



**CITY OF LAKE CITY, FL
CITY MANAGER**

RECOMMENDED CANDIDATES

December 2021

**CITY OF LAKE CITY, FL
CITY MANAGER**

RECOMMENDED CANDIDATES

Glen Adams

Former City Manager, City of Santa Fe, TX

Alan Braithwaite

City Manager/Director of Administrative Services/Finances Administrator,
City of Oldsmar, FL

Elizabeth “Lynn” Ladner

Community Engagement Manager, Merit Network – South/Central Region,
Ann Arbor, MI

Thomas Thomas

Former Interim City Manager, City of Charlotte, MI

GLEN T. ADAMS

3723 Avenue S, Santa Fe, TX 77510, Cell (678) 588-3869

gtadams67@gmail.com

PROFESSIONAL EXPERIENCE

- | | |
|---------------|---|
| 2020- present | City of Santa Fe, TX
City Manager |
| 2015 - 2020 | White Sands Missile Range, White Sands, NM
Chief of Staff |
| 2012 - 2015 | Property Magic, LLC, Peachtree City, GA
Owner |
| 2014 - 2015 | Water and Sewage Authority, Peachtree City, GA
Board Member |

EDUCATION

- | | |
|------|---|
| 1989 | Bachelor's Degree, General Studies and Psychology, Washington State University, Pullman, WA |
|------|---|

SKILLS & KNOWLEDGE:

- Strategic planner and visionary
- Expert staff manager and developer
- Public speaking and consensus builder
- Skilled at conflict management/resolution
- Financial manager / programmer
- Analytical and innovative
- Positive leader and mentor
- Role model

PROFESSIONAL EXPERIENCE:

BASF used to advertise; we don't make the products we make the products you use better. I have only been a City Manager for 2 years, but I have had all the duties and responsibilities of a city manager throughout my career. The only difference is I changed jobs every 1-2 years providing a background of leadership and responsibility challenges most city managers couldn't match up to... I will bring the intangible differences you'll see in the entire team as they perform beyond your expectations daily.

Leadership: Positive inclusive leadership style.

- Forged strong relationships with all taxing entities within and around the city to work with each other and solve tough issues.
- Pushed my Police Department to become regionally focused and support community policing.
- Inspire community and business involvement in city issues, efforts, and activities.
- Honed the art of breaking complex issues down to understandable and easily executed terms.
- Hands on leadership; I go out and see issues with citizens and/or employees then resolve them together... following up to ensure the issue was resolved and no new issues were created.
- I have led organizations with 9 divisions and over 1400 employees and contractors.
- Use empowerment and positive leadership to mentor, train, and develop subordinate leaders and their staff.
- Live my father's legacy "...it is always cheaper and easier to do it right the first time!" and "Hire hard and lead easy!"

Creating Vision, Strategic Planning, and Communications:

- Pushed the City Council to award a contract for the city's first ever Comprehensive Plan.
- When COVID-19 hit, I created "Santa Fe Live" on Facebook. Talking through issues daily, holding myself accountable to the citizens, and resolving issues we discussed. I published Santa Fe's position on COVID-19 on the 31st of March 2020 and stayed consistent in dealing with all COVID-19 issues in the community.
- Drafted, staffed, and facilitated the creation of the City's first ever strategic communications plan; and incorporated it into daily life.
- In 2016, my staff created and published a 30-year vision for White Sands Missile Range.

Glen T. Adams

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- As the WSMR Chief of Staff I routinely coordinated with local, state, and federal elected officials, and private organizations, synchronizing seemingly disconnected interests into mutually supporting concepts.
- As the Facilities Branch Chief at U.S. Forces Japan, I supported the Army, Navy, Air Force and Marine Corps facilities, real estate actions, Alliance Transformation, and Realignment initiatives supporting 85 installations and 102,000 Service members and their families.
- In 2006, I successfully briefed the FORSCOM Commander and the G-3 of the Army, selling the growth of the Army Engineer Regiment by over 9,000 Engineers. Then, coordinated for and stationed those Engineer organizations around the world.

Fiscal Management: I understand the value of the dollar and know how to stretch it; defining real requirements, maximizing partnerships, and mutually supporting efforts. I have always achieved more within budget constraints.

- Developed a constrained budget with a menu of options for the City Council to focus efforts across a shared strategic vision. Ensuring new focus and funds were allocated to emerging issues.
- As the Chief of Staff, oversaw the White Sands Missile Range staff and budget, properly executing over \$240 million annually.
- White Sands Missile Range was unlike many government agencies as it was required to be 45% reimbursable. I constantly re-evaluated the staff to find more affordable structures and leverage reimbursable work within the command, making us cost effective.
- Led U.S. and Japanese working groups managing over \$1 billion in Japanese funded construction annually.

Managing Human Resources:

- I am a principle-based leader and expect my team to treat everyone with dignity and respect.
- Re-organized the city's administrative staff into a traditional organization with a Finance Department and consolidating Building Inspectors and Code Enforcement under the Community Services Director.
- Respect is found in one's actions, learning about each other without judging, and then solving issues based on the merits of the solutions not on passions or pre-conceived notions.
- Properly managing staff: as the Chief of Staff, we re-organized the command's structure 3 times in 4 years to find efficiency and leverage technology to deliver better results.
- At White Sands Missile Range, we developed strong leadership development, mentoring, resume writing, interviewing, and public speaking programs at WSMR as well; these programs led to a higher internal promotion rate in nationally competitive positions, higher morale and retention, and increased efficiencies across the command.

EMPLOYMENT HISTORY

City Manager, Santa Fe, TX

February 2020 - Present

City Population: 15,000 / Annual Budget \$7.3M / City Workforce: 70 FTE

Relevant Achievements:

- Routinely meet with Council Members to ensure the city is meeting expectations and incorporate their ideas into the City's future efforts, budget, and communications plan.
- Developing the Police Department's leaders into a more flexible and responsive organization. Won City Council's approval for funding additional patrol officers, vehicles, training, and for the future - integration of Mental Health capabilities.
- Removed Union animosity by integrating them into the annual budget cycle. Negotiating the Police Department's collective bargaining agreement as part of the City's overall plan.
 - The Police Officer's Association found efficiencies with new policies that saved the city tens of thousands of dollars a year.
- Won the 2020 Texas Municipal League Excellence Award for the Public Works Division for the populations under 25,000 for the City's Therapeutic Garden.
- The Chamber of Commerce voted the City of Santa Fe as the "Best Small Business" in 2021.
- Developed a concept, funded the engineering, and coordinated for County matching funds to support permanently fixing flooding for 254 houses and 32 businesses.

"Glen has the unique qualities needed to be an effective Chief of Staff, compassion, high expectations, and fairness. He runs the organization so I can command it!"

- Brigadier General Eric L. Sanchez

Chief of Staff - White Sands Missile Range, NM

July 2015 – 2020

Population: 6,000 / Annual Budget \$240M / Workforce: 1,400 FTE

Primary Responsibilities – Similar to a Deputy City Manager. Principle advisor to the Commander, charged with acting as the Commander when absent. Support the Commander's role by teaming with all Tenant organizations including Army, Navy, Air Force, Government, and Non-Government Organizations across and around the White Sands Missile Range's 2.2-million-acre installation.

Relevant Achievements:

- Run all operations to allow the commander to command.
- Stood up and developed a brand-new Staff; developing personnel from a mixed background to understand and perform duties within their staff organization.
- Manage the command's Human Capital, including recruiting highly competent personnel, ensuring continuous development through a leadership development and training program, and constantly recognizing the workforce for their excellence.
- Pushed my Plans, Operations, and Systems Engineering staff to lead the production of a 30-year vision (Comprehensive Plan) for White Sands Missile Range, which was published in August of 2016.

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- Extensive public engagement as part of Strategic Communications Plan, speaking and presenting information to the Secretary of the Army and Air Force, Assistant Secretary of the Navy, Congressman, public forums such as local Chamber of Commerce, Leadership New Mexico, Otero, and Las Cruces, and to forums such as Town Hall meetings.
- Manage the security of the Fast Burst Nuclear Reactor.
- Handle all union issues for the command. Developed quarterly meetings to enhance communications and ensure no issues go un-addressed.

Owner, Property Magic, LLC, Peachtree City, GA

2012 – 2015

Acquire, renovate, and manage properties / averaged 18% profit/year. Still own 3 properties.

Board Member - Water and Sewage Authority, Peachtree City, GA

2014 – 2015

Provide safe and affordable water and sewerage for more than 10,000 residential, commercial, and industrial customers. The board re-worked improper bond management and made the organization fiscally compliant.

“Glen masterfully set the conditions that fostered trust between all services, directly contributing to successful bi-lateral agreements, which improved the operational capabilities and quality of life for U.S. service members in Japan.”

- Brigadier General William B. Crowe

Facilities Branch Chief - U.S. Force Japan

2009 – 2011

Primary Responsibilities: Direct and coordinate support of the U.S. / Japan Treaty of Mutual Cooperation by serving as the primary action officer for the Army, Navy, Air Force and Marine Corps facilities and real estate actions and Alliance Transformation and Realignment initiatives supporting 85 installations and 102,000 Service members and their families. Responsible for facility matters between the Government of Japan, U.S. Armed Forces Installations, the American Embassy, and DoD agencies. Performs critical regional contingency support missions and assists with directing joint operations, bilateral exercises, crisis action and deliberate planning with the Japan Self Defense Force. Political sensitivity required.

Relevant Achievements:

- Negotiated with the Government of Japan to construct 700 new homes, build ammo bunkers, and a new port facility for the U.S. Navy, which consolidated Navy operations, saved the U.S. taxpayer over \$1 billion while improving the quality of life for both countries.
- Led the negotiations with the Government of Japanese on U.S. Marine stationing in Okinawa; engaging at all levels of the Japanese Government; working directly with the U.S. Embassy and all four U.S. Services to hold the first Okinawa alliance working group in over 18 months. This set the stage to re-start an \$8 billion Japanese funded construction program designed to resolve political tension in Okinawa.

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- Subordinate Environmental Branch was recognized by the Office of the Secretary of Defense, Installations and Environment, for excellence in the Pacific.
- Supported U.S. military engineering efforts and emergency operations after Japan's 9.0 earthquake, tsunami, and Fukushima nuclear incident. This included assisting in the development and implementation of consequence management to open all northern ports, clear channels, and provide emergency equipment to Fukushima.

1985 - 2009; Enlisted in the U.S. Army Reserves in 1985, earned a Reserve commission in 1988, graduated from Washington State University in 1989, and went on active duty 1990. I served in various leadership and staff positions of increasing responsibility, including two combat deployments, culminating my career with the above position. Below are quotes from mentors and supervisors, reflecting my performance over those years.

"LTC Glen Adams is among the top 2 of 56 officers I senior rate, a consummate professional and always accomplishes the most challenging missions with superior results."

- Major General John Yingling

"Major Adams is an outstanding officer who successfully planned, executed, and assessed every assigned mission on this complex, demanding battlefield. Aggressive, decisive, mission oriented, Glen got the job done, no matter how challenging."

- Colonel James E. Brooks Jr.

"I give Glen the toughest missions because I can count on Glen to deliver results where others may falter. There are some who believe they can "will" things to happen, Glen is one of the few who can!"

- Colonel Edward C. Cardon

"Glen built the equivalent of three cities from which over 20,000 V Corps and 3rd Infantry Division Soldiers lived, staged, and deployed from. The Deputy Commanding General of the 101st Airborne Division personally recognized him for establishing an 8,000 Soldier airfield."

- LTC Joseph "JT" Hand

"Glen is the single officer under me that has had the greatest impact on our mission, a sentiment echoed by four senior service commanders I rate. He is a skilled leader that takes the "bull by the horns" and gets the difficult missions done."

- Colonel Daniel G. Daily,

OTHER QUALIFICATIONS

BA General Studies and Psychology, Washington State University, Pullman, WA. 1989
U.S. Army Basic Engineer School, Ft. Leonard Wood, MO. 1990
U.S. Army Airborne School, Ft. Benning, GA. 1990
U.S. Army Ranger School, Ft. Benning, GA. 1990
U.S. Army Air Assault School, Schofield Barracks, HI, 1991
U.S. Army Sapper Leader Course, Ft. Leonard Wood, MO. 1991
Engineer Officer Advanced Course, Ft. Leonard Wood, MO. 1994
Combined Arms Services Staff School, Ft. Leavenworth, KS. 1997
U.S. Army Psychological Operations School, Fort Bragg, NC. 1998
U.S. Army Civil Affairs Course, Fort Bragg, NC. 1998
U.S. Army Regional Studies Course, Fort Bragg, NC. 1998
U.S. Army Corps of Engineers, Contracting Officer's Representative Course, Huntsville, AL.
2000
Occupational Safety and Health Administration, 80-hour Ground Safety Course, San Antonio,
TX. 2000
Command and General Staff College, Ft. Leavenworth, KS. 2002
U.S. Army Force Management Course, Ft. Belvoir, VA. 2005
11 credits towards an MBA, Clayton State University, Peachtree City, GA. 2011
Graduate Leadership New Mexico, 2017
Actively participated in two TCMA Conferences and the Annual TML Conference in 2021
Participate in a monthly regional City Manager lunch created to network, share ideas, and
resolve regional issues.
Current Board member, Santa Fe Chamber of Commerce

References are available upon request.

Glen T. Adams

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Dear Sir or Ma'am,

I am excited about the opportunity to become City Manager for Lake City, Florida. I am a principle-based leader, capable of mentoring / developing teams and leading them through complex issues. I use positive leadership honed by over 30 years of Army and civilian experience, with over 20 years' experience as a senior/executive to take organizations to their next levels. My leadership experience also means, no matter what the situation, I will react in a calm and deliberate fashion.

I was hired by the city of Santa Fe as a "Change Agent" City Manager. I have created a unified effort across all the taxing entities to fund and participate in developing the first ever Comprehensive Plan. That same team developed a solution to a flooding problem spanning 4 decades, we funded the engineering and coordinated for matching funds from the county to fund this \$2.1 million project. We have re-invigorated repaving roads, addressed systemic flooding issues, and adjusted the administrative staff to a into top performing team.

My resume will demonstrate my qualifications and ability to become part of the Lake City leadership team. I simply ask you for the opportunity to interview and let me prove I am part of Lake City's future.

Respectfully,

Glen T. Adams

Glen T. Adams

It's always cheaper and easier to do it right the first time!

ALAN S. BRAITHWAITE

374 Ventura Drive, Oldsmar, FL 34677, Phone (727) 492-8479

albraithwaite8@gmail.com

PROFESSIONAL EXPERIENCE

- | | |
|----------------|---|
| 1999 - present | City of Oldsmar, FL
City Manager (2017 - present)
Director of Administrative Services (2010 - 2017)
Various Positions (1999 - 2010) |
| 1997 - 1999 | City of Largo, FL
Management Analyst/Accountant |
| 1997 - 1997 | City of Clearwater, FL
Senior Accountant |
| 1985 - 1996 | City of Madeira Beach, FL
Director of Administrative Services/Finance Director/Interim City Manager |

EDUCATION

- | | |
|------|---|
| 1991 | Master's Degree, Public Administration: Public Management, University of South Florida, Tampa, FL |
| 1979 | Bachelor's Degree, Management/Finance, Eckerd College, St. Petersburg, FL |

Alan S. Braithwaite

374 Ventura Drive

Oldsmar, Florida 34677

H: 727-492-8479

albraithwaite8@gmail.com

Executive Profile

City Manager for a progressively minded Municipal Government, with over twenty-five years of Senior Management experience. Experienced leader, driven by commitment to successful achievement of organizational goals and objectives, through inspirational team leadership.

Skill Highlights

- Leadership/communication skills
- Project management
- Budgeting expertise
- Employee relations
- Public/Enterprise accounting
- Financial statement analysis

Core Accomplishments

Completed Pinellas County's first outdoor Street/Roller hockey rink, with support from the Tampa Bay Lightning, described by TBL CEO as "the nicest rink in North America." (2019)

Wrote first Investment Policy in City history (2004)

Successfully led the Finance department and all associated responsibilities for the City, earning the GFOA designation for Excellence in Financial Reporting in every year of employment (20 and counting).

Secured over nine million dollars in grant funding for largest Capital project in City History, including successful program and single audits after completion (2013)

Professional Experience

October 1999	City of Oldsmar, Florida	Oldsmar, FL
to	City Manager/Director of Administrative Services/Finance Administrator	
Current	Manager (since 10/1/17) - responsible for all facets of daily operation for City organization, approximately 150 employees, 14,000 residents, 25,000 daily business population. Director (10/1/10 through 9/30/17) - Administrative Services Department - supervise Finance, Human Resources and Information Technology Divisions. Direct Accounting, Auditing, Investment, Financial Reporting, Payroll, Operating and Capital Budget, Benefits Administration and Risk Management functions; Chief Financial Officer, Chief Negotiator in Collective Bargaining; Acting City Manager in his absence.	

June 1997	City of Largo, Florida	Largo, FL
to	Management Analyst/Accountant	
October 1999	Executed Investment transactions and performed Bank Reconciliations for fourth largest municipality in Pinellas County; specialized in creation of Communication Services Tax database.	
January 1997	City of Clearwater, Florida	Clearwater, FL
to	Senior Accountant	
June 1997	Performed Grant Administration duties as an Emergency appointment.	
June 1985	City of Madeira Beach, Florida	Madeira Beach, FL
to	Director of Administrative Services/Finance Director/Interim City Manager	
October 1996	Chief Financial Officer for small municipality - Supervise all Finance and Human Resource related functions; Performed Interim City Manager duties for three month period in 1995.	
June 1979	Thom Howard Academy	St. Petersburg, Florida
to	Teacher/Coach/Athletic Director	
June 1985	High School Math Teacher - Algebra, Geometry, Trigonometry Boy's Varsity Soccer, Basketball, Baseball Coach and HS Athletic Director.	

Education

1991	University of South Florida	Tampa, Florida
	Master of Public Administration: Public Management	
1979	Eckerd College	St. Petersburg, Florida
	Bachelor of Arts: Management/Finance	
1977	Suffolk County Community College	Selden, New York
	Associate of Applied Science: Business/Accounting	

Additional Information

Married (Carla)
Passions - Olivia/Nicholas/Sonny (Grandchildren)
University of Texas - Dallas Men's Basketball
Hockey, Baseball, Financial Research
Former HS Basketball Coach (1979-2007)
Member, City of Oldsmar Relay for Life Team (Cancer Fund raising)

November 13th, 2021

Ms. S. Renee Narloch

President

S. Renee Narloch & Associates

RE: Lake City position

Ms. Narloch:

With tremendous enthusiasm, I would like to submit an application for the City of Lake City Manager position. Thank you for the information you sent to my attention about the vacancy.

I am searching for a leadership position in a Florida public agency of approximately the same size as the one I am leaving. Ironically, I am stepping aside to make room for a rising superstar we have in our ranks, with the organization operating as well as I've ever seen in my thirty-seven years in this business.

You will find that I have all the requisite training and experience for the position, with over thirty years of municipal government experience. I have been in upper-level management positions throughout my entire career, with exceptional technical expertise in the finance discipline. Beyond all the technical experience, I am a coach, mentor and try to be an inspirational leader of people.

Currently, I serve as the City Manager for a municipality on the West Coast of Florida. I have been the President of the American Society for Public Administration (Suncoast Chapter), and for the Florida Government Finance Officers Association (Gulfcoast Chapter) during my career. I was one of the first two hundred finance professionals to receive the Certified Government Finance Officer (CGFO) designation in the State of Florida. I have recently been named to the University of South Florida MPA Advisory Board, and I'm also a member of the Florida League of Cities Investment Advisory Committee.

If you believe that my qualifications merit further consideration, I would greatly appreciate a personal meeting (or whatever the pandemic protocol requires) to discuss in more detail. I can be available at your convenience.

Thank you very much for your time and consideration.

Regards,

Alan S. Braithwaite

ELIZABETH LADNER

Phone (785) 760-1714

elizabethlladner@gmail.com

PROFESSIONAL EXPERIENCE

- | | |
|----------------|---|
| 2021 - present | Merit Network , Ann Arbor, MI
Community Member Engagement Manager |
| 2021 - 2021 | Town of Kenneth City , FL
Interim Town Manager/Chief Administrative Officer |
| 2018 - 2021 | City of Hart , MI
City Manager/Chief Administrative Officer |
| 2014 - 2018 | City of South Lyon , MI
City Manager/Chief Administrative Officer |
| 2006 – 2014 | City of Hiawatha , KS
City Administrator/Chief Administrative Officer |

EDUCATION

- | | |
|------|--|
| 2005 | Master's Degree, Public Administration, Grand Valley State University,
Grand Rapids, MI |
| 1999 | Bachelor's Degree, Political Science, Grand Valley State University, Allendale, MI, |

Professional Summary

Strategic executive administration professional with 10+ years' experience impacting business direction with successful leadership decisions and key plan development and implementation. Highly dependable, ethical and reliable specialist, and leader that blends advanced organizational, technical and business acumen. Works effectively with cross-functional teams in ensuring operational and service excellence

Career Experience

Merit Network

6/2021 – Present

Community Member Engagement Manager – South Central Region

Ann Arbor, MI

As a member of the Community Engagement Team I am responsible for generating and following up on leads with qualified organizations to collaborate on providing a variety of technology services including Internet, Merit Voice, Cyber Security, Workshops and training opportunities for individual organizations.

- Work with client representatives to identify their technology infrastructure and current and future need and how the Merit suite of products can assist them with achieving their goals
- Collaborate with internal stakeholders to deliver high-quality reliable services to meet client project schedule
- Identify resources for organizational collaboration with outside entities to expand and partner on Merit projects and services.

Town of Kenneth City

4/2021 – 6/2021

Interim Town Manager/Chief Administrative Officer

Kenneth City, FL

As the Interim Town Manager I was tasked with the responsibility of managing the transition of the community following the separation of the previous manager and the entire administrative staff from the Community. This included ensuring continuity of business and daily operations in the absence of a town clerk, HR director, reception staffing and finance responsibilities other than payroll and A/P.

- Developed recruitment advertisement and brochure for long-term Town Manager and Town Clerk positions
- Opened contract negotiations with the Police Benevolent Association to hear the requests of the bargaining unit for the new contract term
- Met with Council members and residents to understand the challenges that existed as a result of the extended period of leadership vacancies at the manager and clerk level and identified ways to begin to restore community trust by providing greater access to information through the city website.
- Responsible for updating and maintaining HRIS system through Centrally HR including new employee onboarding, employee termination, changes in benefits and income, and verifying and approving time-off requests.

City of Hart

7/2018 – 4/2021

City Manager/Chief Administrative Officer

Hart, MI

As city manager of Hart, I was responsible for the day-to-day operations. Responsibilities include making recommendations to the mayor and other city leaders on a variety of issues, including budgets, personnel needs and project costs. I focus on the practical, everyday responsibilities of running a city as well as long-range programs that benefit residents and work with various heads of department to identify and resolve issues facing the community.

- Obtained CDBG Grant funding for Downtown Pocket Park totaling \$398,290 in grant funding for project scheduled for construction spring 2020.
- Executed insurance RFP and renewal processes for all City insurances including property, Workers' Compensation, general liability and employee benefits generating savings of over \$25,000 annually while expanding and improving coverages.
- Entered Intergovernmental agreement with Oceana County to provide assessment services to the City upon the retirement of the City's assessor saving the City over \$30,000 annually.
- Proactively identified and solved complex problems impacting operations management and business direction including compliance with Administrative Consent Order and Federal Energy Regulatory Commission requirements for hydroelectric dam
- Developed and integrated COVID-19 Workplace Preparedness and Response Plan, identifying strategies for ensuring employee and customer health and safety in the workplace, public buildings and public spaces
- Prepared and implemented updated personnel handbook with policies related to: Zero Tolerance Drug Use, Organizational Credit Card use, and implementation of employee job descriptions

- Planned and executed annual budgets with revenue and expenditures in excess of \$11 million annually

City of South Lyon

2014-2018

City Manager/Chief Administrative Officer

South Lyon, MI

As city manager my responsibilities include managing the collective bargaining agreements with local law enforcement, sanitation, and city workers. Critical project work to ensure water supplies for city were safe and made critical investments future of clean water supply.

- Addressed the challenges of extensive growth in the community and adjacent townships that tax multiple levels of infrastructure including water, wastewater, streets and storm water.
- Successfully negotiated multiple Collective Bargaining agreements with unions representing Police Command, Patrol, Public Works/Water/Sewer and Clerical. Ensured all parties were represented fairly and negotiations came to a successful outcome.
- Wrote and executed RFP process for selecting a 24-hour IT services company for all city departments to reduce downtime and to ensure archiving compliance.
- Oversaw completion of \$4 Million water main replacement project partially funded by Drinking Water Revolving Loan funds. This project was critical to ensure safe drinking water and with the use of the revolving loan the financial impact to the city was reduced significantly.
- Oversaw the implementation of new technology for the City's financial, building and utility billing systems to improve efficiency, expand customer service offerings and enable the City to accept online bill payments. This dramatically change how the city could send invoices and accept payments.
- Responsible for the development and administration of the City budget in excess of \$10 Million annually. The budgeting process is critical to the overall success of the city and future planning for capital investments.

City of Hiawatha

2006-2014

City Administrator/Chief Administrative Officer

Hiawatha, KS

Appointed by the City Council, the City Administrator is responsible for ensuring the policy decisions made by the City Council are executed and for the timely and cost-effective delivery of the City's public services. Responsibilities include managing the City budget, carrying out City Council goals and policy decisions, overseeing day-to-day operations of the City, delivery of public services in an efficient manner and Informing and advising the City Council of any and all City matters.

- Successfully obtained Federal Grant dollars for the second phase of downtown streetscape redevelopment in the excess of \$500,000 in federal share for FY 2012.
- Obtained \$500,000 Community Development Block Grant through competitive process for sewer distribution system rehab and reconstruction for FY 2012.
- Authored successful grant applications bringing \$838,000 in grant money to the community for FY 2011 equaling 15.4% of the overall budget.
- Execute strategies for service delivery while managing annual budget in excess of \$5.6 million controlling costs, decreasing tax mill levies and reducing staffing levels by 10% while scheduling multiple capital improvement projects for FY 2012
- Function as administrative and leadership liaison to various boards and community committees; including Hiawatha Foundation for Economic Development, Hiawatha Convention & Visitor's Bureau, Planning Commission and Board of Zoning Appeals
- Effectively coordinated public private partnership project managed completion of the relocation of City administrative offices to the newly renovated Francis Sewell Plamann History Center.
- Managed economic development department including development of a comprehensive incentive program for new lodging development, facilitated development of new commercial development between local property owners and two new national franchise businesses
- Development of the Hiawatha Fitness and School Trail awarded a \$21,500 grant from the Sunflower Foundation and \$782,967 from the Federal Transportation Community and System Preservation program.

Education

Masters Public Administration

Grand Valley State University—Grand Rapids, MI

Bachelor of Science | Political Science

Grand Valley State University—Allendale, MI

Senior Executive Institute

University of Virginia—Charlottesville, VA

Activities & Organizations

International City/County Management Association, Member, Class of 2014 Leadership ICMA Graduate, Credentialed Manager

Michigan Municipal Executives—Member

Merit Network Broadband Advisory Board Member 2018-2021

Michigan Public Power Association Board Member 2018- 2021

Michigan Municipal Risk Management Authority—State Pool Committee 2016-2017, 2019- Present, Vice-Chair 2020 Chair 2017, Events Committee 2020

Oceana County Economic Alliance – Board Member 2018- 2021

Society for Human Resources Management – Senior Certified Professional

ELIZABETH LYNNE LADNER

785-760-1714 - elizabethlladner@gmail.com

December 9, 2021

Renee Narloch
S. Renee Narloch & Associates

RE: City Manager – Lake City, FL

Dear Ms. Narloch.

I want to express my interest in the position of City Manager for Lake City, FL. As an experienced local government manager, I understand the importance of partnering with the council to build trust and encourage collaboration at all levels of the organization and with the public. I have extensive financial administration, budgeting, and refined human resource management and project management talents. My experience in customer service reflects my ability to collaborate and establish strong relationships with internal and external stakeholders, customers, and partner organizations to ensure effective and efficient City operations.

Examples of expertise related to this position include:

- Oversaw completion of \$4 Million water main replacement project partially funded by Drinking Water Revolving Loan funds.
- Proactively identified and solved complex problems impacting operations management and business direction, including compliance with Administrative Consent Order and Federal Energy Regulatory Commission requirements for the municipal hydroelectric dam
- Successfully negotiated multiple Collective Bargaining agreements with unions representing Police Command, Patrol, Public Works/Water/Sewer, and Clerical. Ensured all parties were represented fairly and negotiations came to a successful outcome
- Managed economic development department, including the development of a comprehensive incentive program for new lodging development, facilitated the development of new commercial development between local property owners and two new national franchise businesses
- Function as administrative and leadership liaison to various boards and community committees; including Economic Development Boards, Chamber, Convention and Visitors Bureau, and Redevelopment Ready Communities boards, Planning Commission and Board of Zoning Appeals
- Planned and executed annual budgets with revenue and expenditures over \$11 million annually, including developing and implementing yearly and multi-year Capital Improvement Plans.

As a manager dedicated to lifelong learning while improving my skills, I have obtained the Society of Human Resources Management Senior Certified Professional certification and my International City/County Managers – Credentialed Manager designation and continue working to retain these certifications through continuing education.

I look forward to the opportunity to speak to you further about how my diverse experiences provide me with the necessary skills, understanding, and ability to collaborate with the City Council to continue their work.

Thank you for your time and consideration.



Lynne Ladner – MPA, ICMA- CM, SHRM-SCP

THOMAS THOMAS

1352 West Foster Avenue, #2E, Chicago, IL 60640, Cell (773) 354-2516

Email thomasedwinthomas@yahoo.com

PROFESSIONAL EXPERIENCE

2020 - 2021	City of Charlotte , MI (through GovHR USA) Interim City Manager
2018 - 2019	City of Unalaska , Alaska City Manager
2016 - 2018	Substitute Teacher
2011 – 2016	City of Rock Island , IL City Manager
2008 - 2011	City of Macon , GA Chief Administrative Officer
2003 - 2008	Dougherty County , Albany, GA Assistant County Administrator
Prior to 2003	Associate Planner, City of Pinellas Park, FL City Manager, City of Largo, FL City Manager, City of Rockville, MD Budget Analyst, City of Tallahassee, FL

EDUCATION

1992	Master of Public Administration, Georgia College and State University, Milledgeville, GA
1990	B.A., Political Science, Valdosta State University, Valdosta, GA

Thomas Thomas

1352 West Foster Avenue, Apartment 2E

Chicago, Illinois 60640

(773) 354-2516

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

Interim City Manager (GovHR USA), Charlotte, MI

September 2020 – January 2021

Charlotte is a full-service city of 9,100. Reporting to a Mayor and City Council of seven members, oversee Fire, Police, Public Works, Community Development, the Assessor, City Clerk, Finance and Treasury). Its total budget is approximately \$6.3 million.

Duties and Responsibilities

- ❖ Supervised department directors of Police, Fire, Human Resources, Risk Management, Public Works, Community Development, the Assessor, City Clerk and Finance.

Achievements

- PK Development of Okemos, MI is proposing to continue the redevelopment of the former Charlotte Junior High School. PK would add 54 new units of affordable family housing to the 17 existing residential rental units. The site plan calls for demolition of some portions of the building, but preserves the historic facade, and adds extensive landscaping and other site amenities. The new residential units would be rented at affordable rates thanks to incentives from the City of Charlotte and the Michigan State Housing Development Authority. We have estimated a \$15M investment.
- Negotiated three-year labor agreements with IAFF. First time firefighters have ever agreed on a labor agreement.

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.

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.

Chief Administrative Officer, Macon, GA

November 2008 – September 2011

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 employs 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 redevelop 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 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).

Certified Teacher (When not in City Management)

September 2017 - Present

- 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.

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)
- National Forum for Black Public Administrators (NFBPA)

Thomas Thomas

1352 West Foster Avenue, Apartment 2E

Chicago, Illinois 60640

(773) 354-2516

thomasedwinthomas@yahoo.com

November 15, 2021

Dear Ms. Narloch,

Enclosed is my resume for the City Manager of Lake City, FL. I have spent 25+ years in public services leadership where I have been involved in nearly every aspect of the industry. Four years of which are with City governments in the State of Florida. My long-term experience in public management and my advanced educational experiences prepare me for this career opportunity.

I have a proven track record of operating in an independent and self-reliant manner. I can be relied upon to develop and implement effective programs and courses of action once a general direction of policy has been established. I believe in management by fact and am passionate in my pursuit of continual improvement and customer satisfaction. If you are seeking a creative, experienced, energetic and committed individual to join your leadership team, I am the candidate who meets your specifications. I am actively pursuing a position with an organization based on common values, shared trust, and commitment to an organizational vision, and I believe this City Manager position will provide this career opportunity. I welcome the opportunity to further discuss my qualifications and look forward to hearing from you.

On a personal note, I am from Florida and understand the political, social and economic issues that exist. This prepares me above any other candidate to move the organization forward.

Sincerely,

A handwritten signature in black ink, appearing to read 'Thomas Thomas', with a stylized flourish at the end.

Thomas Thomas

CITY OF LAKE CITY, FL
CITY MANAGER
CANDIDATE LIST

CONFIDENTIAL

NAME	MOST RECENT/CURRENT POSITION	ORGANIZATION
1. Glen Adams	City Manager	Santa Fe, TX
2. Vince Akhimie	Management Consulting	Self Employed
3. Douglas Baber	Human Resources & Risk Management Director & Emergency Operation Section Chief, Administration & Finance	St. Lucie County
4. Amir Bercovicz	Police Captain	City of Asbury Park Police Department, NJ
5. Lyndon Bonner	Former County Administrator	Jackson County, FL
6. Alan Braithwaite	City Manager/Director of Administrative Services/Finance Administrator	City of Oldsmar, FL
7. Barry Brooks	Assistant to the City Manager	Board of Commissioners, City of Albany, GA
8. Calvin Burke	City Manager	City of Liberal, KS
9. Anthony Carson	City Manager	City of Forney, TX
10. Robert Daniels	City Manager	Madeira Beach, FL
11. Jason Davis	Division Director IV, Palm Beach County Board of County Commissioners	Royal Palm Beach, FL
12. Timothy Day	Interim City Manager	City of Bowling Green, FL
13. Robin Gomez	City Manager	City of Clarkston, GA
14. Louis Goodin	County Coordinator	Hamilton County Board of Commissioners; Jasper, FL

12/10/21

CITY OF LAKE CITY, FL
CITY MANAGER
CANDIDATE LIST

CONFIDENTIAL

NAME	MOST RECENT/CURRENT POSITION	ORGANIZATION
15. Dale Hall	Development Review Coordinator	City of Milton, GA
16. Patrick Jordan	City Manager	Escanaba, MI
17. Brian Kauffman	Engineering Division Director	Citrus County Board of City Commissioners, Citrus County, FL
18. Elizabeth Ladner	Community Member Engagement Manager	Merit Network, Ann Arbor MI
19. Patrick Marsh	Consultant	CWlowa, LLC; Rock Island, IL
20. Ricardo Mendez-Saldivia	Assistant City Administrator	City of West Palm Beach, FL
21. Francis Nicholson	Vice President of Global Relations	The Institute of Internal Auditors, Lake Mary, FL
22. Carlo Pilgrim	Town Administrator	Town of Dover, VT
23. Michael Powers	Borough Manager	Kodiak Island Borough, Kodiak, AK
24. Troy Rolling	Chief Executive Officer	Red Tie Concierge and The Political Company
25. Leonard Sossamon	Interim City Manager	City of Port Richey, FL
26. Dennis Stark	County Manager	Lyon County, NV
27. C. Seth Sumner	City Manager	City of Athens, TN
28. Stacy Tebo	Client Services	Blanchard Insurance, Inc.,
29. Thomas Tedford	Payroll Director	City of Springfield, MA

12/10/21

CITY OF LAKE CITY, FL
CITY MANAGER
CANDIDATE LIST

CONFIDENTIAL

NAME	MOST RECENT/CURRENT POSITION	ORGANIZATION
30. Thomas Thomas	Interim City Manager	City of Charlotte, MI
31. William Vance	Local Government Resource Consulting	WMV, LLC,
32. Fred Ventresco	City Administrator	City of Milan, MO
33. Michele Williams	Project Manager	Housing Authority of Birmingham; Birmingham, AL
34. Ronald Williams	Presiding Prelate	W2 Ministries; Lake City, FL
35. Adam Wilson	Senior Project Management	Eversource Energy LLC, Plymouth, MA
36. George Zoukee	Real Estate Investor	Washington, DC; CT; FL; MA; CO; NH; NJ; NY; PA; TN; NV