



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

INTERVIEW BOOKLET

March 2022

**CITY OF LAKE CITY, FL
CITY MANAGER
INTERVIEW SCHEDULE**

Video Interviews - Council Chambers
Contact: Audrey Sikes MMC, City Clerk
205 North Marion Avenue, Lake City, FL 32055
P: 386-719-5756; sikesa@lcfla.com

Wednesday, March 30, 2022

8:30 a.m. – 8:45 a.m.	<i>Orientation</i>
8:45 a.m. – 9:40 a.m.	Troy Perry
9:45 a.m. – 10:40 a.m.	Don Rosenthal
10:45 a.m. – 11:40 a.m.	Fred Ventresco
11:40 a.m. – 12:00 p.m.	<i>Debrief – Discuss Candidates</i>

TROY PERRY

1378 North Mangonia Drive, West Palm Beach, FL 33401, Phone (561) 758-2896

Email chftroyperry@aol.com

PROFESSIONAL EXPERIENCE

- 2017 - present **State of Florida Office of Criminal Conflict and Civil Regional Counsel 4th DCA Region, FL**
Director of Operations and Facilities
- 1997 - 2017 **City of Riviera Beach, FL**
Interim City Manager (2017)
Interim Executive Director of Utilities (2016 – 2017)
Assistant to the City Manager/Economic Development (2014 – 2016)
Interim Fire Chief (2012 – 2014)
Fire Chief (1997 – 2010)
Interim Assistant City Manager (2008-2008, 2008-2009)

EDUCATION

- 2004 M.B.A., Nova Southeastern University, Fort Lauderdale, FL
2001 B.S., Public Administration, Barry University, Miami Shores, FL

TROY F. PERRY, MBA

1378 North Mangonia Drive, West Palm Beach, FL 33401 • 561-758-2896 • chftroyperry@aol.com

PROFILE SUMMARY

An accomplished and talented professional with a comprehensive background in leadership and public administration with extensive experience overseeing operational activities in municipal and state government. Proficient in public policy, budgeting, human resource management, collective bargaining, and economic development. Delivers outstanding customer service and client satisfaction. Establishes, cultivates, and manages productive relationships.

Core Competencies & Management Skills

- | | | |
|---------------------------|---------------------------|---------------------------|
| ➤ Emergency Management | ➤ Resource Allocation | ➤ Planning / Benchmarking |
| ➤ Public Safety | ➤ Operations Management | ➤ Procurement |
| ➤ Fire / Medical Response | ➤ Project Management | ➤ Fleet Management |
| ➤ Staffing | ➤ Fiscal Management | ➤ Facility Management |
| • Leadership / Mentor | • Analytical / Accurate | • Exemplary Communicator |
| • Initiated / Motivated | • Solution-Oriented | • Dedicated |
| • Performance-Focused | • Engaging / Enthusiastic | • Committed to Excellence |

PROFESSIONAL EXPERIENCE

State of Florida Office of Criminal Conflict and Civil Regional Counsel 4th DCA Region **2017 – Present**

Director of Operations and Facilities

Provides oversight and administrative support, developing and implementing operational standards and procedures. Plans and manages multiple facilities located in four counties. Coordinates programs and interfaces with professionals. Performs sensitive administrative assistance in human resource compliance, staffing, programming, long / short-term planning, special project assessment, and budget analysis. Monitors and evaluates facility operations.

- Supports the functions and operating practices at all facilities.
- Researches, develops, and implements operational policies.
- Implements technology, upgrades, and improvements for facilities.
- Promotes and maintains training and communications with team members.

City of Riviera Beach **1997 – 2017**

Interim City Manager (2017)

Managed daily activities of operating departments (Police, Fire, Marina, Community Development, Public Works, Information Technology, Utility District, Library and Code Enforcement). Researched and prepared policy and program recommendations for elected officials and ensured implementation. Oversaw the development and implementation of a \$74 M operating budget and five-year capital plan. Facilitated communication throughout the organization and conducted meetings with staff members and stakeholders.

- Developed and implemented organizational goals, policies, and procedures.
- Met with personnel and the public to resolve service-related concerns and build a consensus.
- Analyzed data / trends and recommend service delivery models that mirrored industry standards.
- Researched and prepared technical reports related to public policy, federal, and state legislative issues.
- Reviewed and administered disciplinary action on established policies and guidelines.

Interim Executive Director of Utilities (2016 – 2017)

Performed technical, sensitive administrative, and operational assistance in utility operations. Implemented and initiated programs. Managed organizational or community-based projects. Directed long / short-term goals related to service delivery and operations. Assisted with the development and solicitation of request for proposals (RFP) for the procurement of goods and services. Interacted with engineers on design / construction management of selected projects.

- Managed and implemented the Wastewater Master plan.
- Researched and recommended the purchase of administrative and operational fleet as part of an on-going Capital Improvement Plan.
- Supported the repair and maintenance division with servicing user departments and forecasting future needs.
- Secured state and federal funding to assist with infrastructure improvements.

Assistant to the City Manager/Economic Development (2014 – 2016)

Assisted with technical and sensitive administrative issues for city operations. Prepared agendas and managed departmental functions. Directed community-based programs, providing technical and analytical assistance to departmental and employee performance. Directed and implemented small business initiatives and economic development incentive programs with local, state, and federal agencies. Assisted with the development of the city budget, city agenda, and operating policies.

- Assisted with daily management of 600+ personnel and four labor unions.
- Participated in the development and implementation of small business initiatives and economic development incentive programs with local and state agencies.
- Served as liaison between the city, county, and state regarding legislative and public policy initiatives.
- Developed city-wide policies and training that improved customer service, organizational efficiency, and service levels that mirror industry standards and best practices.

Interim Fire Chief (2012 – 2014)***Fire Chief (1997 – 2010)***

Oversaw the activities of the Fire and Emergency Medical Service Department. Directed the development and implementation of the city's Comprehensive Emergency Management and Continuity of Operations Plan. Directed, coordinated, and planned all administrative, supervisory, and management functions. Developed and managed departmental operating and capital budgets. Developed a resource and fleet allocation plan to ensure strategic placement and optimum response.

- Reviewed and investigated policy violations and administered corrective actions.
- Developed and implemented standard operating guidelines related to administrative and operational practices.
- Directed the formulation of labor relations initiatives to assist management and labor with a fair resolution to bargaining unit conflicts.

Interim Assistant City Manager (01/2008 - 04/2008) (10/2008 - 07/2009)

Assisted the City Manager with managing the services to a community of 45,000+ residents. Coordinated and managed the daily activities of operating departments. Prepared policy and program recommendations for the City Manager and City Council's consideration and ensured implementation. Assisted with the development and management of a \$53 M budget, five-year capital plan and utility district budget.

- Developed the city's three (3) year budget reduction plan and financial forecasting model.
- Implemented a furlough program to reduce personnel costs throughout the agency, while maintaining an acceptable level of service to the community.
- Developed and implemented a citywide personnel buyout plan to streamline staffing and reduce long term personnel costs within the constraints of labor agreements.

EDUCATION & PROFESSIONAL STUDIES

Nova Southeastern University, Fort Lauderdale, FL

Master of Business Administration

Barry University, Miami Shores, FL

Bachelor of Public Administration

Graduate of the National Forum of Black Public Administrator's Executive Leadership Institute (2008)

PROFESSIONAL CERTIFICATIONS

NIMS-ICS Training and Certifications, 100b, 200b, 300, 400, 700, 702, 800, 703, 706, 775

National Forum for Black Public Administrators 2008

Former Advisory Board Member, Palm Beach County Metropolitan Planning Organization 2010

Northern Palm Beach Chamber of Commerce 2012 International Economic Development Council 2014

TROY F. PERRY, MBA

1378 North Mangonia Drive, West Palm Beach, FL 33401 • 561-758-2896 • chftroyperry@aol.com

October 19, 2021

To Whom It May Concern:

My name is Troy Perry, and I am applying to your posting for City Manager with a copy of my attached resume.

Currently, I serve as the Director of Operations and Facilities for the State of Florida Office of Criminal Conflict and Civil Regional Counsel 4th DCA Region, where I have been employed since 2017. I am exploring opportunities to allow for additional professional development while providing support to your organization resulting in a mutually beneficial relationship.

I believe my background matches up well with your opportunity. Selected career highlights:

- An accomplished and talented professional with a comprehensive background in leadership and public administration with extensive experience overseeing operational activities in municipal and state government.
- Proficient in public policy, budgeting, human resource management, collective bargaining, and economic development.
- Delivers outstanding customer service and client satisfaction.
- Establishes, cultivates, and manages productive relationships.

You may reach me at 561-758-2896 or, if you prefer, email me at chftroyperry@aol.com.

Thank you for your time and thoughtful consideration.

Respectfully,

Troy Perry

CITY OF LAKE CITY, FL
CITY MANAGER
RATING SHEET

Troy Perry

	Fair	Good	Superior	Outstanding
1. Job Preparation - <i>background, technical knowledge and training appropriate for this level of position; demonstrates understanding of local and regional service delivery issues</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Leadership Skills - <i>personal style appropriate for this job; "big picture" viewpoint; collaborative, team-oriented approach; risk-taker; innovative; goal-oriented</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Interpersonal Skills - <i>able to form effective relationships, both inside and outside the organization; persuasive; positive; diplomatic; empathetic; approachable</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Oral Communication and Reasoning Skills - <i>clear and effective communicator; presents well-organized, logical flow of thoughts and information; strong problem-solving skills</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Organizational Fit - <i>management style and approach compatible with the City; flexible; creative; strong customer service, team/community orientation</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Greatest Strengths for this Position:

Areas of Hesitation/Concern:

DON ROSENTHAL

6335 Cardinal Crest Drive, New Port Richey, FL 34655, Phone (630) 742-6817

Email donnierosenthal63@gmail.com

PROFESSIONAL EXPERIENCE

- | | |
|-------------|---|
| 2014 - 2021 | Pasco County, FL
Commercial/Redevelopment Project Liaison (2020 – 2021)
Assistant County Administrator (2014 – 2019) |
| 2010 - 2014 | City of Atlanta, GA
Director of Office Buildings |
| 2007 - 2010 | City of Reno, NV
Building and Safety Manager |
| 2000 - 2007 | City of Downers Grove, IL
Director of Community Development (2005 – 2007)
Director of Code Services (2000 – 2005) |

EDUCATION

M.B.A., Finance and Accounting, Regis University, Denver, CO
B.S., Psychology and Military Science, Loyola University, Chicago, IL



Don L. Rosenthal

6335 Cardinal Crest Drive, New Port Richey, Florida 34655 • donnierosenthal63@gmail.com • Cell: (630)742-6817

Dynamic leader with over 25 years of expertise in City and County Management contributing strategic, operational, and financial stewardship that supports the success of growing communities.

- ☑ Trusted leader who empowers people and innovates through vision, technology initiatives, strong community relationships, proactive government agency partnerships, and a dedication to serve.
- ☑ Forward-looking strategist who partners with community and department leaders to develop and implement projects that improve infrastructure, attract niche industries, support job growth, and improve quality of life.
- ☑ Expertise in applying technological solutions to enhance productivity, expand and improve services, and create new streams of revenue that add millions in surplus to City and County budgets.
- ☑ History of successful stewardship of communities ranging from rural areas with 50K residents to over 550K residents living in fast-growing metropolitan areas including the City of Atlanta.

Key Areas of Expertise

Governmental Operations, Strategic Planning & Operations, Financial Operations & Multi-Million Dollar Budgets, Customer Relations & Support, Accela System Design & Implementation, Program & Project Management, Multi-Department Leadership, Communications, Strategic Partnerships, Employee Training & Development

CAREER EXPERIENCE

COMMERCIAL/REDEVELOPMENT PROJECT LIAISON / Pasco County, Florida

01/19/ 2020 to 02/01/2021

Appointed to a newly created leadership position spearheading all new commercial and redevelopment projects in Pasco County, Florida. Partner with County Engineer, Design Professional, Developer, and Contractor to ensure cohesion and timely department action on all active development projects.

- Partner with the Office of Economic Development to collaborate in County Planning Meetings and ensure that all commercial and redevelopment projects are in alignment with the County's vision for growth.
- Serve as the Point-of-Contact for the public and ensure that contractors and developers have the knowledge and resources to navigate the permitting process with minimal confusion and delays.

ASSISTANT COUNTY ADMINISTRATOR / Pasco County, Florida

2014 to 2019

Managed over 285 County employees and administered over \$347M in county funds for a region of over 550,000 residents. Directed the Office of Economic Growth, Building, Permitting, Plan Review, Unlicensed Contractors, Minimum Standards, Planning and Development, Long Range Planning, Metropolitan Planning Organization, Code Enforcement, Traffic Control/Monitoring/Signal Repair, County Engineer, Capital Improvement Plan, Stormwater, Road and Bridge, Real Estate, Survey, and Project Management.

- Identified over \$15M in USDA grants and county funds to provide clean drinking water and complete off-site road improvements for the Lacoochee area of Pasco County. Transformed a blighted area into a new industrial zone that created 100 new full-time jobs with an additional 500 projected within 3 years of launch.
- Re-zoned 97 acres of the Old Pasco Road Spray Field. Secured a \$3M+ Florida DEO job creation grant, and sourced an experienced regional industrial park developer who will purchase the land at market value and build an 885,000 square foot industrial park generating approximately 1,500 full-time jobs.

- Obtained \$22M in federal funding to extend the airport runway by six hundred feet to allow corporate jets to utilize the airport facility at the Zephyrhills Airport and capitalize on access to an existing rail spur.
- Implemented the VuSpex System allowing Building Inspectors to conduct inspections via the contractor's smartphone, which delivers significant savings in travel time, gas, vehicle maintenance. The software was critical to maintaining business continuity during the Covid-19 social distancing period.
- Deployed the Accela software program to improve management of building projects and launch a customer portal. Improved reporting delivered over \$2M in recovered payments on delinquent accounts. Greater efficiency resulted in the county's building department accumulating over \$28M in surplus funds.
- Launched the *Open Counter* program, which uses Artificial Intelligence to keep itself up-to-date on construction, zoning or planning information, and accurately answers customer inquiries. Migrating customer inquiries from staff to the automated process saves \$95K per year with high customer satisfaction.
- Recipient of the Nov 2019 Innovation and Leadership Award from the Tampa Bay Builders Association.

DIRECTOR OF OFFICE OF BUILDINGS / Atlanta, Georgia

2010 to 2014

Managed a team of 115 including Inspectors, Plan Reviewers, and Certified Permit Technicians serving 425,000 city residents. Directed operations, process improvement, and budget administration for Permitting, Site Development, Zoning, Planning, Plan Review and Inspection functions for Public Works, Office of Buildings, Site Development, and Erosion Control.

- Established communication and productive relationships within the community including Attorneys, Developers, and Contractors who then supported much needed changes for the growth of the City.
- Gained approval from the City Council Board of the City of Atlanta to transition the Office of Buildings to an Enterprise Fund that was self-financed through fees to services to the public. Generated an average of \$12M in annual revenue creating a surplus to the department's \$6M in annual operational expenses.
- Led a \$1.1M project to implement Accela software. Trained specially assigned teams and strategically increased permit fees (that had not been increased in 20 years), which increased revenue from \$4.5M per year to up to \$15M per year depending on the level of construction activity each year.
- Led a 1-year project to transition from City Clerks to Certified Permit Technicians. Of 62 Clerks, 41 completed the Certification and earned a 50% salary increase while reducing overall labor costs for the City.
- Implemented a "triage process" that analyzed why submissions of development projects were failing by almost 70%. Used findings to conducted outreach to contractors and developers, which reduced the fail rate to less than 10% and also improved response turnaround time from 30+ days to 10 days.

BUILDING AND SAFETY MANAGER / Reno, Nevada

2007 to 2010

Managed the Building Department including Plan Review, Building Inspection, Permitting and Code Enforcement serving a population of 250,000 residents. Provided leadership and mentorship for a team of 140 employees and held financial stewardship over a \$6M budget and an Enterprise Fund of \$13M.

- Used existing training programs to fine-tune customer service performance resulting in turnaround times from 30 days to 10 days in Planning and Inspections.
- Optimized use of Accela software to support increases in revenue and ensure residents received top quality service that made them comfortable with fee schedules.
- Implemented zones of responsibility that allowed for better staffing in the Inspection Department. Reduced our roll-over rate (postponed inspections) to zero over a 90-day time period using the new zone approach.
- Invested in cross-training for trade inspectors to increase the inspector ability to inspect multiple trade work on projects, which increased departmental capacity and reduced labor costs.

DIRECTOR OF COMMUNITY DEVELOPMENT / Downers Grove, Illinois**2005 to 2007**

Director of Code Services, Downers Grove, Illinois

2000 to 2005

Managed Community Development and exercised managerial responsibility for Building, Code Enforcement, Planning, Economic Development and Zoning departments serving a community of 50,000 residents. Led planning, development, and operations related to Community Development activities. Spearheaded greater understanding of urban renewal and housing/retail mixes to stimulate growth and development.

- Led large-scale projects generating tax revenue that met and exceeded projections at the two-year mark.
- Consolidated departmental efforts and completed new projects made possible by incremental tax revenue.
- Created and deployed an in-house software program to optimize the building and planning process.
- Initially hired to lead the Code Services Department and subsequently promoted to an expanded role as the Director of Community Development.

EDUCATION

MBA in Finance and Accounting - Regis University

B.S. in Psychology and Military Science - Loyola University

PROFESSIONAL AFFILIATIONS

Certified Manager - ICMA-CM (International City/County Manager Association)

Certified Public Manager - State of Florida

1st Lieutenant-Ansbach, Germany - United States Army

Don L. Rosenthal

Florida 34655 donnierosenthal63@gmail.com www.linkedin.com/in/don-rosenthal (630)
742-6817

February 17, 2022

City of Lake City
Mayor and Councilmembers

RE: City Manager

Dear Mayor and Council,

Please accept this letter and my professional resume as a formal expression of interest in your recently advertised position of City Manager. I am confident that my experience in City and County Management uniquely qualify me to be a valuable member of your leadership team.

My career includes over 20 years of successful stewardship of communities ranging from smaller rural areas with 50K residents to fast-growing metropolitan areas with over 550K residents. Every city and county I have served has offered unique challenges, yet the fundamental objectives are always the same – **to create or improve staff efficiency and provide services that are fiscally responsible and to deliver those services in a manner that contributes to a thriving community.**

In all my roles, I have proactively collaborated with department leaders, community representatives, and government agencies to ensure alignment in securing funds, forward-looking planning, and strategically choosing projects that support community growth.

Select Career Highlights:

- Past roles in the successful Leadership of Office of Economic Growth, Building Departments, Planning & Development, Metropolitan Planning Organization, Code Enforcement, Zoning, and Community Development, Capital Improvement Planning, and Infrastructure Maintenance (Ex: Roads and Bridges).
- Implemented the Accela software program to improve management of building projects. Greater service enabled a fee adjustment which coupled with greater department efficiency resulted in the county's building department accumulating over \$28M in surplus funds.
- Secured a \$3M+ Florida DEO job creation grant, and sourced an experienced regional industrial park developer to build an 885,000 square foot industrial park generating approximately 1,500 full time jobs.
- Certified Florida Public Manager
- Certified Manager by the ICMA-CM, the International City/County Manager Association.

As a leader, I hold myself, staff, and my organization to high standards of productivity, service, and ethical behavior. There are other relevant professional and personal accomplishments in my background that could be of interest to you. Please contact me at **(630) 742-6817** to set a time to meet and explore how my skills and experience can be of value to Lake City.

Thank you for your time. I look forward to meeting.

Don Rosenthal

donnierosenthal63@gmail.com

CITY OF LAKE CITY, FL
CITY MANAGER
RATING SHEET

Don Rosenthal

	Fair	Good	Superior	Outstanding
1. Job Preparation - <i>background, technical knowledge and training appropriate for this level of position; demonstrates understanding of local and regional service delivery issues</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Leadership Skills - <i>personal style appropriate for this job; "big picture" viewpoint; collaborative, team-oriented approach; risk-taker; innovative; goal-oriented</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Interpersonal Skills - <i>able to form effective relationships, both inside and outside the organization; persuasive; positive; diplomatic; empathetic; approachable</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Oral Communication and Reasoning Skills - <i>clear and effective communicator; presents well-organized, logical flow of thoughts and information; strong problem-solving skills</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Organizational Fit - <i>management style and approach compatible with the City; flexible; creative; strong customer service, team/community orientation</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Greatest Strengths for this Position:

Areas of Hesitation/Concern:

FRED VENTRESCO

102 ½ Hawthorne Dr., Milan, MO 63556, Phone (603) 361-8448

f.ventresco@gmail.com

PROFESSIONAL EXPERIENCE

- | | |
|----------------|--|
| 2019 - present | City of Milan, MO
City Administrator |
| 2017 - 2019 | Town of Sandisfield, MA
Town Administrator |
| 2015 - 2017 | Town of Limestone, ME
Town Manager |
| 2009 - 2015 | Municipal Resources Incorporated (MRI), Meredith, NH
Consultant/Researcher |
| 2006 - 2009 | Town of Weare, NH
Town Administrator |
| 2004 - 2006 | Town of Madawaska, ME
Town Manager |
| 2001 - 2004 | Town of Milbridge, ME
Town Manager |

EDUCATION

- | | |
|------|--|
| 2001 | Bachelors, Public Management and Business Administration, University of Maine, Orono, ME |
|------|--|

Fred F. Ventresco

102 ½ Hawthorne Dr.
Milan, MO 63556

(603) 361-8448
f.ventresco@gmail.com

PROFILE

Well-rounded manager, leader, hard-working, team-oriented public servant offering 14 years' experience managing full-service municipalities in multiple states. Overall 17 years' public sector administrative experience in local and state government. Much formal education and ongoing training/professional development over career in all areas of local government and pertinent topics.

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

EMPLOYMENT EXPERIENCE

City Administrator.

City of Milan, Milan, MO (9/19-present)

Head administrator of full-service, county-seat city. Population 2,400. Budget 6.9M. All customary departments, including gas and electric, with dept. heads. Responsible for all operations and staff including (not limited to) budget/finance public relations; HR; procurement; economic-community development; advisor/informer for Mayor and Council; all other duties and expectations common of Municipal Manager of full-service community.

Some Projects/Experiences/Accomplishments:

- ❖ Redo of Zoning code and many ordinances to reflect current needs and desires of community.
- ❖ Changed risk-management carrier for significant premium savings and enhanced benefits.
- ❖ City accepted into Main Street program, working with chamber, other community group.
- ❖ Emergency Manager during COVID-19 Pandemic.

Town* Administrator.

Town of Sandisfield, Sandisfield, MA (10/17-8/19)

Managed and led full-service municipality. Population 1000 year-round, 3000+ seasonal. Budget 4.8M. All customary departments with dept. heads. Responsible for all operations and staff including, not limited to, budget/finance; public relations; HR; procurement; economic-community development; advisor/informer for Board/Council; all other duties and expectations common of Municipal Manager of full-service community.

Some Projects/Experiences/Accomplishments:

- ❖ Wrote three successful grants for transfer station equipment and emergency preparedness funds.
- ❖ Assisted in team effort to gain Green Community status, to bring in funds and help environment.
- ❖ Modernized budgeting process and created policies and procedures for such.

Town* Manager.

Town of Limestone, Limestone, ME. (1/15-10/17)

Managed and led full-service municipality, population 2,200. Budget 2.5M. All customary departments with department heads. Responsible for all operations and staff including (not limited to) budget/finance; HR; procurement; public/press relations; economic-community development; advisor and informer to Board/Council; all other duties common for Municipal Manager of full-service community.

Some Projects/Experiences/Accomplishments:

- ❖ Recruited, trained, mentored many staff in most departments upon arrival due to retirements.
- ❖ Managed project to construct new sand-salt shed (grants, permits, engineers, contractors +++).
- ❖ Helped coordinate successful community effort to bring new business and interest to Town.

EMPLOYMENT EXPERIENCE, continued**Consultant/Researcher.**

Municipal Resources Incorporated (MRI), Meredith, N.H. (9/09-1/15)

Participated in various projects from time to time over this period for this professional consulting and recruiting firm. Work usually focused on assisting municipalities with studies involving assessments and recommendations to improve services and/or maximize cost efficiencies, such as sharing-of-services studies, master/comprehensive plan updates, SWOT analyses.

(>> **NOTE:** During this time period took time off from “permanent”-type work to assist family. In addition to consulting work here, also held other temp./interim positions and completed courses for Masters. Some other work sources during period: Town of Wilmington, VT; City of Keene, NH; State of NH, Dept. Human Services. Specifics can be immediately provided if desired.)

Town Administrator.

Town of Weare, Weare, N.H. (6/06-6/09)

Led and managed full-service, “bedroom” community 55 miles north of Boston with diverse population of 9,000. Staff of 60+ (responsible for 90+ with committees and volunteers). Overall budget \$17M. All customary departments/ department heads. Responsible for all operations and staff including (not limited to) budget/finance; HR; public/press relations; procurement; grants; economic-community development; advisor and informer to Board/Council; all other duties common for Municipal Manager of full-service community.

Some Projects/Experiences/Accomplishments:

- ❖ Realigned, updated Administration and Finance Depts. after Town went year without Town Administrator and only PT bookkeeper.
- ❖ Led successful effort to bring Town into financial-audit compliance, was years in arrears.
- ❖ Reestablished presence of Administrator/Manager into culture and chain of command
- ❖ Implemented risk management program, improvements to facilities, best-practices to increase Town safety-ranking metrics, lower insurance premiums, and improve safety and staff morale.
- ❖ 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 with population 4,600; five-mile-radius population of 20,000+/- when Edmundston, N.B. (Canada) is included. Overall budget 10M. Bilingual community situated on U.S.-Canadian border. Staff of 50, not including schools. All customary departments with dept. heads. Responsible for all operations and staff including (but not limited to) budget/finance; HR; public/press relations; procurement; advisor and informer to Board/Council; all other duties common for Municipal Manager of full-service community.

Some Projects/Experiences/Accomplishments:

- ❖ Managed successful effort to re-open Town’s Community-Economic Development Department.
- ❖ Enhanced relations with business community, other groups, helping spark new business interest.
- ❖ 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.

EMPLOYMENT EXPERIENCE, continued**Town* Manager.**Town of Milbridge, Milbridge, ME.

(2/01-7/04)

Managed and led full-service coastal Town with population 1,300 year-round, 2,500 seasonal. Staff 16. Budget 2.0M. Small but quite diverse community with life-long commercial fishing segment as well as significant seasonal/retirement population. All customary municipal departments. Responsible for all operations and staff including, not limited to, budget/finance; HR; public relations; purchasing; grants; economic-community development; advisor/informer to Board; all other duties common for 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.
- *Other experience (before change of career focus to Municipal Management) includes retail management, banking, university/college administration, travel-tourism.*

EDUCATION**Master of Public Administration (MPA), University of New Hampshire.**

All courses completed. Completing final project for degree, when time/work permits.

B.A. Public Management and Business Administration, University of Maine, Orono.

Many courses well beyond requirements for awarded degree.

AFFILIATIONS/PROFESSIONAL ASSOCIATIONS

- Full member International City/County Management Association (ICMA), over 14 years.
- Full member Missouri City/County Management Association (MCMA).
- Normally represent municipality/employer on a number of boards/committees/associations; currently Green Hills Regional Planning Commission, Northwest Central Missouri Regional Water Commission; number of FEMA groups.

REFERENCES AND RECOMMENDATIONS

Immediately available upon request.

* "Towns" in New England states tend to provide the same services (in some cases more when smaller communities are compared state to state) as "Cities" in other parts of the country, and thus are similar in complexity.

Fred F. Ventresco

102 ½ Hawthorne Dr.
Milan, MO 63556

(603) 361-8448
f.ventresco@gmail.com

November 5, 2021

S. Renée Narloch & Associates
2910 Kerry Forest Pkwy., D4-242
Tallahassee, FL 32309
(Submitted through the online application system)

RE: Lake City, Florida, City Manager Recruitment

Dear Officials of S. Renée Narloch & Associates and, if/when Appropriate, Honorable Mayor and Council of Lake City:

I am writing to apply for the City Manager position. My résumé is being attached as well through the online application system.

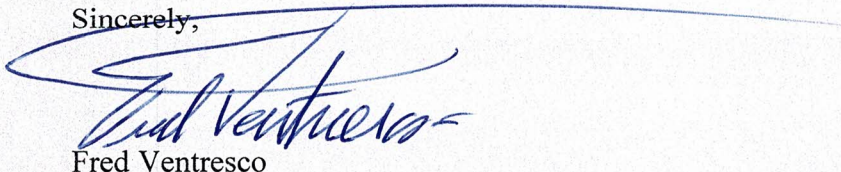
In addition to a passion for public service and a dedication and desire to always strive for the best, I can offer all of the qualifications stated in your brochure. I would bring all of the qualities, technical and otherwise, you describe for the "ideal candidate," as well as all of the other expectations and desires you list. Indeed, I would also bring experience and knowledge delivering all of the expectations common for the Position and Profession.

In summary, I offer a bachelor's degree in public management and business, have completed the curriculum for my master's degree in public administration (MPA), and have over 14 years of employed work experience managing local governments in a number of states. Please see my résumé for the details of my qualifications and history.

I would greatly value an opportunity/interview in furtherance of discussing my serving Lake City as City Manager. Of course, should have any questions, please do not hesitate to contact me by the means most convenient to you.

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

Sincerely,



Fred Ventresco

CITY OF LAKE CITY, FL
CITY MANAGER
RATING SHEET

Fred Ventresco

	Fair	Good	Superior	Outstanding
1. Job Preparation - <i>background, technical knowledge and training appropriate for this level of position; demonstrates understanding of local and regional service delivery issues</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Leadership Skills - <i>personal style appropriate for this job; "big picture" viewpoint; collaborative, team-oriented approach; risk-taker; innovative; goal-oriented</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Interpersonal Skills - <i>able to form effective relationships, both inside and outside the organization; persuasive; positive; diplomatic; empathetic; approachable</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Oral Communication and Reasoning Skills - <i>clear and effective communicator; presents well-organized, logical flow of thoughts and information; strong problem-solving skills</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Organizational Fit - <i>management style and approach compatible with the City; flexible; creative; strong customer service, team/community orientation</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Greatest Strengths for this Position:

Areas of Hesitation/Concern:

City of Lake City, FL
City Manager
Ranking Sheet

Candidate Name			Rank
			1
			2
			3