessions when needed.
- Improved teaching deliveries by showing commitment to inclusion and diversity, partnering with various university personnel, and promoting the importance of professionalism, effective communication, and the application of skills during real and dynamic situations.
- Maintained student records, monitored outcomes to determine needs, tracked progress, and intervened when necessary to ensure comprehension of all instructive students.

## **ADDITIONAL EXPERIENCE**

**Research Associate, Florida Benchmarking Consortium, University of Central Florida**

**2006 – 2007**

**Research Associate, College of Health and Public Affairs, University of Central Florida**

**2006 – 2007**

**Greek Life & Leadership Advisor, Student Organizations & Leadership Programs, University of Nebraska at Omaha**

**2004 – 2005**

## EDUCATION

### **Doctor of Philosophy (Ph.D.), Public Affairs, 2009**

Dissertation: *An Examination of Central Asian Geopolitics through the Expected Utility Model: The New Great Game*  
University of Central Florida, Orlando, FL

### **Master of Science (MS), International Relations (Concentration: National Security Affairs), 2006**

Troy University, Troy, AL

### **Bachelor of Arts (BA), Organizational Communication, 2004**

University of Central Florida, Orlando, FL

## AFFILIATIONS

American Political Science Association

International Studies Association

United States Naval Institute

## PUBLICATIONS

Corey Stutte. "An Examination of Central Asian Geopolitics through the Expected Utility Model: The New Great Game," *Public Affairs, Public Policy and Public Administration Commons*. 2010

## BOOK CHAPTERS

Co-Author: "Public-Private Partnerships," *International Handbook of Public Procurement*. Taylor and Francis Group. 2008

## PEER REVIEW

Peer Reviewer: Martin, G. *Understanding Terrorism: Challenges, Perspectives, and Issues* (8th edition). SAGE. 2024

## ADDITIONAL INFORMATION

### **Civic Involvement:**

U.S. Global Leadership Coalition Nebraska Advisory Committee (2021-Present)

Hastings Noon Rotary (2013-Present)

Mayor of the City of Hastings, Nebraska (2016 – 2024)

Hastings Area Chamber of Commerce Board Member (2015 – 2022)

Hastings Public Schools Board of Education Member (2014 – 2016)

City of Hastings Planning and Zoning Commission Member (2013 – 2016)

Hastings Community Foundation Give Day Committee Member (2013 – 2018)

Hastings Retail Development Committee Member (2012 – 2022)

Hastings Government Affairs Committee Member (2012 – 2024)

City of Bartow Planning and Zoning Commission Member (2008 – 2010)

Leadership Bartow (2008-2010)

City of Bartow Code Enforcement Board Member (2007 – 2008)

### **Honors & Awards:**

Hastings College Innovation Grant Winner (2023)

U.S. Global Leadership Coalition Global Statesman Award (2021)

Leadership Bartow XIII (2008 – 2010)

VISTE 25 Under 25 Volunteer Award (2008)

### **REFERENCES**

#### **Dr. Bob Amyot, Professor of Political Science**

Hastings College  
(402) 460-0534  
ramyot@hastings.edu

#### **Mark Funkey, City Administrator**

City of Hastings  
(402) 460-7520  
mfunkey@cityofhastings.org

#### **Alex Dunmire, Senior Director**

Maxar  
(813) 826-7420  
alex.dunmire@maxar.com

**TAB 10**

# Dana Louis Schoening

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

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May 13, 2025

Doug Thomas  
Executive 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 local government, I have reviewed the Town Manager position announcement as advertised by the Town of Dundee, 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 community needs.

As Town 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 Town 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** ***City Manager***

**09/2022 - Present**

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.

- **Wastewater Treatment Plant (WWTP).** Oversight of FY 2024 \$8M WWTP capital improvement project, adding sewage capacity for future community growth.
- **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.

### **City of Sweetwater, Texas** ***Assistant City Manager/Director of Planning and Operations***

**04/2019 – 09/2022**

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** ***Director of Community Development***

**10/2017 - 02/2019**

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, Removal of Blighted Residential Structures.** Structured nuisance abatement program to include significant removal of dilapidated residential structures. Local program funding was supplemented with \$225K CDBG Small Cities Set-A-Side Program funding to expand program reach to remove blighting influences.

## 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 11**

**David M. Harvell**  
2842 SW 4th Street  
Boynton Beach, Florida 33435  
Cell: (252) 670-8732  
[PelicanPost1@gmail.com](mailto:PelicanPost1@gmail.com)

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**May 16, 2025**

**Recruitment Team**  
Town of Dundee, Florida

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Dear Recruitment Team,

I am writing to express my enthusiastic interest in the Town Manager position with Town of Dundee. With over three decades of experience in local government and the private sector, I bring a dynamic mix of leadership, innovation, and results-driven management to this role.

Throughout my career, I have demonstrated the ability to build consensus among diverse stakeholders, lead transformative strategic initiatives, and deliver exceptional public services. Highlights of my expertise include:

- Spearheading economic and community development projects as a Town Manager in multiple municipalities, achieving operational efficiencies and enhancing infrastructure.
- Developing and executing budgets exceeding multimillion-dollar scopes while maintaining fiscal responsibility and improving organizational performance.
- Leading disaster recovery efforts and creating actionable plans that ensured resilience and community safety during crises.

I am confident in my ability to align with Town of Dundee's vision and contribute to its continued success. My leadership style fosters collaboration, accountability, and a commitment to meeting community expectations. I am eager to apply my skills to advance the town's priorities and establish sustainable - acceptable growth.

I welcome the opportunity to discuss how my experience and skills align with your needs. Thank you for considering my application. I am happy to provide additional information at your convenience and look forward to speaking with you soon.

Sincerely,

David M. Harvell

**David M. Harvell**  
2842 SW 4th Street  
Boynton Beach, Florida 33435  
Cell: (252) 670-8732  
[HarvellPost1@gmail.com](mailto:HarvellPost1@gmail.com)

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## **Executive Profile**

Seasoned executive with a distinguished career in local government leadership and operations. Demonstrates expertise in strategic planning, organizational management, and community-focused governance. Proficient in enhancing public services, fostering team collaboration, disaster recovery (FEMA), and ensuring fiscal responsibility. Recognized for driving innovation, optimizing processes, and building strong relationships with stakeholders, including governing boards and regulatory agencies.

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## **Core Competencies**

- Visionary Leadership & Strategic Planning
  - Budget Development & Financial Management
  - Human Resource Management & Team Development
  - Public Utilities & Infrastructure Projects
  - Customer Service & Operational Improvement
  - Policy Formulation & Intergovernmental Relations
  - Disaster Preparedness & Recovery
- 

## **Professional Experience**

### **GovHrUSA | Northbrook, IL**

*Local Government Consultant (2015 – 2025)*

- Served in key interim leadership roles, such as City Manager, Public Works Director and Project Manager in municipalities including Cooper City, FL, and Fayetteville, NC.
- Conducted operational analyses and implemented cost reduction measures for diverse municipal clients.
- Improved processes in public utilities, customer service, and procurement systems through tailored solutions.

### **DavenportLawrence Inc. | Aberdeen, NC**

*Independent Government Consultant (2015 – 2024)*

- Delivered revenue enhancement and process improvement strategies for cities like Villa Rica, GA, and Cornelius, NC.
- Oversaw procurement negotiations, public utilities projects, and service upgrades.

## **Town of Swansboro, NC**

*Town Manager (2012 – 2015)*

- Established and developed a new Parks and Recreation Department, including a state-of-the-art facility.
- Increased fund reserves by improving operational efficiency, enabling major capital projects.
- Spearheaded multiple infrastructure renovations, enhancing municipal operations and services.

## **City of Havelock, NC**

- *Assistant City Manager (2008 – 2012)*
- *Public Services Director (2004 – 2007)*
  - Managed extensive infrastructure projects, including a \$28M wastewater capacity upgrade and \$2.3M stormwater improvements.
  - Played a pivotal role in adopting the Unified Development Ordinance (UDO) and Emergency Operations Manual.
  - Successfully led capital planning, public works management, and interdepartmental coordination.

## **Town of Atlantic Beach, NC**

*Town Manager (2007 – 2008)*

- Directed all municipal departments with a focus on strategic governance and compliance.

## **Earlier Roles**

- City of Benton, KY (Town Administrator): Operational oversight and governance.
- Heartland Shuttle Inc., Paducah, KY (Owner): Developed and managed transportation services.
- Continental Waste Inc., Midwest Regional Manager: Supervised multi-state operations.
- Director of Public Works, City of Paducah, KY.

## **United States Air Force (1979 – 1984)**

- Specialist in Electrical Power Generation and Distribution.

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## **Education**

- **Mid-Continent University**, Mayfield, KY
  - Master of Science in Business Management
  - Bachelor of Science in Human Resources Management
- **Community College of the Air Force**
  - Associate of Applied Science in Electrical Power Generation & Distribution
- **University of North Carolina – School of Government**
  - Certification in Municipal and County Administration

**Certifications:** ICMA Credentialed Manager (2010 – 2020)

**TAB 12**

David A. Schoeff  
331 E. Markle Rd.  
Huntington, IN. 46750  
574-780-7687  
[daveschoeff.ds@gmail.com](mailto:daveschoeff.ds@gmail.com)

To whom it may concern,

My name is David (Dave) Schoeff from Huntington Indiana. I am writing to you today to express my interest in the position of Town Manager. I will bring all my skills, training and knowledge to the team that will help ease the minds of the leaders of your community, so they can be confident that their needs are in good and caring hands.

I have over 20 years of experience in government, with over 16 years of management. In my over 16 years of management experience over 8 years was serving as Director of Engineering at the City of Huntington, 2 years as Town Manager at Culver Indiana, and 2 years of Town Manager as North Manchester Indiana. In my years of experience, I have overseen projects from conception to completion, whether they be constructing a new municipal fire station or a multifunded and multisystem infrastructure project. Currently at the State of Indiana, I am overseeing and administering a \$5.2 million contract that consists of 4 bridge projects that are getting some surface renovation and structure repairs. I obtain training whenever possible and have done a considerable amount of social and emotional training to aid in dealing with people of all personalities. I continue that education through online classes or training offered through my employer.

My experience, along with the skills and training that I have obtained through the years, makes me the ideal candidate for the position of Town Manager. A community's challenges and opportunities are all things that I am very familiar with and comfortable in teaming up with leaders and the community to move the city forward. My philosophy is that my contribution to the team should put the community in a position to prosper in the future as well as current day. That takes foresight and planning. I will also assist leaders, and the community plan future needs to maintain and grow infrastructure. I enjoy working with the public and dealing with their challenges and celebrating their successes with them. For the city to prosper we must team up with the public and focus on the city's needs and wants based on their input and our experience as community leaders.

In closing, working with leaders of the community and identifying Strengths, Weaknesses, Opportunities and Threats, and working off those to plan for a more prosperous future is what gets me excited. Putting a winning team together and aiding in keeping the focus on the end goal will prove successful. This is why I believe that I am the perfect fit to be your Town Manager.

I thank you for the time and opportunity to share with you, just a glimpse of myself and my experience. I am very excited to share more with you when we schedule an interview. I look forward to hearing from you soon.

Sincerely,  
David A. Schoeff



*David A. Schoeff*  
*331 E. Markle Rd.*  
*Huntington, IN. 46750*  
*574-780-7687*  
*daveschoeff.ds@gmail.com*

**POSITION DESIRED:** Management

**COVER LETTER:** Enclosed

**DESIRED SALARY:** negotiable

**EDUCATION BRIEF:**

- 1988-1990 A.S. Architectural Engineering ITT Technical Institute, Fort Wayne, Indiana
- 2010-2012 B.S. Business Administration, Indiana Wesleyan University; Fort Wayne, Indiana

**RESUME BRIEF:**

**EMPLOYMENT EXPERIENCE**

- December 2022 – Current; Project Manager, State of Indiana, INDOT Fort Wayne, Indiana; Full Time Hourly \$32.83

Duties at this position include, but are not limited to, onsite and offsite administration of construction projects, enforce standards and specifications, records and verifies measurement and payment for items and work, and maintains contract documents. The role also communicates with Contract Superintendent and Management, directs work for assigned Supervisors, Inspectors and Assistants, and communicates contract progress and issues with other INDOT personnel. Directs design and scope questions and concerns to the Area Engineer, attends contract meetings and partnering meetings, and initiates change orders.

Have overseen and closed out various projects such as, Bridge resurface and Asphalt patching/resurface.

- March 2020 – December 2022; Project Supervisor, State of Indiana, INDOT Fort Wayne, Indiana; Full Time Hourly \$29.25

INDOT Fort Wayne District is responsible for over 5000 lane miles of State Routes and Interstate. They maintain over 1200 culverts and over 700 bridges. They also maintain all the signs, signals and snow routes within 17 counties in NE Indiana. My duties at this position include, but are not limited to, onsite administration of construction projects, enforce standards and specifications, verifies measurement and payment for items and work, and maintains contract documents. The role also communicates with Contract Superintendent and Management, directs work for assigned inspectors and assistants, and communicates contract progress and issues with other INDOT personnel. Directs design and scope questions and concerns to the Area Engineer, attends contract meetings and partnering meetings, and initiates change orders.

Have overseen and closed out various small projects such as, Bridge Maintenance and Asphalt patching/resurface.

- December 2017 – March 2020; Operations, Salamonie Mills Inc., Warren, Indiana; Full Time Hourly \$18.75.

Salamonie Mills Inc. owns 7 grain elevators / feed mills and 10 trucks/trailers in NE Indiana. The company has 40 employees who are all led by the President/CEO. The duties for this position are to oversee the operations of all facilities and assist in maintenance of those facilities. Assist in developing and implementing safety programs. Work with contractors in scheduling and engagement of maintenance. Work with various equipment such as grain vacuums, grain elevators, conveyor systems, tractors, semi-tractor/trailer.

- October 2014 – May 2016; Town Manager, Town of North Manchester, Indiana; Full Time Salary \$60,000

North Manchester is a Town with a population of approximately 6,200 and home to Manchester University and to two retirement communities. The Town business is operated with eight department heads. The departments consist of Police, Fire, Street, Park, Water, Sewer, Building, and The Learn More Center. At the time we had over 150 employees, 38 full time, and a “Volunteer Fire Department” which has a full time Fire Chief and 2 full time drivers. North Manchester operates with a general budget of over \$4 million and utilities that operate on another \$4 million collectively. Duties include economic development in the area of expansion/retention/attraction, redevelopment duties, community involvement with various civic and community organization, budgeting, work with public officials and Boards and Commissions to develop policies, supervise and administer the daily operations.

- June 2012 – October 2014; Town Manager, Town of Culver, Indiana; Full Time Salary \$54,075

Culver is a Town with a population of 1,300 and a seasonal population estimated to be over 4,000. The Town of Culver is a town with five department heads. The departments and divisions consist of Police, Fire, Wastewater, Streets, Parks, EMS and Water. Total staff is 12 full time, 10 part time and 36 volunteers with a general fund budget of \$1.18 million and overall budget in excess of \$3.3 million. Duties include economic development in the area of expansion/retention/attraction, redevelopment duties, community involvement with Chamber of Commerce, various civic and community organizations which include the Downtown Association, budgeting, work with public officials and Boards and Commissions to develop policies, supervise and administer the daily operations.

- April 2000-December 2011; Director of Engineering, City of Huntington, Indiana; Full Time Salary: \$39,000

Develop and administer policies, programs, budgets and goals: work with citizens, citizen organizations, elected and public officials to develop policies; supervise, administer, manage and direct the Engineering Operations. Hold and maintain SWANA certificate to assist operations for the City's Landfill.

**SKILLS:**

- Over 20 years in municipal government
- 16 years management in municipal government
- I can achieve the objectives of the job.
- I can perform all the duties as ordered.
- I have a good record of integrity and honesty.
- I hold staff accountable for their work.
- I can perform all administrative functions related to my job.
- Good communication skills and have communicated with various agencies and public.
- I am dedicated to serving the community in a positive manner.
- I am a problem solver who sees obstacles as challenges, not roadblocks.
- Developed and overseen municipal projects from conception to completion on underground utilities to new buildings.
- Provided and overseen all inspection services for municipality.
- Provided procurement process oversight for larger projects.
- Reviewed and approved all plans for projects.
- Overseen budget and timeline for projects.

**PROFESSIONAL ATTAINMENTS:**

- SWANA certification - Expired
- CDL (Commercial Driver's License) Class A.
- FHWA-NHI-134077 Contract Administration Core Curriculum Certification
- National TIM Responder Training Program Certificate
- Indiana Department of Homeland Security Preparing for Post Disaster Responsibilities (G-194.4) Certification.
- Indiana Department of Homeland Security ICS 300 Intermediate ICS for Expanding Incidents certification.
- FEMA IS-00100.B Introduction to Incident Command System certification.
- FEMA IS-00200.b ICS for Single Resources and Initial Action Incident certification.
- FEMA/Department of Homeland Security Crisis Leadership & Decision Making for Elected Officials certificate.
- State of Indiana Office of Community Rural Affairs Federal Community Block Grant Local Elected Official Training certificate.
- Assisted in the development of Comprehensive Plans.
- Strategic Planning.
- Economic Development and Redevelopment plans and Tax Allocation Areas for TIF (Tax Increment Finance).
- Assisted in establishing and implementing goals, both long term and short term.
- Active in the community serving on various boards and commissions to better establish community engagement.
- Local Technical Assistance Program Road Scholar Program (Purdue University)
  - Liability and Risk certificate.
  - Basics of a Good Road certificate.
  - Bridge Basics certificate.
  - Drainage certificate
  - Road and Bridge Plan Reading certificate.
  - Estimating Construction Costs and Quantities certificate.
  - Manual on Uniform Traffic Control Devices certificate
- Local Technical Assistance Program Asphalt Pavement Workshop certificate.

**TAB 13**

## DWAYNE FLOWERS

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706.306.7537 • Hephzibah, GA 30815 • [dwayneflowers@gmail.com](mailto:dwayneflowers@gmail.com) •  
[linkedin.com/in/dwayneflowers](https://www.linkedin.com/in/dwayneflowers)

April 29, 2025

Mayor Sam Pennant  
Town of Dundee  
Dundee, Florida

Dear Mayor Pennant and Commission,

I am writing to express my interest in the Town Manager position with the Town of Dundee. With more than 30 years in public service, including my current role as City Administrator in Wadley, Georgia, I offer experience in municipal operations, financial stewardship, infrastructure development, and community engagement.

At Wadley, I oversee all city operations, manage a \$2.7 million budget, and lead departments that include public works, public safety, utilities, and administration. I've helped secure critical grants, including a \$1 million CDBG for stormwater improvements, and managed ARPA funds to modernize our water system with radio-read meters. These efforts have delivered both operational savings and better service to residents.

I'm aware of Dundee's recent challenges and growth pressures, from restoring financial oversight to preparing for increased infrastructure needs. I've dealt firsthand with these kinds of issues—navigating FEMA reimbursements, renegotiating contracts for cost savings, and leading post-disaster recovery. I've also modernized legal frameworks, improved transparency, and engaged residents through both traditional and digital channels.

I lead with a servant's mindset, focused on building trust, stabilizing operations, and preparing communities for sustainable growth. Dundee's vision is one I would be proud to help guide.

Thank you for your time and consideration.

Sincerely,



Dwayne Flowers

## DWAYNE FLOWERS

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706.306.7537 • Hephzibah, GA 30815 • dwayneflowers@gmail.com •  
linkedin.com/in/dwayneflowers

### SUMMARY

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#### **Community Engagement | Strategic Planning | Emergency Preparedness | Project Management | Public Safety | Generative AI**

Experienced city administrator with over 30 years in public service, adept in managing operations, fiscal planning, and spearheading community engagement efforts. Renowned for effective leadership, actively enhancing public safety and infrastructure, and coordinating events.

### RELEVANT LOCAL GOVERNMENT EXPERIENCE

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**City of Wadley - Wadley, Georgia**

2020 to present

#### **City Administrator**

Wadley has a population of 2,000, covering approximately 5 square miles, and is situated in Jefferson County, Georgia, within the Central Savannah River Area. It is the county's industrial hub, hosting four internationally recognized companies. The city offers various essential services, including water, wastewater, sanitation, stormwater management, police, fire, recreation, and library infrastructure. As City Administrator, I have overseen significant improvements across these services, enhancing operational efficiency and community satisfaction. My leadership has involved strategic fiscal management, leading to the successful application and management of grants that have funded key infrastructure projects, such as upgrades to the water and sewer systems. These efforts have improved residents' quality of life and positioned Wadley for sustainable economic development and strategic growth management.

#### **Duties and Responsibilities as City Administrator**

- Oversee all city operations and manage departments through a servant leadership approach.
- Manage an annual budget of \$2,700,000, with \$2,200,000 allocated to general funds.
- Lead a workforce that includes 25 full-time employees, 5 part-time employees, and 20 volunteer fire staff.
- Effectively communicate pertinent information promptly with the mayor and council.
- Review all purchase orders and negotiate service contracts to ensure compliance and fiscal responsibility in city expenditures.
- Develop and submit annual operating and capital improvement budgets
- Seek grants and other funding opportunities to enhance city services and infrastructure.
- Managed open record requests and media relations.
- Execute the directives of the Mayor and City Council.

## Achievements

- Improved community engagement by developing city web and social media pages, push notifications, and problem-reporting text service.
- Published a quarterly Administrator's newsletter to provide city updates to reach non-tech-savvy citizens.
- Updated the city's charter for the first time since 1974 to modernize legal language and procedures.
- Obtained a 2022 CDBG for \$1,000,000 to address needed water and stormwater improvement.
- Successfully renegotiated contracts with office equipment providers, resulting in a cost reduction of 40%
- Managed ARPA funds to install radio-read water meters for improved collection accuracy and a 65-70% reduction in data collection cost.
- Obtained a USDA Community Grant to obtain a police vehicle.
- Upgraded public safety vehicles and equipment using allotted SPLOST Funding.
- Transformed the annual Independence Day fireworks display into a full-day community event featuring expanded activities and increased local participation.
- Managed City's Emergency Responses and Recovery efforts Hurricane Helene 2024
- Managed FEMA Request for Public Assistance Hurricane Helene

## **Hephzibah Police Department - *Hephzibah, Georgia***

2004 to 2020

### **Chief of Police**

As the Chief of Police in Hephzibah, a town of 4,200, I led the local police department with a deep commitment to improving our operations and community relations. I focused on enhancing our approach to crime prevention through visually active patrol and optimizing our department's limited finances through grants, enforcement, and seizures. One of the significant changes I spearheaded was bringing the investigation of non-violent crimes back in-house, a previously outsourced task to larger agencies. This strategic shift not only expedited case resolutions but also community trust. It represented a significant step toward improving public safety and fostering a supportive resident environment.

### **Duties and Responsibilities as Hephzibah Police Chief**

- Managed law enforcement operations for the town of Hephzibah, ensuring effective crime prevention and safety measures.
- Oversaw the department's annual budget of \$350,000, strategically allocating resources to maximize operational efficiency.

- Led a diverse team of 5 full-time, 4 part-time, and 4 volunteer reserve officers, maximizing adequate coverage on limited resources.
- Handled all aspects of team management, including hiring, training, and supervising officers to maintain high law enforcement standards.
- Cultivated positive relationships within the community, enhancing public safety and building trust between law enforcement and residents.
- Carry out the directives of the city commission.
- Performed Code Enforcement Duties

### Achievements

- Maintained operations within budget constraints.
- Implemented an enhanced community policing model known as total policing, which reduced crime with a holistic approach embodying all city personnel.
- Led emergency responses for natural disasters such as the 2014 Ice Storm and Hurricane Michael in 2018 through pre-planning and follow-up operations.
- Reducing property crime rates, intensifying drug enforcement efforts, and initiating a K-9 unit.
- Initiated the integration of body-worn cameras ahead of national trends.
- Wrote policy for mobile data terminals and implemented computers in patrol cars \$5,000 under budget.
- Secured an \$8,000 grant from Firehouse Subs to purchase new body armor.
- Managed the city's Christmas parade and developed rules to protect the event's integrity.
- Performed patrol sergeant duties from February 2004 to June 2012.

### **Augusta Police & Richmond County S.O. - *Augusta, Georgia***

1990 to 2003

The city of Augusta and Richmond County government consolidated on January 1, 1996, so the law enforcement agencies merged. In 2003, Augusta-Richmond County was the second-largest city in the state of Georgia, with a population of 195,000. The sheriff's office was a full-service agency that provided law enforcement protection for the entire jurisdiction.

### Duties and Responsibilities with Augusta-Richmond County

- Patrol duties of crime prevention, generated reports, and courtroom testimony.
- Traffic Motor Division enforced traffic laws to maintain public safety and order on the roads.
- Investigating and reporting crashes and analyzing incidents to improve traffic safety measures.



- Provide traffic control for major events, including fairs, concerts, and internationally known sporting events, ensuring smooth flow and public safety.
- Detective assigned to investigate property and financial crimes, case file management, and courtroom presentation.
- Department Training Officer to conduct research and lesson plan development, policy implementation, and deliver materials to students.

### Achievements

- Obtained Police Officer Standards and Training Senior Instructor Certification.
- Obtained Multiple Advanced Specialized Instructor Certifications.
- Planned and coordinated training calendar for 600 personnel.
- Managed Field Training Officer program by supervising 25 FTOs and FTO supervisors.
- Obtained advanced traffic crash investigation training and became lead academy instructor for the subject.
- Lead a serious injury traffic crash investigation team.
- Wrote a training program for the Augusta National Golf Club Security, 2001.
- Meritorious Duty Award for natural disaster response to the Albany, GA flood in 1994.

## EDUCATION

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**Thomas University** – *Thomasville, Georgia*

Associates – Law Enforcement

Bachelor (in progress – Senior – 3.8 GPA) – Criminal Justice, Business minor

## PROFESSIONAL MEMBERSHIPS

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- American Association of Municipal Executives
- Georgia City County Managers Association
- Georgia Municipal Association
- Columbia County Regional Police Academy Advisory Board
- Peace Officers Association of Georgia

## PERSONAL

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Married, proud father of three children and four grandchildren. My hobbies include golfing, cooking, traveling, and playing music.

**TAB 14**

Eric A. Duthie, ICMA - CM  
985 W Utah Ave., Hildale, UT 84784  
(928) 245-4716 (Cell) eric.duthie@gmail.com

Date: May 9, 2025  
To: SGR Consultants  
Attn: Dundee Florida Town Manager position

My name is Eric Duthie. I am an International City Managers Association (ICMA) Credentialed Manager and have over forty years of professional municipal experience, mostly in Arizona, in improving all aspects of safety, operations, policy and governance, community involvement, and quality of life.

For more than two decades I have directed all municipal functions including primary responsibility for community planning, Zoning, permits, licensing, as well as development reviews and collaboration; implemented foundational governance policies, codes and ordinances; established productive relationships with County, State, and National officials; conducted risk assessments and mitigated liability exposure; developed hazard mitigation, economic development, municipal general, strategic, and capital infrastructure improvement plans; obtained grants and legislative funding; increased potable water supplies; oversaw construction of water and wastewater treatment plants; and served as Interim Town Manager during the Coronavirus Pandemic while directing all functions of the Town remotely and successfully.

I began public service in law enforcement and emergency services in 1981, becoming Police Chief/Public Safety Director. In 2003, I assumed a City Manager position and served in that role for several years.

I was recruited into the private sector for a period as the Statewide Loss Control Manager for the Arizona Municipal Risk Retention Pool (AMRRP), who still use my implemented practices to reduce municipal risk, improve safety and lessen liability.

I returned to city management and continued to improve the lives of the community residents in each community I served. In 2020 I accepted the City Manager position for Hildale, Utah which required my skills and abilities in community planning directly.

I have a proven history of success and improvement in all the communities and regions I have served and trust you will find me worthy of further discussion for the Dundee Florida Town Manager position.

Thank you for your time and attention.

Respectfully,  
*Eric A Duthie*

## **Eric A. Duthie, ICMA - CM**

5440 N Enoch Rd., Cedar City, UT 84721  
(928) 245-4716 (Cell) [eric.duthie@gmail.com](mailto:eric.duthie@gmail.com)

### **PROFESSIONAL ACCOMPLISHMENTS**

- ICMA Credentialed Manager since 2012
- Improved all aspects of operations, policy, governance, and community involvement
- Directed all administrative functions and personnel
- Obtained grants and legislative funding
- Brought facilities into ADA compliance
- Rehabilitated airport runways
- Obtained municipal water adequacy designation
- Increased potable water supplies
- Oversaw construction of water and wastewater treatment plants
- Established a regional economic development partnership
- Developed productive contacts and relationships with County, State, and National officials.
- Conducted operational and policy analysis for public safety agencies
- Conducted risk assessments
- Developed hazard mitigation, economic development, municipal general and capital infrastructure improvement plans
- Served as an Interim Town Manager during the Coronavirus Pandemic and directed all functions of the Town remotely and successfully

### **PROFESSIONAL EXPERIENCE**

<b>City Manager</b>	Hildale, UT	2020-2025
<b>Interim Town Manager</b>	Huachuca City, AZ	2019-2020
<b>City Manager</b>	Tusayan, AZ	2015-2019
<b>Consultant</b>	Duthie Government Advisors	2014-current
<b>Statewide Risk Mgr.</b>	Az. Mun. Risk Ret. Pool	2013-2014
<b>Town Manager</b>	Taylor, AZ	2007-2013
<b>City Manager</b>	St. Johns, AZ	2003-2007
<b>Emergency services leadership</b>		1980-2003
○ including Public Safety Director, Police Chief, and Fire Chief		
<b>Community College Adjunct Instructor</b>		1990-1996

### **EDUCATION**

**BS of Public Safety Administration**    Grand Canyon University, Phoenix, Arizona    2001

### **BOARDS, COMMITTEES, COMMISSIONS LEADERSHIP**

Food Pantries, Film Commissions, COG Transportation, Tourism, and Economic Development committees, AZ Governor appointee to United States Constitutional Commemoration Commission, Regional Emergency Services Training, Community College Advisory Boards.

## **REFERENCES/RECOMMENDATIONS**

Tom Belshe, Director, Arizona League of Cities and Towns  
1820 W. Washington Street                      Phoenix, AZ 85007  
(602) 258-5786                      [tbelshe@mg.state.az.us](mailto:tbelshe@mg.state.az.us)

Keith Watkins, Arizona Commerce Authority, Sr. VP Economic/Rural Development  
118 North 7th Avenue, Suite 400                      Phoenix, Arizona 85007  
(602) 845-1278                      [keithw@azcommerce.com](mailto:keithw@azcommerce.com)

Teri Drew, NACOG EDC Director  
221 N. Marina St. Suite 201                      Prescott, AZ 86302  
(928) 774-1895                      [tdrew@nacog.org](mailto:tdrew@nacog.org)

William Sims, Attorney for multiple municipalities  
3101 N. Central Ave. Suite 870  
Phoenix, AZ 85012  
(602) 772-5501                      [wjsims@simsmackin.com](mailto:wjsims@simsmackin.com)

Tim Pickering, Interim Public Management, President  
16868 N. Stonebridge Court  
Fountain Hills, AZ 85268  
(480) 577-0949                      [tim@interimpublicmanagement.com](mailto:tim@interimpublicmanagement.com)

For further recommendations, see:  
<https://www.linkedin.com/in/eric-a-duthie-3272848/>

**TAB 15**

**Eric Michael Lowe**

Gilpin County, Colorado

ericmichaellowe@gmail.com | (503) 400-0523

5/2/2025

Dear Mr. Doug Thomas, Mayor Pennant and Members of the Town Commission,

I am writing to express my strong interest in the Town Manager position for the Town of Dundee, Florida. With more than 15 years of experience in government operations, budgeting, infrastructure strategy, and community engagement, I am eager to bring a collaborative and transparent leadership style to help guide Dundee through its next chapter opportunity.

Dundee's small-town charm, proactive approach to infrastructure, and commitment to planning for growth align perfectly with the work I've led throughout my career. For the State of Colorado, I currently manage a portfolio of grants and vendor relationships focused on strengthening local governments across the state, particularly in high-growth and resource-limited communities. I've traveled extensively—over 13,000 miles statewide—meeting with town managers, commissioners, and staff to deliver technical assistance, build capacity, and foster cross-sector partnerships. This hands-on, relationship-driven work reflects the type of service-oriented leadership I would bring to Dundee.

Prior to this, as Operations Manager, I led our state agency's strategic planning and budgeting efforts, implemented IT systems that streamlined approvals and financial oversight, and coordinated inter-agency efforts focused on workforce efficiency and service delivery. I've also led regulatory planning efforts, worked in local energy and land use policy, and advised governments on infrastructure and sustainability goals. I bring the tools and experience necessary to guide growth management, navigate intergovernmental coordination, and ensure the long-term financial stability Dundee deserves.

What draws me most to this role is Dundee's clear vision: a community rooted in tradition, yet actively investing in infrastructure, economic development, and civic engagement. From supporting water infrastructure upgrades and internal controls to helping lift the building moratorium for thousands of proposed residences, I see opportunities where my operational experience and people-first leadership can help make a meaningful impact. I have a deep respect for commission-manager governance and thrive in environments where elected officials and professional staff work together to serve the public with integrity.

I would welcome the opportunity to bring my strategic mindset, administrative experience, and strong emotional intelligence to this role. Thank you for considering my application—I look forward to the chance to contribute to Dundee's success.

Sincerely,

**Eric Michael Lowe**

# Eric Michael Lowe



Gilpin County, Colorado



ericmichaelowe@gmail.com



(503) 400-0523

**Headline:** 14+ year government administration and operations professional. Strong experience with project and program management, operations and finance, budgeting and strategic planning, IT, change management, outreach and engagement, marketing and communications, grants, contract and vendor management, and much more.

## **RELEVANT PROFESSIONAL EXPERIENCE –**

### **Colorado Energy Office**

**Denver, CO**

Local Government Project Manager

Oct. 2022 – Present

I manage several dozen contracts and vendors related to several programs that I manage that support local governments. Have traveled over 13,000 miles around the State and met thousands of local government administrators and managers, sustainability staff, and elected officials conducting outreach and educating about CEO programs and state support. Frequently attend events and conferences to present publicly and network. Staff multiple inter-agency workgroups and committees related to local government support. Manage grant administration and federal reporting for EECBG and SEP funds. Assisted internal review of Local Government actions for a climate accelerator application through EPA that was awarded over \$130 Million to the State. Have cultivated relationships with key stakeholders in Colorado local governments across the State, particularly outside of the major urban centers of Denver and Boulder. Expertise in municipal finance and budgeting, program design, program and project management, reporting, contractor management, procurement, grant review, grant applications, outreach and engagement, etc.

Operations Manager

Nov. 2018 – Oct. 2022

Led our federal and state reporting for four years. Led our strategic planning process for four years. Built our agency budget one year when we were between budget analysts (\$50 Million). Led IT Project implementation and change management including deployment of an office-wide Salesforce budget, procurement and spending approvals system. Handled data related to information requests. Staffed inter-agency committees related to the Office of Information Technology, Governor's Office of Human Resources, and federal grant management.

### **Independent Energy Policy, Market and Regulatory Consultant – Remote/Oregon**

Aug. 2017 – Nov. 2018

- Projects include: a market analysis regarding opportunities for residential energy management services and utility-scale smart-grid business services and technology/software delivery, an analysis on the impact of current and emerging energy regulations in Oregon on certain investment opportunities, an analysis of energy access and equity in rural Oregon, an analysis of regulatory opportunities to intervene in pipeline construction, an analysis on the economic impact of gas taxes, and an analysis of gaps for new, strategic climate activism.

### **Indivisible – Primary D.C. chapter**

**Washington, DC**

Executive Director – Political Advocacy and Organizing

Dec. 2016 – July 2017

- Executive Director and Founder for a D.C. chapter that grew to over 1,700 members under my leadership. Led efforts to engage my community with their ward councilmembers and solve local tax and policy issues.

### **Allegheny Science & Technology Corporation**

**Washington, DC**

Policy and Data Analyst – U.S. Department of Energy (GS-09)

Oct. 2016 – March 2017

- Provided project management, program management, data analysis, and program evaluation as well as regular and ad-hoc performance reporting support for the Federal Energy Management Program, a 30+ million-dollar energy-efficiency program in the U.S. DOE. Assisted management to prepare for the presidential transition.
- Led efforts to demonstrate program performance to new political Administration. Provided quality control for a massive database and ensured accuracy of data submissions. Forecasted program activity data to support management in program efficiency improvement decisions and compliance. Administrative support as needed.

### **Oregon Liquor Control Commission (OLCC)**

**Portland, OR**

Operations and Data Analyst (OPA-3 / GS-12 equivalent)

July 2015 – Oct. 2015

- Provided key technical support for implementation of a statewide recreational marijuana regulatory program. Provided business process analysis to document needs for implementation of a regulatory software development project. Performed program evaluation to support contract implementation. Proactively engaged with stakeholders to ensure sufficient technical understanding and public comment in agency proceedings.
- Developed program data capture processes and designed a data reporting framework for the legislature. Developed internal systems for tracking program performance and Key Performance Metrics for reporting to the



legislative oversight committee. Created communications materials to demonstrate program successes. Led to a congratulatory press release from the Governor's office concerning implementation of the new program.

- Managed development of program procedures to ensure compliance with legislative and statutory rules.

### **Oregon Department of Energy (ODOE)**

Policy, Planning, and Technical Analysis Division

Energy Policy Analyst (OPA-2 / GS-11 equivalent)

**Salem, OR**

Jan. 2014 – July 2015

- Team lead in support of the Governor's 10-Year Energy Action Plan. Led transportation policy implementation efforts by designing a comprehensive survey to gather data from thousands of state-wide transportation stakeholders. Determined survey methodology. Gathered data from over 1,000 public and private entities, and compiled a database for analysis. Wrote a technical report to the legislature on findings and recommendations.
- Supported the creation of a new clean energy tax credit by analyzing market data to inform proposed program rules, consult with industry stakeholders to optimize finalized rules, and design program forms. Ensured program rules were in compliance with legislative and statutory jurisdiction.
- Supported ODOE's tax credit program through technical and financial analysis of project applications, including modeling ROI, payback periods, cost-effectiveness analysis, project risk to tax credit portfolio and other means of evaluating the financial viability of clean energy projects. Responsible for feasibility analysis of new energy technologies as well as designing in-house data tools for evaluating new projects.
- Led an internal effort to increase agency-wide data capture within programs, standardize performance tracking, and create new Key Performance Metrics (KPMs) to communicate agency performance to the legislature.
- Assisted strategic planning efforts. Answered legislative requests for information. Staffed inter-agency and inter-state work groups. Attended conferences, marketed agency incentives, and networked with key stakeholders.

### **Pipeline and Hazardous Materials Safety Administration (PHMSA)**

Presidential Management Fellow / Operations and Policy Analyst (GS-11/12)

**Washington D.C.**

June 2012 – Aug. 2013

- Conducted in-depth Performance Evaluations of oil and gas transmission safety programs, including a National Transportation Safety Board-ordered evaluation report of the Oil Spill Facility Response Plan program.
- Developed Subject Matter Expertise in regulations surrounding the transportation of fossil fuels and HAZMAT.
- Provided regulatory and business process analysis to identify gaps in safety programs. Conducted risk analysis studies and scenario contingency planning. Analyzed budgetary resources, program performance data, and management structure to recommend efficiency and process improvements. Interviewed key personnel to evaluate risks within internal programs and identify efficiency and safety improvements.
- Analyzed incident data to identify emerging risk issues. Provided predictive risk analysis and descriptive statistical analysis and the development of briefing materials and reports for external staff and auditors.
- Supported Human Resources with technical analysis of staffing procedures, compliance and strategic planning.

### **Federal Energy Regulatory Commission (FERC)**

Office of Energy Market Regulation – Pipeline Division

Energy Industry Analyst (GS-09)

**Washington D.C.**

June 2011 – June 2012

- Provided regulatory and financial analysis supporting ongoing oil and gas pipeline rate-cases and tariffs by verifying the integrity of rate base determinants. Used financial analysis to inform recommendations to management requiring the public necessity and usefulness of the proposed rate increase. Studied regulatory precedence to apply consistent decision-making to rate case determinations.
- Tracked developments in energy transportation, pipeline transmission regulations and statutes, and monitored policy changes by federal and state regulators, market participants, and other stakeholders.
- Wrote testimony and talking points for office leadership to explain decision-making to Commissioners.

### **ADDITIONAL EXPERIENCE:**

**Training** in Project Management, Federal Grant Management, Performance Evaluation, Colorado City and County Manager's Association *Emerging Manager*. **Graduate Teaching Assistant** in Statistics and Public Finance courses.

**Software:** Database (Excel, Access, FoxPro, SQL), Statistics (XLStat plugin, STATA 10+, SAS, R), Modeling (STELLA 9.2+, GIS 9.3+, GAMS 23.7+), Office suite, Photo and Video editing, Project Management software.

**Climate Policy Research Associate**, The Climate Institute (Washington, D.C.; Summer 2010)

**Energy Policy Research Associate**, Cascade Policy Institute (Portland, OR; 2009-2010)

**Policy Research Associate**, Oregon Center for Public Policy (Silverton, OR; 2009)

- Wrote research reports on subjects related to climate mitigation policy, climate resilience and adaptation, the fossil fuel industry and markets, current and emerging energy technologies, and state and national energy policy.

Tracked legislation. Analyzed state budget and agency financial data to monitor trends. Published widely.

**Labor Relations Intern**, State of Oregon Dept. of Administrative Services (Salem, OR; 2008)

**State Volunteer Coordinator**, Amnesty International (Oregon; 2006-2007)

**Also:** Numerous school volunteering and service activities, including new student orientation leader, community service coordinator, student government / financial oversight board, and peer-mentoring.

## **EDUCATION**

**The University of Maryland, School of Public Policy**

**College Park, MD**

Master's in Public Policy and Administration (M.P.P.)

May 2012

**Thesis:** *The commercial prospects for nuclear waste reprocessing technology in the United States.*

- **Graduate Teaching Assistant – Public Finance:** Awarded GTA scholarship in Public Finance due to good academic performance. Planned weekly syllabus, lectured publicly to over 50 students, and graded assignments and tests for Graduate students in their Public Finance coursework.
- **Presidential Management Fellow (PMF):** Selected in 2012 as a PMF due to outstanding academic achievement. Completed 80 hours of formal management and leadership training during fellowship.

**Willamette University**

**Salem, OR**

Bachelor of Arts, B.A. (Politics, Economics, History)

May 2009

**Thesis:** *The connection between land reform and economic industrialization in south-east Asia.*

- **Coursework:** Politics, Economics, and History.
- **Collegiate Debate Team:** 4-Year Merit Scholarship Recipient and Team Captain. National-Semifinalist.

**Member:** *International City Managers Association (ICMA), Colorado City and County Managers Association (CCCMA), and the CCCMA Emerging Managers Program steering committee, Government Finance Officers Association (GFOA), American Evaluation Association (AEA), Project Management Institute (PMI),. Colorado Municipal League (CML). Colorado Change Management Practitioners (CCMP).*

**TAB 16**

April 28, 2025  
202 East Main Street  
Dundee, FL 33838

Dear Hiring Manager,

I am interested in the role of Town Manager. I believe that I would be a great fit for this role based on the fact that I possess over 10 years of business and management knowledge and experience, the requisite skill set to be successful in this position, and a passion for business and passion for providing high-level customer service. I am also a dedicated professional who takes a hands-on blue collar approach to leadership with a true passion for process improvement, team building, managing people, and fostering positive relationships. My experience is demonstrated by the fact that in my role as Executive Director, I have successfully:

- Helped the organization generate over 21 million dollars in sales annually.
- Managed major MCCA NAF construction projects and capital improvements to include the management of a MCCA NAF reconstruction project totaling over 11 million dollars and pool renovation totaling over 35 million dollars.
- Developed new marketing initiatives increasing sponsorship revenue by an additional 80k in one year.
- Been responsible for organizational change to include redesigning the organization's Human Resource Department which resulted in the reduction of organizational turnover by 30%.
- Composed 15 new organizational/administrative standard operating procedures (SOP's) and authored a new employee handbook.

In addition to my experience, I have a broad skill set including the fact that I am highly skilled in my ability to communicate clearly and effectively which has led to me implementing positive organizational improvements. I also have an outside the box perspective and approach to problem solving and I am an effective strategic planner that methodically makes improvements that lead to organizational success and efficiency. In addition to the skills mentioned, I am also skilled in leading people and collaboration. As previously noted, I believe that with my experience and skills that I bring to the table, I would be a great fit for this role.

Thank you for considering my application. I welcome the opportunity to discuss this position further with you.

Sincerely,

Eric Solarchick

# Eric T. Solarchick

Executive Director



ericsolarchick@gmail.com



301-606-1095



Lake Ridge, Virginia



[www.linkedin.com/in/eric-solarchick](http://www.linkedin.com/in/eric-solarchick)

## SKILLS

Business Process Improvement

Leadership

Team Development

Event Planning

Improving Efficiency

Strategic Human Resource  
Planning

Executive Level Communication

Business Development

Contracts & Negotiations

Change Management

Executive Presentation Skills

Relationship Building

## SUMMARY

Executive leader with a true passion for process improvement and team building. I am a dedicated professional with a vast array of skills and knowledge in business. I have a hands-on blue collar approach to leadership. My ability to communicate clearly and effectively leads to positive organizational improvements. I have an outside the box perspective and approach to problem solving. I am an effective strategic planner that methodically makes improvements that lead to overall organizational success and efficiency.

## PROFESSIONAL EXPERIENCE

### Director

December 2019 - Present

Marine Corps Community Services, Arlington Virginia

40 hours/Week

Federal Position NF-5

**Director of all Marine Corps Community Service businesses and family programs on Army Joint Base Myer-Henderson Hall. Position is equivalent to Directorate of Family, Morale, Welfare and Recreation Programs Director.**

- Serve as an Executive Leader with direct oversight of 6 revenue generating businesses including the Marine Corps Exchange, 4 recreational programs, 3 comprehensive family programs, and various departments to include Human Resources, Information Technology, Marketing, Finance, Contracts, Facilities and Operations and Asset Protection/Security
- Manage business operations for the Marine Corps Exchange which includes generating over 21 million dollars in sales annually; generating over 850k dollars in net profit vs. -750k loss in previous years under different leadership; increasing sales by 1.1 million within 12 months.
- Manage the fiscal activities for APF finances and funding with responsibility for the development, administration, and execution of the overall operating budget for Non-Appropriated Funds (NAF) and APF.
- Manage the specification, coordination, and completion of major MCCA NAF construction projects and capital improvements to include the

## EDUCATION

### Bachelors of Science

Sport Management  
California University of  
Pennsylvania

## ACHIEVEMENTS

Commander's Award for  
outstanding civil service  
U.S Army  
2016

management of a MCCA NAF reconstruction project totaling over 11 million dollars and pool renovation totaling over 35 million dollars.

- Responsible for strategic organizational planning, operations, and year-over-year business growth to include the development of new marketing initiatives increasing sponsorship revenue by an additional 80k in one year; and within one year directly reduced payroll by over 680k dollars per year while simultaneously improving efficiency, customer service, and daily operations.
- Develop business strategies, measure the organization's performance, and correct failing strategies.
- Oversee a comprehensive administrative support program to include planning, securing, and negotiating for the resources needed to manage the NAF Human Resources, Information Technology, Marketing, Finance, Contracts, Facilities and Operations, and Asset Protection/Security programs.
- Responsible for organizational change to include redesigning the organization's Human Resource Department which resulted in improved hiring practices; the reduction of organizational turnover by 30%; the creation of a talent management culture & mindset throughout the organization; and redeveloping and improving the organization's training program.
- Develop, execute, and revise policies, procedures, and business practices to include composing 15 new organizational/administrative standard operating procedures (SOP's) and authoring a new employee handbook.
- Develop, negotiate, and manage NAF contracts.
- Responsible for the supervision of 10 direct subordinate staff to include establishing and communicating guidelines and performance requirements, engaging in performance development and coaching, conducting formal performance evaluations, and mediating personnel issues.
- Brief the Installation's Commanding Officer when workforce issues and base issues arise and provide recommended guidance, as needed.
- Represent the MCCA organization to members of the community, other organizations, and other commands on matters concerning MCCA projects and programs.

### Recreation Director

October 2016 - December 2019

Marine Corps Community Services, Arlington Virginia

40 hours/Week

Federal Position NF-4

- Oversaw a 35k sq ft fitness facility and year around aquatics training facility.
- Guided intramural sporting events and outdoor recreational programs for Marines and Soldiers in the National Capital Region.
- Provided mentorship and guidance to the health promotions department.
- Provided strategic oversight and planning guidance to the Single Marine Program. Provided mentorship regarding event planning and staff management.
- Generated over 31k dollars in additional revenue through various

recreational programs.

- Improved facility layout and design which included upgrading fitness center equipment and functionality by strategically acquiring 200k dollars in equipment.
- Influenced positive change management with staffing which led to the improved efficiency of contracted labor.
- Planned and executed NAF and APF budgets.
- Oversaw minor and major construction projects.
- Provided strategic planning for all MCCS/MWR operations and recreational activities.

### **Program Manager**

**April 2016- October 2016**

U.S Army Ten Miler , Washington D.C

40 Hours/Week

Federal Position NF-4

**Commanded planning and operations for the official Army-Ten Miler race that hosts over 30,000 participants and over 20,000 guests annually.**

- Managed planning and operations for the official Army-Ten Miler race that hosted over 30,000 participants and over 20,000 guests annually.
- Managed a NAF budget of over 3 million dollars and generated over 1.2 million in total profit annually that went back to MWR programs.
- Developed, negotiated, and managed over 70 NAF contracts.
- Managed over 5,000 volunteers, expo logistics, race day operations, post-race awards, and finished festival activities
- Created and managed strategic transportation and logistical plans.
- Developed timelines, conducted key operational planning meetings, and effectively managed numerous race contractors.
- Developed emergency action, communication, and staff plans to include effectively communicating and managing strategic partnerships with police, EMS, Fire and local city and state officials throughout the D.C/Maryland/Virginia region.
- Created social media campaigns, sign plans, and strategic marketing outreach to assist in race week communication.

### **Business Manager/Race Director**

**February 2015 – April 2016**

U.S Army Morale Welfare & Recreation, Fort Bragg NC

40 Hours/Week

Federal Position NF-3

**Promoted within the organization to the Race Director and Business Manager. Responsible for the overall management of three large Morale Welfare and Recreation running events. To include the All American Marathon. Assisted in the planning and coordination of all Fort Bragg Special Events.**

- Managed day to day business operations.

- Delivered a 320k net profit.
- Successfully represented Fort Bragg and the All American Marathon as the official spokesman for radio, tv, and magazine interviews.
- Coordinated and planned operations of the first ever Fort Bragg Spartan Race.
- Successfully composed and managed over 20 operational contracts.
- Created marketing campaigns, expo advertisements and grew brand awareness.
- Created and implemented a social media outreach plan.
- Pioneered the planning of a Marathon, Half Marathon, and 5k with a combined 20k registrants.
- Organized, planned, and managed a 4th of July concert for over 70k patrons.
- Effectively communicated to key military leaders, city officials, and emergency personnel on all operational plans and logistics.
- Prepared NAF budgets and provided NAF financial planning for all business operations.

### **Recreation Specialist**

**October 2013 - October 2015**

U.S Army Morale Welfare & Recreation, Fort Bragg NC

40 Hours/Week Federal Position

Federal Position NF-3

**Served as a Recreational Specialist for MWR Special Events Division. Specialized in fitness and running events.**

- Recruited and managed over 2,000 volunteers.
- Developed and executed community outreach programs.
- Created social media campaigns and developed event themes.
- Managed event registration websites.
- Provided exceptional customer service.
- Managed and negotiated several NAF contracts regarding operations and supplies.
- Organized and planned MWR special events for over 70k patrons.
- Assisted in NAF budget planning and execution.

### **Assistant General Manager/Sales Manager**

September 2011 – September 2013

Bally Total Fitness/ L.A Fitness, Bethel Park PA

60 Hours/Week

**Began at Bally Total Fitness in 2011 as the Sales Manager. Within 6 months in the position LA Fitness purchased Ballys. I was retained by LA Fitness and hired as the Assistant General Manager to continue to work in the same club location.**

- Managed day to day operations of a 50k sq ft fitness facility.
- Led a sales team to accomplish daily, weekly, and monthly sales goals.
- Sold over 70 club memberships per month.



- Sold over 25k dollars in personal training programs per month.
- Managed customer service and group exercise programs.
- Generated a club profit of over 1 million dollars annually.
- Developed networking strategies and pioneered unique advertisement opportunities.
- Created partnerships with local businesses that enabled cross promotion.
- Trained and developed sales team to perform at an optimal level.

**Child & Youth Program Assistant**

**2009 - 2011**

Fort Bragg MWR

40 Hours/Week

Federal Position

- Provided a safe, stimulating environment for young children.
  - Conducted individual and group activities to encourage learning and develop social interaction skills.
  - Maintained appropriate records of attendance and activities.
  - Assisted in maintaining a clean facility environment.
  - Assisted in MWR community activities and events.
-

**TAB 17**

May 15, 2025

Doug Thomas

Executive Vice President - Recruitment & Leadership Development

Strategic Government Resources

DouglasThomas@GovernmentResource.com

**RE: Town Manager Position - Dundee, Florida**

Dear Mr. Thomas,

I am writing to express my profound interest in the Town Manager position with the Town of Dundee, Florida, as advertised by SGR. With over 25 years of senior executive experience, including transformative leadership as a City Manager and extensive corporate management in Florida, my background aligns exceptionally well with the requirements for this role and Dundee's vision for a dynamic, community-minded leader. I am particularly drawn to Dundee's blend of small-town charm and strategic growth, and I am eager to contribute to its continued success and help guide Dundee into its next chapter.

My tenure as City Manager for Alpine, TX, provides direct evidence of my capability to lead Dundee effectively. In Alpine, I served as the chief administrative officer, reporting to the City Council, managing a \$14M budget, and overseeing 95 staff members across diverse departments including finance, development, utilities, and public works. This hands-on municipal leadership has prepared me to manage Dundee's \$13.3 million budget and 73 employees, implement Commission policy, guide town-wide initiatives, and enhance service delivery. A key achievement in Alpine was transforming the city's finances from multi-year operating losses and significant debt to \$10M in cash reserves and a 43% debt reduction within four years, demonstrating strong financial stewardship crucial for overseeing Dundee's finances and the upcoming recruitment of a new Finance Director and internal controls review.

I possess a strong background in strategic planning, economic development, and managing growth in high-demand environments, all pertinent to Dundee's current landscape. In Alpine, I spearheaded initiatives that revitalized city services, launched critical infrastructure projects like an annual road repair program, and partnered with university officials to develop a strategic vision. My recent role with the Economic Development Corporation of Sarasota County further honed my skills in facilitating economic expansion and strategic consultations on land use. This experience, combined with my extensive work in Florida, including as Vice President at CenturyLink in Fort Myers where I managed substantial operations and teams, provides me with a nuanced understanding of the Florida context and the challenges and opportunities related to growth management, such as

Dundee's current building moratorium and water supply infrastructure expansion.

My corporate leadership at CenturyLink, overseeing teams of up to 1,000 employees and a sales responsibility of \$670M in the Florida territory, underscores my capacity for large-scale budget administration, personnel oversight, and strategic integration of operations. I am a collaborative and transparent leader, adept at building high-performance teams, mentoring staff, and fostering positive community relations. My approach aligns with Dundee's search for a strategic thinker skilled in implementing policy, a strong communicator who engages the community, and a leader who plans for growth and ensures emergency readiness.

I am particularly enthusiastic about addressing Dundee's key projects for 2025. My experience in strategic planning will be invaluable for the Strategic Vision & Plan Update. My success in financial turnarounds and establishing robust controls in Alpine directly applies to the recruitment of a new Finance Director and the internal controls review. Furthermore, my background in municipal operations and infrastructure development will aid in managing the expansion of the raw water consumptive use permit and resolving the current building moratorium to ensure thoughtful, sustainable growth.

My resume provides further detail on my qualifications and a consistent track record of transforming operations, achieving financial stability, and fostering community development. I am eager to discuss how my comprehensive experience in municipal management, corporate leadership in Florida, financial stewardship, and strategic planning can benefit the Town of Dundee as it continues to shape its future as a place people love to call home.

Thank you for your time and consideration.

Sincerely,

Erik M. Zimmer

Sarasota, FL

505-250-5598]

erikmattheszimmer@gmail.com

[www.linkedin.com/in/erikzimmer/](http://www.linkedin.com/in/erikzimmer/)

# Erik M. Zimmer

Sarasota, FL • erikmattheszimmer@gmail.com • 505-250-5598 • [www.linkedin.com/in/erikzimmer/](http://www.linkedin.com/in/erikzimmer/)

## SENIOR BUSINESS EXECUTIVE

Sales/Revenue Growth • Technology Integration • Transforming Cultures • AI Utilization

**Versatile sales executive** with 25+ years' success growing organizations, delivering mission, and refining operations for Fortune 500 corporations, fast-growing regional businesses, government units, and not-for-profit organizations.

**Change agent who transforms cultures**, turns around operations, develops talent, improves processes, and expands organizational footprints. Committed to accountability and support, results and fairness, success and integrity.

**Results-focused leader** who drives continuous improvement, positive community relations, and consistent financial success. Empowers team environments, stakeholder consensus, and cross-functional collaboration.

**Multifunctional expert** in strategic planning, financial management, business development, asset management, M&A, program leadership, market penetration, talent development, and regulatory compliance. Manages budgets up to \$330M.

**Hands-on problem solver** at home in field and executive suite. Excellent communication, relationship, and people skills. Excels at negotiating win-win solutions to divisive problems.

### Key Leadership Contributions:

- Turned around multiyear 3% year-over-year customer loss in Florida market to aggressive competition through new pricing strategy and creative marketing campaign, transforming loss into 2% year-over-year growth within 2 years.
- Transformed Colorado market from 68% of target sales and last place out of 11 markets nationwide to 143% of target and first place nationally within just 12 months, with 2 top sales reps ranking #1 and #4 among all teams.
- Led integration of Embarq products and teams in expanded Florida market after CenturyLink acquisition, positioning company for successful purchase and integration of Qwest in following year.
- Transformed finances and operations of bankrupt City of Alpine, Texas, under criminal investigation, reducing \$9.8M debt by 43%, and building cash reserves from \$0 to \$10M on city budget of \$14M.

### Core Competencies:

Government Relations • Strategic Planning • Customer Experience • AI Integration • P&L • Community Relations  
Organizational Turnarounds • Change Management • Team Building • Sales & Marketing • M&A • Program Management  
Financial Management • Technology Integration • Cost Containment • Economic Growth • Regulatory Compliance

## Career History

### Business Ownership & Economic Catalyst | Sarasota, FL | 2024-Present

**Leveraging entrepreneurial drive and strategic insight to revitalize businesses, expand economic opportunities, and secure critical funding across diverse organizational landscapes.**

- **Profitable Business Restructuring & Sale (Home Watch and Concierge Business, Co-Owner, 2023-2024):** Engineered the turnaround of an acquired local business by overhauling expenditures and divesting from unprofitable operations. This strategic repositioning resulted in a successful sale at a 14% premium after a year.
- **Accelerating Economic & Investor Engagement (Economic Development Corporation of Sarasota County, Director – Investor Relations, 2023-2024):** Tasked with expanding private sector support for regional economic development. Delivered a 15% growth in private investment and onboarded 25 new business partners in the first year. Facilitated economic expansion through strategic consultations on land use and technology.
- **Boosting Non-Profit Investment (Big Brothers Big Sisters of the Sun Coast, Vice President – Development, 2024-Present):** Leading efforts to increase financial support, achieving a 15% rise in private contributions. Enhanced donor pipeline, growing new donor acquisition by 8% through improved systems and targeted campaigns.

**Director – Strategic Accounts | 2021-2023****Trident Solutions | Sherman, TX (work from home office in Florida)**

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Spearheaded sales strategy for electric utility and telecom damage prevention markets post-acquisition, growing a \$5.6M portfolio through cross-selling and market expansion initiatives.

- Pivoted traditional wait and see sales approach into in-person, consultative style engagement with clients and have increased assigned portfolio by over 500% in first year.
- Negotiated \$50M annual contract with Communications and Electric Supply Inc, taking business from largest US based wire manufacturer/competitor – contract increased company-wide EBITDA by 60%.

**City Manager (Chief Administrative Officer) | 2019—May 2021****City of Alpine | Alpine, TX**

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Asked to serve second term as top operations leader to **continue dramatic turnaround of finances and operations**.

Managed 95 staff in finance, development, tourism, utilities, public works, and police departments. Reported to 5-member council / board, with \$14M budget. Oversaw all contracting, negotiations, vendor management, and community relations.

- Asked by city council to return and continue financial and operational turnaround after replacement lost ground, rebuilding leadership, **increasing cash reserves to \$12M and asset values by 8%**, and further cutting debt.
- Led transformation from bankruptcy and investigation to financial stability, achieving clean audits and revitalized services, earning repeated city council commendations for excellence.
- Developed data-driven business case and successfully advocated for a utility bill assistance program, securing council approval and ensuring heating access for thousands post-2021 ice storm.

**Regional Sales Director | 2018—2019****Unite Private Networks | Albuquerque, NM**

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**Led fiber optics business transition post-CenturyLink acquisition**, developing market penetration strategies and managing a 9-person sales team with a \$10M revenue target.

- Revamped sales training and strategy, securing \$4.3M in annual recurring sales and acquiring 115 new enterprise accounts, generating \$485K in yearly revenue.
- Negotiated \$800K annual contract with City of Albuquerque, taking business from well-entrenched competitor, with contract generating interest and business switch from other major institutional clients.

**City Manager (Chief Administrative Officer) | 2013—2017****City of Alpine | Alpine, TX**

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**Pivoted successful operations and business development career** to public service role to **turn around city finances and operations** after bankruptcy and investigation by FBI, attorney general, and Texas Rangers, and indictment of former CFO. 95 staff in 7 departments, \$14M budget.

- Transformed multi-year operating losses, \$9.8M debt, and \$0 cash reserves into budgetary surpluses, \$10M in cash, and 43% debt reduction to \$5.6M in 4 years on \$14M per year budget.
- Revitalized city services and launched a road repair initiative, upgrading 12.5% of roads annually while optimizing budgets for sustainable growth.
- Overhauled payroll systems, eliminating illegal advances, leading an 8-year forensic audit, securing full reimbursements, and ensuring compliance with FBI and legal standards.
- Partnered with city officials and University of Texas to develop a strategic vision, implementing financial controls that enabled new community programs and infrastructure projects.

**Vice President | 2007—2012****Century Link | Fort Myers, FL**

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**Recruited to grow Colorado, New Mexico, Wyoming territory**, promoted to **turn around and stabilize Florida market** after 2009 acquisition of Embarq. Managed teams up to 1,000 with sales responsibility of \$670M in Florida territory.

- Transformed Colorado territory sales performance, retraining team to turn 2006 result of 68% of target to 143% of target by end of 2007, and taking territory from last place to first out of 11 sales territories nationwide.

- Implemented cross-functional collaboration between sales and operations, improving service quality and accelerating delivery, reversing customer decline and improving KPIs by 10%.
- Co-negotiated urgent new union contract after disagreements over benefit cuts and performance monitoring by adjudicating equitable adjustments of benefits, productivity metrics, and wage scales, avoiding dangerous strike.
- Directed smooth integration of newly acquired Embarq with CenturyLink products and operations in greatly expanded Florida market, putting company into competitive position to acquire and integrate Qwest in 2010.
- Turned around DSL customer decline in Florida, transforming 3% per year customer loss into 2% year-over-year gain, and captured over 160K new high-speed internet customers between 2009 and 2010.

#### **Earlier Leadership Roles**

**Business Development Lead and Coach, The First Tee of Central NM**, Albuquerque, NM. Hired to manage finances and expand coaching for rapidly growing life-skills/golf-skills program serving 10,000 area students and Native American youth.

**Director of Network Operations, Qwest Communications**, Albuquerque, NM. Led cross-functional team in launching new products and ensured achievement of performance targets. Accelerated launch of then-new DSL service in market.

**Business Development Manager, Guardsmark**, Kansas City, MO. Multiple promotions by supplier of security guard services to head account capture and market expansion. Slashed turnover, improved service, boosted sales.

#### **Education & Professional Training**

**Bachelor of International Marketing, *summa cum laude*, first in class**, University of South Alabama, Mobile, AL

**Additional professional training** in executive leadership (Qwest, City of Alpine), ICMA and sales effectiveness (Mark Landiak, Corporate Dynamics)

**TAB 18**



# Fred F. Ventresco

573-810-4165

f.ventresco@gmail.com

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May 12, 2025

Doug Thomas, Executive Vice President  
Strategic Government Resources (SGR)  
(Submitted via the SGR website application system)

RE: Dundee Town Manager Position Search

Dear Mr. Thomas And, If/When Allowed, Honorable Mayor And Commission of Dundee:

I am writing to apply for the Dundee Town Manager position. My résumé is attached as well in the online application system.

In addition to a passion for and dedication to public service, as my résumé details, I can offer the desired qualifications specified in your announcement and brochure for the Dundee position. I would also bring solid knowledge of and actual experience with all of the areas of expertise, roles, responsibilities, and other expectations you list/discuss for Dundee. Indeed, I offer experience, knowledge, and skills providing at least all of the expectations and competencies customary for the Position and Profession. Please see my résumé for the details of my qualifications, experience, and more

(FYI: My last few regular positions have been for communities with a history of high turnovers in their Manager/Administrator positions, and when I was hired it was made clear that the position may be changing and that the lengths of stay were indefinite. Although I am fine with and still open to such arrangements, please be assured that I am indeed committed to a longer, more stable tenure.)

I would greatly value an opportunity/interview to discuss my serving Dundee as Town Manager.

I look forward to the possibility of our future contact and discussion!

Sincerely,



Fred Ventresco

## ***Profile/Introduction***

Well-rounded manager, leader, collaborative, team-oriented public servant offering over 17 years' experience managing full-service municipalities in multiple states and a variety of localities, with populations to 9,500, budgets over \$20M, and staffs of 80+. Overall 20 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	>Procurement/Contracting	>Project Management
>Assessing	>Planning	>Economic Development
>Personnel/HR	>Land Use/Zoning	>Community Development
>Public Works and Utilities	>Recreation	>Organizational Behavior
>Legal Affairs	>Grants	>Change Management
>Public/Stakeholder relations	>Emergency Management	>Leadership, Management

## ***Employment Experience***

*(Please review all of work history to see breadth of local government and management experience. Have managed larger communities and organizations than at most-recent positions.)*

### **City Administrator.**

City of Holcomb, KS	Brief, as-needed Position	(8/24-10/24)
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### **Town\* Administrator.**

Town of Pinetops, NC	(3/22-4/24)
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Managed and led full-service, heavily trafficked municipality surrounded in close proximity to larger commerce/population-center cities (over 220,000 population in 18-mile radius). Population Town proper 1,400, serves 2,700. All customary departments with dept. heads, including electric and 24/7 EMS dispatch and community monitoring. Budget \$13M. Staff 22-40. Responsible for all operations and staff including (not complete list) budget/finance; public relations; HR/personnel; procurement; economic-community development; legal affairs; advisor/informer for Mayor/Council; all other expectations customary of 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.
- ❖ Worked to establish/upgrade many policies/ordinances and reinstate their consistent application.
- ❖ Managed grants and project of over \$8.3M for waterline improvements and water/sewer assessments.

### **City Administrator.**

City of Milan, Milan, MO	(9/19-3/22)
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Managed/led full-service City and community, county seat. Population 2,200, with daily influx into city much larger due to presence of Smithfield plant. Budget 6.9M. Staff 20-45. All customary departments with dept. heads, including electric and gas utilities. Responsible for all operations and staff including (not total 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.

***Employment Experience, Continued... (Milan entry continues)****Some Projects/Experiences/Accomplishments:*

- ❖ Updated zoning code and maps to accomplish City's long-attempted project.
- ❖ Changed risk-management carrier for significant savings, yet enhanced benefits.
- ❖ Collaborated with chamber and community group to begin process to become Main Street city.
- ❖ Managed regional repair/rebuild from flood and drought using FEMA, CDBG, and other funding sources.
- ❖ 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. Staff 16-30. 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 duties/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 and community, 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. Staff 15-35. 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; stakeholder/public relations; economic-community dev.; advisor and informer to Board/Council; all expectations for Municipal Manager.

*Some Projects/Experiences/Accomplishments:*

- ❖ Recruited, trained, mentored many staff in most departments upon arrival due to retirements.
- ❖ Managed project to construct new public works facility from inception to finish.
- ❖ 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)

Took off from "9-5"-type work and long-term commitments for most of this period to be available/close to family. During this time, my involvement included:

--2009 through 2013: FT and PT graduate student; worked freelance/consultant with Municipal Resources Consulting (MRI), Meredith, NH, assisting on projects for municipalities, as needed; took on trial 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 municipality and community 65 miles north of Boston, MA, and within the metro area of the state's two largest cities, including the state capital. Diverse population of 9,500. Staff of 40-75 (responsible for 85+ 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 municipality.

#### ***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 contract 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 municipality and 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 customary for Municipal Manager.

#### ***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 Town and community on Atlantic coast with population 1,300 year-round, 2,500 seasonal. Staff 10-25. 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.

### ***Some Additional Experience Information***

Before transitioning to public service worked in banking, retail, and university/college administration. More history on LinkedIn: <https://www.linkedin.com/in/fredventresco>

## ***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 19**

**I am seeking the opportunity to serve in a new capacity with greater responsibility and personal accountability. I look forward to proving my ability to accomplish goals and to achieve those goals safely, effectively, and efficiently. I am competent, capable, and prepared for the opportunity to serve this community. I am highly motivated and ready. I have been waiting for this opportunity to demonstrate my knowledge, skills, and abilities in service. I am confident my education and experience may place me within the boundaries of fair and thoughtful consideration. To whomever may review my humbly submitted application, thank you in advance for your time and consideration.**

## **George Calvin Dickens III**

109 Stevedores Ct.  
Savannah, GA. 31410  
912.536.9980  
gdickens@savannahga.gov  
[giodickens@gmail.com](mailto:giodickens@gmail.com)

### **Summary of Skills:**

- \*\* Communicate effectively with people
- \*\* Ability to quickly assess situations and take actions accordingly
- \*\* Good Leader

### **Job Objective:**

I am seeking an opportunity to utilize my leadership skills, administrative and organizational abilities in a public sector career. I believe that I have a requisite understanding of governmental organizations and how policies and procedures affect operations of those organizations.

### **Education:**

Juris Doctorate (J.D.) (In Progress)  
Mitchell Hamline School of Law  
(2020-2022) 2L.

Master of Public Administration (MPA)  
Georgia Southern University  
(2009)

Bachelor of Science (B.S. Political Science)  
Georgia Southern University  
(2004).



**Relevant Work Experience:**

Georgia Southern University Savannah (Armstrong Campus)

11935 Abercorn Street. Savannah, GA 31419. (912) 478-4636

**Position:** Fire Safety Maintenance Inspector (2024-Currently)

**Responsibilities:** Ensure Life Safety and operability of campus fire alarm systems for the Savannah Armstrong and Hinesville Liberty campuses. Coordinate annual facility fire inspections, fire alarm, and sprinkler testing for both campuses. Coordinate annual portable fire extinguisher testing with the main campus. Coordinate annual commercial hood inspections with the main campus. Inspect and maintain fire alarm panels for both Savannah Armstrong and Hinesville Liberty campuses. Coordinate annual State of Georgia elevator inspections for campus. Coordinate elevator service, maintenance, and repair. Perform low voltage electrical wiring of LED drivers to be used for exterior illumination. Coordinate exterior illumination service, maintenance, and repair.

Oliver Maner LLP

218 West State St. Savannah, GA. 31401. (912) 236-3311

**Position:** File Clerk/Administrator and E-billing Specialist (2017-2020)

**Responsibilities:** Maintain legal files for cases to which I have been assigned. Trial Preparation, case exhibits, and tracking case progress. Filing for firm attorneys and bookkeeping accounts payable and receivable. Performing a variety of other tasks as needed in order to promote the interests of the firm. Finding and correcting deficiencies that would have otherwise been costly or time-consuming errors for the firm. Work generally toward the betterment of the firm through efficiency of streamlining processes. Promote cohesion of coworkers, and success for the firm. Electronic billing account specialist. Handle firm finances (accounts payable/receivable) via E-billing OMEGA software. The supervisor regarding the legal aspect of my work was Chris Ray and can be contacted at [chrisraysav@gmail.com](mailto:chrisraysav@gmail.com) or phone #912.507.9416. My supervisor regarding electronic billing is Ona Collins and can be reached by calling the firm phone #912.236.3311 extension 3021.

City of Savannah Fire and Emergency Services

121 E. Oglethorpe Ave. Savannah, GA. 31401.

**Position:** Fire Engineer (2009-currently).

**Responsibilities:** Operate Fire Department Emergency Vehicles including – Tiller (Ladder Truck), Aerial Fire Apparatus (Ladder Truck), and Fire Engine Pumper. Drive, perform basic maintenance, review/implement safety procedures for the optimal operation of equipment and machinery. Manage the on-scene operation of this equipment during hazardous emergency and catastrophic situations that pose an immediate danger to life and health, in accordance with departmental Standard Operating Procedures (SOP's). Supervise company operations when Fire Officer (Captain) is not present.

**Position:** Firefighter (2005-2009).

**Responsibilities:** To protect the lives and property of the citizens and visitors of the City of Savannah by providing the highest level of service through fire prevention, public education, fire suppression, rescue and mitigation of the effects of natural and man-made disasters consistent with the resources provided.

**Other Certifications/Specialized Skills:**

Introduction to Fire Inspector: Basic Principles and Practices of Fire Inspectors awarded by Georgia Public Safety Training Center (G.P.S.T.C.) 02/02/23.

Life Safety Code awarded by Georgia Public Safety Training Center (G.P.S.T.C.) 04/18/24.

City of Savannah City Managers Emerging Leaders Academy CMELA 2023

Firefighter I and II, awarded by the Georgia Firefighter Standards and Training Council (G.F.S.T.C.) Georgia Public Safety Training Center (G.P.S.T.C.).

Georgia Basic Firefighter Training Course awarded by Georgia Public Safety Training Center (G.P.S.T.C.) on 12/15/2005. License#F10103-NPQ.

Emergency Medical Technician: National Registry of Emergency Medical Technicians. License# E3546112. On 08.13.2020.

Oath of Office awarded by the State of Georgia on 10/21/2005.

Fire Officer I NFPA awarded by The City of Savannah Fire Department on 05/14/2010.

Fire Officer II NFPA awarded by The City of Savannah Fire Department on 03/07/2011.

Fire Instructor I awarded by Georgia Firefighter Standards and Training Council (G.F.S.T.C.) on 04/23/2010.

Due Regard awarded by Georgia Public Safety Training Center (G.P.S.T.C.) on 01/11/2017.  
License#DLT00G.

NFPA 1021 Assuming the Role of Company Officer awarded by Target Safety/Target Solutions on 10/11/2010.

Hazardous Materials Awareness, Operations, and Technician, awarded by G.F.S.T.C. and the Georgia Public Safety Training Center (G.P.S.T.C.)

First Responder, awarded by the Department of Human Resources, Division of Public Health, Office of Emergency Medical Services/Trauma

Driver/Operator Aerial, awarded by the City of Savannah Fire Department

Driver/Operator Pumper, awarded by the City of Savannah Fire Department

Emergency Vehicle Operator, awarded by Savannah-Chatham Driver Training

IS-00100 (ICS 100) Introduction to the Incident Command System, awarded by the Emergency Management Institute, the Federal Emergency Management Agency (FEMA), and the Department of Homeland Security

IS-00200.FW Basic Incident Command System, I-200 for Federal Disaster Workers, awarded by the Emergency Management Institute, the Federal Emergency Management Agency (FEMA), and the Department of Homeland Security

NIMS ICS 300 Intermediate Georgia Public Safety Training Center (G.P.S.T.C.)

IS-00340 (ICS 340) Hazardous Materials Prevention, awarded by the Emergency Management Institute, the Federal Emergency Management Agency (FEMA), and the Department of Homeland Security

NIMS ICS 400 Advanced Georgia Public Safety Training Center (G.P.S.T.C.)

IS-00700,701.a,703.a,704,706, 800, awarded by the Emergency Management Institute, the Federal Emergency Management Agency (FEMA), and the Department of Homeland Security

TRANSCAER Responding to Railroad Emergencies awarded by Norfolk Southern Corp. on 03/05/2015.

Customer Service Training awarded by The City of Savannah (2017).

Q-494 NFIRS 5.0 Self Study Program awarded by FEMA and the National Fire Academy on 12/06/2016.

Q0751 Principles of Building Construction awarded by FEMA and the National Fire Academy on 11/27/2021.

Q0368 Introduction to Fire Behavior in a Single Family Dwelling awarded by FEMA and the National Fire Academy on 10/08/2022.

U0382 Hazardous Materials for Inspectors awarded by FEMA and the National Fire Academy on 10/15/2022.

Avon-ISI Tech II ISI Viking Self-Contained Breathing Apparatus (SCBA), awarded by ISI

Adult Cardio-Pulmonary Respiration (CPR), and Automatic Electronic Defibrillator (AED), and Infant CPR, awarded by The American Heart Association

Computer literate, PC: Various desktop applications, word processing (MS Word), Excel, OMEGA E-billing Software.

**TAB 20**

# JACOB J SMITH, MPA, ICMA-CM

(801) 455-7738 | [smith.partnership@gmail.com](mailto:smith.partnership@gmail.com) | 364 Belhaven Falls Dr., Ocoee FL 34761

May 2, 2025

Mayor and Town Commission  
Town of Dundee  
202 E. Main Street  
Dundee, FL 33838

Dear Mayor and Commissioners,

It is with great enthusiasm that I submit my application for the position of Town Manager for the Town of Dundee. With nearly two decades of executive experience in municipal government—including my most recent leadership of a full-service city with over 700 employees and a \$200 million budget—I offer a proven, transparent, and strategic approach to managing growth, building high-performing teams, and delivering operational excellence. I am deeply drawn to Dundee's character, vision, and the unique opportunity to help shape a thriving future for the town and its residents.

Dundee is entering a critical and exciting chapter. From managing the impact of 7,000+ proposed residences to updating its strategic vision and strengthening internal operations, the next Town Manager must bring both tactical execution and long-term perspective. I have led cities through similar crossroads. As City Administrator for Apopka, I guided the community through rapid growth while solving a \$16 million budget shortfall. I implemented a city-wide strategic plan, launched major capital improvement projects, secured developer agreements for more than 12,000+ units, and advanced modernization initiatives in finance, utilities, permitting, and recreation—all while centering transparency and trust with residents and elected officials.

Your search calls for a leader who combines financial expertise, operational depth, emotional intelligence, and a collaborative, nonpartisan spirit. These are the hallmarks of my career. In Centerville, Utah, I served as Assistant City Manager and Finance Director for over a decade. I rebuilt our financial foundation by increasing reserves fourfold, achieving a "Very Low" risk rating from state auditors, and receiving consistent GFOA recognition. I created performance metrics to guide service delivery and championed grant writing strategies that brought over \$10 million in outside funding. My background also includes extensive experience in infrastructure planning, utility capital improvements, and HR modernization—making me well-suited to support Dundee's water infrastructure expansion and recruitment needs.

Beyond technical qualifications, I bring a leadership philosophy grounded in people-first service, ethical governance, and inclusive community-building. I believe deeply in listening, mentoring, and empowering others—from staff to residents to Commission. I’ve modernized HR policies, reformed hiring practices, and led cities through morale and culture transformations by treating every individual with fairness, consistency, and dignity. These efforts have resulted in stronger teams, deeper public trust, and healthier civic engagement.

While my time in Apopka ended unexpectedly due to political dynamics outside of my control, I remained steadfast in my integrity. My commitment to transparency, legal compliance, and advising Council on important matters prompted concern from the sitting Mayor ahead of an upcoming election, resulting in my termination. However, I left the role with the respect and support of staff, the community, and Council members—proof that I prioritize what's right for the organization over personal convenience or politics.

As Dundee prepares for significant transformation, I bring the energy, skills, and values to help guide that journey with clarity, steadiness, and innovation. I am inspired by the Town’s strong governance structure, and I would be honored to collaborate with your Commission, department leaders, and residents to strengthen internal controls, resolve the building moratorium, and position Dundee for a future of resilient growth and community pride.

Thank you for your thoughtful consideration. I welcome the opportunity to visit with you and further share how I can contribute to Dundee’s ongoing success.

Warm regards,

Jacob J. Smith, MPA, ICMA-CM

#### Supplemental Statement: Leadership Philosophy

Throughout my nearly two decades in public service, my leadership philosophy has been rooted in ethical governance, transparent communication, and empowering others. I believe in leading with authenticity, modeling integrity, and creating a workplace culture where trust is foundational—not only between elected officials and staff, but also between government and the people it serves. I approach each role with a “people-first” mindset. Whether collaborating with a City Council, mentoring department heads, engaging residents, or negotiating with developers, I focus on relationship-building and clear expectations. I listen deeply, act fairly, and remain calm under pressure—even in politically sensitive or high-stakes situations.

One of my greatest strengths is navigating challenging or divided environments with grace and professionalism. I help organizations regain stability by anchoring decisions in facts, policy, and

shared goals, rather than personality or politics. I believe that difficult conversations, handled with empathy and clarity, build long-term trust and credibility.

I'm also passionate about performance, innovation, and measurable results. I build high-functioning teams by valuing each person's role, ensuring accountability, and fostering continuous improvement. Whether implementing strategic plans, launching multimillion-dollar initiatives, or realigning budgets, I ensure alignment between vision, operations, and community priorities.

Above all, I lead with the belief that every person—resident, staff member, elected official—has value. I strive to bring out the best in others by treating them with respect, engaging their ideas, and ensuring their voices are heard. In every city I've served, morale improved not because of dramatic changes, but because people felt seen, valued, and part of something greater than themselves.

This philosophy has guided me through fiscal challenges, organizational restructuring, capital projects, and political transitions. It would be my privilege to bring this same approach to the Town of Dundee—to serve with integrity, uplift your staff and community, and help build a future everyone can be proud of.



# Jacob J Smith, MPA, ICMA-CM

## City Administrator/Manager

### SYNOPSIS

Dedicated, ethical, ICMA credentialed City Administrator/Manager with 19 years of progressive experience in all public sector operations and services. Extensive experience in strategic planning, finance, budgeting, economic development, land use/development, organizational development, human resources, and policy development. Excellent in consensus building, team-building, and public relations. Manager of 700+ employees and an annual operating and capital improvement budget of \$200+ million. Adept at empowering high performance, implementing strategic initiatives, and ensuring compliance with regulations through positive leadership.

#### Leadership Philosophy:

"Impactful change of my organization through genuine self-engagement, positivity, example, effective communication, and empowering all those around me. Treating all individual stakeholders from citizens, staff, to elected officials as people with value, impartiality, honesty, and fairness."

### EXPERIENCE

#### City Administrator

*City of Apopka, Florida*

*May 2024-May 2025*

Manage the day-to-day operations of a full-service city with a population of 62,000+, 700+ employees, and \$200 million operating and capital improvements budget. Second largest city next to Orlando in Orange Co., Florida that is racially and economically diverse, progressive, with an active and engaged community. Oversee 16 departments including Police, Fire, Community Development, Building Inspection/Permitting, Public Utilities, Engineering, Public Works, Finance, Human Resources, Information Technology, City Clerk's Office, Economic Development, Museum, Facilities, Fleet Maintenance, and Parks & Recreation.

Guided the City through the FY25 budget with an initial \$16 million budget deficit. Overcame the deficit with smarter spending, increasing ad valorem, revisiting fees and utility rates, and tying some capital improvement projects to anticipated grant funding.

Initiated the following projects currently past RFP stage and in switchover/planning/building phase: Enterprise Resource/Asset Management System; updated Comprehensive Plan; City-wide Strategic Plan with new Economic Development section; \$13 million expansion of an amphitheater and sports complex; Compensation Study; Utilities Capital Improvement Plan; Impact Fee Analyses including Fire, Police, Sanitation, Water, Storm water, and Transportation; Feasibility Study for \$125 million Public Safety Building and Police Training Facilities.

Negotiator for pioneering agreement with three large developers. 5,000+ units are currently under construction with 7,000+ more in the planning phases.

#### City Manager

*Fruit Heights City, Utah*

*April 2023-November 2023*

Managed the day-to-day operations of a small city with a population of ~7,000 within a metro area of over 1.5 million, 80+ employees (many by contract), and a skeleton budget of \$10 million. Being a small town, acted as the Finance Director, Human Resource Manager, Recorder, and Public Information Officer.

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.

Developed and implemented a strategic plan based on the recently adopted General Plan. Updated four major sections of the municipal code. Updated the personnel policy for the first time in 20 years. Reformed the budget process and spent most of my time bringing the city into compliance (city was in trouble) with various state and federal agencies. Reengaged 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 including Finance, Budget, HR, IT, Municipal Court, Risk, Public Relations, Recreation, Museum, and Economic Development. Acted as the city liaison with regional planners, businesses, and developers for economic and regional planning initiatives.

Successfully created an economic development area and secured incentive agreements with a large regional ATV dealer to build a \$35 million ATV mall. As Finance Director, increased General Fund reserves from 5% to 20% through conservative practices and better budget planning. Increased financial internal controls through better business processes. Secured a "Very Low" risk assessment score given by the Utah State Auditor. Wrote and was awarded more than \$10 million in grant funding. Achieved Excellence in Financial Reporting every year from the GFOA. Spearheaded all major capital improvement projects along with the City Manager. Created the first operational metrics system for measuring performance that served as the example for many other cities in Utah (presented at the annual Utah City Manager Association conference).

Began the city's first social/media campaign and revamped the website for better community engagement. Overhaul and modernization of the lifecycle and business processes for employees (HR) including recruitment, retention, benefits, compensation, and training

#### Finance/Grants/Budget Manager

*State of Utah*

*September 2008-April 2012*

Represented the Governor for eight state agencies, providing expertise on over 1.5 billion in budget and related policy issues. Worked on the team with State Senators to begin the Tier II retirement system (defined contribution) for public employees. Helped agencies avoid major reductions in force and services through strategic and hard budget discussions during the Great Recession.

Managed accounting, payroll, and grant application processes for Workforce Services Department (4 divisions, 1,500+ employees). 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*

### EDUCATION

#### Master of Public Administration

*Northern Illinois University, DeKalb IL*

#### Economic Development Certificate

*University of Oklahoma, Norman OK*

#### Bachelor of Arts

*Brigham Young University, Provo UT*

## AFFILIATIONS/MEMBERSHIPS

- International City Managers Association (ICMA)
- Florida City/County Management Association (FCCMA)
- Government Finance Officers Association (GFOA)
- International Economic Development Council (IEDC)
- Society for Human Resource Management (SHRM)
- Florida League of Cities (FLC)

## CONTACT INFO

Cell: 801-455-7738 Email: [smith.partnership@gmail.com](mailto:smith.partnership@gmail.com)

Address: 364 Belhaven Falls Dr., Ocoee, FL 34761

## REFERENCES

NAME	POSITION	ORGANIZATION	CONTACT INFO
<i>ELECTED OFFICIALS</i>			
Nadia Anderson	City Commissioner	City of Apopka	<a href="mailto:nlanderson@apopka.net">nlanderson@apopka.net</a>
Nick Nesta	City Commissioner	City of Apopka	<a href="mailto:nnesta@apopka.net">nnesta@apopka.net</a>
Alexander Smith	City Commissioner	City of Apopka	<a href="mailto:smithcongress@aol.com">smithcongress@aol.com</a>
Diane Velazquez	City Commissioner	City of Apopka	<a href="mailto:dvelazquez@apopka.net">dvelazquez@apopka.net</a>
Christine Moore	County Commissioner	Orange County, FL	407-497-2026
<i>Colleagues</i>			
Cliff Shepard	City Attorney	Shepard, Smith, Rohlmyer & Hand	<a href="mailto:cshepard@shepardfirm.com">cshepard@shepardfirm.com</a>
Joseph Patton	HR Director	City of Apopka	<a href="mailto:jpatton@apopka.net">jpatton@apopka.net</a>
Blanch Sherman	Finance Director	City of Apopka	<a href="mailto:bsherman@apopka.net">bsherman@apopka.net</a>
Susan Bone	City Clerk	City of Apopka	<a href="mailto:sbone@apopka.net">sbone@apopka.net</a>
George Forbes	Senior Advisor	ICMA	<a href="mailto:Gdforbes29@gmail.com">Gdforbes29@gmail.com</a>
Shyam Dunna	Principal Partner	NMomentum	<a href="mailto:sdunna@nmomentum.com">sdunna@nmomentum.com</a>
Mike McKinley	Police Chief	City of Apopka	<a href="mailto:mmckinley@apopka.net">mmckinley@apopka.net</a>
Will Sanchez	Fire Chief	City of Apopka	407-703-1756
Glen Brooks	Public Utilities	City of Apopka	<a href="mailto:gbrooks@apopka.net">gbrooks@apopka.net</a>
Jessica Pugh	Purchasing Manager	City of Apopka	<a href="mailto:jpugh@apopka.net">jpugh@apopka.net</a>
Radley Williams	Parks & Rec Director	City of Apopka	<a href="mailto:rwilliams@apopka.net">rwilliams@apopka.net</a>
Bobby Howell	Planning Manager	City of Apopka	407-703-1712
Kevin Campbell	City Engineer	ESI Engineering	<a href="mailto:Kevin.campbell@esieng.com">Kevin.campbell@esieng.com</a>
Kim Curnow	Centerville Committees	Centerville City	<a href="mailto:curnow@gmail.com">curnow@gmail.com</a>
Loretta Gale	Consultant	Infobytes	<a href="mailto:loretta@infobytes.com">loretta@infobytes.com</a>

**TAB 21**

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James D. Gaston, III

60 Sheridan Street, NE  
Washington, DC 20011

Tuesday, May 13, 2025

Town of Dundee, FL -Town Manager

As a local government professional, I am presently seeking new challenges and career growth. I was excited to discover that the Town of Dundee, FL is currently seeking a Town Manager, I am pleased to submit my application for this position.

Recently, I was the Deputy City Manager for Hopewell, Virginia. I aided the City Manager in the administration of municipal functions and supervised eight (8) City Agencies with 250+ staff members; Communications, Public Works, Healthy Families, Recreation & Parks, Planning & Development, Social Services, Water Renewal & Virginia Juvenile Community Crime Control Act (VJCCCA). These agencies represent half of the 175 million annual budget. I directed and evaluated assigned staff; handled employee concerns and problems, directed work, counseled, disciplined, and completed employee performance appraisals; jointly recruited, appointed, and trained staff.

Preceding, I was the Town Administrator for the Town of Brentwood, MD. I am responsible for all Town functions including managing 14 staff and contractors. This includes Public Works and Code Enforcement staff. As Head Code Enforcement Officer and Building Permit Manager, I review and approve all the Town's new construction. I **manage the Town's Procurement and Request For Proposal (RFP) process. I am** overseeing the completion of the renovation of the *Town's Old Firehouse* into the Three (3) million-dollar *New Town Center*, 1.5 million, or half the cost have been raised via my grant funding efforts. **I served as the Town's liaison with local, state & federal** government, and local civic entities. I have created Standardized Operational Procedures for the administrative functions and created an active Social Media footprint for the Town.

**Recently, I was the Village Manager for the Village of Martin's Additions, in** Chevy Chase MD. I was responsible for all Village functions including managing ten (10) staff and contractors. I served as head Code Enforcement Officer and Building Permit Manager. **I managed the Village's Request For Proposal (RFP) process. I oversaw the completion of the Village's Maryland Archive project to completion in six (6) months.** I served as the Village liaison with local, state & federal government, and local civic entities. I created Standardized Operational Procedures for the administrative functions of the Village.

Formerly, I was a Budget Analyst, with the City of Petersburg, Virginia. I provided a full range of financial information, analysis, and support to all City Departments for City Council approval for a \$102-million-dollar annual budget. I

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examined and interpreted financial reports of revenues, expenditures, personnel, operations, capital projects, and grants to prepare projections for budget planning purposes. Additionally, I served as the Economic Development Projects Manager for the City of Petersburg, VA. I was responsible for the development and coordination of internal and external communications strategies to help grow the economic development of **the City of Petersburg, Virginia. I managed the city's Economic Development website** page and created the social media Economic Development social media accounts, which included Facebook, Twitter, and Instagram. I represented the Economic Development interest of the City of Petersburg at community events and meetings.

Previously, I served as the first Public Information Officer for the City of Glenn Heights, Texas, (a Dallas, Texas suburb). I was responsible for the development and coordination of internal and external communications strategies that protect and enhance the values, goals, and image of the City of Glenn Heights. I managed all the **city's official media inquiries and social media networks including Facebook, Twitter, and Instagram while also managing the city's website. My responsibilities included the** development and implementation of city procedures that highlighted community special events, including ceremonial and celebratory activities that were submitted by both residents and businesses. My position was also tasked with the development of strategies and relationships that would highlight area strengths to both residential and commercial community partners. This included the coordination of the Economic Development Department and the re-establishment of the Glenn Heights Chamber of Commerce.

Thank you for your time and consideration. Please do not hesitate to contact me if you have any questions.

Sincerely,

*James D. Gaston, III*

James D. Gaston, III, Attachments

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## James D. Gaston III

### Professional Overview

#### **Deputy City Manager, City of Hopewell, Hopewell, VA.**

*Richmond, VA suburb, population 24,000/budget \$233 million*

**June 2024-May 2025**

- Aided the City Manager in the administration of municipal functions and worked as a liaison with the public for complaint resolution. Work involved administrative functions of a complex nature necessitating research and evaluation relative to the daily operations.
- Supervised eight (8) City Agencies with 250+ staff members; Communications, Public Works, Healthy Families, Recreation & Parks, Planning & Development, Social Services, Water Renewal & Virginia Juvenile Community Crime Control Act (VJCCCA). Directed, and evaluated assigned staff; handled employee concerns and problems, directed work, counseled, disciplined, and completed employee performance appraisals; jointly recruited, appointed, and trained staff.
- Managed the City's Strategic Planning and Standard Operating Procedures (SOPs) process. Maintained processed and tracked goals and initiatives. Communicated and coordinated with all departments to ensure targets were met. Assisted with preparation of annual City Budget; analyzed budget requests; researched budget-related matters; tracked pertinent data to facilitate budget planning; monitored expenditures to remain within established budget; assisted in developing revenue projections for next fiscal year; reviewed budget transfers/amendments for justification, fiscal impact, and conformance with applicable policies/procedures.
- Reviewed various forms, reports, correspondence, budget documents, policies, procedures, manuals, reference materials, or other documentation; reviewed, completed, processed, forwarded, or retained as appropriate.
- Investigated performance problems and prepared weekly operational status reports to the City Manager; suggested changes in organization/management of City government.
- Performed the duties of City Manager in the absence of City Manager and upon designation by City Manager and performed emergency response duties as necessary.

#### **Town Administrator, Town of Brentwood, Brentwood, MD.**

*Washington, DC suburb, population 4,000/budget \$3.5 million*

**April 2021-June 2024**

- Served as the Manager of all administrative operations of Town government services
- Assisted with the preparation of the Town's annual \$3.5 million operating budget
- Oversaw the Town's renovation of the *Old Fire House* into the three (3) million-dollar *New Town Center*
- Supervisor of twelve (12) staff including, including Town Clerk, Code Enforcement & Public Works
- Managed the Town's Contracts & Request For Proposal (RFP) process
- Performed employee performance evaluations
- Direct Grant/Proposal writing & administration that earned \$1.4 million toward the *New Town Center*
- Operated as the Head Code Enforcement Officer & Building Permit Manager
- Created & managed the Town's Social Media (Email, Facebook, Instagram, Linked In & Twitter)
- Crafted Standardized Operational Procedures for the administrative functions of the Town

#### **Village Manager, Village of Martin's Additions, Chevy Chase, MD.**

*Washington, DC suburb, population 1,500/budget \$850k (departure due to major change in village council)*

**June 2019-February 2020**

- Served as the Manager of all operations of the Village government services
- Supervisor of ten (10) staff including, Assistant Village Manager, Police, & Public Works
- Served as the Head Code Enforcement Officer and Building Permit Manager
- Oversaw Village's Maryland Archive project, categorizing the village history in six (6) months



- Created the Village's Human Resource & Risk Management Manuals
- Created Standardized Operational Procedures for the administrative functions of the Village
- Managed the Village's Request For Proposal (RFP) process
- Assisted with the preparation of the Village's annual \$850,00 operating budget

### **Budget Analyst, City of Petersburg, Petersburg, VA.**

*Richmond, Va Suburb population 32k/budget \$102 million*

#### **February 2018–June 2019**

- Provided a full range of financial information, analysis, and support to all City Departments for City Council approval of a \$102-million-dollar annual budget
- Examined and interpreted financial reports of revenues, expenditures, personnel, operations, capital projects, and grants to prepare projections for budget planning purposes

### **Economic Development Projects Manager, Economic Development**

- Developed and coordinated all internal and external communication strategies to brand, protect, and enhance the values, goals, and image of the City of Petersburg, Economic Development Department via Social Media
- Created, maintained, and updated all City of Petersburg Economic Development social media (Website, Twitter, Facebook & Instagram) accounts
- Represented the Economic Development interest of the City of Petersburg, at events & meetings

### **Customer Service Rep. Federal Emergency Management Agency, Hyattsville, MD.**

#### **September 2017-February 2018**

- Assisted with customer inquiries regarding the Individual Household Program (IHP) program
- Resolved customer issues and conflict resolution, escalations, and items flagged for follow-up
- Reviewed applicant documentation for completeness accuracy and approval
- Trained in the following applications, *C3MP Telephone Management Program, Temporary Sheltering Agency (TSA), Document Management & Records Tracking System (DMARTS), Disaster Application Registration Intake, Telephone Helpline Intake, and IHP*

### **Public Information Officer & Economic Development, City of Glenn Heights, Glenn Heights, TX.**

*Dallas suburb, population 15k/budget \$2 million (departure due to a change in City Manager)*

#### **January 2017–September 2017**

- Developed and coordinated all internal/external communication strategies to brand, protect, and enhance the values, goals, and image of the City of Glenn Heights, the Police and Fire Departments
- Served as an information liaison for the City and all City Departments including coordinating with the local news media for all press releases, announcements, and press conferences
- Developed & implemented a marketing plan via social media to raise the professional image of the City
- Researched, wrote, photographed, and prepared graphic designs for all City brochures, newsletters, public notices, bill inserts, and display advertisements
- Created, maintained, and updated all City of Glenn Heights social media (Website, Twitter, Facebook NextDoor & Instagram) accounts
- Created a Ceremonial Document Services Unit & wrote correspondence for the Glenn Heights Mayor
- Reactivated and coordinated activities for the Glenn Heights Chamber of Commerce
- Represented the Economic Development interest of the City of Glenn Heights at events & meetings
- Provided professional advice to City Senior Staff regarding economic development decisions

### **Sales Associate, Sheehy Subaru, Springfield, VA**

#### **December 2015-December 2017**

- Developed relationships with potential customers.





- Follow up on inquiries via email, phone calls, and *ELeads* (Customer Relationship Management Program) to ensure customers have all the information they need to make an informed purchase.
- Negotiated deals on buying and leasing automobiles to the satisfaction of both the customer and the dealership with an average customer satisfaction review score of 85%.
- Educated customers on the features, options, and packages of a range of makes and models of vehicles to assist them in making a purchase that fits their needs and budget.

## **Special Assistant, Secretary of the District of Columbia, Mayor's Office, Wash. DC**

**October 2012–November 2015**

- Provided Social Media support to all six agencies within the Office of the Secretary (OS): Official Ceremonial Services; publication of the District of Columbia Register and the District of Columbia Municipal Regulations; the administration of the Office of Notary Commissions and Authentications; the Office of Protocol and International Affairs; Office of Public Records and Archives and the Executive of the Office of the Secretary
- Managed the *DC One Fund* – An Annual Employee Contribution Campaign (33,000 employees) that raised over 1 million dollars in 2013 and 2014 for the first time since 2007
- Created, maintained, and updated all OS social media (Website Twitter, Facebook & Instagram)
- Represented the OS as a Voting Member for the Public Space Committee/Right of Way meetings
- Assisted with the citywide Special Events hosted by the OS including DC Emancipation Day; Martin Luther King, Jr. Day of Service; Electoral College, and the 57<sup>th</sup> Presidential Inauguration.
- Wrote correspondence for Ceremonial Services for the Executive Office of the Mayor

## **Education**

Certified Public Management (CPM) Certificate.....University of Baltimore, Baltimore, MD  
 Master of Public Administration.....University of the District of Columbia, Washington, DC  
 Bachelor of Arts-Major: Urban Studies.....Morehouse College, Atlanta, GA  
 Academy Fellow for Excellence in Local Governance.....School of Public Policy, University of Maryland  
 Executive Leadership Institute Graduate.....National Forum for Black Public Administrators, Wash DC  
 Mentor Program Graduate.....National Forum for Black Public Administrators, Wash DC

## **Service & Community Involvement**

- 2023 *The Parks Main Street-Center for Non-Profit Advancement*-Board Member
- 2018-19 United Negro College Fund Leadership Council for UNCF Virginia, Communications Chair
- 2018-19 Petersburg, VA Rotary Club Member
- 2017 Urban Management Assistants of North Texas Social Media Team
- 2017-20 NFBPA National Emerging Leaders Council Member-Corresponding Secretary

## **Certifications, Training, and Skills**

- 2023 Graduate, Emerging Leaders Development Program, (ELDP), ICMA
- 2022 Torchbearer, Graduate Academy for Excellence in Local Governance, Univ of Maryland
- 2021 Fellow, Graduate Academy for Excellence in Local Governance, Univ of Maryland
- 2014 National Forum for Black Public Administrators Executive Leadership Institute Graduate
- 2003 National Forum for Black Public Administrators Mentor Program Graduate
- Microsoft Office Suite (Outlook, Word, Excel, and PowerPoint)
- Website & Content Management (CivicPlus)
- Proficient in social media platforms (*Facebook, Instagram, Twitter, NextDoor, LinkedIn & CivicPlus*)

**References available upon request**



**TAB 22**

**Jared Schumacher**  
**42 Amicus St, Taneytown, MD 21787**  
**443-974-2447; schumacherjared@outlook.com**

4/22/25

Sam Pennant, Mayor  
Town of Dundee  
202 E Main St.  
Dundee, FL 33838

Dear Mayor Pennant,

I am writing to express my strong interest in the position of Town Manager for the Town of Dundee. With a background in municipal leadership, a collaborative and transparent management style, and a deep passion for strategic community growth, I am excited about the opportunity to help guide Dundee through its next chapter of development and service excellence.

Throughout my career, I have demonstrated success in leading municipal operations, managing complex budgets, building high-performing teams, and fostering strong community engagement. I bring a solid track record in implementing commission-directed policy, enhancing operational efficiency, and navigating the challenges and opportunities that come with growth. As Dundee stands poised to address a major building moratorium and plans for over 7,000 proposed residences, I am confident that my experience leading and supporting planning teams focused on smart, sustainable growth—along with my strong background in stakeholder collaboration—will serve the Town well.

I am particularly drawn to the Town of Dundee's blend of small-town charm and strategic location within a dynamic and growing region. The vision for infrastructure expansion, internal controls improvement, and the development of a new Strategic Vision Plan aligns perfectly with my leadership values and skill set. I believe in leading with integrity, listening with empathy, and communicating clearly with both staff and community members. I strive to foster cultures of accountability, innovation, and service across all levels of government.

It would be an honor to bring my leadership experience and commitment to public service to Dundee. I welcome the opportunity to further discuss how I can contribute to your team and help the town thrive in this pivotal moment.

Thank you for your time and consideration. I look forward to the possibility of speaking with you further.

Sincerely,

Jared Schumacher, CPM

# JARED SCHUMACHER, CPM

Taneytown, MD

443.974.2447

Schumacherjared@outlook.com

## CITY MANAGER

Career professional with 10+ years of experience in municipal government administration, management, and grant writing. Skilled in local, state, and federal programs, including researching, writing, managing, and successfully completing numerous grant-funded projects. Highly organized with a proven track record of overseeing daily milestones across high-performance teams. Well-versed in public administration and experienced in working with elected officials, local businesses, stakeholders, citizens, and organizations.

## CORE SKILLS

- State & Federal Programs •Contract Management •Analytical •Grant Writing •Business Negotiation
- Leadership •Multitasking •Project Management •Problem Solving •Grant Compliance
- Public Administration •Effective Communication •Stakeholder Collaboration •Professional Networking

## PROFESSIONAL EXPERIENCE

Westminster Rescue Mission

Westminster, MD

**GRANTS MANAGER**

**2024-Present**

Serve as Grants Manager for the Westminster Rescue Mission, a nonprofit organization. Oversee the full grant lifecycle, from prospect research and proposal development to compliance and reporting, securing funding to support the organization's mission. Develop compelling grant applications, maintain strong funder relationships, and ensure accurate financial and programmatic reporting. Collaborate with leadership, finance, and program teams to align funding strategies with organizational goals.

- Manage the full grant lifecycle, securing funding from foundations, corporations, and government entities.
- Ensure compliance with grant guidelines, maintaining accurate reporting and financial oversight.
- Strengthen relationships with funders through clear communication and impact-driven reporting.
- Collaborate cross-functionally with program, finance, and leadership teams to align funding strategies with organizational needs.

Town of Boonsboro

Boonsboro, MD

**TOWN MANAGER**

**05/2023 – 04/2024**

Directly reported to the Mayor and City Council as the overseer of the management and administration of the municipal government. Responsibilities included financial management, personnel oversight, procurement, community liaison, and promoting sustainable practices. Consistently displayed strong leadership skills, while executing a solid understanding of municipal finance, and establishing effective working relationships.

- Provided strategic guidance and expertise in grants and contracts management, leading to increased funding opportunities and successful grant applications.
- Managed over 21 FTE's including public works, water/wastewater, and planning departments.

- Oversaw millions of dollars in grant-funded projects including program management, contract oversight, county/state/federal permits, municipal procurement, and funding/payment tracking.
- Built and led a cohesive work team that collaborated effectively to achieve the town's goals and deliver high-quality service to the residents and visitors.

Maryland Rural Development Corporation  
**CIRCUIT RIDER/TOWN MANAGER**

Greensboro, MD  
**11/2017 – 05/2023**

Served as the Circuit Rider/Town Manager for the Town of Sykesville, acting as the primary liaison between the town and various governmental departments, committees, and commissions. Provided comprehensive support in grant writing and management, capital programming, and administrative services, ensuring effective execution of town initiatives and fostering strong relationships with local and state agencies.

- Spearheaded public projects involving infrastructure, economic development, parks/recreation, streetscape reconstruction, historic preservation, wetlands protection, sustainability, and downtown revitalization.
- Increased the town's grant funding by over 400% through targeted research and pursuit of grants aligned with our programs and projects.
- Successfully applied for dozens of grant-funded projects from local, state, and federal sources.
- Prepared grant funding financial management reports to identify grant funding balances and payment records.

Diverse Management and Planning (DMP), LLP  
**CO-OWNER/LEAD PROJECT MANAGER**

Union Bridge, MD  
**04/2007 – 10/2017**

DMP served as a consulting company to municipal governments and non-profits 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.

- Demonstrated comprehensive understanding of federal, state, agency, and institutional policies related to grant funding.
- Executed grant contract management to ensure compliance with funding agency guidelines and regulations.
- Implemented grant programs to benefit low-income individuals, downtown businesses, and historic buildings.
- Assisted towns in negotiating complex agreements and overseeing documentation for the town and its sub-recipients.

EDUCATION

Liberty University  
**Bachelor of Science in Interdisciplinary Study & Public Administration**

Lynchburg, VA  
**B.S.**

CERTIFICATIONS

University of Baltimore’s Shafer Center for Public Policy  
**Certified Public Manager**

Baltimore, MD  
**CPM**

**TAB 23**

TO: Dundee, Florida Mayor and Commission  
FROM: Jeff Shoobridge

Thank you for taking the time to consider my qualifications as your next Town Manager. I am excited at the opportunity to assist in leading Dundee forward through the next phases of its future. As the father of a nearly 4-year-old girl, my goal is to find a position where I can engage with a community for the next 10-15 years and make a difference in the lives of residents while providing a stable life for my daughter. My youth was spent primarily in SW Florida, growing up in Port Charlotte and Cape Coral with most of my adult life in Central Florida, and as such I have an innate understanding of the challenges facing Dundee regarding growth, storms, and resilience.

I am currently the City Administrator for the City of Crookston, MN, a City of  $\approx 7400$  with full services including Police, Fire, Utilities, Economic Development Authority, Housing Authority, and a Municipal Airport. Since starting in July, I have filled 4 key vacant positions, including Finance Director, IT Director, HR Coordinator, and staff Accountant. Concurrently negotiating new labor union contracts with the Police and Fire unions and drafted a 2025 budget that had not begun upon my arrival. While I recognize my tenure in Crookston is short, I was told the Council was ready to make a change from disorganized and unplanned spending towards a planned budgeting and spending process. The current budget season has identified the Council is unwilling to change patterns and despite a positive 6-month review (3.7 out of 5 with 3 being meets expectations and 4 exceeds), I cannot in good conscience move forward with the spending plan intended by the Council given the current financial condition of the City.

Until accepting my previous 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 one of the fastest growing cities in Florida, the City of Groveland, providing the additional perspective of an elected official and insight into growth management. 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 give me a comprehensive background to help lead Dundee forward through any current or upcoming challenges

During my time in Madison Lake, the primary challenges were those facing many municipalities and counties, 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) while maintaining community identity. I have worked with staff to improve processes that resulted in better operational efficiencies and cost savings while improving service levels, including the implementation of a new accounting software system.

My time in Redington Shores 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 the Town score significantly over the previous total.

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 and retain community character.

While I am proficient in all areas of municipal government, with direct experience in financial planning with an emphasis on budgeting and capital improvement planning, strategic plans, land use, and process improvement, 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. My varied background and training provides the ability to competently discuss multiple topics with practitioners from a wide variety of disciplines with my time as a teacher providing the skills required to mentor and guide. I pride myself on being approachable, fair, and ethical while supporting a growth mindset of always being better today than yesterday, both personally and professionally.

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 skillsets required to effectively lead Dundee forward with a philosophy of smart growth and concurrency to improve the lives of our residents for many years to come because I have lived in areas of both high growth pressures (Groveland) and storm prone regions (Redington Shores is a barrier island community only 2 ft above sea level) and understand the importance of prioritizing appropriate infrastructure. 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 along with a memo to Council from the City Attorney regarding my 2021 evaluation. 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 Shooobridge*



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

**FEMA-** IS-100, MGT 315 Conducting Risk Assessments to Critical Community Assets

**Urban Land Institute-** Planning workshop for public officials- 2018

**US Navy Machinists Mate Class 'A' school (Nuclear Field)**

## **CERTIFICATIONS, MEMBERSHIPS, and PROFESSIONAL AFFILIATIONS:**

Member ICMA-Certification in Local Government w/ Emergency Management

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)

## **EXPERIENCE**

**JUL 2024-Pres** City Administrator- Crookston, MN

- Supervise 13 Direct Reports, including Finance, Police, Fire, Building, Parks/Rec, Public Works, Utilities, City Clerk, Human Resources, Economic Development, Housing, and a Municipal Airport
- Filled vacant positions in senior leadership, including IT Director, Finance Director, HR Coordinator, and Staff Accountant
- Worked closely with outsourced accounting firm previously hired to correct financial deficiencies- In Progress

**JUL 2023-Pres** Owner/Principal David Samuels Services, LLC

- Government consulting and projects- recent project-City Hall space needs analysis for city of Groveland, FL. Population-25,000

**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
- Oversight of FEMA Community Rating System 5 year cycle visit with improvement over previous scoring

**NOV 2019-APR 2022** City Administrator, Madison Lake, Minnesota

- Duties include serving as the City Finance Director and Zoning Administrator
- City operations, focus on budgeting, development, and infrastructure improvement
- Member of the Mankato area Public Schools Facilities Committee
- Worked with the City Engineer to develop a long-term infrastructure improvement plan (including stormwater management as Madison Lake is a lakefront city)
- 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
- 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.

**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 vendors' 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 and budgeting (labor, capital, and operating).

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 (former) Madison Lake, MN	507.380.7870
Darrin Selzler, Police Chief, Crookston, MN	218.280.1466
Patricia Burt, Vice Mayor Madison Lake, MN	507.420.4391
Kenny Later, Former Commissioner, Redington Shores	727.423.4242

ANY ALTERATIONS IN SHADED  
AREAS RENDER FORM VOID

[illegible]

11/11/2015

## 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.

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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.

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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

## 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



TO: Dundee, Florida Mayor and Commission  
FROM: Jeff Shoobridge

Thank you for taking the time to consider my qualifications as your next Town Manager. I am excited at the opportunity to assist in leading Dundee forward through the next phases of its future. As the father of a nearly 4-year-old girl, my goal is to find a position where I can engage with a community for the next 10-15 years and make a difference in the lives of residents while providing a stable life for my daughter. My youth was spent primarily in SW Florida, growing up in Port Charlotte and Cape Coral with most of my adult life in Central Florida, and as such I have an innate understanding of the challenges facing Dundee regarding growth, storms, and resilience.

I am currently the City Administrator for the City of Crookston, MN, a City of  $\approx 7400$  with full services including Police, Fire, Utilities, Economic Development Authority, Housing Authority, and a Municipal Airport. Since starting in July, I have filled 4 key vacant positions, including Finance Director, IT Director, HR Coordinator, and staff Accountant. Concurrently negotiating new labor union contracts with the Police and Fire unions and drafted a 2025 budget that had not begun upon my arrival. While I recognize my tenure in Crookston is short, I was told the Council was ready to make a change from disorganized and unplanned spending towards a planned budgeting and spending process. The current budget season has identified the Council is unwilling to change patterns and despite a positive 6-month review (3.7 out of 5 with 3 being meets expectations and 4 exceeds), I cannot in good conscience move forward with the spending plan intended by the Council given the current financial condition of the City.

Until accepting my previous 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 one of the fastest growing cities in Florida, the City of Groveland, providing the additional perspective of an elected official and insight into growth management. 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 give me a comprehensive background to help lead Dundee forward through any current or upcoming challenges

During my time in Madison Lake, the primary challenges were those facing many municipalities and counties, 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) while maintaining community identity. I have worked with staff to improve processes that resulted in better operational efficiencies and cost savings while improving service levels, including the implementation of a new accounting software system.

My time in Redington Shores 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 the Town score significantly over the previous total.

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 and retain community character.

While I am proficient in all areas of municipal government, with direct experience in financial planning with an emphasis on budgeting and capital improvement planning, strategic plans, land use, and process improvement, 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. My varied background and training provides the ability to competently discuss multiple topics with practitioners from a wide variety of disciplines with my time as a teacher providing the skills required to mentor and guide. I pride myself on being approachable, fair, and ethical while supporting a growth mindset of always being better today than yesterday, both personally and professionally.

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 skillsets required to effectively lead Dundee forward with a philosophy of smart growth and concurrency to improve the lives of our residents for many years to come because I have lived in areas of both high growth pressures (Groveland) and storm prone regions (Redington Shores is a barrier island community only 2 ft above sea level) and understand the importance of prioritizing appropriate infrastructure. 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 along with a memo to Council from the City Attorney regarding my 2021 evaluation. 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 Shooobridge*

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

**FEMA-** IS-100, MGT 315 Conducting Risk Assessments to Critical Community Assets

**Urban Land Institute-** Planning workshop for public officials- 2018

**US Navy Machinists Mate Class 'A' school (Nuclear Field)**

## **CERTIFICATIONS, MEMBERSHIPS, and PROFESSIONAL AFFILIATIONS:**

Member ICMA-Certification in Local Government w/ Emergency Management

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)

## **EXPERIENCE**

**JUL 2024-Pres** City Administrator- Crookston, MN

- Supervise 13 Direct Reports, including Finance, Police, Fire, Building, Parks/Rec, Public Works, Utilities, City Clerk, Human Resources, Economic Development, Housing, and a Municipal Airport
- Filled vacant positions in senior leadership, including IT Director, Finance Director, HR Coordinator, and Staff Accountant
- Worked closely with outsourced accounting firm previously hired to correct financial deficiencies- In Progress

**JUL 2023-Pres** Owner/Principal David Samuels Services, LLC

- Government consulting and projects- recent project-City Hall space needs analysis for city of Groveland, FL. Population-25,000

**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
- Oversight of FEMA Community Rating System 5 year cycle visit with improvement over previous scoring

**NOV 2019-APR 2022** City Administrator, Madison Lake, Minnesota

- Duties include serving as the City Finance Director and Zoning Administrator
- City operations, focus on budgeting, development, and infrastructure improvement
- Member of the Mankato area Public Schools Facilities Committee
- Worked with the City Engineer to develop a long-term infrastructure improvement plan (including stormwater management as Madison Lake is a lakefront city)
- 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
- 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.

**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 vendors' representatives for merchandise purchasing, inbound and outbound logistics, contracts, sales, advertising, and operations.

12 Years Restaurant management experience- Applebee's, Universal Orlando Resorts, McDonalds

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ST. LOUIS

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JLM

**TAB 24**

To the Hiring Team for the City of Dundee Florida,

I am excited to submit my application for the Town Manager position with the Town of Dundee, Florida. With a strong background in management and leadership roles across both the hospitality and property management industries, I am eager to bring my skills and experience to contribute to the growth and success of Dundee.

Throughout my career, I have demonstrated a commitment to operational excellence, effective team leadership, and a focus on delivering results. My previous role as a General Manager with Marriott International, where I managed various properties including Residence Inn, Fairfield Inn, and TownePlace Suites, helped me develop a deep understanding of the needs of diverse communities and how to drive success through collaboration, strategic planning, and community-focused service. I have always led by example, staying hands-on with daily operations while fostering a positive and supportive work environment for my team.

I have a proven track record in budget management, revenue strategy development, and ensuring that organizational goals align with both short- and long-term objectives. Moreover, I possess the experience of navigating complex challenges—such as the pivot I made during the COVID-19 pandemic, when I transitioned to property management. This experience provided me with a comprehensive understanding of community dynamics and the importance of responsive leadership in maintaining the success of public spaces and properties.

Now, as I seek a new opportunity, I am eager to return to a leadership role in a community-focused environment. My extensive experience in managing teams, leading strategic initiatives, and collaborating with various stakeholders makes me confident that I can contribute positively to the growth and development of Dundee. I am passionate about creating a sustainable and thriving community, and I am excited about the possibility of bringing that vision to life as the Town Manager.

Thank you for considering my application. I understand your time is valuable, and I look forward to the opportunity to discuss how my background and skills align with the needs of Dundee. Please feel free to contact me at (856) 577-7542 or via email at [jeffreymwebb@comcast.net](mailto:jeffreymwebb@comcast.net).

Sincerely,  
Jeffrey Webb

# Jeffrey M. Webb

1504 Eucalyptus Way Davenport Florida 33837

856-577-7542

jeffreymwebb@comcast.net

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**QUALIFICATIONS:** Seasoned hospitality executive with extensive experience managing room operations, developing strategic initiatives, and driving financial performance. Proven track record in overseeing the front office, housekeeping, security, and guest services while ensuring alignment with brand standards and maximizing revenue. Skilled in leading high-performing teams, managing stakeholder relationships, and implementing operational improvements to exceed guest expectations and achieve financial goals.

## **EDUCATION:**

Bachelor of Science in Business Analytics

University of Phoenix – Magna Cum Laude -

Juris Master – Risk Management and Compliance

Florida State University

## **Professional Experience**

**Real Manage Family of Brands.**

***On-site General Manager, Town of Celebration***

April 2023 – Present

As the onsite General Manager of the Town of Celebration, I am responsible for overseeing the day-to-day operations and executing strategic initiatives for this luxury master-planned community. My role encompasses managing vendor relations, fostering community engagement, and leading capital improvement projects to enhance the living experience for residents.

I also facilitate effective communication with key stakeholders, including collaboration with Disney and its corporate Board of Directors, ensuring alignment with the community's vision and standards. My focus on proactive communication, strategic planning, and team cohesion has driven operational efficiencies and elevated service experiences, reinforcing Celebration's reputation as a premier community destination.

**General Manager - Parc Rittenhouse Condominium Association. Philadelphia, Pennsylvania**

May 2020 – April 2023

I directed operations for luxury high-rise properties totaling 720 units with an annual budget of \$10.2 million, embodying a standard of service and attention to detail that parallels luxury hotel management. At Parc Rittenhouse, I oversaw more than \$8.5 million in capital improvements and managed over 50 vendors, ensuring property operations ran seamlessly and met the expectations of high-net-worth residents, like the guest experience in upscale hospitality.

Leading a team of 41 professionals, I managed financial reporting, owner communications, and staff operations with a focus on white-glove service, proactive maintenance, and strategic enhancements. My commitment to mentorship, transparency, and consistent service improvement not only elevated resident satisfaction but also reinforced the association's reputation for luxury living, much like a premier hotel environment that prioritizes exceptional service and flawless execution.

**General Manager – Courtyard by Marriott/Residence Inn**  
April 2018– May 2020

**Jackson, Tennessee**

As the General Manager of two limited-service hotels—a 170-room Courtyard by Marriott and a 130-room Residence Inn in Jackson, Tennessee—I led all aspects of property operations, ensuring exceptional guest experiences and optimal financial performance. Under my leadership, both properties achieved a year-over-year RevPAR growth exceeding 15%, driven by strategic revenue management and a strong emphasis on guest service excellence.

I successfully navigated both properties through comprehensive renovations, implementing phased project management to minimize guest disruption while maintaining brand standards and budget alignment. My hands-on approach included enhanced staff training, proactive communication with guests, and seamless coordination with contractors, resulting in increased guest satisfaction scores that consistently surpassed brand and management expectations. These efforts not only elevated the guest experience during a challenging transition but also solidified the hotels' reputations as premier choices in the Jackson market.

**General Manager – Holiday Inn Philadelphia Stadium.**  
June 2014 – April 2018

**Philadelphia, Pennsylvania**

As the General Manager of the Holiday Inn Philadelphia Stadiums, a 460-room property located in the heart of Center City Philadelphia, I led all aspects of hotel operations, managing an annual budget and revenue stream exceeding \$15 million. This included oversight of multiple outlets, banquet operations generating over \$2 million annually, and 15,000 square feet of versatile event space. I directed a high-performing executive team, ensuring seamless coordination across all departments to deliver exceptional guest experiences and operational efficiency.

Operating within a union environment, I successfully implemented a series of employee retention programs designed to enhance engagement, career development, and workplace satisfaction. These initiatives included structured career path programs, cross-training opportunities, and performance recognition events that celebrated team achievements and milestones. I also introduced open dialogue meetings with union representatives to address concerns proactively and maintain strong labor relations. These efforts led to increased employee retention, reduced turnover costs, and a stronger, more cohesive team culture that directly contributed to service consistency and guest satisfaction.

Additionally, my tenure was marked by the successful execution of multiple capital projects, consistent year-over-year growth in EBITDA, and a steady increase in the property's market share, solidifying its position as a premier destination in the Philadelphia market.

**General Manager - Marriott Mt Laurel/Hotel ML Coco Key Water Resort**  
December 2011 – June 2014

In my dual-property leadership role, I managed a 365-room hotel and water resort, driving a 20% increase in market share while significantly enhancing guest satisfaction. My responsibilities included overseeing cross-departmental teams—Front Office, Housekeeping, Engineering, Transportation, HR, Food & Beverage, and Safety Compliance—with a strong emphasis on operational excellence and team

cohesion. I successfully managed revenues and budgets exceeding \$5 million annually, implementing strategic revenue management practices that maximized profitability in an oversaturated market.

A key component of my role was securing high-value government contracts and capturing over \$1 million in business from city-wide conventions in the competitive Philadelphia market, boosting occupancy and market share. Additionally, I led the property's smooth transition from corporate Marriott management to franchise ownership, ensuring continuity in brand standards, operational integrity, and guest experience.

I also oversaw a comprehensive property renovation that included all guest rooms, convention and banquet spaces, as well as a complete overhaul of the onsite restaurant, banquet, and catering menus and operations. This revitalization effort not only elevated the guest experience but also enhanced revenue opportunities through modernized facilities and refreshed dining concepts. My strategic oversight and commitment to service excellence strengthened the property's market positioning, driving sustainable revenue growth and elevated service delivery.

**Director of Hotel Operations - Starwood Tri-plex Philadelphia Airport Essington, Pennsylvania**

August 2008 – December 2011

As a key member of the Executive team, I was responsible for overseeing all operational departments across three Starwood-branded properties: Sheraton Suites, Four Points by Sheraton, and Aloft Philadelphia Airport, except for Human Resources. All department heads reported directly to me, and I ensured seamless coordination between departments to achieve operational excellence.

My role included managing day-to-day operations, overseeing areas such as Food and Beverage, Front Office Operations, Housekeeping, Transportation, and Engineering. I led a team of 75 staff members, providing guidance and support to maintain high standards of service, guest satisfaction, and overall property performance. My strategic leadership helped align departmental goals with the overall business objectives of the properties

**TAB 25**



# JENNIFER DENSON-GARCIA

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## **Doug Thomas**

Executive Vice President

Strategic Government Resources

Dear Mr. Thomas,

I am writing to express my strong interest in the Town Manager position for the Town of Dundee. Just two years ago, I had the privilege of serving this very community as Assistant Town Manager, Town Clerk, and Human Resources Director. That experience gave me a deep understanding of Dundee's operations, its people, and its unique opportunities for growth. I am excited for the opportunity to return and lead the Town with integrity, strategic vision, and a commitment to excellence.

My tenure in Dundee provided firsthand insight into the community's values, operations, and aspirations. Being involved in day-to-day operations, employee management, policy implementation, and building collaborative relationships with elected officials and residents equipped me with the experience necessary to lead with accountability and vision. That foundation, combined with my current role as City Clerk for the City of Mulberry—where I engage in strategic planning, collaborate on budgets, ensure compliance, manage records, implement CRA initiatives, and oversee board operations—positions me to make an immediate impact as Town Manager.

I bring municipal leadership experience, and a well-rounded skill set that includes:

- Municipal Leadership & Planning
- Policy Development & Compliance Oversight
- Human Resources & Budget Management
- Records Management & Procurement
- Strategic Planning & Culture Team Building
- Public Speaking, Community Engagement & Conflict Resolution

As a strong and effective public speaker, I am skilled at communicating complex information clearly and building public trust. I also bring the ability to develop and implement strategic plans that promote a positive, accountable culture—one that empowers employees and positions the Town to meet present and future opportunities.

My Bachelor of Science in Supervision and Management with a focus on Public Administration from Polk State College complements my leadership background. What sets me apart is my proven municipal leadership, strong relationships with local stakeholders, and deep commitment to Dundee's success.

Thank you for your time and consideration. I welcome the opportunity to discuss how my experience and passion align with the Town of Dundee's vision. I can be reached at 954.548.6598 or

[GarDenJ.Jenn@gmail.com](mailto:GarDenJ.Jenn@gmail.com).

Sincere Regards,

*Jennifer P. Denson-Garcia*

# JENNIFER DENSON-GARCIA

## PROFESSIONAL SUMMARY

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Public Servant with over 5 years of expertise in municipal leadership and strategic planning, adept at driving policy development and community engagement. Proven track record in optimizing records and budget management, enhancing operational efficiency, and ensuring compliance. Passionate about fostering transparency and collaboration to build stronger, more resilient communities.

## EMPLOYMENT HISTORY

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<b>CITY CLERK</b> <i>City of Mulberry</i>	<b>2023 - Present</b> <i>Mulberry, FL</i>
<ul style="list-style-type: none"><li>◆ Manage municipal elections, ensuring compliance and transparency.</li><li>◆ Budget and policy development for operational efficiency.</li><li>◆ Oversee digital records and FOIA responses, enhancing accessibility.</li><li>◆ Support boards with recruitment and training, fostering collaboration.</li><li>◆ Promote community engagement through clear communication.</li><li>◆ Streamlined municipal election processes, ensuring timely compliance through clear communication.</li><li>◆ Implemented a digital records management system, reducing retrieval times and improving accuracy of public information access.</li><li>◆ Coordinated training programs for boards and commissions, strengthening skills and engagement in local governance.</li><li>◆ Reorganized and indexed city records into a comprehensive, structured system, significantly improving efficiency, accessibility, and retrieval of official documents.</li></ul>	
<b>TOWN CLERK/HUMAN RESOURCES/ASSISTANT TOWN MANAGER</b> <i>Town of Dundee</i>	<b>2020 - 2023</b> <i>Dundee, FL</i>
<ul style="list-style-type: none"><li>◆ Managed HR operations, enhancing recruitment and employee engagement.</li><li>◆ Oversaw municipal elections, ensuring compliance and transparency.</li><li>◆ Coordinated community development, fostering growth and collaboration.</li><li>◆ Directed council meetings, improving policy development and public interaction.</li><li>◆ Facilitated community engagement initiatives, enhancing participation and fostering stronger relationships with city boards.</li><li>◆ Streamlined and led the procurement process, resulting in measurable improvements in vendor selection efficiency and cost reductions.</li><li>◆ Assisted in the coordination of the budgeting process, employing data analysis to identify cost-saving opportunities and improve financial planning accuracy.</li><li>◆ Directed recruitment and onboarding, successfully enhancing employee retention rates and boosting overall team morale.</li><li>◆ Maintained compliance with public records laws and facilitated audits, ensuring transparency and accountability in municipal operations.</li></ul>	
<b>OFFICE MANAGER/HUMAN RESOURCES COORDINATOR</b> <i>Comfort Keepers</i>	<b>2016 - 2020</b> <i>Lakeland, FL</i>
<ul style="list-style-type: none"><li>◆ Orchestrated operational strategies across five sites, driving measurable improvements in efficiency and resource allocation.</li><li>◆ Led the recruitment team, optimizing hiring processes and staff training.</li><li>◆ Oversaw vendor relations and contract negotiations, ensuring cost-effective solutions.</li><li>◆ Directed telecom systems and IT coordination, improving communication flow.</li><li>◆ Handled inventory and invoice processing, maintaining financial accuracy.</li></ul>	

- ◆ Streamlined recruitment processes, enhancing candidate quality and reducing time-to-hire, leading to a more efficient staffing.
- ◆ Coordinated and developed training programs for new hires, fostering team cohesion and ensuring compliance with health and safety standards.
- ◆ Maintained accurate inventory records and executed daily reconciliations, ensuring operational continuity and compliance with corporate guidelines.

## EDUCATION

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**BACHELOR OF SCIENCE, SUPERVISION AND MANAGEMENT, PUBLIC ADMINISTRATION** Jan 2022 - Jan 2024  
**Polk State College** *Lakeland, FL*  
 Graduated Magna Cum Laude

**AA, SUPERVISION AND MANAGEMENT** May 2021 - Aug 2022  
**Polk State College** *Lakeland, FL*

## CERTIFICATIONS

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**CERTIFIED MUNICIPAL CLERK** 2022 - 2025  
*International Institute of Municipal Clerks*

**PUBLIC SAFETY MANAGEMENT CERTIFICATION** 2023 - 2024  
**Polk State College**

**NOTARY PUBLIC** 2014 - Present  
**State of Florida**

## SKILLS

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Municipal Leadership, Strategic Planning, Policy Development, Public Speaking, Records Management, HR Management, Compliance, Budget Management, Public Administration, Community Engagement, Elections Management, Procurement, Conflict Resolution, Project Management, Public Speaking, Community Outreach and Programming, Parliamentary Procedure

## PROFESSIONAL ASSOCIATIONS & MEMBERSHIPS

- 
- ◆ International Institute of Municipal Clerks
  - ◆ Florida Association of City Clerks
  - ◆ Polk County City Clerks Association
  - ◆ Florida Association of Business Tax Professionals
  - ◆ Florida Records Management Association
  - ◆ National Association of Parliamentarians
  - ◆ Golden Key International Honour Society

**TAB 26**

# Jerome Adams

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901 Roseland Rd., Sebastian, FL 32958 | (772)480-0662 | jeromeadams@bellsouth.net

April 21, 2025

Town of Dundee  
202 E Main St.,  
Dundee, FL 3383

RE: Town Manager position -Town of Dundee

Dear Sir/Madam:

Please consider my application for the position of Town Manager – an excellent match for my qualifications.

I am the former City Administrator for the City of Oak Hill, FL. Oak Hill is a city of approximately 2,200 and a staff of six (6). Being such a small staff, I was involved in all aspects of running the city. I have played a key role in updating bill payment, permitting, building security, and records management systems at the City, as well as improving drainage systems to reduce the likelihood of flooding during and after a rain event.

At Oak Hill, I worked closely with the Commission to implement their policies. Under their guidance, I wrote and/or revised numerous policies covering payment for accrued vacation time upon separation of an employee, internet usage, and meeting live-streaming to name a few.

I was intimately involved in overseeing the use of a \$2.5M Grant for septic to sewer conversion. I was also involved in acquiring 72 acres of land for preservation purposes as well as a historic church in the city. Both were high on the Commission's list of things to accomplish.

Serving the public is of utmost importance. That is why I was always available to speak with residents to address any issues or concerns. I worked closely with the County's Emergency Management Services, to ensure that we were always ready in the event of any disasters.

My strong background in Information Technology, my ability to foster a positive work environment and lead high-performing teams, along with my experience as a former Council member and Vice Mayor for the City of Sebastian, makes me a well-rounded choice for the Town Manager position. I am committed to ethical leadership, transparency, open communication and accountability.

Educationally, I possess a Master of Public Administration (MPA) degree.

## Jerome Adams

901 Roseland Rd., Sebastian, FL 32958 | (772)480-0662 | [jeromeadams@bellsouth.net](mailto:jeromeadams@bellsouth.net)

I have worked in local government for over 13 years and gained a tremendous amount of knowledge and experience working with different governmental entities and the public. I am a team player, fast learner, organized, detail-oriented and thorough. I can speak to people at all levels, presenting ideas, and gaining consensus.

I am eager to contribute to the Town of Dundee's success. Please see my resume' for further details. Feel free to call me at (772) 480-0662 or email me at [jeromeadams@bellsouth.net](mailto:jeromeadams@bellsouth.net). I look forward to exploring this opportunity with you in more detail.

Sincerely,



Jerome Adams

# Jerome Adams

901 Roseland Road  
Sebastian, FL 32958

[jeromeadams@bellsouth.net](mailto:jeromeadams@bellsouth.net)  
<https://www.linkedin.com/in/jeromeadams75b/>  
(772) 480-0662

## EXECUTIVE PROFILE

Over thirteen years of management and administrative experience in strategic planning, project management, budgeting, and creating policies and procedures. Organized professional with excellent management skills and the ability to plan and oversee projects from concept to completion. Computer savvy and expert in Microsoft Office suite of products including Microsoft Word, Microsoft Excel and Microsoft PowerPoint.

### Core Strengths & Capabilities

Strategic Planning, Budgeting, Policies and Procedures, Project Management, Evaluation, Research & Analysis, Supervision, Leadership, Administration, Shared Decision Making, Detail-Oriented, Customer Service, Team Player.

## EDUCATION

- Master of Public Administration, Barry University
- B.S. Public Administration, Indian River State College
- Associates in Arts, Indian River State College
- A.S. Computer Studies, College of Arts, Science and Technology

## PROFESSIONAL EXPERIENCE

**City Administrator / City Clerk**, City of Oak Hill, FL, 10/2023 – 11/2024.

- Chief Executive Officer for the City of Oak Hill FL.
- Responsible for the day-to-day operation of all City departments and activities. Includes, Administration, Human Resources, Planning and Zoning, Public Works and Code Enforcement.

**Vice Mayor / Councilmember** – City of Sebastian, 11/2012 – 11/2016.

- Elected in 2012 as a member of the Sebastian City Council.
- Vice Mayor from 2014 – 2016.
- Drafted policies to ensure smooth running of the city.
- Participated in meetings, hearings, and quasi-judicial hearings.
- Reviewed and made recommendations regarding the City's \$25M budget.
- Oversaw the City's Charter officers – City Manager, City Clerk and City Attorney.
- Represented the City both locally and statewide.
- Met with citizens to hear and discuss matters of concern to them.
- Provided input, solutions, and direction at council meetings for staff.

## **WORK EXPERIENCE**

***City of Oak Hill, FL***

***10/2023 – 11/2024***

***City Administrator / Clerk***

- Responsible for the management of City affairs.
- Perform Human Resources, Finance, Payroll and Purchasing duties.
- Direct and supervise the administration of all departments.
- Attend all Commission meetings.
- Integral part of Planning and Zoning.
- See that all laws, provisions, and acts of the City Commission are faithfully executed.
- Prepare and submit the annual budget and capital program to the City Commission, and implement the final budget approved by Commission to achieve the goals of the City.
- Submit to the City Commission and make available to the public a complete report on the finances and administrative activities to the Commission at the end of each fiscal year.
- Keep the City Commission fully advised on the financial condition and future needs of the City.
- Make recommendations to the City Commission concerning affairs of the City and facilitate the work of the City Commission in developing policy.
- Provide staff support services for the Mayor and Commission members.
- Assist the Commission to develop long term goals for the city and strategies to implement these.
- Encourage and provide staff support for regional and intergovernmental cooperation.
- Promote partnerships among Commission, staff and citizens in developing public policy and building a sense of community.

***St. Lucie County Board of County Commissioners, Ft. Pierce, FL***  
***IT Helpdesk Supervisor***

***07/2021 – 08/2023***

- Oversee and manage all helpdesk operations with a focus on meeting or exceeding customer satisfaction.
- Supervise the Helpdesk and Desktop Support team of 9 technicians.
- Prioritize, plan, and coordinate daily and long-term staff activities and projects.
- Provide support to 70 sites Countywide including the Emergency Operations Center.
- Create and maintain equipment standards. Maintain inventory of computer equipment.
- Maintain technical support knowledgebase.
- Plan and implement installation of computers, peripherals, and software. Collaborate with Manager to set goals, plan strategies and review progress.
- Assist in preparation of annual budget for computer hardware and software.
- Conduct weekly team meetings and bi-weekly one-on-one meetings to monitor performance, check on work progress, discuss challenges and develop action plans.
- Maintain cross-training of staff in different functional areas.
- Create weekly reports on helpdesk productivity and trends. Provide monthly operational metrics to the Manager.
- Maintain on-call roster for technical support and Commission meeting support.
- Interview and recommend candidates for hire.
- Provide mentorship and coaching to develop technical staff. Conduct performance evaluations.



***US Census Bureau, Orlando, Florida  
IT Manager******03/2020 – 01/2021***

- Supervise a staff of nine to ensure technical issues are resolved quickly.
- First line-of-contact for all hardware, software, and telecommunication problems; troubleshooting duties, evaluating, analyzing, and coordinating automation operations to efficiently support office functions.
- Responsible for the paper and automated tracking of property to include ensuring necessary forms are accurately filled out, property management systems are updated, regular audits are performed, and secured devices are stored.
- Conduct weekly meetings with IT staff. Meet daily with Department Manager to identify issues, offer input and plan accordingly.
- Maintain office security/access. Responsible for resolving maintenance issues with property management company.

***Steward Sebastian River Medical Center, Sebastian, FL  
IT Supervisor******11/2017 – 01/2019***

- Managed a team of 4 technicians providing computer support at the hospital and 18 offsite clinics.
- Prepared weekly reports, sourced and purchased necessary supplies for ongoing support, provided leadership and guidance to team members, and coordinated and ensured 24-hr technical support coverage for the hospital.

***St. Lucie County Board of County Commissioners, Ft. Pierce, FL  
Network and Operations Coordinator, 08/2015 – 11/2017******03/2007 - 11/2017***

- Supervised four sections - Systems Administration, Customer Service, Desktop Support and Applications Support (17 staff total).
- Worked closely with CIO to develop and implement strategic plan and manage projects.
- Wrote/revised department policies and procedures. Prepared department budget.
- Ensured 24-hr availability of all network and computer systems and oversaw the operation of two datacenters (including the Emergency Operations Center) at different geographic locations in the county, ensuring that power, cooling, access restrictions and data security were in place and maintained.

***St. Lucie County Board of County Commissioners, Ft. Pierce, FL***

Network Administrator	09/2013 – 08/2015
Section Supervisor	03/2008 – 09/2013
Desktop Technician	03/2007 – 03/2008

**CERTIFICATIONS AND AFFILIATIONS**

- Notary Public
- VMware Certified Professional (VCP-DCV)
- Microsoft Certified Professional (MCP)
- Network+
- A+

**TAB 27**

## JONATHAN J. REECE

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(235)988-3643 • [jonathanreece234@gmail.com](mailto:jonathanreece234@gmail.com)

Dear Town Commission Members,

I am writing to express my enthusiasm for the Town Manager position in the Town of Dundee, as advertised. With nearly 24 years of leadership experience in the United States Air Force, specializing in operations management and emergency preparedness for over 5,000 personnel, I firmly believe my background aligns well with the mission and values of your community.

Throughout my military career, I have honed a unique blend of strategic planning, community engagement, and dedication to quality of life—skills that are essential for guiding Dundee into its next chapter. As the Lead Project Manager for Installation Plans and Programs at Joint Base Lewis-McChord, I developed emergency preparedness initiatives focused on resilience and community safety. This involved analyzing risks and fostering a proactive culture that valued life and well-being above all—a commitment I carry into all leadership roles. The resulting zero findings during extensive inspections highlighted our success in prioritizing security and safety in various environments, directly reflecting my dedication to community welfare.

My ability to rapidly learn and adapt was showcased during my tenure as Senior Operations Manager for Aircraft Maintenance. Here, I led a large, diverse team in maintaining an intricate fleet while ensuring the efficient allocation of resources—a direct parallel to managing municipal operations in a growing community. My experience with financial management, including overseeing multi-million dollar contracts, has furnished me with the fiscal responsibility necessary for navigating Dundee's operational needs effectively.

Also, my career is built on the philosophy that true leadership lies in empowering those around me. I have consistently prioritized team development and mentorship, cultivating an environment that encourages open communication and fosters innovation. My involvement in mentorship programs for first-line supervisors resulted in one of the lowest aircraft break rates and highest commitment rates in years—a testament to the success of supporting others' growth.

Residing in the heart of Polk County, I deeply appreciate the small-town charm of Dundee combined with its potential for strategic growth. I am drawn to its mission of transparency and integrity in public service, values that resonate with my own. My goal is to leverage my skills to enhance community engagement, spur economic development, and improve municipal operations by implementing forward-thinking strategies that benefit all residents.

I am excited about the opportunity to use my background in emergency management, community welfare, and leadership to further Dundee's vision. I look forward to the potential of discussing how my experience can contribute to the proud legacy of this remarkable town. Thank you for considering my application.

Very respectfully,

Jonathan Reece

# JONATHAN J. REECE

Puyallup, WA 98375 | (253) 988-3643

[jonathanreece234@gmail.com](mailto:jonathanreece234@gmail.com) | [www.linkedin.com/in/jonathan-reece-7b67b2251](http://www.linkedin.com/in/jonathan-reece-7b67b2251)

## EXECUTIVE PROFILE

Experienced and versatile leader with almost 24 years of expertise in managing large organizations, particularly within aviation maintenance and logistics for complex platforms like the C-17. Proven track record in strategic leadership, contract representation, and interactions with senior personnel on significant matters requiring cross-organizational coordination. Skilled in applying advanced practices and techniques to meet objectives, develop innovative solutions to complex problems, and optimize operational processes with a keen focus on safety and compliance. Known for critical thinking, impactful team development, and establishing a collaborative culture that drives performance excellence in maintenance, modifications, and technical support activities, ensuring adherence to regulatory and company standards. Capable of reading and interpreting engineering drawings and proactively identifying safety issues while managing schedules and resource availability to prevent operational disruptions.

## CORE LEADERSHIP COMPETENCIES

- Aerospace Maintenance
- Supply Chain Management
- Operations & Logistics
- Training and Coaching Teams
- Safety Focus
- Innovation
- Policy & Program Development
- Process Management
- Ethical Decision-Making
- OSHA & EPA Regulations
- Financial Acumen
- Computer Skills

## PROFESSIONAL EXPERIENCE

### UNITED STATES AIR FORCE

2001-2024

#### LEAD PROJECT MANAGER, INSTALLATION PLANS AND PROGRAMS | Tacoma, WA

2022-2024

*Developed and implemented programs for emergency preparedness, response, recovery, and mitigation, including continuity of operations and business resumption plans for over 5K personnel.*

- Analyzed and assessed risks within the installation's operational areas, identified potential vulnerabilities, and made critical decisions to avoid disasters. **Earned zero findings during Unit Effectiveness Inspection.**
- Advised executive leaders on emergency management matters and provided technical advice for response operations during emergencies. **Received Certificate of Appreciation from Joint-Base Commander.**

#### SENIOR OPERATIONS MANAGER, AIRCRAFT MAINTENANCE | Tacoma, WA

2021-2022

*Led a 285-person aircraft maintenance organization responsible for maintaining 40 C-17A aircraft valued at \$6.4B.*

- Aced major leadership roles across multiple large organizations during high turnover. Mentored 36 first-line supervisors through 3-year high commitment rate, led to lowest aircraft break rate in 12 months with 100 percent departure reliability. **Won 2021 "Leadership" award for the overall United States Air Force!**
- **Saved 500 hours aircraft downtime annually!** Conducted a thorough analysis of the C-17 fuel system, leveraging data-driven insights to drive results. This led to a significant reduction in aircraft downtime and cost savings. Implemented proactive solution to prevent the recurrence of faulty probes, ensuring that future issues are mitigated. When performing probe replacement, harnesses were replaced to prevent future failures and maintain system integrity.

#### OPERATIONS MANAGER, QUALITY CONTROL, AEROSPACE MAINTENANCE | Tacoma, WA

2020-2021

*Oversaw 7 maintenance contracts worth \$5M. Managed Maintenance Standardization & Evaluation Program and served as principal advisor to vice president ensuring compliance across 33 work centers and 3 large organizations.*

- Supervised and monitored 13 quality control programs for installations. I evaluated and managed 3,900 inspections and conducted audits on 1,300 safety trends and concerns. **2020 General Leo Marques Leadership Award winner!**

- Organized installation’s plan for entering confined spaces and fall protection, all aircraft personnel were properly trained, and ensured that all technical regulations were established. Qualified 38 rescue personnel for C-17 aircraft without any safety incidents, keeping over 1,400 people safe. **Group’s Maintenance Professional of the Year!**

**FIRST-LINE SUPERVISOR, AEROSPACE MAINTNEANCE | Tacoma, WA** **2018-2020**  
*Led Department of Defense’s (DoD) critical cargo movements and managed 9 career fields performing on-and-off equipment maintenance on 48 C-17 aircraft valued at \$10B.*

- Directed 645 military, civilian, and air reserve technicians in the largest organization on base. Key to over 25K flying hours completed safely. **Elected 3 times as “Superior Performer” through corporate office effectiveness inspections.**
- Oversaw all KC-46 tanker and C-17 airlift maintenance support, organized 228 flight hours ensuring KC-46 tanker **awarded FAA airworthiness certification and delivery date.**

**FIRST-LINE SUPERVISOR, AIRCRAFT MAINTENANCE | Tacoma, WA** **2012-2018**  
*Led 271 military, civilian, and air reserve technicians maintaining 24 C-17 aircraft. Coordinated and scheduled support from 2 large maintenance units, civilian contractors, and Boeing Company reps. Ensured compliance with technical data, safety regulations, and security requirements.*

- Team Leader for 6 members competing in the annual multinational Aerospace Maintenance Competition, elite team participated in 25 events and competed with 54 other squads for the top spot in the Department of Defense and secured the second overall position in the innovation event. **Performance was recognized by a 3-star general, also achieved the “Top Performer” and “Leader of the Quarter” award!**
- Led 6 career fields in the execution of 124 major inspections and 18 hard-break repairs. Blended 71 time-change items with scheduled aircraft interruptions preserving over 2,000 hours of aircraft downtime. **Earned “Leader of the Year” award 3 consecutive times!**

EDUCATION & CERTIFICATIONS

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li><b>M.S. ORGANIZATIONAL LEADERSHIP (GPA 3.9)</b><br/>Embry-Riddle Aeronautical University (2024)</li><li><b>B.S. OCCUPATIONAL SAFETY &amp; HEALTH (GPA 3.8)</b><br/>Embry-Riddle Aeronautical University (2021)</li><li><b>ADVANCED LEADERSHIP COURSE</b><br/>Maxwell-Gunter Air Force Base, AL (2019)</li><li><b>A.A.S AVIATION MAINTENANCE TECH (GPA 4.0)</b><br/>Community College of the Air Force (2013)</li><li><b>A.A.S AEROSPACE GROUND EQUIPMENT (GPA 4.0)</b><br/>Community College of the Air Force (2013)</li><li><b>INTERMEDIATE LEADERSHIP COURSE</b><br/>Peterson Air Force Base, CO (2013)</li><li><b>CREW CHIEF APPRENTICE COURSE (Top Graduate)</b><br/>Sheppard Air Force Base, TX (2012)</li><li><b>BASIC LEADERSHIP COURSE (Distinguished Graduate)</b><br/>Joint Base Elmendorf-Richardson, AK (2005)</li><li><b>AEROSPACE GROUND EQUIP COURSE (Top Graduate)</b><br/>Sheppard Air Force Base, TX (2001)</li></ul> | <ul style="list-style-type: none"><li><b>FEDERAL EMERG MANAGEMENT AGENCY CERT</b><br/>Embry-Riddle Aeronautical University (2021)</li><li><b>AIRCRAFT MAINTENANCE &amp; PRODUCTION CERT</b><br/>Air Force Course (2015)</li><li><b>PROFESSIONAL MANAGER CERTIFICATION LVL I</b><br/>Community College of the Air Force (2014)</li><li><b>CHLOROFLUOROCARBON (CFC) CERTIFICATION</b><br/>Aerospace Ground Equipment Course (2001)</li></ul> |
|---|--|

## JONATHAN J. REECE

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Puyallup, WA 98375 | (253) 988-3643

[jonathanreece234@gmail.com](mailto:jonathanreece234@gmail.com) | [www.linkedin.com/in/jonathan-reece-7b67b2251](http://www.linkedin.com/in/jonathan-reece-7b67b2251)

**TAB 28**

# KARINE MERISIER

(305) 766-7531 | [Merisier40@gmail.com](mailto:Merisier40@gmail.com)

Dynamic, enthusiastic, bilingual creative leader who thrives under pressure with 10+ years of experience managing organizational needs and requirements. With a proven track record of using my excellent personal communication and organizational skills to lead and improve department efficiencies. Seeking to leverage my expertise to support growth and success.

## EXPERIENCE

2019 - PRESENT

[Firm Administrator - Simon Reed & Salazar P.A. \(Law Firm\)](#)

- Manage the day-to-day operation workflow.
- Report and manage relationships with private clients.
- Manage all expenses to achieve annual goals and budgets.
- Designed and managed back-office finance and accounting departments.
- Work with accounting staff and attorneys to ensure efficient flow of account integrity and compliance.
- Manage human resource functions, including recruitment, onboarding, and employee relations.
- Develop and implement office success plans, including development of staff, and office protocols to provide efficient operations.
- Maintain and analyze financial statements of operations for current, and future years to include budgeting and performance projections.
- Deliver effective leadership, coaching and mentoring with team members in effort to identify and implement opportunities for improvement.
- Promote and maintain relationships with vendors.
- Prepare records for various sources.
- Manage accounts payable, accounts receivable, billing, and payroll processes to ensure timely and accurate financial operations.
- Manage the daily operations of information systems, equipment, IT and office services.
- Maintain strict level of confidentiality with organizational information.
- Manage all operational aspects of the office, ensuring smooth execution of projects and timely completion.

2017-2019

[Operations Manager – Massage Envy](#)

- Provided leadership and vision.
- Oversaw all financial operations.
- Drove year over year revenue and profit growth.
- Assisted providers with obtaining and maintaining credentialing.
- Was responsible for investigating reports and working with management to correct and mitigate any activities.
- Modeled company culture, values, standards, and best operational practices.



- Oversaw the day-to-day operations of the office and our member departments.
- Planned and executed associate activities and programs on a monthly and quarterly basis.
- Coordinated member care plans, managed budgets, billing, and assigned tasks.
- Assisted in the execution of the annual Associate Engagement Survey in conjunction with the human resources department and corporate personnel.
- Assessed, investigated, and resolved staff and patient issues by analyzing the facts and circumstances to develop timely, effective, logical yet creative solutions.
- Maintained an appropriate professional appearance and demeanor in accordance with company policies, addresses others professionally and respectfully.
- Managed the daily operations of information systems, equipment, office services, scheduling, and appointments. Conduct research, Investigations, Accommodations, Documentations, lead monthly employee engagement activities, meetings, and travels.

2015 – 2017

#### Front End Manager – TJ MAXX

- Worked with the Store Manager in the areas of Merchandising, Operations, Customer Service, and Human Resources within a high-volume store location.
- Develop creative plans to increase store sales.
- Coordinate and supervise loss prevention and operational programs. • Ensure every customer has a positive shopping experience.
- Hire, train, supervise and mentor a team of Associates.
- Manage the daily activity of the sales floor, backroom, front end and cash office.
- Improve store layout and efficiency.
- Work with executives to set goals, objectives, and budgets. Ensures Customer Serves standards are met.

#### EDUCATION

- University of Central Florida | Bachelor's | Law
- Valencia College | Business Administration

#### SKILLS

- Team Player | Financial Management | Billing and Collections | Human Resources | Flexible with scheduling | Self-motivated | Goal orientated | Results Oriented | Knowledge of Federal and State Laws | Excellent Interpersonal, and negotiation skills | Proficient in a verity of technology | Organizational Skills | Time Management | Leadership Skills | Motivational | Dependable

**TAB 29**

Kenneth G. Cassel  
15628 96<sup>th</sup> Land N.  
West Palm Beach, FL 33412

May 15, 2025

Mr. Doug Thomas  
Strategic Government Resources

RE: Dundee Town Manager

Dear Thomas,

I am pleased to submit my resume for your consideration for the position of Town Manager for the Town of Dundee.

As I read the solicitation information on the Town of Dundee, it appeared you were describing my management style and background over the past thirty years in private and public sector positions.

My management perspective is summed up in the following three statements "the manager/leader is only as good as the people that work with them", "every dollar spent in government should be looked at as if it is coming out of your pocket, therefore, make sure you receive the best return possible for the expense" and "do the right thing first".

I am currently a District Manager with Inframark for the southeast region of Florida providing contract management services to eleven governmental entities located in Miami-Dade, Broward, Palm Beach and Charlotte County. I personally manage four of the entities located in Broward and Palm Beach counties. One entity is the City of Westlake which I have been the City Manager since incorporation. One entity operates a water and wastewater treatment facility along with a stormwater management component. Another entity operates a consecutive water distribution system, wastewater collection system, and reuse system, and all other infrastructure for the City of Westlake. The last entity is a small housing development with some infrastructure and bonds to be managed.

I firmly believe my years of experience in private and public sector management, dealing with short and long range planning, bond issues, comprehensive master planning, land development regulations, personnel, contract management, contract negotiations, infrastructure improvements and working with elected boards have provided me with the necessary background to help the Town of Dundee chart a course of smart growth, development and redevelopment for the future.

I look forward to speaking with you.

Respectfully,

  
Kenneth G. Cassel

# **Kenneth G. Cassel**

**15628 96<sup>th</sup> Lane N  
West Palm Beach, FL 33412**

## ***Summary***

I have over thirty years of management experience in public and private sector that include municipal management, land development, and contract management. This includes administration of federal regulations, comprehensive master plan, land development regulations, emergency management, strategic planning, project management, budgeting, financial tracking, process development and implementation.

## ***Education***

Bachelor of Business Administration, Florida International University  
Master of Public Administration, Florida International University

## ***Experience***

### **Inframark Management Services, S. E Region, Coral Springs, Florida (2008-present)**

I currently serve as District Manager of the Southeast region of Florida. Inframark provides management services to two municipal clients and eight special district clients. Services include, but are not limited to, management services, accounts payable, accounts receivable, assessments, contract management, records management, and field services. Within the scope of services, the district managers attend all board meetings, develop budgets, develop policy recommendations, and manage all contracts. I personally manage the following:

- ***City of Westlake (2016 – Present)***

- Serve as the City Manager for the City of Westlake since its conversion and incorporation in 2016. The city charter calls for a contract city model. The city is the fastest growing city in Southeast Florida and the 21<sup>st</sup> fastest growing planned community in the nation in 2024. The city covers approximately six square miles.
- Prepared RFQ's for Engineering, Building Department, and Planning & Zoning services.
- Collaborated with the consultant team and the city attorney to develop the City's Comprehensive Master Plan (CMP) that was approved in 2017. Oversee the CMP updates as necessary.
- Continue to work with the consultants to develop and amend the city's land development codes (LDR's) as necessary.
- Initiated and oversee the continued implementation of a full GIS system to manage all aspects of the City's data and infrastructure for the Seminole Improvement District.
- Oversee the development of the city within the initial plan of 4,546 single family homes and 2.2 million square feet of commercial development. Oversaw the approval of sixty (60) plats for residential and commercial development since 2017. Currently there are 4,251 single family lots platted and 24 commercial parcels with 640,000 square feet either built or under construction. The city currently has a population of 9,000 and is growing at a rate of

approximately 100 per month. At the current build out model, the city is projected to have a population of approximately 12,000. Potential projected residential population is approximately 16,000 with the 2.2 million square feet of non-residential.

- ***Seminole Improvement District (2013 – Present)***

- I have served as the District Manager since 2013. Managed the conversion and incorporation plan for the district in accordance with Florida Statute 165.0615 in 2016 to create the City of Westlake. The City of Westlake is located within the boundaries of the district. The district owns and operates all the infrastructure for the City of Westlake.
- The district provides water, wastewater, re-use, stormwater management, and all other infrastructure operations and maintenance. The district is a consecutive water system with Palm Beach County as part of the Seminole Improvement District's Water Control Plan. The district operates a wastewater collection system with ten (10) lift stations currently that pump the effluent to Pam Beach County for treatment. The district also receives re-use water from the county through an interlocal agreement for irrigation within the district. The district constructed a 2MG re-use tank in 2022 and now has a capacity of 2.5MG.
- The district is the permitting entity and ultimate operator for all infrastructure within the City of Westlake.

- ***Coral Springs Improvement District (2008 – Present)***

- I have served as District Manager for the district since 2008. The district is built out and lies within the City of Coral Springs. The district serves approximately twenty-three thousand (23,000) residents with water, wastewater, and stormwater services. The district constructed a 7.5 MGD RO plant in 2010, thus decommissioning its lime softening plants. The district also operates four anaerobic digesters, filter presses and deep well injection with the capacity of 7MGD. The district was recently awarded best tasting water from Southeast Desalting Association for 2024. The district was named District of the year by the Florida Association of Special Districts (2023).

***Consultant, BP Petroleum Plant, Wando, S. C. (2007-2008)***

Contract consultant in the process plans and records group. Work involved the review and updating of process and control plans for the plant manufacturing BPA. Work covered time frame of major plant overhaul and the replacement of a one-hundred-and-fifty-ton drum dryer in the plant. This was a temporary position while seeking other employment opportunities due to the housing crash of 2007.

***Land Development Manager, Lennar Carolinas L.L.C. (2004-2007)***

Managed six housing development projects with budgets ranging from \$5 million to \$14 million. Responsibilities included infrastructure, staffing and subcontracting development; budgeting, project bidding, financial tracking, and contract administration; asset evaluation management; acquisition/due

diligence; and leading and coordinating engineering professionals and multiple subcontracts. Managed a production pipeline of approximately 1,500 homesites for the greater Charleston area. Managed contract takedowns from third party developers and internal transfers from land division to homebuilding as well as monitoring pending acquisitions.

***Project Director, Housing Trust Group of Florida L.L.C. (2001-2003)***

Managed housing development projects ranging from 150 units to 400 units for each location with budgets ranging between \$9 million and \$15 million. Responsibilities included coordinating engineering professionals; developing building specifications and site plans and acquiring government permitting; securing necessary approvals (ACOE, FDEP, SFWMD, SJWMD, cities and counties); budgeting and financial tracking; creating and updating project planning timelines; administering contracts and subcontracts; and invoice tracking, approval and payment. Achievements included creating a project manual designed to improve efficiency and effectiveness and function as a training and post analysis tool.

***Assistant City Manager, City of Homestead, FL (1999-2001)***

Responsible for four departments with a combined budget of approximately \$41 million: Electric Utility (a 60-megawatt electric utility), Water/Wastewater Department (an 8.2-MGD water utility and a 3.5-MGD wastewater utility), Public Works Department, and Parks and Recreation. Achievements included initiating participation in the National Flood Insurance Program's Community Rating System, reviewing and recommending changes to land development regulations, developing a strategy for positioning the City and its electric utility in the face of deregulation, and initiating and managing revisions and updates to the hurricane preparation plan.

***Assistant Town Manager, Town of Bay Harbor Islands, FL (1991-1999)***

Responsible for Water and Wastewater Utility, Public Works, Public Transportation and Toll Road departments. Responsibilities included administering NPDES, NFIP, NFIPCRS and LMS programs; administering a MS4 stormwater utility; administering the Clean Water Act and serving as disaster/recovery administrator. Achievements included serving as one of two lead drafter and editors of Miami-Dade County's Volume Sewer Customer Ordinance in response to an EPA consent decree, initiating and implementing the establishment of a municipal stormwater utility (MS4) and drafting the town's Local Mitigation Strategy (LMS) planning document. Proposed a geographical information system (GIS) to manage the Town's infrastructure; then researched, selected and implemented the system. Initiated participation in and administered the National Flood Insurance Program Community Rating System (CRS). Wrote Bay Harbor Islands' proposal for Miami-Dade County's Neighborhood Parks Bond Program and presented it to the County's committee for funding. Upon funding approval, administered construction contract for two neighborhood passive parks.

***Director of Public Works, Town of Bay Harbor Islands, FL (1983-1991)***

Responsible for the control, operation, budgeting and purchasing of the Public Works Department which included Streets & Parkways, Water/Wastewater, Solid Waste, Public Transportation, Broad Causeway

Toll Facilities and the Bascule Bridge with a combined annual budget of \$6.2 million. Additional responsibilities included management of infrastructure projects, utility plan review, comprehensive master land planning, union negotiations and intergovernmental relations. Achievements included restructuring and organizing the work force to increase productivity; drafting operational policy manual for the Public Works Department, including toll plaza and bridge operations; initiating development of computer modeling for the wastewater collection system and implementing its utilization during building plan review process; writing, implementing and administering Bay Harbor Islands' recycling program; serving as Project Manager for Broad Causeway Toll Plaza and road renovation project that included state-of-the-art computerized toll collection equipment; and managing the installation of four miles of a potable water system (including restoration) under budget and on time.

### ***Professional Affiliations***

Florida Association of Special Districts – Certified District Manager, 2019

International City Managers Association, 1999-2002; 2024- Current - Credential Manager January 2025

Florida City and County Management Association, 1996-2002, 2017 - Present

Miami-Dade City/County Management Association

- President, 1997-1998
- Vice President, 1996-1997
- Secretary/Treasurer, 1995-1996

American Water Works Association, 1983-1999

Florida Association of Stormwater Utilities, 1994-1999

Biscayne Bay Aquatic Preserve Policy Advisory Committee, 1984-1986

- Chairman, 1986

Miami-Dade County Solid Waste Recycling Task Force, 1989-1994

**TAB 30**



5/14/2025

## Laqawana Roberson Cover Letter

2500 Arcadia Drive, Miramar, FL 33023, 954-591-7921, [laquawanaroberson@yahoo.com](mailto:laquawanaroberson@yahoo.com)

To Dundee Human Resources and Reviewers:

It is with great enthusiasm that I offer my qualification for the Town Manager position with the City of Dundee. As an Executive Director of a prominent company, I have great training with strong problem-solving skills in a high stress environment. I remain poised in making permanent decisions on public safety and relations. Therefore, I am highly interested in becoming a part of your town to assist and manage the town's goals. My mastered skills in Public Administration Public Policy, and governmental operation makes me a great asset to The Town of Dundee. I am looking forward to meeting you in person. Feel free to contact me for any additional information.

Thanks,

*Laqawana Roberson*

# Laquawana Roberson Professional Resume

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2500 Arcadia Drive, Miramar, FL 33023, 954-591-7921, [laquawanaroberson@yahoo.com](mailto:laquawanaroberson@yahoo.com)

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**Extensive background in HR and the Public Sector** which includes staffing and recruitment, employee development, conflict resolution, emergency planning, benefits administration, compensation and classification, records management, payroll and legal compliance, training and development, disciplinary action, grievance management, information systems, organizational design, strategic planning, policy implementation and change management.

## SKILLS

- ◆ *Labor Relations*
- ◆ *FMLA/ADA/EEO/WC*
- ◆ *Risk Management*
- ◆ *Contract Negotiations*
- ◆ *Conflict Resolution*
- ◆ *Budget Development*
- ◆ *Employee Law*
- ◆ *Staff Recruitment*
- ◆ *Employee Relations*
- ◆ *Organizational Culture*
- ◆ *Alternative Dispute Resolution (ADR)*
- ◆ *Benefits Administration*
- ◆ *Talent Management*
- ◆ *Training & Development*
- ◆ *Performance Management*
- ◆ *Organizational Development*
- ◆ *HR Policies & Procedures*
- ◆ *Recession Planning*
- ◆ *Project Management*
- ◆ *Emergency Planning and Management*

## Professional and Field Experience:

Mother and Sons, LLC, Executive Director and Owner, 2/2015 to Present

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## Duties, Accomplishments and Related Skills:

Provide Functional community-based assessments, testing, and simulations to determine the job seeker's skills, interests, learning style, social skills, and support needs. Utilize the given information to customize desirable and suitable work options. Provide service benefits business and prepare meeting with employers to discuss job opportunities. Assist job seekers who cannot qualify for existing jobs. Encourage business to consider customizing existing job descriptions specifically for a job seeker with disabilities. Provides or facilitates both on and off the job supports to help increase the odds that the individual with a disability becomes successful at work. Collect and analyze data to assist the job coach with making decisions about the effectiveness of work place supports. As needed, supports are modified or new ones are developed. Provide long term ongoing support throughout the worker's employment. Find ways to anticipate potential supports and provides or facilitates additional support as needed. Set goals and guidelines for meeting organizational service needs. Establish budgets to include profit/losses, employee compensation, operational expenses, and contract management. State of Florida Vendor for Vocational Rehabilitation and Department of Education. Cater to adolescents and adults with developmental disabilities. Provide services, such as, Residential Placement, Nursing, Crisis Planning and Management, Personal Care Assistant, Targeted Case Management, Tutoring, Certified Business Technical Counseling and Assistance, On the Job Training, Human Resources Title IX Investigation, Private Investigations, Supported Employment Coaching, Vocational Evaluator, and a variety of professional trainings.

# Laquawana Roberson Professional Resume

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Miami Dade Water and Sewer, Administrative Officer 2, 11/2021 to 2/2022

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## **Duties, Accomplishments and Related Skills:**

Assist Departmental Chief and Manager in carrying out various administrative activities. Reviews policy and procedures to ensure departmental quality assurance. Discusses changes in SOP's and Manuals formats with county departmental officials. Provide departmental officials with administrative histories and pertinent information on forecasts and budget predictions. Conduct training sessions for divisional personnel and consult on mandated policies developmental. Supervise departmental contract terms, laws, rules, and regulations. Seek approval and publish all changes internally and externally. Explain variations in expense projections to superiors. Supervise accounts established for reimbursement from state and federal sources. Prepares oral and written program evaluation reports and other sources of supplemental information in order to ensure that departmental and professional program standards have been adhered. Identify problem areas, determines trends, evaluates performance, present findings and recommends solutions or alternatives to departmental Manager's and Chief's. Coordinate projects ensuring that programs and procedures are consistent with federal, state, and local laws, rules and regulations. Develop objectives based on analysis of existing and potential problems or needs, and design work programs. Makes recommendations regarding SOP's, Manual, and Policies and Procedures. Performs related work as required.

Faye Clark's New Horizons, Assistant Director, 4/2014 to 2/2021

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## **Duties, Accomplishments and Related Skills:**

Supervise upper Manager's. Monitor Medicaid providers and regulate services provide individuals with developmental disabilities and behavioral services. Document monthly Behavior and Residential Habilitation progress reports to comply with State of Florida regulations, review and present financial statements to state agencies and Board of Director's, review incidents reports to ensure compliance with state and federal mandates. Review and input information in ABC and I-Budget database for the purpose of approving cost plans for Medicaid providers. Intervene as an advocate for clients to resolve crisis situations. Evaluate progress of clients goals described in treatment and care plan based on changes of client status. Crisis and emergency planning and management. Refer client and to community resources to assist in recovery from mental or physical illness. Analyze and develop assurance techniques for measuring the quality of service delivery to insure maximum efficiency care taking. Create and implement policies and procedures to provide safety and compliance. Provide advice, consultation, and technical assistance to other managers, care provider programs, and Case Coordinators. Oversee the safe residential habilitation of persons with developmental disabilities. Monitors complex issues and troubleshoots problems within the region to ensure smooth and efficient implementation of several behavior programs. Monitor and review company monthly, quarterly and annual budgets. Communicating and overseeing the Manager of the agency. Manage account payables and receivables through general revenue and annual budget. Acting as a conduit by which the public can communicate their concerns and needs. Supervise projects and delegate responsibilities to the agency operational managers that are best suited for specific projects and jobs. Manage the expectations of employees.

# Laquawana Roberson Professional Resume

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State of Florida (APD), Quality Assurance Supervisor, 11/2010 to 4/2014

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## **Duties, Accomplishments and Related Skills:**

Independently performing a variety of activities related to quality assurance, improvement and enhancement of provider service delivery practices, training and education, customer service, investigations and recoupment's of funds, and networking, communicating and collaborating with others while upholding HIPAA requirements. Supervise Manage Group Home Inspectors cases and enforcement violations. Review emergency plans and evacuation plans. Attend public hearings on behalf of the agency. Maintain developed department budget. The incumbent's duties include, but not limited to, the following: Tracks and reviews all peer organization provider monitoring reports, addresses all findings through technical assistance/ remediation, follows-up through resolution. Requests plan of remediation as needed, obtains documented evidence of provider corrections to 100% of the review findings. Tracks, calculates, negotiates, and processes recoupment following the Agency's policies and procedures. Tracks, investigates, addresses, and documents all service delivery grievances/ complaints, suspicions of misuse of funds, fraud, programmatic, violations, incident reports, protective services investigations, and follows-up through to resolution. Identifies, calculates, negotiates, and processes recoupment resulting from the Investigation. Ensures completion of a Plan of Remediation and obtains documented evidence of provider corrections and improvements. Makes recommendations for further actions on the provider status as needed. Request provider records and conducts audits as needed. Writes findings summary with recommendations and identifies recoupment and performance patterns/ trends. Addresses findings with Provider at Technical assistance/ remediation, Follows-up with provider for Plan of Remediation completion and obtains documented evidence of corrections/improvements to 100% of the findings. Reviews and researches provider billing claims. Identifies and tracks billing discrepancies and violations, and takes appropriate action to include recoupment of funds. Tracks recoupment until all funds are reimbursed to the program/ AHCA. Uses ABC, FMMIS, and iBudget proficiently. Reviews, investigates, addresses, and documents/tracks all types of alerts within 24 hours of receipt. Follows Agency's protocols toward resolution and full implementation of corrections/ improvements. Makes and tracks referrals to Medicaid Program integrity at Agency for Health Care Administration and to the Medicaid Fraud Control Unit from the Office of the Attorney General as needed, and conducts referral follow-up. Participates in meetings, conference calls, training, workshops/ workgroups, and other miscellaneous activities as needed. This includes Delmarva quarterly meetings, Region's Quality Management Meetings and Steering Committee Meetings. Works on specials projects and other assignments through to completion and meeting deadlines; performs other duties as assigned. Employees of the Agency for Persons with Disabilities are required to demonstrate total commitment to outstanding customer service. This includes, but not limited to, acting in a responsive, professional, courteous manner with the employees, customers and public we serve at all times. Assist State of Florida Abuse Investigator with open/closed cases.

City of Sunny Isles, Code Enforcement Officer, 2/2010 to 10/2012

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## **Duties, Accomplishments and Related Skills:**

Encompassed alarm registrations and false alarm monitoring, lien searched requests, some certificates of use processed in conjunction with all Local Business Tax activity, parking

## Laquawana Roberson Professional Resume

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enforcement and other code enforcement activities related to violations of ordinances of the building department. Local Business Tax Receipt, Certificates of Use, Alarm Registrations, Lien Searches, Code Enforcement. In addition, adds a system of additional checks and balances between the operating departments to help protect the interests of the City as well as our citizens. Monitor radio by using proper procedures. Enforced any safety hazards for the public. Special assignment on a code violations within privately owned island. Attend hearings, gathered evidence, compiled documents to concluded cases, issue citations. Assist Assistant City Manager with planning, developing, and implementing code enforcement strategies. Enforce city and state code compliance, ordinances, and statues with resolutions.

US Homeland Security, CBP Officer, 2/2009 to 2/2010

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### **Duties, Accomplishments and Related Skills:**

Interviewed, observed, inspected, and screened passengers and cargo that enters and exit the United States. Searched for illegal, prohibited, drugs, and agricultural products. In Inspected plants, products, and fruits to determine current admissibility or potential problems. Trained to conducts surveillance, inspection by foot, vehicle, boat, or aircraft at assigned points of entry into the United States to prohibit smuggled merchandise and contraband. Ability to utilize a range of methodological tools and approaches to depict violations.

Miami Dade Aviation Department, Landside Officer, 3/2004 to 2/2009

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### **Duties, Accomplishments and Related Skills:**

Enforced MIA rules & regulations, Implement safety procedures. Issued code citations by enforcing Chapter 25, 30, 31; Ordinance 24, 24A, 24B to taxi cab driver's, commercial, and private vehicles. Maintained traffic, investigated, and analyzed situations. Operated and maintained wide variety of communication equipment. Defended my code enforcement citations in court. Wrote an ample amount of code enforcement reports, and provided ultimate customer service. Implement emergency and evacuation of large scales environment at Miami International Airport. Operated the taxi stand my providing the public with taxi's and other transportation need. Monitored construction projects to ensure compliance with local, state, and federal code compliance with proper licenses and necessary project approvals. Inputted and updated permit applications to city database. Issued ID badges with pin number. Maintained and filed application. Answered multi-line telephone. Researched employee background. Fingerprinted for all staff of Miami International Airport. Investigate discrepancies on applicant applications. Maintained and operated a wide variety of communication equipment. Enforced taxi, limos, and private vehicles. Assign officers to work site. Issued citations as normal daily task. Attended trainings, meetings, and conferences to maintain updated rules and regulations. Inputted data for identification badge applications, fingerprinted, and ensured compliance pertaining to enforcement and compliance of Chapter 25 Aviation Department Rules and Regulation and Transportation Security Administration 49 CFR Part 1520, 1542, and 1544. Issued citations by enforcing Chapter 25, 30, 31; Ordinance 24, 24A, 24B. Maintained traffic flow, investigated and analyzed situations. Defended citations in court hearings. Communicated

# Laquawana Roberson Professional Resume

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with other field officers by using a multi-line radio system and practicing proper radio codes. Develop, direct, and execute a structured, risk-based approach to providing oversight of all key functions within the operational divisions. Ensure the divisional corrective action programs adequately address the intent of audit findings. Develop and maintain professional working relationships on behalf of The Company with key government agency personnel. Coordinate with internal stakeholders, including Legal, Operational Divisions, Security, and other business stakeholders as necessary. Oversee the work products of all Regulatory Compliance teams. Support new station assessments from a compliance perspective. Serve as the primary focal for all IOSA-related activities. Manage the team, including performance management, coaching and development. Proactively build team members' skill sets to increase bench strength and allow for succession planning. Perform all additional tasks as assigned by the Landside and Miami Dade aviation Department of Safety and Regulatory Compliance.

## **Education:**

**Texas Southern University** Houston, TX

**Major:** Master's of Public Administration, 12/2012

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**Florida Memorial University** Miami Gardens, FL

**Major:** Bachelor's of Public Administration **Minor:** Political Science, 12/2010

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**Miami Dade Community College** Miami, FL

**Major:** Associate of Arts Physical Therapy **Minor:** Exercise Science, 7/2001

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## **Affiliations:**

National Forum of Black Public Administration, Miami Dade Alumni Association, F.A.C.E.

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## **Professional Job Related Training:**

Possess several professional skills in Microsoft programs, such as, Word, Power Point, Excel, Lotus, Access, Outlook, and Publisher. Certificates and professional training in Advanced Management, Team Building, Leadership, Disney Customer Service, Behavior Pattern Recognition, Security Identification, Display Area, Conflict Resolution, Human Resources, and several computer databases, surveillance, investigations online and in-person, court proceedings, code of ordinance 100, 104, 108, etc. and FL Statutes 393, 65G, 162 and muni-code library.

## **Professional Certification:**

Behavioral Case Management, Expiration 2023

Emergency Management

Registered Behavior Technician, Expiration 2022

CPR/ First Aid Instructor Expiration, 2022

Practical Crisis Management Instructor, Expiration 2022

Notary Public Association, Expiration 2022

# Laquawana Roberson Professional Resume

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Lean Six Sigma 12/2021

Professional Writing 11/2021

## **Additional Information:**

Obtain all the skills required to possess the job and duties as an Assistant Director and Executive Director. I have years of experience developing and executing business strategies, strong crisis management skills, budgeting, financial reconciliation, creating and implementing SOP and policies and procedures, strong leadership, conducting trainings and seminars, presenting and disseminating information to Board of Director's. My skills and abilities are broad and can be utilized in the private and public sector.

## **Affiliations/Training/Boards/Consultant:**

- Florida International University / University of Miami – Employee Investigations
- National Forum for Black Public Administrators (NFBPA)
- Owner of Mother and Sons, LLC
- CPR First Aid/ AED Instructor
- Practical Crisis Management Instructor

**TAB 31**



# Mariela Rosales

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405.657.9840 - mariela.ros.c@gmail.com

May 9th, 2025

Dear Hiring Committee,

I am writing to express my interest in the Town Manager position with the Town of Dundee. With over a decade of experience leading cross-functional teams, overseeing multi-million-dollar projects, and driving strategic initiatives within both public and private sectors, I bring a strong foundation in municipal operations, financial management, and organizational development. My background aligns with Dundee's commitment to transparency, integrity, and sustainable growth.

Throughout my career, I have held leadership roles that required deep engagement with diverse stakeholders, strategic planning, and budget oversight. As a Project Manager for Culmen International supporting CISA, I've led federal modernization projects, ensuring regulatory compliance, fiscal accountability, and operational efficiency. My earlier roles with Exelon and Cornet Technology involved managing large infrastructure and technology initiatives—strengthening my capabilities in vendor coordination, capital planning, and interdepartmental collaboration. I have successfully introduced Agile and Lean principles across organizations to enhance service delivery and optimize resource allocation.

My international and multicultural experience—from managing engineering projects in Guatemala to leading cross-agency U.S. federal efforts—has taught me how to adapt to dynamic environments while staying mission-focused. This global perspective complements my strong command of local government operations and community-centered leadership.

I hold a Master's in Business Engineering and a Bachelor's in Engineering, and I am currently pursuing Project Management Professional (PMP) and Certified Scrum Master (CSM) certifications to further strengthen my strategic leadership abilities.

Dundee's blend of small-town character and growth potential presents an exciting opportunity. I am enthusiastic about the prospect of working alongside elected officials, staff, and residents to build a resilient, thriving future for the town. I welcome the opportunity to further discuss how my experience and leadership philosophy align with Dundee's vision.

Thank you for your time and consideration.

Sincerely,

Mariela Rosales



# MARIELA ROSALES

[mariela.ros.c@gmail.com](mailto:mariela.ros.c@gmail.com)

## PROJECT MANAGER

REMOTE

(405) 657-9840

### PROFILE SUMMARY

Expertise in Project Management, process optimization, and stakeholder engagement, adept at leading projects through all phases using Agile, Scrum, and Lean methodologies. Skilled in researching and analyzing complex data to drive strategized decisions. Known for adapting to changing project requirements, tailoring solutions to business needs, and improvising under pressure to maintain momentum. Proficient in risk analysis, budget management, quality assurance, and resource allocation using MS Project, JIRA, Microsoft 365, and ServiceNow. Known for effective communication, conflict resolution, and team leadership, consistently improving project delivery. Proficient in project planning, scheduling, execution, and roadmap development, with a strong track record in risk assessment, budgeting, and forecasting. Excel in challenging environments, turning around failing projects, and exceeding KPIs to drive success.

### CERTIFICATION

Lean and Kaizen Training | Cybersecurity Fundamentals | Network Security | Computer Forensics | Cybersecurity Risk Management

### EDUCATION

Master: Business Engineering/Engineering Management | Universidad Galileo, Guatemala City

Bachelor of Science: Industrial Engineering | Universidad Galileo, Guatemala City

Micro-Master: Cybersecurity | Rochester Institute of Technology, Rochester, NY

Attended Bachelor of Science in Micro Electrical Engineering, completing 3.5 years of coursework | Universidad Galileo, Guatemala City

### SKILLS

Core Skills: Project Management Planning & Execution, Process Improvement & Optimization, Stakeholder Management, Data Analytics, Project Roadmap, Budget Management, Quality Assurance, Vendor Management, Resource Allocation, Conflict Resolution, CRM, Risk Analysis and Management, Root Cause Analysis, Economic Analysis, Logistics Management. Strategic Planning, Business Analysis Research, Change Management, Cross-Functional Leadership.

Tools, Technologies, & Methodologies: MS Project, JIRA, ServiceNow, MS Office, Agile, Scrum, Lean, Sprint Planning.

### EXPERIENCE

**Project Manager** | Culmen International - CISA - DHS contractor, Remote Florida **October 2020 - Present**

**Agile & Scrum Methodologies:** Conducting Scrum meetings and Agile ceremonies, sprint planning and execution, and daily stand-ups and stakeholder meetings.

**Project Management:** Project status presentations, progress tracking and optimization, project scheduling and milestone tracking, and task assignment and resource management.

**Risk Management:** Risk identification, risk mitigation strategies, risk ranking, risk register documentation, and issues tracking and resolution.

**Stakeholder & Team Collaboration:** Accommodating evolving agency priorities by adjusting team deliverables and timelines. Facilitating communication between stakeholders and leadership, cross-functional team collaboration (developers, security teams, contractors), customer engagement and feedback integration.

**Reporting & Documentation:** Strategized documentation layout and template use for consistent reporting across multiple teams. Internal reporting to leadership, designing and generating weekly reports, developing project status dashboards, structured file system creation for documentation, and building templates for reports.

**Compliance & Security:** Section 508 compliance, Authority to Operate (ATO) compliance, and Vulnerability Management.

**Tools & Technologies:** JIRA, ServiceNow, MS Project, MS Office, and SharePoint.

**Achievements & Recognition:** Commendation for project transparency, thorough documentation, task tracking, and successful MVP deployment ahead of schedule by 50%.

Project Manager | Exelon - Pepco – Contract, Washington, D.C.

July 2020 – September 2020

**Project Management:** Project planning and execution, budget development and financial reporting, resource allocation and scope definition, and schedule management and critical path analysis.

**Construction Management:** Substation construction oversight, workflow optimization in high-voltage environments, adherence to project specifications and quality standards, safety protocol enforcement, and managed change orders.

**Risk Management:** Analyzed operational disruptions and initiated real-time adjustments to the project plan. Risk identification and mitigation, issue management and corrective action implementation, reducing rework, change orders, and project disruptions.

**Agile & Scrum Methodologies:** Scrum process implementation, and sprint reviews and backlog refinement.

**Team Leadership & Coordination:** Improvised resource reallocations to prevent project delays due to unforeseen outages. Directing contractors and engineering teams, cross-department collaboration, and subcontractor performance management.

**Stakeholder & Vendor Management:** Relationship building with internal departments and external vendors, and dispute resolution to minimize delays and cost overruns.

**Tools & Technologies:** MS Project, Excel, MS Office.

**Cost & Efficiency Optimization:** Implementing cost-saving measures, reducing operational expenses, and decreasing project delivery time by 10%.

Project Manager | Newmark, Washington, D.C.

May 2019 – January 2020

**Project Management:** End-to-end project management (initiation to completion), budget management and cost control, and efficient resource allocation.

**Stakeholder & Relationship Management:** Communication with embassies and contractors, building strong stakeholder relationships, enhancing customer and stakeholder satisfaction, and improving contractor performance.

**Risk Management:** Risk identification and mitigation planning, and safeguarding project critical paths.

**Problem-Solving & Analysis:** Root Cause Analysis (RCA), and process improvement based on RCA findings.

**Reporting & Transparency:** Implementing reports for project transparency, and risk reporting and tracking.

**Cost & Efficiency Optimization:** Achieving cost savings through resource efficiency, and enhancing project performance.

Project Manager | Cornet Technology, Springfield, Virginia

August 2018 – April 2019

**Project Management:** Leading 5+ cross-functional teams, managing military projects from prototypes to manufacturing, and project lifecycle management.

**Agile & Scrum Methodologies:** Sprint planning and execution, conducting Agile ceremonies (sprint planning, scrums, demos, retrospectives), user story development and management, increasing team velocity and improving productivity.

**Product Development & Testing:** Prototype version releases and testing, software version releases and upgrades, and quality testing and change order management.

**Procurement & Supply Chain Management:** Reducing procurement delays by identifying alternatives solutions. Adapted sourcing strategies to mitigate delays and maintain manufacturing flow.

**Stakeholder & Customer Engagement:** Tailored feedback loops and sprint cadences to military customer requirements. Communicating with DoD customers, gathering and implementing customer feedback, enhancing service quality and increasing repeat business.

**Budget & Cost Management:** Maintaining project expenses within budget, and achieving cost savings.

**Reporting & Transparency:** Providing detailed project reports and updates, facilitating informed decision-making, and Increasing client satisfaction.

**Process Improvement:** Optimizing project outcomes and accelerating project completion.

Senior Project Engineer | Johnson Controls, Norman, Oklahoma

May 2016 – August 2018

**Project Management:** Project planning for lab testing, streamlining project schedules and budgets, and tracking project progress and improving project control.

**Agile & Lean Methodologies:** Daily stand-ups and weekly schedule reviews, Value Stream Mapping, Lean principles for resource optimization, and Agile practices for project efficiency.

**Resource & Cost Management:** Resource utilization assessment and optimization, achieving annual cost savings, and minimizing resource costs for in-house and external testing.

**Risk Management:** Proactive risk assessment and mitigation, identifying milestones, bottlenecks, and resource costs, and reducing project risks and minimizing cost overruns.

**Cross-Functional Team Leadership:** Directing 8+ commercial teams, cross-departmental coordination, and collaboration with senior leadership, lab managers, and engineering directors.

**Process Improvement:** Enhancing lab efficiency, increasing project throughput, improving project delivery timelines and adherence to launch deadlines.

**Data & Risk Mitigation Strategies:** Implementing preventive measures (e.g., program backups), and reducing downtime and mitigating data loss risks.

**Stakeholder Engagement:** Involving key stakeholders in project planning and execution.

Reservoir Technologist | Devon Energy, Oklahoma City, Oklahoma

April 2012 – February 2016

**Data Analysis & Management:** Researched over 50 years of production data to identify high-return assets. SQL database utilization for data extraction and analysis, historical production data analysis, and data cleaning and optimization.

**Geospatial & Economic Analysis:** Geospatial data analysis, Economic analysis for ROI determination, and scenario reporting and historical production volume analysis.

**Database & Workflow Optimization:** Database optimization using MS Excel and PEEP, and mitigating workflow risks through data management.

**Reporting & Presentation:** Preparing leadership presentations with Microsoft Office and PowerPoint, generating scenario reports and ROI assessments, and integrating SQL data into analytical reports.

**Cross-Functional Collaboration:** Partnering with engineers and technologists, and contributing to oil portfolio innovations and technology implementation.

**Strategic Planning & Development:** Strategized production schedules and project investments to improve ROI. Preparing annual development plans for state submission, researching and implementing new technologies for oil production. Adhering to state and federal regulations.

**Business Impact & Decision Support:** Enhancing ROI decision-making, improving decision-making effectiveness, and contributing to cost savings and revenue gains in oil and gas production.

**Tools & Technologies:** SQL, MS Excel, PEEP, Microsoft Office, SpotFire, and PowerPoint.

Technology & Safety Associate | Summa Engineering, Oklahoma City, Oklahoma

April 2010 – April 2012

**Risk Management:** Risk analysis and management techniques, mitigating risks in safety programs, and risk assessment in financial and operational contexts.

**Safety Management:** Analyzed risk exposure trends and tailored safety programs to high-impact areas. Development and research of Safety Programs, ensuring adherence to safety standards, and preventing project delays due to safety issues (oil and gas fields).

**Quality Assurance & Control:** Quality control through water sample analysis, quality assurance management to meet safety requirements, and collaboration with consultants and customers to ensure quality standards.

**Cross-Functional Collaboration:** Coordinating with management, customers, and consultants, and enhancing communication for project success.

**Financial Analysis & Auditing:** Executing financial audits, KPI analysis for performance tracking, and optimizing cash flow through quantitative and economic analysis.

**Process Improvement & Cost Optimization:** Adapted best practices to remote oil field conditions and improvised backup systems to prevent data loss. Streamlining processes and reducing operational costs through resource allocation.

**Data-Driven Decision Making:** Implementing quantitative and economic analysis for optimization, and using data research and insights to improve safety, quality, and financial performance.

Project Lead | Ingeniería y Servicios Generales, Guatemala City, Guatemala

July 2006 - March 2009

**Project Management:** Managing multiple projects within budget constraints, nonprofit project management from commissioning to quality control, and utilizing Agile and Waterfall methodologies for process improvement.

**Data Analysis & Reporting:** Data analysis for vendor compliance, creating pivot charts and spreadsheets in Excel, and streamlining processes to increase operational efficiency.

**Vendor & Stakeholder Management:** Negotiating with global vendors, leveraging international treaties and import/export laws, and securing advantageous terms for products and delivery schedules.

**Cost Optimization & Efficiency:** Reducing logistical expenses, avoiding late sanction fees, and reducing project costs.

**Quality Assurance & Control:** Implementing Quality Control methodologies, ensuring flawless merchandise receipt, and identifying improvement opportunities and risk mitigation strategies.

**Logistics & Supply Chain Management:** Logistics management and optimization, streamlining supply chain workflows.

**Risk Management:** Identifying risk mitigation strategies, enhancing project success rates through proactive risk assessment.

**Process Improvement:** Improving workflows, operational processes, exceeding client requirements and boosting satisfaction.

**Tools & Technologies:** Microsoft Excel (pivot charts, spreadsheets).

**SOFT SKILLS**

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Team Leadership, Excellent Communication, Problem-solving, Adaptability, Time management, Conflict Management, Cross-functional Collaboration, Decision-making, Relationship Building.

Clearance: Active DoD Secret

Languages: English (Proficient)| Spanish (Native)

**TAB 32**

May 16, 2025

Mayor Pennant and Town Council,

I am pleased to submit this cover letter and resume for your consideration in regard to your Town Manager opening. I have most notably served in Innovation & Performance Management at St. Lucie County Board of County Commissioners, as an Assistant City Administrator and Interim City Administrator at the City of Mexico Beach, and as an Assistant to the City Manager at the City of Lake Wales. I have a passion for public service and enhancing the quality of life for our community.

My philosophy and guiding principles as Town Manager include:

**Build a Winning Team Culture:**

- Ensure an “Open City Hall” policy. My belief is for the Board to have access and availability to staff, allowing for the free flow of information, ideas, and collaboration.
- Build authentic relationships and serve as Chief Facilitator
- Provide superior public service to our community by empowering staff

**Intentional and proactive Community Engagement:**

- Engage with residents, visitors, community groups, and business leaders to gain insight into the challenges and opportunities facing our community
- Ensure the quality of life for everyone in our community by communicating service and program offerings
- Develop and enhance partnerships that promote art, culture, educational, and recreational opportunities throughout our community
- Communicate with purpose and expand participation in the government process

**Cultivate Innovation** throughout the organization:

- Increase efficiency and minimize complexities through implementation of process improvement efforts
- Develop and evaluate management programs for critical operations incorporating innovative best practices and technological advancements

**Ensure long-term quality Infrastructure, and Sustainability** of the natural environment:

- Place a premium on the importance of construction, renovation, maintenance and management of infrastructure and town assets
- Protect, conserve and/or restore vital natural resources and ecological functions

**Facilitate Operational Transparency and Budget** controls:

- Ensure transparency in operations and serve as good stewards of our community resources
- Provide easy access to the City budget, especially regarding the cost of major projects and services
- Pursue funding partners and grant opportunities for City services, programs, and projects

Academically, I earned my bachelor’s degree in business management with a minor in public administration at the University of South Florida (USF). Following my graduation, I decided to continue at USF and earned my **Master of Public Administration** degree while working full-time. Recently, I was recognized by the Florida City/County Management Association with the 2024 Rising Star Award and earned my **Redevelopment Administrator** designation from the Florida Redevelopment Association (FRA-RA).

Having served the City of Lake Wales as an Assistant to the City Manager, I have in-depth knowledge of the issues facing the Town of Dundee and Polk County. Additionally, I have experience serving as an Assistant City Administrator (and interim City Administrator) of full-service cities with populations under 10K, similar to Dundee.

Directly applicable experience includes:

- **Strategic Planning** – Experienced crafting and implementing organizational Strategic Plans and transparent online dashboards to track success and ensure accountability
- **Growth Management** – Led implementation of a Smart Growth initiative, development of a Form Based Code, and implementation of the city's Civic Master Plan in a rapidly growing area. Actively fought against urban sprawl and ensured high-quality development.
- **Community Redevelopment Agencies (CRAs)** – Significant experience with CRAs, including: expanding the boundaries and extending the life of the agency, working in a charter county, and leading significant capital improvement projects and redevelopment programs. Developed a Horticulture department in Lakes Wales, tasked with enhancing landscaping in the Historic Downtown, rights-of-way, and city parks.
- **Financial Management** – Oversaw budgets ranging in size from \$100K to approximately \$20M, played a significant role in securing grants, developing legislative funding requests and developing funding partnerships. Prioritized strict adherence to purchasing rules and priority-based budgeting.
- **Emergency Management** – Experienced working with FEMA and the Florida Department of Emergency Management, led recovery projects in Mexico Beach, served as Assistant City Manager during Hurricane Idalia related flooding, and an EF-2 tornado in Crystal River
- **Strategic Communications** – Experienced in crafting talking points, organizational communications strategy, presenting to various stakeholder groups, including elected bodies, committee groups, neighborhood associations, and community groups. Proposed and started a new Communications department in Lake Wales, including video production, a citywide newsletter, and enhanced social media posting.
- **Major Capital Improvements** – Project management portfolio featuring the design and construction of the Park Avenue Connector Trail, and design phases of the Park Avenue / Market Plaza, Orange Avenue, and Crystal Avenue Streetscapes in Lake Wales

I hold myself to the highest level of integrity and am committed to excellence in the workplace and in the community. I look forward to the opportunity to discuss my qualifications.

Thank you for your consideration,

Michael K Manning, MPA



Education

University of South Florida	Master of Public Administration	May 2020
University of South Florida	B.S. Business Management / Public Admin. Minor	May 2018

Certifications & Professional Recognitions

Florida Redevelopment Academy	Redevelopment Administrator (FRA-RA)	October 2024
FCCMA	2024 Rising Star Award	2024
ICMA	Performance Management Award	May 2021
University of South Florida	Post Crisis Leadership Certificate	April 2021
GoLeanSixSigma.com	Lean Six Sigma Green Belt Certificate	February 2021
Project Management Institute	Certified Associate in Project Management	May 2020

Core Competencies

Municipal Operations	Growth Management & Community Redevelopment
Strategic Planning	Data-Driven Decision-Making
Financial Management	Community Engagement

Professional Experience

St. Lucie County Board of County Commissioners

March 2024 to Present

Home to approximately 330,000 full-time residents, St. Lucie County is committed to good fiscal stewardship, a strong commitment to public safety, improving infrastructure, facilitating economic growth, and protecting environmental resources.

Innovation and Performance Management

- Primary work relates to internal consulting to support County Administration in the implementation of various special projects and process improvement initiatives
- Led the FY2025 Strategic Plan update featuring 6 Focus Areas, 25 Goals, and 73 Objectives and creating an Implementation Matrix to track, evaluate, and communicate effectiveness
- Lead special projects that advance the County’s strategic objectives and priorities
- Participate in the annual budget process and make recommendations regarding whether new budget requests are in alignment with the County’s Strategic Plan
- Leading the County’s 2025 Community Survey with results designed to drive future Strategic Plan updates, Countywide operations, and the annual budget process
- Provide recommendations for improvements to the County’s website and communications content covering initiatives and projects

City of Crystal River

August 2023 to February 2024

Considered the *Gem of the Nature Coast*, Crystal River features a population of approximately 4,000 full-time residents. The city is the home of the manatee and plays host to tens of thousands of visitors. With Citrus County facing explosive growth, the city undertook bold growth management strategies, to include implementation of its Civic Master Plan, the development of a Form Based Code, and progressive annexation strategies to control and secure its long-term future. Hit by Hurricane Idalia (August 2023) and an EF-2 Tornado (October 2023), the city developed a strong relationship with FDEM and FEMA as it began the long road to recovery.

Assistant City Manager

- Primary work related to operational leadership, cross-departmental project management, cross-functional process improvement, and special project administration. Facilitated through Department Directors leadership to the **Communications & Community Engagement, Growth Management, Public Works, Human Resources, Visitor Services, and Community Redevelopment Agency** teams.
- Led Growth Management’s implementation of the Smart Growth initiative, development of a Form Based Code, and implementation of the City’s Civic Master Plan
- Routinely worked/communicated with department heads, external organizations, and the community

**City of Mexico Beach****March 2023 to August 2023**

A Northwest Florida coastal community with a population of 1,100 full-time residents, there are often close to 2,500 people in the city when factoring in 2<sup>nd</sup> residences and visitors. Due to the incredible damage sustained from Hurricane Michael (2018), the City utilized \$110M to rebuild its infrastructure through efforts with FDEM & FEMA.

**Interim City Administrator**

- Responsible for full-service City, facilitated through Department Directors: Communications, Development Services, Finance, Parks & Recreation, Public Works, Code Enforcement, Solid Waste, and Public Safety
- Prepared FY2024 Budget with first millage rate under 6.0 since Hurricane Michael. Developed a 5-Year Capital Improvement Plan, Vehicle Inventory List, and Staffing Implementation Plan.
- Attended all meetings of the City Council, Planning Board, and Charter Review Committee. Implemented Council's direction via day-to-day operations, kept elected officials informed of operations & key priorities.

**Assistant City Administrator / Development Services Director**

- Primary work related to operational leadership, cross-departmental project management, cross-functional process improvement, and special project administration. Provided ongoing day-to-day strategic leadership to the Planning & Zoning, Building, Code Compliance, and Floodplain functions.
- Provided support to the City Administrator regarding all City functions, including oversight of departments, management of Hurricane Michael FEMA projects, and various intergovernmental efforts

**City of Lake Wales****May 2019 to February 2023**

Known as the *Crown Jewel of the Ridge*, Lake Wales is home to close to 20,000 full-time residents with significant growth in the development pipeline.

**Assistant to the City Manager**

- Reporting to the City Manager, primary work related to operational leadership, cross-departmental project management, cross-functional process improvement, and special project administration. Provided ongoing day-to-day strategic leadership to Marketing & Communications, Parks and Horticulture.
- **Project Manager of multiple major redevelopment projects**, including various phases of the Park Avenue / Market Plaza Streetscape, Park Avenue Connector Trail, 1<sup>st</sup> Street Streetscape, Crystal Lake Park Trail, Orange Avenue Streetscape, and Northwest Neighborhood Sidewalk & Street Tree Improvement Plan

**Management Analyst**

- Reporting to the City Manager, primary work related to cross-departmental project management, cross-functional process improvement, and special project administration
- Created and managed the citywide newsletter (9,100 mailings quarterly), produced community condition surveys, participated in organizational streamlining efforts, and successfully restructured the city's advisory board appointment process

**Corporate Analyst**

JPMorgan Chase &amp; Co.

July 2018 to May 2019

**Community Information Internship**

Volusia County BOCC

Intermittent 2015 to 2017

**Professional Affiliations**

International City / County Management Association (ICMA)

Florida City / County Management Association (FCCMA)

FCCMA Next Generation Task Force (2023-Present)

FCCMA Professional Development Committee (2022-2024)

Florida Redevelopment Association (FRA)

**FRA Redevelopment Academy: Redevelopment Administrator (October 2024)**

National Association of Counties

**High Performance Leadership Academy (April 2025)**

National Recreation and Parks Association (NRPA)

30 Under 30 Honoree (2025)

**Ridge Scenic Highway Corridor Management Entity Board (2019-2023)***References available upon request*

**TAB 33**

# Paul Dyal

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336 SW Paul Allison Ct. | Lake City, Florida 32024 | (386) 365-0704 | [pdyal@bellsouth.net](mailto:pdyal@bellsouth.net)

May 13, 2025

Doug Thomas  
Executive Vice President  
Strategic Government Resources

Re: Town Manager – Town of Dundee, Florida

Dear Mr. Thomas:

It is with great enthusiasm that I submit my qualifications for the position of Town Manager for the Town of Dundee, Florida. After reviewing your recruitment notice and exploring the Town of Dundee's website, I am highly interested in being considered for this position. I have included my resume for your review.

I have over 12 years of experience working hands-on in municipal government 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. Additionally, I have thirty years of experience collaborating with state, federal, and local government agencies to complete projects. My extensive background in the utility and construction industry has provided me with a comprehensive understanding of the bureaucracy within various agencies. I have over twenty years of experience in surveying, GPS/GIS data collection and implementation, permitting, grants, and easement and right-of-way acquisition, which are relevant to the efficient operation of city infrastructure.

My strengths include problem-solving, effective listening, respectful communication, reliability, and leading by example with integrity and a commitment to "Servant Leadership."

I am eager to contribute to the advancement of the Town of Dundee. I hope that my skills, experience, and enthusiasm will be deemed suitable for an interview for the position.

Sincerely,



Paul Dyal  
Enclosure: Resume

# PAULDYAL

336 SW Paul Allison Ct.  
Lake City, Florida 32024  
(386) 365-0704 [pdyal@bellsouth.net](mailto:pdyal@bellsouth.net)

## SUMMARY OF QUALIFICATIONS

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Dynamic leader with extensive experience in budgeting, capital projects, government operations, customer service, utilities, financial management, and economic development. Proven record of empowering teams through collaboration and community engagement. Over 30 years of experience with state, federal, and local agencies, including 12 years in municipal government and 30 years in the utility and construction sectors. Skilled in managing project life cycles from assessment to implementation. Successfully hired and trained hundreds of team members. Dependable, adaptable, and effective under pressure.

## PROFESSIONAL EXPERIENCE

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January 2024-January 2024   City of Homer                      Homer, AK  
***Public Works Director***

- Responsible for all day-to-day city public works operations.

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.
- Grant Writing and submission.
- Leader to 200+ dedicated personnel.
- Review and administer disciplinary action.
- Union and contract negotiations.
- Economic Development and Capital Improvements.
- 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 on public policy, federal, and state governmental issues.
- Grant Writing and submission.
- Leader to 200+ dedicated personnel.
- Review and administer disciplinary action.
- Union and contract negotiations.
- Economic Development and Capital Improvements.
- 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 \$30+ 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 \$10,000,000 in grants for capital improvements.
- Increased economic development by working with our county leaders to expand utility services.
- Capital Improvements.
- 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.

***Executive Director of Utilities***

- Responsible for all day-to-day city utility activities.
- Honest communication to Management, Council, and Public on City issues.
- Economic Development and Capital Improvements.
- 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.
- Oversight 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.

***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.
- Oversight of a new \$5,000,000 Spray Field to Wetland conversion.

- 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.
- 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 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

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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

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- Member Phi Theta Kappa Honor Society
- Member 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 ICMA

## INTERESTS

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Spending time with family, participating in church activities, scouting, gardening, yard work, and learning new software.

## TIPS

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My management style is collaborative, acting as a Team Leader/Facilitator. I stay visible to my team and keep my employer informed for sound decision-making. I learn from each new task assigned and welcome ideas that boost productivity. I value listening and soliciting feedback. My experience in grant, budget management, and administrative supervision spans both public and private sectors, providing a unique perspective on interactions.

**TAB 34**

# Preston L. Clark, M.B.A.

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May 2, 2025

Dear Hiring Manager,

I am writing to express my interest in the Town Manager position with the Town of Dundee, FL. With over twenty years of experience in developing and managing programs, I am confident in my ability to contribute effectively to your team. Throughout my career, I have built strong relationships with internal and external stakeholders, designing and implementing program efficiencies that drive success. My skills in effective communication, innovation, and problem-solving have enabled me to create solutions to complex issues.

One of my key strengths is enhancing organizational outcomes through strategic program management. I have consistently prioritized understanding and addressing organizational needs, ensuring efficiency and fostering long-term success. My ability to connect with stakeholders and drive impactful changes aligns perfectly with the Town of Dundee's mission to deliver exceptional results, and I am excited about the opportunity to contribute to this vision.

I believe my positive energy and leadership experience will make me an asset to the T Town of Dundee. My attached resume provides additional information regarding my experience and skills. I would appreciate the opportunity to discuss my qualifications further. Thank you for your time and consideration.

Sincerely,

Preston L. Clark

# Preston L. Clark, M.B.A.

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9838 Solitary Pl., Bristow, Virginia 20136 | (703) 986-8328 | [GoTeamClark@yahoo.com](mailto:GoTeamClark@yahoo.com)

## Professional Summary

Accomplished leader with extensive experience in federal and local government administration, higher education, and human resource management. Proven track record in oversight of complex projects and infrastructure development. Expert in strategic planning and applying agile methodologies to drive process improvement. Skilled in fostering relationships with community stakeholders and delivering exceptional customer service. Adept at applying analytical and evaluative methods to develop innovative procedures and resolve complex issues. Demonstrated success in performance, budget, and regulatory oversight at both city and federal levels.

## Work Experience

### Senior Analyst/Senior Project Lead

**U.S. Department of Education – Federal Student Aid | 11/2015 – Present**

**Supervisor: Quasette Crowner**

### Program Compliance

- Develops internship programs aimed at advancing the Department's strategic goals.
- Interprets, explains and ensures compliance with all federal laws and regulations.
- Develops job aids and standard operation procedures.
- Manages agency procurement of operating equipment and supplies for central and regional offices, ensuring timely acquisition and cost-effective solutions, resulting in a reduction in wasteful spending and operational costs.

### Employee Retention

- Conducts comprehensive studies identifying elements impacting retention trends among employees at key thresholds of their federal careers, providing actionable insights for strategic planning.
- Established focus groups to gather detailed feedback and validate findings, enhancing the accuracy and relevance of the study.
- Presents findings to executive leadership resulting in improved recruitment strategies to improve hiring efficiency and employee retention.

### Control Correspondence Management

- Served as editor-in-chief to eight division directors and their teams to respond to White House, Congressional, and constituent-sourced inquiries regarding grievances and policy updates.

- Successfully delegated priorities to team members, bringing the number of overdue inquiry responses to zero, significantly improving response times, accuracy, and customer satisfaction.
- Served as lead writer for the agency's quarterly newsletter, thereby enhancing transparency and informing the workforce of key accomplishments and events.
- Established uniform communication standards, enhancing interoffice and external stakeholder engagement, fostering collaboration and consistency across the organization.

### **Federal Student Aid I.D.E.A. Lab**

- Transformed the employee engagement experience by shifting from passive complaint forms to active listening sessions, creating a systematic approach to turn employee ideas into actionable initiatives. Following this process change, employee satisfaction scores on annual surveys increased 11% over a two-year period among over 1,400 employees, demonstrating significant improvement in workplace morale and engagement.
- Generated 50+ innovative ideas through employee engagement programs, fostering a culture of creativity and continuous improvement. Developed a structured process for presenting employee-generated ideas to executive leadership, ensuring strategic alignment and executive buy-in.
- Executed approved employee-sourced innovative ideas, awarding and recognizing contributors, which motivated the workforce and enhanced team cohesion and organizational culture.

### **White House Initiatives**

#### **U.S. Department of Education | 06/2015 – 11/2015**

##### **Supervisor: David Johns**

- Maintained and published White House cabinet affairs report on a weekly basis, ensuring timely distribution to all identified recipients.
- Promoted diversity, equity, and inclusion among all students by providing access to high-level, rigorous coursework and support services, aiming to prepare them for college, careers, and civic participation.
- Researched issues for speaking engagements and coordinated requests for Director's participation in functions nationwide, enhancing the office's visibility and engagement.
- Regularly updated customer-facing event management systems and reported project authorization statuses to senior leadership, improving transparency and project tracking.
- Reviewed and processed authorization and scheduling for nationwide speaking engagement appearances. Booked travel arrangements via proprietary travel system software.

### **Director of Research and Analysis**

#### **University of Mary Washington | 01/2015 – 06/2015**

##### **Supervisor: Kimberley Williams**

- Functioned as a liaison between Board of Trustees and the executive team, ensuring effective communication and alignment on strategic initiatives.
- Facilitated the application of upgraded data management tools.
- Prepared and analyzed a variety of statistical and narrative reports and reported on data.
- Provided technical guidance, interpreted policies and procedures to employees and management.
- Developed and recommended personnel programs and policies; researched existing and new programs for alternative and innovative proposals; and implements once approved.

## **Director of Operations**

**ITT Technical Institute | 06/2013 - 01/2015**

**Supervisor: Toune Greene**

- Oversaw the overall administrative service delivery methods of the organization, ensuring smooth and efficient operation of support services, policies, and staff.
- Applied knowledge of human resource management information systems to research, review, evaluate, and report on human resource data.
- Used automated information systems and computer software to research, review, evaluate, and report on human resource data.
- Managed, oversaw, and participated in the development and administration of the department's budget; developed the forecast of funds needed for staffing, equipment, materials, and supplies; implemented budgetary adjustments and allocated resources accordingly.

## **Director of Administrative Management**

**Everest University | 12/2006 - 06/2013**

**Supervisor: Robin Manning**

- Developed and implemented a wide variety of human resource systems designed to hire, train, motivate and retain employees; worked with management, department heads, supervisors, and employees in identifying and addressing conflict, communication barriers, or other problems that negatively impacted morale and productivity.
- Conducted training needs assessments and provided or coordinated training for employees and managers; developed and oversaw employee onboarding and other related programs; coordinated team building in various departments or in the management team.
- Provided internal consultation on the performance evaluation program, merit pay program, various incentive and recognition programs; participated in determining if programs achieved objectives and were consistent with organizational vision and values.
- Designed and implemented effective recruiting campaigns.
- Facilitated conflict resolution and problem-solving regarding issues that detracted management and/or employees from a high level of motivation and productivity; assisted with determining appropriate disciplinary and grievance responses.

## **Council for the District of Columbia**

**Legislative Analyst | 5/2000 – 08/2003**

**Supervisor: Sandra C. Allen**

- Coordinated, organized and directed City programs, services, and resources. Partnered with neighborhood interest groups to evaluate and implement policies and programs impacting their neighborhoods, including traffic, parking, and recreation, ensuring efficient operations and improving community satisfaction.
- Strengthened community support by managing budgets and performance of agencies serving at-risk populations, including the Youth Services Division (YSD), Health and Human Services (HHS), and Child and Family Services Agency (CFSA), achieving higher service efficiency and better resource allocation.
- Audited reports from agencies to develop targeted lines of questioning for discipline hearings, improving the effectiveness of the hearings. Oversaw compliance issues, supporting the District's Capital Improvement Plan and ensuring accountability, which contributed to timely project completions and enhanced transparency.
- Appraised the councilmember of potentially serious community human relations problems; recommended approaches to resolving those problems to effectively address concerns; handled projects and programs as assigned by the councilmember.
- Designed and implemented programs involving all segments of the community to reduce conflicts and increase understanding; spoke to community groups and citizens regarding human relations.

## Education

**B.A. | Political Science/Spanish Studies | 01/1998 | Temple University, Philadelphia, PA**

**Howard University School of Law | 1997-1999 | Washington, DC**

- Relevant coursework: Contracts, Constitutional Law, Civil Procedure

**M.B.A. | Business Administration/Human Resource Management | 01/2010 | Everest University Jacksonville, FL**

- Relevant coursework: Management of Human Resources, Business Policy and Strategy, Organizational Behavior, Managerial Assessment and Development

## Technical Skills

MS Office, MS Publisher, MS Excel, MS Access, MS PowerPoint, MS Word, MS SharePoint, MS Outlook, MS Teams, Canvas, Adobe Creative Cloud

Spanish: Proficient in reading, writing, speaking, and translating.

Oracle, Banner, Rapid Insight, E-Gov Travel Service, E2 travel system  
Workday, Salesforce, Cognos, iCIMS Human Resources Applicant Tracking and HRIS Management Software

**References** Available upon request

**TAB 35**



# Russ Powers

602 N. 57<sup>th</sup> Street  
Yakima, WA 98901  
dheapowers@msn.com  
509-388-4164

April 19, 2025

Re: Town Manager Position, Town of Dundee Florida.

Dear City Council, and HR Staff,

My wife and I have been married for nearly 34 years. We have lived in Washington for 33 of those years and have made our home in Yakima for the past 5 years. Previous to Yakima, we lived in Electric City for nearly 15 years. We are excited and looking forward to moving to Florida and enjoy some warmer, and less inclement weather. We researched several places that we were interested in moving to, and found central Florida and the surrounding areas were top of our list.

While working for Gray & Osborne I have been able to expand on the experience I gained working as a City Administrator in Electric City. My current position allows me to work with multiple municipalities, agencies, and officials to provide much needed grant and loan funding for various public works and planning projects. I regularly work with Mayors, Council Members, City Clerks and Finance Directors to facilitate and manage grant and loan packages from initial application, post award management, and closure. I have worked with nearly all available State and Federal grant and loan programs to provide essential funding to communities across eastern Washington.

While working for Electric City I have gained experience in all areas of municipal administration. As you know, being the City Administrator – City Clerk/Treasurer in a small city requires that you wear many hats. This has prepared me to understand how each of the departments function and manage the many challenges that cities might face. City Clerk is just one aspect of that position that entailed preparing and administering council meetings and agenda, keeping and filing public records, creating and formatting ordinances, resolutions and policies while directing administrative staff and initiating projects. Functioning as city clerk has prepared me to understand how to properly manage and record sensitive public information and has given me insight on how to manage and coordinate with multiple city departments and funding agencies.

As Treasurer, I was responsible for creating and managing the city's \$8,000,000 budget, reconciling 3 checking accounts, CD's, and maintaining 2 Local Government Investment Pools to ensure the City's reserve investments were secure. Electric City also functions as the administrative city for 4 local municipalities jointly operating a regional transfer station. Part of my duties were to facilitate monthly meetings for the Regional Board of Mayors (RBOM). The treasurer position required that I file state and federal monthly and quarterly reports including unemployment, IRS, L&I, Social Security, medical coverage, Dept. of Revenue as well as filing the city's annual report through the State Auditor's office. I think the experience I have gained working as a finance director has prepared me to understand the intricacies and difficulties of how to facilitate the multi-department budget and management of the finances of your City.

I managed a staff of 5 full time employees and 4 part time employees. My responsibilities included hiring, training, scheduling work, and directing the daily activities of all the city's departments including public works, volunteer fire department, regional transfer station, city court, code compliance and administrative staff. At previous employers, I have had the privilege of leading a larger number of department heads and employees including more than 100 team members at one of my positions.

I have had the pleasure of being involved with planning and creating a parks and recreation plan for the city, conducting and leading public workshops, creating presentations, updating the city's comprehensive plan, and grant writing through various funding programs. I was also directly responsible for the building, zoning, utility and planning departments.

I was a member of the International Institute of Municipal Clerks and enrolled in the Certified Municipal Clerks program through Northwest Clerks Institute.

Considering my wide range of experience working in and with all the city's departments, I think I will bring valuable experience not many prospective employees have faced.

You will find In addition to my municipal experience that I possess extensive management, operations and administrative experience in the private sector that will be a valuable addition to the professional staff at the City of Gold Beach.

I know that with my continuous work history and wealth of experience in all aspects of fiscal management, grant coordination and City administration, I could easily adapt and be a valuable resource to a town like yours.

Thank you for your interest in my resume. I certainly look forward to hearing from you soon.

Sincerely,

**Russ Powers**

**Personal References**

Steve Archer –Pastor of Faith Community Church (509)220-8805

John Green – Prior supervisor from the U.S. Park Service (509)699-0687

Clint Paislay – Friend for 13 years (509) 429-3427

**Professional City References**

John Nordine – Former Mayor of Electric City (509)480-2817

Rich McGuire – Former City Council Member (509)631-0017

Aaron Derr – Former City Council Member (509)218-4724

Lonna Bussert – Former City Council Member (509)631-2033

Carol Nordine – Former City Council Member (509)846-3031

Diana Parrish – Former Deputy Clerk (509)631-2004

## Russ Powers

602 N. 57<sup>th</sup> Street

Yakima, WA 98901

Phone: 509-388-4164

email: [dheapowers@msn.com](mailto:dheapowers@msn.com)

## Work Experience

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Gray & Osborne

180 Iron Horse Court

Yakima, WA 98901

*Position: Grant, Loan and Environmental Specialist*

February 2020 – Present

**Grant & Loan Administrator** – Responsible for the administration of grants and loans from initial application to post award management through multiple funding agencies including USDA Rural Development, CDBG, Dept of Ecology, EPA, Dept of Health DWSRF, WSDOT, FWHA, TIB, Public Works Board, Strategic Infrastructure Programs (SIP), Recreation Conservation Office (RCO), and State Legislative Appropriations and Federal Congressional Directed Spending (CDS). Responsible for the proper filing, reporting and retention of required grant and loan documents including the use of awarding agency software systems like Ecology EAGL, WSDOT Grant Management System, Grants.gov, RD Apply, PRISM, Zoom Grants, WSDOT STIP, and Department of Health WALT.

Cities and special purpose districts have been awarded more than 130 million dollars in grant or loan funding since my employment. The funding has helped develop projects such as a new fire station, multiple water reservoirs, pedestrian multi use pathways, park & ride, truck stop, wastewater treatment facilities, water and sewer distribution improvements, street and sidewalk improvements, parks, and many pre-construction and planning grants for Water System Plans, General Sewer Plans, and Stormwater Plans.

**Environmental and Cultural Review Specialist**- Responsible for environmental and cultural reviews including Section 106, Executive order 21-02, Tribal consultations, NEPA environmental assessments for CDBG (for entitlement and non-entitlement city's), and USDA Rural Development. Prepare SEPA Checklists and DNS's for agency public works and planning projects. Reviewed Cultural Resource Surveys (CRS) and prepared sub-consultant agreements for archaeological and geological firms. Familiar with the use of many agency programs including Fish and Wildlife IPAC, NRCS Web Soil Survey, and DAHP WISAARD.

**Project Management** – Oversee or assist with various public works projects including transportation, water, and sewer infrastructure. Prepare specifications and bid documentation. Prepare notices of award, bid tabulations, and construction contracts. Facilitate construction quality control meetings during design process. Conduct construction meetings, generate meeting minutes, review and make submittal recommendations, prepare pay estimates, create change orders, and provide administrative support to the project engineer, cities and contractor. Complete project closeout documents for state and federal reporting. Review certified payrolls, intents to pay, and required permits for construction.

**Financial Assistance** – Provide training and assistance to agency City Administrators, City Clerks, Mayors and financial managers including State Auditor support, general accounting using BARS Cash basis accounting, Federal and State grant management assistance, and annual reporting.

**Permitting** – Negotiate and prepare railway permits and UTC Petitions for railway crossings for various cities. Prepare applications for Solid Waste Discharge Permits. Accessed multiple reporting sites to generate required statistics including Dept. of Ecology PARIS, and DOH SENTRY Database.

Other responsibilities include the preparation of water and sewer rate studies, general facility charge studies, assistance with water and sewer plans, feasibility studies, engineering contract development, sub consultant agreements, statements of qualification. Review various contracts, plans, specifications and complete markups using PDF editing software. Worked with State Legislators to garner support and funding for public works projects.

**City of Electric City (2011-2020)****PO Box 130****Electric City, WA 99123****509-633-1510****Position: City Administrator – City Clerk/Treasurer****February 2017 – February 2020**

Worked under the direction of the Mayor. Managed and directed 5 full time and 4 part time staff including Deputy Clerk, Public Works Director, Volunteer Fire Chief and Transfer Station Operator. Create, manage and execute an \$8,000,000 yearly budget. Manage the city's reserve funds in Local Government Investment Pools. Oversee the permitting, building, planning, code compliance, transfer station, fire department, city court and utility departments. Prepare agendas, conduct monthly City Council meetings, Regional Board of Mayors meetings, and record and create minutes. Research and prepare ordinances, policies and resolutions for city council approval. Calculate payroll, and prepare monthly accounts payable. Maintain required public records. File monthly and quarterly taxes and state required reports such as L&I, unemployment, and social security. Prepare public notices, conduct public hearings, public workshops and create presentations for public meetings. Prepare annual financial reports through the State Auditor's Office. Conduct employee reviews and determine disciplinary actions. Identify and resolve difficult community issues and concerns.

Accomplishments while in this position: Prepared the city's first Parks and Recreation Plan. Submitted and was awarded nearly \$2,100,000 in grants including TIB, and FEMA grants for the preservation and improvement of local streets and sidewalks. Awarded a Recreation Conservation Office grant to build the city's very first park, and a WSDOT ped/bike grant to build the city's first pedestrian pathway. Initiated and created the city's first safety program.

**Previous Position: Deputy Clerk from February 2013 – 2017**

Worked under the direction of the City Clerk/Treasurer and Mayor. Managed and facilitated the Utility Billing Department for water, sewer and garbage, building permits and licensing. Managed the Transfer Station financial records and staff. Created and amended city ordinances for review. Processed permits for subdivisions and lot line adjustments, and other land use elements. Conducted public hearings and workshops. Created and updated the city's website and content. Maintained public records under the Public Records Act.

Accomplishments while in this position: Authored several new city ordinances, and completed several comprehensive plan amendments. Updated the city's archiving and accounting software, and hardware. Created the first employee conduct policies. Designed the city's logo and assisted in the design and remodeling of City Hall.

**Previous Position: Scale Operator from February 2011 – 2013** Weighed in and out vehicles entering the Delano Transfer Station. Operated heavy equipment such as back hoe and semi-tractor and trailer. Managed cash transactions and performed end of month reporting. Worked part time while employed seasonally at the US park service.

**National Park Service, Lake Roosevelt****1008 Crest Dr. Coulee Dam, WA 99116****(509) 633-9441 Ext. 141****Motor Vehicle Operator WG-3502-04/01 (Seasonal)****April 2007 – September 2011**

Maintained the facilities and grounds at Spring Canyon Camp Ground. Duties included water systems maintenance and repair (chlorinator, sprinkler systems and sewer lift stations), tree and brush removal with the use of chain saw and pole chain saw. Facilities cleaning and repair (sinks, toilets, stalls, plumbing and sewer). Grounds maintenance and upkeep using riding mower, push mower, weed eater, blower, edger, and hedge trimmer. Painting and edging buildings and facilities. Maintenance and repair of log booms, docks, swim floats and floating bathrooms. Cement removal using jack hammer and hand tools. Operation of 3/4 ton truck, 1 ton Dump Truck and Toro Workman vehicles.

**TVI Inc. (Fife Distribution Center)**  
**4101 K Industry Dr E Fife WA 98424**  
**(253) 896-0055 Ext 222**

Position: Operations Manager

October 2002 – October 2005

Oversaw and directed the daily operations at the Fife Distribution Center to include the supervision of 5 direct reports and 100 team members including shipping Manager, recycling manager, shoe manager, vintage manager, maintenance personnel and receptionist. Responsible for hiring, training, promotion and termination of all team members using TVI company policies and procedures. Planned, organized and carried out shipments according to quarterly budget requirements. Maintained team member records including state and federal required forms, attendance, and corrective action. Followed budget guidelines for payroll, maintenance and supplies. Negotiated contracts on LTL freight and equipment rental. Planned, organized and assisted in the design and construction of warehouse facilities and maintenance projects. Assisted in planning the upcoming year's budget. Trained team members and operated machinery adhering to TVI company safety policies and procedures.

**Bay Packaging / Elkay Plastics (business now closed)**

**Tukwila, WA**

Position: Operations Manager

October 1999 – October 2002

Oversaw the direction and operation of three warehouse divisions including Tukwila, WA. , Denver, CO., and Menlo Park, CA. Trained and managed 7 employees including warehouse managers and assistants. Maintained and operated all warehouse equipment including forklift, stand up order pickers, pallet wrappers, pallet jacks, lift gates, trucks, and equipment. Designed and managed construction of racking and warehouse set up. Maintained, and upgraded, entire Tukwila computer network. Directed all shipping and receiving procedures including UPS, LTL, order processing, customer service, purchase order receiving, cycle count, inventory control, custom quoting, and purchasing. Responsible for reducing freight costs and producing cost effective ways to save on cost of operations.

**Evergreen Pet Supply (business now closed)**

Position: Warehouse Manager

June 1996 – October 1999

**PSNS Naval Shipyard (Employee Services)**

Position: Vendor Driver

June 1993 – June 1996

**US Army**

Position: Specialist E-4 – Driver

August 1988 – February 1992

Honorably Discharged Veteran of Desert Storm

**Education**

- San Marcos High, San Marcos, CA – High School Diploma Received (June 1988)
- Member of the International Institute of Municipal Clerks and enrolled in the Certified Municipal Clerks program through Northwest Clerks Institute.

**Office Skills**

- Microsoft PC, Microsoft Word, Excel and PowerPoint, PDF Editor, 10 key, and typing 50 w.p.m

**TAB 36**

**Scott W. Mitten** 935 Running Stag Way Paso Robles, CA 93446  
Scott.Mitten@Municipal-Management.net 925-406-9351

**Selection Committee** Town of Dundee, Florida

Dear Members of the Selection Committee,

I am excited to apply for the position of Town Manager with the Town of Dundee. With extensive experience in municipal management, strategic planning, and navigating growth in high-demand environments, I am eager to bring my leadership and vision to this dynamic community.

Throughout my career, I have achieved transformative results, including:

- Spearheading a program that reduced land management costs to zero by leveraging in-kind service contracts.
- Leading cost-saving initiatives through my expertise in environmental regulations, achieving 80% savings on runway and landing strip repairs, increasing their capacity from prop planes to cargo jets.
- Crafting cost-reimbursable program policies that enhanced budget efficiency by an estimated 30%.
- Driving revenue growth as a leader in the Parks and Recreation Department, increasing departmental income by 40%.
- Successfully lobbying national leaders to enact policy changes, securing increased revenue for all 54 states and territories.
- Applying expertise in economic development, capital planning, and managing high-growth communities to foster sustainable growth and meaningful community engagement.

Currently, I am based in California as a result of my assignment and job location, and I am fully open to relocating to Dundee to support the Town's goals and vision. These accomplishments highlight my ability to optimize resources, foster collaboration, and deliver impactful results that benefit communities.

I am inspired by Dundee's charm, strategic growth, and commitment to operational excellence, as well as its potential for fostering a vibrant future for residents. I am confident that my strategic vision, hands-on experience, and dedication to public service align seamlessly with the needs of Dundee.

Thank you for considering my application. I would welcome the opportunity to discuss how my experiences and achievements align with Dundee's goals. Please feel free to contact me at 925-406-9351 or Scott.Mitten@Municipal-Management.net to arrange a conversation.

Warm regards, Scott W. Mitten

## Scott W. Mitten

### Municipal Manager

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935 Running Stag Way, Paso Robles, CA 93446 Smitten4her@gmail.com | 925-406-9351  
LinkedIn Profile: <https://www.linkedin.com/in/scott-mitten-2323465/>

### Professional Experience

#### Federal Army 'Base Manager'

46,000-Acre Level 1 Garrison Training Area (Army Base) — Nov 2019–Present  
**Manages the following activities**

- Directorate of Resource Management: Managed, supervised, and provided professional development for the team responsible for resource allocation, fiscal management, and planning for operational efficiency. Led the development, proposal, implementation, and oversight of the base's budget.
- Public Information and Strategic Communications: Directed the public relations team, ensuring strategic communications were executed effectively. Managed the professional development of communication staff and coordinated annual performance appraisals.
- Civil and Military Contracts and Agreements: Supervised the team handling civil and military contracts, ensuring compliance with all applicable regulations. Managed contract negotiations and ensured adherence to deadlines and deliverables.
- Fire Department and Emergency Services: Oversees the fire department and emergency services personnel, ensuring effective crisis management and fire safety operations. Hired, trained, and evaluated staff to meet operational standards.
- Department of Current and Future Operations: Led daily operations and long-term planning teams, supervising subordinate directors and supporting their professional growth.
- Department of Public Works: Supervised directors in charge of infrastructure projects, including roads, utilities, and facility maintenance. Provided mentorship, professional development, and evaluation through annual performance reviews.
- Department of Environmental Protection and Compliance: Managed staff ensuring compliance with environmental laws and standards. Provided guidance and support of master plans and strategic guidance.
- Wastewater Treatment Facility: Directed operations of the wastewater treatment facility, supervising a team and ensuring compliance with all environmental and operational standards.
- Sanitary Landfill Operations: Supervised personnel responsible for waste disposal processes, ensuring compliance with environmental and safety standards.



## RESUME\_SCOTT\_W.\_MITTEN\_MUNICIPAL\_MANAGER

- Legal Department: Managed legal department workflows, priorities, and support of masterplan and strategic directions. Ensured legal department employees were certified, licensed, trained, and current with administrative requirements.
- Directorate of Information Management: Managed IT operations and cybersecurity services, supervising the information management team. Supervised and managed an IT section, ensuring efficient operations, timely troubleshooting, and seamless implementation of technology solutions to support organizational goals.

### Education

- PhD Candidate (all coursework completed) – Media Psychology
- Master of Science (MS) – Media Psychology
- Master of Business Administration (MBA) – Negotiations and Conflict Resolution
- Masters Certification Program: Artificial Intelligence and Machine Learning

### Certifications & Training

- International City/County Managers Association member
- Garrison Command Leaders Course
- Fiscal Law and Responsibility Certification
- Emergency Management, Incident Command Post Operations Course
- DoD Supervisors and Managers Certification Courses
- National Incident Management Systems (NIMS)
- Incident Command Systems (ICS)
- Contracting Officers' Course
- Cyber Awareness and Security Certification
- Human Resources for Supervisors Course
- Army Civilian Education "Foundational-Advanced" courses
- Master Resiliency Trainers course
- General Fund Enterprise Business System course

### Awards

- Tobias Center for Leadership "Outstanding Leadership" Award
- Civilian Superior Service Award
- Commanders' Award for Civilian Service
- Achievement Medal for Civilian Service

### Additional Skills and Expertise

- Associate Professor, United States Military Academy, West Point
- Labor Relations, Management, and Collective Bargaining Units
- National Environmental Protection Act (NEPA) Policies and Programs
- California Environmental Quality Act (CEQA) Policies and Programs
- Public Speaking: Multiple engagements as a public and 'Keynote' speaker

**TAB 37**

Sean Durkin  
[seandurkin16@gmail.com](mailto:seandurkin16@gmail.com) | 407-201-9832

**Doug Thomas**

Executive Vice President – Recruitment & Leadership Development

Dear Mr. Thomas,

I am writing to express my strong interest in the Town Manager position with the Town of Dundee. With over 28 years of senior leadership experience in municipal government—including serving as Town Manager (Chief Administrative Officer) for one of Canada's fastest-growing municipalities—I bring a proven record of operational excellence, strategic leadership, and a deep commitment to transparent, community-focused governance.

My career has been dedicated to leading high-performing, full-service municipalities through both stability and rapid growth. As CAO for the Town of Sylvan Lake, Alberta, I was responsible for overseeing a \$70 million operating budget and \$15–25 million in annual capital projects. Under my leadership, we delivered transformative projects such as a \$45 million regional recreation facility and leveraged strategic partnerships to generate \$1.6 million in film and television revenue. I also led the successful implementation of Council's strategic plan, aligning organizational priorities with long-term community goals.

My experience managing up to 750 employees and fostering high-performance cultures has consistently produced results in service delivery, organizational development, and fiscal responsibility. I've worked closely with elected officials, residents, and staff to ensure governance rooted in integrity, accountability, and collaboration. I also bring experience in capital planning, economic development, and navigating the pressures of high-demand growth while preserving community character.

Dundee's charm, growth potential, and central location make it a truly unique opportunity. I am excited about the possibility of contributing to the Town's next chapter and partnering with its leadership to deliver thoughtful progress for its residents and businesses.

Thank you for your time and consideration. I look forward to the opportunity to discuss how my experience and values align with the vision and needs of the Town of Dundee.

Sincerely,

Sean Durkin

# Sean Durkin

seandurkin16@gmail.com | 407.201.9832 | 7555 Loon Ave. Winter Garden, FL 34787

**Transformational Executive Leader | Strategic Planning, Tourism Partnerships & Revenue Optimization Expert | Proven Success in Operations, Community Growth, & Team Leadership**

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## Professional Summary

Dynamic and results-driven executive with extensive experience in strategic planning, team leadership, and operational management. Proven expertise in optimizing processes, driving revenue growth, and fostering community engagement. Adept at leading cross-functional teams, negotiating partnerships, and delivering innovative solutions to complex challenges. Ready to bring transformational leadership to drive impactful change.

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## Core Competencies

- Strategic Planning & Financial Analysis
- Team Leadership & Employee Engagement
- Stakeholder Relations & Negotiation
- Project Management & Coordination
- Customer Engagement Strategies
- Revenue Optimization & Cost Reduction
- Change Management & Operational Efficiency
- Community Engagement & Partnership Development
- Event Planning and Brand Positioning

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## Experience

### City Manager (Chief Administrative Officer)

Town of Sylvan Lake

01/2022 - 11/2024

- Directed nine departments to enhance organizational growth and streamline operations to focus on revenue optimization.
- Developed and implemented comprehensive internal and external communication strategies to improve public understanding and foster employee engagement across the entire municipality.
- Responsible for an annual operating budget of \$68 million and directed \$12 million in capital projects.
- Developed comprehensive narratives for Council and Board presentations that aligned with the Town's vision and priorities.
- Sustained operational success post-revitalization by developing and executing a strategic plan that included advanced training programs, technology upgrades, and quality assurance measures, maintaining a year over year profit increase of 4%.
- Developed and executed the Town's Strategic Plan, Festival and Events Strategy, Culture Master Plan, Destination Positioning Strategy, Social Master Plan, and Business Resiliency Strategy, driving community engagement, cultural growth, and economic sustainability.
- Negotiated strategic partnerships and long-term contracts with key vendors and inter-municipal agencies, securing cost reductions of up to 20% while maintaining high-quality standards, subsequently boosting net profit margins by 14%..
- Designed and implemented a comprehensive employee evaluation program that promoted productivity, encouraged professional development, and ensured alignment with organizational goals. This initiative provided actionable feedback, enhanced employee performance, and contributed to a culture of continuous improvement.

**Director of Recreation, Culture, Tourism & Economic Development**  
**Deputy Director of Emergency Management**  
Town of Sylvan Lake

01/2017 - 01/2022

- Oversaw daily operations and led strategic initiatives for the department, effectively managing the influx of up to 1 million tourists during peak summer months.
- Developed long-term sponsorship partnerships with businesses, organizations, and community stakeholders, promoting collaboration and driving sustainable growth.
- Managed all contract and lease agreements within Sylvan Lake, ensuring legal compliance and optimizing resource utilization.
- Revitalized local economic development by constructing a \$35 million multi-use recreation facility and a \$47 million sports and recreational park.
- Established tourism partnerships with national destinations to secure provincial funding.
- Led emergency management planning and training, ensuring staff readiness for crises.

**Area Manager**

Halton Region Conservation Authority, Kelso/Glen Eden

01/2011 - 01/2017

- Oversaw Canada's largest ski school with 320 instructors and 750+ staff, attracting over 1.35 million annual visitors.
- Boosted membership sales from \$312K to \$2.8M in one year by revamping pricing strategies.
- Secured \$1.6M in revenue through contracts with major film and TV studios, increasing visibility.
- Right-sided the division's workforce, improving operational efficiency and reducing labour costs by 11% without sacrificing production quality or employee morale.
- Expanded visitor programs and modernized operations, elevating customer satisfaction.

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**Education and Training**

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York University Schulich School of Business | MBA: Essentials of Management  
Toronto, Ontario

Sheridan College | Business Marketing Diploma  
Brampton, Ontario

Ryerson Polytechnic University | Information Technology Management  
Toronto, ON

University of Alberta | Government Finance: NACLAA  
Edmonton, AB

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**Volunteer Experience**

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Sylvan Lake Minor Football Association - Game Day Operations, Sticks, Scoreboard

Sylvan Lake Minor Hockey Association - Parent Liaison & Team Fundraising Committee

Georgetown Minor Hockey Association - Assistant Coach & Team Operations

**TAB 38**



T.K. Adams

(229) 848-8140

Tka31794@gmail.com

**T. K. Adams**

[REDACTED]

City of Dundee, FL  
Application for Town  
Manager

[REDACTED]

Hiring Official,

Please review my resume to fill the position within the City of Dundee, FL for a Town Manager. An experienced public sector leader with a proven track record of providing strategic direction, driving operational performance, and managing diverse federal departments, adept at overseeing utilities, community development, parks and recreation, and engineering functions while fostering collaboration, accountability, and community engagement to drive citywide goals and objectives.

Thank you,

T K. Adams



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UNITED STATES DEPARTMENT OF AGRICULTURE  
RURAL DEVELOPMENT  
1400 INDEPENDENCE AVENUE, SW WASHINGTON, DC. 20250

**Lease Contracting Officer**

**Dec 2019-Present**

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Provides guidance in all aspects of the federal acquisition life cycle from the initial planning stages, development of technical requirements, market research, proposal evaluation, contract administration, problem resolution, contract closeout. Develop acquisition plans, agency specific requirements, Identify statutory authority for sole source acquisitions. Identify sites or space that meet those needs and are consistent with federal regulations for acquisition of real property; translate the requirements into procurement specifications that serve as the basis of leases and other contractual documents such as leases, lease amendments, and memorandums for the official lease file. Solicit the requirements and obtain letters of interest and pursue as many potential offerors as possible in the best interest of the government. Conduct extensive market research and conduct cost-benefit analysis that allows for negotiation through competition. Interface with Corporate Property Automated Information System (CPAIS) centralized system for USDA property holdings; reconcile all data for Federal Real Property Profile (FRPP). Update data across multiple software platforms to ensure accuracy for data billing, facility information, quality, and integrity; Rent on the Web (ROW), GSA Real Estate Exchange (GREX), Lease and Reimbursable Agreement Tracking (LRAT) and official lease files. Determine administrative costs associated with acquisitions, and/or ensuring that budget allocations are available when needed and time schedules are set up to integrate the various work phases of projects which include, but not limited to tenant improvements for specific agency needs. This includes preparing reimbursable work authorization documentation (RWA) for funding, ensuring prompt payment. Prepares documentation for succeeding, superseding, adding evaluated and unevaluated renewal options, and lease extensions. Serves as Warranted Contracting Officer level I with signatory authority up to \$10,000,000.00 Creates delegation requests for General Services Administration for delegated authorities to lease space for Rural Development and other collocated agencies. All contracts; inter- agency agreements (IAA), memorandum of understanding (MOU), or Cooperative Agreements. Detailed as Team lead. Received performance cash award in 2024.

- Created an official record repository housing 30,000+/- records to become compliant with the policy.
- Created Standard Operating Procedure for the utilization waiver synopsis and justification process approved for agency-wide use by the Under Secretary of Rural Development, subsequently increasing application efficiency.
- Created 3-year tenant improvement budget forecast for 459 locations across the nation, reduced hold-over leases in region 2.
- Created Standard Operating Procedure for space reduction: Operation Footprint approved for agency-wide use.
- Created Standard Operating Procedure for an Occupant Management Plan to help foster better tenant agency Operations and Maintenance process understanding.



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T. K. ADAMS  
**Mobile:** 229.848.8140 **E-mail:** tka31794@gmail.com

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GENERAL SERVICES ADMINISTRATION  
PUBLIC BUILDING SERVICES  
125 S. STATE STREET SALT LAKE CITY, UT 84138

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**Lease Management Specialist**

**Sept 2016-May 2017**

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Provided over-sight to 58 federally leased locations consisting of over 3 million square feet of rentable space. Renovation management within leased space, developed, improved, and maintained client relationships. Served as designated Contracting Officer's Representative (**COR II**). Served as primary customer agency advocate and first point of contact and provided liaison services due to reoccurring or undiagnosed property issues. Identified deficiencies within space and enforced lease compliance. Initiated and participated in studies, surveys, or other data-gathering efforts to assist the tenant/lessor to target customer service and building improvements. Determined the needs of federal agencies for space, facilities, and services. Extensively interacted with tenants and agency representatives to assess their facility to discuss future agency needs, projects, and managed on-going construction projects. Authority included managing repair and alteration projects under the simplified acquisition threshold (\$150,000.00). As project manager, the management of retrofits, interoffice, and relocation moves. Ensured space modifications addressed key planning, communication, execution, delivery, and close-out practices for the delivery of projects on time, scope, and within budget. Prepared required documentation; scope/requirements, supplemental lease agreements, cost estimates, proposal review, project financials, and inspection close-out reports. Maintained familiarity with projects, interacted with all stake holders throughout the process from; communique, kick-off meetings, status up-dates, inspections, and scheduling of work. Developed summary cost estimates and independent government estimates to provide clarity on project projections. Monitored and assessed the effectiveness of staff and contractors in meeting both the technical and administrative requirements of projects. For non-fully serviced leases, coordinated the procurement of contract services such as, custodial, operations and maintenance (O&M), and utilities with GSA and contracted personnel.

- Corrections of over \$250,000.00 of lease compliance issues, e.g., new roof, carpet, paint, and water contamination issues were rectified for Occupational Safety and Health Administration (OSHA)
- All official lease files were created, analyzed, and filed in compliance with GSA's leasing desk guide.
- Single-handedly saved the Federal Bureau of Investigation (FBI) over \$400,000.00 in maintenance costs over the life of the lease.

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GENERAL SERVICES ADMINISTRATION  
PUBLIC BUILDING SERVICES  
1500 E. BANNISTER RD.  
KANSAS CITY, MO 64086

**Lease Administration Specialist**

**June 2015-Sept 2016**

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Charged with oversight and review of the processing and input of programmatic and management information into the various PBS data bases to support the lease acquisition/administration for obligation and payment, rental initiation, termination, or adjustments of 35 federally leased locations consisting of approximately 1.8 million square feet. Implemented and coordinated all phases of agency relocations to new lease locations, buildouts, or inter-office moves. Answered inquiries from the lessor, public, and congressional interests concerning rent payments, tax escalations, consumer price index, and other inquiries related to the financial aspects of the lease. Performed annual inspections of all leased locations to ensure compliance with contractual requirements, safety regulations, and other applicable standards, documented findings, and developed action plans for resolution. Initiated all legal documentation to prevent non-compliance and deficiencies at each location. Analyzed and monitored the full range of building operational procedures and policies through personal review, client/tenant surveys, and contacts. Assisted tenants with funding vehicles related to repair, renovation, and agency moves of their leased space. Independently investigated complaints received from a variety of sources determined the responsibilities of the parties, and the best course of action. Created correspondence to notify lessor/owner/tenant of discrepancies, facilitated action by the responsible parties, and ensured compliance with diligent effort. Assisted agencies with micro- purchases with a government credit card to facilitate the need for supplies, services, and construction for all tenant agencies. Coordinated waiver of restoration issues and requests for work accomplished by Reimbursable Work Authorizations (RWA's). Explained, promoted, and implemented GSA's building management policies, procedures, and methods relating to equipment maintenance, reimbursable services building repairs/alterations, space requirements, environmental issues, telecommunications, and personal property transactions.

- Managed over 2.5 million square feet of federal lease property, consisting of 35 separate properties. Identified and corrected outstanding issues associated with a cafeteria managed by the BEP (Business Enterprise Program)
- Recognized nationally for tenant satisfaction survey guild participation (TSS) Received Administrator's award for excellence in 2016. Recognized by the Office of Auditor for highest rated building satisfaction in the nation 2016.
- Negotiated savings of over \$20,000.00 in maintenance costs for National Archives and Records Administration (NARA).
- Developed quality assurance procedures for each property that successfully increased tenant satisfaction at 35 locations.

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DEPARTMENT OF HOMELAND SECURITY  
NATIONAL RECORDS CENTER  
150 SPACE CENTER LOOP LEE'S SUMMIT, MO 64084

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**Program Assistant Contract Performance**

**Jan 2014-June 2015**

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Responsibilities included contract oversight performance, quality control, and process analysis of the immigration records housed at the facility. Responsibilities included: all data integrity issues and entry discrepancies through investigative searches in agency databases, and other agency resources. Resolution of discrepancies by identifying; document fraud, identity theft, consolidation/combination issues with records, citizenship status updating, immigration history actions, and updating recovered I-551 (Permanent Resident Cards). Other duties included inspections, preparation of reports, and procedural planning. Responsibilities included properly determining/disposing/derivative classification of documents. Ensured the most up-to-date Standard Operating Procedural documents were published; including development of new processes; identification of internal and external regulations and policies to support the Contracting Officer's Technical Representative (COTR). Documented violations, such as all personal identifiable information spills along with properly disposing of any property found in files. Mail processes; provided administrative and technical support for the Records Management Operations Branch. Applied quality data analysis, product inspection, procedural review and evaluation, audit surveillance of operations and the Acceptance Quality Level checks (AQL); this ensured contractor performance according to the Quality Assurance Surveillance Plan (QASP). 20 million Immigration files are housed at the NRC.

- Deferred Action for Childhood Arrival/Deferred Action for Parents Arrival; involved in the space utilization effort to project future space requirements for the Project Management Office at the National Records Center.
- Assigned to the ERT (Emergency Response Team) assisted with emergency drill protocols that pertain to building evacuations duty, provided safety to all individuals inside the facility during emergencies.
- Classified Courier-transported documentation up to the secret level, ensured documents of National importance were delivered and processed immediately. Supported the mission of U.S. Citizenship and Immigration Services to provide support for officers in the field.
- Data Analysis: Used quality data analysis, product inspection, procedural review, and evaluation, successfully modified several operating processes resulting in efficacy in the product and clarity for the customer-this process ensured the highest level of customer service was provided.
- Special projects included San Bruno (YRK) identified and resolved issues to retire files. Project consisted of 1.2 million files total; saving taxpayers 2 million dollars.

STATE OF FLORIDA  
SWCI  
5694 U.S. 90, LIVE OAK, FL 32060

**State Law Enforcement Officer**

**Sep 2012-Jan 2014**

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Supervised the conduct and activities of the individuals housed at the facility; enforced regulations through effective communication and the use of progressive sanctions. Conducted routine inspections of the institution to guarantee the standard of living complied with State enforced guidelines. Enforced rules according to established policies and procedures for the State of Florida; to prevent escape and violence at the facility. Responsibilities included: recording information, such as, inmate's identification, charges, and any offender disturbances. Used investigative and interrogation techniques and arrest procedures. Collected, analyzed, and interpreted evidence to write, review and evaluate reports. Made determinations of potential criminal activity and recommend disciplinary actions. Conducted, health and welfare checks, scheduled work assignments, counseling, and educational opportunities. Formulated a management plan for each assigned offender, which involved counseling for gain time calculations. Prepared and maintained case folders for each assigned offender. Conducted special investigations, and provided testimony in revocation hearings, information, and recommendations; communicated clearly to inspectors regarding the offender's case. Prison housed approximately 1500 inmates.

- Conducted special searches of inmate housing area, which prevented further contraband from infiltrating the facility; chosen for special raid/search crew, outside transport officer, internal security hostage/riot squad; position is held by individuals who can exercise judgment and retain poise in pressure or crisis situations.
- Aid in the rehabilitation and counseling of offenders, counseling actions directly defined expectations of offenders and provided them with guidance on medical, recreational, and educational remedies while incarcerated.
- Collected, documented, and stored all personal property of inmates-trained new officers on procedural evidence storage guidelines, search techniques, and use-of-force policies.
- Demonstrated: Good judgment, interpersonal skills, negotiating skills, resourcefulness, and self-discipline.

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UNITED STATES ARMY 302ND 1HBCT, CAMP CASEY, KOREA 96224

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**Property Book Clerk/Unit Supply Specialist**

**Nov 2007-Aug 2010**

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Served as a property book clerk for 302<sup>nd</sup> HBCT provided; procurement, inventory control, and material leveraging of all Army supplies, and equipment. Received, analyzed, and processed all hand receipt requests, including reducing excess for each commander's hand receipt. Provided training to all unit supply clerks and supervisors on Property Book Unit Supply Enhanced (PBUSE) program requirements. Conducted inspections to identify and resolve serial number errors. Prepared all unit/organizational supply and supporting documents, ensuring confidentiality and proper documentation of each transaction. Monitored high priority requisitions; reviewed on-hand levels of equipment; managed equipment excesses and shortages; reviewed and directed transfers of equipment; and ensured continuous coordination of logistical matters. Organized receipt, inventory, and issue of new equipment fielded to the organization. Conducted reviews for requirement validity and availability of funds in accordance with regulation and the commander's priorities. Ensured non-expendable quantities are commensurate with authorized levels of current or future authorization documents. Reviewed all Reports of Survey, Cash Collections, and Statements of Charges for property loss or damage established by the commander. Established logistical correspondence and filing procedures for the organization. Reviewed and posted adjustment documents. Assigned barracks housing for all soldiers assigned to our unit, conducted required inspections upon their redeployment and determined and issued the required Financial Liability Investigation of Property Loss (FLIPL) if appropriate and issue Statement of Charges if necessary. Barracks housed 80 soldiers.

- Handled and processed more than 700 Property Book Unit Supply Enhanced transactions for 32 hand receipt holders.
- Carried out the processing of Army basic load (ABL) rotation, successfully annotating more than 100,000 items in the Property Book Unit Supply Enhanced (PBUSE).
- Trained all clerks and supervisors in supplemental document writing, resulting in proficiency in document processing for the PBO, and eliminated excess documentation. Provided training for the Property Book Unit Supply Enhanced program (PBUSE). Scheduled and provided technical and proficiency training to all units within 302<sup>nd</sup> HBCT concerning logistical management.
- Singlehandedly, created and implemented a filing system for more than 5,000 supporting documents, which resulted in significant reduction of excess by \$10M in the 1 HBCT Brigade.
- Implemented Operation Scrub: this established a protocol for excess property turn-in and error correction, resulting in time-saving monthly hand receipt signage.
- Served as Postal Clerk for the unit's rear-detachment unit.
- Deployed 982 soldiers' equipment to combat with no property loss or claims.

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T. K. ADAMS  
**Mobile:** 229.848.8140 **E-mail:** tka31794@gmail.com

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**EDUCATION**

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**Bachelor of Applied Science in Criminal Justice**  
COLUMBIA SOUTHERN UNIVERSITY  
**Community Association Manager**  
License # CAM51989

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**PROFESSIONAL TRAINING**

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United States Army Quartermaster Corps School 92Y  
Logistics Transition Team (LTT) Operators Course No. 24  
Hazards Training Course II  
Certified State Law Enforcement Officer (State of Florida)  
Derivative Classification  
Basic Records Management Course  
PKI Public Key Infrastructure  
HSDN Homeland Secure Data Network  
Accountable Property Officer  
COR Level II  
Warrant I #USDA LCO-COA 417  
CoStar Certified

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**AWARDS AND HONORS**

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Army Achievement Medal  
National Defense Service Medal  
Korean Defense Service Medal  
Global War on Terrorism Service Medal  
Department of Homeland Security Appreciation Award  
FBI Security and Emergency Planning Compliance

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**TAB 39**

## **Thomas Thomas**

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**1805 S. Veterans Pkwy., 134  
Bloomington, IL. 61701  
(773) 354-2516  
[thomasedwinthomas@yahoo.com](mailto:thomasedwinthomas@yahoo.com)**

April 17, 2025

Mr. Thomas,

Enclosed is my resume for the Town Manager position. I have spent 25+ years in public services leadership where I have been involved in every aspect of the industry. My long-term experience in public management and my advanced educational experiences prepares me for this career opportunity.

Having enjoyed the creative energy of fast-growing cities in my career and having built upon that experience in revitalizing multiple cities, I have both a personal and professional interest in the unique career opportunity to assist in guiding the organization and community of Dundee into the future. I have a community building and organizational development skill set assembled over the course of twenty plus years. Employing that skill set to secure Dundee's future has me curious about the position.

A highly adaptive management style has been the hallmark of my career. In every organization where I have worked, I have found some professionals who operate with minimal input while others need significantly more feedback and oversight. Some of the latter, even after very reasonable effort has been made, just fail. Over the course of my career, I have taken every personnel action possible, both positive and punitive. Except in extreme cases I have been able to approach actions in a progressive manner such that employees had opportunities to remedy their issues and were not surprised by any final actions.

The strengths are as advertised – open, agile, purposeful, and fun. They come packaged in a brand that includes a decidedly strong work ethic combined with a master's Degrees and over twenty plus years of widely varied and successful experience in setting a standard for the organization.

The main weakness, like many people, is over relying on a strength. I process information quickly and have a significant amount of experience. Thus, I can get to solutions before others. This is helpful in most situations, but not all. People will tell you I can get ahead of others on issues, and that is a fair critique. It's also one I'm aware of and have learned to make adjustments for.

My biggest achievement was being lucky enough to be in the right place, at the right time, to meet my future wife. And then ... not screwing it up. The three terrific kids and a twenty plus year career do not happen without her.

The first six months would include assessing operations within every department, meeting with community stakeholders and meeting with the Mayor and Town Commissioners to determine



goals and objectives.

I offer open communication with the media, answering questions as they arise and offer information. About my history in the media, working in an environment that influences taxes, economic development, and infrastructure it is quite common any electronic search will identify support for and criticism of the service I have provided in any given community. Every project or change proposed or implemented always had full support of the respective governing body.

As an individual I have utilized social media in a way to connect with constituents. I have been instrumental in the implementation of utilizing social media to inform and inquire citizens through police, public works, parks and recreation and other departments within any given organization.

My leisure time activities can be summed up in two words: family and football. With two children still living at home, many of our evenings are filled with events that revolve around their participation in extracurricular activities.

On a personal note, during a recent period of medical leave, I actively pursued additional training thru the ICMA to maintain my professional development and am now fully recovered and eager to return to work.

I welcome the opportunity to further discuss my qualifications and look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read "Thomas Thomas", with a stylized, cursive script.

Thomas Thomas

## **Thomas Thomas**

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**1805 S. Veterans Pkwy., 134  
Bloomington, IL. 61701  
(773) 354-2516  
[thomasedwinthomas@yahoo.com](mailto:thomasedwinthomas@yahoo.com)**

### **CAREER SUMMARY**

Twenty-Five (25) years city/county management experience including responsibilities in all phases of government operation and services. Extensive experience in budget development, financial management and controls, community and economic development, land use and development services and organizational development. Demonstrated excellence in consensus building; team-building; and public relations. Excellent presentation skills; 1,000+ presentations to governing boards, civic associations and developers.

### **DIRECTLY RELEVANT PROFESSIONAL EXPERIENCE**

**City Manager**, Compton, California

March 2022 – July 2023

The City of Compton is one of the oldest cities in the county and, on May 11, 1888, was the eighth city in California to incorporate. Today, over 100 years later, it is home to just under 100,000 residents and is known as the “Hub City” because of its unique location in the center of Los Angeles County, the most populated County in the nation. The City is located approximately six miles north of downtown Long Beach and approximately eleven miles to downtown Los Angeles. The Hub City is part of the Gateway region and has a 77-acre Compton / Woodley Airport that is home to 275 based aircraft and experiences over 66,000 flight operations each year.

#### *Duties and Responsibilities*

- ❖ Supervised department directors of Fire, City Engineering, Human Resources, Risk Management, Community Development, Street Maintenance, Community Improvement, Recreation, General Services, Building & Safety. The total budget is approximately \$251M.

#### *Achievements*

- Since October 2019 the State Auditors has identified the City of Compton as the most financially at-risk city in California. In an October 2022 State Auditors report recommendations were made to bring the City into compliance in three years. As of July 2023 the City is in compliance with all the Priority 1 Recommendations.
- Presented and gained approval of a balanced budget for FY 22-23 to the City Council in June 2022, including:
  - Reorganized departments to balance funding and lack of leadership with need to rebuild executive team.
  - Increase in 30+ FTE over FY 21-22 Budget to repopulate City Hall.
- Oversaw all actions associated with compliance for the State Audit, including timely reporting, the introduction of charter amendments, and more.

- Contracted with a new lobbyist firm, Townsend Public Affairs, that has helped propel the City into State and Federal issues.
- A new Specific Plan for Downtown Compton was adopted by City Council, and is currently in the implementation phase working to attract developers to Downtown Compton.
- Using SB2 grant funding, the City has begun the process to create a new General Plan, with staff and consultants working to engage stakeholders throughout community meetings to craft a vision for Compton for the next thirty years.
- Facilitated approval of a mixed-use transit-oriented development project in Compton, the first of its kind, that includes public benefits to the City.
- Sold five successor agency sites, including 250 N Central Avenue to The Olsen Company to develop a housing project on the site.
- Closed on the refinancing of two successor agency bonds in June 2022 that will save the Successor Agency approximately \$10M.
- Negotiated a five-year solid waste/ trash contract amendment with Republic Services to ensure the City is compliant with SB 1383 and maintains affordable trash service for the community for the next five years.
- Developed a funding agreement between the City and Caltrans (State funding administrator), following the approval of \$12 million of funding for the Artesia Bridge. Completed design, as well as a detailed construction schedule. The bridge reconstruction was completed with a grand re-opening October 2024.
- Engaged experts and staff to pilot solutions for street takeovers, which is a pressing community issue, that included the installation of bot dots in various locations throughout the City.
- Formed a coalition of Code Enforcement, City Attorney, Sheriff's Department and (outside) Civil Attorney to identify, serve warrants, prosecute and take possession of land from property owners involved in illegal sale of cannabis.
- Shut down 6 illegal dispensary operations in just 6 months of the task force - with many more in process. Obtained an additional 6 injunctions and worked with the task force to file 9 lawsuits against 34 defendants.
- Extended the operational days and hours for the Parking Division and Code Enforcement to address concerns after regular weekday business hours and on weekends. The team is now working 6+ days a week issuing code violations and tickets for traffic violations.
- Negotiated with Service Employees International Union (SEIU) Local 721 regarding salary and benefits and came to an agreement. They have not had an agreement since 2019.
- Negotiated with Fire Union Local 2216 regarding salary and benefits and came to an agreement. They have not had an agreement since 2019.

### **Senior Associate (GovHR USA),**

June 2019 – January 2022

Management consultants with GovHR USA. Clients include counties, municipalities, and related not-for-profit organizations. Some of the services provided:

#### *Duties and Responsibilities*

- ❖ **Audits and Assessments** provide a comprehensive look at the human resources operation. Work projects include a review of policies, procedures and practices, and evaluation of compliance with relevant statutes. GovHR USA assesses how the function is structured, and operating in relation to other administrative areas of the organization.
- ❖ **Classification and Compensation Studies** are a review of an organization's classification and compensation system. Other components may include an evaluation of the current, or creation of a new, performance appraisal tool. A comprehensive benefits study may also be conducted as part of this service.
- ❖ **Staffing Analysis and Succession Planning Studies** assess an organization's structure and workforce, and consider short and long-term staffing needs. GovHR USA identifies the relationships between services offered, the competencies needed to complete the work, staffing projects and other ancillary findings and recommendations.

### **City Manager, Unalaska, Alaska**

March 2018 – May 2019

City of Unalaska is a remote and expensive community with 4,700 year-round residents. It is also the chief population center of the Aleutian Islands. Sometimes referred to as Dutch Harbor, it is second largest commercial fishing port by volume in the U.S. It is known particularly for its king crab production. The city employs 166+ FTE and has a General Fund budget of \$33M, a Proprietary (a.k.a., Enterprise) Fund of \$35M and a Special Revenue Fund Budget of \$3.4M.

#### *Duties and Responsibilities*

- ❖ Supervised department directors of Police, Fire, Administration (Human Resources, Risk Management, Housing), Public Works, Public Utilities, Planning, Finance (IT, Purchasing), City Clerk, Ports & Harbors, and Parks, Culture & Recreation (Parks, Library, Community Center).

#### *Achievements*

- Completed Unalaska Marine Center (UMC) Dock Position III and IV Upgrades project valued at \$34M within budget. The project aligned approximately 390 feet of new dock with the current U.S. Coast Guard Dock creating a total length of 730 feet.
- Recognizing the difficulty in retaining employees, negotiated a three-year labor agreement agreeing to a wage increase, new retention bonuses for employees with 8, 10 and 12 years of service, and new education incentives.
- Created a standalone department by separating Fire from Public Safety, eliminating an unnecessary management layer thereby increasing accountability and efficiency.

### **Certified Teacher**

October 2016 – May 2018

- Creative and resourceful in adapting instructional strategies to meet unique student needs.

Design positive approaches and proactive interventions advancing learner engagement; academic achievement; cognitive development; and social, behavioral and communication improvements.

**City Manager, Rock Island, IL**

October 2011 – September 2016

The City of Rock Island is located on the Mississippi River in northwestern Illinois and has a population of approximately 40,000. It is the county seat for Rock Island County and home to the Rock Island Arsenal, the largest government-owned weapons manufacturing [arsenal](#) in the U.S. employing 6,000 people. The employs 468+ FTEs and has a General Fund of \$38M, an Enterprise Fund budget of \$49M and an Internal Service Fund budget of \$13M.

#### *Duties and Responsibilities*

- ❖ Supervise department directors overseeing Police, Fire, Public Works, Economic & Community Development, Human Resources, Finance, Parks & Recreation, Information Technology, Martin Luther King Jr. Center, Library, and City Clerk.

#### *Achievements*

- Invested \$15M in purchasing a 22.94 acres site at the Watchtower Plaza for retail development. In preparation, we assisted 12 businesses in relocating within the City. By keeping those businesses, we retained approximately 180 full-time positions and are projected that another 20 to 30 positions would be created over the next 12 months. Hill & Valley, the largest employer we retained (140 jobs and projected growth of 20 new positions) and was about to move its operation out of state. A New Market Tax Credit deal was structured to assist them in renovating a new facility to expand their operations and remain in the City.
- Negotiated sale of City owned land for a 10 acres commercial and retail development. Developer invested \$10M on an engineering & insurance company and satellite community college.
- Negotiated sale of City owned land and incentives to site 45,000 square foot Medical Marijuana Cultivation Facility valued at \$10M which created 100 jobs. One of the first in Illinois.
- Revitalized the Human Rights Commission that had been dormant for years. The mission to review complaints regarding discriminatory actions and to mediate disputes that arise from those complaints.
- Provided oversight to developing/implementing the 20-year Comprehensive Land Use Plan and Zoning Ordinance. The Comprehensive Plan includes: 1) an inventory of existing conditions; 2) an assessment of current and future needs; 3) maps depicting current and future conditions; and 4) a community vision.
- Negotiated five-year labor agreements with FOP, FOP Command, IAFF, AFSCME A, AFSCME B and UAW. First time these groups have ever agreed on a five-year labor agreement.
- Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for an average savings of \$1M a year. There has been no property tax increase in six years.
- Completed a 65,000 square foot Police Facility valued at \$22M within budget to provide a central location for all police operations for the first time.

Macon is located in central Georgia and has a population of just under 100,000. It is home to diverse cultures, beautiful architecture, an exciting music heritage and thriving arts and educational opportunities. Local industry focuses on manufacturing, aeronautics, medical and tourism. The city of Macon employ's 1,280+FTE, and has a General Fund Budget of \$72M, an Enterprise Fund Budgeted of \$14M, and an Internal Service/Special Revenue/Governmental Funds Budget of \$21M.

*Duties and Responsibilities*

- ❖ Reported to an elected mayor supervising the following functions: Police, Fire, Emergency Management Agency, Public Works, Economic & Community Development, Human Resources, Finance, Central Services, Engineering, Airport, MIS, and Parks & Recreation.

*Achievements*

- Implemented Public/Private Merger: Noble's Marriott Macon City Center Hotel and the City's Coliseum, Convention Center and Auditorium. Noble invested \$37M and the City of Macon invested \$10M. Negotiated transition of 43 City employees to Noble employees outlining salaries, benefits and retirements.
- Implemented Main Street Program local Main Street program involving a public/private coalition of organizations, agencies, businesses, and individuals from throughout the community.
- Continued partnership with Mercer University implementing the College Hill Corridor Master Plan to revitalize surrounding neighborhoods toward eventually reconnecting to the downtown area.
- Partnered with Macon Water Authority and Bibb County to develop a 20-year Stormwater System Plan. Continuing partnership towards implementing a Stormwater Utility to fund repairs.
- Partnered with Bibb County and Bibb County School System to implement Tax Allocation District (TAD – referred to a TIF in other states) to redevelop of downtown blighted areas. Focus was to make Second Street the center of downtown, connecting it with Little Richard Boulevard.
- Implemented web-based system modeled after Baltimore CITISTAT to record and track work orders both internally and externally. Used as a tool to improve service delivery.
- Right-sized organization by eliminating 100+ FTE and saving \$3M.
- Redesigned employee health insurance plan for a savings of \$5M. The City's Governmental Accounting Standards Board's (GASB) Other Post-Employment Benefits (OPEB) accrued liability was reduced from \$160M to \$80M.
- Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for a savings of \$3.8M.
- Developed Reserved Policy to maintain an average fund balance in the General Fund greater than three months expenses. Funds can only be used in specified emergencies.

**Assistant County Administrator, Dougherty County, GA**

January 2003 – October 2008

Dougherty County is located in Southwest Georgia along the Flint River and has a population of just under 100,000. Local industry includes the Marine Corp Logistics Base which employees 4,700 professional military, civilian and contract personnel to ensure that ground combat and ground combat support equipment is ready when required by Marine operational forces.

### *Duties and Responsibilities*

- ❖ Reported to the County Administrator supervising the following functions: Small and Disadvantaged Business Utilization, Finance, Public Works, Emergency Medical Services, Jail, Court Services, Tax & Tag, Solid Waste, Library, Human Resources, Facilities Management, and Police.

### *Achievements*

- Represented Dougherty County in negotiations with the City of Albany to be in compliance with House Bill 489 Service Delivery Strategy. Some of the services contracted from the City of Albany include: Fire, Recreation, Planning and Development, Code Enforcement, Information Technology and Purchasing.
- Provided professional support to implementation of a 10-year \$210-million downtown master plan creating a new mix of commercial, institutional, and residential activities financed by SPLOST.
- Partnered with City of Albany to implement Tax Allocation District (TAD) regarding the redevelopment of downtown blighted areas. Referred to as a TIF in other States.
- Provided oversight to developing/implementing the 20-year Comprehensive Land Use Plan and Zoning Ordinance. The Comprehensive Plan includes: 1) an inventory of existing conditions; 2) an assessment of current and future needs; 3) maps depicting current and future conditions; and 4) a community vision.
- Oversaw all fixed assets (property – buildings and contents, equipment, and automobiles) valued at \$161M.
- Oversaw all insurance plans (self insurance, health plan, property, liability, and workers compensation).
- Provided oversight to the Rural Transit System to provide efficient transportation service for residents living in the unincorporated areas of the County.
- Oversaw inspection, maintenance, and coordination of events at Riverfront Park. Riverfront Park is an 8.83 acre tract passive park in the downtown area along the Flint River which includes a children's playground, festival gardens, and a multipurpose facility used for special events.
- Provided oversight to the pre-disaster mitigation competitive grant program for pre-disaster mitigation planning and projects primarily addressing natural hazards.
- Completed a 5,205 square foot Animal Shelter valued at \$781,647 within budget to provide animal control to the unincorporated area for the first time.
- Supervised with the Chamber of Commerce in developing an economic diversification plan for the Marine Corp Logistics Base land site.
- Represented Dougherty County on the Convention and Visitors Bureau Committee to promote community awareness and support for tourism and convention efforts.

### **OTHER PROFESSIONAL EXPERIENCE**

Served as an **Associate Planner for the City of Pinellas Park, Florida** (Population – 46,100) for 19 months, an **Assistant to the City Manager of Largo, FL** (one year) and **Assistant to the City Manager of Rockville, MD** (two years), a **Budget Analyst for the City of Tallahassee, FL** for two years, and a Worker Compensation Case Analyst for the Florida Department of Labor and Employment Security. During periods between government jobs, I have also been the co-owner and manager of Audiology by Gott (two years).

## **EDUCATION**

Master of Public Administration  
BA in Political Science

Georgia College and State University - 1992  
Valdosta State University - 1990

## **PROFESSIONAL ORGANIZATIONS**

- International City/County Management Association (ICMA)
- Illinois City/County Management Association (ILCMA)
- Georgia City/County Management Association (GCCMA)
- National Forum for Black Public Administrators (NFBPA)



**TAB 40**

**Timothy J. Day**  
**2593 Sawgrass Lake Ct.**  
**Cape Coral, FL 33909**

04/28/2025

Mayor and Councilmembers, Town of Dundee,

Dear Mayor and Councilmembers,

I would respectfully ask you to consider me for the current Town Manager position for the Town of Dundee. Dundee is a beautiful community in Polk County that is still very susceptible to mother nature. I have firsthand experience managing the communities I served prior to, during and after major weather events such as hurricanes. I have worked closely with FEMA to ensure the communities I served received the greatest benefits from the grant opportunities that were available. I have always made sure that I was in compliance with federal regulations and understood exactly what FEMA was looking for in the reporting documents that prove vital to grant approval. After hurricane Matthew I worked closely with FEMA and was one of the first municipalities in Brevard County to obtain grant funding. I have served as city manager in 2 additional communities in Florida as the interim manager but did not accept the permanent positions because of the residency requirement. That is not the issue in this case.

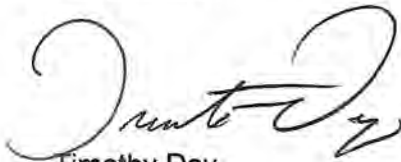
My professional background is largely from the area of public safety. Having served as a police officer in Providence, Rhode Island followed up by serving with FDLE for 5 more years. I went on to be the Director of the Southwest Florida Public Service Academy, where I managed all Police, Fire and Public Works training in Lee, Collier, Charlotte, Hendry and Glades Counties. During those years I had over 140 employees and 3 unions representing the staff. In the past several years I served as a Municipal Special Taxing District Manager. I managed 6 special taxing districts from Miami Dade and Broward Counties. That experience afforded me valuable experience in the procuring of municipal bonds, which as you know is how these districts function financially. My financial experience is widely varied, having developed budgets using Ad-Valorem dollars and Assessment Methodology. I am astutely aware that these dollars are taxpayers' funds and must be used in a judicious manner. Having been a manager of smaller communities, I did not have a large staff and wore many hats. In the case of Melbourne Beach, the Public Works Director left his position shortly after my arrival. I did not fill the position, and I assumed all his duties in addition to my city manager's duties. In those years I worked closely with the St. Johns River Water District and handled all the reporting duties. Very quickly I became knowledgeable of storm water systems and ensured compliance with D.E.P. also. It is extremely important that managers on the State of Florida have a clear understanding of storm drains, catch basins, swale systems and filtration systems are vital to preserving the

environment and making roads passable. I also have experience with water and wastewater systems which are the responsibility of the Town of Dundee. When I served on the City of Cape Coral City Council for 9 years, we undertook one of the largest utility expansion projects in this state's history. Although this was a learning experience for me it proved to be significant for decisions I would later address as a city manager. In the City of Greenville, it was a plan I devised for a new wastewater treatment facility. The system I inherited was just outdated and was leaking contaminants as the aerator tanks failed. I put together a plan utilizing a CDBG grant and a low interest loan from the DEP to construct the new plant. I raised rates to the maximum for users of the system that were outside the city limits and imposed a very moderate increase of \$2-\$3 dollars monthly for the rate payers to fund the debt service. I have considerable experience developing financial plans for small- and large-scale projects which I believe would be helpful to the Town of Dundee.

I mentioned my public safety experience and realize how important those services are to the residents. Over the years I have managed police and fire departments and understand the difference from wants and needs of both disciplines. I am sure I can work cohesively with every department in the city to ensure the city's needs are properly addressed. Over the years I have also been involved in contract negotiations with the high-risk department as well as the blue- and white-collar groups. It was always my goal to be fair but never lose sight of the finances that were available.

In closing should the Mayor or Council wish to speak with me directly I will always make myself available at your convenience. I do wish you well in producing a new town manager for the benefit of the residents and the town council. Please know the quality of life is why people move to a community, and I would do everything in my power to ensure this occurs.

Respectfully,

A handwritten signature in black ink, appearing to read "Timothy Day", with a stylized flourish at the end.

Timothy Day  
(239)233-4496

# TIMOTHY JAMES DAY

2593 Sawgrass Lake Ct. | Cape Coral, FL 33909  
239.233.4496 | timday1212@gmail.com

## ADMINISTRATOR CITY/TOWN

Staff Administration | General Manager

Demonstrated leader with more than 30 years of experience directing programs and teams to achieve goals and objectives by ensuring organization standards of performance are developed and met. Having experience in many different areas: City/Town Manager, Law Enforcement/ Fire Management, and as a Community Association Manager has allowed me to gain expert management and leadership skills. Leading the day-to-day operations of facilities and programs include budgeting, human resources, and organizational planning. Results-driven professional with a history of driving decision-making and process improvements to boost the bottom line or solve issues. Coaching teams on responsibilities and policies to ensure procedural compliance while ensuring the public comes first.

- Financial Transactions
- Operations Streamlining
- Process Improvements
- Administrative Procedures
- Capital Improvement Projects
- Business Development
- Problem Solving
- Conflict Management
- Attention to Detail

Licensed Community Association Manager CAM39746  
Real Estate Sales SL3433381

## PROFESSIONAL EXPERIENCE

### Community Development District C.D.D. District Manager

06/2022 - present

Currently I serve as the District Manager for the Inframark Corporation. The districts have an elected board of supervisors that represents each district. These boards are responsible for public funds and function exactly how any other city or town functions. As the district manager I am the chief employee of the Board of Supervisors.

### CITY OF BOWLING GREEN, FL City Manager-Interim

04/2021 - 11/2021

I was the Interim City Manager of the City of Bowling Green. I was responsible for all city departments, police, public works, utilities, HR, recreation and finance. During this time, I was very active in obtaining grants for the city from state and federal agencies as well as managing all staff and budget. I did not accept the position on regular status although it was offered. In early November I was able to find the commission another city manager that was satisfactory to their needs.

### COMMUNITY ASSOCIATION MANAGER,

8/2018-2/2021

I have been managing commercial and residential property for more than 12 years full/part-time. I am licensed as a Community Association Manager in the State of Florida and I have managed an R.V. Park, Homeowners Associations, Condominium Associations and a Co-Op. I had over 1097 condominium units under my responsibilities and served as the General Manager of Seven Lakes Golf and Tennis Community and Orange Harbor Mobile Home/RV Park. (Florida License CAM39746)

### TOWN OF MELBOURNE BEACH, FL Town Manager

12/2015 - 2018

I served as the Town Manager of Melbourne Beach, Florida. I am responsible for all aspects of government, Police, Fire, Public Works, Parks, Human Resource, Grants and Budget. I have re-written the towns Policy and Proceedure Manual, Updated the Land Development Code, re-designed the Computer System, re-organized the Fire Department and made many upgrades to the physical environment I have also developed a comprehensive Capital Improvement Plan which

was never been done prior to my appointment. I have also implemented an employee evaluation process which highlights employee strengths and weaknesses. During my tenure the Public Works Director left his position and I assumed the role of Public Works Director along with being the Town Manager. I worked with FEMA, St. Johns Water District, Army Corp of Engineers, Department of Environmental Protection, and Florida Department of Transportation.

**TOWN OF GREENVILLE, FL**

2015

**Interim Town Manager**

I served as the Interim Town Manager for the Town of Greenville, Florida. I am responsible for the following areas of government; Budget, Personnell, Water, Sewer, Human Resources, Fire Department, Parks, Garbage Removal, Economic Development and Cemetery. I am also responsible for grant writing and proposals. During my tenure I have also made important recommendations in the CDBG application was recently approved. I was also approved for an FDOT grant application on 9/24/2015. My goal for this position was to develop upgrades which I accomplished, and it was not to be there long term. **The Town Council wanted this position to be Part-time and I wanted a Full Time Position. I was offered the position but declined.**

**SOUTHWEST FLORIDA PUBLIC SERVICE ACADEMY, Fort Myers, FL**

2002 - 2012

**Director**

Accountable for managerial, operational, and administrative duties for the program as well as establishing standards of performance for all staff members across counties such as Lee, Collier, Charlotte, Hendry, and Glades.

- Developed and managed an adopted budget of \$ 5.5 million-plus, directing all financial transactions accordingly
- Supervised 140 full and part-time staff including law enforcement, firefighter, and corrections officers
- Achieved numerous perfect financial audits and performance audits through detailed reporting and processes
- Led all human resources functions for staff including coaching, evaluating, hiring, and firing

**CITY OF CAPE CORAL, Cape Coral, FL**

2000 - 2009

**City Councilman/Mayor Pro-Term**

Lawfully governed the city of more than 163,000 residents and 1,600 full-time employees as an official elected to serve two consecutive terms. Reviewed and approved total annual budget of more than \$500 million as well as set the tax levy.

- Established and modified goals and objectives for the municipality
- Responds to constituent requests for information or assistance with problem resolution
- Formulated policies, developed programs, and sponsored laws to solve current and future issues
- Instrumental in leading large-scale land use changes to attract businesses to the area

**FLORIDA DEPARTMENT OF LAW ENFORCEMENT, Fort Myers, FL**

1997 - 2002

**Regional Field Representative**

Served as a liaison for law enforcement agencies with a focus on implementing administrative and leadership processes to improve operations.

- Created the Marco Island Police Department, drafting policies, procedures, and execution schedule
- Developed and implemented new programs for collecting, using, and verifying criminal justice data
- Led management studies and surveys of criminal justice programs to identify improvement areas
- Supervised new hire training and certification of more than 5,000 officers and reviewed all records to ensure compliance with federal and state laws

**CITY OF PROVIDENCE RHODE ISLAND, Providence, RI**

1985 - 1996

**Police Officer**

Ensured effective operations while serving in numerous roles, including Patrol Officer, Organized Crime Division Office, and Administrator - during which I worked directly with the Police Chief to establish policies and procedures.

- Received numerous awards and commendations including Lion's Club Police Officer of the Year for saving 16 people in a burning house fire, and the American Legion Metal of Valor

**STATE OF RHODE ISLAND PARK POLICE, RI**

1983 - 1985

**Police Officer**

Law enforcement officer charged with performing uniform patrol duties across state parks, beaches, and campgrounds.



**Bachelor of Arts** , Rhode Island College, Providence, RI  
**Associate of Science in Administration**, Roger Williams University, Bristol, RI  
*Florida Licensed Community Association Manager, #CAM39746*  
*Florida Certified C.J.S.T.C. Instructor*  
*Florida Certified Guardian*  
*Certified Police Officer in Rhode Island & Florida*

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#### AWARDS & DISTINCTIONS

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Florida Department of Law Enforcement Flawless Audit: 2002, 2004, 2006, & 2008  
Florida Department of Law Enforcement Award for Outstanding Performance  
Lions Club Police Officer of the Year  
American Legion Metal of Valor  
Providence City Council Certificate  
Department Commendations (Four)

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#### PROFESSIONAL AFFILIATIONS

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Florida Domestic Security Task Force-appointed by Governor  
Boys Head Soccer Coach Oasis Middle School  
Cape Coral Soccer Association Coach/Board of Director  
Member of Southwest Florida Police Chiefs Association  
Certified Criminal Justice Standards and Training Instructor  
Florida Training Center Directors Association  
Metropolitan Planning Organization  
Southwest Florida League of Cities  
Cape Coral Transportation Advisory Committee  
Little League Baseball Coach  
Edison College Criminal Justice Advisory Board  
Space Coast League of Cities-Director  
Brevard County School District Capital Improvement Committee  
Space Coast Public Managers Association  
Space Coast League of Cities

**TAB 41**

# Tracy D. Roles

tracydroles@hotmail.com | 918-330-9117

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## Professional Summary

Accomplished municipal executive and public safety leader with over two decades of progressive leadership in law enforcement, city management, and public administration. Proven ability to lead diverse departments, manage complex budgets, drive community engagement, and build strategic partnerships. Recognized for integrity, operational excellence, and a people-first leadership philosophy.

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## Professional Experience

### City Manager

*City of Ada, OK — May 2024 – April 2025*

- Oversaw all city operations including 370 full-time and 70 part-time/seasonal employees.
- Managed \$23M annual operating budget and \$100M capital expenditures budget.
- Controlled \$80M in special revenue fund balances.
- Developed and delegated citywide initiatives based on council, committee, and community input.
- Fostered a professional and inclusive workplace culture rooted in mutual respect.

### Assistant City Manager / Director of Public Safety

*City of Bartlesville, OK — May 2023 – May 2024*

- Directed operations of multiple departments:
  - Police (90 staff, \$9M budget)
  - E911 (16 staff, \$2M budget)
  - Fire (72 staff, \$8M budget)
  - Library, Airport, and Golf Course (combined \$3.4M budget)
- Served as liaison for Emergency Management and Economic Development.
- Led strategic planning, grants coordination, and homelessness response.
- Key member of police/fire union negotiation team.



## **Chief of Police**

*Bartlesville Police Department, OK — Oct 2018 – May 2023*

- Directed law enforcement services for a city of 37,000 residents.
- Managed a department of 100+ personnel across law enforcement, dispatch, animal control, and administration.
- Administered \$9M annual budget.
- Led recruitment, hiring, promotions, and disciplinary reviews.
- Ensured community-focused policing and departmental transparency.

## **Chief of Police**

*Anadarko Police Department, OK — Dec 2016 – Sept 2018*

- Oversaw public safety for a city of 7,000 residents.
- Led 21 staff across patrol, dispatch, jail, and animal control.
- Developed and administered \$2M annual department budget.
- Managed all personnel matters and community relations.

## **Facility Director / Warden**

*Tulsa Transitional Center, OK — Jun 2014 – Dec 2016*

- Directed operations of a 390-bed halfway house for male offenders.
- Managed \$4M annual budget, HR functions, programming, and compliance.
- Oversaw hiring, evaluations, grievances, and interagency coordination.

## **Chief Deputy Coroner / Chief of Investigations**

*Weld County Coroner's Office, CO — Oct 2011 – Jan 2014*

- Led operations and investigations division, supervised staff scheduling, budget, and scene response.
- Certified by the American Board of Medicolegal Death Investigators.
- Served as public information officer and agency liaison.

## **Criminal Investigator Roles**

- **4th Judicial District Attorney's Office, CO** — Homicide and OIS Investigation Teams (*Dec 2010 – Oct 2011*)
- **OK State Medical Examiner's Office** — Death Investigator (*Sept 2009 – May 2010*)
- **8th Judicial District DA's Office, CO** — Criminal Investigator (*Oct 2008 – Sept 2009*)

## **Narcotics Investigator**

*Weld County Sheriff's Office, CO — Dec 2005 – Jul 2009*

- Investigated high-level narcotics cases; served as case agent and undercover officer.
- Instructor in defensive tactics and spontaneous knife defense.

## **Other Law Enforcement Positions**

- **Detective**, Garfield County Sheriff's Office, OK (2004–2005)
  - **Patrol Officer**, Enid Police Department, OK (2002–2004)
  - **Patrol Officer**, Tishomingo Police Department, OK (2000–2001)
- 

## **Education & Certification**

- **M.S.** in Administration of Justice and Security, *University of Phoenix*, 2010
  - **B.A.** in Criminal Justice, *East Central University*, 1999
  - **Administrative Officers Course**, Southern Police Institute, 146th Session, 2021
  - **Police Executive Leadership Program**, University of Louisville, 2021
  - **CLEET Certified Peace Officer (OK)**: 1999–2005, 2016–2024
  - **Advanced Peace Officer Certification (OK)**: 2017–2024
  - **Colorado POST Certified Officer**: 2005–2014
- 

## **Awards & Honors**

- Law Enforcement Administrator of the Year – Grand Lake Mental Health (2021)
  - Life Saving Award – Bartlesville Police Department (2022)
  - Meritorious Service Awards – Enid PD (2004), Weld County SO (2006)
  - Heat Hero Award – Mothers Against Drunk Driving (2006)
- 

## **Professional Affiliations**

- Member, International Association of Chiefs of Police
  - Member, Small & Rural Law Enforcement Executives Association
  - Former Vice Chairman, CLEET Advisory Council
  - Former Executive Board Member, Oklahoma Association of Chiefs of Police
-

## **Community & Board Involvement**

- Trustee, Bartlesville Film Authority
- Board Member, United Way of Bartlesville (and Community Investment Committee)
- Member, Bartlesville Rotary International
- Board of Trustees, Boys & Girls Club of Bartlesville
- Board Member, Salvation Army & Boy Scouts of America (Bartlesville)

**TAB 42**

I am a multilingual manager with a diverse blend of successful and innovative leadership work across multiple fields of finance, accounting, and management; economic development and attainable housing; public works and utilities; IT; labor; Public Safety; strategic planning and municipal governance; and K-12 educational entities. **I am seeking opportunities to pursue new public service - Manager or CEO - positions within municipal or non-profit entities.** I desire a position to utilize my agile/transferable management abilities, willingness to relocate, and need to be challenged by positions where I can make a difference. Where others may speak about creative thinking, I have *actually* lived and personal experiences - having resided in different states and parts of the world. Additionally, I have held executive management positions in both private and non-profit industries for IBM, Cities and Counties, Development Authorities, Grassroots Organizations, and K-12 Educational Entities. This has created a flexibility in thinking and approaches to challenges that others can only speak of abstractly, whereas I have “lived it” personally. Also, in graduate work toward an interdisciplinary PhD, I have conducted extensive research in the collaborative intersections between large and small community systems. My work in these areas is supplemented by hands-on experience and by the completion of two master’s degrees – one in non-profit Public Administration and one in Finance. To me, the study and practice of collaboration is critical to success in any public service leadership role.

As just a brief introduction of myself.... My Father is a retired Army General Officer, and my Mother whose family is from Central America was a PhD and career Special Education Teacher and College Professor – my parents retired in the DC area. I believe my parents’ legacy created a natural tendency towards leadership, an inherent depth, and a well-rounded variety in a personal, academic, and professional background that is **now built on the foundation of *their* commitment to public service.** It is this interpersonal flexibility and resilient resolve that helps make me an ideal candidate to tackle the most complex challenges of public service. Above all, **I hold Honor, Loyalty, Ethics, and Character** in the highest regard. I am someone who is self-motivated and sees and understands the big picture, but also has the ability to analyze and assess the critical pieces necessary to help make the Managers and the Team’s vision become reality. I am **highly adaptive and flexible with years of cross-disciplinary experience**, creating departments, strategic and general planning, developing policy, structuring, and implementing new innovative ERP technology initiatives. I am a “Can-do” out-of-the-box thinker and highly energetic manager who listens intently, rolls up his sleeves, and leads by example. My success often stems from the ability to assess departments, empower staff, and rapidly activate high quality service delivery to our residents.

I have the kind of versatility that has helped me in achieving broad and diverse community engagement, and the right balance of attainable housing, infrastructure improvements, tourism, and business needs in growing diversifying communities to advance the directives of the administration, advocate for inclusive and restorative policies and practices, and further expand service networks to meet the needs of the city's under-served or immigrant populations. My team accomplished this through **intentionality in transparency, inclusiveness, and sustainability.** To achieve this required having distinct competence and a passion for people coupled with a willingness towards having difficult conversations and making courageous decisions. I have worked in, and led, infrastructure operations and facility construction in one of the more economically diverse counties in America. In fact, I worked as a police officer to pay for college prior to joining Miami-Dade County (MDC) as a MDC WASD engineer, so I understand the value of safety and security to long-term prosperity. Subsequent to Miami-Dade, I worked as the Deputy Chief of Staff (mentioned above) for the regional water authority (SFWMD) where I gained **County and Regional** collaborative experience, managed Board Operations, Grant Writing, the Clerk’s Office, IT, **the District’s \$1.07B Budget**, and Public Works. And in addition to my senior **leadership experience with IBM** (in state, local gov. sectors) my teams have always delivered phenomenal service, **never compromising transparency or integrity.**

And... with regard to my academic and professional research (temporarily on hold), I am working to center my analysis on the importance of community engagement using collaboration regime theory (breaking down and bridging silos) – techniques to maximize productivity thru the 3 spaces of... education, government, and stakeholder engagement to achieve equity, attainable housing, and efficiencies in emerging communities. These areas of exploration that **focus on IDEA (Inclusion, Diversity, Equity, and Access) integrated teamwork and empowering staff in participatory decision making** are designed specifically to enhance **interdepartmental efficiency and interorganizational collaboration**.

As for my specific leadership style, I am a forward-thinking principle-based, team-oriented, strong problem solving, servant-leader who believes passionately in the value of investing in, and **building, apolitical, genuine, authentic, non-transactional relationships with staff and stakeholders. Trust starts there - when and where folks can see and know that you care.** My approach to leading is open, engaging, friendly, good humored, and consistently invoking of a sense of calm, yet action-oriented demeanor. I am both **interpersonally and organizationally savvy**. Though I hold staff accountable, I don't work from behind a desk and yet, I don't micro-manage. I believe my expertise and success in a wide range, allows me to add value in multiple areas with **creative, innovative, bridge building**, systems and process operations management. As a skilled generalist, able to **rise above negative criticism** but still hear constructive input, I have a commanding depth in a myriad of the key areas identified. My **passion for challenges drives my eagerness for well-rounded continuous personal growth**; it spurs my desire to create a positivity that invests in staff development and mentors staff growth. My mantra is to strive for both – to be a great manager who must maintain organizational stability, while consistently raising the bar in customer service, and to be a great leader who must embrace the value of change, build on current success, and address acute deficiencies.

But overall, my candidacy is **more than what I have done**, it is also **so much more about who I have grown to be**. Through a career of success *and* limited setbacks, life has taught me how to manage and to lead, but *not to be afraid to seek input or assistance*. I have **experienced and overcome considerable adversity** and many instances of discrimination where I had to face down gross untruths with grace and fortitude while maintaining a commitment to the ICMA Code of Ethics. In this process, I learned to garner resourcefulness and exhibit the resilience needed to get up, dust myself off, only to grow stronger *because* of the learning experience. **This is the spirit I endeavor to impart to the organization and community I serve; this is the edge that I feel enables me to be a more effective manager than most other candidates.** Because of this spirit to succeed, I have worked to become a skilled communicator, effective at collaboration, and successful at developing strong inclusive partnerships with staff and colleagues. Thus, throughout my career I have been extremely effective in fluid, fast changing, and high-pressure environments. Whether managing hierarchical or matrix-styled organizations, I lead my employees with integrity and “all-ways” value internal/external stakeholders. To this day, the collaborative efforts of staff working with or under my leadership reflect high morale and good customer service.

My goal is always to provide the **highest quality of performance** to support the vision of the organization and the leadership team. It is very important to me to drive exceptional excellence in the organization and the community by doing my part to deliver **extra ordinary professionalism, competence, and top-notch service** to the team, and those I may lead. Thus, with the leadership style and focus on teamwork that I hope to have in this role, my goal is to create the necessary **thought-partnership to be efficient and effective**. I am confident that I have the knowledge, experience, and “what it takes” to academically, professionally, and personally excel at any challenges we may encounter. *Hence, I humbly request the chance to interview for this role, to share more about myself, my family, and my leadership style and to show how I believe I can be a great fit for this position.*

# Darryl LeTroy Bell (aka Troy Bell)

LeTroy.Bell@gmail.com • (317) 410-4500

## Summary

Multilingual manager with a diverse blend of successful and innovative leadership work across multiple fields of finance, accounting, and management; economic development and attainable housing; public works and utilities; IT; labor; Public Safety; strategic planning and municipal governance; and K-12 educational entities. Seeking opportunities to pursue public service Manager or CEO positions – municipal or non-profit entities. In addition to the unique breadth of work, I have completed coursework for a PhD in an interdisciplinary program focused on the collaboration intersection between management of Government Systems and Ed Systems from Purdue University. This is supplemented by the completion of two master's degrees – one in Public Administration and one in Finance (completed simultaneously at a separate university during PhD program). A sample of these areas of expertise and experience include:

- City Management, ICMA Credentialed
- Executive Leadership Training Certificates
- Housing, Community/Economic Development
- Water District Deputy/IBM - IT Professional
- Multiple Executive Leadership Roles for Schools
- Water and Sewer/Infrastructure Management
- Finance and HR Management Professional
- Former Police Officer

## Education

- **Purdue University, West Lafayette IL.** Coursework completed for PhD interdisciplinary program in education and government management, **2017-** (yet to complete prelim exams and dissertation).
- **University of Miami, Coral Gables FL.** Master of Science-Finance (A+), **2019.**
- **City University of New York (CUNY) – Bernard Baruch, New York NY.** Master's degree in Public Administration (MPA), 2012.
- **University of Miami, Coral Gables, FL.** Dual Bachelors - Major: Economics and Sociology (2005) w/eq in Applied Phys, Mechanical Engineering, and Finance. (Student Body President)
- **Miami Dade College, Florida Law Enforcement Academy, Miami FL.** Graduated top of the class. State Certification Exam Completed (Jan 1996)

## Short-Term CM Turnaround Assignments | Sept 2023 – Sept 2024 |

### **City Manager**

City of Palatka, FL | 201 N 2<sup>nd</sup> Street, Palatka FL 32177

Managed a city of 11,000 residents with \$72M budget, 10 direct reports (incl City Attorney, Airport and Golf Course) and 144 city employees. Responsible for Full-service water front city - budget direct management and all services, departments, and city divisions.

### **Interim City Manager**

City of Charlotte, MI | Charlotte, MI 49444

Managed a city of 11,000 residents with \$20M budget, 13 direct reports and 122 city employees. Responsible for direct management of budget and all services, departments, and divisions of city. **Offered permanent CM position.**

## PhD Research Assignment | Sept 2019 – Jan 2023 |

**City Manager** (Completed over 3yr Contract During COVID)

City of Muskegon Heights, MI | 2724 Peck St, Muskegon Heights, MI 49444

**Research:** Underserved Community with School District in receivership.

Managed a city of 11,000 residents with \$15M budget, 7 direct reports and 77 city employees. Responsible for direct management of budget and all services, departments, and divisions of city. Exec Dir. of DDA.

## Education Sabbatical | Jan 2017 – Spring 2022 |

**PhD degree program, Purdue University, West Lafayette, IN Courses | Summer 2018 – Spring 2022 |**

**Master's degree program, University of Miami, Coral Gables, FL | Summer 2018 – Summer 2019 |**

**Consulting & Executive Member | January 2017 – Fall 2019 |**

The Diversity Roundtable (Non-Profit) | West Lafayette, IN

**Unpaid Non-profit Leadership and IDEA** (Inclusion, Diversity, Equity, and Access) Consulting

## City Manager Experience | Jul 2016 – Nov 2016 |

### **Deputy City Manager, Treasurer, and Acting City Manager**

City of Walla Walla, WA | 15 N. 3<sup>rd</sup> Avenue, Walla Walla, WA 99362

Responsible for helping manage a city of 35,000 residents with \$60M budget. I had 5 direct reports and 275 city employees. Managed all departments in Chief of Staff style Deputy City Manager role for 3 weeks. Served as Interim City Manager for 4 months with direct oversight of Latino Outreach, Parks and Recreation, Libraries, Human Resources, Public Works, Planning, and Police and Fire. Served as Deputy City Manager for only 3 weeks before manager went on emergency leave.

Served as Interim City Manager, terminated only when City Manager returned from emergency leave. Received positive support from Mayor and Council member, e.g., “I found him to be knowledgeable and a pleasant fellow to deal with...”

## Senior K-12 Education System Experience | Feb 2012 – Jul 2016 |

### **Chief Academic Officer**

Pathways / Legacy Academies | 302 E Linebaugh Ave., Tampa, FL 33612

Leading a nonprofit organization that manages with over 80 schools across the US with 24,000 predominantly poor and minority students to promote educational success and equity. I served as Superintendent of schools for academies in Michigan, California, and Florida. Responsible for developing and managing K-12 range charter schools. Led strategic and operational activities. Managed Human Resource, Curriculum and Instruction, Information Technology, Fleet, Facilities, Public Safety, Capital Improvement Growth/Development Plans, Libraries, and Recreation Programming.

Departed to accept another position.

### **Deputy State Director, Outreach and Legislative Advocacy for Florida | March 2013 – June 2014 |**

StudentsFirst | Orlando, Florida

\$10M operating budget, 5 direct reports and 2030 staff and volunteers, plus 2000 contracted FTEs. StudentsFirst was a grassroots political action organization dedicated to public education reform. I was a registered lobbyist, responsible for state of Florida community outreach; directed field staff operations across Florida and led social-media, paid media, and earned media campaigns. Managed statewide community outreach and Intergovernmental Relations at state, regional, and local levels.

Florida state entity was dissolved. Departed after funding was cut.

### **National Director of Governmental Affairs | February 2012 – March 2013 |**

Charter Schools USA (CSUSA) | 800 Corporate Drive Suite 700, Fort Lauderdale, FL 33334

\$70M budget. Across 16 states, managed 4 direct reports, 70 staff, and 55 contracted FTEs. Responsible for Economic and Business Development, market expansion strategies, advocating favorable legislation, and cultivating relationships with State and Local Legislators, Boards, Councils and Non-profits.

Position was outsourced.

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## **National Urban Fellowship - Master's Public Administration degree program, Baruch-CUNY, Manhattan, NY | February 2012 |**

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## Municipal Management | Sept 2010 – Nov 2011 |

### **Assistant to the City Manager, Beverly Hills, CA**

National Urban Fellowship Placement | 455 N. Rexford Drive, Beverly Hills, CA 90210

Responsible for 5-yr financial forecasting. Participated in developing multiple initiatives.

#### **Major Accomplishments:**

- Developed Bicycle Street Plan; Designed city-branded credit card program;
- Created the City's first 5-Year budget forecast; Created Employee Green Commuter Incentive Plan.



Relocated to Beverly Hills, received National Urban Fellowship. Fellowship completed May 2011. Continued to perform and complete projects for City until November 2011. Departed Beverly Hills when fellowship ended and my CM announced retirement.

## Economic Development and K-12 School | Nov 2007 – Sept 2010 |

### **COO and Regional Director**

New School Economic Development Program | 723 E 53<sup>rd</sup> St., Indianapolis, IN 46220

Responsible for developing new school concepts, school operations and school safety, capital improvement plans, and working with the Mayor's office. I located, helped arrange financing and purchase of land and helped to re-zone properties as needed for school properties. Managed project approvals, facility design and construction; vendor selection and management, procurement, facility maintenance and repair, inventory control, fleet management, transportation management, technology plan and implementation. Managed human resources, curriculum selection, student recruitment, community outreach, parent engagement and all State and Local government relations.

Departed after **3 years** to accept National Urban Management Fellowship.

## Municipal Private Sector Tech Solutions | Aug 2003 – Oct 2007 |

### **IBM Public Sector Business Manager – Complex Solutions Consultant**

IBM | HQ: Miami, FL and Smyrna, GA

Responsible for IBM business process solutions in State and Local governments, education, and healthcare sectors. Helped clients optimize systems and processes through strategic planning, organizational development, and designing technology workflow complex solutions (involving hardware, software, and services). Managed 50 Matrix-styled team reports and 1250 staff plus 25 FTEs of contracted staff. Helped staff Florida Office of Professional Regulations and Massachusetts Universal Healthcare Initiative.

Departed after **4 years** to accept new position.

## Municipal City/County/Regional Water Experience | Jan 1992 – Jul 2003 |

### **Deputy Chief of Staff**

South Florida Water Management (SFWMD) | Gun Club Road, West Palm Beach, FL

Held positions of increasing responsibility: Compliance Director (6 months), Public Works Director (2 years), and Deputy Chief of Staff (3.5 years). In my last role, I managed a budget of \$1.07B, and federal/state grant processes had 4 direct reports with staff of 794. Was responsible for the Board's annual gala, all operations of the Board's intrastate meeting rotations, and multiple departments: Public Works; Budget and Finance; Procurement; Clerk's Office, Board Agenda and Board Operations and Business Management; Project Management Office; Emergency Management and Disaster Response.

Departed after **6 years** to accept new position.

### **CSO Federal Consent Decree Portfolio Program Director**

Miami Dade Co Water and Sewer Dept. (WASD) | N. District - Interama Waste Water Treatment Facility  
Managed \$880M of work. My last role involved managing the Federal Combined Sewer Overflow (CSO) Consent Decree Program, which was high visibility, time sensitive, with multiple regulatory interests, and had ambitious MWDB goals. Prior to this role, I served as Public Works/New Construction Division Director for 3 years where I managed all new construction, engineering, renovation and operations for treatment plant systems and buildings.

Departed after **5 years** to accept new position.

## **Certified Sworn Police Officer | June 1997 – August 1998 |**

El Portal Village Police Department | 500 NE 87th Street, El Portal, FL 33138  
(Certified Officer until January 2004)

## Selected Trainings and Certifications

- Univ. of Minnesota - Humphrey School of Pub. Pol.: Policy Analysis
- Univ. of Kansas – School of Public Affairs and Administration:
  - Performance Budget 2.0
  - Police Professionalism and Social Equity
- Duke University – Sanford School of Public Policy: Sustainability
- Syracuse U. - Maxwell School of Pub. Admin.: IBB Labor Negotiation
- University of Louisville – Legislative Policy Advocacy
- Southern University – Social Justice Advocacy
- ICMA Mid-Career Manager’s Institute
- ICMA Gettysburg Leadership Institute
- ICMA Credential Manager
- Pi Alpha Alpha, National Honor Society for Public Affairs and Administration
- NFBPA - Executive Leadership Institute Distinguished Graduate

## Professional Organizations and Affiliations

- International City/County Managers’ Association (ICMA)
- American Public Works Association (APWA)
- American Society of Public Administration (ASPA)
- Council of Minority Public Administrators (COMPA)
- American Association of School Administrators (AASA)
- Vice President – University of Miami, BAS Alumni Organization
- FEMA - Long Term Recovery Cadre
- Local Government Hispanic Network (LGHN) member

## Mobility Relocation Statement

My passion has always been a commitment to public service and a desire to find creative ways for a sustainable quality of life in the communities I serve. In pursuit of these objectives in local government, I have unfortunately run into multiple glass ceilings. To overcome these barriers, I have pursued additional education and credentialing in order to be competitive for a chance to work in an environment where I can learn and grow. Since completing the educational sabbatical to pursue the PhD, I have been afforded limited short-term chief executive roles in turn-around communities under the most difficult work circumstances. Please don’t misunderstand these assignments or my NUF Fellowship in Beverly Hills as a lack of stability; as I want to return to municipal management, these assignments should be weighed against the long-term roles in my initial local government career. Thus, I am eagerly seeking a long-term role that will allow me to work with, and in, an environment that values teamwork and my knowledge and ability to further the success of the organization and its leadership. My family and are looking for a long-term engagement in a location, yet with growth challenges and learning opportunities, but that would allow my kids to finish elementary, middle, and high school without additional relocation.





THE SENATE  
STATE OF MICHIGAN

JON BUMSTEAD

32ND DISTRICT

P.O. BOX 30036

LANSING, MI 48909-7536

PHONE: (517) 373-1635

FAX: (517) 373-3300

senjbumstead@senate.michigan.gov

February 14, 2023

To Whom it May Concern,

This letter is written in the recommendation of Mr. Troy Bell. As the Michigan State Senator for the 32<sup>nd</sup> Senate District, I have had the pleasure to work with and interact with countless municipal leaders around the state, but few measure up to what Mr. Bell has brought to the communities he has served.

For several years I have had the opportunity to get to know Mr. Bell and work hand in hand with him to serve the City of Muskegon Heights. Mr. Bell has always been a strong advocate for the communities he has served. In his previous role, he displayed an overwhelming commitment to the betterment of the community and found ways to make meaningful and lasting changes for those he served through his vast knowledge and connections.

Over the past three years, Mr. Bell has been a champion for the City of Muskegon Heights. During his time, Mr. Bell has never been concerned about politics, instead he has attentively demonstrated profound ethics and achieving the success of the community. As City Manager Mr. Bell secured millions of dollars in grants from all levels of government and secured partnerships to the city that would not have been considered without his leadership. With his leadership, the City has seen monumental changes in infrastructure, community development, and economic development in addition to the first new homes being built in the city in 20 years.

Mr. Bell's profound commitment to public service is not complete, whenever and wherever he is called, Mr. Bell will bring excellence and devotion to that community as he has done in years past. For these reasons and many more, I highly recommend you consider Troy Bell for this position.

If you have any questions, please do not hesitate to contact my office by phone at (866) 305-2134 or by email at senjbumstead@senate.michigan.gov.

Best regards,

Jon Bumstead

State Senator

Michigan Senate District 32





01/26/2023

Honorable Mayor and Council,  
2724 Peck Street  
Muskegon Heights, MI

Honorable Mayor and Council,

We respect your work to lead the City and appreciate you taking the time to read this letter of support and concern. As a Leadership Team, Mr. Troy Bell is crucial to our current potential growth and we are concerned for the City of Muskegon Heights. We all have worked closely with Mr. Bell over the last several years and have seen his commitment to excellence and growth in the City of Muskegon Heights. He has sometimes challenged our thinking and pushed us to move past antiquated systems to serve the community better. He has taken time to educate us on the pieces of the puzzle that will help our City grow and prosper.

Currently, the City of Muskegon Heights is on the edge of a critical transition on the road to success. If we miss our transition, we may not crash immediately, but we will run out of road. Unfortunately, as an underserved community, we must build our ramp to get on the highway. While creating our ramp to the success highway, there are corrections we are making daily in the ramp design along the way.

The engineer for our on-ramp to the highway of success is Mr. Troy Bell. He has the knowledge, skills, and abilities that are critical to finish building our ramp. In addition, he has the respect of the business community, which allows us to access things we do not always have access to as a City. He has built the relationships needed to keep us on the right track to reach a New Muskegon Heights.

There are multiple complex items in motion where Mr. Bell's skill set is critical. The blend of formal education, experience, and relationships he has developed gives us what we need right now to make things happen. With multiple projects just starting and new contracts being recently signed, his daily leadership and familiarity with our current status is essential.

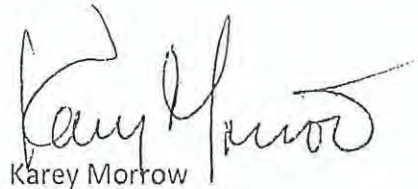
As a Leadership Team, we feel that the retention of Mr. Troy Bell is critical to our current success as a city. We are concerned about the disruption that Mr. Bell's leaving would cause to the City of Muskegon Heights. The team works daily to ensure the functioning of the City alongside Mr. Bell. His support helps us accomplish the business of the City. The absence of Mr. Bell will make our work much more difficult for our small team, not to mention fractured by his absence. Several key projects could prove vulnerable, in lieu of his departure, including one critical project, like the \$7 Million-dollar water project that just kicked off which potentially could fall apart.

We ask that you consider all available options a, including short-term contract to keep us heading toward the highway of success.

Respectfully,



Maurice Sain  
Police Chief



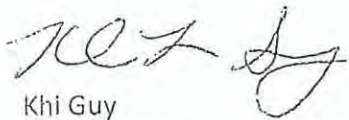
Karey Morrow  
Chief Building Official



Carolyn Cook  
Community Development Director



Christopher Dean  
Fire Chief



Khi Guy  
Deputy Public Works Director



February 2023

Most Honorable Members of Council

I am the current and presiding Mayor of the City of Muskegon Heights. I was a member of the original Council that voted to bring Mr Bell to Muskegon Heights and I would be the first to sing his accolades in recommending him for any position for which you may be considering him.

Mr Bell has a tremendous background, and I am truly sad to see him leave. His work in much larger cities and larger communities is exactly what we were hoping would turn our community around. He began by steering us through the difficulties associated with addressing the extraordinary COVID contamination rates in Muskegon and helped us handle the respective regulations. He managed the City through virtual and in-person charrettes, the creation of the 1<sup>st</sup> Downtown Vision Plan, the revamping and restoration of the Downtown Development Authority (DDA), the creation of the 5-year Recreation Plan, and the first operations lease to restore our Mona Lake Park lakefront pavilion facility. Troy created the Reserve Police Officers' program to address the huge overtime expenditures incurred by the police department, while also positioning the City to recruit officers from the community for the 1<sup>st</sup> time in 20 years. He also incorporated a fleet management program vendor, "Enterprise", that assisted the city in the replacement of all its vehicles (some dating back to 1990) and created an all-new fleet that capitalizes on lower gas costs, lower maintenance costs, and higher resale values as a means to save the City money.

Troy Bell was the architect of the Reaching New Heights Plan (RNH). This plan began with a Council policy focused on the steps necessary for the City to keep *residents and seniors* from losing their homes. It allowed the City to exercise its right of refusal on foreclosed property and make those same properties available to residents for purchase or for homeownership rehabilitation. RNH included a documented commitment by residents and others to fashion these homes for resale within 2 years. It also required, as never before, that property purchasers keep the properties clean, acquire the necessary inspections, and offer a "Bridge" for renters to become homeowners - downpayment assistance, credit repair, and homeownership mentorship for 1<sup>st</sup>-time home buyers. The RNH Plan was the umbrella for this program; it makes homes attainable and available through Mr Bell's grant funding from the State Housing Authority.

The programs he has created and the enormous amounts of grant funds he has shepherded into Muskegon Heights are designed to finally establish our downtown as a destination. The vision for this destination leverages the donation of new public art and a new skating/splashpad facility in the park – all grant funded. He worked to create a bike-share reservation process at our downtown library, so residents and children without bikes could enjoy cycling in the summers. Mr Bell understood that the Council's Vision of prosperity meant that he had to figure how to take care of the most vulnerable, the senior citizens, the children, and the least of the community - all while saving the city money. Amazingly, he was able to accomplish this feat. Troy coined the phrase in the community that we "cannot favor profit over people", realizing that by investing in all people and businesses, we can revive the whole community.

Mr Troy Bell's resignation is inevitably a huge loss to the City. Bell is ethical, courageous, disciplined, and a tremendous hard worker, yet he is easy going approachable, humble, and friendly. He is the kind of person that collaborates well with staff, the leadership team, and stakeholders and the type person you would want to lead your organization! He has my unequivocal endorsement and recommendation.

Sincerely,

Mayor Watt

A handwritten signature in dark ink, appearing to read "Matt Matt" with a stylized flourish at the end.



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February 2023

Honorable Commission Members

I would like to take this opportunity to offer my strong support and recommendation for Troy Bell. I have known Mr Bell for several years now and I have known his family for many more. Mr Bell has been a beacon of class and integrity in all my interactions with him. As I review the numerous accomplishments that he has accomplished in his most current municipal role I cannot help but be impressed. Mr Bell has done more for the community than any individual I can think of in the last 20 years.

I was in all honesty quite surprised when Mr. Bell chose to take on the role as City Manager in this community, given his many accolades prior to coming to the Muskegon area. I understood the importance of this community to his research and study and I understood the closeness this community had to his spouse's childhood home not 50 minutes away. I however did not realize the overwhelming commitment Troy had to the pure practice of public service. In my many informal and even personal conversations with Mr. Bell, he has shared his deep passion for making the spaces where people live, meet, greet, share and grow the type of spaces where people can enjoy themselves, feel happy, prosperous, and fulfilled. As a testimony to his work – Troy lives his mission. He is always available to the people; he is always warm, friendly, welcoming, approachable, and even-keeled.

As a community within my jurisdiction, I have had the pleasure of watching Mr. Bell closely and see the relationships that he has poured into and developed over the last 3 years. I can say he has not been concerned about politics; he has been focused on demonstrating profound ethics and achieving the success of the community. He has built numerous non-transactional relationships with the wide range of stakeholders in the region. Change was not coming to this area without a sense of stability and a keen respect for his ability to create a sense of expertise and experience that can professionally manage a community. Please know that no one can outwork Troy and he brought all of that and more to his community – proof that the work he has done in the past is veritably extraordinary in its own right.

I can say that due to Mr Bell's sincere commitment to his community and his work, the City is the recipient of millions of grant funding that otherwise would not have happened in that community. The City is cleaner and safer, the City is more secure, much more stable, and healthier. The organizational processes are streamlined and more transparent. Roads are being paved, lead service pipelines are being replaced, the first new houses are being built in the past 20 years, and economic development is underway in multiple sectors of the community.

For these reasons and many more, if you are considering Troy Bell for your community or organization, I highly recommend him to any position.

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*Marshall D. Cook*