

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

REFERENCES FOR GLEN ADAMS

Reference Name: How long and in what capacity have you known Mr. Adams?

Phillip Meadows, Police Chief, City of Santa Fe, Texas

Glen was my City Manager. I reported directly to him as Police Chief. I knew him for almost two years.

Stacey Baker, Community Services Director, City of Santa Fe, Texas

I have known Glen for about two years. He was the City Manager, my boss, and my mentor.

Mayor Jason Tabor, City of Santa Fe, Texas

I have known since he was hired with the city, about two years now.

Billy Creppon, Street Superintendent, City of Santa Fe, Texas

He was here for 18 months as the City Manager. I am the department head over the Street Department, and I reported to him.

How would you characterize Mr. Adam's management style?

Once you learn his style, you understand that he is direct. If I went to Glen and said "hey, can you check on this?" at 9:00 AM, by noon I already had a full email draft of what the outcome was and what happened. He was very on point when I asked him to do something. He is very fast.

He is a great leader. He has wonderful communication skills with the employees. He really got out there into the community and met with the public. If there were issues, he would go out there and look at them himself. He rarely sent people out for him. I commend him on the public relations that he did with everyone, including the employees and citizens.

I think his management style was a bit charismatic. He had an upbeat personality. He was direct in what he wanted to have done. He involved everybody, and he believed in the team aspect of things. He was open to input. I liked the regimen and the openness of his style. There is a lot of camaraderie in his leadership style. He liked to have everybody at the table and have everybody give input. He wants suggestions on how to make the plan go better.

He has a good one. He gets along with everybody, and he is super smart. He is a bit rambunctious at time, but he is ready to go. Whenever you turn him loose, you better be ready because he will get it done. He is an excellent mentor. He works with everyone. I don't think he has a mean bone in his body. He likes to communicate with everybody and get everybody onboard. He really supported me a lot. He was not scared to get out and look at the jobs. We had a real good relationship. He has a mentorship program that all of the department heads went through.

How are his interpersonal skills?

His communication skills are very good. He is very direct, and he talks directly to you about what needs to be done, and how to approach getting it done. He is very polite and direct.

He is a great communicator with employees and citizens. He was out there for the citizens. He listened to every employee, whatever the matter was. He really connected with people. He is a very personable type of person. I really appreciated the way that he treated all of the staff.

Very well. I think he communicated effectively. He was a friendly person.

You can't beat his skills; they are excellent. I don't think he knows a stranger, and he will talk to anybody. He is so smart, and he never makes anyone feel inferior or dumb. He takes it in so easy and so quick, and he picks up on everything.

He is being considered for a City Manager. What can you tell me about his experience and knowledge as it relates to this type of position?

He was not a City Manager before Santa Fe. But he came in right when COVID started, and he took a direct approach. We were right in the middle of a boom in our city, and he helped coordinate a lot. He streamlined our Police Department. We had become a training ground for our Police Department and our Streets Department, and we completely changed that. He and I worked together a lot with the Police Department, and now we have the #1 Police Department in the county, versus being the training ground. We also went to negotiations to sign a contract with our attorneys, which was a first in our history. He was making jobs and getting stuff done on the state level—stuff that could get done in last 35 years, he was able to accomplish in six months. The city is amazing now.

I know that before Santa Fe, he came from the White Sands Missile Range, and he did not have that much experience in a city manager role, but as he worked with us, he gained a lot of knowledge. He was able to make a lot of much needed changes. He turned us around really. He was hired to be a change agent, which he did. He did what he was hired to do.

If the city council will notice the person that they have in front of them, with his leadership ability, the knowledge that he brings with him from the military, his engineering background with the military, I think that city can go places. They can get projects completed. They can get infrastructure better than what it is. He is a visionary. I don't think my city council realized the caliber of person that he is. They didn't see the intellectual level that he operates at. If a council can see that and give him clear direction, any city who hires him will be in a better place.

He did not have any city manager experience before he came here, and he learned a lot here. Our city is so small, and we did not have the money to grow. They hired him for a comprehensive plan, and then they got him in here and then they told him they didn't have the money to do the comprehensive plan. He is intelligent. I think if we would've kept him, he would have moved our city along so well.

How does he relate with his direct supervisor and elected officials?

We worked very well together. I thought he was amazing. He was a great leader and a great mentor as well. We could bounce ideas off each other. I could ask him questions on the way to council, and he would catch me up on things. He worked well with council. I wish we still had him. He was amazing, and I valued his experience. He didn't have all the experience as a City Manager until he

came to Santa Fe, but he had the leadership abilities and with his experience being with White Sands Missile Range, he did an amazing job here. We are probably half the size of their staff.

Great. Our mayor was always in his office talking with Glen. Glen always spoke well with council. He was very upfront with people anytime there were issues. He never hid anything. He was very out in the open and transparent. He wanted everybody to know everything. He had nothing to hide.

He related well with them. He asked them for direction. He went to them and asked them what they wanted him to do, and what they expected from him. Unfortunately, there was some change on the Council and they changed direction too many times.

He got along with everybody. He talked with the Tax Assessor, County Commissioners, School Board, Chamber, and he got along with everybody. All of the committees, groups, etc., he got along with them all. He would meet with the public. He clashed with the City Council a bit near the end of his tenure here because they changed directions. When he was ready to move forward, and they were not.

How does he relate with other Department Heads and peers?

All his department heads gave me amazing letters of recommendation for him. They all loved him and gave him nothing but praise. They enjoyed his leadership style. Our librarian retired, and he was able to get us an amazing new librarian. He interviewed someone for the librarian position and told me “Mayor, I interviewed someone for the library, and I know she is the right one, but she gave me a bad interview. I need to reinterview her one more time. I know she is the right fit.” I told him, “I trust your gut,” and he reinterviewed her, and she has been amazing. She has taken our library to another level. He saw what was in her, and knew she was the right person for the city. Because he gave her a second chance, she has done great things for us. He can read people so well, which was very valuable to us.

He was very upfront with us. Anytime there was an issue, he would bring it to us right away. He expected us to address issues, which we did, because of his leadership. He was not a micromanager type of person. He would let us run our departments. I commend him on the relationships that he built with all the employees. All the employees in City Hall did not want him to leave. We wrote letters of support for him.

He related really well with every one of us. Every Monday morning, we had a staff meeting, and it was a very personable meeting. We would go through the business, and then we would have a good time conversation. He just has a very good personality. He is very charismatic. He is good at talking with people. The majority of us in the City believed in him and saw his vision, and we appreciated working with him. He was somebody that you could really sit down and relate to.

He got along great with the department heads. We loved him.

How does he relate with the public and the media?

He was amazing with the public. The people in the community loved him. He did weekly updates on social media, doing a live Q&A with the community. He is very personable. People really liked him since he took part and ownership in the community. If you look at the City’s Facebook page, you can

see how well he communicated with the community. The public liked having a direct approach with him, where they could talk with him live. He would answer their questions in real time, and they respected it and loved it.

Whenever the media would address things with him, he was very straightforward with them. Same with the public. He was always out in the public, and when they saw him, they would invite him to talk with them. He would meet with them and take their calls. He took their phone calls and, if there was a problem, he would head it off at the pass. He was very willing to talk with every citizen that came in. He was very out there with people, and he built their trust. He built relationships with the citizens. In the short time he was here, everyone seemed to know who he was. He started this Facebook outreach, where every Tuesday he would be online and take citizen's comments or concerns. He would give all updates on the City. He came up with that idea, and he was always very open to address anything from the community.

He was always real personable with people. A handshake and smile. He got along with everybody. He was accepted very well in the community. Some cliques appreciated him, but some cliques not so much. I think on a daily basis, he would get a lot of positive feedback. Then sometimes there were a few that would try to work against him. But I don't see that to be from him.

Great. He did a Facebook live every week with the public. He did interviews with the media when something was going down. He talked with all of the local reporters.

What would you say are Mr. Adams significant accomplishments?

The oldest subdivision in our community was built in the 70's, and there was a big flooding issue that affected them. Almost every house was flooded with Hurricane Harvey. They had marked an area that was our biggest concern for flooding, and I asked Glen for a solution. He went and had engineer plans on the table for a \$2.1 million project, and the county gave us \$1.1 million towards it. He went and found funding for this. It is already paid for with our current budget and the county's help, and it'll be done this year. It will take 95% of homes and 35% of businesses out of the 100-year flood zone, which is a huge accomplishment. He had me a solution in six months. It is not costing our taxpayers anything, and we are solving a much-needed problem. That was a huge win. Another project was next to our railroad. It is an impossible in Texas to get work done next to a railroad. We had some more flooding issues. For 35 years, they would not allow anyone to get into their easement because of underground gas lines and such. There was a ditch along the railroad, but over time it has filled up and had trees growing there. He was able to get a mile stretch of ditch cleared out. He went through all of the red tape with the railroad commission. For the first time in the history of Santa Fe, we were able to clear out a section along the railroad which caused our businesses to flood from even a simple rain. No one in our county has ever accomplished that, and he pulled it off. He likes a challenge. If you say, "Hey, I need this fixed," he will find you a solution. It might cost money, but he will at least look outside the box.

What stood out most to me was the number of small projects that he took care of. Projects that had been lingering out there for a while, and he pushed them forward when we couldn't get them approved before. He got some revitalizations done to a few parks. He was able to push some of the smaller projects through that were much needed. He built a lot of relationships with other departments. We do not have our own water and sewer department; that is through the county. He was able to build relationships with them to get cooperation with them and help us do some of these small projects.

One of the accomplishments was at the police department. We have an officer's association where the officers work under a collective bargaining agreement, and we had a 3-year contract that expired. This was a negotiation year. Glen and I talked about it, and we thought it would be a good idea to bring the association into our budget workshops and get the collective bargaining agreement in an annual agreement that went along with budget and budget workshops and to have input from the officers. Doing that in our past budget made things go along great with the guys. It was the first year that we were able to sit down without the city's and association's attorneys pouring over paperwork. We were able to do it without that. We were able to establish new corporal positions within the department and got the City's Marshal's Office out from a standalone agency and back into the Police Department. I know that there were a lot of drainage projects that got done with the Streets Department, and several of the projects I saw were infrastructure improvements. Clearing of areas that caused flooding and getting new homes and apartments built on higher ground to prevent it were some of the accomplishments.

If they would've left him here, we would have a whole bunch of completed projects. We took care of some major drainage concerns. During the ice storm, he and I were out at 2:00 AM putting up stop signs. The next day we were out and about passing out water, and his wife was with him too. He resolved a lot of legal matters. It seemed like he just took care of everything on the business end. He would talk with County Commissioners about money that they had leftover from a particular job, and he would talk them out of it to help fund a project we needed to get done. He did a lot for us.

Please tell me about anything that Mr. Adams could improve upon. Are there any areas where he might not have a strong skill set or might not have had as much exposure to? What are his weaknesses?

At first, he did not understand the slower pace of local government, but he learned that while he was here.

Not really. Maybe he could try to give out a few of the jobs that he is trying to do himself. He likes to take a lot on. He is constantly busy.

He did not have a lot of exposure to being a City Manager, but he did a great job doing it. He is a quick learner. Watching him educate himself and put himself in groups of other city manager in the county, I saw that he has the willingness and the wanting to learn the position. From the beginning to the end here, he learned a lot about it.

No. The longer he was here, the more he developed. When he came here, he was never a City Manager before, which was surprising based on how well he handled himself and the job. He did good and handled himself well. When he was at White Sands, he was over thousands of people. He has been around the block a lot, and he knows how to handle it.

We will be conducting a very thorough search of newspaper articles as well as a Google search on Mr. Adams. To your knowledge is there anything out there whether true or not that warrants an explanation? Anything that would embarrass our client?

The only thing that he may be criticized for, we were talking about doing fireworks show for the city, but it was cancelled due to COVID. There were concerns about doing firework here because of the PTSD from the school shooting.

I am not sure. I know there were some articles when he left that said we weren't given a clear reason by council.

I don't know of anything.

No, not that I know of.

What can you tell me regarding his departure from Sante Fe?

It was a mutual separation. He is truly missed in Santa Fe.

I am sad to see him go. I was one of the directors that gave him a letter of support, stating that we wanted him to stay here. We never had the leadership that we did with him. He was a good leader, and we never had the support of the staff like he gave to us. I don't know the entire story that happened behind the scenes.

Glen was getting the run around a bit. He tried and tried several times to make a difference. He tried to change the direction and go with the flow of the new council. He went to council and asked them what they wanted, approached them with new ideas, he approached them with existing ideas and new approaches, and he just ended up meeting resistance at every end.

He wanted to move forward with the City, and they didn't want to, so he said "you hired me to take the City forward, and now you don't want to do that." That was when it became apparent he wasn't going to stay.

This may be conjecture on your part, but why do you think he's looking to make a career change?

He wants the opportunity to lead a community. I wish he was still here.

I really don't want him to go, but he is great at what he does.

I think he has a passion for improvement. From understanding his relationships, his role in the army, and his overseas projects, he has developed a passion for building. He wants to make things better.

He is a man that has to stay busy. He likes to go and get things done. He came into Santa Fe wanting to make the city better, and he will tell you that. We needed those ideas, and they just couldn't support it. It is our loss. He has a good vision of what needs to be done to take a city to the next level. I hope you hire him, because you will have a real good hand there. He will do you a lot of good.