

EXECUTIVE SEARCH

Initial Candidate Review

City of Lake Worth Beach, FL
City Manager



Executive search provided by:



May 21, 2026

AGENDA

Review of Process

Review of Ideal Candidate Profile

Candidate Review

Semi-Finalist Recommendations

Review Next Steps

INITIAL CANDIDATE REVIEW

REVIEW OF PROCESS

Development of Ideal Candidate Profile and Recruitment Brochure

Advertising

Recruitment

Initial Candidate Review - Client

Selection of Semi-Finalists - Client

Recorded Interviews for Semi-Finalists with Search Consultant

Review of Semi-Finalists with Client and Selection of Finalists

Finalist Interviews with...

Background Investigations, Selection, and Negotiations

THE IDEAL CANDIDATE

The City Commission is seeking a confident, achievement-oriented leader who will serve as both a manager and a trusted partner.
The ideal candidate will:

- Provide honest, direct guidance—even when it is difficult
- Ensure transparency and equal access to information for all elected officials
- Build consensus and focus on long-term success, not short-term wins
- Lead with professionalism, confidence, and integrity

This individual will be:

- Approachable, open-minded, and collaborative
- Organized, intelligent, and forward-thinking
- Energetic, positive, and persistent
- Focused on solutions and outcome

The next City Manager will foster a culture of customer service, accountability, and transparency, leading by example and encouraging staff to find ways to say “yes” whenever possible—while ensuring fairness and clear communication in all decisions.

QUALIFICATIONS

Candidates should possess a strong background in municipal administration or comparable executive leadership.

Minimum qualifications include:

- Bachelor's degree in public administration, business administration, finance, public policy, political science, or a closely related field
- At least ten (10) years of progressively responsible experience in municipal government management, business management, or public administration
- A minimum of seven (7) years of senior management experience

Preferred qualifications include:

- A master's degree in public administration, business administration, or a related field is preferred
- Experience serving as a City Manager, County Manager, Deputy City Manager, or Assistant City Manager is also preferred
- Professional certifications such as the International City/County Management Association Credentialed Manager (ICMA-CM) designation are preferred
- Membership in professional organizations such as ICMA, ASPA, or FCCMA is also encouraged
- Residency within the city limits is preferred, but residency within 20 miles of the northwest and southwest corners of the city is required.

Initial Candidate Review Score Sheet

Recommended Semi-Finalists:

James Gleason
Lynda Boswell
Michael Hein
Richard Douglas
Carl Geffken
Cheri Matthews
Robert Hillard
Thomas Thomas
Jonathan Evans
Jerry Gabrielatos
Joel Dye
William Lawrence
Charles Rudd
Chandler Williamson
Larry Tibbs
Marc Nelson
Scott Andrews
Zachary Border
Richard “Dick” McKinley
Colin Donnelly
Christopher Rodriguez
Steven Chapman
Dana Schoening
Charles Morris
Natasha Tucker
Jacqueline Guild
Stuart Sword
Douglas Baber

Initial Candidate Review Score Sheet

Scoring Matrix

Points

Senior Management Experience

City Manager 10+ Years	45
City Manager 5-9 Years	35
City Manager 1-4 Years	25
ACM/DCM of an Agency	20
Department Head	15
Senior Military/Private/Non-Profit	15

Education

Master's Degree	15
Bachelor's Degree	10

Professional Certification

ICMA CM Designation	5
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65 = Highest Score

Initial Candidate Review Score Sheet



Tier 1 Candidates

Candidate Name	City Manager Experience	Points	Senior Mgmt. Exp.	Points	Education	Points	Certification	Points	Total
James Gleason	10+	45	N/A	0	Master's Degree	15	ICMA CM	5	65
Lynda Boswell	10+	45	N/A	0	Master's Degree	15	ICMA CM	5	65
Michael Hein	10+	45	N/A	0	Master's Degree	15	ICMA CM	5	65
Richard Douglas	10+	45	N/A	0	Master's Degree	15	ICMA CM	5	65
Carl Geffken	10+	45	N/A	0	Master's Degree	15	None	0	60
Cheri Matthews	10+	45	N/A	0	Master's Degree	15	None	0	60
Robert Hillard	10+	45	N/A	0	Master's Degree	15	None	0	60
Thomas Thomas	10+	45	N/A	0	Master's Degree	15	None	0	60
Jonathan Evans	10+	45	N/A	0	Master's Degree	15	None	0	60
Jerry Gabrielatos	5-9	35	N/A	0	Master's Degree	15	ICMA CM	5	55
Joel Dye	5-9	35	N/A	0	Master's Degree	15	ICMA CM	5	55
William Lawrence	10+	45	N/A	0	Bachelor's Degree	10	None	0	55

James Patrick Gleason

1237 Union Club Drive Winter Garden, FL 34787 • 407-790-0816 • Jgleason58@cfl.rr.com

CITY MANAGER | MUNICIPAL TURNAROUND, REDEVELOPMENT & INFRASTRUCTURE LEADER

Strategic City Manager with 20+ years of executive leadership experience guiding municipalities through financial recovery, infrastructure modernization, and economic redevelopment. Proven success stabilizing organizations, restoring public trust, and delivering complex capital and utility projects. Known for transparent governance, strong commission partnerships, and the ability to balance growth, historic character, and community expectations.

SELECTED EXECUTIVE IMPACT

- Eliminated **\$6M municipal debt** and prevented bankruptcy in City of Mascotte; built reserves to **\$2.5M** while reducing tax rates
 - Secured and managed **\$40M+ in grant funding (awarded + pursued)** for infrastructure, water, and stormwater systems
 - Led **utility system planning, compliance, and capital upgrades**, including stormwater master planning and water system improvements
 - Delivered **consistent budget surpluses and reserve growth** across multiple organizations
 - Managed organizations up to **\$35M budget / 200 employees**
 - Directed **redevelopment and economic development initiatives**, including CRA leadership and TAD district implementation
 - Strengthened **organizational stability, labor relations, and public trust** in politically sensitive environments
-

PROFESSIONAL EXPERIENCE

City Administrator

Lake Helen | 2024 – 2026

- Lead all municipal operations, overseeing budgets up to **\$6.7M**, enterprise funds, and multi-department service delivery
- Direct **stormwater, water system, and resiliency planning**, positioning the city for long-term infrastructure investment

- Secured **\$979K in awarded grants** and advanced **\$38M+ in federal funding applications** for critical utility improvements
 - Managed regulatory compliance, including **lead and copper rule requirements**, and capital planning initiatives
 - Strengthened financial performance and organizational accountability during a period of operational transition
-

Town Manager

Littleton | 2021 – 2024

- Managed full-service municipal government with **\$9.6M budget and 87 employees**
 - Restored financial controls by completing overdue audits and implementing corrective policies and procedures
 - Delivered **multi-year operating surpluses**, returning over **\$1.1M** and increasing reserves to **\$2.5M**
 - Led **\$1.3M emergency wastewater infrastructure project**, ensuring continuity of essential services
 - Advanced **housing strategy and regional service delivery**, including EMS collaboration
 - Secured **state and federal funding** for infrastructure and capital improvements
-

Principal Consultant

Efficient Municipal Solutions | 2016 – 2020

- Advised municipalities on **organizational efficiency, outsourcing, capital planning, and redevelopment strategy**
 - Supported local governments in improving service delivery and financial performance
-

City Manager / CRA Director

Mascotte | 2011 – 2020

- Recovered financially distressed city, eliminating **\$6M debt** and restoring long-term fiscal stability
- Built reserves from **\$300K to \$2.5M** and reduced tax rates over multiple years
- Directed **CRA and economic development initiatives**, supporting growth while improving fiscal health
- Negotiated interlocal agreements saving **\$5.3M in fire service costs** and improving service delivery

- Secured **\$2.5M in grants** and led infrastructure and utility system improvements
 - Oversaw all municipal operations, including **utilities, public safety, and development services**
-

City Manager

Chamblee | 2008 – 2010

- Managed **\$15M budget and 100+ employees** during fiscal instability
 - Implemented financial recovery strategy and enhanced transparency with public-facing reporting
 - Strengthened intergovernmental coordination and service delivery efficiency
-

ICMA Local Government Advisor (U.S. State Department / USAID)

Kirkuk | 2007 – 2008

- Advised on governance and administration of a **\$400M regional system serving 1.6M residents**
 - Led training in budgeting, planning, and public administration in a complex, high-risk environment
 - Coordinated across diverse political and cultural stakeholders
-

City Manager

Woodstock | 2004 – 2007

- Managed **\$15M budget and 200 employees**
 - Delivered major infrastructure projects including **\$18M wastewater expansion**
 - Led redevelopment initiatives through **Tax Allocation District (TAD)** implementation
 - Introduced performance management, strategic planning, and citizen engagement tools
-

City Manager

Ocoee | 2001 – 2004

- Directed operations for **\$35M municipality**
- Reduced operating budget by **6% while maintaining service levels**

- Rebuilt utility reserves and refinanced debt saving **\$400K annually**
-

EDUCATION & CREDENTIALS

Master of Public Administration – Webster University
Bachelor of Professional Studies – Barry University
Associate of Science – Valencia College

ICMA Credentialed Manager (2006–2021)

FCCMA Member

LYNDA BOSWELL, ICMA-Credentialed Manager

6803 Bluffs Blvd
Temple Terrace FL 33617
(719) 349-5675 lynwin08@gmail.com

Local Government Manager and Program/Project Auditor

Collaborative Leadership/Budget and Finance/Economic Development/Infrastructure Planning/Grant Writing Skills

A proven creative, visionary, strategic leader and organizational innovator with exceptional people skills are assets which can help your city. Broad experience in government budgeting and financing issues, communication and implementation of measurable results will support your council's goals. I am a diplomatic, persistent, and persuasive professional. Skilled in team building, management, budget and finance, economic development, organized and decisive, and technically proficient, my administrative expertise will make an immediate and visible positive contribution to the City of Lake Worth Beach and its citizens.

Related Local Governance in U.S. Overview

City of Port Arthur, Texas (pop. 56,000, bud: \$400million+) – Director of Finance

October 2023 to Current

- Completed 5 ACFR (including Single Audit) and 2 budgets in less than 2.5 years, thereby catching up on neglected financials
- Involved and am entrusted as trustee for Firefighter's Pension Board
- Cultivated a "learning/teaching" department to lift morale and train staff on finance duties
- Actively sought out and engaged in various non-financial projects such as grievance committee, hiring committee, fire pension board, Industrial agreements, civil service negotiations, FEMA training, and land negotiations.
- Lead department in all fiscal services and functions such as budget administration, accounting, cash management, debt management, investment policy, procurement, vendor payments (ap), CIP, taxation, financial forecasting, and reporting.
- Developed and outlined succession planning with staff to include training and opportunities to play key roles in department policy development.
- Provided efficiencies in completion of various financial functions and in process of having department be the first in the city to be paperless.

City of Fulton, Missouri (pop. 12,721, bud: \$53million+) On behalf of Strategic Government Resources:– Interim Chief Finance Officer

March 2023 to June 2023

- Hired as a "fixer" to assist the city between finance directors.
- Completed the ACFR in short time.
- Put in place templates and policies for streamlining the finance department, to include the utilities billing staff.
- Built-up staff morale and introduced a collaborative team environment encouraging ideas, questions, and positive attitudes.
- Submitted required federal reports for ARPA and the Census.
- Recommended ideas for more transparency.
- Provided manual guides (step-by-step visuals) for new processes.
- Involved with and contributed to community events.
- Sounding board for immediate staff and those outside the department.
- Quickly put staff and others at ease.

City of Temple Terrace, Florida (pop: 26,600; bud: \$80million+) – Finance Director

March 2017 to June 2022

- FEMA lead in Finance/Administration; successful grant writing and bonds of several millions of dollars.
- Directs the daily financial administration of the City; develops, executes, and manages the annual budget; manages investments; reconciles monthly bank statements; prepares various financial statements; performs short-term and long-term financial analysis and planning
- Supervises and manages activities and work processes of all staff of professional and clerical employees engaged in maintaining the general ledger, payroll, purchasing, capital asset records, utility accounts, receipt and disbursement of funds, general reception, and budgetary functions of the City
- Works with the external auditors to prepare annual, audited financial statements in accordance with GAAP and GASB rules and regulations.
- Arranges for the issuance of bonds and other instruments of debt; manages the debt service funds to ensure adequate revenues are available to settle short-term and long-term debt obligations.
- Manages the City's cash flows and banking arrangements, including the collection of monies due, safeguarding, investment of funds, and payment of monies owed in a timely manner.
- Confers with the City Commission, City Administrator, and department heads concerning financial strategies and needs.
- Implements, directs and monitors internal financial controls, including controls for utility billing, cash receipting, payroll, fixed assets, special assessments, capital projects and construction contracts; oversees the collection and disbursement of City funds; monitors and ensures the compliance of City policies and local, state and federal laws and regulations. Attends and/or participates in operational meetings, including department head, Emergency Operations Center, Economic Development, Special Assessment, and City Commission; provides input regarding accounting, funding, budgeting and information requests or directives.

Town of Kiowa, Colorado (pop: 663; Bud: \$700k)– Town Administrator/Chief Financial Officer

December 2006 to June 2009

- Successfully applied for competitive and non-competitive grants; lauded for solid federal, state, and county compliance.
- Worked with elected officials as they developed policies.
- Discussed problems and recommendations, proposed new plans, or discussed issues that affected the community and its residents.
- Wrote, won and administered millions in grant funds to finish capital projects in the town.
- Sought feedback from residents and members of the business community to address and solve problems. Prepared the annual budget, submitted it to elected officials for approval, and implemented it once approved. Supervised department heads, administrative personnel, and other employees, and supervised top appointees.
- Solicited bids from contractors and selected or recommended the appropriate individual(s) or organization(s) to perform the work.
- Investigated citizen complaints and problems within the administrative organization and recommended changes to elected officials.
- Stepped in to do sewer and potable water readings, as well as making sure the town's infrastructure was in a good working order.
- Provided expertise on street maintenance, and coordinated with state resources in the area.
- Planned, developed, coordinated, and implemented all fiscal, administrative, policies, goals, objectives, procedures and standards for local government.
- Responsible for equipment and material purchases, as well as the recruiting, hiring, training and supervision of staff. Consulted with directors of departments to go over operational, programmatic, and budget issues before official presentation to the Council.
- Managed the day-to-day operations of the town.

Kit Carson County, Colorado (pop: 8,000; Bud: \$17million+) – County Administrator/Budget Officer

June 1997 – November 2006

- Appointed by 9 counties (represented by elected county commissioners) in the Eastern Region of Colorado, I was on the technical committee to protect the interests of my region and succeeded.
- Tapped by several Colorado state agencies to provide expertise such as budgeting, transportation, and legislation for workshops and committees.

- Researched bills and policies that affected counties, presented talking points for board, and scheduled meetings with state and local officials.
- Developed comprehensive financial interface to include clerk, treasurer, and assessor.
- Created the non-profit group "High Plains Highway" in order to lobby state and feds for transportation dollars and prioritization in the funding process.
- Managed all aspects of Human Resources, Payroll, Accounting, wrote most of the resolutions, coordinated with local elected officials. Handled all unemployment and claims (risk management), whether legal or property. No employment related lawsuits were ever filed during my tenure.
- Wrote several grants and managed county finances while being able to provide raises and benefits to all employees (during economic downturn).
- Established the public works capital schedule to include road maintenance (2000 lane miles) and equipment purchases
- Worked with constituents, department heads and elected officials to analyze and solve problems. Prepared budget and wrote MD&A along with ACFR according to the GASB 34 instructions.
- Managed day to day operations of the county.

Related Local Governance Overseas Overview

RTI International (Iraq Local Governance Project) (pop: 40million; bud: \$100billion+)– Local Government Advisor October 2009 to March 2011

- Implemented financial system for capital management of \$2 billion for 14 provinces to provide transparency and accountability
- Developed budget manuals for government to help officials understand the process according to national law
- Provided recommendations to local government in providing water and sewer service, including emergency water trucks; as a result of the recommendation, Baghdad Council built a potable water system the following year in Kadhmiya Trained government staff in responding to community needs including security, basic services, and employment Developed and implemented national training workshops to teach local government how to provide internal oversight, through the use of performance management tools
- Created several performance management tools depending on the level of management (details for staff, overview for management) which was adopted nationally
- Designed and wrote policies for general local governance, including planning, budgeting, organizational development, and law
- Researched and provided talking points for management to present to USAID officials in deciding whether to fund a future program for automation. It had pros/cons, consequences, recommendations, and realistic potential for sustainability
- Within months, I was the source of "true" information from various parts of the country because of my no-nonsense and objective approach to solutions; veteran employees would call me to provide counsel on problems of implementing tasks
- Interpreted and wrote activity plans for legal, planning, budgeting, organizational development, and monitoring of provincial government efforts to be fulfilled in Iraq, in coordination with the US goals and USAID policy

International Local Government Consultant on behalf of US Government: (pop: 40million; bud: \$3billion+) ***QED, LLC, and Mercy Corps International April 2011 to January 2012***

- Program auditor of US National projects in Iraq (Economic Development, Small Business Administration, Youth Programs, Banking, and Civil Society)
- Supervised both Iraqis and Americans, coordinating logistics with 6 different agencies for multiple events (US Military, Security Detail, Iraq government officials, US Embassy staff, local offices, and contractors)
- Reviewed, assessed, evaluated, and provided recommendations for improving the requirements for programs, including tighter fiscal responsibilities, and more transparent processes across Iraq and Kurdistan
- Wrote and presented reports regarding conclusions to USAID officials as well as the implementers, which reduced the budget of the program by 15%
- Provided tools to help the companies track and report activities, leading to higher accountability and more transparency Reconciled funding and reviewed 3 year budgets in less than 2 weeks

Other Related Public Administration Overview

Assistant Program Manager/Monitoring and Evaluation Specialist for Afghanistan (pop: 38million; bud: \$8million+)
US Department of State Bureaus: International Narcotics and Law Enforcement & Population, Refugees and Migration (FIAT)
for TigerSwan January 2016 – November 2016

- Designed and developed all surveys as third-party monitors for 66 subtasks
- Liaised with government officials in DC on a monthly basis
- Provided stateside administrative support for staff in Kabul
- Designed interface of survey technology to dashboard for real-time actionable data collected in the field

Monitoring and Evaluation Advisor, Kabul, Afghanistan (pop: 38million; bud: \$6billion+) *International Narcotics and Law Enforcement's JSSP for PAE, International*
May 2012 – December 2015

- Led team of 30 Host National staff to design and develop first innovative Monitoring and Evaluation System · Developed the program's annual \$2 billion total budget (\$12 million/year).
- Directly supervises 23 Afghan staff; developed capacity building skills in accountability and transparency in the M&E Unit. Writes work plans, and submits quarterly, and end of project reports.
- Assists in ensuring that JSSP activities are in line with goals outlined in the work plan and contractual obligations. · Coordinates with each JSSP Section or Team to maintain record keeping on JSSP activity statistics.
- Designed an automated IT system to track projects, accomplishments and deadlines.
- Designed and implemented survey tools to assess the effectiveness of the program, including economic analysis of impact
- Reviewed national policies and laws regarding economic and civil activities in provinces for recommendations of changes needed to implement domestic product growth and tackling unemployment
- Evaluated the extent of community buy-in and involvement, and recommended ways to include and assist the community, through hundreds of interviews across Iraq and with elected officials

Education & Credentials

PhD Candidate, Public Policy and Administration, Walden University, MN (anticipated) August 2026.

MA, Administrative Management – Public Administration, Bowie State University, MD, 1997.

BS, International Business, Western International University, Phoenix, AZ, 1994.

Professional Achievements and Associations:

Certificate – Certified Government Finance Officer (2025 to current)

Certificate – Cultural Diversity and Ethics (2021 to current)

Certificate – DHS/FEMA in Finance and Administration Chief (2021 to current)

Member and Credentialed Manager – International City & County Manager's Association (1997-current)

Member – American Society of Public Administrators (1997-current)

Counselor - Boy Scouts (topics of Citizenship, and Communication) (1998 to 2010)

Member – Government Finance Officer Association (2003 to current)

Secretary - Kiowa Economic Development Committee (2008-2009)

Member – Metro City and County Managers' Association (2006-2009)

President – Healthy Living Systems, Inc. a non-profit housing management project (2002-2008)

Relevant Presentations:

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- **Panel** *Multicultural and International Perspectives on Government Ethics*. American Society of Public Administration virtual conference to be held on March 24, 2023.
 - **Presenter** *Paper to Electronic: Efficient Government Finance Automation*. Florida Government Finance Officers Association Conference held in Orlando, FL, 2018
 - **Presenter** *Decrypting Contextual Data to Reduce Bias*. European Evaluation Society in Thessalonika, Greece, October 2018
 - **Presenter** *Efficient ICT in M&E (Afghanistan)*. European Evaluation Society in Maastricht, Netherlands, October 2016
 - **Chair** *Session on Capacity Building in M&E*. European Evaluation Society in Maastricht, Netherlands, October 2016
 - **Presenter with Farhad Khyber** *Accountability in Afghanistan: Building a Model of Monitoring and Evaluation*, American Society of Public Administration conference held in Chicago, IL, 2015
 - **Presenter** with Sherman Yehl, PhD. Public Manager: *Democracy Gains in Iraqi Provinces*, 2011
 - **Moderator**, American Society of Public Administration conference held in Denver, CO, 2007

Skills:

Languages: Fluent – Spanish & English; Conversational – French, German, Turkish; Basic – Japanese, Arabic, Dari, Persian.
Computers: Any software system to include finance, payroll, utility billing, all Microsoft and expert in Excel; Database designer in SQL, MS SQL, Oracle, AS400 (IBM systems); and Business Intelligence software – Cognos, BI, and Tableau.

Michael C. Hein, ICMA-CM

PUBLIC-SECTOR LEADER

Management executive with more than 30 years' experience strengthening and growing public-sector organizations. Successful track record of developing and executing **multi-year strategic plans** requiring extensive collaboration and consensus building. Highly skilled at navigating disparate stakeholder landscapes and identifying **innovative, integrated solutions**. Expertise in planning, financing and construction of **major capital projects**. Ability to nurture communities' natural strengths and diversity while significantly elevating quality of life. Enthusiastic mentor and talent cultivator who **fosters leadership and career growth** in others. Extensive appreciation of the human spirit and the art of active listening.

EDUCATION

MASTERS PUBLIC ADMIN

University Arizona - Tuscon
1991

PUBLIC ADMINISTRATION & POLICY ANALYSIS and POLITICAL SCIENCE

University of Wisconsin –
Stevens Point
1988

CONTINUING ED

HARVARD UNIVERSITY JOHN F. KENNEDY SCHOOL OF GOVERNMENT

Senior executive program for
state and local government
leaders
2001

PROFESSIONAL EXPERIENCE

CITY MANAGER

City of Groveland | 2017 - present

Overall operations responsibility for one of the fastest-growing communities in Central Florida.

- Drove city rebranding initiative to better reflect community's commitment to environmental stewardship and managed growth.
- Led efforts to attract 4M+ square feet of commercial and industrial development and thousands of new jobs.
- Spearheaded effort to persuade Florida Department of Transportation to fully fund unplanned major transportation infrastructure project.
- Oversaw development of Master Utility Plan, Master Park Plan, complete revision of Future Land Use Plan, Comprehensive Plan and new form-based Development Code, all leading to the adoption of a new 10-year Strategic Plan.
- Successfully negotiated new Consumptive Use Permit providing for the assurance of water supplies to support future growth while eliminating need for \$4.5M capital investment.
- Received more than \$100M in grants and aid for capital facilities.

ASSISTANT TOWN MANAGER

City of Longboat Key, FL | 2015 - 2017

Supported Town Manager with day-to-day operations and long-range strategic planning of barrier island community. Developed, enhanced and sustained relationships with key partners. Managed interdepartmental efforts addressing community concerns. Represented the town in negotiations with partners and resolved conflicts within the organization.

- Championed \$13M beach renourishment project, wrapping ahead of schedule and under budget.
- Served as liaison with environmental community and implemented new ordinances to support protected nesting turtles and shore birds.
- Deeply involved in \$50M project to relocate underground utilities and provide new fiber optic network financed through special assessment bonds.
- Coordinated efforts of Commission-appointed committee to review and recommend changes to town charter.
- Partnered with Fire Chief to address aging facilities and develop recommendations for remodeling and new construction.
- Facilitated strategic planning sessions with employees and initiated programs and policies to enhance work environment.
- Developed and coordinated approach to public outreach and communication for capital improvement projects.

DIRECTOR EMERGENCY MANAGEMENT AND HOMELAND SECURITY

Pima County, AZ | 2009 - 2015

Coordinated and directed the planning, organization, control and implementation of local emergency management activities involving preparedness, mitigation and recovery. Served as liaison with federal, state and local agencies, fire districts, law enforcement and regional partners. Worked extensively with community stakeholders to ensure engagement in public service projects.

- Oversaw design and construction of \$36M new emergency operations center.
- Facilitated intergovernmental agreements with more than 50 agencies including two native nations.
- Drafted governance for \$63M regional wireless public safety interoperability system.
- Developed and fostered relationships with key federal and state agencies and private-sector partners to collocate during emergencies and share resources and common operating procedures.
- Coordinated emergency operations centers in the immediate aftermath of the attempted assassination of Congresswoman Giffords.
- Nationally recognized for initiating “whole community” approach by integrating faith-based communities in preparedness models.

CITY MANAGER

City of Tucson, AZ | 2005-2009

Served as city’s Chief Operating Officer reporting to the Mayor and Council. Responsible for the administration of full-service municipality with a workforce of over 5,600 FTEs and a budget of \$1.25B.

- Successfully led efforts to secure \$500M in state appropriation for extension of Tax Increment Financing District.
- Negotiated transfer of library system to Pima County, saving \$10M annually.
- Developed 10-year financial sustainability program to define core services and investment levels to support employee compensation.
- Reorganized planning and development services to streamline reviews and expedite permitting process while extending hours of operation.
- Required senior staff to participate in community service opportunities and utilize public transit to gain proper perspective.

DEPUTY COUNTY ADMINISTRATOR

Pima County, AZ | 2003-2005

Responsible for the coordination and administration of county’s economic and community development programs. Departments included Community Resources, the Stadium District, Community Services, Office of Tourism, and the Office of Neighborhood Reinvestment, Housing and Faith-Based Initiatives.

- Provided approximately \$3 million/year in grants to outside agencies.
- Reorganized departments supporting social services and community development.
- Negotiated leases with Major League Baseball for spring training.
- Led efforts to consolidate outside agencies involved in economic development under one umbrella organization.

TOWN MANAGER

Town of Marana, AZ | 1998 - 2003

Under the policy direction of the Town Council, responsible for town administration, including supervision of all departments, functions and offices.

- Oversaw economic development and annexation efforts, which doubled the size of the community and tax base.
- Negotiated with State Land, U.S. Fish & Wildlife and developers to create a wildlife preserve, allowing for development of a Ritz Carlton resort.
- Obtained funding from Pima County to construct bank protection for Santa Cruz River, permitting the development of large area of community

Other positions held:

ASSISTANT TOWN MANAGER | 1997 - 1998

Worked closely with retiring town manager to ensure a smooth transition.

ASSISTANT ADMINISTRATOR

City of Nogales, AZ | 1994 - 1997

Served in capacity of city manager/city clerk in the U.S.-Mexico border community, where a part-time Mayor retained title of "Administrator." Responsible for the overall operations of full-service city government.

- Successfully transferred operation and maintenance of an international sewage treatment plant to the federal government.
- Involved in the drafting of the original Immigration Reform Act.
- Led organization through a peso devaluation that resulted in the reduction of general revenue by 33%, while maintaining services.

Other positions held:

FINANCE DIRECTOR | 1993 - 1994

Appointed by mayor and council to serve in interim capacity. Coordinated completion of annual audits, financial statements and comprehensive annual financial report (CAFR). Responsible for day-to-day functions, including purchasing, payroll, and IT.

Planning & Zoning Director | 1993 - 1994

Appointed by Mayor and Council to direct planning activities. Enforced and interpreted zoning and development codes. Coordinated activities of Boards and Commissions, administered capital improvement plan and wrote and administered grants.

DIRECTOR OF COMMUNITY AND ECONOMIC DEVELOPMENT

City of South Tuscon, AZ | 1992 - 1993

Reported directly to the Mayor and Council while administering all social service programs and economic development projects for the city. Wrote and administered all grants, including Community Development Grants and revolving loan funds.

- Successfully challenged results of decennial census that under-counted minority population.
- Negotiated franchise agreements with utility companies.
- Responsible for securing funding and served as project manager for revitalization of main community corridor.

Other positions held:

Principal Management Analyst | 1991 - 1992

Responsible for designing and conducting operational, organizational, functional and administrative analyses of municipal functions.

AWARDS + RECOGNITION

- 2024-Present SECO Energy Foundation Board Member
- 2023 ICMA 25 Years of Service Award
- 2022 Community Service Award, Public Service – Lake County League of Cities
- 2021 Heritage Award, South Lake Chamber of Commerce
- 2016-Present Florida City and County Managers Association
- 2012 FEMA Certificate of Achievement Emergency Management Institute
- 2011 FEMA Award for Whole Community in Emergency Management
- 2007 Silver Award, League of United Latin American Citizens
- 2005 Honorary Pi Alpha Alpha National Honor Society, University of Arizona
- 1998 Governor-Appointed Arizona Water Resources Advisory Board
- 1997 Governor-Appointed Greater Arizona Development Authority
- 1996 Honorary Citizen, City of Nogales, AZ

- end -

RICHARD A. DOUGLAS, AICP, ICMA-CM

10509 Dove Lane
Stony Creek, Virginia 23882
919-464-4378
raefordcitymanager@yahoo.com

PROFESSIONAL PHILOSOPHY

Utilizing over 25 years of local government management experience to provide quality community services, with a results-oriented management style that emphasizes the principles of honesty, initiative, creativity, and customer service.

PROFESSIONAL EXPERIENCE

County Administrator, Sussex County Board of Supervisors, Sussex, Virginia, September 2020 to Present

Responsible for overall administration of county government (\$47 million operating budget), including administration, economic development, finance, planning, building services, animal services, public works, solid waste management, public safety, children's services and social services; and coordination with Constitutional Officers, utility authority, and other organizations. Tasked with improving the overall professionalism of county government, improving efficiency and performance of county departments, and aligning resources to better fit county needs. Fostered a collaborative team involvement to include all Constitutional Officers as members of the management team, and restored a positive working relationship with the school system and Superintendent. Accomplishments include the following:

- Fostered regional cooperation in the provision of services, to include establishing a joint building services department with neighboring Surry County (sharing in the cost of a building official and building inspector), allowing for the recruitment of an experienced building official at a reduced cost to both counties (received 2022 VACO Achievement Award and presented this program at 2023 ICMA Annual Conference)
- Oversaw the transition of the county's Department of Social Services administrative structure from an administrative board to an advisory board, and implemented significant organizational changes that resulted in a reduced number of staff positions and improved performance measures; also restructured the children's services program to be housed under administration, resulting in improved state compliance and performance measures
- Utilized grant funding to significantly upgrade the county's animal shelter facilities, to include the addition of a barn to accommodate livestock, a cat viewing room and outdoor area, a pet interaction room, and outdoor dog runs, that created an improved environment for shelter animals and enhanced visitor experience that allowed for the promotion of animal adoption

- Received state and local foundation funding and coordinated with local electric cooperative to provide for county-wide broadband services for all county residents
- Developed a one-mile low maintenance walking trail at minimal cost at closed county landfill, adjacent to animal shelter, and initiated a walk-a-dog program for shelter dogs utilizing this trail (received 2024 VACO Achievement Award)
- Improved site readiness and marketability of large industrial site (renamed Sussex Green), to include improved coordination with state and regional economic development agencies and area utilities, the award of two large site development grants from VEDP, and the hiring of a deputy county administrator focused specifically on economic development
- Obtained grant and technical assistance from the Army Corps of Engineers, to complete a drainage study and provide for measures to reduce flooding in the Town of Wakefield (an issue that had not been addressed in several decades and had significant economic development implications), leading to a \$1.05 million grant award for physical drainage improvements
- Coordinated with county's fire and rescue association and financial advisor to develop an implementation schedule for the replacement of fire and rescue apparatus over the next 20 years

Planning and Economic Development Director, Colonial Beach, Virginia, July 2019 to August 2020

Responsible for managing Planning and Community Development Department for growing coastal community, including zoning permit review and enforcement of Chesapeake Bay Act requirements, site plan and subdivision review, code enforcement, and ordinance amendments. Also work with other town departments and community organizations on special projects such as historic district designation and downtown/boardwalk signage. Focused on improving permit process with an emphasis on customer service, improving working relationship with Planning Commission, and strengthening ordinance enforcement.

City Manager, Covington, Virginia, March 2016 to February 2019

Responsible for overall administration of an independent city (\$24 million operating budget excluding school funding), with municipal services such as police, EMS, public works, sanitation/landfill, water, wastewater, development services, parks and recreation, finance, and administration, and joint services such as Sheriff/jail/courts, social services, health services, library, and economic development.

Accomplishments include the following:

- Improved regional cooperation with neighboring county governments, including the adoption of a joint economic development revenue sharing agreement and a joint comprehensive planning process with Alleghany County; the development of a Drone Zone, a regional economic development project funded in part with a Appalachian Regional Commission grant and involving the redevelopment of a former school property; and a long-term landfill use agreement with Bath County that provided financial stability for the City's landfill operation

- Established a city emergency medical services department to include the use of 24/7 paid EMS staff, which greatly improved response time, reliability, and level of care, while maintaining a significant role for the volunteer Covington Rescue Squad and its declining membership
- Based in part on an external assessment of the Police Department, undertook measures to improve departmental operations and public confidence, to include completing the state law enforcement accreditation review process, implementation of more community policing measures; and increasing drug enforcement measures, such as acquiring first K-9 in several years
- Received approximately \$3 million in state funding to resurface most of the major streets in the city and to complete a downtown streetscape project that had been delayed for several years; coordinated with city's engineer to develop a street paving prioritization list, and paved at least four streets each of the past three years
- Completed 14-year expansion of city's landfill, replaced all landfill equipment and scales, and reorganized staff, to improve operational efficiency, obtain and maintain state permit compliance, and increase trust with state regulatory personnel; established a separate solid waste enterprise fund to ensure sufficient revenues for current and future landfill/sanitation obligations
- Received state grant funding/zero interest loan to upgrade all wastewater lift stations, to ensure reliability and permit compliance, negotiated wastewater consent order with state regulatory personnel for the construction of a wastewater equalization basin at the wastewater treatment plant and received state funding for the project; made substantial improvements to the city's water plant, restarted a hydrant flushing program, and inspected all water tanks, which had not been completed in several years
- Established a development services department (formerly known as the building inspector's office) and increased emphasis on planning, code enforcement, and economic development; implemented a minimum housing prioritization list and removed or improved several residential structures

Town Manager, Erwin, North Carolina, July 2013 to October 2015

Responsible for overall administration of municipal government (\$3 million operating budget), including police, public works, planning and code enforcement, parks and recreation, library, finance, and administration, with an emphasis on planning and economic development. Accomplishments include the following:

- Worked with economic development consultant and state and local economic development professionals to identify redevelopment strategies for 57-acre former Erwin Mills denim manufacturing property

- Removed town from nine-year probationary status with National Floodplain Insurance Program and addressed major stormwater management issues
- Updated 15-year old land use plan and completed several revisions to town's zoning ordinance
- Worked to improve attractiveness and economic viability of downtown area, including streetscape and sidewalk planning, completion of feasibility study to relocate historic depot to downtown, completion of historic district nomination application, and park improvements (PARTF grant)

Town Manager, Selma, North Carolina, October 2008 to July 2013

Responsible for overall administration of municipal government (\$17 million operating budget), including police, fire, electric, public works, planning and code enforcement, water and wastewater, parks and recreation, library, finance, and administration. Accomplishments include the following:

- Expanded or relocated police station, fire station, gymnasium and library facilities to better serve residents and fulfill department missions, utilizing low interest financing and \$300,000 in grant funding
- Expanded planning and code enforcement efforts, including the preparation of the first land use plan in 30 years, preparation of master water and wastewater plans, revisions to zoning and subdivision ordinances, the abatement of nuisance properties, including the removal of over 500 junk vehicles, and the implementation of a targeted service area program to address specific neighborhood needs
- Achieved certified industrial site designation through the NC Department of Commerce for two industrial sites, including a 150+ acre dual rail-served site
- Completed numerous improvements to the water and wastewater systems, including wastewater lift station and line improvements funded in part with a \$550,000 grant, and automation of the water and wastewater systems (SCADA)
- Reduced the town's ISO insurance rating, decreased fire department response time, and improved overall fire services through such efforts as the initial implementation of a 24-hour fire station staffing plan, implementation of an equipment replacement schedule, expansion of station space, and vehicle and equipment replacement
- Improved flexibility for electric customers through the establishment of the first electric pre-pay system in the state; served on the North Carolina Eastern Municipal Power Agency Board of Commissioners

City Manager, Raeford, North Carolina, October 2004 to October 2008

Responsible for overall administration of municipal government (\$7 million operating budget), including police, fire, public works, planning and code enforcement, water and wastewater, finance, and administration. Accomplishments include the following:

- Completion of \$2.6 million comprehensive downtown streetscape project
- Significant improvements to the wastewater treatment plant and strengthening of industrial pretreatment program that led to consistent NPDES permit compliance and improved relationship with NC DENR
- A water system improvements project, with over \$700,000 in grant funding, that boosted the city's domestic capacity and enabled expansion for a large local industry

County Administrator, Long County Board of Commissioners, Ludowici, Georgia, April 2000 to September 2004

Served as first county administrator for rural but fast growing Southeast Georgia county. Accomplishments include the following:

- Preparation of the county's first subdivision ordinance and other land use regulations
- Successful transition to county-wide curbside garbage collection and establishment of two recycling centers
- Development of regional emergency 911 system
- Expansion of county recreation park
- Establishment of county industrial park (\$465,000 state economic development grant)

Planner, Coastal Georgia Regional Development Center, Brunswick, Georgia, August 1998 to March 2000

Natural Resources Planner, Maryland Department of Natural Resources, Annapolis, Maryland, January 1996 to July 1998

Analyst/Research Assistant, ICF Kaiser, Fairfax, Virginia, February 1992 to November 1995

EDUCATION

University of Virginia, Master of Planning, May 1995

James Madison University, BS, Public Administration and Political Science, May 1991

Public Executive Leadership Academy, University of North Carolina-Chapel Hill, August 2014

PROFESSIONAL MEMBERSHIPS/ORGANIZATIONS

American Institute of Certified Planners (AICP), #012068

International City/County Management Association, Credentialed Manager (ICMA-CM)

American Planning Association

Virginia Local Government Management Association (VLGMA)

VLGMA Executive Board, 2024 to present

VLGMA Professional Development Committee (co-chair of 2023 VLGMA Winter Conference)

North Carolina Eastern Municipal Power Agency, Board of Commissioners (2008-2013)

CARL E. GEFFKEN
515 Gentry Street, #17
Mountain Home, AR 72653
Mobile: (347) 200-4598
E-Mail: CGeffken@gmail.com

A seasoned senior executive capable of managing organizations of all sizes and conditions who is particularly strong at turning around troubled organizations or projects. Being well-organized and very logical coupled with a strong background in **finance**, **human resources**, and **information technology**, Geffken has:

- ♦ Successfully negotiated police, fire, and administrative personnel labor contracts.
- ♦ Directed \$500 million in human services contracts.
- ♦ Righted a city on the brink of bankruptcy and left it with a \$12 million cash reserve.
- ♦ Taken over two contentious federal consent decrees and bloated rehabilitation projects for a wastewater treatment plant and conveyance system resulting in improved relations with the federal government and a \$330 million reduction in project cost.

PROFESSIONAL EXPERIENCE

Carl Geffken Consulting

June 2025 – Present

Founder and Chief Executive

I founded my consulting firm, providing assistance and direction to municipal government clients using my 30+ years of experience.

City of Fort Smith, Arkansas

May 2016 – December 2024

City Administrator (City Manager with some Mayoral responsibilities)

Fort Smith is a city of 90,000 people and the core of an MSA of 300,000. It is also a hub of manufacturing, healthcare and education located in Western Arkansas on the border of Oklahoma.

- ♦ Chief Executive Officer of the city with 1,100 full-time employees and a total budget of \$192 million: \$129 million operating and \$63 million capital.
- ♦ Pursued the renegotiation of the EPA/DOJ wastewater consent decree to achieve the goals of the Clean Water Act while streamlining the work to be completed and reducing the overall cost. Consent decree cost finalized at \$630 million. Proposed innovative funding mechanism using sales taxes to fund \$330 million debt issuance. Sales Tax passed by voters.
- ♦ Recommended to State Legislature to permit economic incentives for retail establishments and the creation of a sales tax TIF to attract a major outdoor store.
- ♦ Increased financial and budgetary controls – eliminated the use of fund balance to support the annual operating budgets, improved the budget planning process, and required the preparation of capital improvement plans for all major departments.
- ♦ Along with the Director of Finance, we implemented a new enterprise resource planning (ERP) system.
- ♦ Increased interdepartmental cooperation and support, thereby decreasing independent, siloed behaviors.
- ♦ Worked closely with the Fort Smith Chamber of Commerce on economic development to attract new business and expand current businesses using PILOTS, sales tax rebates, and direct compensation. Collaborative work resulted in the Foreign Military Sales project (training United States' allies to fly the F-35) from the United States Air Force, the expansion of manufacturing facilities with Nestle Gerber, Mars Pet Care, and Rheem, and new manufacturing facilities by Silgan Plastics, Glatfelter, and Hytrol.
- ♦ Collaborated with local business owners and leaders using public-private partnerships to expand services. Several new parks were built, renovated, or expanded using public-private partnerships.
- ♦ Addressed the underfunding of the public safety pension through the annual contribution of funds ranging from \$500,000 to \$1 million.
- ♦ Met regularly with all members of the Board of Directors (City Council) to discuss the issues facing the city and received feedback.

- ♦ Instituted an annual budget review/budget goal-setting workshop and a strategic planning session for the Board of Directors. The first such workshop resulted in the Board of Directors setting goals that they refined and implemented during the budget process. The Board of Directors increased franchise fees and reinstituted a business license to fund needed salary increases, step increases for police and fire departments, an additional thirteen police officers, and new equipment for the police department.
- ♦ Implemented a citizen service center by combining the collections and utility billing departments to have one customer facing department.
- ♦ Mentored up-and-coming managers and deputy directors for succession planning and increasing work satisfaction.
- ♦ Addressed two longstanding problems faced by the City: the River Valley Sports Complex and the lack of recycling.
- ♦ Increased the General Fund fund balance from \$7 million in 2016 to \$45 million in 2024.

County of Berks, Pennsylvania

March 2012 – April 2016

Chief Operating Officer

Interim Executive Director of Children and Youth Services

Berks County has a population of 435,000, is ranked 98th in terms of agricultural production out of 3,000 counties in the United States and is its own MSA. Berks County has over 2,400 employees, has an Aaa credit rating from Moody's, and typically has \$100 million in fund balance. It is named after Berkshire County, England.

- ♦ Managed the day-to-day operations of the County and 1,800 employees.
- ♦ Created the first County-wide management report that included goals and measurable outcomes.
- ♦ Through monthly one-on-one meetings with department heads, ensured the departments were achieving their stated goals.
- ♦ Provided administrative and liaison support for the County Court System, Row Officers, and Boards and Commissions of the County.
- ♦ Interim Executive Director of the Children and Youth Services department.
- ♦ Advised the Board of Commissioners on long-term strategy, staffing, and policy direction.
- ♦ Implemented and enforced compliance with all policies, orders, ordinances, regulations, resolutions, and programs promulgated by the Board of Commissioners
- ♦ Assessed the operations of the County to recommend policy changes.
- ♦ Responsible for the development and oversight of departmental budgets.
- ♦ Recommended the new-hire candidates for Department Head and approved upper-level department hires.
- ♦ Implemented strategic initiatives and policies of the Board of Commissioners.
- ♦ Lead the annual performance evaluation of Department Heads and insured Department Heads completed evaluations of their staff.
- ♦ Functioned as the change agent to raise the level of acceptable performance while increasing the competency of the executives and managers of the County.
- ♦ Improved accountability throughout the County and influenced the organization to innovate and adapt to latest ideas.
- ♦ Preserved the founding values of integrity, openness, customer service, and efficiency.
- ♦ Developed effective relationships with and between Department Heads, Agency Directors, Elected Officials, local municipalities, state government, federal government, private contractors, the media, and the public.

City of Reading, Pennsylvania

April 2009 – March 2012

City Managing Director: March 2010 – March 2012

Director of Administrative Services: April 2009 – January 2011

Reading was the wealthiest city in the United States at the turn of the 20th century with a strong manufacturing base and coal mining. At the turn of the 21st century, it was the poorest city in the United States, with a population exceeding 50,000. Before my arrival, Reading was heading toward bankruptcy, but after my three-year tenure, Reading's budget was balanced and had a \$12 million fund balance.

- ♦ Chief Administrative Officer for the City of Reading.

- ♦ Oversaw the Management of the Police, Fire, Public Works, and Community Development Departments.
- ♦ Provided administrative direction and oversight for all activities of Administration, including Finance, Accounting, Purchasing, Human Resources, Payroll, Risk Management, Benefits Administration, Budget Administration, Tax Administration, Treasury, Information Technology, Citizen Service Center, and Grants Administration.
- ♦ Responsible for a Federal consent decree for the City of Reading' wastewater treatment plant and sewer system and the resulting \$120 million rehabilitation capital project.
- ♦ Reduced wastewater treatment plant and sewer system project cost from \$450 million to \$120 million through active project management, goal setting, and managerial accountability.
- ♦ Functioned as Deputy Mayor in the Mayor's Absence.
- ♦ Served as chief labor negotiator with the City's unions.
- ♦ Established the City's central budgeting, accounting, and financial reporting practices; evaluated accounting procedures and financial controls; responded to and implemented audit recommendations.
- ♦ Turned around City budget from a projected \$15 million deficit in the 2010 budget to a year-end surplus in the 2012 budget.
- ♦ Prepared the proposed and final municipal budgets: \$71 million General Fund and \$50 million Enterprise Fund budgets. Forecasted revenue, estimated expenditures, and investigated significant changes in revenue.
- ♦ Served on all four pension boards.
- ♦ Oversaw the administration of municipal tax and other revenue collections, including the collections of delinquencies.
- ♦ Administered the Human Resource function of the City subject to the provisions of the Home Rule Charter, Administrative Code, and other relevant law.
- ♦ Managed the recruitment, selection, retention, training, professional development, and work evaluation of City employees; authorizes and implements discipline as required; manages union grievances.
- ♦ Oversaw the preparation and maintenance of employee personnel records.
- ♦ Managed the employee benefit programs, workers compensation program, and the affirmative action and employee diversity plans.
- ♦ Oversaw the effective implementation of civil service programs.
- ♦ Oversaw the creation and operation of the Citizen Call Center, which answered record volume of 42,000 calls in 2009.

Brooklyn Botanic Garden

July 2008 – November 2008

Interim Chief Financial Officer/Vice President of Finance

The Brooklyn Botanic Garden (BBG) is one of the premier cultural institutions in the City of New York. Located adjacent to Prospect Park, it sits on over fifty-two acres providing a tranquil oasis within New York City. During my tenure, BBG was working on a \$100 million capital campaign to transform the garden into a modern, 21st century cultural institution.

- ♦ Chief Financial Officer of the \$17 million non-profit organization.
- ♦ Managed the Finance, Human Resource, Information Technology, and Support Services operations.
- ♦ Primary responsibilities were the management and modification of the \$17 million operating and \$50 million capital budgets.
- ♦ Managed the \$30 million investment portfolio.
- ♦ Identified \$170,000 of capital project invoices eligible for reimbursement but had not been submitted for payment.
- ♦ Reviewed and negotiated the largest earned income contract, thereby increasing the projected revenue by 5% to 10%.

National Association on Drug Abuse Problems, Inc.

July 2006 – January 2008

Director of Finance and Human Resources

Lewis Rudin founded the National Association on Drug Abuse Problems (NADAP), a leading New York City Real Estate developer, to counter the growing problem of drug use among low-income individuals and people seeking jobs. It now also assists individuals with mental and physical health conditions. Contracts with the City of New York mostly fund it.

- ♦ Chief Financial Officer of the \$16 million non-profit organization.
- ♦ Planned, implemented, and managed the Finance and Human Resource operations.

Department of Health and Mental Hygiene of the City of New York

Division of Health Care Access and Improvement

April 2003 – July 2006

Executive Director for Finance, Information Technology, & Human Resources

The New York City Department of Health and Mental Hygiene (formerly the Department of Health prior to its merger with the Department of Mental Health) is one of the United States' premier public health agencies with over 5,000 employees and a budget exceeding \$2 billion.

- ♦ Chief Financial Officer of the \$170 Million Division.
- ♦ Responsible for the Information Technology and Human Resources Units for the Division.
- ♦ Successfully managed the budgetary and OMB portions of the functional transfer of 332 full-time employees along with a budget of \$148 million from the Health and Hospitals Corporation to the Department of Health and Mental Hygiene.

Department of Investigation of the City of New York

September 1998 – April 2003

Assistant Commissioner for Administration

Founded in 1873 (as the Office of the Commissioner of Accounts) in response to the looting of City funds by Boss Tweed, DOI is one of the oldest law-enforcement agencies in the country. DOI's staff consists of Inspectors General, investigators, attorneys, forensic auditors, computer forensic specialists, and administrative personnel. DOI has a \$55 million budget with 295 full-time employees.

- ♦ Chief Administrative and Financial Officer of the Department of Investigation.
- ♦ Directed and managed the Human Resources, Budget, Fiscal, Accounting, Procurement, Information Technology, Help Desk, Payroll-Timekeeping, Facilities Management (Space and Leasing), and Office Services (Telephone, Messenger, and Duplication) functions.
- ♦ Agency liaison to New York City Council.
- ♦ Supervised a staff of sixty managers, analysts, and support staff.

Department of Health of the City of New York (DOH)

DOH Budget Director:

April 1996 – September 1998

- ♦ Prepared, implemented, directed, and coordinated the \$1 billion Operating (Personnel Services and Other Than Personnel Services), Revenue, and \$125 million Capital budgets of the Department of Health.
- ♦ Supervised a staff of twenty-one managers, analysts, and support staff.

Prior Experience

- ♦ Department of Health of the City of New York – Assistant Budget Director
- ♦ Department of Health of the City of New York – Director of Administration of the Ryan White grant.
- ♦ Department of Health of the City of New York – Senior Grants Manager
- ♦ Department of Health of the City of New York – Revenue Financial Analyst

EDUCATION

City University of New York, Bernard M. Baruch College

Zicklin School of Business

Master of Business Administration

Major: Finance and Investments

Minor: Quantitative Economics

Magna cum laude

Binghamton University, State University of New York

Bachelor of Arts

Major: Economics

Magna cum laude

Cheri Hobson Matthews

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EXECUTIVE PROFILE

Award-winning local government executive with more than 20 years of progressive leadership experience in county management, strategic planning, transportation, economic development, and organizational operations. Proven record of leading high-performing teams, managing large-scale public investments, and implementing innovative strategies that improve government efficiency, infrastructure delivery, and community outcomes. Recognized statewide for collaborative leadership, fiscal stewardship, and balancing strategic growth with preservation of community character.

PROFESSIONAL EXPERIENCE

County Manager | Henry County Government | 2015 – April 2026

- Lead a full-service government serving more than 240,000 residents with oversight of approximately 1,600 employees across all operational departments.
- Direct administration of a \$250M+ annual operating budget and long-range fiscal planning initiatives.
- Directed and advanced \$300M+ in SPLOST and T-SPLOST capital improvement initiatives.
- Led Henry County in obtaining an Aaa bond rating.
- Strengthened partnerships with municipalities, regional agencies and state organizations.

Assistant County Manager | Henry County Government | 2014 – 2017

- Assisted with oversight of county operations and administration of a \$127M county budget.
- Led strategic planning initiatives and intergovernmental coordination efforts.

Director – Planning & Zoning Department | Henry County Government | 2010 – 2013

- Led implementation of Joint County/City Comprehensive Land Use and Transportation Plans.
- Directed zoning administration, development review, ordinance amendments, and transportation coordination efforts.

AWARDS & LEADERSHIP RECOGNITIONS

- Georgia City-County Management Association (GCCMA) Pillar of Professional Excellence Award
- Jerry R. Griffin Excellence in Public Service Award (ACCG) – 2024
- Top 50 Women of Influence – Southern Crescent Women in Business
- Georgia County Excellence Award Recognition
- Frequent speaker, panelist, and mentor on local government leadership and strategic growth management

EDUCATION

Master of Urban & Regional Planning

Alabama A&M; University | Dwight D. Eisenhower Fellow

Bachelor of Science – Community Planning & Urban Studies

Alabama A&M; University

CORE EXPERTISE

County Administration • Strategic Leadership • Budget & Finance • Economic Development • Growth Management • Transportation Planning • Infrastructure Delivery • Community Engagement • Public Policy

Robert Charles Hillard
1101 Potomac Court
Pottersville MI 48876
(440) 420-1168

Education:

Master of Public Administration Western Michigan University
Kalamazoo, Michigan - December 1996

Bachelor of Science Western Michigan University
Kalamazoo, Michigan – April 1988
Major: Public Administration
Minor: Communication

Professional Experience:

City of Charlotte - Charlotte, Michigan - City Manager - May 2024 to February 2026

The City of Charlotte, Michigan, is a city that provides services in the areas of fire, police, emergency preparedness, planning and development, code administration, economic development, water distribution, wastewater treatment and collection, street maintenance, storm sewer management, recycling collection, facility management, parks, as well as administrative services. The City Manager is responsible for the implementation of ordinance and policy directives of a seven-member City Council, as well as the development and implementation of capital plans and fiscal budgets. The City Manager is responsible for personnel management of department directors and support staff. This effort includes staff collaboration in the development of employee policies and negotiations with four labor unions. The City Manager supports the implementation of contract services including information technology, financial services, public works services, and downtown outreach. The City Manager assists departments and staff in supporting many boards and commissions, including the Planning Commission, Airport Advisory Board, Parks Advisory Board, and Downtown Development Authority. The City Manager initiates reviews and implements strategies in the areas of City-owned property development, comprehensive planning, and communication strategies. The City Manager provides positive relationships with many governmental entities including federal, state, county, townships, and cities. The City Manager provides collaborative relationships with many other organizations throughout the City including medical facilities, industrial, downtown businesses, and retail establishments.

City of Oberlin - Oberlin, Ohio - City Manager/Treasurer - December 2016 to April 2024

The City of Oberlin, Ohio is a city that provides services in the areas of fire, police, dispatch, emergency preparedness, planning and development, code administration, economic development, electric distribution and generation, water treatment and distribution, wastewater treatment and collection, street maintenance, storm sewer management, engineering, solid waste collection and recycling services, facility management, parks and recreation, as well as administrative services. The City Manager is responsible for the implementation of ordinance and policy directives of a seven-member City Council, as well as the development and implementation of capital plans and fiscal budgets. The City Manager is responsible for personnel management of department directors and support staff. This effort includes staff collaboration in the development of employee policies and negotiations with five labor unions. The City Manager supports the implementation of contract services including building inspection, information technology, public transportation, downtown outreach, and energy services. The City Manager assists departments and staff in supporting many boards and commissions, including the Planning Commission, Zoning Board of Appeals, Fire Board of Appeals, Open Space Commission, Recreation Commission, Community Improvement Corporation, Historic Preservation Commission, Housing Renewal Commission, Public Utilities Commission, Civil Service Commission, Records Retention Commission, Resource Conservation and Recovery Commission, and Human Relations Commission. The City Manager initiates reviews and implements strategies in the areas of City-owned property development, active transportation, comprehensive planning, and communication strategies. The City Manager provides positive relationships with many governmental entities including federal, state, county, townships, and cities. The City Manager provides collaborative relationships with many other organizations throughout the City including a private college, medical facilities, senior housing, a federal air traffic control center, industrial, downtown businesses, and retail establishments.

City of Allegan - Allegan, Michigan - City Manager/Clerk - September 2005 to July 2016

The City of Allegan, Michigan is a city that provides services in the areas of community development, police, water treatment and distribution, sanitary sewer treatment and collection, utility billing services, street maintenance, parks and recreation, two historical theaters, riverfront amphitheaters, and many other amenities, downtown development and marketing, extensive economic development services, airport facilities, election and voter registration, housing and code enforcement, as well as a fire district, and ambulance services through contracts with multiple jurisdictions. The City Manager worked closely with a seven-member City Council on the development of goals and policies, oversight of department directors and support staff, negotiation of three labor union contracts, the preparation and presentation of capital and other fiscal budgets, and the development and implementation of a variety of economic development programs. The City Manager supported department directors in the support of many boards and commissions, including the Planning Commission, Historic District Commission, Development Committee, Finance Committee, Public Works Committee, Public Safety Committee, Downtown Development Authority, Economic Development Corporation, Downtown Economic Restructuring Committee, Downtown Design Committee, Business Park Association, Airport Advisory Board, Parks Board, and Brownfield Redevelopment Authority. The City Manager was responsible for the financial management, grant development, and implementation for the

organization. Included in this responsibility was maintaining positive relationships with other government units including federal, state, county, townships, and cities. The City Manager was responsible for contract services including building inspection, economic development, and other services. The City Manager provided collaborative relationships with many other organizations to create opportunities for partnerships. The City Manager trained department supervisors to locate grants and financial opportunities to enhance facilities and programs. The City Manager assisted citizens in navigating policy and services, including neighborhood and business support. The City Manager developed and implemented neighbor outreach programs. The City Manager established the Redevelopment Ready Community program in the City which involved system reorganization and State compliance. The City Manager coordinated the Riverfront Outreach project which involved many community listening sessions, grant research and implementation, and project development. The City Manager reorganized the operations of the airport, which included in-house support from the Public Works Department. The City Manager maintained proactive relationships with many institutions including a major pharmaceutical manufacturing facility, medical facilities, county facilities, many industrial, downtown, and retail establishments.

Village of Yellow Springs - Yellow Springs, Ohio - Village Manager - November 2000 to September 2005

The Village of Yellow Springs, Ohio is a village that provides services in the areas of police, planning, code administration, economic development, electric distribution, water treatment and distribution, sanitary sewer treatment and collection, street maintenance, mediation services, natural gas purchasing, refuse collection and recycling services, facility management, as well as parks and recreation which included a community center and pool. The Village Manager was responsible for the implementation of ordinances and policy directives of a five-member Village Council, as well as the development of capital and multi-year fiscal budgets. Also, the Village Manager was responsible for personnel management of department supervisors and support staff. The Village Manager supported many boards and commissions, including the Planning Commission, Zoning Board of Appeals, Community Improvement Corporation, Revolving Loan Fund Committee, Design Advisory Board, Environmental Commission, Airport Advisory Board, and Human Relations Commission. The Village Manager represented the Village on the Springfield Airport Advisory Board, which involved participation with the Air National Guard. The Village Manager was assigned special projects and reports on subjects including Wellhead Protection, Blue Ribbon Finance, Police Chief Search, Downtown Parking Development, Solid Waste Bid, and Employee Manual Updates. The Village Manager was responsible for maintaining positive relationships with other government units including federal, state, county, townships, and other cities. The Village Manager maintained proactive relationships with many institutions including a private college, and many industrial, downtown, and retail establishments.

City of Allegan - Allegan, Michigan - City Manager/Clerk - October 1995 to November 2000

The City of Allegan, Michigan is a city that provides services in the areas of community development, fire, police, water treatment and distribution, sanitary sewer treatment and collection, utility billing services, street maintenance, parks and recreation which included a sports complex, many parks, two historical theaters, riverfront amphitheaters, and many other amenities, downtown development and marketing, promotions, extensive economic development services, airport facilities, election and voter registration, housing and code enforcement, as well as ambulance services through contracts with multiple jurisdictions. The City Manager worked closely with a seven-member City Council on the development of goals and policies, oversight of department supervisors and negotiation of union contracts with three labor unions, the preparation and presentation of annual, multiple years, and capital budgets, and the development and implementation of a variety of economic development programs. The City Manager worked with department directors on providing support for many boards and commissions, including the City Council, Planning Commission, Development Committee, Finance Committee, Public Works Committee, Public Safety Committee, Historic District Commission, Downtown Development Authority, Economic Development Corporation, Economic Restructuring Committee, Design Committee, Tree Commission, Business Park Association, Tax Incremental Finance Authority, Economic Development Corporation, Brownfield Redevelopment Authority, Airport Advisory Board, and Wellness Committee. Further, the City Manager was responsible for the financial management, and grant development and implementation for the organization. The City Manager maintained positive relationships with other government units including federal, state, county, townships, and cities.

Western Michigan University - Kalamazoo, Michigan - Part-Time Instructor - September 1998 to November 2000

Prepared and lectured students in national, state, and local government, as well as governmental budgeting and finance.

City of Allegan - Allegan, Michigan - Assistant City Manager - August 1993 to September 1995

Assisted the City Manager in completing various operations including budget, personnel, and festival management. Provided staff support to the Planning Commission, Historic District Commission, and Parks Commission. Administered and coordinated grants for infrastructure including water, sanitary, stormwater, and streets. Provided direct oversight of airport management, which involved securing funding for many projects, including an airport master plan and taxiway expansions.

Village of Mattawan - Mattawan, Michigan - Village Manager/Clerk - May 1990 to August 1993

Organized construction of a new Village office building. Provided administrative support to the Village Council, Planning Commission, and Zoning Board of Appeals, as well as other Council committees. During this period, a Charter Review Committee was successful in adopting a revised Charter for the Village. Reviewed site plans as Zoning Administrator and worked closely with building inspectors to ensure proper communication. Prepared goal and accomplishment-oriented budgeting, and invested funds to maximize revenue. Managed personnel and coordinated land use, emergency preparedness, and water distribution plans for the community.

West Shoreline Regional Planning Commission - Muskegon, Michigan - Transportation Coordinator - April 1990

Researched corrections alternatives for County Prosecutor, as well as the Muskegon County Law Enforcement Community. Further coordinated the carpool database for the region.

City of Allegan - Allegan, Michigan - Building Official - April 1988 to April 1990

Provided Zoning, Code Enforcement, and processed Historic District applications. The position was responsible for the administration of the Planning Commission, Zoning Board of Appeals, and the Historic District Commission. Revamped rental licensing program to assure consistent neighborhood property inspections. Provided inspection services for soil and sedimentation control permits.

Certifications and Memberships

FEMA Emergency Management Institute - ICS 300 and 800

FEMA Emergency Management Institute - ICS 100, 200, and 700

Michigan State University - Business Solutions Professional

International City Managers Association (1990 - 2024)

International City Managers Association - Credentialed Manager (2008-2013)

Ohio City Managers Association (2017 - 2024)

Lorain County Mayors and Managers Association (2016 - 2024)

Michigan Local Government Managers Association (2006 - 2014)

Southwest Michigan City/County Managers Association (2006 - 2016)

Thomas Thomas

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CAREER SUMMARY

Twenty-five (25) years city and county management experience including responsibilities in all phases of government operations 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. Delivered more than 1,000 presentations to governing boards, civic organizations, developers, and community stakeholders.

DIRECTLY RELEVANT PROFESSIONAL EXPERIENCE

City Manager

City of Compton, California | *March 2022 – July 2023*

Population: ~100,000 | Budget: \$251M | Employees: ~600

Duties and Responsibilities

Supervised department directors of Fire, City Engineering, Human Resources, Risk Management, Community Development, Street Maintenance, Community Improvement, Recreation, General Services, Building & Safety. Directed all operational, financial, administrative, and policy functions of the organization.

Achievements

- Since October 2019, State Auditors identified Compton as the most financially at-risk city in California. As of July 2023, the City is in compliance with all Priority 1 Recommendations from the 2022 audit.
- Presented and gained approval of a balanced FY 22–23 budget, including reorganizing departments to balance funding and leadership gaps and rebuild the executive team, and increasing 30+ FTE over FY 21–22 to repopulate City Hall.
- Oversaw all State Audit compliance actions, including timely reporting and charter amendments.
- Contracted Townsend Public Affairs to enhance state and federal advocacy.
- Adopted a new Downtown Compton Specific Plan to attract developers.
- Initiated preparation of a new General Plan using SB2 funding, engaging staff, consultants, and stakeholders for a 30-year vision.
- Facilitated approval of the first mixed-use transit-oriented development project, including negotiated public benefits.

- Sold five successor agency sites, including 250 N Central Avenue to The Olsen Company for housing development.
- Closed refinancing of two successor agency bonds in June 2022, saving approximately \$10M.
- Negotiated five-year solid waste/trash contract amendment with Republic Services for SB 1383 compliance and affordability.
- Developed funding agreement with Caltrans for \$12M Artesia Bridge reconstruction, completing design and construction schedule; bridge reopened October 2024.
- Engaged staff and experts to pilot solutions for street takeovers, including installation of bot dots.
- Formed enforcement coalition with Code Enforcement, City Attorney, Sheriff's Department, and outside civil counsel to combat illegal cannabis operations; shut down six illegal dispensaries in six months, obtained six injunctions, and filed nine lawsuits against 34 defendants.
- Extended operational days/hours for Parking Division and Code Enforcement to address violations evenings and weekends.
- Negotiated salary and benefits agreements with SEIU Local 721 and Fire Local 2216, resolving stalemates that had persisted since 2019.

Senior Associate

GovHR USA | *June 2019 – January 2022*

Duties and Responsibilities

Performed management consulting for counties, municipalities, and related not-for-profit organizations. Conducted audits and assessments of HR operations, reviewed policies and compliance, and evaluated organizational structure. Led classification and compensation studies, including performance appraisal and benefits analysis. Conducted staffing analysis and succession planning, identifying workforce needs and competency gaps.

Achievements

- Provided comprehensive recommendations to improve HR operations, organizational efficiency, and alignment with strategic objectives.
- Developed actionable staffing and succession plans for multiple clients to optimize service delivery and workforce capacity.

City Manager

City of Unalaska, Alaska | *March 2018 – May 2019*

Population: ~4,700 | General Fund: \$33M | Proprietary Fund: \$35M | Special Revenue Fund: \$3.4M | Employees: 166+

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 Dock Position III and IV Upgrades project (\$34M) within budget, extending 390 feet of new dock to align with U.S. Coast Guard dock.
 - Negotiated three-year labor agreement with wage increases, retention bonuses, and education incentives to improve employee retention.
 - Created a standalone Fire department, separating it from Public Safety, eliminating a management layer, and increasing efficiency and accountability.
-

Certified Teacher

October 2016 – February 2018

- Developed and adapted instructional strategies to meet unique student needs. Designed positive approaches and proactive interventions to advance engagement, achievement, cognitive development, and social-behavioral growth.
-

City Manager

City of Rock Island, Illinois | *October 2011 – September 2016*

Population: ~40,000 | General Fund: \$38M | Enterprise Fund: \$49M | Internal Service Fund: \$13M | Employees: 468+

Duties and Responsibilities

Supervised department directors overseeing Police, Fire, Public Works, Economic & Community Development, Human Resources, Finance, Parks & Recreation, IT, Martin Luther King Jr. Center, Library, and City Clerk.

Achievements

- Invested \$15M to purchase 22.94-acre site at Watchtower Plaza for retail development, relocating 12 businesses and retaining 180 full-time positions; Hill & Valley retained 140 jobs and projected 20 additional positions.
- Partnered with Renaissance Rock Island on downtown projects: The Locks (\$6.2M, 3-story apartments), Jackson Square (\$8.8M, 30 units), Goldman and Renaissance Lofts (\$6.3M, 52 lofts).

- Negotiated sale of city-owned land for 10-acre commercial/retail development (\$10M) and 45,000 sq. ft. medical marijuana facility (\$10M), creating 100 jobs.
 - Revitalized dormant Human Rights Commission and co-founded Quad Cities Alliance for Immigrants and Refugees to promote community integration.
 - Oversaw 20-year Comprehensive Land Use Plan and Zoning Ordinance implementation.
 - Negotiated five-year labor agreements with FOP, FOP Command, IAFF, AFSCME A & B, and UAW—the first such agreements for these groups.
 - Implemented Zero-Based Budgeting, saving ~\$1M annually; maintained no property tax increases for six years.
 - Completed 65,000 sq. ft. Police Facility (\$22M) within budget.
-

Chief Administrative Officer

Macon, Georgia | *November 2008 – September 2011*

Population: ~100,000 | General Fund: \$72M | Enterprise Fund: \$14M | Internal/Special/Other Funds: \$21M | SPLOST Capital Program: \$280M (voter-approved, multi-year) | Employees: 1,280+

Duties and Responsibilities

Reported to elected mayor; supervised Police, Fire, EMA, Public Works, Economic & Community Development, HR, Finance, Central Services, Engineering, Airport, MIS, and Parks & Recreation.

Achievements

- Implemented public/private merger: Noble's Marriott Macon City Center Hotel and City Coliseum/Convention Center/Auditorium; Noble invested \$37M, City \$10M; transitioned 43 City employees.
 - Launched Main Street Program for downtown revitalization.
 - Partnered with Mercer University on College Hill Corridor Master Plan.
 - Developed 20-year Stormwater System Plan with Macon Water Authority and Bibb County; moved toward Stormwater Utility.
 - Implemented Tax Allocation District (TAD) for downtown redevelopment.
 - Introduced web-based work order tracking system (modeled on Baltimore CITISTAT) to improve service delivery.
 - Right-sized organization, eliminating 100+ FTE and saving \$3M.
 - Redesigned employee health insurance plan, saving \$5M; reduced OPEB liability from \$160M to \$80M.
 - Implemented Zero-Based Budgeting, saving \$3.8M.
 - Developed Reserve Policy to maintain three months' General Fund expenses.
-

Assistant County Administrator

Dougherty County, Georgia | *January 2003 – October 2008*

Population: ~100,000

Duties and Responsibilities

Reported to County Administrator; supervised Small/Disadvantaged Business Utilization, Finance, Public Works, EMS, Jail, Court Services, Tax & Tag, Solid Waste, Library, HR, Facilities, and Police.

Achievements

- Negotiated with City of Albany under House Bill 489 Service Delivery Strategy.
 - Implemented a \$210M, 10-year downtown master plan financed by SPLOST.
 - Partnered with City of Albany on TAD redevelopment of downtown blighted areas.
 - Oversaw 20-year Comprehensive Land Use Plan and Zoning Ordinance.
 - Managed fixed assets valued at \$161M and all insurance plans.
 - Oversaw Rural Transit System, Riverfront Park, and pre-disaster mitigation grant.
 - Completed 5,205 sq. ft. Animal Shelter (\$781,647) within budget.
 - Developed economic diversification plan for Marine Corp Logistics Base.
 - Represented Dougherty County on Convention & Visitors Bureau Committee.
-

Other Professional Experience

- Associate Planner, City of Pinellas Park, Florida – 19 months
 - Assistant to City Manager, Largo, Florida – 1 year
 - Assistant to City Manager, Rockville, Maryland – 2 years
 - Budget Analyst, City of Tallahassee, Florida – 2 years
 - Worker Compensation Case Analyst, Florida Department of Labor and Employment
 - Co-owner/Manager, Audiology by Gott – 2 years
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EDUCATION

- Master of Public Administration, Georgia College and State University – 1992
 - BA in Political Science, Valdosta State University – 1990
-

PROFESSIONAL ORGANIZATIONS

- International City/County Management Association (ICMA)
- Illinois City/County Management Association (ILCMA)
- Georgia City/County Management Association (GCCMA)

PROFESSIONAL PROFILE

Results-driven senior municipal executive with more than 25 years of local government experience, including approximately 20 years in city and county administration and extensive service in city manager's offices and chief executive leadership roles. Experienced in leading full-service municipal operations, complex capital programs, redevelopment agencies, utility systems, public safety priorities, emergency management activities, labor relations, public finance initiatives, intergovernmental coordination, and organization-wide improvement strategies.

Proven ability to lead high-visibility public organizations through fiscal challenges, infrastructure demands, executive transitions, public scrutiny, emergency events, labor negotiations, redevelopment opportunities, and governance-sensitive matters. Career includes service as City Manager of Riviera Beach, Executive Director of the Riviera Beach CRA, City Manager of Madeira Beach, City Manager of Haines City, Assistant County Administrator of Sarasota County, Assistant City Manager of Haines City, and Assistant to the City Manager of Largo.

Holds a Master of Business Administration from Saint Leo University, a Master of Public Administration and Bachelor of Social Work from the University of Central Florida, redevelopment certification through the Florida Redevelopment Association, and prior ICMA Credentialed Manager status with reapplication/reinstatement pending in 2026.

EXECUTIVE SCOPE AND SELECTED IMPACT

\$261M Municipal operating budget under executive leadership	\$535M Capital portfolio supporting infrastructure, utilities, public facilities, and community investment
546 FTEs Full-service municipal workforce and enterprise operations	\$115M Successful General Obligation Bond initiative for public safety and parks investments
\$1B County capital improvement portfolio experience in Sarasota County	25+ Years Local government and public administration experience

EXECUTIVE LEADERSHIP COMPETENCIES

- | | |
|--|---|
| <ul style="list-style-type: none"> • City and County Administration • Council-Manager Governance • Chief Administrative Officer Leadership • Public Finance and Budget Management • Capital Improvement Planning and Delivery • Utility Governance and Infrastructure Modernization • Community Redevelopment Agency Leadership • Economic Development and Public-Private Partnerships • Public Safety Facilities and Emergency Operations • Labor Relations and Collective Bargaining | <ul style="list-style-type: none"> • Human Resources and Workforce Development • Procurement Governance and Contract Administration • Intergovernmental and Legislative Affairs • Crisis Communications and Public Information • Strategic Planning and Organizational Transformation • Performance Management and Internal Controls • Community Branding and Resident Engagement • Ethics, Transparency, Public Records, and Sunshine Law Awareness • Emergency Management and NIMS/ICS-Based Operations • Executive Communications and Stakeholder Management |
|--|---|

EXECUTIVE VALUE PROPOSITION

Senior executive leader with the depth of experience to guide complex public organizations, stabilize operations, align elected-body priorities with implementation, manage large budgets and capital programs, strengthen accountability systems, negotiate labor and development matters, and deliver public services in politically complex and operationally demanding environments.

Known for combining strategic vision with execution, fiscal stewardship, infrastructure delivery, governance discipline, community engagement, and executive communication. Offers a demonstrated record of leading organizations through transformation while advancing public safety, utilities, redevelopment, public facilities, economic development, resident services, and organizational culture.

PROFESSIONAL EXPERIENCE

City of Riviera Beach, Florida

City Manager / Chief Administrative Officer; Executive Director, Community Redevelopment Agency | City Manager: 2019-May 2026 | CRA Executive Director: 2020-2024

Led a full-service South Florida municipal organization operating under a council-manager form of government. Provided executive leadership for City departments, enterprise utilities, public safety operations, redevelopment initiatives, capital projects, emergency management, workforce systems, public communications, and cross-functional priorities supporting residents, businesses, visitors, and regional stakeholders. Oversaw a \$261 million municipal operation, a \$535 million capital portfolio, and 546 FTEs. Concurrently served as Executive Director of the Community Redevelopment Agency, aligning CRA strategy with City, Utility Special District, infrastructure, economic development, housing, corridor revitalization, and place-making priorities.

Executive Leadership and Governance

- Served as chief administrative officer responsible for implementing policy direction of the elected body, managing day-to-day operations, advising elected officials, and ensuring execution of adopted priorities.
- Operationalized Riviera Beach Vision 2030 and the Reimagine Riviera Beach framework, aligning City, CRA, and Utility Special District priorities around redevelopment, infrastructure, service delivery, fiscal sustainability, and resident engagement.
- Led a more integrated enterprise model across the City, CRA, and Utility Special District to reduce silos, improve coordination, and accelerate redevelopment, capital, and operational initiatives.
- Strengthened executive communication and agenda support for elected officials, including policy implementation, operational briefings, emergency updates, capital project coordination, and high-sensitivity governance matters.
- Advanced organizational accountability through improved internal controls, procurement coordination, human resources practices, timekeeping review, operational reporting, and management training.

Budget, Finance, Capital Planning, and Fiscal Stewardship

- Managed a \$261 million municipal operation and a \$535 million capital portfolio with responsibilities spanning general government, enterprise utilities, public safety, public works, redevelopment, parks, library, and administrative services.
- Oversaw execution of FY2025 and FY2026 budgets while supporting a strong fiscal posture, budget transparency, financial reporting, and organization-wide compensation initiatives.
- Led passage and implementation planning for the City's first successful General Obligation Bond initiative, securing \$115 million with voter approval to advance public safety and parks investments.
- Supported funding and execution of the Riviera Beach Paving and Beautification Program and related neighborhood quality-of-life investments.
- Coordinated financial, procurement, legal, engineering, and operational resources to advance capital projects from policy authorization to implementation.

Infrastructure, Utilities, Water, and Resilience

- Directed major utility modernization efforts, including water treatment plant and wellfield expansion, well rehabilitation and construction, SCADA modernization, and replacement of critical intracoastal water and sanitary infrastructure.

- Stabilized Utility Special District and water plant operations during executive transition by coordinating consultant support, operational assessments, and corrective action planning to protect service continuity and improve water quality.
- Provided executive leadership during water main breaks, boil-water notices, wastewater events, emergency generator issues, storm-related impacts, and other utility service disruptions, with emphasis on continuity of service, public communication, and regulatory coordination.
- Coordinated with engineering, finance, procurement, legal, utility operations, consultants, contractors, and regulatory agencies on long-term infrastructure reliability and emergency operational needs.
- Advanced capital planning for public facilities, utility resilience, emergency operations, roadway improvements, stormwater coordination, and critical infrastructure upgrades.

Public Safety, Emergency Management, and Facilities

- Directed a multi-year public safety facilities program that brought Fire Station 88 online, completed Fire Station 87 and the City's Emergency Operations Center, and advanced site approvals and preconstruction planning for the rebuild of Fire Station 86.
- Strengthened public safety and service delivery through support for the Real-Time Crime Center, criminal intelligence coordination, co-response and community support initiatives, and emergency management leadership.
- Provided executive leadership during COVID-19, hurricanes, utility incidents, infrastructure failures, public safety events, and other emergency situations requiring coordinated response and public communication.
- Supported police, fire rescue, emergency management, public works, utilities, communications, and external agency coordination during high-priority incidents.

Redevelopment, Economic Development, Housing, and Place-Making

- Spearheaded planning, negotiations, and development-readiness activities for a new City Hall campus and related mixed-use public-private redevelopment opportunities along Broadway and West Blue Heron Boulevard.
- Advanced waterfront and marina redevelopment through Marina Village Phase II negotiations, mooring field and marina expansion planning, parking management, and mixed-use redevelopment coordination.
- Negotiated a 99-year ground lease for Marina Village Phase II, advancing a mixed-use redevelopment program with affordable housing, market-rate residential units, and retail components.
- Advanced Broadway and Avenue E corridor redevelopment through infrastructure coordination, streetscape planning, utility undergrounding strategies, mixed-use positioning, and economic development alignment.
- Supported catalytic redevelopment and housing initiatives, including Berkeley Landing, FoundCare, Villa L'Onze, and related affordable housing, workforce housing, and health-access investments.
- Negotiated and positioned major economic development opportunities, including the Amazon same-day delivery center, health-care investment, and corridor revitalization activity.
- Supported redevelopment packaging tied to Avenue E, waterfront access, Marina District improvements, long-term City Hall and civic-campus concepts, and community place-making initiatives.

Transportation, Parking, Parks, Recreation, and Quality of Life

- Facilitated implementation of the City's paid parking program at Ocean Walk and the Marina District, including policy development, resident permit options, public outreach, and operational controls to improve access, turnover, and revenue capture.
- Expanded neighborhood and quality-of-life investments through parks, playgrounds, recreation, library services, beautification, paving, and public-realm improvements.
- Supported special events, community engagement, customer service standards, resident-facing services, and operational initiatives designed to improve trust and service responsiveness.

Workforce, Customer Service, and Organizational Development

- Advanced customer-service and workforce-professionalization efforts through the Customer Bill of Rights, Reimagined Riviera Beach University, management training, policy coordination, and stronger internal controls.
- Promoted supervisory and management development, chain-of-command clarity, governance literacy, employee accountability, and service excellence.
- Supported labor relations and compensation initiatives involving bargaining strategy, fiscal analysis, management communications, and coordination with labor counsel.
- Led organizational improvement efforts involving human resources, procurement, finance, operations, timekeeping, and performance accountability.

City of Madeira Beach, Florida

City Manager / Chief Administrative Officer | 2017-2019

Served as chief administrative officer for a coastal Florida municipality, overseeing daily operations across public works, community development, emergency services, financial administration, public communication, and major infrastructure, environmental, coastal resilience, and economic development initiatives.

- Led the \$12 million redevelopment of Crystal Island, the City's largest capital investment since construction of City Hall, focused on stormwater, roadway, and sustainable infrastructure improvements.
- Directed the City's response to the 2018-2019 red tide outbreak in coordination with Pinellas County, helping preserve beach conditions during a critical period for residents and tourism.
- Initiated a \$3.8 million project to restore 22 of 37 groins along Madeira Beach's two-mile coastline, improving erosion protection and coastal resilience.
- Advanced the John's Pass dredging project in collaboration with the U.S. Army Corps of Engineers to maintain safe navigation channels and prevent sediment buildup.
- Oversaw completion of major development projects, including Madeira Bay, Madeira del Mar condominiums, and Gulf Grille commercial space, helping revitalize key areas of the City.
- Directed the City's emergency response during Hurricane Irma, serving as co-incident commander, managing crisis communications, and leading recovery efforts.
- Led modernization of the City's parking system, increasing revenue collections by more than \$290,000 through new parking technology and safety improvements.
- Secured Southwest Florida Water Management District funding for a watershed management plan to strengthen stormwater planning and environmental readiness.
- Conducted an in-depth audit of the Madeira Beach Marina, identifying more than \$550,000 in operational losses and implementing improvements to restore accountability and efficiency.
- Initiated the Coffee with the City Manager program and created the City Manager's Report to strengthen public communication, transparency, and resident engagement.
- Successfully negotiated a new agreement with local merchants for the Madeira Beach Seafood Festival, enhancing vendor participation and local economic impact.

City of Riviera Beach, Florida

City Manager / Chief Administrative Officer | 2017

Served as City Manager for Riviera Beach, overseeing daily management of municipal operations and leading organizational, financial, emergency preparedness, and governance improvements.

- Developed an annual budget document that earned recognition through the Government Finance Officers Association.
- Restructured and reorganized internal departments to modernize operations and resolve a \$750,000 budget shortfall.
- Established executive management signature requirements for financial transactions to improve internal controls.
- Organized the City's Emergency Operations Center consistent with the FEMA Incident Command System.
- Served as the City's co-incident commander and public information officer during Hurricane Irma.
- Rewrote essential department-head job descriptions to attract credentialed professionals and strengthen executive recruitment.
- Engaged and met with all 564 employees to communicate operational initiatives and the One City, One Vision approach.
- Reinitiated the City Charter review process to eliminate conflicts, reduce redundancy, and strengthen governance tools.
- Provided strategic direction to City Council, department heads, and line staff to move the organization forward.

Sarasota County, Florida

Assistant County Administrator | 2017

Served as Assistant County Administrator for a large Florida county governed by a five-member County Commission. Oversaw development and infrastructure operations and supported countywide capital, policy, financial, and economic development initiatives.

- Managed operations of five departments and approximately 900 employees.
- Assisted the County Administrator in making major financial, administrative, and policy recommendations to the County Commission.

- Coordinated, managed, and monitored assigned capital improvement program projects at all stages of development, with an aggregate budget value of approximately \$1 billion.
- Ensured project schedules, cost, and quality performance objectives were met across a diverse capital project portfolio.
- Acted as project manager and liaison for affordable housing, the Legacy Trail extension, and the Siesta Key Trolley pilot project.
- Revised and modernized the County's impact fee structure.
- Successfully negotiated an easement agreement between Sarasota County and Florida Light & Power.
- Assisted in creation of a countywide branding initiative and internal economic development strategy.

City of Haines City, Florida

City Manager / Chief Administrative Officer | 2013-2016

Served as City Manager for Haines City, a commission-manager municipality. Directed day-to-day municipal operations, oversaw more than 260 employees, appointed department heads, managed executive staff, and led development and implementation of the City's annual budget, organizational structure, capital planning, labor strategy, and economic development efforts.

- Appointed department heads and provided executive direction for departmental activities.
- Prepared City Commission agendas and City Manager reports.
- Established more effective bi-weekly Commission briefings to improve communication between staff and elected officials.
- Oversaw financial reporting and forecasting and implemented three balanced annual budgets.
- Successfully reorganized the City's management structure and accountability standards.
- Developed and implemented an employee succession plan.
- Revised the budget format to include greater detail, fund analysis, budget policies, a five-year operating budget, and a five-year capital improvement program.
- Streamlined expenditures, producing approximately \$800,000 in savings, and implemented solutions to address a \$2.4 million budget shortfall within four months.
- Led the City's position reclassification and compensation structure initiative and advised on benefits, pension, compensation, retirement reform, and risk-management issues.
- Successfully negotiated collective bargaining agreements while maintaining labor peace and controlling labor costs.
- Reduced the City's liability exposure through negotiations on litigation and claims and provided expert testimony on the City's behalf.
- Initiated and led downtown revitalization planning, community branding, and strategic economic development activities.
- Championed construction of a \$2.1 million fire station and launched the grassroots community initiative Taking It to the Streets.

City of Haines City, Florida

Assistant City Manager | 2012-2013

Provided executive-level assistance to the City Manager in development, implementation, and administration of City programs and operations. Researched, analyzed, and implemented policies and procedures; assisted in budget preparation; coordinated complex projects; and supported municipal service delivery.

- Conducted research assigned by the City Manager and prepared reports of findings and recommendations to assist officials in resolving management and administrative issues.
- Assigned and coordinated follow-up responses from administrative and management staff resulting from City Commission motions and requests for action.
- Participated in development and administration of the annual City budget, including funding forecasts for staffing, equipment, materials, supplies, and budgetary adjustments.
- Monitored and evaluated efficiency and effectiveness of service-delivery methods, procedures, administrative workload, and support systems.
- Coordinated staff support for boards and committees and served on intergovernmental and citizen committees.
- Identified complex policy issues and worked with executive staff to create, present, and implement solutions with approval of the City Manager and City Commission.

- Informed elected officials of state and federal legislation affecting the City and submitted analyses and proposed actions.
- Assisted in selection, supervision, training, and evaluation of staff.
- Served as a point of contact for the City Commission, committees, staff, and the general public.
- Coordinated release of public information to the media and maintained contact with media outlets on City and community issues.
- Represented the City Manager, when necessary, at City Commission meetings and community, business, and governmental meetings.
- Interpreted and ensured City Manager and City Commission policies were understood and implemented.
- Performed duties of the City Manager as assigned during the City Manager's absence.

City of Largo, Florida

Assistant to the City Manager | 2006-2012

Performed executive administrative work related to organization-wide issues, policy analysis, strategic projects, citywide operating improvements, legislative affairs, public communication, and support for the City Manager and City Commission.

- Tracked and monitored the City's budget with associated annual revenue and expenditures of \$133 million.
- Collaborated with department directors regarding City budget coordination and capital improvement projects totaling \$242 million.
- Coordinated follow-up and responses to City Commission motions and requests for action, ensuring City responsiveness.
- Led special projects for the City Manager, including Commission retreats, public meetings on budget and environmental issues, strategic initiatives, and employee communications.
- Served as liaison for legislative affairs and emergency disaster mitigation, briefing the City Manager, Mayor, and City Commission on matters of concern.
- Interpreted federal laws, state statutes, and City ordinances.
- Acted as project manager for the City's green designation process.
- Developed and implemented a citizens academy highlighting departmental functions and municipal operations.
- Proposed and oversaw the employee recognition program, Watching Outstanding Work.
- Managed the City's communications and marketing division through the website, publications, initiatives, retreats, events, and media relations.

Town of Celebration, Florida

Recreation Manager | 2004-2006

Provided leadership for community events and recreation programs, managed budgets and cost controls, supervised staff and volunteers, and improved program profitability, attendance, resident satisfaction, and operational performance.

- Revitalized events and programs that had experienced recurring annual losses, resulting in a \$28,000 turnaround in the first year.
- Increased revenue by creating advertising and marketing tools that improved turnout and visibility.
- Performed annual budgeting and implemented weekly forecasting and reporting to the Board of Directors and Parks and Recreation Executive Committee.
- Created and implemented a comprehensive quarterly employee performance evaluation program.
- Planned, estimated, and managed department events, programs, and maintenance activities.
- Developed and enforced organizational policies, procedures, and safety regulations.

City of St. Cloud, Florida

Recreation Site Supervisor | 1999-2006

Served in a progressively responsible public-contact and community service role supporting recreation, human services, community programming, facility coordination, and resident engagement.

- Helped formulate, organize, coordinate, and administer recreation, human service, and community service programs within available resources.
- Participated in identification and implementation of program improvements.
- Recommended new activities and programs to meet community leisure needs.
- Prepared and secured facilities and fields for public use.

- Maintained inventories of supplies and equipment and coordinated replenishment needs.

SELECTED MAJOR PROJECTS AND EXECUTIVE INITIATIVES

Riviera Beach Vision 2030 and Reimagine Riviera Beach: Operationalized a strategic framework aligning City, CRA, and Utility Special District priorities around redevelopment, infrastructure, service delivery, resident engagement, branding, economic positioning, workforce development, and organizational accountability.

General Obligation Bond Initiative: Led passage and implementation planning for the City's first successful General Obligation Bond initiative, securing \$115 million with voter approval to advance public safety and parks investments.

Water Treatment Plant, Wellfield, SCADA, and Utility Infrastructure: Directed major utility modernization activities, including water treatment plant and wellfield expansion, well rehabilitation and construction, SCADA modernization, and replacement of critical intracoastal water and sanitary infrastructure.

Public Safety Facilities Program: Directed a multi-year public safety facilities program involving Fire Station 88, Fire Station 87, the Emergency Operations Center, and preconstruction planning for Fire Station 86.

Marina Village Phase II and Waterfront Redevelopment: Negotiated and advanced major waterfront redevelopment initiatives, including a 99-year ground lease for Marina Village Phase II, marina expansion planning, mooring field planning, parking management, and mixed-use development coordination.

Broadway and Avenue E Corridor Revitalization: Advanced corridor redevelopment through land strategy, infrastructure coordination, streetscape planning, utility undergrounding strategy, mixed-use development positioning, and economic development activity.

Haines City Fiscal Stabilization and Organizational Reorganization: Implemented balanced budgets, reorganized management structure, addressed a \$2.4 million budget shortfall within four months, streamlined expenditures by approximately \$800K, and strengthened accountability systems.

Madeira Beach Coastal Infrastructure and Environmental Response: Led major coastal resilience and infrastructure initiatives, including Crystal Island redevelopment, groin restoration, John's Pass dredging coordination, parking modernization, red tide response, and emergency management during Hurricane Irma.

Sarasota County Capital and Infrastructure Oversight: Supported countywide capital and infrastructure activities with assigned capital improvement program projects totaling approximately \$1 billion, including affordable housing, Legacy Trail, Siesta Key Trolley, impact fee modernization, and FPL easement negotiation.

EDUCATION

Master of Business Administration | Saint Leo University, St. Leo, Florida

Master of Public Administration | University of Central Florida, Orlando, Florida

Bachelor of Social Work | University of Central Florida, Orlando, Florida

CREDENTIALS AND CERTIFICATIONS

- Florida Redevelopment Association - Redevelopment Administrator (FRA-RA).
- International City/County Management Association - Previously held ICMA Credentialed Manager 2014 (ICMA-CM) status; reapplication/reinstatement pending in 2026.
- National Incident Management System Certifications - ICS 0029, ICS 100, ICS 200, ICS 300, ICS 400, ICS 700, and ICS 800.

PROFESSIONAL AFFILIATIONS AND LEADERSHIP

- International City/County Management Association.
- Florida City/County Management Association - Board of Directors, At-Large Director; Communications Committee, Co-Chair; Professional Development Committee, Chair; speaker, presenter, and resource panelist.
- Palm Beach County City Management Association - Past President; Vice President, 2020-2021.
- University of Central Florida Public Administration Advisory Board - Member, lecturer, and presenter.
- National Forum for Black Public Administrators - Member.
- Government Finance Officers Association - Member.
- Florida Parks and Recreation Association - Member.
- Business Advisory Board, Polk State College - Member.

- Florida Green Building Coalition - Member.
- United Way, Live United Steering Committee - Member in multiple Florida regions.
- American Cancer Society - Member in multiple Florida regions.

AWARDS AND RECOGNITION

- 2023 - Recognized as one of South Florida's Most Influential & Powerful Black Professionals, MiA Legacy Media Group.
- 2022-2023 - Civil Leader of the Year, Faith Ministries.
- 2022 - Recognized as one of the Top 12 Black Leaders in Palm Beach, Broward, and Miami-Dade, She Holdings, LLC.
- 2022 - City of Riviera Beach received accreditation from the Florida Commission on Law Enforcement for the first time in the City's history.
- 2022 - University of Central Florida School of Public Administration Alumni Achievement Award.
- 2021-2022 - President, Palm Beach County City Management Association.
- 2020-2021 - Vice President, Palm Beach County City Management Association.
- 2016 - Distinguished Budget Presentation Award, Government Finance Officers Association, Chicago, Illinois.
- 2016 - Person of the Year, St. Mark's Episcopal Church of Haines City, Haines City, Florida.
- 2013 - Top Transparency Website, Lucy Burns Institute, Madison, Wisconsin; City of Haines City website received an A+ transparency rating.
- 2005 - Children's Empowerment Award, Celebration Community Foundation, Celebration, Florida.
- Congressional Recognition - U.S. Representative Grayson, U.S. House of Representatives, Florida District 9, Orlando, Florida.

ACADEMIC EXPERIENCE

Polk State College, Lakeland, Florida

Adjunct Professor, Financial Management in the Public Sector

Taught core public budgeting and financial management concepts, providing students with a substantive understanding of fiscal management policies and procedures in the public sector and preparing them for real-world challenges in local, state, and federal government.

APPLICATION POSITIONING STATEMENT

Senior public executive with a demonstrated record of leading full-service municipal organizations, county infrastructure portfolios, redevelopment agencies, public safety facility programs, utility modernization initiatives, and complex budget and capital systems. Career reflects progressive advancement through local government leadership roles requiring strategic judgment, fiscal discipline, executive communication, intergovernmental coordination, operational execution, and the ability to lead effectively in complex, high-visibility environments.

Prepared for senior executive leadership opportunities, including City Manager, County Administrator, Deputy County Administrator, Chief Administrative Officer, Assistant County Administrator, Redevelopment Executive, Infrastructure and Utility Executive, Public Sector Chief Operating Officer, and senior government advisory roles.

REFERENCES

Professional references are available upon request and may be provided as a separate reference sheet tailored to the specific opportunity.

JERRY GABRIELATOS



312.961.0035



jerry.gabrielatos@gmail.com

Local Government Experience

City Manager – Beloit, WI (2/23 to 12/25)

Led a staff of 350 and a \$155M budget in a city of 37,000, implemented policies set by the City Council, prepared the budget, oversaw daily operations of departments, ensured compliance with local, state, and federal regulations, and facilitated communication between the City Council, city staff and the public.

City Manager – West Linn, OR (9/20 to 8/22)

Directed a staff of 145 and a \$137M all-funds biennial budget in a town of 27,000, executing policy decisions of Council, aligning staff with Council priorities and coordinating emergency responses. Worked with boards and commissions, neighborhood associations and governmental agencies.

Asst. City Manager - Albert Lea, MN (8/15 to 9/20)

Interim City Manager – 6/19 to 10/19 and 5/20 to 9/20

Managed a staff of 135 and an all-funds budget of \$44M, in a town of 18,000, led on items of city-wide significance, oversaw policy development, communications strategy, citizen engagement, records management, and completing projects as requested by the Council and City Manager.

Chicago City Council Staff (2007– 2013)

Handled policy matters and learned government operations, tracked legislation, managed community engagement. Served as Constituent Services Director, Chief of Staff and Senior Advisor.

AI Thought Leadership (2026)

Researched, published, and spoken on the practical application of AI in local government — making the case that technology should free up time for more human, community-centered leadership.

Accomplishments

In Beloit. . .

- + Enacted strategy to engage a diverse constituency by hosting satellite offices, leading to greater trust in government and improved community relations.
- + Created and developed plan for \$12M in funds to increase amount of affordable and market rate housing.
- + Implemented strategies to galvanize economic development along commercial corridors in neighborhoods.

In West Linn. . . .

- + In response to a wrongful arrest, brought transparency and accountability to the Police Department by revising policies and procedures, working with the union, community and Council.
- + Navigated City through wildfires, ice storm, heat dome and council turmoil all through the COVID-19 Pandemic.

In Albert Lea. . . .

- + Won grants that improved building stock, brought resources to host a conference and led on the City's admission into the Main Street program.
- + Built innovative tools for workforce development and retention by forming partnerships between the local colleges and employers.

In Chicago. . . .

- + Passed environmental protection and animal welfare legislation that was the first-of-its kind in the Midwest.
- + Led a six-month initiative to organize 170 households in a neighborhood watch, leading to reduction in crime and better relations between the community and the police.

Education, Credentials, Involvement

NORTHWESTERN UNIVERSITY (NU)

Master's in Public Policy and Administration, 2015

TULANE UNIVERSITY

Bachelor's in Political Science and History

Cum laude with Honors in History, 2004

ICMA Credentialed Manager

WCMA Board Member (2023-2025)

NU MPPA Advisory Board Member

Joel Dye

316 Cutler Street, Allegan, MI 49010 • 616.990.2153 • joelvdye@gmail.com

SUMMARY

ICMA Credentialed Manager who is an engaged, visionary, results driven leader with 25 years of local government experience; the past nine of which have been as a city manager. I am a team builder who is successful in working across various platforms, with highly developed skills in Administration, Budgeting, Human Resources, City Planning, Economic Development, Project Management, Program Development, Procedural Analysis, and Communication.

PROFESSIONAL EXPERIENCE

City of Allegan (Allegan, Michigan – Population 5,222)
City Manager

January 2017 - Present

As the City Manager of Allegan, I serve a city council of seven elected officials, leading a staff of approximately 50 employees spread out over five departments and overseeing a total budget of \$32 million in FY2027. I have five direct reports, I am responsible for the implementation of all policies established by the city council and overseeing the day-to-day operations of the city.

Through this role the City of Allegan has grown exponentially on several fronts. A few of the projects successfully accomplished include:

- Oversaw a \$2.2 million renovation project of a vacant dilapidated office building into the new Allegan City Hall which allowed the City Hall to become ADA Compliant, upgrading its technology and public presentation capabilities to be more transparent.
- Oversaw the reformation of the city budget allowing it to receive the Government Finance Officers Association Distinguished Budget Award for the first time in the city's history.
- Successfully negotiated labor contracts with three different unions resulting in savings to the city's legacy costs for two unions and streamlining job descriptions for the third union.
- Oversaw the rewrite of the City of Allegan Employee Policy Handbook, a compensation study and rewrite of all city job descriptions.
- Secured over \$3.0 million in state grants to help rehab ten downtown buildings, creating five new first floor commercial spaces and 20 new second floor apartments.
- Recruited two developers to build two new neighborhoods which will be home to over 75 residential homes: the first residential developments in the City of Allegan since 2008.
- Worked with a local nonprofit housing developer to start a home repair program for low-income homeowners in the City of Allegan.
- Worked with the community to create a vision for the downtown streetscape and secured \$3.5 million in federal and state funding to implement that vision.
- Worked with the community to continue the vision of developing the City's Award-Winning Riverfront by installing a splashpad and pedestrian plaza.
- Secured \$2.5 million in CDBG Funding to help fund a \$9 million Infrastructure Project in a residential neighborhood improving the public utilities to approximately 100 homes.
- Worked with the Michigan Department of Transportation to construct a roundabout where three state and two local roads converged creating a gateway into Allegan's Downtown.
- Managed a \$4 million FEMA Hazard Mitigation Grant to reduce erosion along the Kalamazoo River
- Led the development of several new events and festivals, including a weekly summer concert series, a weekly summer food truck series, and a New Years Eve Celebration.

Joel Dye

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City of Holland (Holland, Michigan – Population 33,051) October 2001 – December 2016
2014 to 2016: Director of the Department of Community and Neighborhood Services
2011 to 2012: Assistant to the Interim City Manager/Community Development Coordinator
2007 to 2014: Community Development Coordinator
2001 to 2007: City Planner and Home Repair Program Manager

During my time in Holland, I rose through the ranks to ultimately serve on the Executive Team as the Director of the Department of Community and Neighborhood Services. This includes managing a department with an annual budget of \$5.5 million dollars and 20 employees providing public services in the following divisions: Planning, Building, Zoning, Housing, Code Enforcement and Solid Waste. I also served as the staff liaison between the City Council and Planning Commission, Neighborhood Improvement Committee, and Board of Appeals.

A few of the projects my teams have successfully accomplished include:

- Worked with staff to create a new organizational structure and core values for the Department of Community and Neighborhood Services.
- Reorganized several citizen committees to increase efficiency.
- Worked with the City Council on the creation of a Neighborhood Improvement Strategy.
- Oversaw the update to the City's Master Plan in 2016, first holistic rewrite since 1992.
- Created several new ordinances in response to City Council and citizen concerns.
- Oversaw the creation of city marketing website and print materials.
- Managed a \$1,000,000 grant that resulted in over 300 full time jobs in Holland.
- Developed several policies to better guide and spur development.
- Oversaw \$500,000 in improvements to revamp a blighted commercial district.
- Developed a program to stimulate energy upgrades to the City's housing stock.

Antrim County (Bellaire, MI – Population 23,580) June 2000 – September 2001
Associate Planner

Coordinated the work of the County Planning Commission, Brownfield Redevelopment Authority, Economic Development Corporation, Solid Waste and Recycling Council, Parks and Recreation Commission, and the Antrim Creek Natural Area.

A few of the projects I successfully accomplished during this time included:

- Secured a \$20,000 grant from the State to update the County Master Plan.
- Oversaw physical improvements to a County Natural Area.

EDUCATION

Master of Public Administration, Public Management Major (April 2006)
Grand Valley State University; Allendale, MI

Bachelor of Science, Geography and Planning Major (August 2000)
Grand Valley State University; Allendale, MI

Joel Dye

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HONORS and PROFESSIONAL DEVELOPMENT

- The Grantsmanship Center – completed the 5 Day Grant Writing Training Program in 2001.
- Holland Sentinel Forty under Forty – recognized by the Holland Sentinel in 2007 as one of the top 40 influential people under 40 in the greater Holland area.
- West Michigan Fair Housing Center Award – awarded the 2008 Fair Housing Person of the Year from the Fair Housing Center of West Michigan.
- Holland Leadership Academy - member of the 2012 inaugural leadership class.
- Board Member on the Allegan Area Chamber of Commerce 2017 to Present.
- Executive committee member for the West Michigan Housing Partnership 2023 to Present.
- Attended Michigan Municipal Executive Winter and Summer Workshops 2017 to Present.
- 2019 Quality of Life Project of the Year from the American Public Works Association Michigan Chapter for the Allegan Riverfront Development Riverfront Project.
- 2025 Quality of Life Project of the Year from the American Public Works Association Michigan Chapter for the Allegan Downtown Infrastructure & Streetscape Project.
- 2025 Quality of Life Project of the Year from the Mid-America Association of State Transportation Officials for the M89/M40/Hubbard Street Roundabout Project.
- ICMA Credentialed Manager – 2025 to Present

SKILLS and ABILITIES

- Proficiency in Microsoft Office Software
- Strategic Planning
- Budget Development and Management
- Understanding of the principles of Geographic Information Systems
- Able to read and interpret site plans and construction drawings.

PROFESSIONAL REFERENCES

References will be submitted upon request.

Mobile: (207)659-9943

Email: lbrlawrence@aol.com

<https://www.linkedin.com/in/william-lawrence-3a0904b3>

Summary: Accomplished seasoned nontraditional municipal manager with a proven track record of driving positive change and enhancing community well-being. A visionary, innovator, and creative problem solver dedicated to serving the public and improving quality of life. Extensive experience in budget management, economic development, and personnel management.

Accomplishments:

- Managing FEMA recovery funds
- Decreased crime rate by 15%
- Working with Emergency Management with Police, Fire and Public Works during tropical storms.
- Implemented budget management strategies resulting in significant savings and revenue increases
- Led initiatives resulting in job creation and community engagement events
- Successfully managed various grant-funded projects and infrastructure improvements
- Negotiated labor contracts with unions across multiple departments
- Played key roles in economic development projects and revitalization efforts
- Experienced in growth management while keeping a small-town feel.

- Consensus-builder
- Conflict resolution
- Strategic Planner
- Team Builder
- Implemented budget management strategies resulting in significant savings and revenue increases
- Led initiatives resulting in job creation and community engagement events
- Successfully managed various grant-funded projects and infrastructure improvements
- Played key roles in economic development projects and revitalization efforts

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EXPERIENCE:**04/2021 to present: Town Manager of Lady Lake, Fl. Population 20,000 Salary \$188,000**

- Operating Budget \$42,000,000
- Full-service municipality with 120 full-time employees
- Experience in Growth Management – Currently Hammock Oaks 4100 residential units approved.
- Police Union Negotiations
- New wastewater expansion plant and two new water wells. \$20 million
- New Park \$1.8 million
- Library expansion project \$5 million
- Lady Lake's first strategic plan approved
- Comp plan, Land development regulation and annexation experience

Reason for Leaving: While I have enjoyed my time in Lady Lake and am grateful for the opportunities it provided; I am excited about the prospect of new challenges and opportunities bringing my skill sets to the City of Lake Worth Beach, Florida.

04/2019 to 04/2021: City Manager of Bowling Green, Fl. Salary \$73,000

- Prepare & Present Operating Budget
- Manage day to day operation
- SRF Funding & CDBG grant for a new wastewater plant
- SRF Funding for a new Nano System water plant
- USDA Grant for new Community Center
- FDOT SCOP road resurfacing projects
- FRDAP grant for Main Street Park
- Project Manager with the new Nano Water Filtration System 1.8-million-dollar project
- Project Manager with a new wastewater plant at 4.8-million-dollar project
- EDA Grant for \$247,000 for Pyatt Park Improvements

Reason for Leaving: While my tenure as City Manager in Bowling Green has been fulfilling, I have come to realize that the professional challenges here do not align with my expectations for growth and complexity. I am seeking opportunities that offer a more varied and stimulating environment within a vibrant community.

06/2016 – 03/2019: Town Manager for the Town of Warren, Me. Salary \$70,000

- Prepare & present the operating and capital budgets. Media Relations
- Manage day-to-day operations
- Negotiate contracts with unions and vendors

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- Debt free (No more TAN) – Reserves built up –Property Tax Rate lowest in the region

Reason for Leaving: My decision to leave Warren was primarily driven by the desire to relocate closer to family in Florida. I am proud to have contributed to the town's progress and am confident that it is in better shape now than when I first arrived.

07/2015 – 6/2016: Town Manager for the Town of Howland, Me. Salary \$58,500

- Prepared, present and monitor the operating budget. Media Relations
- Project Manager for the Town working with the Penobscot River Restoration Trust that built an 18-million-dollar fish-bypass on the Piscataquis River that will allow the Atlantic Salmon to migrate up the river.
- Promoted several community projects such as a Farmer's Market, Family Fun Day and Community Walk.
- Grant Writer for feasibility market study on economic development for the Town of Howland.
- Supervised Water / Wastewater Utilities
- Revamped the EMS service with new Fire Chief that brought in \$375,000 in revenue.

Reason for Leaving: Howland sought me out based on my reputation in budgets and economic development. After successfully accomplishing these objectives, I was presented with an opportunity in a larger community that offered greater compensation. I am pleased to note that Howland was left in a better condition than when I assumed the role.

07/14 – 6/2015: Town Manager for the Town of White Springs, FL. Salary \$49,000

- Managed the operating budget, personnel management, economic development and serve as the planning & zoning administrator.
- White Springs is one of 4 small towns in Florida designated in the new Competitive Florida Partnership that works with the Department of Economic Opportunity to enhance those opportunities in small rural towns.
- FDOT SCOP grant for road resurfacing.
- CDBG Funding and Construction of a new Fire Station with Mittauer Ass.
- I & I study on our sewer system with Mittauer Ass.
- Supervised Water / Wastewater Utilities / Police / Fire & Public Works

Reason for Leaving: Due to personal circumstances involving our house not selling in Maine and the need to support my sick father-in-law, my family and I made the decision to relocate to

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Florida. Unfortunately, he passed away. During this time, the Town of Howland reached out to me and offered a more lucrative opportunity to return to Maine. I am proud to have contributed to Howland's progress and to leave it in a better state than when I initially joined.

04/2011 – 07/2014 Police Chief/Town Manager for the Town of Lincoln, Me. Salary \$71,500

- Manage the day to day operations of a full-service municipality. Media Relations
- Served as Economic Development Director / Tiff's.
- Negotiated police, fire & public works union contracts
- Negotiated contracts for Tiff's on economic development projects.
- While serving in Lincoln, we created 90 retail jobs and increased our tax base.
- Written State & Federal grants and several smaller grants.
- Supervised Municipal Airport Operations / FAA Grants / Land Acquisition

Reason for Leaving: My father-in-law fell ill in Florida, prompting our family to prioritize his care and support. Consequently, I accepted a position in Florida to be closer to him. Family has always been our top priority, and this decision was made in their best interest. I'm pleased to report that Lincoln was left in an improved condition compared to when I first assumed the role.

02/2003 – 04/2011 City of Bangor Maine Police Department Salary \$50,000

- Served as a police officer and detective.
- Bangor Housing Authority Liaison Officer for 5 years. We developed relationships with the residence, school, businesses, and the housing authority which led to the decrease in crime in the public housing neighborhood.

02/1996 – 2/2003 Lieutenant Patrol, Penobscot County Sheriff's Office. Salary \$40,000

- Supervised a division of 3 patrol sergeants, 4 detectives, and 33 patrol deputies.
- Developed the current command structure and presented the proposal to the County commissioners.

High Lights of Skills:

- Creative problem solver and strategic thinker
- Strong budget and fiscal management expertise
- Proven track record in economic development and grant administration
- Effective communicator and public speaker
- Skilled in personnel management and labor negotiations
- Experienced in government relations and community engagement

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- Proficient in project management and grant writing

Education:

- University of Maine: Degree in Criminal Justice
- Over 200 hrs. of municipal manager workshops sponsored by Maine Municipal Ass. And FCCMA.

Core Values:

- Integrity
- Humility
- Transparency
- Serviant Leadership
- Communication

Awards:

- Special Recognition by the Lincoln, Maine Town Council for serving as Interim Town Manager
- Policy King from Partnership for Healthy Northern Penobscot, Maine
- Resolution from the Town of Howland, Maine serving as Town Manager
- FCCMA Special Recognition for 5 years of Leadership Service as City Manager
- University of Maine Community Policing Scholarship.
- Ridge League of Cities Scholarship

Memberships:

- International City Manager Association (ICMA)
- Florida League of Cities
- Heartland League of Cities
- Florida City & County Management Association

References:

- *Chris Stevens*, Lincoln Council 207-631-5614
- *Steve Clay*, Lincoln, Maine Council Chair, stphn.clay@gmail.com, 207-794-2941
- *Carmen Silva*, Bowling Green Florida, Former City Clerk, 863-245-8509
- *Sherry Howard*, Warren Maine, Town Manager, 207-975-5441
- *Roger Peabody*, Warren Maine, Town Select Chair, 207-542-3637

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Initial Candidate Review Score Sheet



Tier 2 Candidates

Candidate Name	City Manager Experience	Points	Senior Mgmnt. Exp.	Points	Education	Points	Certification	Points	Total
Chandler Williamson	5-9	35	N/A	0	Master's Degree	15	None	0	50
Larry Tibbs	5-9	35	N/A	0	Master's Degree	15	None	0	50
Marc Nelson	5-9	35	N/A	0	Master's Degree	15	None	0	50
Charles Rudd	5-9	35	N/A	0	Master's Degree	15	None	0	50
Scott Andrews	1-4	25	N/A	0	Master's Degree	15	ICMA CM	5	45
Zachary Border	5-9	35	N/A	0	Bachelor's Degree	10	None	0	45
Charles Morris	1-4	25	N/A	0	Master's Degree	15	None	0	40
Dana Schoening	1-4	25	N/A	0	Master's Degree	15	None	0	40
Emmanuel Adediran	1-4	25	N/A	0	Master's Degree	15	None	0	40
Natasha Tucker	1-4	25	N/A	0	Master's Degree	15	None	0	40
Ricardo Mendez-Saldivia	NONE	0	ACM	20	Master's Degree	15	ICMA CM	5	40
Richard "Dick" McKinley	1-4	25	N/A	0	Master's Degree	15	None	0	40
Colin Donnelly	1-4	25	N/A	0	Master's Degree	15	None	0	40
Douglas Baber	1-4	25	N/A	0	Master's Degree	15	None	0	40
Ana M. Alvarez	NONE	0	ACM	20	Master's Degree	15	None	0	35
Christopher Rodriguez	NONE	0	ACM	20	Master's Degree	15	None	0	35
Jacqueline Guild	NONE	0	ACM	20	Master's Degree	15	None	0	35
Leonardo Caballero	NONE	0	ACM	20	Master's Degree	15	None	0	35
Mark Poland	NONE	0	ACM	20	Master's Degree	15	None	0	35
Steven Chapman	NONE	0	ACM	20	Master's Degree	15	None	0	35
Christopher Clausi	NONE	0	ACM	20	Master's Degree	15	None	0	35
John Mascaro	1-4	25	N/A	0	Bachelor's Degree	10	None	0	35

Chandler F. Williamson, MPA

Telephone: 561-543-6612

Wellington, FL

cfwilliamson@hotmail.com

Professional Profile

I've dedicated 21 years of my profession to Public Administration. My career entails extensive public sector management in local and state government with areas of federal oversight. I've secured a successful career in government involving budgeting, multi-department management, public policy, appropriations, growth management and land use, project management, collective bargaining agreements, contract compliance, infrastructure management, and strategic planning for municipal innovation.

My portfolio also covers legislative affairs; working with the Florida Legislature and federal actors in leveraging stakeholders to secure local funding for infrastructure maintenance and capital improvement projects.

Municipal Strengths and Competencies

- Leadership & Performance Management
- Emergency Management
- Strategic Planning and Smart Growth
- Community Relations & Engagement
- Environmental Protection and Eco-systems
- Project Development
- Infrastructure/Project Management
- Legislative Appropriations and Funding
- State and Federal Grant Management

Education and Qualifications

DPA Public Administration, (ABD) Licensed Real Estate Associate (FL)

MPA Public Administration

BS Political Science & Policy

Career Summary

12/15/2025 ALLIANCE FOR INNOVATION/ CONSULTANT

**4/2024 - 4/25 DEPUTY TOWN MANAGER (7 MONTHS) / TOWN OF PEMBROKE PARK, FL
INTERIM TOWN MANAGER (5 MONTHS)**

- Served as the Chief Executive Officer for all city departments and operations.
- Served as Deputy Town Manager in over eight (8) departments after initial capacity as Interim Manager.

Jun 2022- 4/24 GOVERNMENTAL CONSULTING (STATE AND FEDERAL LEGISLATIVE OVERSIGHT)

- Coordinated review of procurement contracts and bid policy oversight.
- Developed government procurement bids for local municipalities in Palm Beach County.

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

- Served as the Chief Executive Officer for all city departments and operations.
- Established partnerships with State and Federal agencies for appropriations for projects utilizing state and federal funding. Fostered strong strategic relationships with key stakeholders, and elected officials in the Florida Senate and Florida House of Representatives.
- Coordinated joint infrastructure projects and partnership with Palm Beach County Commission and local Palm Beach County electorate for partnership appropriations.
- Enhanced and strengthened the City's political impact by actively engaging with legislative delegations, elected state officials in both the House and Senate, as well as business stakeholders.
- Secured over \$15 Million (2015 -2021) in State Appropriations and Federal funds for local projects in stormwater, wastewater, roads/streets, emergency management, and environmental

research/protection.

- Coordinated joint partnerships with U.S. Army Corp of Engineers, South Florida Water Management District, and Florida Department of Environmental Protection (DEP) to address proper stormwater and Lake Okeechobee drainage projects and federal mandates.
Managed the City's joint relationship with Palm Beach County Legislative Delegation.

2010-2014 VALDOSTA STATE UNIVERSITY PHD AND MPA PROGRAM STUDY

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

- Developed short term strategies and assisted in low-income tax credit redevelopment, planning, and land use programs.
- Managed the legislative affairs process at the state and federal levels to secure appropriations.
- Served as the Lead Developer with U.S. Dept. of Housing and Urban Development (HUD) for access to federal funding and legislative appropriations for local housing development and provided policy analysis of industry.
- Monitor and analyze state legislation, political stakeholders, and regulatory proposals affecting development and investment.
- Built advocacy relationships with local, Florida legislature, and federal actors and private investors for the benefit of planning long-term and short-term policy goals.

**2004–2008 FLORIDA STATE SENATE, (DISTRICT PALM BEACH AND BROWARD COUNTIES)
Chief of Staff for State Senator**

- Served as Senior Policy Drafter and Administrator for state legislation (bills) and programs involving Government Oversight, Transportation and Economics, Health and Human Services, Community Affairs, and Health Policy.
- Managed the evaluation, development, and review emerging legislative initiatives.
- Liaison for priorities updates during Florida Senate Appropriations Committee Meetings and budget breakout sessions.
- Managed project priorities in Broward/Palm Beach District for (cities and towns) funding interests by advocating for favorable legislation, appropriations, and public policy.

**1988–1993 AIR FORCE & AIR FORCE NATIONAL GUARD
(Honorable Discharge)**

- Flight and First Response Personnel Unit
- Served as a member of the Tactical Air Command, 169th Mission Support, F-16 Fighter Squadron.

Local, State, and Federal Advocacy/Relationships

Florida Senate

Senate Appropriations Committee

Appropriations Committee on Transportation, Tourism, and Economic Development

Florida House of Representatives

House Budget Committee

Current Advocacy Relationships With State and Federal Agencies

Florida Department of Environmental Protection (DEP)

Florida Department of Transportation

U.S. Department of Housing and Urban Development

Federal Emergency Management Agency (FEMA)

LARRY TIBBS

16789 E. Cheltenham Dr
Loxahatchee, FL 33470
561-309-1307

EDUCATION

M.A., Business Administration, Central Michigan University, Mt. Pleasant, MI
B.S., Business Administration, Golden Gate University, San Francisco, CA

EXPERIENCE

CITY OF MOORE HAVEN, FL City Manager (2021 to present)

First Appointed City Manager. Provide full array of governmental services and enterprise funds. Responsible for Administration, HR, Finance, Budget, Purchasing, IT, Planning, Community and Economic Development/CRA, Permits, *Five-Year Comprehensive/Capital Improvement Program, Code Enforcement, Public Works: Water (including WTP), Sewer (including WWTP), Electric, Warehouse, Sanitation, Stormwater, Parks, Streets, Risk* (Self Insured Pool) and Grants

CITY OF BELLE GLADE, FL (2016 to 2021)

Asst City Manager Director Finance and Administration Responsible for Finance, Administration, Budget, Treasury, Purchasing, IT, Grants, Economic Development/CRA-Reporting, Five-Year Comprehensive/Capital Improvement Program, Belle Glade State Municipal Airport, Belle Glade Municipal Golf Course, Torry Island Campground. Risk (Self Insured Pool) and Grants.

LEHIGH ACRES FIRE CONTROL/RESCUE DISTRICT (Special District), FL

Asst Chief/Director of Administration/Finance/HR/IT (2013 to 2016)

The District completed the full transfer from an Ad Valorem tax base to a 100 percent Non Ad Valorem Assessment base to add financial stability and equalize charges by service level-residential, commercial, industrial, etc. Became the first Independent Fire District to accomplish this. Received two Staffing for Adequate Emergency Response (SAFER) grants to ensure service levels were maintained. Assessments may be a way to offset property tax losses if enacted.

PALM TRAN Inc. (Transit Department) - PALM BEACH COUNTY, FL

Asst Exec Director-Administration, Finance, Contracts, and Human Resources/Risk Mgt.

>Recruited for transition from a Contract Operation- COTRAN (Florida Transit Mgt, Inc.) to start-up of PALM TRAN Inc. Through two FTA grants, constructed the Main Facility and a Delray Beach facility. Led the agency's growth to almost 500 employees overnight and the transfer of union (ATU) oversight from the NLRB to PERC to reflect the agency's new status.

CITY OF PALM BAY, Palm Bay, FL

Asst City Manager/Budget Director

>Responsible for planning and funding efforts for growth- 500 Single family permits month
>Developed, executed, and reported for City's annual \$150 million operating and capital budget, and developed five-year annual capital improvement program of \$500 million.

>*Assisted major utility expansion including water and wastewater plants and infrastructure analysis for this fast-growing city (issuing 500 single-family permits a month), and grant administration/reporting.*

Also: CITY OF DELRAY BEACH (First Stop in Florida, Did \$35M Bond issue for CRA Atlantic Ave Project, and assisted with All-America City Award)

MILITARY SERVICE – US AIR FORCE

HQ Air Combat Command, Langley AFB, VA (Formerly Tactical Air Command)- Converted to the Defense Finance and Accounting Service Deputy Director

- > Led efforts within the 30 major Air Combat Command installations and Headquarters to transfer all services to a new consolidated Department of Defense Finance and Accounting Service (DFAS) structure.
- > Transferred to a contract/consolidated operation for these installations.

HQ Military Airlift Command, Scott AFB, IL, Airlift Operations (*Large Enterprise Fund*)

Chief, Management Division

- > Responsible for operations and staffing at 14 major Air Force installations employing a network of over 2,100 people with annual operating funds of \$8 billion (then).
 - > Directed headquarters (corporate) staff, consolidated financial reporting for the command, prepared and reviewed training and support to over 175,000 people.
 - > Provided reporting to Command Staff, Air Staff and other Federal levels as needed.

OFFICE OF INSPECTOR GENERAL, HQ Military Airlift Command Total Quality Improvement Team

- > Conducted financial and operational assessments to assess the effectiveness of management for resources more than \$8 billion (then).
- > Implemented total quality management and process improvement programs at 14 major installations. Provided reports and meetings with Command staff, Air Staff and Department of Defense as required.

ACCOUNTING AND FINANCE OFFICE, Charleston, AFB, SC

Chief, Finance and Administration, *Large Enterprise Fund*

- > Supervised an office of 200 military and civil service employees accounting for \$800 million annually providing administration, finance, budget, payroll, financial reporting and accounting services for a 24/7 airlift operation.
- > As the Eastern Gateway, the Wing supported the Embassy and State Departments located in South America and Africa in addition to normal support and operations.

Assignments: Lajes Field, Azores Portugal, three Additional Overseas Tours, Florida, Texas, California, South Carolina and South Dakota

Eastern Airlines, Miami, Florida

- > Selected for one-year exchange program between Eastern Airlines and the Air Force as a management analyst at the corporate headquarters in Miami, FL

Training/Education

Air Command and Staff College, Squadron Officer School, Defense Professional Military Comptrollers Course (DOD)

Decorations

AF Meritorious Service Medal (3 Awards), AF Commendation Medal (4 Awards), and AF Good Conduct Medal (3 Awards)

Marc S. Nelson

marcnelson@fastmail.com

Executive Profile

Municipal Chief Administrative Officer with exceptional communication and interpersonal skills. Collaborator who builds consensus working with internal and external stakeholders while remaining goal oriented. Strong background in community engagement, municipal finance, economic development, intergovernmental relations, and Human Resource Management. Specialty and niche expertise in addressing vacant buildings; resetting equitable code enforcement anchored in education, clarity and communication; and making local government more agile and responsive to its residents, businesses and taxpayers.

Core Competencies

Competency Area	Key Skills & Expertise
Strategic Leadership & Vision	Organizational transformation, long-range strategic planning, performance management, change leadership, crisis management, succession planning
Financial Management & Fiscal Stewardship	All-funds budget and CIP-development, bond issuance, revenue forecasting, audit compliance, cost containment strategies, grant-seeking and administration
Economic & Community Development	Public-private partnerships, business attraction and retention, downtown revitalization, land use planning, zoning administration, code compliance
Governance & Policy	Council-manager relations, policy development and implementation, regulatory affairs, intergovernmental coordination, regional collaboration
Operations & Service Delivery	Multi-department oversight (public safety, public works, utilities, parks and recreation), service optimization, technology integration, infrastructure management, performance metrics
Human Capital Management	Staff development, collective bargaining, modernizing organizational culture while strengthening customer service & forward-facing teams
Stakeholder Engagement & Communications	Community engagement, citizen participation, transparency initiatives, conflict resolution, coalition building

Professional Experience

Town Manager & Chief Executive Officer

Simsbury, Connecticut 2024-Present

Working together with the policy and chief legislative body, the Board of Selectmen, responsible for operations, administration, and the implementation of policies as well as for enforcement and compliance with adopted Ordinances. Connecticut has no County government, necessitating both greater interplay with State government, and the successful building and preservation of regional partnerships. With a \$131 Million all-funds budget and a \$40 Million general fund appropriation, Simsbury (pop. 25,000, 34 square miles) treasures its historic and eclectic small-town charm, open space and miles of trails along with four State parks and a 230-acre recreational complex which includes a municipal golf course. Representative achievements Include: three consecutive years of declining property tax increases in structurally balanced budgets (Simsbury is rated Aaa by Moody's), roll-out of new Town website, completion of \$3.2 Million bandshell expansion at the Performing Arts Center and a \$3 Million renovation of the iconic "Flower Bridge" (built in 1892). Strengthened management-BOS relations, negotiated successor collective bargaining agreements with six distinct bargaining groups (incorporating the merger of two groups into one and other efficiencies), and supported the Town's numerous boards and commissions. Recently kicked off the Town's first major overhaul of its zoning code in two decades while concluding staff support for a Charter Revision Commission process which spanned more than a year (the proposed amendments were just approved by the BOS and head to referendum in November).

Mayor & City Administrator

Poughkeepsie, New York

2023-2024

Pursuant to the City Charter, the City Administrator fills the unexpired term of a Mayor upon a vacancy. Upon the election of the Mayor to the N.Y.S. Senate I was sworn in as Mayor in January 2023. The Charter also required, in such an instance, that I fill *both* roles and so could not on board a new City Administrator, or even insert one in an acting capacity (Mayor is the Chief Executive Officer). As a result, my responsibilities continued to encompass all those of the City Administrator as well as those of Mayor. This extraordinary dual role provided a wonderful opportunity to "roll-up" my seven years' experience as Finance Director and City Administrator, refocus local government on its core mission, and complete work that the former Mayor and I had undertaken, including the fiscal turnaround we began in 2016. For the year that passed in the wink of an eye, my priorities were public safety, addressing the growing local homelessness challenge, revising and updating the City's Local Waterfront Development Plan, and completing the deployment of more than \$20 Million in ARPA funding which had begun in 2021. That work was notable, not only for the expansive community benefits that resulted, but for the incredible collaboration it spawned between the Mayor's Office, the Council, City staff, and the many community groups represented by the ARPA Taskforce we created.

City Administrator

Poughkeepsie, New York

2017-2023

Chief Administrative Officer with 10 directly reporting department heads including Police, Fire, Finance, Engineering, DPW (including Sanitation), Regional Water Utility, Development (including the divisions of Planning, Zoning, Economic Development & Community Development), Human Resources, Housing, and Information Technology. With 380 employees, a \$105 Million all-funds budget and a \$63 Million General Fund appropriation (exclusive of \$20 Million ARPA), Poughkeepsie is the seat of County government (Dutchess, pop. 290,000), located 68 miles north of New York City. Representative achievements include:

- Won approval from the Federal Transit Administration and NYSDOT and successfully negotiated with the Civil Service Employee's Association (CSEA) for the integration of the City bus system with the County system, reducing City expenses by \$3M annually and eliminating a key contributor to more than a decade of annual deficits in the transit fund, while at the same time sharply improving transit service to the public. WINNER: First Place, N.Y.S. Conference of Mayor's Govt. Efficiency Awards (2018).
- Restructured the Department of Public Works, involving a complex negotiation with CSEA, to a seven-day-a-week work schedule, reducing annual overtime driven by numerous weekend community events often supported by DPW, while providing employees greater work schedule flexibility (a major contributor to quality-of-life) improving customer service, the cleanliness of Main Street (weekend cleanup in support of local business community), and sharply improving the cleanliness and appeal of seven city parks during higher-use weekend days.

- Created the Department of Human Resources (replacing an outdated Personnel Division within the Department of Finance), implemented a candidate tracking and on-boarding system and an employee self-service web portal, updated numerous policies and procedures, and negotiated support from labor unions to implement a new electronic time and attendance system.
- Oversight of and major influence for spending priorities for more than \$20 million in Federal funding received under the American Rescue Plan Act (ARPA). Designed transparent public web-portal to stimulate public engagement around establishing priorities for the once-in-a-generation funding stream without creating fiscal cliffs that might create future shortfalls in the general Fund while building strong collaborations with the Council, County, the business community, local non-profits and our faith-based organizations.
- Strategic planning for, implementation and oversight of, tens of millions of dollars in city infrastructure projects, including the Mayor's \$10 Million investment in city parks initiative, the complete rebuild of one of the City's two public pools, the construction of two above-ground, multi-million gallon water holding structures and the associated decommissioning of the City's five-million gallon underground cistern (while preserving it for a hopeful future of it becoming an extraordinary arts and events space and destination within the City), a multi-million dollar renovation of the City's downtown multi-level Financial Plaza parking deck, and a \$3 Million Green Infrastructure renovation of a street-level parking facility funded by a grant from the NYS Environmental Facilities Corporation.
- Designed, negotiated (with the Police Benevolent Association) and implemented an innovative "*Police Retention Program*" that slowed the out-migration of City police officers to richer communities without increasing the departmental budget. WINNER: First Place, N.Y.S. Conference of Mayor's Govt. Efficiency Awards (2019).
- Established and co-chaired the *Anti-Blight Task Force*, which reduced the number of vacant buildings in the city from more than six hundred to fewer than one hundred in six years. Championed the taking by the City of the former YMCA property - a 3.2 acre, environmentally challenged property, owned by a religious entity, that had sat vacant for more than a decade in the City's downtown. With the Mayor, County Executive, Dutchess County Legislature and more than a dozen community stakeholders held multiple public visioning sessions resulting in the transfer of the property to the County for demolition and the planned construction of a new \$25 Million 'Youth Opportunity Union' designed by World renowned MASS Design Group (Master's thesis was entitled: "*Combating Blight in America: a New Approach for Cash-Strapped Cities*", Marist College, 2018).

Finance Commissioner

Poughkeepsie, New York 2016-2017

Mayoral appointment after regional search. Took the helm of the City's finances facing a \$13.2 Million general fund deficit following six years of annual budget deficits, a below-investment grade bond rating, and significant debt owed to major creditors including the city's own school district and Dutchess County. As of 2022 the City had seen five straight years of general fund surpluses, its first Moody's bond rating improvement in nine years (2017) and had remained under the NYS annual property "tax cap" for six consecutive years. Representative achievements include:

- Developed and implemented a deficit reduction plan which won approval of city auditors and was adopted by the Common Council in 2017, avoiding a likely State receivership.
- The recovery plan was awarded \$3 Million grant by the N.Y.S. Financial Restructuring Board.
- Led major bond issuances including negotiated sales and refunding transactions.
- Wrote City's first formal Debt Management Policy adopted by the City Council.
- These efforts continued after I became City Administrator and directly led to the city regaining its investment quality bond rating, with multistep upgrades and "positive" outlooks assigned by both Moody's and S&P in 2023.

Tax Collector

Hartford, Connecticut

2008-2016

- Exceeded adopted tax revenue budget in eight consecutive years.
- Appointed by the Mayor to the *Committee on Restructuring City Govt.* (2015), identifying more than \$7 Million in savings and efficiencies.
- Appointed by the Common Council to the *Tax Lien Task Force* (2013), resulting in the implementation of industry-first checks on the activities of third-party tax lien buyers.
- Appointed by the Finance Director to the Revenue Opportunities Committee (2014), boosting non-tax revenues and implementing an all-departments electronic payment portal.
- Secretary (non-voting) of the City's *Tax Abatement Committee*, the body responsible for the negotiation of long-term PILOT Agreements (Payments-in-Lieu-of-Taxes) with tax-exempt organizations, HUD-financed affordable housing projects and other qualified entities.
- Reduced reliance on the sale of municipal property tax liens to third-party investors from \$13.2 Million in FY 2008 to \$3.3 Million in FY 2016, while simultaneously increasing the tax collection rate to its highest level in ten years.

Education & Academic Credentials

Master of Public Administration (MPA), Marist College *Concentration in Ethical Leadership*

Bachelor of Arts, State University of New York at Albany *Economics & Political Science*

Boards & Other Public Service

Connecticut Council of Regional Governments Policy Board 2024-present

Greater Hartford Transit District Board of Directors 2025-present

City of Hartford Pension Commission 2011-2014

Elected sole-employee Commissioner to panel appointed by Mayor. Oversight of the Municipal Employees Retirement Fund, a self-administered defined-pension plan with more than \$1B AUM and more than 5000 retirees receiving monthly pensions

Hartford Municipal Employee's Association President (elected) 2014-2016

Leadership of the management and supervisor's union of 180+ city employees

The Artist's Collective (Hartford, CT). Director 2013-18 Chairman 2015-2017

Nonprofit multicultural arts organization emphasizing the artistic and cultural contributions of the African Diaspora

Poughkeepsie's Joint Water Board 2018-2023 Chairman 2019, '21 & '23

Governance Board of the Joint Water Utility between the Town and City of Poughkeepsie. Poughkeepsie's water treatment facility, constructed in 1962, providing high-quality potable water to 80,000+ regional customers

Dutchess County Board of Health March 2020- December 2023

Appointed by the Dutchess County Legislature

Dutchess County and City of Poughkeepsie Land Bank 2021-2023

Founding Director (mayoral appointee)

Charles Harris Rudd

Tarpon Springs, Florida

352-455-1180 | ruddc06@gmail.com

CITY MANAGEMENT & MUNICIPAL EXECUTIVE LEADERSHIP

Strategic municipal executive with nearly 30 years of experience in local government administration, redevelopment, economic development, downtown revitalization, and organizational leadership. Proven success leading full-service municipalities, advising elected officials, managing complex public operations, and implementing long-range strategic initiatives in politically sensitive environments.

Recognized for collaborative leadership, transparent communication, consensus building, and solution-oriented management. Extensive experience working within commission-manager forms of government and serving as a trusted advisor to elected officials, staff, stakeholders, and the community.

Core competencies include:

- Executive Municipal Leadership
- Commission & Public Relations
- Strategic Planning & Implementation
- Organizational Development
- Budgeting & Financial Oversight
- Economic Development
- Community Redevelopment
- Downtown & Waterfront Revitalization
- Intergovernmental Relations
- Public Engagement & Transparency
- Branding & Community Identity
- Grant Procurement & Administration
- Emergency Management & Disaster Recovery
- Staff Leadership & Culture Development

PROFESSIONAL EXPERIENCE

City Manager

Tarpon Springs

October 2024 – May 2026

Served as chief administrative officer for a full-service Gulf Coast municipality with approximately 25,800 residents, 350 employees, and a \$120 million total budget. Report directly to a five-member elected commission under the commission-manager form of government.

Lead all municipal operations including Police, Fire/EMS, Public Works, Utilities, Finance, Human Resources, Planning & Zoning, Building, Recreation, Cultural Services, Information Technology, Economic Development, and the Community Redevelopment Agency.

Key accomplishments:

- Initiated a comprehensive citywide rebranding effort to strengthen community identity and economic positioning.
 - Directed updates to the Downtown Master Plan and Parks & Recreation Master Plan.
 - Restarted the city's Florida Main Street program to support downtown revitalization and economic development.
 - Secured state funding for critical stormwater infrastructure improvements following Hurricane Helene flooding.
 - Led citywide hurricane response and recovery operations during Hurricanes Helene and Milton, including recovery efforts in heavily impacted waterfront and tourism districts.
 - Implemented compensation and classification study to improve employee retention and organizational competitiveness.
 - Established a new Police Marine Unit to enhance public safety along the city's extensive coastline and waterfront assets.
 - Fostered collaborative working relationships with elected officials, business leaders, residents, and regional agencies.
-

City Manager

Crescent City

August 2021 – September 2024

Served as chief administrative officer for a municipality operating under the commission-manager form of government. Managed all city operations, including utilities, finance, fire services, code enforcement, public works, redevelopment, and contracted professional services.

Directed organizational operations for a city with a \$5.7 million total budget and oversight of utility operations, redevelopment initiatives, infrastructure investment, and community revitalization efforts.

Major accomplishments:

- Procured nearly \$4 million in grant funding for critical water infrastructure replacement projects.
- Directed updates to the Land Development Code, Code of Ordinances, and Redevelopment Plan.
- Led creation of the US 17 & Downtown Vision and Master Plan.

- Facilitated designation as a Florida Main Street community and established a downtown revitalization organization.
 - Implemented operational improvements focused on accountability, employee development, and customer service.
 - Directed citywide rebranding efforts and modernization initiatives, including implementation of Municode online services.
 - Successfully revitalized dormant redevelopment activities and strengthened long-term strategic planning initiatives.
-

Economic Development Director

New Port Richey

July 2019 – August 2021

Reported directly to the City Manager and directed citywide economic development and redevelopment initiatives funded through the Community Redevelopment Agency.

Managed a \$3.7 million CRA budget and led redevelopment planning, branding, business recruitment, marketing strategy, and downtown revitalization initiatives.

Key contributions:

- Directed creation of citywide branding and marketing strategy.
 - Led development of Downtown and US 19 Master Plans.
 - Administered redevelopment grant programs and capital improvement initiatives.
 - Coordinated redevelopment activities with Main Street and downtown stakeholder organizations.
 - Advanced economic development initiatives focused on business growth, investment attraction, and commercial revitalization.
-

Economic Development Manager / CRA Manager

Maitland

May 2015 – July 2019

Managed all operations and strategic initiatives of the Community Redevelopment Agency and directed redevelopment planning for the city's emerging downtown district.

Major achievements:

- Directed creation of the Downtown Vision and Master Plan that established the framework for a new town square and downtown core.
- Led redevelopment plan updates and implementation strategies.
- Directed development of citywide branding and marketing initiatives later adopted throughout the municipality.
- Coordinated downtown stakeholder partnerships and redevelopment initiatives.

- Managed annual CRA budgets, work plans, redevelopment incentives, and consultant contracts.
-

Additional Redevelopment & Downtown Leadership Experience

- **Main Street Manager**
Palatka | 2011 – 2015
- **Main Street Program Manager**
Orlando (Ivanhoe Village) | 2008 – 2010
- **CRA Manager**
Groveland | 2005 – 2008
- **Main Street Program Manager**
Eustis | 1997 – 2007

Throughout these leadership roles, successfully managed redevelopment organizations, downtown revitalization strategies, stakeholder engagement initiatives, branding efforts, special events, redevelopment planning, and business recruitment programs that strengthened economic vitality and community identity.

EDUCATION & PROFESSIONAL CREDENTIALS

- Master of Public Administration (MPA)
University of Central Florida
 - Bachelor of Science in Communication
Florida State University
 - Certified Public Manager
Florida State University
 - Certified Redevelopment Administrator
Florida Redevelopment Association
 - Certified Main Street Manager
National Trust for Historic Preservation
-

PROFESSIONAL AFFILIATIONS

- International City/County Management Association
- Florida City and County Management Association
- Florida Redevelopment Association — Board Member
- Rotary International

Dr. Scott Andrews, ICMA-CM

CEO | Author | Keynote | Founder | Professor | Convener | Thought Leader

Las Cruces, NM | 813.943.3405 | Scott@LeadWithLove.io | LeadWithLove.io

Leadership Scope

- Leadership within \$789M municipal government budget
- Executive oversight of \$500M county government budget
- Leadership of 2,000 municipal employees
- Executive leadership of 1,000 county employees
- Public services delivered to 240,000 residents across 3,800 square miles
- Founder of leadership network connecting ~20k public sector professionals

Executive Profile

Dynamic public sector executive with 23 years of leadership experience guiding complex municipal and county organizations across four states.

CEO-level leader overseeing large multidisciplinary teams, multi-hundred-million-dollar budgets, and strategic initiatives that modernize public institutions and strengthen communities.

Currently serving as County Manager of Doña Ana County, New Mexico, leading 1,000 employees and overseeing a \$500M budget serving more than 240,000 residents across 3,800 square miles.

Previously Assistant City Manager for Bakersfield, California, the 48th largest city in the United States, helping oversee operations for a government of approximately 2,000 employees and a \$789M budget.

Leadership Philosophy

Andrews is known for his Lead With Love leadership philosophy, emphasizing empathy, authenticity, accountability, and service-centered leadership.

His work focuses on building healthy organizational cultures, empowering teams, and strengthening trust between public institutions and the communities they serve.

Professional Experience

Doña Ana County, New Mexico | County Manager / CEO | Pop. 240k residents

Oct 7, 2024 – Present | \$500M budget | 1,000 employees

- Chief executive responsible for administration and strategic leadership of New Mexico's second largest county government
- Oversee an annual operating budget exceeding \$500 million
- Secured the largest economic development investment in New Mexico state history (Oracle/OpenAI), currently the largest project underway in the United States and 12th largest globally

City of Bakersfield, California | Assistant City Manager | Pop. 430k residents

May 2022 – Sep 2024 | \$789M budget | 2,000 employees

- Served as Acting City Administrator in the absence of the City Manager
- Oversaw major operating departments including HR, Finance, Parks & Recreation, IT, Economic Development, Community Relations, and Safety Risk
- Facilitated adoption and management of the city's \$789M annual budget and capital improvement program

City of Covington, Georgia | City Manager / CEO | Pop. 15k residents

Dec 2019 – May 2022 | \$157M budget | 340 employees

- Chief Administrative Officer for full-service municipal government
- Oversaw electric, gas, police, fire, airport, stormwater, public works, IT, HR, and 911 operations
- Helped secure major economic development investments including Rivian, a Meta/Facebook expansion, Cinelease Studios, and Battery Resources
- Led the creation of Covington Town Center redevelopment initiative

City of Smyrna, GA | Assistant City Administrator | Pop. 58k residents

Sep 2017 – Dec 2019 | \$110M budget

- Oversaw Engineering, Parks & Recreation, Economic Development, IT, Library, and Museums

- Played key role in creating economic development initiatives that were needed to relocate the Braves from Atlanta to 3 miles from Smyrna City Hall

City of Sugar Hill, GA | Economic Development Director | Pop. 30k residents

Apr 2014 – Sep 2017

- Directed downtown redevelopment and economic development strategy
- Executed development agreements for mixed-use and hospitality projects
- Initiated the largest municipal event series in Georgia drawing thousands annually

City of Temple Terrace, Florida | Recreation Supervisor / Facility Manager / Recreation Leader | Pop. 28k residents

July 2003 – Feb 2014

- Managed five recreation facilities and fifteen parks
- Supervised nearly 60 employees
- Served on city pension and labor negotiation teams

Academic Appointments & University Involvement

Strayer University | Adjunct Professor – Public Policy | Dec 2025 – Present

- Teach graduate-level public policy courses within the Master of Public Administration program
- **ICMA Student Chapter - Founder/Mentor:** Georgia Gwinnett College (2015), Clark Atlanta University(2018), Cal State University (2023), and New Mexico State University (2025 to Present)

Education & Executive Leadership Programs

Doctor of Education – Organizational Leadership | Argosy University | 2015

Master of Public Administration | Strayer University | 2009

Bachelor of Science – Business Management | University of South Florida / University of Phoenix | 2007

Executive Leadership Programs

- Senior Executives in State & Local Government – Harvard Kennedy School | 2024
- Local Governance Summer Institute – Stanford University | 2023
- Climate Change and Health – Yale University | 2022
- The Power of Team Culture – University of Pennsylvania | 2022

Professional Leadership & Board Service

International City/County Management Association (ICMA)

- ICMA Credentialed Manager - Since 2018
- ICMA Academic Relations Committee 2021-Present
- Ferguson Scholar – Harvard Kennedy School - 2024
- Selected to Institute on Race, Equity and Inclusion - Kettering Foundation - 2022
- Selected to Gettysburg Institute - 2022
- CCMF Scholarship - Stanford University - 2023
- Cal-ICMA - Board of Directors - 2023
- Georgia City/County Management Association - Board of Directors - 2021
- Rotary International - Executive Officer (Secretary) - Bakersfield, CA - 2021
- Cal State University/New Mexico State University Public Policy Advisory Board - 2024 & 2026
- Boys & Girls Clubs of Kern County - Board Member - 2022-2024

Honors & Awards

- Public Servant of the Year - New Mexico IDEA - 2026
- Ferguson Scholarship – Harvard Kennedy School - 2024
- Visionary City Award – GA Municipal Association - City of Covington - 2022
- Friend of Gwinnett County Tourism Award - 2014
- If You Care, You Do Award – Florida City/County Management Association - 2013

Certifications

- EQ-i 2.0 + EQ 360 Emotional Intelligence Certification – MHS – 2025
- ICMA Credentialed Manager (ICMA-CM) – Maintained since 2018
- Economic Development Finance Professional – National Development Council – 2017
- Certified Parks & Recreation Professional – 2011 to 2017

Thought Leadership

Founder – Lead With Love LLC

Founder – The Violet Movement

National keynote speaker on leadership, emotional intelligence, and the future of public service

Creator and facilitator of national executive leadership roundtables for city and county leaders

Author of:

- Lead With Love
- Humanity in the Age of Robots
- Transforming Leadership, Experiences, and Public Sector Success
- Violet's Are Blue (Amazon Best Seller)

ZACHARY W. BORDER

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PROFILE

A highly motivated, driven professional with progressive experience ranging from constituent advocate for a United States Senator to security personnel in the profit industry to varying positions within the local community. Seeking a job that will utilize demonstrated ability to advocate for constituents and improve the environment, education and economy of Pennsylvania.

AREAS OF EXPERTISE

Leadership • Management • Communication
Human Relations • Team Facilitation • Community Relations
Volunteer Management • Professional Speaking • Campaign Management

PROFESSIONAL HISTORY

Lower Swatara Township

Township Manager.....**Present**

Be responsible for the activities of all municipal departments

Prepare an agenda for all Township Board Meeting business and be responsible for providing updates and necessary follow-up to action items from meetings.

Prepare and submit a budget for the next fiscal year and an explanatory budget message.

Be responsible for the administration of the budget after its adoption by the Board of Commissioners

Supervises all personnel (ie schedules, assigns and reviews work, provides direction, recommends promotion, discipline or discharge, adjusts grievances, approves leaves, recommends and adjusts pay assignments)

Receives and investigates, or causes to be investigated, all complaints directed at Township services

Acts as liaison between the Borough Council and all Township Boards and Commissions.

Responsible for searching and writing grants

Maintain personnel files

Act as Administer for health insurance and life and disability insurance, Pension Plan Administrator and Open Records Officer.

Coordinate transportation capital improvement projects with the Township Engineer and assist the Financial Consultant in preparing the capital improvement programs for the annual Township budget.

Coordinate and oversee the Purchasing function of the Township in accordance with the Board of Commissioners all supplies and equipment for various agents, boards and departments and other offices of the Township

Act as a liaison to the township Municipal Authority

Borough of Marysville..... 2020-2022
Borough Manager

Be responsible for the activities of all municipal departments

Prepare an agenda and minutes for all borough council business and committee meetings and be responsible for providing updates and necessary follow-up to action items from meetings.

Prepare and submit a budget for the next fiscal year and an explanatory budget message.

Be responsible for the administration of the budget after its adoption by the Borough Council.

Supervises all personnel (ie schedules, assigns and reviews work, provides direction, recommends promotion, discipline or discharge, adjusts grievances, approves leaves, recommends and adjusts pay assignments)

Receives and investigates, or causes to be investigated, all complaints directed at Borough services

Acts as liaison between the Borough Council and all Borough Boards and Commissions.

Responsible for searching and writing grants

Maintain personnel files

Act as Administer for health insurance and life and disability insurance, Pension Plan Administrator and Open Records Officer.

Coordinate transportation capital improvement projects with the Borough Engineer and assist the Financial Consultant in preparing the capital improvement programs for the annual Borough budget;

Acts as liaison between the Borough Council and land developers and other applicants along with the Borough Engineer;

Act as the Borough Code Enforcement officer

Update the Boroughs Facebook and Website on a regular basis.

Coordinate and oversee the Purchasing function of the Borough in accordance with the provisions of the Borough Code and authorized by Borough Council, all supplies and equipment for various agents, boards and departments and other offices of the Borough.

Oversee the boroughs sewer and trash collection

Hershey Entertainment and Resorts.....2017-Present

Box Office Supervisor

Assist in preparation of the weekly employee schedule

Oversee opening, closing and operations of the box office according to departmental procedures

Resolve guest opportunities in a professional and timely manner

Train, coach, develop and help supervise PT team members in all areas of the Department

Ensure all PT team members are adhering to departmental and company policies, procedures and enforce policies when deemed necessary

Assist with executing department operational tasks and other duties as assigned

The Hospital & Healthsystem Association of Pennsylvania.....2015-2018

Legislative Assistant

Compose and prepare correspondence on behalf of the Senior Vice President

Handle logistics for meetings and legislative advocacy events

Work with communications to produce documents for legislative advocacy and HAPAC events

Provide administrative support for HAPAC the political action committee of the association

Maintain key advocacy outreach list

Monitor via live stream hearings on top state and federal legislative priorities

Prepare bill summaries

Assist in tracking state and federal legislation important to hospitals

Monitor media outlets for stories that are important to legislative advocacy

Pennsylvania Department of Human Services.....2012-2015

Legislative Specialist

Analyzes, and evaluates the progress of appropriation and other bills by acting as a liaison between the department and the state legislature.

Assist the agency Legislative Liaison in communicating information and agency positions to the Governor's Legislative Office and members of the Legislature and their staffs.

Performs legislative liaison work as a staff assistant to the Legislative Liaison on legislation having fiscal, program or legal implications on the functions of the department.

Maintains close contact with the House and Senate to ascertain the status of legislation, to answer questions from the legislative committees on proposed legislation and to answer questions from the legislature on the fiscal, program and legal implications of bills.

Pennsylvania Department of Revenue.....2011-2012

Tax Account Collection Technician

Responsible for the collection of delinquent taxes through telephone and/or mail contacts with taxpayer. Receives computer generated assignments for delinquent taxes and contacting delinquent taxpayers or their representatives to inform of outstanding tax liabilities and to demand payment of delinquent tax.

Prepares correspondence regarding the status of the taxpayer's account and to request information; preparing and tracking Deferred Payment Plans; recommending referral of

accounts for further activity and recommending compromises and/or write-offs when further collection activity is not cost effective or accounts are noncollectable.
Meets with taxpayers and their representatives in the office to discuss status of taxpayer account, to explain tax laws and rules and regulations and to resolve problems with the taxpayer's account.

United States Senator, Arlen Specter (Harrisburg, PA).....2008-2011

Constituent Advocate

Manage office interns and office emergency plan.

Organize, manage and execute over 500 constituent and case work requests.

Develop working knowledge of inner working and policy of federal and state agencies, including Social Security, Veterans' Affairs, Active Military, IRS and Department of Labor.

Communicate with varying embassies around the world to assist individuals in obtaining Visas and handle immigration issues.

Serve as public speaker to address key Senatorial issues.

Staffed Senator during travel and business engagements.

COMMUNITY INVOLVEMENT

Gateway Historical Society.....2015--Present

Board Member

Lemoyne Borough Council.....2014-2019

Member

Borough of Lemoyne Planning Commission.....2011-Present

Member

Borough of Lemoyne Zoning Hearing Board.....2011-2012

Member

Lemoyne's Eye on Crime Watch Program.....2010-2012

President

Office of Senator Rob Wonderling.....2007

Intern

River of God Fellowship Church.....2005-2006

Pastoral Internship and Practicum

ACADEMIC CREDENTIALS

B.S., Bible, Lancaster Bible College, 2007
Concentration: Pastoral Ministry

REFERENCES

Gary Myers

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Cindy Foster

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Lemoyne Borough
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Seth Atkinson

Asst Director, Guest & Ticketing Experience
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ZACHARY W. BORDER

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CHARLES (CHAD) D. MORRIS

COMMUNICATOR • LEADER • COORDINATOR

PROFESSIONAL PROFILE

Accomplished leader with more than 25 years of service in the public and private sector. More than 15 years of progressively responsible local government management experience. Demonstrates high level communication skills, the ability to think strategically, and political acumen. Values creativity, flexible thinking, and resiliency. Proficient at finding innovative solutions to challenges, developing relationships, and building and empowering teams.

RELEVANT EXPERIENCE

City of Milton-Freewater, Oregon • May 2024 – Oct. 2025

City Manager -- Chief Administrative Officer for the City. Senior appointed officer, responsible for all day-to-day operational decisions and all personnel actions. Oversee all operational departments including Public Safety, Public Works, Administration, Finance, Library, Water, Sewer, Electric, Solid Waste, and Community Development. Facilitated Strategic Visioning process.

City of Niceville • Niceville, FL • 2001 – 2024

DEPUTY CITY MANAGER - 2023 – 2024, DIRECTOR OF PURCHASING - 2009 – 2024, DIRECTOR OF INFORMATION SYSTEMS- 2001 - 2024

Deputy City Manager -- Title became official in February 2023 to reflect duties performed for several years previous. Serves as strategic advisor for senior leadership, develops public-private partnership opportunities, represents the City when requested by management, and seeks to increase visibility of the organization. Involved in development, review, and presentation of annual city budget. Fosters relationships with stakeholders, senior leadership, and elected officials.

- **2001 - 2024 -- Information Systems Director** - Coordinates with Information Systems Department and other city staff to develop solutions that solve technology related challenges. Understands business processes of all municipal departments to implement appropriate resources.
- **2009 - 2024 -- Purchasing Director** - Establish proper processes to ensure that all applicable laws and requirements are satisfied. Monitors and understand operations and ongoing activities in all departments to assist in procuring needed goods and services.
- **2012 - 2024 -- Project Manager - Special Projects** - Lead teams to plan, budget, implement, and manage projects with multiple department involvement. Facilitates cooperation and scheduling within and between involved departments. Coordinate labor and material acquisition as required to successfully accomplish project goals.
- **2014- 2024 -- Grants management** --Manages some grants applied for by the City. Researches, plans, communicates, budgets, and evaluates grant opportunities as part of the grant team and process.

EDUCATION

Master of Public Administration
Management
Troy University

B.S.B.A. Business Administration
Accounting
University of West Florida

RELEVANT TRAINING

Certified Government Chief
Information Officer Program

Administrative Law

Labor Relations Mediation and
Negotiation

Organizational Analysis

Policy Formation &
Implementation

Policy & Program Research

Governmental Budgeting &
Finance

Personnel Management

FEMA/NIMS 100 & 200

PROFESSIONAL MEMBERSHIPS

ICMA

OCCMA

NIGP

CHAD D. MORRIS

COMMUNICATOR • LEADER • COORDINATOR

RELEVANT EXPERIENCE - Continued

Owner - SR Technologies

Milton, FL • 1998 - 2003

Accounting Manager - Graves & Carlos, Architects and Engineers

Pensacola, FL • 1997 - 1998

Lead Caregiver - Santa Rosa Community School - SRCSD

Milton, FL • 1988 - 1997

Enlisted - US Army and US Army Active Reserves

1986 - 1990

RELEVANT SKILLS

COMMUNICATIONS

- Communicates professionally and effectively with staff, management, council members, and citizens to aid in task completion, project management, conflict resolution, and information dissemination.
- Proactively works with teams, departments, and outside consultants to create and execute work plans, budgets, performance metrics, and policies and procedures.

PLANNING / BUDGETING

- Developed department plans for continuity of operations.
- Involved in city-wide budget development as well as individual departments.
- Developed policies and procedures for department operations.

LEADERSHIP

- Understand and use delegation to increase productivity and efficiency.
- Utilize strategic thinking processes to research and evaluate potential solutions to needs or issues
- Able to develop creative solutions to opportunities and adapt to changing needs and situations.
- Team leader for signal team in US ARMY Active Reserves 1988-1990

MAJOR PROJECT INVOLVEMENT

- Project Manager for Niceville Senior Center Construction
- Project and Grant Manager for John Sims Pkwy Median Beautification Project - FDOT grant
- Restore Act Grants lead for Niceville Landing land acquisition.

Volunteer Work

- Niceville/Valparaiso Rotary Club
(2018- 2024)
- Milton-Freewater Rotary Club (2024-present)
Board member 2025-present
- Pine Terrace Baptist Church Treasurer
Approx. 2000 – 2008

BOARDS/COMMITTEES

- Central Gulf Coast Chapter NIGP
President 2016-2017
- Florida Local Government Information Systems Association
Northwest District Representative
Board Member 2005-2014
- NIGP Best Practices Development Team. Team member for series of Best Practices documents on IT Procurement published by NIGP
- Oregon Municipal Electric Utilities (OMEU) Board member and Legislative Committee member
- OCCMA Scholarship committee

Dana Louis Schoening

• 1016 Antler Ridge

• Tuttle, OK 73089

• (580) 678-1186

• Dana.Schoening@yahoo.com

SUMMARY OF QUALIFICATIONS

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

PROFESSIONAL EXPERIENCE

City of Tuttle, Oklahoma **City Manager**

09/2022 - Present

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

- **Wastewater Treatment Plant (WWTP).** Managed oversight for the FY 2023/24 \$8M Wastewater Treatment Plant capital improvement project, adding sewage capacity to manage impending community growth.
- **Subdivision Offsite Improvements.** Led policy development to institute offsite section line road infrastructure improvements with “Fee in Lieu” code requirements to manage impacts associated with residential growth.
- **Collective Bargaining Agreements.** Negotiated three-year Police and Fire/EMS collective bargaining agreements with union employee representatives for City Council approval.
- **Capital Improvements Plan (CIP).** Led development of initial Five-Year Tuttle Capital Improvements Plan.

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

04/2019 – 09/2022

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

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

City of Wichita Falls, Texas **Director of Community Development**

10/2017 - 02/2019

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

- **Downtown Revitalization.** Led downtown development strategies programming with focus on streetscapes, regulatory strategies and development incentives designed to revitalize downtown Wichita Falls.
- **Ordinance Amendments.** Coordinated efforts to amend the Subdivision and Development Regulations Ordinance and develop a Temporary Storage Units (i.e., PODS) Ordinance as approved by City Council.

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- **Department Operations Management Plan.** Led development and implementation of customer service strategies with emphasis based on “Action Delegation” input sessions involving department stakeholder representatives.

City of Abilene, Texas

12/2015 - 10/2017

Director of Planning and Development Services

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

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

City of Duncan, Oklahoma

09/2000 - 12/2015

Director of Community Development

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

- **Retail/Office Market and Housing Strategies Study (2012).** Directed study designed to identify recommendations to complement economic development programming with retail and neighborhood redevelopment opportunities.
- **Duncan 2030 Comprehensive Plan (2011).** Managed planning process utilizing stakeholder assessment, community trends analysis, issue identification techniques, public listening sessions and general public input forums to identify community building and economic development strategies.
- **Highway 7 Corridor Land Development Plan (2002).** Directed process to develop future land use and development recommendations associated with the State Highway 7 Bypass transportation corridor. Code amendment and annexation recommendations identified for corridor-specific land development standards.
- **Priority Actions Planning Process (2002).** Facilitated process to establish proposed budget items utilized for \$12.5M redirection of sales tax funding for municipal operations and capital improvement items for FY 2003-2007.
- **Affordable Housing.** Managed local government application processes to support private investment affordable housing development applications. Assisted developers to procure local government funding match to support grant applications submitted to the Oklahoma Housing Finance Agency (OHFA), Tax Credit Incentives Program.
- **Program Development, Removal of Blighted Residential Structures.** Structured nuisance abatement program to include significant removal of dilapidated residential structures. Local program funding was supplemented with \$225K CDBG Small Cities Set-A-Side Program funding to expand program reach to remove blighting influences.

University of Wisconsin-Cooperative Extension

10/1995 - 09/2000

Department Head/Community Resource Development Agent, Langlade County, WI

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

EDUCATION/CERTIFICATION

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

Emmanuel O. Adediran, FMP, CPM, M.S., D. Min.

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HIGHLIGHTS OF EXPERTISE

Executive Leadership - Project Management- Budget Management- Teambuilding
Organizational Effectiveness - Strategic Planning and Critical Thinking-Servant Leader
Infrastructure Development - Public Works Operations - Fleet Management
Capital Improvements -Zoning and Permits - General Services – Urban Forestry
Stormwater/Emergency Management – Wastewater Management

PROFESSIONAL EXPERIENCE

CITY MANAGER, CITYOF COLLEGE PARK, GA

JANUARY 2024 - MAY 2025

Planned, directed, managed, and provided oversight of the administration of municipal day-to-day operations. Coordinated assigned activities with City departments heads, community representatives, and outside agencies. Administered policies established by the Mayor and City Council and the city charter for efficient operation of the municipality.

Conferenced with department heads concerning operating problems, plans, and policy questions. Assisted department heads in the management, development, and implementation of department goals, objectives, policies, and priorities for City Departments. Provided leadership and direction for effective City service. Served as facilitator/communicator between departments to coordinate efficient provision of municipal services.

- Developed proposals for the Mayor and City Council on citywide policies and coordinate the application of these policies in city procedures according to the City charter. Provided leadership and direction in the development of short and long term plans. Represented the City Council in public meetings and before the State Legislature and other elected bodies and boards when requested.
- Staffed the budget framework process and presented recommendations to the Mayor and Council. Maintained sound fiscal position for the city through preparation of annual budget, financial reporting, treasury and cash management, debt administration, accounting, utility billing, special assessments administration, risk management, pensions, business, and occupational licensing, permits, and record management. Provided policy guidance for the development and review of budget requests and program proposals through coordination with City Department Heads.
- Represented the City, on various committees involving other public entities or private organizations. Provided professional advice to the Mayor, City Council, and to Department Heads. Made presentations to councils, boards, commissions, civic groups, and the public.

Significant Accomplishments

- Reopened the Ward 3 police precinct, resulting in crime reductions in the surrounding area.
- Implemented the use of NFT tags through the city. College Park is the first city in the nation to utilize NFT tags.
- Managed the installation of smart cameras throughout the city, focused on increasing public safety and security, enhancing the quality of life for citizens and improving our local economy.

DIRECTOR OF PUBLIC WORKS, WATER & SEWER, CITY OF COLLEGE

PARK COLLEGE PARK, GA JUNE 2023 - JANUARY 2024

- Directed the operations and management of the Public Works, Water & Sewer Department for the City of College Park, GA.
- Provided leadership and work strategies for public services including Civil Infrastructure, Streets/Roads Management, Roadway/Right-of-Way Management, Grounds & Buildings Management, Urban Forestry, Facilities Management, Traffic Engineering, Fleet Maintenance, Storm Water Management and Solid Waste Management. Additional responsibilities included streets drainage, recycling, environmental services.
- Managed department operating and capital improvement budget, special and internal service funds, and enterprise fund budget totaling approximately \$23 million and 72+ FTE's.
- Addressed and resolved citizen and business community concerns and complaints with standards of excellence in customer relations and high-quality service.
- Managed the procurement, design, construction and maintenance of City's infrastructure, solid waste collection and disposal, recycling, landfill and transfer stations, and fleet operations.
- Reviewed and approved solicitations for project scopes, vendor contracts, engineering, architectural drawings, and construction documents.
- Prepared and presented written and oral reports to City Administration, Council, citizen groups, public, and media inquiries.

ASISTANT DIRECTOR OF PUBL, IC WORKS, CITY OF NORTH MIAMI BEACH

NORTH MIAMI BEACH, FL MARCH 2021 - MARCH 2023

- Assisted the Director of the Department in executing the directives and

goals through subordinate professional and clerical staff for Fleet,

Facilities, Neighborhood Beautification and Solid Waste.

- Worked collaboratively with division heads and managers of other City departments to promote public safety and enhancements related to Public Works.
- Used independent judgment, initiative, and knowledge in technical and managerial decision-making for complex and often considerable unique circumstances.

SIGNIFICANT ACCOMPLISHMENTS

- Implemented Facility Dude Computerized Maintenance Mechanic Systems.
- NE 183 St Bike Path (3.0 miles) construction and Finalization/Commission Ribbon Cutting- Federal/State/Local funding.
- NE15 Ave Bridge- Design and build review.
- Driveway Approach designed and completed.

INTERIM DIRECTOR OF PUBLIC WORKS, CITY OF NORTH MIAMI BEACH

NORTH MIAMI BEACH, FL APRIL 2022- JULY 2022

- Directed the operations and management of the Public Works Department for the City of North Miami Beach, FL.
- Provided leadership and work strategies for public services including Civil Infrastructure, Streets/Roads Management, Roadway/Right-of-Way Management, Grounds Management, Urban Forestry, Facilities Management, Traffic Engineering, Fleet Maintenance, Storm Water Management, and Solid Waste Management. Additional responsibilities include streets and drainage, recycling, environmental services.
- Managed department operating and capital improvement budget, special and internal service funds, and enterprise fund budget totaling approximately \$70

million and 100+ FTEs.

- Managed the procurement, design, construction and maintenance of the City's infrastructure, solid waste collection and disposal, recycling, landfill and transfer stations, and fleet operations.
- Reviewed and approved solicitations for project scopes, vendor contracts, engineering, architectural drawings, and construction documents.

ASISTANT DIRECTOR OF OPERATIONS, DEPARTMENT OF SOLID WASTE, CITY OF MIAMI MIAMI, FL MARCH 2020 - MARCH 2021

- Established and monitored production goals with targets for all operational divisions.
- Recommended proven methods for waste minimization, proper handling, and Environmental Protection.
- Analyzed statistical data, provided oversight of disposal sites, managed special events, oversaw all safety and accident prevention programs, conducted strategic planning, and executed strategic initiatives.
- Provided direct reports with tools to implement the department's strategic plan and assisted with exceeding performance measures
- Assisted in the preparation of the departmental budget.
- Represented the Director and department in a variety of meetings, including public forums; and performing other duties, as required.

SIGNIFICANT ACCOMPLISHMENTS

- Reorganized the Solid Waste Department, its routing, reducing overtime costs

to the City of Miami. Save approx. \$1.0M

- Implemented a transfer station to reduce travel time and eliminate excessive use of central transfer station at an extensive cost

DIRECTOR OF CAPITAL PROJECTS AND FACILITIES, RICHMOND REDEVELOPMENT AND HOUSING AUTHORITY

RICHMOND, VA NOVEMBER 2018 - MARCH 2020

- Initiated, expedited, facilitated, and monitored capital improvement projects (CIP) and budget development.
- Directed and supervised the management of RRHA physical project construction, maintenance operations, delivery of large capital projects with activities ranging from the environmental phase through design and construction of the project.
- Directed the development and monitored capital fund budgets; analyzed capital and operating expenses and projects; ensured adequate funding to support the activities, programs, and services in the agency's strategic plan.

SIGNIFICANT ACCOMPLISHMENTS

Upon hire, immediately addressed Richmond Redevelopment Authority's public relations, HUD and UBC compliance issues related to heating:

- Installed 450 new boilers, over 15,000 linear feet of pipes and over 5000 radiators in the housing units within a six-month period - saved human lives and \$1.0M
- Installed 350 new hot water heaters in the housing units (install new hot water- saved \$250K
- Restored heat to over 3800 apartments in the different housing units- Saved lives.
- Repaired and replaced over 150 apartment roofs - saved \$250K.
- Repaired and installed over 5000 linear feet of sidewalks/ADA Compliant

curb improvements.

- Developed and implemented HUD Housing Maintenance Plan, developed solicitations for infrastructure, construction, demolition, and capital needs.

**CONSTRUCTION ANALYST, UNITED STATES SMALL BUSINESS ADMINISTRATION -
DISASTER VERIFICATION CENTER**

WASHINGTON, DC SEPTEMBER 2017- Intermittent

- Conducted on-site damage assessments to personal, real, and business property; determined the extent of damaged properties, estimated the cost of repairs or replacement, and worked primarily in disaster affected areas.
- Led team efforts in disaster recovery for individuals and businesses while ensuring accuracy in the detail reporting of data needed to complete estimates for loan applications; used architectural knowledge, skills, and resources to analyze structural types, valuation, and replacement costs.
- Established and led a culture of high performance among a team of diverse and talented civilian and military veterans to achieve the organization's disaster recovery and restoration goals.

SIGNIFICANT ACCOMPLISHMENTS

- Prepared reports with accuracy and precision that lead to working on the software applications second release.
- Outstanding contributions to the development and new release of software.

INTERIM DIRECTOR OF PUBLIC WORKS, CITY OF PETERSBURG

PETERSBURG, VA APRIL 2017-AUGUST 2017

- Provided leadership and work strategies for public services including

Public Utilities, Storm water Management, Infrastructure, Streets/
Roads Management, Traffic Engineering/Right-of-Way Management,
Procurement, Grounds Management, Facilities Management, Fleet
Maintenance, and Solid Waste Management

- Managed department's operating and capital improvement budget, special and internal service funds with a budget totaling approximately \$20 million and 100 FTE's
- Ensured compliance with Federal, State, and Local building codes and ordinances.
- Collaborated with regional commissions, civic leagues, business groups and community organizations to coordinate short- and long-term projects.

SIGNIFICANT ACCOMPLISHMENTS:

- Brought 189 acres of cemetery grounds and up to code.
- City properties, community development properties, medians, and gateways were treated and cut to improve city appeal.
- Improved utility collection rate by 88% - Increased revenues by \$1.0M
- Improved staff morale; corrected deficiencies in department billing and services

DIRECTOR OF PUBLIC WORKS, CITY OF RICHMOND

RICHMOND, VA OCTOBER 2014- FEBRUARY 2017

- Provided strategic direction and management oversight to the Department of Public Works and ensured implementation of Mayor and City Council goals, policies, and performance expectations.
- Managed department operating and capital improvement budget,

special and internal service funds, and enterprise fund budget totaling approximately \$97 million and 400+ FTE's.

- Reviewed and approved solicitations for project scopes, vendor contracts, engineering, architectural drawings, and construction documents.

SIGNIFICANT ACCOMPLISHMENTS:

- Developed, managed, and completed Capital to Capital Bike Trail- Promoting Healthy Lifestyles
- Completed Capital Gateway Improvement Project at 1-95 and 1-64
- Designed and built 4 new public schools, 5 new Public Works operations and engineering buildings, and a K-9 training center - Saved \$10M.
- Removed blighted city property to create prime location investment property.

ASSISTANT CITY MANAGER (INTERIM), CITY OF RICHMOND

RICHMOND, VA OCTOBER 2014 - FEB. 2017

- Served on the CAO's senior executive leadership team for the assigned Operations Portfolio including Public Works, Public Utilities, and Planning and Development
- Collaborated with the CAO and the Mayor in developing strategies for planned development in the City of Richmond.
- Prepared the portfolio's annual operating and capital expenditures budgets; developed a comprehensive report of financial, programmatic, and administrative performance goals.

- Negotiated, reviewed, and approved all departmental procurement, contract agreements and vendor performance reports.
- Managed, directed, and evaluated staff to achieve desired outcomes.

DEPUTY DIRECTOR, DEPARTMENT OF PUBLIC WORKS, CITY OF RICHMOND

RICHMOND, VA OCTOBER 2012- OCTOBER 2014

- Managed and maintained all capital assets, and real property; provided general maintenance services for streets/roads, buildings owned or leased by the city.
- Managed, monitored, and maintained fiscal budget for the Division.
- Designed work programs, implemented policies, goals, and standards for the Division.
- Prepared assessments and comprehensive reports on accomplishments and strategies needed to address Mayor-Council directives and public concerns.

SIGNIFICANT ACCOMPLISHMENTS:

- Appointed Project manager by the mayor and successfully completed construction and engineering of the City's new Justice Center, Fire Station 17, and the renovation of Altria Theater
- Redesigned and installed LEED lighting, ceilings, and HVAC Systems
- Renovated City Hall elevators, main floor public areas, third and fourth floor offices
- Relocated City Fleet Operations

OPERATIONS MANAGER, DEPARTMENT OF PUBLIC WORKS, CITY OF RICHMOND

RICHMOND, VA MARCH 2012- OCTOBER 2012

- Managed and maintained all city-owned buildings and responsible for the division's assigned fleet, streets, and roads.
- Developed, implemented, and evaluated a variety of building operation systems and preventive maintenance programs.
- Responsibly managed operating and capital budget. Reviewed daily and weekly reports and recommendations pertinent to productivity and operating expenses.
- Developed policies and procedures and implemented compliance strategies.
- I interacted with vendors to establish and negotiated cooperative purchasing agreements and procurement contracts.

SIGNIFICANT ACCOMPLISHMENTS:

- Developed plan and renovated Richmond Courts (Manchester and Oliver Hill)
- Developed alternative space use plan and made improvements to implement Emergency Operations Center
- Designed and successfully completed construction of the Day Reporting Center, Workforce Development Center, Juvenile Justice Center, and Social Services buildings.

OTHER RELEVANT EXPERIENCE

SEPTEMBER 1999 -MARCH 2012

DEPARTMENT OF PARKS, RECREATION, AND COMMUNITY FACILITIES

TRADES SUPERVISOR II

- Supervised and managed all facilities, streets, and roads for the

Department; provided guidance for arborists in maintaining urban forestry and tree conservation.

EDUCATION AND TRAINING

Virginia State University, Petersburg, VA Virginia State University, Petersburg, VA United Theological Seminary, Dayton, OH

Bachelor of Science - Biology GPA 3.8 Master of Science -Biology GPA3.68 Doctor of Ministry GPA 4.00

CERTIFICATIONS

- FEMA Certified Emergency Management
- NIMS 900
- Facilities Management Professional (FMP)
- Public Housing Executive Director Program (ED)- Pending 4 Classes
- Public Housing Manager Certification (PHM)
- Maintenance Certification Program (CME)
- Certified Public Manager (CPM)

PROFESSIONAL AFFILIATIONS

ICMA

Public Housing Authorities Directors Association (PHADA)

The National Association of Housing and Redevelopment Officials (NAHRO) American Public Works. Association

International Facilities Management Association American Society of Civil Engineers

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PROFESSIONAL SUMMARY

Seasoned municipal executive grounded in council-manager governance, known for disciplined financial stewardship, enterprise-wide capital strategy, transparent communication, and steady leadership through complex, multi-department operational environments. Leads with a pragmatic, solutions-oriented approach that aligns resources with community priorities, strengthens performance accountability, and delivers measurable results through modern management practices. Legal training informs governance insight, contract oversight, procurement integrity, and risk-aware executive decision making.

CORE COMPETENCIES

- Council-Manager Governance • Enterprise Budgeting • Multi-Year Capital Planning
- Infrastructure & Utilities Oversight • Executive Negotiation • Organizational Alignment
- Intergovernmental Relations • Strategic Procurement • Performance Accountability

PROFESSIONAL EXPERIENCE

Town of Colonial Beach, Virginia

Town Manager | Interim Town Manager | Assistant Town Manager | May 2023 – Present

- Serve as chief executive for a full-service waterfront municipality with regional tourism influence and infrastructure demands extending beyond population size.
- Oversee development and execution of an approximately \$11 million General Fund budget, maintaining fiscal stability and long-term financial alignment.
- Guide multi-year capital infrastructure investment and downtown revitalization initiatives aligned with long-range growth objectives.
- Led negotiation and transition of wastewater treatment plant operations to a third-party provider, strengthening regulatory compliance and mitigating operational risk.
- Provide executive oversight of departmental performance and enterprise-level service delivery expectations.
- Represent the Town in regional and intergovernmental forums, advancing municipal interests and cultivating strategic partnerships.

City of DeSoto, Texas

Purchasing Manager | 2021 – 2023

- Directed strategic procurement supporting enterprise-wide capital infrastructure initiatives across multiple departments.
- Partnered with executive leadership to align sourcing strategies with fiscal priorities and long-range capital objectives.

City of Delray Beach, Florida

Purchasing Agent | 2016 – 2021

- Managed procurement for major capital improvement projects, strengthening contract administration and governance compliance.
- Developed procurement policies and contributed to ordinance updates, reinforcing operational accountability.

- Administered departmental budget preparation and expenditure monitoring aligned with fiscal priorities.

LEGAL & COMPLIANCE EXPERIENCE

2007 – 2014

- Drafted appellate briefs, legal memoranda, and compliance analyses involving federal and state regulatory frameworks.
- Conducted complex legal research supporting judicial and executive decision-making.

FINANCIAL SERVICES EXPERIENCE

1997 – 2006

- Managed client investment portfolios and high-net-worth relationships while ensuring regulatory compliance.
- Strengthened financial analysis, risk management, and advisory practices.

MILITARY SERVICE

United States Army

Automated Logistical Specialist | 1991 – 1993

- Supervised logistics operations, inventory control systems, and operational reporting processes supporting readiness and accountability.

EDUCATION

Juris Doctor (JD)

St. Thomas University School of Law

Master of Business Administration (MBA)

Nova Southeastern University

Bachelor of Arts, Speech and Theatre

Fayetteville State University

EXECUTIVE EDUCATION

Senior Executive Institute (SEI)

Weldon Cooper Center for Public Service, University of Virginia

PROFESSIONAL AFFILIATIONS

International City/County Management Association (ICMA)

Virginia Municipal League (VML)

National League of Cities (NLC)

RICARDO JOSE MENDEZ, MBA, PE, CGFM, ICMA-CM

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SUMMARY

Provide innovative leadership helping county and municipal governments improve management operations, achieve financial stability, compliance with regulatory agencies, and increase trust and confidence in the administration. Ability to manage resources under budgetary constraints allowing effective and efficient delivery of vital and necessary services, including public safety, utilities, and infrastructure projects. Possess skills in analyzing highly complex issues and providing solutions in fast-paced political environments. Delivered a \$2B Capital Improvement Program on time for the first time in years leading to voters' approval of additional bonds.

I led the implementation of one of the most successful Municipal Financial Recovery Plans in the country with over 130 revenue-enhancing and management improvement initiatives in all City Departments and Bureaus; therefore, helping the City avoid further default of financial and contractual obligations and bankruptcy. These accomplishments not only placed the City on a fiscal recovery track but led the City out of State Receivership in less than three years. I have 25 years of professional experience and developed expertise in the following areas:

- Strategic Management
- Collective Bargaining & Labor Relations
- Operations Management & Improvement Process
- Organizational Analysis & Development
- Project & Program Management
- Building, Zoning, Permitting & Code Enforcement
- Community Planning & Redevelopment
- Financial Analysis & Budget Development
- Capital Improvements & Bond Programs
- Sustainability & Environmental Management
- Public Safety & Emergency Management
- Conflict Resolution & Team Building
- Stormwater & Utilities Management
- Water/Sewer Plants Operations & Compliance

RELEVANT LOCAL GOVERNMENT EXPERIENCE

CITY OF WEST PALM BEACH, FL, 2020-2021

Assistant City Administrator

Population served: 125,000 Budget: \$800M Employees: 1,700

Brought on board to oversee the City's daily management operations with direct oversight responsibility for multiple departments and bureaus, including infrastructure and development. Serve as Assistant Chief Administrative Officer, providing leadership and management supervision to over 1000 municipal employees, including development services, planning, building, zoning, code enforcement, information technology, utilities, engineering, parking administration, public works, and the support services department. Also, I led the planning and implementation of the City's multimillion-dollar capital improvement plan. Additionally, I had direct oversight responsibility for management operations, maintenance, rehabilitation, and environmental compliance of the City's water & wastewater treatment plants providing water & sewer services to Palm Beach County and multiple municipalities. Advised the Mayor and City Commission on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process, and compliance with State and Federal regulatory agencies.

Other responsibilities include planning, design, construction, rehabilitation, and modernization of Citywide public infrastructure and facilities, e.g., land development, transportation-roadways, water, sewer, drainage, stormwater, water & wastewater treatment plants, utilities, environmental, parks, and municipal buildings. Also, responsible for preparing and

administering budgets, coordination of Board-appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction-program management, and projects coordination with local, state, and federal regulatory agencies. Directly supervised department directors, including senior local government managers, career administrators, accountants, professional engineers, registered architects, and professionals handling City Agenda tasks and operations.

The City faced multiple challenges during my tenure, crippling cultural institutions, service industry, tourism, and hospitality. By August, the County had lost more than \$48 million among 33 cultural organizations, impacting almost 600 jobs hurting the City as the County's cultural capital. Additionally, tourists' visitation to the palm beaches was down 30% and tourism spending down 20%, hurting the City with more tourism-dependent households than any City in the County with 4,300. The City also lost significant business from big stores at major shops and destinations to mom-and-pop stores. Therefore, significant financial impacts were felt at City hall, where choices were narrow, and sacrifices were made across the board. Notwithstanding, thanks to a great deal of teamwork where I had the honor and privilege to lead and provide executive management oversight, we made the following **remarkable achievements**:

- Improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures, and establishing a professional management system in every department.
- Addressed underlying chronic issues challenging the City for years while curing audit findings, e.g., IT department.
- Significant accomplishments made in financial management, reporting compliance, budgeting, revenue, cost containment and reduction while balancing the City's budget amid meaningful environmental and internal challenges.
- Improved service levels while providing all vital and necessary services to City and County residents, notwithstanding all significant budgetary challenges.
- Amid unprecedented declining state revenues, increasing operating expenses, and facing a \$10M budget shortfall, by working together and being creative, we passed a Balanced \$194M General Fund Budget keeping the millage rate the same without layoffs to full-time employees.
- Elevated our game, avoiding the fiscal storm now plaguing major Cities across the country. Became more frugal and vigilant to future impacts to the budget from current initiatives as part of the plan to address future budget challenges.
- Despite pandemic challenges, we put neighborhoods first by completing 42 infrastructure improvements projects totaling \$45M in FY2020, including filling potholes, adding streetscapes, and hardening the City's utilities.
- Fiercely and successfully protected the City's source of its drinking water supply, Grassy Waters, and opposed to the lowering of Lake Okeechobee, which can adversely impact the source of the City's water supply.
- Helped the City achieve economic success during pandemic providing the executive oversight to planning, building, zoning and code enforcement operations obtaining the highest collection of business tax revenue in its history or \$3.3M.
- Provided all municipal development services required by the private sector to maintain \$700 M in ongoing construction projects on schedule amid the pandemic.
- Helped the City remain fiscally responsible, notwithstanding reaching an impasse with police and fire unions.
- Helped transform downtown by prioritizing and accelerating over \$20M in stormwater and drainage projects and made significant progress completing streetscapes, e.g., Banian St., also completed \$20M in improvements to Clematis St. and renovations to centennial fountains, a City Landmark, including lights, water, and music shows.
- Revamped City's customer services infrastructure, i.e., personnel/software, as part of the Neighborhood First initiative.
- Rapidly advanced plans for the new golf park working in partnership with PGA of America and for multiple infrastructures, land development and facilities projects becoming a reality in 2021, e.g., the new South Olive Park Tennis Center.
- Injected new vitality into City areas and neighborhoods historically overlooked and ignored, e.g., the north end, Heart and Soul Park, The Sunset Lounge, and the Styx Promenade.
- Helped attract economic development and improved quality of life by investing-enhancing public safety and public infrastructure while accomplishing a 9% decrease in overall crime rate and a 30% decline in the homicide rate.

Achievements City of West Palm Beach Cont.

- Recommitted help and energy in making target areas vibrant, economic, cultural assets, and a central focal point of outreach and opportunity, e.g., Latin Quarter helping the City rank among the top 20 cities in the nation for inclusivity and among the top Cities in the world for climate leadership.
- Achieved 92% of the City's goal to complete 300 affordable workforce housing units within three years by completing 277 units in 2020 ahead of schedule. Therefore, increasing the goal to 500 units in three years impacting the City's future.
- Brought new life into communities by facilitating badly needed workforce housing projects, e.g., the Grand, a \$71M land development project, and the most significant private investment in the City's northwest history.
- Helped provide a lifeline to the business community through expanding sitting for dinners, marketing support, and facilitating 47 small business microloans (\$443,000) with the help of the DDA; some were one payment from going out.
- Exceeded the City's goal by awarding ~\$13M in contracts through the office of economic opportunity and procurement to small businesses amid the pandemic.
- Assisted in fostering a business-friendly City climate, accelerating a trend of people and businesses escaping the high tax northeast in favor of the City's business-friendly environment, sunshine, and low taxes.
- Relentless efforts contributed to attracting over 230 financial services firms to the City, including hedge funds, small boutique firms, private equity funds, and family offices, e.g., Paul Singers Elliot Management, a \$41B company, is relocating its headquarters to the City. A letter of intent signed with another firm expected to bring 600 jobs to the City.
- Our executive team remained committed to taking care of All the City's residents, including the homeless, by helping through the challenges they face, e.g., addiction, mental illness, financial setbacks, and other hardships. Our homeless coordinators and street engagement team made significant progress in providing access to mental health services and offering placement in emergency housing – All while respecting the rights of all residents to enjoy public spaces and good quality of life.
- Thanks to our executive team leadership and our PD sensible approach, we were able to facilitate the peaceful demonstrations of more than 4,000 people without a single injury, avoiding the kind of violence that put too many other Cities in the headlines.
- Contributed to the logistics and implementation of the Mayor's Tasks Force for Racial and Ethnic Equality, the first of its kind in the City's history, taking a data-driven, systematic, and thorough approach to make policy recommendations to the Mayor and the Commission.
- Did my best as a professional city manager and leader to leaving the City as a civic beacon of openness and standing as an example of what it's possible when everybody comes and works together to overcome adversity that no one saw coming.
- Embraced challenges and responsibilities, making the City stronger more vital than before in many ways – safer, more economically resilient, more equitable, more perseverant facing challenges, kinder, and closer as a community.

CITY OF HARRISBURG, PA, 2012-2013

Chief Operating Officer and Chief Financial Officer

Population served: 250,000 Budget: \$170M Employees: 500

Brought on board to implement the City's Financial Recovery Plan, improve management operations, and avoid bankruptcy. I served as the City's Chief Administrative Officer and Chief Financial Officer, providing leadership and management supervision to 20 departments and bureaus, including public safety. I improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures, and establishing professional management systems in every department that addressed underlying chronic issues challenging the City for years. Consequently, under my leadership, significant accomplishments were made in the City's financial management and reporting compliance, budgeting and revenue, cost containment and reduction, tax administration, building and housing, economic development, infrastructure sustainability, stormwater management, public works, capital improvements, facilities and fleet management, public safety, sanitation, IT, and workforce and collective bargaining. Advised Mayor and Council on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process,

and compliance with State and Federal regulatory agencies. I also served as the Business Administrator and Chief Negotiator for the City's three labor union contracts, chaired labor-management committee meetings, and heard final step grievances. I had direct oversight responsibility for management operations, maintenance, rehabilitation, and environmental compliance of the City's water & wastewater treatment plants providing utility services to six municipalities within a region of 550,000.

Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg, PA

- Successfully led the City's recovery and operations during times of great turmoil and uncertainty. Arrived after a new City Administration was in the throes of working out a Recovery Plan, a Receiver had been appointed by the Governor, and many City employees had left, creating a dearth of knowledge. Notwithstanding, I was able to make a difference and work with the City Receiver, Elected Officials, staff, private sector, State and Federal government officials to turn the situation around and implement a comprehensive Financial Recovery Plan, improve management operations in every department, stabilize the City's financial management and avoid one of the largest municipal bankruptcies in the nation
- Placed the City in full compliance with the Securities & Exchange Commission avoiding significant penalties
- Completed four years of past-due Comprehensive Annual Financial Reports within 13 months after taking over, allowing the City to complete its 2009, 2010, 2011, and 2012 audits and fast-track the financial recovery process
- Developed the City's in-house capacity and processes to assure the completion and delivery of future audits on time
- Identified and addressed priorities in every department, enhancing the City's overall administration
- Led the City's recovery and improvement process providing a clear path to a fiscally solvent future
- Demonstrated the efficacy of bankruptcy versus implementing a strategic recovery plan
- Allowed public officials to foresee challenges and put a timeline on the City's progress and fiscal recovery
- Avoided bankruptcy's devastating effects on public safety, pensions, and cost to taxpayers
- Made significant early progress in the Financial Recovery Plan implementation, helping eliminate the City's debt over time, clarify the stranded debt remaining after City asset transactions were in place, and provide clear options following those transactions in the coming months, not years
- Placed the City on track to eliminate the structural deficit over time, allowing a financially stable and efficient future
- Established priorities, identified responsible parties, phases, and set milestones and deadlines to complete 130 initiatives across departments, past due audits, and all City projects and programs, eliminating all chronic delays
- Implemented over 50% of the Financial Recovery Plan in 13 months, accelerating the City's recovery process
- Improved chart of accounts enabling the City to monitor grants and meet auditing requirements effectively and timely
- Completed every assignment from the City's Receiver, including four past due Comprehensive Annual Financial Reports, corresponding audits, and development of strategic plans for every Department and Bureau
- Worked cooperatively and collaboratively with City and State officials towards achieving all recovery goals
- Set strategic course of action utilizing planning tract under new State legislation accomplishing a clear path to fiscal solvency and reduction of a structural deficit that had challenged the City for more than 20 years
- Reduced personnel and operating costs while maintaining levels of service combining-consolidating-sharing City resources
- Identified new revenue sources and restructured City operations reducing the structural deficit and balancing the budget
- Streamlined City operations consolidating department functions, and implementing outsourcing strategies—sanitation
- Eliminated chronic delays and delivered City budgets on time, enhancing trust and confidence in the administration and winning the GFOA Budget Excellence Award in 2013
- Led the City out of distressed status and emerge out of State Receivership in record time
- Improved City communications and established a transparent administration
- Accomplished the most significant management progress, transparency, and openness in the City's recent history
- Earned public recognition and praises for achieving significant early progress and completion of the City's recovery plan from the Financial Recovery Committee, Receiver, Elected Officials, Chamber of Commerce, and State Officials
- Negotiated with Federal & State regulatory agencies such as EPA, DOJ, and State EPA, avoiding significant penalties and accomplishing suitable plans for environmental compliance of the City's water & wastewater system-treatment plants
- Negotiated City overcharges in the water & sewer rates with six municipalities avoiding costly litigation

Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg, PA, Cont.

- Negotiated CBA with three Unions, FOP, IAFF, AFSCME, and eliminated the long-standing backlog of grievances
- Brokered important agreements with union leaders eliminating costly unfair labor practice claims
- Expanded the fire contingency adding nine firefighters and reducing the Fire Bureau's overtime
- Worked closely with the business community, State Department of Community & Economic Development, and Business Advisory Council in the implementation of an integrated long-term economic development plan
- Streamlined the City's residential and commercial construction permitting process, helping redevelopment plans
- Accelerated demolition of blighted buildings in targeted areas around the City, helping economic development
- Enhanced City ordinances allowing faster condemnation of disruptive properties and recovering demolition expenses
- Engaged real estate developers with planning, building & zoning plans attracting multimillion-dollar investments
- Worked hand in hand with private sector developers and community partners to break ground on several projects helping job creation while increasing minority participation
- Oversaw investment of Federal CDBG funds in home construction and community projects, enhancing the quality of life, reducing the City's unemployment, and revitalizing neighborhoods
- Boosted parking revenue by implementing handheld IT devices and addressing scheduling, supervision, and training
- Enhanced education, accessibility, and enforcement efforts improving the City's recycling
- Increased revenue by developing and monitoring an enforcement process of the City's loan portfolio
- Empowered law enforcement to improve criminal investigations and decrease homicide rate accomplishing a 90% clearance rate and overall crime decrease with a 47% decline in homicides since 2010 and a 13% decline in robbery
- Facilitated implementation of the City's illegal gun reward program netting over 100 handguns
- Increased public access to law enforcement holding weekly public safety briefings and increasing walking patrols
- Improved communications between police and citizens by walking and biking targeted neighborhoods with officers
- Worked with safety council engaging citizens in programs to assist law enforcement and promote crime prevention
- Enabled utilization of modern technology like computerized crime mapping allowing police to aggressively and proactively address areas of concern, improving safety and quality of life
- Forged key relationships aiding law enforcement coordination with County District Attorney's Office, Federal Prosecutors, ATF, County Response Team, and Capitol Police
- Able to leverage State Police personnel, equipment, and financial resources for the City's special events
- Facilitated integration of the City's prisoner booking center into the County's booking center, saving significant resources while enabling additional police officers for street patrol duties
- Oversaw establishment of four police sub-stations and deployment of mobile police sub-station vehicles
- Oversaw reinstitution of the Police Athletic League program providing safe mentoring to City youth
- Coordinated installation of new surveillance cameras around the City to help reduce crime and illegal dumping
- Made significant improvements to the health and safety of City residents by improving illegal dumping operations and developing an effective pickup schedule resulting in 536 tons of bulk waste
- Oversaw storm inlet and potholes repairs saving the City significant financial resources
- Developed and implemented the City's Capital Improvement Program, including all infrastructure and facilities
- Reorganized the City's Engineering operations and implementation of the City's water & sewer and transportation projects, including street widening, ADA compliance, decorative crosswalks, streetlights, and sign installations
- Upgraded the City's handling of building & zoning permits, inspections, complaint citations, and condemnations by implementing a strategic plan enhancing site inspection and establishing project control measures
- Managed planning, design, construction, operations, maintenance, and rehabilitation of City facilities improving interior structure, security, ADA compliance, overall maintenance, and installing energy-efficient HVAC systems
- Made the highest and best use of City land by partnering with the public and private sector to implement the Right-the-Blight initiative and constructing a state-of-the-art City Health Center helping economic development and paving the way for the City to build a newly designed Industrial Manufacturing Park

Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg, PA, Cont.

- Promoted Green Economic Development Plans including implementing the use of alternative fuel in City vehicles (natural gas & electric), green infrastructure, and improving efficient lighting in buildings and streets
- Pioneered enhancement of stormwater quality and purchasing energy in bulk (electricity, natural gas, and fuel), generating significant cost savings, helping to balance the budget, and eliminating the structural deficit over time
- Worked with community partners and identified the highest and best use of City-owned vacant lots to create green parcels that absorb storm run-offs and allow portable outdoor fresh markets
- Administered Right-the-Blight initiative calling for the removal of blight through an aggressive demolition plan, enhancing sanitation routing systems, code enforcement, and conducting quarterly bulk cleanups
- Identified and recovered lost revenue by improving discovery, enhancement, and audit services generating over 100 additional business licenses per year and a significant increase in City revenue

City of Sweetwater, Director, Finance Department, Sweetwater, FL, 2014-2016

After implementing the City of Harrisburg Financial Recovery Plan that enabled the City to emerge from State Receivership and avoid filing for bankruptcy, I was selected by a newly appointed Mayor with the approval of federal, state, and local law enforcement agencies, including the State Attorney's Office, FBI, Florida Department of Law Enforcement, and Miami-Dade County Ethics Commission. They asked me to help the City in distress avoid financial default; a Governor State Oversight Board; and stiff penalties from creditors and agencies, including the IRS. Furthermore, renegotiate collective bargaining agreements; ensure compliance with federal, state, local laws and regulations; serve in the capacity of deputy administrative officer and finance director; organize the City finances; reopen the Finance Department; and prepare the City's budget within weeks of Charter's deadline, among other critical tasks, needs, and priorities.

Achievements as Finance Department Director, City of Sweetwater, FL

- Reorganized and reopened the finance department earning praises from elected, county, and state officials
- Implemented a successful vendor-repayment plan reopening most of the City accounts which had been closed
- Prepared and delivered the City budget to the Commission after only a few weeks since appointment meeting Charter's deadline
- Negotiated collective bargaining agreements with police (PBA) and employee (IUPAT) unions avoiding costly labor litigation
- Saved the City significant financial resources in contract negotiations with health care providers and vendors
- Developed/implemented a financial recovery plan tailored to City-specific needs avoiding default and a State Oversight Board
- Obtained approval and earned praises from Governor's financial team and State Auditor General after conducting financial recovery plan oral presentations to Tallahassee Officials
- Completed all pending City audits, including federal, state, and local grantor agencies
- Pioneered implementation of new IT systems enhancing productivity, accounting, and reporting enabling checks and balance
- Realized significant savings negotiating a settlement agreement with the Internal Revenue Service and an achieved compliance
- Saved the City significant financial resources while addressing all grant eligibility compliance issues with State and local officials
- Led section heads, division managers, department directors, and elected officials in budget development and control techniques
- Developed a high-performance financial team capable of safeguarding City assets and completing City budgets/projects on time
- Implemented planning and programming to develop the City's financial goals, objectives, and budget based on critical priorities
- Accomplished continuity of vital and necessary services during the worst cash flow-financial challenge in the City's history
- Developed in-house capacity to complete audits on time, earning praises from external auditors, federal, state, local officials
- Eliminated significant bank statement reconciliation backlog developed over the years curing chronic audit findings and delays
- Pioneered implementation of a central accounting system enhancing operations, accounting, and reporting
- Achieved reliability, consistency, and compliance with Generally Accepted Accounting Principles and best practices
- Gathered, analyzed, prepared, and presented critical financial information timely, enabling prompt/critical decision making
- Eliminated chronic delays and led annual audit process preparing/providing all required information to external auditors timely
- Successfully led the City budget development and approval process producing multiple budget documents on time
- Prepared multiple budget revisions while conducting periodical budget analysis and fulfilling all City Commission requests
- Established a General Ledger monthly account reconciliation process completing over 1000 GL accounts
- Fostered a priority-based spending culture by addressing operations performance, budget control, and cash flow management
- Addressed encumbrances and vacancies, making sure everyone understands spending priorities and adheres to the budget
- Prioritized and managed the City's cash flow, effectively avoiding financial default and disruption of vital and necessary services

Achievements as Finance Department Director, City of Sweetwater, FL Cont.

- Implemented financial reporting system adhering to contract billing and collection schedules helping steady cash flow to support critical operational requirements
- Updated all necessary business policies and accounting practices strengthening the City's policies and procedures
- Effectively worked with Mayor, Commission, Auditors, Auditor General, and Governor Office helping consensus building
- Enhanced grant management activities and ensured eligibility requirements compliance with federal, state, and local agencies
- Implemented new financial system training for City employees maximizing individual and organizational goals
- Fostered communication and achieved internal integration among departments, divisions, and sections
- Researched and organized all City investment activities, including money market and simple interest-bearing accounts
- Negotiated new capital leases for property, plant, and equipment, including new vehicles
- Mentored City employees reinforcing professional development and standards from ICMA, GFOA, and AGA Code of Ethics
- Balanced overwhelming workload while assisting human resources every step, including all finance-staffing issues
- Forecasted City revenue accurately, helping balance the budget and eliminate multiple budget revisions
- Effectively refined City goals and objectives to prepare the City budget according to the most critical needs and priorities
- Accomplished a professional operation, effective and efficient management of resources, and overall compliance
- Prepared and delivered all-important annual financial reports timely, including insurance and workers compensation
- Maintained accounting, reporting, auditing, and administrative policies and procedures up to date
- Conducted facility assessment and capital assets inventory curing chronic audit findings and achieving GAAP compliance
- Accomplished consolidation and sharing of City services and assets, further enhancing financial resources
- Sought maximum efficiencies in the City's banking relationships and opened several accounts to bring the City in compliance
- Eliminated all chronic delays addressing public records requests
- Negotiated all city insurance policies realizing savings in new premiums and avoided lapses of coverage at any time
- Established a management system that allowed maximum productivity, safeguards assets, and addresses future needs
- Enhanced integrity of all cash management functions, including daily cash deposits, transportation, and logistics
- Eliminated chronic delays in completing filings with government agencies timely, including the State Auditor General
- Eliminated chronic delays submitting reports timely, e.g., FHWA-536/Local Highway Finance Report and FDLE grants reports
- Pioneered new culture embracing financial and purchasing policy and procedures, deadlines, and agency compliance
- Successfully led the City's financial recovery thru extenuating circumstances avoiding significant tangible/intangible losses
- Despite financial distress, the City never stopped providing vital and necessary services and started to build reserves
- Established internal controls to ensure future compliance with GASB, human resources legislation, and the law
- Implemented performance evaluations following ICMA, GFOA, and AGA guidelines
- Led the RFP process, negotiating with vendors, and outsourced payroll operations
- Negotiated existing loans and capital leases with financial institutions achieving fair and balanced rates, terms, and agreements
- Saved the City significant financial resources correcting errors on pay scale tables required to process employee retro payments
- Achieved quality control, accuracy, transparency, and improved overall City management, earning praises from the Governor's Office, State Auditor General, City Auditors, Miami-Dade County Ethics Commission, federal officials, and elected officials

SEMINOLE TRIBE OF FLORIDA, HOLLYWOOD, FL 2009-2009

Chief Administrative Officer

Population: 5 reservations Budget: \$100M Employees: 6,000

Brought on Board to lead and improve management operations in several departments, including planning, building, zoning, public works, environmental resources, and construction management, and oversee completion of \$300M investment in 8 water & wastewater treatment plants. Ensured Council adopted policies, resolutions, and ordinances were enforced and implemented. Direct oversight responsibility for utility management, preparation and administration of budgets, personnel, community planning, litigation coordination, risk management, grants, economic development, and growth management. Led multimillion-dollar negotiations with private and public entities and coordinated lobbying efforts with the Federal government.

Achievements Seminole Tribe of Florida

- Built high-performance professional management team eliminating costly errors and omissions in public infrastructure planning, development, operations, maintenance, and rehabilitation
- Conducted water & sewer plant operations assessments holding vendors accountable and saving financial resources
- Implemented improvement plans allowing savings in water & wastewater treatment plant projects
- Restored financial integrity in the handling of utility construction, operations, and maintenance
- Pioneered integration of technology streamlining financial and budget development operations
- Developed a Quality Management Program increasing productivity, morale, and customer satisfaction

PALM BEACH COUNTY SCHOOL DISTRICT, 2006-2007

Director, Program Management Department

Population: 1.4M Budget: \$2B Employees: 27,000

Brought on board to reorganize the department, implement policies and procedures, improve operations, and lead the implementation of a \$2Billion Capital Improvement Program including planning, design, construction, rehabilitation, and modernization of Countywide public infrastructure and facilities. Oversaw the completion of over 100 projects, including land development, transportation, environmental, water & sewer, utilities, stormwater management, parks, and school buildings. Direct oversight responsibility for preparing and administering budgets, coordinating board-appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction management, and coordination with local and state regulatory agencies.

Achievements:

- Delivered all projects on time and received praises from Oversight Committee and The Palm Beach Post
- Saved millions of dollars by enhancing project control operations and improving contract negotiations
- Reorganized department operations, developed and empowered staff improving morale and productivity
- Delivered CIP on time which the previous two administrators had not accomplished
- Developed a records management system enhancing the ability to defend against multi-million-dollar claims
- Avoided substantial monetary damages by achieving sound financial resolutions during mediation and arbitration
- Implemented professional training and developed policy and procedures safeguarding District's assets
- Established new payment approval system handling \$1M/day and ensured vendor's performance
- Eliminated budget disparities and streamlined budget development process
- Crossed-trained support staff; therefore, the department no longer relied on one individual
- Opened lines of communication among staff and stakeholders, achieving internal integration
- Successfully met all permitting challenges with state and federal agencies avoiding significant penalties and delays
- Achieved consistent operational guidelines, established internal controls, and accomplished a professional management operation enhancing trust and confidence in the Administration

CITY OF MIAMI BEACH, FL, 1999-2001

Assistant Director, Public Works Department

Population: 100,000 Budget: \$34M Employees: 250

Served in the capacity of acting director. Brought on board to reorganize department operations and oversee a \$250M Capital Improvement Program (CIP) and a \$92M General Obligation Bond program. Direct oversight responsibility for municipal utility services, budget preparation, administration (projects, program, and department budget), coordination with oversight committees, community planning, litigation coordination, risk management, purchasing, grants, personnel, and construction management.

Achievements:

- Saved millions of dollars implementing a Quality Management Program increasing productivity and morale
- Led implementation of \$250M CIP leading to the issuance of a \$92M GO Bond to address public needs
- Restructured department operations and developed high-performance management teams
- Developed and implemented a financial system and guidelines improving the handling of capital expenditures
- Pioneered integration of IT systems enhancing department financial and management operations
- Led City operations through complex challenges during change and enhancement of community assets

- Reduced city liabilities and ensured vendors' performance by amending contracts
- Appointed as an emergency manager and coordinated efforts with local, state, and federal government
- Implemented fee schedule saving the City significant financial resources in contract negotiations
- Performed job audits, reclassifications addressing inequities and granting over 20 promotions for the first time in years

MIAMI-DADE COUNTY, FL, 1993-1999*Special Administrator*

Population: 2.5M Budget: 100M Employees: 1000

Started as County Civil Engineer, earned promotions to Special Administrator and appointments to several County essential Committees. I played a lead role in reviewing and approving the most prominent residential, commercial, and industrial land development projects in Miami-Dade County, such as The Airport Expansion and The Beacon Trade Port. Developed expertise in administration of multiple public infrastructure-related services and facilities, including planning, design, construction, maintenance, and rehabilitation of traffic & transportation, water & sewer, environmental, and stormwater management projects. Responsible for budget preparation and implementation. Also led a team of senior County professionals. Conducted negotiations with local, state, and federal agencies. I accomplished the County's Supervisor Certification Program, learning multiple departments' operations and from senior professional County Administrators with up to 40 years of tenure with Miami-Dade County.

Achievements:

- Accomplished significant savings in County's financial resources while negotiating essential agreements with the federal, estate, and local officials, including FAA, DOT, EPA, South Florida Regional Planning Council, and the School Board
- Appointed as County emergency manager and able to coordinate with local, state, and federal agencies successfully
- Ensured developers fair share contributions to public infrastructure, saving substantial County financial resources
- Completed County projects timely while leading a senior team of professionals during the fastest growth and development
- Pioneered implementation of County information technology systems eliminating a 5-yr backlog in the data processing

OTHER PROFESSIONAL EXPERIENCE**Sr. Civil Engineer/President – RA Consulting Engineers/Civil Infrastructure Corporation, Miami, FL, 2008-Present**

- Served as chief operations officer and work directly with city and county officials
- Oversaw implementation of Capital Improvements, General Obligation, and Storm Water Bond Programs
- Negotiated, executed, and managed multimillion-dollar contracts and prepared/administered budgets
- County/municipal management consulting - planning/implementation of state, county, and municipal projects and programs

Project Executive, Roger Development / Keyes Company, Coral Gables, FL, 2002-2005

- Served as director of operations
- Oversaw construction, land development, and project management operations
- Accomplished all project requirements with local and state government agencies regulations
- Coordinated project development with utility companies, government agencies, consultants, and banking officials

EDUCATION**Master of Business Administration – magna cum laude – Finance & Management**

University of Miami, Coral Gables, FL

Bachelor of Science Civil Engineering

Florida International University, Miami, FL

LICENSURE / REGISTRATION / CERTIFICATES

- ICMA–Credentialed Local Government Manager
- Certified Government Financial Manager
- Registered Professional Civil Engineer
- Certified Quality Control Manager
- Municipal Financial Reporting & Compliance, Securities & Exchange Commission

PROFESSIONAL AFFILIATION

- International City/County Manager Association
- Government Finance Officer Association
- Association of Government Accountants

Richard E. (Dick) McKinley
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SUMMARY:

Highly successful local government executive. I serve as City Administrator and have extensive experience in Public Works and utilities and have served as Acting City Manager on many occasions. Excellent oral and written communication skills. Diverse experience in managing complex projects, supervising staff, and providing leadership in a team-oriented style. Proficient in developing and implementing sound, creative, effective programs and policies based on economic logic tempered with political practicality. Solid, pragmatic background in achieving goals and implementing programs. Adept in persuasively presenting information to a range of audiences that is technically sound and free of jargon. Skilled at producing large volumes of work under tight deadlines while making the workplace fun.

AWARDS: 2021 Co-Chair APWA National Project of the Year Selection Committee
2012 APWA National Diversity Exemplary Practices Award
2012 APWA June Rosentreter Spence Award (Diversity Recruitment)
2011 APWA National Public Works Leadership Fellow (PWLf)
2008 APWA National Top Ten Public Works Leader of the Year
2008 APWA National Excellence in Journalism Award
2007 APWA Roy Morse Award (Top PW Award for State of Washington)

PROFESSIONAL:

City of Lawrenceburg, Tennessee
City Administrator

(12/2022 – Present)

Population of about 12,000. Oversee all operations of the City with a staff of 140. Police, Fire/EMS, Public Works, Sanitation, Parks & Recreation, Emergency Management, Permits & Code Enforcement, Finance, Engineering

- Successfully changed the organization culture for employee morale and accountability
- Revised the budget process for fiscal stability and improved communication to the Board and public
- Significant progress in capital projects and bond financing advancing the Board's vision

Alderwood Water & Wastewater District, Lynnwood, Washington

(9/2020 – 11/2022)

General Manager

Population served of 250,000. Serve 2 year contract as General Manager/CEO with a staff of 156 to clean up operations and union relations. Improve conditions for Board and ratepayers. 50,000 water accounts and 40,000 sewer accounts.

- Bond refinancing that saved ratepayers \$7.8 million in first 3 months on the job.
- Successfully ended COVID protocols and brought workers back to work

City of Paso Robles, California

(4/2015 – 9/2020)

Public Works Director

Population of 32,000. Serve on Executive management Team and as Public Works Director, with a staff of 61. Regularly served as Acting City Manager. Full responsibilities for Streets, Solid Waste (by contract), Fleet, Power, Water, Wastewater, Capital Projects Engineering, Airport, Storm Water, and Transportation.

- Lead staff on water rights litigation where the City has been successful in securing our right to pump from the groundwater basin.
- Lead staff for creation of a regional Sustainable Groundwater Management Plan.
- Implemented solar power program that will save the City \$28 million over 20 years.

City of Surprise, Arizona

(7/2013 - 9/2014)

Public Works Director

Population of 122,000. Served as Public Works Director, with a staff of 175. Full responsibilities for Streets, Solid Waste, Fleet, Facilities, Water, Wastewater, Engineering, Development Review and Transportation. Member of Senior Leadership Team.

- Charged with implementing significant structural and cultural changes within a department that had undergone significant problems in the recent past. Successfully completed a reorganization and a number of other changes as outlined in the Management Partners study of Public Works that was done in 2013. Completed a Utility Rate Study that was unanimously adopted, setting new rates for 5 years.
- Completed Phase I of the Integrated Water Master Plan, including analysis of opportunities to obtain new water resources to meet growing demand.

City of Tacoma, Washington

(1/2009 - 7/2013)

Public Works Director

Population of 199,826. Served as Public Works Director, with a staff of 850 and an annual budget of \$300 million. Full responsibilities for Transportation, Rail, Wastewater, Streets, Grounds, Storm water, Engineering, Fleet, Code Enforcement, Environmental Services, Solid Waste, and Facilities.

- Negotiated an agreement with WSDOT to save the Murray Morgan bridge and got \$37 million grant to complete the rehabilitation of this 100 year old bridge
- Implemented paid parking in the downtown core
- Labor negotiations team for 10 different union contracts (key leadership role)

Power Section Manager, Assistant - Served as Lead Labor Negotiator for Tacoma Power. Primary manager overseeing the completion of the evaluation/assessment of the Transmission & Distribution Section of Tacoma Power, and the implementation of the recommendations through the Balanced Scorecard.

City of Bellingham, Washington

(2/2001 - 1/2009)

Public Works Director

Population of 75,000. Served as Public Works Director, with a staff of 240 and an annual budget of \$78 million. Had full responsibilities for Water, Wastewater, Streets, Storm Water, Engineering, Fleet, Solid Waste, Purchasing, and GIS. Served in Acting capacity when Mayor was out of town.

- Implemented a land acquisition program to protect the Lake Whatcom watershed
- Key staff for Bellingham Bay remediation and Waterfront District redevelopment programs
- Won national environmental award. Won national capital project award for roundabout project.
- Won state capital project award for the Depot Market Square project

City of Walla Walla, Washington

(9/1994 - 1/2001)

Public Works Director

Population 29,200. Served as Public Works Director, with a staff of 80 and an operating budget of \$14 million. Served as Acting City Manager on a regular basis. Had full responsibilities for Water, Wastewater, Sanitation, Landfill, Planning & Building, Engineering, Streets, Storm water, and Equipment Pool.

- Completed planning and construction of a \$14.4 million ozone water treatment plant
- Completed construction of a \$22.6 million improvement to the Wastewater Treatment Plant. Secured a \$13.4 million State Revolving Funds and \$7 million Public Works Trust Funds.
- Drafted a water bill that saved the City \$2.5 million and helped it through legislative process
- Developed first Aquifer Storage and Recovery project in Washington

EDUCATION: MPA Portland State University, Portland, Oregon

4.0 GPA Major: Local Government Management Received the 1993-94 Award of Excellence

BA Michigan State University, East Lansing, Michigan
Major: Economics/Poli. Sci/Philosophy and History

COLIN DONNELLY

(954) 205-3916 | One23Donnelly@outlook.com

SUMMARY

Motivated public sector leader with 17 years of executive management experience. Best known for ethical leadership and a team player dedicated to systematic organization improvement. A creative solution orientated leader who is comfortable working within tight fiscal constraints. A solid, well-rounded administrator from working in complex municipalities.

PROFESSIONAL SKILLS

- Procurement
- Project Management
- Employee and Labor Relations
- Policy Creation
- Organizational Development
- Capital Planning
- Creative
- Contract Negotiation
- Grants
- Microsoft Office Suite

WORK EXPERIENCE

CIP Grants Administrator

City of Dania Beach

Dania Beach, Florida

- Coordinate the development of the City's Five-year Capital Improvement Plan with staff, the Administration, elected officials, contract planners and engineers.
- Coordinate 30 active capital projects to keep design, bidding, construction, and project close-out on-schedule.
- Manage grant compliance for 19 Active Grants and liaise with finance for payments and reimbursements.
- Pair funding agencies with capital projects
- Manage contract grant writers and coordinate applications.

Consultant

Self

- Grant Writing and Management; Capital Planning; and Project Management.

Assistant City Manager

City of Dania Beach

Dania Beach, Florida

- Performed duties as directed by the city manager and acted as city manager in his absence. In City Manager Acting capacity for five months.
- Dania Beach is located in South Florida, with an area of 8.3 square miles and a population of 31,000.
- Directly managed HR division with the authority to recommend hiring and firing (130 FTEs.)
- Code Compliance, Parks and Recreation, Beach, and Community Development were direct reports.
- Managed the planning, design, and construction of a new city marina and acquired \$5M in grants for \$8M construction cost.
- Represented the city manager through the annual budget process that maintained consistent tax rates and improved service levels through changing economic conditions.
- Led lease negotiations for several city assets and managed contracts: fishing pier, restaurant, and marina.
- Negotiated labor agreements with general employees and fire unions.
- Authored two city branding slogans: Living in History, Preparing for Tomorrow and Sea It, Live It, Love It.

COLIN DONNELLY

Town Manager

Town of Newton

Newton , New Jersey

- Chief executive officer with 70 providing all municipal services to 8,200 residents.
- Completed three major capital projects: public works facility, public safety building, and new water plant
- Initiated redevelopment effort to solidify long-term revenue structure. Used visionary planning to rewrite the town's master plan and create a redevelopment plan.
- Negotiated sustainable labor contracts with police and general employees that introduced cost sharing for health care benefits.
- Served as a voting member of the town's planning board.

Assistant to the City Manager

City of Belleville

Belleville, NJ

- Supported town manager in all areas of municipal government.
- Supervised the Personnel Division with two direct reports.
- Managed special projects.

EDUCATION

M.P.A. : Public Administration

Rutgers Graduate School - Newark, Newark, New Jersey

B.A.: Political Science

Rutgers University, New Brunswick, NJ

AFFILIATIONS

- International City/County Management Association Member
- Society for Human Resources Management
- Dania Beach Quality Housing Solutions – Vice Chairperson
- Governmental Purchasing Association of New Jersey

Douglas G. Baber, ICMA-CM (c), MBA, DBA(c), SHRM-CP
16018 6th Avenue East
Bradenton, FL 34212
(954) 830-0546 Cell
baber3000@gmail.com

Professional Objective:

Gain an executive management position at a growing, highly active government agency that will allow me to apply my education and knowledge of Public Administration, Government Finance, Business Management, Human Resources & Risk Management.

Qualification Highlights:

- Leadership & Management: Over twenty (20) year career in local government experience with progressive management duties and responsibilities
- Emergency Operations: Extensive experience with all hazards planning, incident command, multi-agency coordination and emergency response
- Multi-Departmental Experience: Developed considerable working knowledge in a multitude of areas throughout my career
- Financial/Budgeting: Developed and administered numerous budgets at all levels and performed financial analyses of various programs and projects
- Operational Efficiency: Highly proficient in overseeing all areas of local and county actions and operations
- Contract Administration and Project Management: Experience with project management, including administration of contracts from the bid process to close out and audit
- Succession Planning & Development: As part of overall strategic planning, developed succession plans and created individual development plans with key staff members
- Standard Operating Procedures: Knowledgeable in areas of government accreditation efforts including the development of standard operating procedures based on industry's best practices
- Facilitation: Facilitated numerous citizen engagement meetings, planning sessions and community forums

Professional Experience:

Hardee County Board of County Commissioners, Florida
Assistant County Manager/Chief Financial Officer

March 2024 to Present

Hardee County is a rural heartland in central Florida, known for its rich agricultural heritage and the peaceful Peace River. Spanning approximately 638 square miles with a population of around 30,000, the county seat, Wauchula, serves as its vibrant hub. Renowned for its citrus groves, cattle ranches, and phosphate mining, Hardee County embodies Florida's deep-rooted farming traditions and natural beauty.

- Strategic Governance: Directed the development and implementation of key goals, policies, and priorities, providing comprehensive administrative and analytical support to the County Manager.
- Fiscal Management: Coordinated and significantly contributed to the preparation and administration of the annual budget for the County Manager and Board of County Commissioners.
- Administrative Decision-Making: Exercised broad operational independence to make critical administrative decisions and effectively resolve complex policy and procedural issues.
- Program & Project Management: Directed the research, analysis, and execution of special programs and projects, delivering impactful recommendations and results.
- Legislative Affairs: Managed critical legislative portfolios, including monitoring proposed legislation, developing agendas, and drafting essential ordinances and resolutions.
- Intergovernmental Relations: Served as a primary liaison and representative for the County Manager to various departments, community functions, and official committees, fostering collaboration.
- Public Service & Relations: Provided professional and effective public service, adeptly assisting the Board of County Commissioners with information requests and representing county interests.

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City of Crystal River, Florida
City Manager

July 2023 to January 2024

Crystal River is a coastal city in west central Florida on the Gulf of Mexico and is centered around its pristine waterway, Kings Bay, and is the self-proclaimed "Home of the Manatee." The small town of approximately 6.8 square miles and approximately 5,000 residents welcome hundreds of manatees each winter to its many warm springs including the famous Three Sisters Springs. Together with neighboring Homosassa, Crystal River is the site of the largest gathering of manatees in North America.

- Responsible for administration of the City of Crystal River by directing and coordinating all phases of the municipal government.
- Administers through Department Directors and Contractors for floodplain administration, public safety, fire protection, emergency medical services, maintenance of public streets and property, financial operations and budgets, recreational activities, inspectional services, utilities operations, code enforcement planning, engineering and other related functions.
- Responsible for overseeing and controlling the inventory, maintenance, repairs, improvements and use of city property, materials, equipment and supplies.
- Prepares the annual city budget for submission to the Council. Submits recommendations to the Council for their discussion and approval concerning the efficient operation of the city government. Keeps the Council informed of general city operations and activities.
- Attend all meetings and workshops of the City Council, Planning Commission and other committees or workshops as directed by the City Council.
- Responsible for all media relations activities for the city.
- Knowledge of laws and administrative policies governing municipal activities and of operations of municipal government.

Gulf Coast State College
Adjunct Professor

December 2021 to Present

City of Mexico Beach, Florida
City Administrator

September 2021 to July 2023

The City of Mexico Beach is a coastal community located on the Northwest Florida coast with a population of 1,100 full time residents. However, there are always around 2,500 people in the town as it hosts many 2nd and 3rd homes for part-time residents and visitors alike. As a direct result of damages incurred from Hurricane Michael in 2018, the City, through an exceptional partnership with FDEM & FEMA, has utilized more than \$110M to rebuild its infrastructure and resources, including an improved marina, boat ramp and canal system (\$3.5M Completed in 2022), beachfront parks (\$2M Completed in 2022), and more. The city is also currently rebuilding its Municipal Fishing Pier, Municipal Complex and Canal Jetties which will add more than \$35M to the rebuild.

- Responsible for administration of the City of Mexico Beach by directing and coordination all phases of the municipal government.
- Prepares the annual city budget for submission to the Council. Submits recommendations to the Council for their discussion and approval concerning the efficient operation of the city government. Keeps the Council informed of general city operations and activities.
- Plans, organizes, directs and coordinates the activities of the City Departments.
- Assists Council members in developing major policies for the general direction of City affairs, for planning long range programs and for making difficult administrative decisions.
- Confers with and advises department heads on problems related to the operation and direction of various City programs, develops and installs work procedures, forms and methods.

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St. Lucie County Board of County Commissioners, Florida
Human Resources & Risk Management Director

April 2016 to August 2021

St. Lucie County has total population of approximately 320,000 with a requisite location, business environment and workforce to be one of the best performing communities in the nation for the very near future. Additionally, St. Lucie County features Port St Lucie as the 7th largest City in Florida.

- Responsible for planning, organizing, and directing the activities of the Human Resources Department and staff, including policy development, workforce planning and employment, compensation, benefits, performance management, risk management, regulatory compliance, organizational and professional development, and labor and employee relations.
- Advises and provides recommendations to the County Administrator, Department Heads, Supervisors, and Employees in a comprehensive range of related matters while ensuring compliance with local, state, and federal laws.
- Establishes and implements short-term and long-term department goals, objectives, policies, and procedures in alignment with the County's strategic direction.
- Provides leadership and guidance for the County's Human Resources function by overseeing talent acquisition, employee relations, career development, succession planning, retention, training, risk management, and compensation and benefits.
- Conducts wage and benefits studies to ensure compensation for positions is equitable and competitive with surrounding communities to effectively recruit and retain qualified personnel.
- Coaches leadership and managers on employee performance, development, and discipline concerns. Conducts investigations, manages labor relations issues and grievance process to ensure compliance with union agreements.

Human Resources Systems Administrator, City of Boca Raton, FL

July 2012 to April 2016

Boca Raton is a City in Palm Beach County, Florida, incorporated in May 1925. In the 2010 census, the city had a total population of over 85,000. However, the city swells to over 200,000 people during the business day due to the presence of 2 major universities, a stadium and The Town Center Mall.

- Responsible for all aspects of AS400/Infinium/NEOGOV/Halogen network systems City-wide
- Research and prepare all salary surveys
- HRIS Administrator and liaison for Finance and Information Technology
- Assists with labor relations, employee relations, and disciplinary actions as directed
- Responsible for recruitment, development and retention processes
- Participate and proctor for promotional interviews/examinations within the city for management, Police & Fire
- Responsible for preparing budgetary information for the Human Resources Department
- Maintain monthly reports within department and position control

Owner/Operator, Wowies Sports Grill, Boca Raton, FL

January 2011 to July 2012

Personnel Analyst, City of Hallandale Beach, Hallandale Beach, FL

January 2006 to February 2011

Douglas G. Baber, ICMA-CM (c), MBA, DBA(c), SHRM-CP
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Bradenton, FL 34212
(954) 830-0546 Cell
baber3000@gmail.com

Education:

Western Kentucky University, Bachelor's Degree
Columbia Southern University, MBA
Columbia Southern University, DBA(c)

Certifications, Training, and Organizations:

International City/County Management Association – ICMA - Credential Manager Candidate
Society for Human Resource Management - Certified Professional (SHRM-CP)
Inclusive Workplace Culture Micro-Credential (SHRM)
Tyndall Airforce Base, Honorary Commander
Lean Six Sigma Green Belt
Florida City & County Management Association (FCCMA) – 2023, 2024 & 2025 Membership Chair
Certified Labor Negotiator - FPELRA
NIMS Certified - ICS 100, 200, 300 & 400, G402, IS 700, IS 800 & IS 907 for Emergency Management
ICMA, FACM, FCCMA, SHRM, & FPELRA Member
Heart Defibrillator & CPR Certified
Notary of the Public, 2010 to Present

References:

Terry Atchley, County Manager
Hardee County BOCC
Email: Terry.Atchley@hardeecountyfl.gov
Cell: (863) 781-9402

George Landry, County Administrator
St. Lucie County BOCC
Email: George.Landry@stlucieco.com
Cell: (313) 410-5605

Howard Tipton, Town Manager
Town of Longboat Key
Email: htipton@longboatkey.org
Cell: (321) 239-4612

ANA M. ALVAREZ

aalvarezphd@gmail.com | (510) 588-6767

CITY MANAGER | MUNICIPAL EXECUTIVE

Results-driven municipal executive with 30 years of public sector leadership, including service as a City Manager and Deputy Chief Executive Officer of a \$780M public agency. Proven ability to partner with elected officials, align organizational performance with policy direction, and deliver high-quality services in complex, community-focused environments. Recognized for hands-on leadership, fiscal discipline, infrastructure delivery, and transparent communication. Experienced in full-service municipal operations, including utilities, capital programs, labor relations, and community engagement in highly visible public settings.

CORE COMPETENCIES

City Council & Governance | Budget & Financial Stewardship | Capital Improvement Programs | Utility & Enterprise Operations | Economic Development & Redevelopment | Labor Relations | Organizational Alignment | Community Engagement | Emergency Management

PROFESSIONAL EXPERIENCE

City Manager

2025

City of Hayward [\$416M budget; 950+ employees and population of 151,000 residents]

Served as the Chief Administrative Officer for a full-service City. Partnered directly to City Council to execute policy direction, stabilize operations, and strengthened organizational performance during a leadership transition. Advised City Council on fiscal conditions and policy options, identifying structural budget challenges and corrective strategies. Oversaw enterprise operations including water and wastewater utilities. Improved cross-department coordination and service delivery, including streamlining permitting to support economic development. Reinforced organizational accountability and performance expectations across departments. Maintained transparent communication with elected official and community stakeholders in a highly engaged environment. Concluded tenure following a values-based misalignment in governance expectations related to accountability and service delivery.

Deputy General Manager

2016 – 2024

East Bay Regional Park District, a full-service Special District [\$780.6M budget; 1,100 employees and population of 2.8M residents]

Served as the deputy Chief Executive Officer for a regional public agency and served as Acting General Manager as needed. Provided executive oversight of finance, HR, public works, planning and operations. Partnered with Board of Directors to develop policy direction, capital priorities, and long-range financial strategies. Led the development of first multi-year Capital Improvement Program, improving project delivery and financial transparency. Secured over \$300M in state/federal funding and spearheaded a \$30M Green Bond Program supporting infrastructure investment. Oversaw enterprise-scale operations, including land, infrastructure, and resource systems with utility-like functions. Collaborated with labor groups and executive leadership to support workforce stability and effective labor-management relations. Directed regional emergency preparedness and multi-agency coordination efforts. Maintained transparent communication with elected official and community stakeholders in a highly engaged environment.

Deputy Director

2009 – 2016

San Francisco Recreation & Parks [\$208M budget; 968 employees and population of 870,890 residents]

Served in executive leadership role overseeing citywide operations for parks and public assets in a large, diverse urban environment. Worked closely with City leadership and policy bodies to align service delivery with community priorities. Managed operations across 225 parks and major destination venues, including high-profile venues as part of tourism economy. Delivered capital projects and public-private partnerships generating over \$30M in revenue. Improved systemwide performance, achieving 92% public satisfaction. Restructured San Francisco's recreation service delivery model with an economic engine, community-based framework, outcome-based metrics, increase programmatic offerings, and a restructured fee schedule with a built-in 1M scholarship offering. Oversaw large workforce operations and collaborated with labor representatives to maintain service continuity. Contributing architect in building a financially sustainable model for San Francisco's world class system of parks, recreation, and cultural offerings.

Community Services Director

2005 – 2009

City of Santa Fe Springs [\$12M budget; 250 employees and population of 17,780 residents]

Advised City Council on community quality of life strategy and program implementation. Managed multi-service department including library, human services, cultural arts, and recreation. Developed public-private partnerships to expand services to underserved populations. Oversaw departmental budget, staffing, and program performance. Ensured the effective coordination and implementation of City Council initiatives through ten City Council advisory committees. Led the agency's 50th Anniversary and Civic Engagement Program, leveraging the milestone to strengthen community partnerships, elevate public visibility, and delivered award-winning signature event celebrations.

Parks & Recreation Director

2001 – 2005

City of Oceanside [\$23M budget; 85 employees and population of 175,085 residents]

Served as executive team member supporting City Manager and City Council priorities in the fastest growing city in San Diego County. Led capital planning and operations in a coastal, tourism-driven city with a vibrant arts and culture identity. Directed economic development initiatives tied to high-profile sport tourism and cultural art assets. Spearheaded the Citywide Special Events Committee. Directed redistricting efforts for Community Facilities Districts and Quimby Act implementation, aligning long-term infrastructure funding and parkland dedication policies with balanced growth, community needs, and legal compliance. Led the redesign of the City of Oceanside's Parks Master Plan and a five-year strategic plan, setting the foundation for inclusive growth and infrastructure investment.

Recreation Manager

2000 – 2001

City of Burbank

As part of the City's Downtown Revitalization Plan, managed contractual operation of specialized live-performance venues inclusive of the Starlight Bowl regional concert series and 2 downtown theaters; managed cultural arts grant program in support of city-wide cultural and art events through partnerships with private, civic, and community-based organizations.

Citywide Youth Services Coordinator

1994 – 2000

City of Santa Barbara

Coordinated Citywide programmatic initiatives from the Mayor's Youth Services Steering Committee through interdepartmental collaboration. Responsible for interdepartmental coordination to align City investment and deliver a comprehensive youth development plan with measurable outcomes across various sectors and responsive to community needs. Developed a new section of public services for young adults through the inception of a City Council advisory group – Santa Barbara's Youth Council.

EDUCATION**Doctoral Degree, Policy, Planning and Development**

Sol Price School of Public Policy
University of Southern California (USC)

Certification on Sustainable Cities

Center for Sustainable Cities Graduate School University of
Southern California (USC)

Master's Degree, Public Administration

California State University, Northridge (CSUN)

Bachelor of Arts Degree, Psychology

California State University, Fullerton (CSUF)

PROFESSIONAL RECOGNITIONS & AFFILIATIONS - selected

- San Francisco Mayor's Green Pioneer Award
- League of CA Cities - Helen Putnam Award on Youth Development
- CA State Assembly Public Service Recognition
- International City/County Management Association (ICMA)
- Regional and intergovernmental advisory committees supporting infrastructure and addressing regional policy matters
- National Recreation & Park Association – conference speaker & instructor for executives

Full affiliations, publications, recognitions, and professional references available upon request.

DR. CHRISTOPHER RYAN RODRIGUEZ
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Washington, DC 20016
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EXPERIENCE

Government of the District of Columbia, Washington, DC

- ***Assistant City Administrator, 17 September 2023 – Present***
- ***Acting Chief Technology Officer, 17 September 2023 – 28 February 2024***
- ***Director, Homeland Security and Emergency Management Agency, 26 October 2017 – 16 September 2023***
 - Supervise and streamline municipal services for Washington, DC and its 79 departments and agencies, 38,000 employees, and \$21 billion annual budget;
 - Served as DC's top executive on emergency management, homeland security, intelligence, and operational coordination; guided an agency of 200 personnel with an annual budget of \$200 million;
 - Coordinated citywide emergency preparedness initiatives, including on cybersecurity; collaborated with agencies and ensured continuity of services during crises; developed and enforced policies that support strategic goals;
 - Oversee technology, cybersecurity, and artificial intelligence (AI) initiatives for the city—ensuring compliance while enhancing operational efficiency;
 - Led organizational transformation of internal plans, processes, and procedures for cyber and technology, emergency management, resilience, and response;
 - Served as Incident Commander for DC's COVID-19 response and the 58th and 59th Presidential Inaugurations—including setting objectives and plans; managing budgets; and conducting intergovernmental training and exercises;
 - Manage hiring, training, performance, and evaluation of city employees, working closely with HR to maintain a skilled and effective workforce;
 - Lead citywide contracting and procurement, as well as the Department of General Services and its over-600 property portfolio;
 - Collaborate with federal, state, local, international, and business partners

State of New Jersey, Trenton, NJ

- ***Director of Homeland Security and Chief Information Security Officer, 26 July 2014 – 5 June 2017***
 - Served as New Jersey's top executive on cybersecurity, emergency preparedness, homeland security, and crisis management. Created and sustained open-source collection and dissemination on all threats and hazards to inform local, state, federal, and private-sector policies, risk mitigation, and resilience;
 - Oversaw all crisis prevention and technology-related analysis;
 - Marshaled collective capacity with local, state, federal, international, and academic partners, including on technology and critical infrastructure

Central Intelligence Agency, Langley, VA

- ***Branch Chief, 30 June 2013 – 25 July 2014***
- ***Senior Analyst, 3 November 2003 – 29 June 2013***
 - Led analytic teams that produced strategic intelligence and operational plans for U.S. policymakers and foreign counterparts on cybersecurity, energy security, counterterrorism, and broader global security trends;

- Briefed dozens of foreign diplomats and intelligence officials across Europe, the Middle East, Southeast Asia, and Latin America;
- Provided strategic and tactical analysis for US military operations in Afghanistan, Iraq, Pakistan, Somalia, and Yemen;
- Lived in Brussels, Belgium, serving the Bilateral, EU, and NATO Missions;
- Served in Iraq and other Middle East countries

EDUCATION

PhD/MA, University of Notre Dame, Department of Political Science, South Bend, IN, 15 July 2000 – 8 January 2006

BA, Williams College, Political Economy, Williamstown, MA, 28 August 1995 – 6 June 1999

CITATIONS AND AWARDS

- CIA Exceptional Performance Award (multiple)
- DNI Exceptional Performance Award (multiple)
- Iraq Meritorious Medal
- Agency Award for Exceptional Performance and Contribution: COVID-19 Response

JACQUELINE S. GUILD

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(410) 353-7573

PROFESSIONAL PROFILE

Results-driven leader with over 30 years of professional experience and eight years of experience in public administration, strategic city planning, and municipal budgeting. Proven success in oversight of City departments, leading community engagement, managing complex projects, and developing staff capabilities. Also experienced with legal matters, drafting regulations and legislation, advocacy, and consensus building.

CORE SKILLS

Organizational Effectiveness and Transformation - Priority Based Budgeting - Policy Development - Consensus Building - Legal Analysis and Litigation Management - Public Relations - Communications - Regulatory and Legislative Analysis/Drafting - Project Management - Mediation - Large Group Facilitation - Grant Writing and Management - Team Building - Community Engagement - Government Relations and Advocacy

EDUCATION

University of Virginia School of Law, J.D.

James Madison University, summa cum laude, B.A. Public Administration, B.S. Political Science

PROFESSIONAL ASSOCIATIONS AND CERTIFICATIONS

International City/County Management Association (ICMA), Maryland Bar, District of Columbia Bar, New York Bar, Washington Bar, general mediation, advanced business mediation, large group facilitation, collaborative law, Anne Arundel County Watershed Stewards Academy, AIAI P3 Certificate Program, Maryland Certified Public Managers Program

PROFESSIONAL EXPERIENCE

City of Annapolis

Deputy City Manager

present

Annapolis, MD

November 2020-

Assist with oversight of City operations, provide leadership and strategic direction to assigned departments, manage complex operational and strategic projects, ensure compliance with policies, analyze budget and staffing requests, lead hiring committees, oversee City initiatives and programs, and serve as Acting City manager. Identify and manage opportunities to build resilience and sustainability into all City programs, policies and actions to protect the City's infrastructure and facilities, economic prosperity, natural environment, and quality of life. Work collaboratively with all City departments on projects and programs, particularly with the Departments of Recreation & Parks, Transportation, Public Works, Planning & Zoning, Emergency Management, and Central Services. Direct reports include the

Harbormaster's Office, Resilience & Sustainability staff, and the Department of Recreation & Parks. Work closely with the Mayor and his staff to implement the Mayor's goals, including collaboration with the City Public Information Officers on press releases and public events. Represent the Mayor at events and conferences. Serve as hearing officer on union disputes. Serve as liaison with Naval Support Activity Annapolis, local utilities, state and federal elected officials and regulatory agencies. Partner with the Annapolis & Anne Arundel County Resilience Authority to accomplish City resilience goals.

Notable Achievements

- Secured over \$15M in grant funding and technical assistance for environmental, energy efficiency, renewable energy, and electric vehicles and transit systems, park facilities and property development, and dock improvements and boating services.
- Team member for P3 City Dock resilience and revitalization, P-3 garage redevelopment, and low-income redevelopment project, including a resilience hub.
- Led streetlight ownership and maintenance analysis that demonstrated City savings of \$100,000 annually through acquisition of assets and contracting out maintenance.
- Led climate action plan and greenhouse gas emissions updates to guide City infrastructure, transportation and planning projects.
- Secured a community solar contract at no cost with potential to save the City \$100,000 annually
- Led Military Installation Resilience Review (MIRR) for Annapolis, Anne Arundel County, and Naval Support Activity Annapolis resulting in collaborative resilience projects..
- Facilitated legislation forming the Annapolis and Anne Arundel County Resilience Authority.
- Assisted with gas powered leaf blower ban and plastic bag ban and created transition programs
- Developed Electric Vehicle Infrastructure Strategy and led implementation.
- Participated in formation of the Maryland Coalition of Counties and Cities for Climate Action.
- Established the first City public food scrap collection site diverting 43 tons of waste annually from the landfill, saving \$14,180 in annual tipping fees.
- Led streetlight ownership and maintenance analysis that demonstrated City savings of \$100,000 annually through acquisition of assets and contracting out maintenance..
- Incorporated first environmental and resilience elements into a ten-year comprehensive plan.
- Project lead for creation of pollinator habitat area on the largest, non-federal brownfield site.
- Led formation of Maryland Coalition of Counties and Cities for Climate Action (MC4A).
- Leading City ferry system development
- Leading City streetcar system feasibility study
- Participating in county and regional ferry systems development

City of Annapolis

Annapolis, MD

Director, Office of Environmental Policy

May 2018 – October 2020

Managed the Office of Environmental Policy and fostered inter-departmental collaboration on projects addressing air and water quality, urban forestry, recycling, stormwater control, stream restoration, wildlife protection, electric vehicles, sea level rise, energy efficiency, and public education campaigns. Collaborated with the Mayor on environmental goals and served as the City spokesperson on environmental initiatives. Developed staff reports, briefing papers, and analyses for the Mayor, City Manager and City Council on new initiatives, policies, ordinances, and code and charter revisions. Prepared reports to the General Assembly on bills with potential environmental and fiscal impacts to the City. Supervised the City's Urban Tree Program, including resolving public complaints and disputes.

Negotiated and managed consulting contracts and managed grant awards. Developed the office budget and established priorities and performance standards.

Notable Achievements

- Secured a community rating score through the National Flood Insurance Program that secured a 15% reduction in community flood insurance.
- Achieved highest Maryland Bird City certification (2 of 30 in the state), achieved highest Sustainable Maryland certification.
- Secured EPA No Discharge Zone designation for City and County waters
- Created a water quality stakeholder coalition to advise the Mayor.
- Created and supervised public education projects concerning stormwater fee credit program, illicit discharges, pollinator gardens, and new environmental laws.
- Negotiated expanded use of critical area fee-in-lieu with the Critical Area Commission.
- Developed a green infrastructure plan for Main Street to stimulate the economy while achieving pollution reductions, reducing urban heat island effect and improving aesthetics..
- Collaborated with the Chesapeake Conservancy, National Park Service, and Congressional leaders for federal designation of the Chesapeake Gateways Park to promote tourism and stimulate Chesapeake Bay community economies.

Chesapeake Legal Alliance, Inc. (CLA)

Annapolis, MD

Executive Director

January 2011 - May 2018

As the first Executive Director, created a strategic plan, policies, procedures, and budget, prepared Board materials and the annual report, hired staff,, and negotiated contracts with vendors and landlords. Performed and later supervised provision of legal services, marketing, fundraising, communications, data tracking, a quarterly newsletter, an intern program, and preparation of financial reporting documents.

Notable Achievements

- Built a network of 350 volunteer attorneys and 75 law firms throughout the Chesapeake Bay watershed (started with five law firms).
- Provided *pro bono* legal assistance to over 350 clients (started with six clients) on 400 legal projects (started with eight legal projects).
- Increased donor contributions from 20 individuals to over 200 individuals, law firms, and non-profit organizations.
- Increased philanthropic foundation funding from two seed money grants to management of eight to ten grants annually, ranging from \$5,000 to \$200,000.
- Recruited Board members, diversifying membership to include other professionals.
- Created an eight member Advisory Board.
- Initiated and led annual Board retreats for strategic planning purposes
- Planned and executed fundraising/friend-raising events and three annual fundraising campaigns.
- Created a public education/empowerment component of services.
- Increased staff from one full time employee to seven full time employees, one part-time employee, and three to six interns throughout the year.

Law Office of Jacqueline Sincore, LLC

Bethesda, MD/Edgewater, MD

Principal

1999 - 2010

General litigation, mediation, and large group facilitation. General Counsel to Moneymanagerservices.com – an online securities information and compliance service. Of Counsel services to Nancy Weller, LLC, Annapolis, MD.

American Petroleum Institute (API)

Washington, D.C.

Senior Regulatory Analyst, Refining Sector – RCRA, Clean Water Act

1997 - 1999

Supported legislative and regulatory efforts of the oil and natural gas industry, including preparing comments on state and federal policies, regulations and legislation, developing advocacy strategies with member companies, and advocacy with state and federal agencies concerning proposed government actions. Provided litigation support to the Office of General Counsel. Staffed and advised API Task Forces and Work Groups and participated in industry coalitions. Developed program budgets and requests for proposals, negotiated contracts, and supervised contractors. Recognized for outstanding advocacy efforts on Clean Water Act and hazardous waste management issues.

Gordon & Polscer

Seattle, WA

Superfund Litigation Associate

1994-1996

Represented insurance companies in Superfund litigation; coordinated and conducted pre-trial discovery, drafted pleadings, argued motions, negotiated settlements, and coordinated defense team strategy.

Chemical Manufacturers Association

Washington, D.C.

Counsel – RCRA, Superfund, Environmental Justice

1992-1994

Prepared comments on proposed regulations and made litigation recommendations. Supervised outside counsel and coordinated corporate and trade association counsel efforts on joint appeals and *amicus* briefs, including a successful appeal to the U.S. Supreme Court. Drafted legislation, advocacy materials, and talking points for member company executives and industry lobbyists. Represented the industry in meetings with Congress, the White House, Department of Treasury, and U.S. Environmental Protection Agency. Prepared executives for interviews and Congressional testimony. Represented the industry in interviews with the Wall Street Journal, Washington Post and trade publications. Briefed member companies on developing legal issues. Served as counsel to CMA Task Forces and Work Groups. Served as lead on Superfund reauthorization legislation and Environmental Justice.

Akin, Gump, Strauss, Hauer & Feld

Washington, D.C.

Toxic Tort Litigation and Environmental Regulations Associate

1990-1992

Litigated cases concerning the Clean Air Act, Clean Water Act, Resources Conservation and Recovery Act, Toxic Substances Control Act, Federal Insecticide Fungicide & Rodenticide Act, and Occupational Safety and Health Act. Conducted case analyses, legal research, pre-trial discovery and motions, trial preparation, and regulatory and legislative analyses.

Mayer, Brown & Platt

New York, N.Y.

Products Liability Litigation Associate

1988-1990

Conducted case analyses, legal research, pre-trial discovery and motions, and trial preparation. Served as a member of Hoechst Celanese Corporation's national formaldehyde defense team.

LEONARDO CABALLERO, MBA | Ed.D.

409.728.0625 | lennycaballero@yahoo.com | drlennycaballero@gmail.com

EDUCATION

Doctor of Education in Educational Leadership | 2019

Master of Business Administration | MBA | 2012

Bachelor of Business Management | 2005

WORK HISTORY

Deputy City Manager

City of Colonial Heights, VA | 2024 - present

- Manage the day to day administration and operation of the City.
- Oversee various departments including Economic Development, Tourism, Public Works, Recreation & Parks, and Planning & Community Development.
- Assist with the preparation of the annual operating budget and capital improvement budget.
- Assist in policy development and implementation.
- Focus on developing and implementing the economic development plan.
- Instrumental in developing and implementing the City's strategic plan.
- Attend and prepare presentations for public meetings, hearings, committees, and board meetings.
- Develop and maintain relationships with the community, developers, business owners, and local/state/federal officials.
- Responsible for the City's communication division
- Project management on various initiatives that include: Negotiating contracts, economic development incentives, research & analysis of market trends, and preparing technical reports for various stakeholders.

Visiting Fellow Professor | Department of Economic and Management

University of Pisa, Italy | 2023 - 2024 (One Year Fellowship)

Assistant City Manager

City of Woodway, Texas | 2019 - 2023

- Managed the day to day executive administration and operation of the City.
- Assisted with the preparation of the annual operating budget and capital improvement budget.
- Assisted in policy development and implementation.
- Responsible for the management of the economic development plan and comprehensive master plan.
- Negotiated and administered contracts.

- Attended and prepared presentations at public meetings, hearings, committees, and board meetings.
- Managed capital projects that included construction of new facilities, restoration of city properties, and street/sewer projects.
- Developed and maintained relationships with the community, commercial developers, business owners, university, and local/state/federal officials.

Director of Event Facilities

City of Beaumont, Texas | 2013 - 2019

- Managed the administration and operation of the department.
- Prepared and managed the department's annual operating budget.
- Managed multiple venues, developed new business, and produced special events.
- Point of contact for downtown economic development.
- Developed and maintained relations with the community, commercial developers, business owners, university, and government officials.
- Responsible for the City communication division that included city-wide marketing, advertising, promotions, special events, websites, social media, and internal/external communications.
- Key member of the emergency management team.

Associate Vice President of Facilities & Operations / Chief of Staff to University President

Lamar University, Beaumont, Texas | 2010 - 2013

- Managed the administration and operation of the facilities department.
- Served as Chief of Staff to Lamar University President.
- Responsible for the department's annual operating budget, capital projects, facility maintenance, construction, land acquisition, new business development, and university master planning.

Assistant to the City Manager / Special Projects Coordinator

City of Beaumont, Texas | 2005 - 2010

- Managed special projects for the City Manager and City Council.
- Assisted with community and governmental relations.
- Managed the downtown revitalization plan.

ADJUNCT PROFESSOR

Visiting Fellow Professor | Department of Economic and Management

University of Pisa, Italy | 2023 - 2024

Courses: Strategic Management, Emergency Management

Tarleton A&M State University | Dr. Sam Pack College of Business | 2024 - present

Courses: Business Strategy, Marketing, Business Principles

Lamar University | School of Education | 2020 - present

Courses: Educational Leadership (Doctoral Level)

Virginia Commonwealth University | 2026 - present

Courses: Business Strategy, Business Principles

Baylor University | Hankamer School of Business | 2022 - 2024

Courses: Strategic Management, Entrepreneurship

STATE APPOINTMENT

Texas Education Agency Appointed | Board of Managers | 2014 - 2017

Appointed as a Board of Managers by the Texas Commissioner of Education in a state takeover of the Beaumont Independent School District. Responsible for setting policies and management of district's \$200 million budget. Served as Chairman of the Facilities and Operations Committee.

MILITARY

United States Navy | Electrical Engineering | 1987 - 1995

LANGUAGES

English, Spanish, and Italian

Transformational municipal operations executive with years of progressive leadership experience managing complex public safety operations, fiscal oversight, and organizational change initiatives. Excel at strategic planning and executing comprehensive emergency response plans in collaboration with diverse stakeholders. Drive cultural change and foster professional environments, significantly enhancing operational efficiency and reducing crime. Demonstrated ability to modernize municipal operations while building community trust, reduce operational costs through strategic planning, and lead large-scale organizational change in high-growth environments.

Areas of Expertise

- Municipal Operations
 - Federal Relations
 - Emergency Coordination
 - Budget Management
 - Technology Integration
- Organizational Leadership
 - Policy Development
 - Change Management
 - Community Engagement
 - Performance Analytics
- Strategic Planning
 - Crime Reduction
 - Homeland Security
 - Crisis Management
 - Public-Private Partnerships

Professional Experience

City of Sugar Land, Texas

November 2022 — Present

Chief of Public Safety- Assistant City Manager (March 2025 — Present)

Direct strategic planning and management of public safety and city services, including Police, Fire, EMS, Dispatch, Communications, Animal Services, and Municipal Court departments. Advise the city manager on all public safety, budgetary, legal issues, and policy matters defined by city governance. Orchestrate and execute emergency response plans in collaboration with federal, state and local law enforcement, academia, and medical partners. Deliver regular presentations to City Council and private stakeholders to communicate operational procedures and security strategies. Cultivate effective public/private partnerships to enhance city management, security initiatives fostering public trust.

- Transformed police department culture, fostering a professional, proactive environment that significantly reduced crime rates.
- Implemented and fostered formal partnerships between police, fire and emergency medical services significantly enhancing incident response.

Chief of Police City of Sugar Land, Texas (November 2022 — March 2025)

Managed law enforcement services for a population of over 118,000 in the City's largest jurisdiction within Fort Bend County, Texas. Planned and implemented strategic initiatives to align with organizational goals and community needs. Supervised data collection and investigative efforts to enhance information sharing and mission refinement. Collaborated with various governmental and law enforcement entities to strengthen intelligence capabilities. Managed a \$31M departmental budget with a focus on fiscal responsibility.

- Significantly reduced crime and enhanced joint public safety training/collaboration through adaptive leadership initiatives city-wide.
- Fostered partnerships with local, state, federal law enforcement agencies and public stakeholders resulting in community trust.

Loudoun County Sheriff's Office (LCSO); Loudoun County, VA

July 1997 — November 2022

Undersheriff/Colonel (January 2020 — November 2022)

Led comprehensive oversight of a large-scale law enforcement department consisting of over 800 sworn personnel, managing a \$115M budget. Led strategic planning and allocation of resources to enhance public safety and community relations. Developed policies and initiatives to promote innovative policing strategies and improve overall department efficiency. Coordinated cross-departmental collaboration and partnerships to optimize response efforts and community engagement.

- Complete oversight of law enforcement operations and Virginia's largest full-service sheriff's office.

Chief Deputy- Operations and Administration LCSO (June 2016 — January 2020)

Oversaw operations and administration for a department of over 800 sworn officers, managing resources to maintain public safety and efficient law enforcement service delivery. Collaborated with various government agencies and stakeholders to align strategic initiatives with community needs. Developed and enforced policies to ensure accountability and uphold standards of excellence across all divisions. Spearheaded community outreach programs to enhance public relations and foster trust between law enforcement and residents.

- Cultivated a culture of professionalism and accountability within the department.

Major- Patrol Operations Division LCSO (March 2014 — June 2016)

Spearheaded patrol operations, effectively overseeing law enforcement activities and ensuring public safety throughout the designated areas. Streamlined operational procedures to enhance response times and service quality in alignment with community expectations. Developed and nurtured professional relationships with community leaders and government officials, fostering cooperation and trust.

- Formalized partnerships within the community, government leaders, elected officials, and the department to strengthen collaborative efforts through direct oversight of four sub-stations.

Additional Experience

Captain- Criminal Investigations Division

Lieutenant - Internal Affairs Unit/Operations

Sergeant - Special Investigations Narcotics & Gang Unit

Sergeant - Patrol Division

Detective - Major Crimes Division, Special Victim's Unit

Field Deputy- Patrol Division

Education & Professional Development

Master of Arts - Center for Homeland Defense and Security

Naval Postgraduate School, Monterey, California

- **Thesis Research:** "Relationship Policing: Implementing a New Model of Thinking for Building Formal Community Partnerships"
- **Specialization:** Strategic planning, threat assessment, and community engagement methodologies

Bachelor of Science - Police Science | *Summa cum Laude*

The George Washington University, Washington, DC

Federal Bureau of Investigation National Academy | *Session 260*

Quantico, Virginia

Harvard Kennedy School - Senior Executives in State and Local Government

Executive Leadership Program

Generative Artificial Intelligence and the Future City

Research & Thought Leadership

U.S. Department of Justice Commission | *Subject Matter Expert*

Law Enforcement and Administration of Justice Report

George Washington University Research | *Principal Investigator*

Mass Shootings/Spree Killers Analysis and Prevention Strategies

Published Research: "Relationship Policing: Implementing a New Model of Thinking for Law Enforcement to Build Formal Community Partnerships" - comprehensive analysis of successful partnership models contributing to public trust and crime reduction

Professional Affiliations & Leadership

Board Member | Texas Coalition for Affordable Power (TCAP)

Member | International Association of Chiefs of Police (IACP)

Member | Texas Police Chiefs Association

Member | FBI National Academy Texas Chapter

Member | Major County Sheriffs of America (MCSA)

Member | Virginia Sheriff's Institute (VSI)

Member | National Sheriff's Association (NSA)

Specialized Training & Certifications

FBI Executive Leadership Development

Created and Implemented Joint Police/Fire/EMS Command Competency Lab Training; Response to Active Threats

Leadership in Police Organizations - International Association of Chiefs of Police

Command Philosophy and Leadership

Technology for Homeland Security

Intelligence and Information Collaboration

Terrorism Trends: Domestic and International

Internal Compliance and Organizational Auditing

Security Clearance

Top Secret/Sensitive Compartmented Information (TS/SCI) | *Current*

Geographic Focus

Preferred Regions: Southeast United States (Alabama, Tennessee, Georgia, South Carolina, North Carolina)
Relocation: Available immediately for the right executive opportunity
Travel: Willing to travel extensively for organizational transition and stakeholder engagement

STEVEN G. CHAPMAN II

stevenchapman64@gmail.com • 954-681-6954 • 230 Moccasin Hollow, Johns Creek, Georgia

SUMMARY

Successful, accomplished executive (DCM/CFO/CPO/Director) with over a 35-year proven track record of saving millions of dollars to the bottom line of multiple organizations. Proven ability to partner with the Board and/or CEO to facilitate growth, cut costs, manage assets efficiently and provide superior service.

EXPERIENCE

*City of Brookhaven, Ga, **Deputy City Manager/Chief Financial Officer***
Sep 2016 – Present

- Received Initial Credit rating of AAA from S&P and Moody's with comments related to strong management and strong fiscal controls. One of 5 cities in Ga. with a double AAA.
- Developed a novel Development Agreement resulting in over \$650 million in redevelopment in the City.
- Promoted investment in leading technological improvements in the Police Department including EV Patrol Cars and the Drone as a First Responder program. Currently implementing a Real-time Crime Center.
- Worked through a community referendum with successful passage of a \$40 million Parks Bond issuance.
- Working with the City's Development Authority was able to secure \$1 billion in conduit financing for the Children's Hospital of Atlanta's Brookhaven Campus development.
- Acts in place of City Manager when City Manager is unavailable.
- Working with the Mayor, City Council, City Manager and Executive Team to provide stability and develop best practice based standard operating procedures throughout the organization.
- Encourage and implement a culture of high performance and continuous improvement.
- Extensive experience in financial planning, budgeting, and cash flow management.
- Chief participant in the creation of a Community Investment Agreement dealing with \$1.5 billion of capital investment by a nonprofit in the City.
- Responsible for all Information Technology needs, IT Director is a direct report
- Guided legislation at the State of Georgia Legislature to authorize creation of the Brookhaven Facilities Authority. This entity was then used to finance and develop a \$30 million project.
- Proven ability in leadership and strategic thinking
- Created a compliance program for alcohol excise tax payments which yielded over \$200,000 in past due taxes owed.
- Developed long term financial plans for non-existent Capital Improvement Program.
- Ensure that workflow continues through the various City departments while maintaining internal controls.
-

*City of Delray Beach, Fl, **Seasonal Chief Purchasing Officer Seasonal Capital Improvement Program Manager***
Jan 2016 - Sep 2016

*Steven Chapman & Associates (previously SC Intelligence Inc), **Director***
Nov 2008 - Present

· Consulting practice with primary emphasis on finding financial efficiencies for various clients including local government. Work has included clients such as the cities of Orlando and Miramar, Florida, Palm Beach County Fire Fighters Association and Phi Technologies (wireless communications provider).

*City of North Lauderdale, Fl, **Director of Finance***
Jan 2009 - Oct 2014

*City of Tamarac, Fl, **Director of Financial Services***
Feb 2005 - Feb 2009

*City of Fort Lauderdale, Fl, **Deputy Director of Office of Management and Budget/ Assistant Finance Director***
Jan 2004 - Jan 2005

*Clayton County Board of Commissioners, Ga, **Financial Budget and Special Projects Manager Financial Management Analyst***
Aug 1994 – Dec. 2003

*Consulting Assignment - Office of Subsidiary Mgt/Resolution Trust Corporation, **Cash Management Analyst/ Accountant***
Feb 1993 - Aug 1994

· Managed over \$250MM in cash for approximately 1200 accounts.

*Georgia State University - Economic Forecasting Center, **Graduate Research Assistant (Student)***
Sep 1991 - Dec 1992

· Prepared the PPI and CPI forecasts for Dr. Ratajczak's review. Dr. Ratajczak was awarded the most accurate inflation forecaster based on this work performed.

*U.S. Office of the Comptroller of the Currency, **Associate National Bank Examiner***
Feb 1989 - Aug 1991

· Conducted risk management analysis for a portfolio of national banks (\$1.0+ Billion). · Analysis areas included: Interest Rate Risk (A/L Mgt.), Liquidity, FX and Bond Trading, Capital Planning, Strategic Planning.

*Stuart-James Investment Bankers, **Stockbroker***
Mar 1988 - Jan 1989

EDUCATION

Florida Atlantic University
*PhD • **Public Administration – working on dissertation***

Georgia State University
*MS • **Finance***
Concentration – Corporate/Forecasting

Georgia Institute of Technology
*BS • **Management***
Concentration - Accounting

LICENSES & CERTIFICATIONS

ICMA-CM – Currently Not Active

Certified Public Finance Officer - # 407

Certified Insurance Adjuster - #W279251 – Not active

ICS Certificates

LEAD Certified University of Virginia (Strategic Management Certification)

CAPPP - International Foundation (Pension Plan Trustee Certification) •

NASD Series 7 Licensed – not active

SKILLS

Executive • Leader • Organizational Strategic Planning • Legislation Adoption • Labor Relations •
Organizational Change and Development • Organizational Strategic Planning • Operations Analysis •
Internal Control Expert • Investment Management

CHRISTOPHER B. CLAUSI, JD, SHRM-CP

Municipal Executive | Assistant City Administrator | Public Sector Operations Leader

Franklin, TN | (615) 586-9017 | clausic1107@gmail.com | linkedin.com/in/chrisclausi/

EXECUTIVE PROFILE

Municipal executive and public sector leader with experience in city administration, HR, public safety oversight, investigations, policy development, budget support, legal/risk management, employee relations, and organizational change. Currently serves as Assistant City Administrator for the City of Spring Hill after serving as Interim City Administrator during a major leadership transition. Brings JD-level legal training, SHRM-CP certification, 23 years of law enforcement experience, and hands-on executive leadership in a fast-growing Tennessee city facing complex infrastructure, utility, staffing, and public trust challenges.

CORE STRENGTHS

City Operations | Budget & Fiscal Stewardship | BOMA Support | Public Safety | HR Strategy | Legal/Risk Compliance | Capital Projects | Utility & Infrastructure Strategy | Policy Development | Investigations | Leadership Development | Organizational Change

SELECTED EXECUTIVE HIGHLIGHTS

- Selected to serve as Interim City Administrator during a major leadership transition, providing stabilizing leadership, operational continuity, and executive support to elected officials, department heads, and staff.
- Currently serves on the executive leadership team with direct oversight and support for Police, Fire, IT, GIS, Library, Parks & Recreation, and Emergency Management.
- Reduced recurring personnel costs by more than \$225,000 annually by eliminating two non-essential positions during the administrative transition.
- Led recruitment and hiring of the Finance Director and supported a stronger budget-development process that resulted in FY2026 budget recognition by the Tennessee Comptroller's Office after prior-year budget approval challenges.
- Supported major fiscal and infrastructure actions, including AA+ credit rating affirmation, a \$57 million general obligation bond issue, the 60,000-square-foot Police Department Headquarters opening, Advanced Water Purification work, and the strategic purchase of 111 acres for long-term water and reservoir needs.

PROFESSIONAL EXPERIENCE

CITY OF SPRING HILL | Spring Hill, TN | Dec 2023 - Present

Fast-growing Tennessee municipality serving approximately 60,000 residents across Williamson and Maury Counties.

Assistant City Administrator | Sep 2025 - Present

- Report to the City Administrator and help lead citywide operations, executive decision-making, departmental coordination, and implementation of Board-approved priorities.
- Provide executive oversight and support to Police, Fire, IT, GIS, Library, Parks & Recreation, and Emergency Management, including supervision of department directors and coordination of cross-functional priorities.
- Participate in budget development, fiscal oversight, staffing analysis, policy review, agenda preparation, and weekly departmental briefings tied to service delivery, infrastructure needs, and operational accountability.
- Support the City Administrator and elected officials on utility capacity, public safety services, organizational structure, intergovernmental coordination, and resident-facing concerns.

Interim City Administrator and Human Resources Director | Oct 2024 - Sep 2025

- Appointed to carry out City Administrator duties and lead administrative operations while continuing to serve as Human Resources Director during the City's transition and nationwide executive recruitment process.
- Stabilized the organization during leadership transition by maintaining operational continuity, supporting BOMA agenda work, coordinating with elected officials, department heads, legal counsel, finance, and administration.
- Recruited and hired the Finance Director, strengthening the City's fiscal leadership and budget development capacity during a critical budget cycle.
- Reduced annual recurring personnel costs by more than \$225,000 through targeted elimination of two non-essential positions created under the prior administration.
- Served as the executive point of continuity during FY2026 budget development and approval, public safety facility transition, water reclamation and Advanced Purification planning, and major land acquisition for long-term infrastructure assets.

Human Resources Director | Dec 2023 - Oct 2024

- Led enterprise HR strategy, employee relations, recruitment, benefits, compensation, classification, policy administration, training, risk coordination, and legal compliance for a full-service municipal organization.
- Modernized HR practice and policy tools, including remote work standards, vehicle use and take-home vehicle agreement work, ADA documentation, position/classification review, and leadership-facing personnel guidance.
- Advised department heads and executive leadership on discipline, investigations, performance issues, FMLA/ADA matters, compensation, hiring processes, and risk-sensitive personnel decisions.

PRIOR EXECUTIVE AND PUBLIC SECTOR LEADERSHIP EXPERIENCE

TURNIP TRUCK | Nashville, TN | 2022 - 2023

Chief Human Resources Officer

- Served as senior HR executive for Nashville's locally owned natural foods grocer, aligning people strategy, employee relations, recruiting, culture, and compliance with company operations; introduced a PTO program and pay plan that reduced employee turnover by 14% within two months.

METRO NASHVILLE AND DAVIDSON COUNTY | Nashville, TN | 2020 - 2022

Assistant Director, Metro Nashville Community Oversight

- Oversaw investigative processes and resolution of Metropolitan Nashville Police Department misconduct complaints; contributed to oversight of 10 direct reports and a \$1.7 million annual budget.
- Made policy and best-practice recommendations to the Chief of Police, resulting in a 90% acceptance rate; digitized HR and onboarding processes, reducing onboarding time by 50%.

CITY OF MURFREESBORO | Murfreesboro, TN | 2018 - 2020

Assistant Director, Human Resources

- Planned, directed, and supervised HR activities for approximately 1,456 full-time, part-time, and seasonal employees, including benefits, workers' compensation, retirement, recruitment, and employee relations.
- Served as City ADA Coordinator, boosted diversity hiring by 12% in Q1, and digitized new-hire onboarding, reducing onboarding time by 45%.

STATE OF TENNESSEE | Nashville, TN | 2017 - 2018

Director, Financial Services Investigative Unit

- Directed statewide investigative activity involving suspected fraud and financial crimes, supervising eight investigators and one administrator while coordinating with federal, state, and local consumer protection partners.
- Led transition to alternative workspace operations, increasing case closure rate by 250% while maintaining 100% employee retention; implemented the division's first fully paperless case-file process.

CITY OF FRANKLIN | Franklin, TN | 2013 - 2017

Assistant Director, Human Resources | Employee Relations Manager

- Co-led HR operations for a municipal workforce of more than 750 employees, with responsibility for employee relations, training, recruitment, policy interpretation, HR systems, and budget support.
- Revived and completed a stalled HRIS implementation in six months, implemented the City's first employee management system, trained 500+ employees, and reduced formal employee/leader complaints by 30%.

EARLIER CAREER | Law Enforcement Leadership and Public Safety Operations

Completed a 23-year law enforcement career before moving into municipal HR, oversight, investigations, and executive administration. Background provides practical public safety credibility, operational judgment, investigative discipline, and an understanding of police culture, accountability, and community trust.

EDUCATION, CREDENTIALS AND PROFESSIONAL MEMBERSHIPS

Nashville School of Law | Juris Doctor (JD)

Williamson Christian College | Bachelor of Science, Management and Ethics

Society for Human Resource Management | SHRM-CP

International City/County Management Association (ICMA) | Member

John Mascaro

CITY MANAGER

(252) 305-5337

Bettiepearl1124@outlook.com

Elephant Butte, nm 87935

Energetically led as City Manager/Fire Chief at City of Elephant Butte, pioneering infrastructure and sustainability initiatives. Demonstrated exceptional leadership and strategic planning skills across multiple roles, notably enhancing community engagement and urban development. Skilled in financial analysis and performance measurement, consistently delivering results and fostering team motivation. I received over 10 million dollars in grants for the city multiple capitol outlay projects.

SKILLS

- Sustainability Initiatives
- Financial Analysis
- Getting the job done
- Infrastructure Planning
- Performance Measurement

EXPERIENCE

CITY MANAGER / FIRE CHIEF

City of Elephant Butte

Elephant Butte, NM

May 2022 - February 2024

- Initiated innovative solutions to address infrastructure challenges such as traffic congestion or water conservation.
- Proficient in developing long-term plans for urban development and zoning regulations.
- Spearheaded efforts to increase citizen engagement through community outreach activities.

FIRE CHIEF

town of duck

duck, NC

October 2005 - April 2006

- Exhibited strong leadership skills with the ability to motivate teams and manage multiple projects simultaneously.
- Utilized effective communication strategies when interacting with colleagues, staff members, and other agencies.
- Participated in high-level meetings regarding policy changes or updates that would affect operations.

FIRE CHIEF

olympia gardens fire district

olympia gardens, ILL

April 1984 - June 2004

- Exhibited strong leadership skills with the ability to motivate teams and manage multiple projects simultaneously.
- Utilized effective communication strategies when interacting with colleagues, staff members, and other agencies.
- Provided guidance to subordinates during emergency situations ensuring proper protocols were followed.

EDUCATION

FIRE SCIENCE IN ALL

Illinois fire service institute, **champaign ill**

Jun 1999

FIRE SERVICE IN FIRE SCIENCE

Feb 1988

REFERENCES

Stephen Archuleta — SAC
Retired County Manager / Consultant *Friend*
(575) 779-1680
Stephen.archuleta@cityofeb.com

Bryce Lunsford — 1st Choice Realty
Owner Real Estate Company *Friend*
(540) 849-6496
bryce1954@gmail.com

Mike Williams — Mikew
Retired Sheriff Deputy / Current City Councilman
C Professional / Friend
(505) 980-8844
nmcops@aol.com

Initial Candidate Review Score Sheet



Tier 3 Candidates

Candidate Name	City Manager Experience	Points	Senior Mgmt. Exp.	Points	Education	Points	Certification	Points	Total
Freddie Harris	NONE	0	Dept. Head	15	Master's Degree	15	None	0	30
Henry Dachowitz	NONE	0	Dept. Head	15	Master's Degree	15	None	0	30
Jack Thornsberry	NONE	0	Dept. Head	15	Master's Degree	15	None	0	30
James Paterniti	NONE	0	Dept. Head	15	Master's Degree	15	None	0	30
Jeffrey McKittrick	NONE	0	Dept. Head	15	Master's Degree	15	None	0	30
John White	NONE	0	Dept. Head	15	Master's Degree	15	None	0	30
Joseph Dalto	NONE	0	Private Sector*	15	Master's Degree	15	None	0	30
Michael Carlson	NONE	0	Dept. Head	15	Master's Degree	15	None	0	30
Sherman Gant	NONE	0	Dept. Head	15	Master's Degree	15	None	0	30
Victor Spinelli	NONE	0	Senior Military	15	Master's Degree	15	None	0	30
Michael Sibilia	NONE	0	Private Sector*	15	Master's Degree	15	None	0	30
Stuart Sword	NONE	0	Senior Military	15	Master's Degree	15	None	0	30
DL Bennett	NONE	0	Private Sector*	15	Bachelor's Degree	10	None	0	25
Hanns Mercer	NONE	0	Dept. Head	15	Bachelor's Degree	10	None	0	25
David Schroedel	NONE	0	Dept. Head	15	Bachelor's Degree	10	None	0	25
Anthony Dimino	NONE	0	ACM	20	NONE	0	None	0	20
Andres Felipe Alvarez	NONE	0	N/A	0	Master's Degree	15	None	0	15
Angelique Pickett	NONE	0	Private Sector*	15	NONE	0	None	0	15
Carlos Santos-Rivera	NONE	0	N/A	0	Master's Degree	15	None	0	15
George Dickens III	NONE	0	N/A	0	Master's Degree	15	None	0	15
Howard Campbell	NONE	0	N/A	0	Master's Degree	15	None	0	15
Louis Schwartz	NONE	0	N/A	0	Master's Degree	15	None	0	15
Michaela Louis	NONE	0	N/A	0	Master's Degree	15	None	0	15
Muhammad Mughal	NONE	0	N/A	0	Master's Degree	15	None	0	15
Nikki-Ann Thomson	NONE	0	N/A	0	Master's Degree	15	None	0	15
Sasikala Gurusamy	NONE	0	N/A	0	Master's Degree	15	None	0	15
Stephen Menard	NONE	0	N/A	0	Master's Degree	15	None	0	15
Brandon Sieben	NONE	0	N/A	0	Master's Degree	15	None	0	15
Gustavo A. Gomez	NONE	0	N/A	0	Bachelor's Degree	10	None	0	10
Mechi Powell	NONE	0	N/A	0	Bachelor's Degree	10	None	0	10
Jeremy Nelson	NONE	0	N/A	0	NONE	0	None	0	0
Marlon Hernandez	NONE	0	N/A	0	NONE	0	None	0	0

* Private Sector/Non-Profit C-Level

FREDDIE B. HARRIS, MBA

CITY MANAGER | MUNICIPAL EXECUTIVE

Pembroke Pines, FL • (850) 528-6402 • fbharris@gmail.com • linkedin.com/in/fred-harris-mba

EXECUTIVE PROFILE

Accomplished municipal executive with 20+ years of progressive leadership across Florida city government with a distinguished record of translating Commission priorities into operational reality, delivering fiscal discipline on multi-million-dollar budgets, and building the kind of trust with elected officials that only comes from consistent transparency, honest counsel, and measurable outcomes.

I've spent my career helping full-service cities run well day to day while keeping an eye on the big picture. I've led enterprise operations across more than 18 departments serving over 100,000 residents, overseen about \$16.5M in operating and capital funding, and regularly stood in front of the City Commission to talk through strategy, major investments, and policy decisions in plain language.

People know me as someone who understands politics but doesn't play political games. I build buy-in by being transparent with the facts, sharing information evenly, and keeping the long-term health of the community at the center of the conversation.

At heart, I'm a servant leader. I mentor staff, set clear expectations, and hold teams accountable, while creating a culture where customer service is the norm. Every interaction with a resident is treated as a reflection of the city's integrity.

CORE COMPETENCIES

◆ Strategic Planning & Policy Development	◆ Capital Investment & Fiscal Stewardship	◆ City Commission & Elected Official Relations
◆ Multi-Department Leadership & Org Development	◆ Community Engagement & Citizen Services	◆ Transparency & Accountability Governance
◆ Economic Development & Public-Private Partnerships	◆ Performance Management & Data Analytics	◆ Workforce Development & Culture Building
◆ State & Intergovernmental Relations	◆ Risk Management & Regulatory Compliance	◆ Consensus Building & Stakeholder Navigation

PROFESSIONAL EXPERIENCE

Chief Information Officer & Director of Innovation

City of Boynton Beach • Boynton Beach, FL • August 2022 – Present

Senior member of the City's executive leadership team — accountable to the City Commission for enterprise-wide strategy, capital investment, organizational performance, and public transparency across 18+ departments serving 80,000+ residents. Managed 17 professional staff and a \$6.5M annual operating and capital budget.

- ▶ **Commission Engagement & Capital Stewardship:** Served as a regular presenter to the City Commission on strategic initiatives, budget requests, and capital investment priorities. Secured unanimous approval of an \$11.2M

enterprise modernization project — developing the business case, managing stakeholder concerns, and guiding elected officials through complex tradeoffs with transparency and clarity.

- ▶ **Fiscal Leadership:** Directed \$6.5M annual capital and operational budget, delivering 25% cost savings (\$2.1M annually) through strategic infrastructure investment and vendor portfolio restructuring. Reduced ongoing operating costs by 15% through process modernization — reinvesting those resources into frontline service improvements for residents.
- ▶ **Organizational Transformation:** Led complex, cross-departmental transformation spanning Finance, HR, and Public Works — achieving 35% process efficiency gains and 40% faster hiring cycles. Reduced staff attrition from 23% to 8% and raised employee engagement to 87% by building a culture of accountability, mentorship, and professional development.
- ▶ **Strategic Planning & Policy Development:** Directed enterprise-wide strategic planning aligned with Commission priorities. Championed data governance policy, ethical AI protocols, and digital equity initiatives — resulting in a 25% increase in citizen online engagement and expanded access to city services across underserved populations.
- ▶ **Citizen Services & Community Trust:** Launched self-service and AI-assisted citizen engagement platforms, reducing inbound service calls by 20% while improving satisfaction and access. Implemented proactive transparency initiatives ensuring residents and elected officials received timely, accurate, and equitable information on all city programs and operations.
- ▶ **Crisis Leadership:** Managed crisis communications during critical infrastructure events in direct collaboration with the City Manager's office — providing steady, decisive leadership under pressure and keeping elected officials and community stakeholders informed throughout.

Director of Asset Management – Infrastructure

City of Fort Lauderdale • Fort Lauderdale, FL • July 2019 – July 2022

Provided executive-level strategic and financial leadership for a citywide infrastructure asset management program serving 180,000+ residents. Collaborated closely with Public Works, Utility leadership, the City Manager's office, and federal oversight bodies to maximize public investment and ensure long-term community resilience.

- ▶ **Capital Program Management:** Developed and managed a \$13M annual capital program using risk analysis, sustainability scoring, and quality-of-life impact metrics. Improved investment returns by 22% through data-driven prioritization and long-range capital forecasting tools — ensuring public dollars delivered maximum value to residents.
- ▶ **Regulatory Compliance & Risk Governance:** Maintained infrastructure data integrity and cross-departmental alignment — avoiding federal penalties and eliminating compliance gaps. Achieved a 30% reduction in operational risk exposure through improved governance frameworks and interdepartmental coordination.
- ▶ **Performance Analytics & Organizational Alignment:** Aligned performance metrics across Public Works and Utilities to drive operational efficiency and support city-wide budget decisions. Leveraged infrastructure lifecycle analytics to enable predictive capital planning that reduced service failures by 35%.

Information Technology Manager

City of Tallahassee • Tallahassee, FL • September 2009 – June 2019

Led enterprise-wide technology and project management initiatives in a large capital city government. Partnered directly with the City Manager's office and department directors to align operational strategies with citywide objectives, building the foundational executive skills applied throughout a progressive public sector career.

- ▶ **Executive Partnership:** Collaborated directly with the City Manager and department directors to align cross-functional initiatives with organizational goals — ensuring projects were delivered on time, within scope, and on budget with 95% on-time execution over a decade of service.
- ▶ **Workforce Development:** Built high-performing teams through strategic recruitment, mentoring, and professional development programs. Reduced attrition by 28% and improved service delivery efficiency by 15% — creating a culture of continuous improvement, accountability, and shared pride in public service.

THOUGHT LEADERSHIP & PROFESSIONAL AFFILIATIONS

► **Panel Participant — Leadership Exchange Forum (2025):** *"Embedding Ethics into the DNA of Innovation"*

► Mentor — NFBPA Emerging Leaders Program	► Active Member — ICMA (International City/County Management Association)
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► Active Member — National Forum for Black Public Administrators (NFBPA)	►
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EDUCATION & PROFESSIONAL DEVELOPMENT

Executive MBA — Florida International University, Miami, FL (2014)

B.S., Information Systems — Florida State University, Tallahassee, FL (2006)

Executive Certificate: AI Strategy & Business Application — UC Berkeley Extension

HENRY M. DACHOWITZ

3130 W Latitude Circle, Apt 402, Delray Bch FL 33483 | <https://linkedin.com/in/henrydachowitz> | 516-728-4991 | hdachowitz@cs.com

Executive Profile

CFO consultant (CPA Harvard MBA) who has developed financial teams and improved strategic operations to accelerate profitable growth. Relishes crisis turnarounds -- pinpoints root causes of problems then fixes them with maximum leverage. Experienced in financial accounting and reporting systems, service operations improvement, and management of HR and IT functions. Has worked in non-profits, private corporations, and government. Achieves success through collaborative management style, creative problem solving and cost cutting, and low-drama computer system implementations. Advanced communication skills as a management consultant and Adjunct Accounting Professor.

Areas of Skill and Expertise

- | | |
|--|------------------------------------|
| ➤ Strategic Planning | ➤ Financial Accounting & Tax |
| ➤ Cost Accounting & Financial Analysis | ➤ Budgeting and Planning |
| ➤ Risk management and insurance | ➤ Management Dashboard & Reporting |
| ➤ Turnarounds & International | ➤ Computer Systems |
| ➤ Tax-Free Municipal Financings | ➤ Forensic Investigations |
-

Notable Achievements

Financial Management and Operations Improvement

Wayne County raised \$315MM at 3.91% TIC and with 0.8% underwriter takedown + costs of issuance (Wayne Cty CFO)
Nassau County achieved 11 bond rating increases in 33 months and four annual budget surpluses (Nassau Cty Treasurer)
Turned around Internet retailer 5 weeks from bankruptcy to profitable & cash-flow positive (Expert CFO Advisor)
Profit margins increased by 4.5% based on Customer and Product Profitability Model (Controller Deutsche Bank)

Cost Reduction & Efficiency Improvement

Doubled quality and quantity of Nassau County Treasury Department output while shrinking headcount from 60 to 43
Cut expenses \$2MM/yr from Nassau County's Deferred Compensation Plan (\$500MM AUM)

Computer Systems and IT Projects

Initiated conversion of 25-year-old JDEdwards (G/L) & PeopleSoft (Payroll) systems to Oracle Cloud (Wayne Cty CFO)
Touche Ross Innovation Award for swaps dealer computer system implementation (Deloitte Mgmt Consultant)
Converted \$3Bn of debt tracking from manual ledger sheets to computerized system (Nassau County Treasurer)

Work Experience

City of Delray Beach, FL (\$186MM Optg Budget, \$203MM CIP) --- Chief Financial Officer 2024 – present

Completed \$9MM Tax-Exempt Vehicle Leasing Program; Finalized first tranche of \$280MM Revenue Bond Issuance for new Water Treatment Plant; Completed \$31.6 MM Revenue Bond for Golf Course @ 4.2%; Coordinating with our Financial Advisor for 2 other bond issuances – Stormwater Authority, and Community Redevelopment Authority Neighborhood Improvement
Closed out three audits (financial audit; Fla State Joint Audit Review, and Palm Beach County Internal Audit)
Promoted Chief Accounting Officer to Deputy CFO, recruited a Budget Director and considering new Treasurer
Improved budget process addressing Commission's requests for greater granularity & their earlier involvement
Began discussions with Commissioners (after approval and endorsement from City Manager) on investing in gold & silver to diversify our portfolio and reduce risk in the current volatile climate where **the largest stock market, debt, and real estate bubbles of all time appear ready to burst.**

City of Norwalk, CT (\$435MM annual revenue, \$450MM debt) --- Chief Financial Officer 2019 - 2024

Raised \$425MM in 9 bond offerings over 4 years, the latest (Aug 2023) at 3.74% interest for 30-year bonds
Improved Cybersecurity of City and Public Schools; initiated standalone Cybersecurity insurance coverage in 2019
Ex-officio member of Pension Board managing \$150MM in AUM (Assets Under Management)
Upgraded staff by recruiting new Assessor, Budget Director and Deputy Comptroller

Wayne County, Michigan (\$1.5 billion annual revenues) 2018 - 2019**Chief Financial Officer (Director of Management & Budget Department)**

Achieved 5 bond rating increases in 5 months from Standard & Poor's, Moody's, and Fitch

Raised \$315MM in bond offering selected by Bond Buyer as **"Bond Deal of the Year" – Midwest Region**

Responsible for Budgeting, Fin'l Reporting, Purchasing, Buildings, Risk Mgmt/Insurance, Benefits, and Grants

Expert CFO Advisor Financial & Management Consulting Practice CEO/Founder 2006 – 2018

Broad-based practice in the private sector. Clients included small start-ups, a genomics business spinning off from Mount Sinai's Icahn Medical School in NYC, a deal-a-day internet retailer, an ambulatory surgical center, a manufacturer and distributor of nutraceuticals, and a vascular surgeon (who wanted help both in managing his practice and in building a new business marketing and licensing software he had developed to other vascular surgeons).

Helped the internet retailer (5 weeks from bankruptcy) develop financial statements (they had 4 different sets of books in QuickBooks) and then raised an equity investment within 4 weeks of joining that allowed them to keep operating.

Often helped smaller companies one day every one or two weeks coaching and guiding their in-house accountant or controller while helping them make correct strategic decisions (what accounting software should they use, how should they establish their chart of accounts, proper cost accounting to help set profitable prices). Also helped them select computer software and implement it successfully.

Nassau County, NY (\$2.4 billion annual revenues, \$3 billion in debt) 2002 to 2006**County Treasurer and Chairman, Deferred Compensation Plan**

Bond Buyer designated our 2004 Nassau Medical Center bond refunding **"Bond Deal of the Year" – Northeast Region**

Maintained \$6MM investment income despite 150 basis point drop in interest rates

Director, Deferred Compensation Board managing union pension funds of \$500MM AUM

Abacus Business Consultants Tax Arbitrage Consulting Practice CEO/Founder 1999 to 2002

A continuation of my Tax Arbitrage sales and marketing practice which I first learned at Twenty-First Securities

By setting up my own firm, I had to pay my own expenses, but (a) I did not have to compete with other 21st Securities salespeople for clients, and (b) I was permitted to sell other arbitrage firms' tax strategies that 21st decided they did not want to market.

Twenty-First Securities Tax Arbitrage Consulting Practice Institutional Salesman 1997 to 1999

A tax arbitrage firm (adding value by utilizing differences in how the tax code treats different securities or different trading strategies), I was one of a half dozen salespeople selling/marketing our strategies to the CFOs, Treasurers and Tax Directors of Fortune 500 Corporations and the Family Offices of wealthy investors.

FastCast Corporation High-Growth Optical Company Chief Financial Officer 1995 to 1997

One of the shareholders of Pharmos Corp (listed below, where we developed ophthalmic drugs) were the owners of Cohen Fashion Optical and Sterling Optical. They obtained technology that allowed them to make spectacles (eyeglass lenses whether single-vision, bifocals, or progressives) in 30 minutes for \$6.50/pair. They invited me to join their venture as CFO.

Pharmos Corp (Israeli/US biotech start-up)**CFO, Treasurer and Secretary****1992 to 1995**

Took Pharmos public (IPO) and handled all SEC reporting and filings (10-Q, 10-K, S-1)

Instituted multi-language and multi-currency accounting system with consolidations

Pride of Judea (Jewish Board of Family & Children's Services) community mental health center**Member of Board of Directors (special asst. to Controller)****1995 to 2012**

Helped Controller implement new Accounting computer system and comply with Sarbanes-Oxley

Served as lead director reviewing financial reports and capital expenditure requests

Deutsche Bank (Bankers Trust)**Internal Management Consultant; then Controller****1988 to 1992**

Saved \$150K/yr. and upgraded Controller staff quality while lowering headcount from 20 to 13

Saved \$3MM/yr. leading bank-wide overhead cost-cutting project

Other Earlier Experiences

AllianceBernstein (Sanford C. Bernstein)	Equity Research Analyst	1987-1988
Deloitte (Touche Ross)	Management Consultant	1984-1987
IGI Biotechnology	CFO	1982-1984
Empire Steel Trading	Commodity Trader	1980-1982
PricewaterhouseCoopers (Coopers & Lybrand)	Auditor	1977-1978

Education

Harvard Business School	MBA (Finance and Strategy)	Boston, MA	June 1980
Brooklyn College (CUNY)	B.S. (Accounting)	Brooklyn, NY	January 1977

Certifications, Awards and Distinctions

Certified Public Accountant (CPA), States of New York and Maryland, since 1983
Series 7 and 63 securities licenses, 1987 & 1997 (currently inactive)

Editorial Advisor, **Journal of Accountancy**, 1989 - 2000

Adjunct Professor of Accounting (Financial and Forensic), NYU Stern School of Business, 2012 – 2023

Adjunct Professor of Accounting (Government and Forensic), John Jay College (CUNY), 2010 – 2014

Teaching Assistant in Accounting at Harvard College (Economics 1500) while getting my MBA

Professor of Accounting (Financial & Cost/Managerial), Sichuan University, Chengdu, CHINA, July 2016

Winner of **Touche Ross Innovation Award**, for implementation of swap dealer computer system, 1986

4th place winner, **National Management Tournament**, computerized business simulation, 1979

Selected by Harvard Business School Faculty to **HBS Century Club** (35 MBA students out of 775), 1979

Louis P. Goldberg Scholarship for graduate study in Business, awarded by Brooklyn College, 1977

Jack Thornsberry

132 Southern Oak Dr.
Camden, SC 29020
513-659-0394

Education

Master of Business Administration (MBA) in Operations Management

University of Cincinnati - Cincinnati, Ohio
June 2003

Bachelor of Science (BS) in Management

University of Cincinnati - Cincinnati, Ohio
March 1995

Work Experience

Director of Public Utilities and Public Works (Oct 2, 2023-present)

City of Camden - Camden, SC

Under limited supervision, plan and direct all activities, operations and personnel of the Public Works/Utilities Department to include electric utility, sanitation/recycling, storm drains, streets, parks, dams, facilities, water plant and lines, wastewater plant and lines, stores, and fleet. Directs all projects and programs for the department. Prepares and maintains departmental budgets and monitors expenditures. Reports to the City Manager. Current projects: AMI water/electric (12,000 electric meters - 7,700 water meters), downtown Trimlight LED's, new water booster pump station, new elevated tank, 3.5 miles water main replacement, storm water replacement, park revitalizations, EV stations, Daupler Incident Management

Division Head – Operations (2001-2018)

Division Head – Administration (2018-2023)

Butler County Water and Sewer (BCWS) - Hamilton, OH
October 2001 to September 2023

Responsible for the administration, coordination and planning of the BCWS water distribution system, wastewater treatment plants and wastewater collection systems, mechanical and electrical maintenance, engineering and construction, solid waste and recycling, customer service/billing, finance and accounting, human resources as well as all information technology and telemetry systems. Collective bargaining owner/management representative (AFSCME)

System information: 44000 accounts, 680 miles of water main, 790 miles of sewer, water system rated for 43 MGD, sewer system 35 MGD, annual water revenue \$27M, annual water CIP \$6-8M, annual sewer revenue \$30M, annual sewer CIP \$7-10M

Some examples of job achievements and assignments:

- Lead employee on Blue Max service line litigation, \$10M settlement
- Designed and implemented preventive maintenance programs
- Department lead on telemetry and data systems to maximize efficiencies
- Core management group working on rates and charges and implementation
- BCWS went well over a decade without rate increases
- Implemented two Enterprise Asset Management (EAM) software programs
- Led several key selective outsourcing projects
- Helped manage several three year cycle electric procurement bids
- Electric load analysis, peak load contributions, power factor adjustments
- Led the BCWS inflow and infiltration team for sewer collection system
- Helped negotiate seven CBA's - both traditional and interest based bargaining
- Loss prevention and reporting for all potential claims for/against BCWS
- Project manager for elevated storage tank repairs, painting and branding
- Master planning - executive level planning for all BCWS assets and employees
- Developed and updated all Emergency Response Plans
- Led QualServe, Baldrige and AWWA Benchmarking quality improvements
- Negotiated wastewater NPDES permits and drinking water permits
- Served on regional and local planning committees
- Department lead on FEMA reimbursements

Field Superintendent

Butler County Water and Sewer - Hamilton, OH
October 1997 to October 2001

Responsible for coordinating the daily operation and maintenance of the BCWS water distribution, water line maintenance, wastewater operations, wastewater collections, biosolids, maintenance, and fleet sections. Some examples of job achievements:

- Guided processes for replacing failed Blue Max service lines
- Implemented preventive and predictive maintenance programs
- Assisted with BCWS utility optimization program
- Designed vector and CCTV schedules to reduce overflows and I&I
- Reduced collection system overflows from over 40/year to under 5/year

Industrial Services and Biosolids Manager

Butler County Water and Sewer - Hamilton, OH
December 1995 to October 1997

Oversee the day-to-day pretreatment and biosolids programs for BCWS. Responsible for the administration of several BCDES programs related to pretreatment, biosolids, backflow prevention and other environmental special projects. Major duties included administration, records management, supervision, and planning.

Industrial Services Technician

Butler County Water and Sewer - Hamilton, OH
December 1992 to December 1995

Clerk I

Butler County Water and Sewer - Hamilton, OH
November 1991 to December 1992

General Interests: music, auto racing, sports, civic events, technology

James Paterniti

Utilities Leader | Civil Engineer | Inclusive Leadership & Team Development

Gerry, NY | 716.338.5079 | jdpaterniti@gmail.com | www.linkedin.com/in/jamespaterniti01

Executive Summary:

Municipal leader with more than seven years of experience across utilities, infrastructure, and organizational operations within a complex public service environment. Proven ability to lead cross-functional teams, manage capital improvement programs, and work collaboratively with elected officials, regulatory agencies, and labor unions. Experienced in overseeing multi-million-dollar infrastructure initiatives, improving organizational performance, and supporting policy implementation through practical, results-driven leadership, with a reputation for a steady, solutions-oriented approach, strong communication skills, and the ability to build trust across all levels of an organization.

Professional Experience:

Civil Engineer / Utilities Leader

May 2024 – Present

Jamestown Board of Public Utilities

- Provide cross-divisional leadership and coordination across water, wastewater, electric, and district heating operations serving a community of approximately 40,000 residents
- Lead operational improvements including crew restructuring, scheduling optimization, and internal communication enhancements across unionized teams
- Work daily with labor unions, supporting workforce coordination, performance accountability, and labor-management alignment
- Serve on emergency response and planning teams, coordinating with local and state agencies on system response and preparedness
- Oversee and support capital improvement initiatives, including a \$27.6 million pump station and transmission main replacement project in the water division
- Translate operational and infrastructure needs into actionable recommendations for leadership and decision-makers

Civil Engineer

Mar 2021 – Jan 2022

Jamestown Board of Public Utilities

- Directed a \$5 million water infrastructure upgrade funded through WIIA grants and DWSRF financing to improve system reliability
- Managed a \$570,000 lead service line replacement program to support regulatory compliance and public health outcomes
- Coordinated with regulatory agencies, municipalities, and consultants to ensure compliance and effective delivery of capital infrastructure projects.
- Contributed to long-range infrastructure planning, supporting system capacity analysis and future investment strategies

Junior Civil Engineer

Mar 2018 – Mar 2021

Jamestown Board of Public Utilities

- Supported engineering design, system analysis, and infrastructure planning across water and wastewater operations
- Assisted with regulatory compliance, reporting, and coordination with health departments and state agencies
- Maintained GIS systems and supported operational planning and system documentation

James Paterniti

Utilities Leader | Civil Engineer | Inclusive Leadership & Team Development

Gerry, NY | 716.338.5079 | jdpaterniti@gmail.com | www.linkedin.com/in/jamespaterniti01

Estimator and Project Manager

Jan 2022 – May 2024

Lake Shore Paving Inc.

- Managed infrastructure construction projects from bid development through completion, including cost estimating, scheduling, and field coordination
- Coordinated with the company's Financial Controller, bonding agents, and insurance providers to secure project bonding and coverage requirements.
- Managed field crews, subcontractors, and construction schedules to deliver projects on time and within budget.
- Ensured accurate cost accounting, including bonding and overhead, within bid documents and contract submissions.
- Attended pre-bid meetings and coordinated vendor submittals and compliance documentation.
- Collaborated with municipal and state agencies, engineers, and utility owners throughout project delivery.

Education:

Bachelor of Science

Aug 2013 - Dec 2017

Rochester Institute of Technology

Civil Engineering Technology

Engineering Co-op – City of Rochester Water Bureau

May – December 2016

Skills:

- | | |
|--|---|
| - Cross Functional Team Leadership | - Emergency Response Coordination |
| - Cultural Change & Employee Engagement | - Strategic Planning and Vision Setting |
| - Budgeting and Financial Oversight | - Stakeholder Communication & Public Engagement |
| - Operational Efficiency & Process Improvement | - Succession Planning Support |

Professional Development & Affiliations:

- | | |
|---|--|
| - Chautauqua Leadership Network (Member) | - NYSDOH Public Water Operator (Class IIB Advanced Ground & Surface Water Treatment, C, D) |
| - American Water Works Association, (Member) | - FEMA Emergency Management Training |
| - International City/County Management Association (Member) | |

Jeffrey W. McKittrick, MBA, CPM

I am pleased to present the professional background of Jeffrey W. McKittrick, a seasoned housing and community development executive with over 30 years of public sector leadership experience, including more than a decade dedicated to affordable housing initiatives. Throughout his career, Jeffrey has demonstrated a consistent ability to lead complex programs, secure and deploy multimillion-dollar funding, and deliver measurable results that strengthen communities.

In his most recent role as Director of Housing and Community Development for the City of Tampa, Jeffrey led citywide housing strategies and managed a diverse portfolio of federally funded programs. He successfully implemented initiatives that expanded housing access, reduced homelessness, and improved operational performance. Among his notable achievements, he launched multiple disaster relief programs that rapidly delivered over \$2 million in aid to homeowners, highlighting his ability to execute high-impact initiatives under tight timelines.

Previously, as Assistant Director of Housing and Community Development for Pasco County, Jeffrey co-managed a \$50 million housing loan portfolio and contributed to the successful delivery of more than 1,000 multifamily affordable housing units. He also led operational improvements that increased efficiency by 50% and achieved zero audit findings following prior compliance challenges. His leadership in designing and executing a \$2.5 million COVID-19 relief program that served 500 families in a four-month time frame further underscores his capacity to deliver results in complex and high-pressure environments.

Earlier in his career, Jeffrey served as a Grant and Redevelopment Manager, where he administered HUD-funded programs, secured funding for housing initiatives supporting vulnerable populations, and managed large-scale relocation efforts in compliance with federal regulations. His ability to build strategic partnerships with developers, nonprofits, and government agencies has consistently expanded housing opportunities and enhanced service delivery.

Jeffrey holds a Master of Business Administration from King University, a Bachelor of Science in Criminal Justice, and a Certification in Public Management from Florida State University. He completed the National Community Development Association's (NCDA) inaugural Leadership Academy. He is a Certified Public Manager and holds a Lean Six Sigma Yellow Belt, reflecting his commitment to continuous improvement and operational excellence.

Jeffrey brings a strategic mindset, strong leadership capabilities, and a deep commitment to public service. He is well-positioned to contribute meaningfully to organizations focused on advancing sustainable housing solutions and community development initiatives.

Please see the resume below for specific accomplishments and responsibilities.

Sincerely,

Jeffrey W. McKittrick

Jeffrey W. McKittrick

JEFFREY W. MCKITTRICK

Ellenton, Florida 34222 - 423-383-8043 – Southsro@yahoo.com

EXECUTIVE SUMMARY

Strategic Housing & Community Development Leader with over 13+ years of experience driving affordable housing initiatives, community revitalization, and public-sector programs. Proven ability to deliver **1,000+ housing units, manage multi-million-dollar budgets**, and implement innovative solutions that accelerate program outcomes. Expert in regulatory compliance, stakeholder engagement, and operational efficiency. Recognized for building high-performing teams, improving audit results, and fostering collaborative partnerships that create measurable community impact.

SKILLS

- | | |
|--------------------------|-------------------------|
| • Housing Policy | • Community Development |
| • Program Management | • Project Management |
| • Grant Management | • Financial Oversight |
| • Regulatory Compliance | • Contract Negotiation |
| • Stakeholder Engagement | • Strategic Planning |
| • Process Improvement | • Team Leadership |

PROFESSIONAL EXPERIENCE

DIRECTOR HOUSING & COMMUNITY DEVELOPMENT 01/2025 - 08/2025

City of Tampa - Tampa, Florida

- Launched and scaled two disaster relief programs serving 148 households and deploying over \$2.3 million within 6 months, significantly accelerating emergency response capabilities, and providing critical relief to the community.
- Directed citywide housing and community development programs, overseeing multi-million-dollar budgets while ensuring compliance with all regulations.
- Negotiated developer agreements that expanded affordable housing inventory, supporting long-term city housing strategy.
- Implemented Job Order Contracting (JOC) program, reducing project initiation timelines by 30-40%, and earning recognition as the first municipality to adopt the model.
- Collaborated with Planning, Growth Management, Construction teams to streamline project delivery, ensuring timely reporting and effective funding utilization.

ASSISTANT DIRECTOR HOUSING AND COMMUNITY DEVELOPMENT 08/2020 - 01/2025

Pasco County Board of County Commissioners - Dade City, Florida

- Led development partnerships which is delivering over 1,000 new affordable housing units, significantly expanding regional housing capacity.
- Launched and directed COVID-19 relief program, distributing \$2.5 million to 500 households within 4 months, ensuring rapid community stabilization.
- Redesigned policies and procedures, increasing completed housing rehabilitation projects by 50%.
- Achieved zero findings across multiple audits by strengthening audit performance following serious prior compliance issues.
- Mentored and developed staff, leading to multiple internal promotions and advancement of 2 employees into senior leadership roles.

GRANT AND REDEVELOPMENT MANAGER 12/2013 – 08/2020

Kingsport Housing and Redevelopment Authority - Kingsport, Tennessee

- Secured funding for innovative housing solutions, establishing shared living facility for substance abuse recovery populations.
- Administered grant portfolios and housing programs supporting 180+ individuals and families, ensuring compliance and timely reporting.
- Managed redevelopment initiatives for 400+ public housing units, aligning with citywide revitalization strategies.
- Streamlined housing approval process, reducing wait times and enhancing program accessibility.
- Coordinated emergency relocation of 20 high-risk residents, ensuring timely and safe housing placement under urgent conditions.

DEPUTY SHERIFF - SCHOOL RESOURCE OFFICER 01/2006 – 12/2013

Sullivan County Sheriff's Office - Blountville, Tennessee

- Developed and delivered prevention programs on substance abuse and social issues to hundreds of students annually.
- Collaborated with educators and families to implement behavioral intervention strategies, enhancing student outcomes.
- Built strong community relationships across schools, fostering trust and engagement with law enforcement stakeholders.
- Chosen for Honor Guard, which recognizes excellence, professionalism, and leadership within the department.
- Served as Traffic Crash Reconstruction Specialist, delivering expert analysis for investigations and legal proceedings.

DEPUTY SHERIFF - FIELD TRAINING OFFICER 10/1997 – 01/2006

Manatee County Sheriff's Office - Bradenton, Florida

- Supervised and mentored recruits to increase retention and performance outcomes among new officers.
- Trained and evaluated new deputies to enhance onboarding effectiveness and ensure compliance with operational standards.
- Led patrol operations and ensured adherence to officer safety protocols in high-risk environments.
- Applied de-escalation and problem-solving techniques during critical incidents to maintain public safety.
- Served as Shift Supervisor at a high-security juvenile facility, overseeing operations and staff coordination.

EDUCATION

Leadership Academy

National Community Development Association (NCDA) June 2025
Washington, DC

Certification in Public Management : Public Management, August 2024

Florida State University - FL

Master of Business Administration (M.B.A.) : Business Administration, April 2016

King University - TN

Bachelor of Science (B.S.) : Criminal Justice, December 2014

King University - TN

CERTIFICATIONS

- Certified Public Manager, Florida State University
- National Community Development Association (NCDA) Leadership Academy
- Fundamentals of Low-Income Housing Tax Credit (LIHTC) Management
- Fundamentals of Project Based Voucher (PBV) Specialist
- Fundamentals of PBV Management
- Housing Choice Voucher (HCV) Housing Quality Standards
- HCV Specialist
- PBV Rent Specialist

PROFILE

<https://www.linkedin.com/in/jeffrey-mckittrick-mba-cpm-50610636/>

Cief Administrative Officer - Strategic Operational Leadership

Global business executive with 25+ years leading transformations across aerospace, financial services, K-12 public education, technology, and transportation sectors. Managed \$4B+ in spend, \$2.2B in active agreements, and mitigated \$1B+ in risk. Delivered operational excellence—recovering \$8.7M in tax/vendor overcharges—while mentoring and empowering teams of 200+ and driving enterprise process-improvement programs resulting in \$50M in cost savings.

CORE COMPETENCIES

- Organizational buildouts (startup/turnaround) and operating model design; workforce planning, recruiting, and leadership development
- Cross-functional partnerships across departments and external stakeholders; board/commission-ready recommendations and agenda support
- Compliance, audits, and corrective actions; internal controls, policy/procedure governance, and documentation/records management
- Contracting frameworks and negotiations for long-term agreements; performance management, risk allocation, and service-level accountability
- Executive-facing cost/schedule/risk decision support; operating budgets, multi-year forecasting, and capital program governance

LEADERSHIP PROGRESSION

BROWARD COUNTY PUBLIC SCHOOLS

America's 6th Largest School District

Interim Director, Operations - 2026

Director, Procurement & Logistic Operations - 2025

2025 to Present

www.browardschools.com

Senior executive leadership of Procurement, Warehouse Operations, Economic Development, and Finance Shared Business Services for America's 6th Largest School District. Manage staff of 200+ supporting 225 schools/facilities, 238,000 students, 28,000 employees, and a 1,500-vehicle fleet. Drive multimillion-dollar budget stewardship, strategic sourcing, warehouse modernization, and vendor-diversity initiatives to deliver measurable cost savings, improve supply-chain efficiency, ensure regulatory compliance, and enhance service reliability across the District. Responsibilities and impact include:

- Budgeting & finance oversight for multimillion-dollar departmental budgets; driving cost control, vendor consolidation, and spend optimization
- Oversee Supply Chain and Warehouse modernization: improving distribution efficiency while maintaining 98% stock availability and 96% On-Time Delivery, and optimize fleet utilization for timely service to 325 sites
- Procurement & Contract Governance: Manage \$2.2B in Agreements with an annual spend of \$700M through 88,000 Purchase Orders. Lead RFPs, vendor negotiations, and Contract Compliance to secure best-value and mitigate risk
- Compliance & Audit Readiness: Establish internal controls, policy frameworks, and reporting to ensure full regulatory, grant and internal audit compliance
- Economic Development & Stakeholder Engagement: Cultivate partnerships and community initiatives to expand local supplier participation. Manage responses to 200+ Public Records Requests and generate 300+ Board Actions annually

- Performance Outcomes: Deliver measurable improvements in cost savings, operational efficiencies, compliance posture, technology implementations and improved service reliability across District operations; implementing performance metrics, training, and succession planning initiatives

John Wesley White

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CASSCO, LLC *Self Employed*

2024 to 2025

Contracts, Procurement & Operations Consulting

Principal | Fractional Executive

Deliver fractional executive and project-based Procurement & Contracts leadership to public and private sector clients, building scalable sourcing operations that align with enterprise growth objectives.

- Serve as Chief of Staff to a fast-growing Financial Services company—defining corporate KPIs, aligning leadership priorities, and leading a strategic planning retreat that established the company’s 3-year roadmap.
- Authored winning proposal securing a \$98M mixed-use residential and retail development award in South Florida

TENERITY

2021 to 2024

Global Leader in FinTech Services

www.Tenerity.com

Vice President, Contracts & Strategic Sourcing

Position eliminated after reorganization

Established the centralized business management organizations following the divestiture of 60% of the company. Transitioned from interim outsourced resources three months ahead of schedule, reducing total staff by 66% while expanding department scope, efficiency, and service delivery across global operations.

- Directed \$200M+ in annual global spend covering Facilities, IT, and Corporate Services. Negotiated enterprise-wide agreements with AWS, GCP, Azure, Oracle, Microsoft, and SHI, consolidating IT spend across multiple portfolio companies under Venture Capital ownership to enable M&A synergy and cost optimization
- Led the collaboration for the design, implementation and training for a new Contract Lifecycle Management (CLM) platform, automating Buy- and Sell-side approval workflows and establishing auditable contract and procurement documentation. Achieved Go-Live within six months across 26 countries in North and South America and Europe, followed by automation of POs, vendor onboarding, and requisitions

SANTA CLARA VALLEY TRANSPORTATION AUTHORITY

2020 to 2021

Regional Provider of Bus, Light Rail & Congestion Management Services

www.VTA.org

Deputy Director/CPO

Workplace Shooting Incident

Directed enterprise-wide Procurement, Contracts, Capital Projects, Central Warehouse, Compliance, Fleet, and Business Diversity functions—overseeing seven direct reports and a team of 90+ professionals managing \$4B+ in annual spend. Provided executive leadership for all sourcing, contracting, and supplier management activities supporting mission-critical public infrastructure initiatives.

- Directed initial solicitations and led enterprise change management efforts for the \$12B BART Silicon Valley Extension Project, the largest public infrastructure investment in Santa Clara County history—establishing scalable procurement and governance structures to support multi-year program delivery
- Modernize workflows and updated 50+ departmental policies and procedures to ensure compliance, transparency, and process standardization

- Emergency Operations Center (EOC) Logistics Chief during critical events—including the COVID-19 pandemic, a major cybersecurity incident, and a workplace mass casualty event—coordinating rapid-response logistics and ensuring operational continuity under crisis conditions

John Wesley White

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CUBIC CORPORATION

2017 to 2019

Global Integrator of Defense Communications & Training Simulation Systems

www.Cubic.com

Director, Global Procurement

Company placed for sale; position eliminated

Provided matrixed leadership across nine global manufacturing facilities supporting Defense Communications, Training Simulation, and Transportation product lines. Directed 10 direct reports and 80+ professionals, managing \$550M+ in annual spend for high-mix, low-volume manufacturing supporting U.S. Government (USG), Foreign Military Sales (FMS), and international commercial programs.

- Directed global sourcing and contract manufacturing and indirect categories such as IT, professional services, and 800+ contingent labor positions. Consolidated spend, generating \$7.4M in savings through supplier rationalization and strategic negotiations
- Drove revenue growth for the GATR subsidiary, increasing system deliveries from 66 to 363 units within 12 months and achieving \$13M in year-over-year cost savings through process optimization and operational efficiency improvements.
- Ensured full U.S. Government CPSR compliance and successful completion of multiple ISO 9001 audits, maintaining operational integrity and audit readiness across the global supply chain

GOODMAN SOLUTIONS

2014 - 2016

International Telecommunications & Field Services Provider

www.goodmansolutions.com

Sr. Director, Supply Chain

Directed sourcing and contract management for \$600M+ in annual spend across Wireless Telecommunications Infrastructure, Travel, Insurance, Marketing, IT, and Professional Services. Led a 20+ member team operating across six states, overseeing the outsourcing and supplier management of 65,000+ annual cellular tower installations and upgrades

- Recovered \$6.7M in liquidated damages and chargebacks by enforcing supplier accountability and performance standards, significantly improving service quality and delivery timelines
- Consolidated labor contracts supporting 1.7M+ annual installations and service calls, reducing the number of labor suppliers from 66 to 10 firms, increasing oversight efficiency, reducing risk, and enhancing compliance

CRITICAL SOLUTIONS INTERNATIONAL

2011 - 2014

Global Marketing, Sales & Services for the Husky Mine Detection Vehicle

www.c-s-i.com

Director of Contracts

Directed management of \$1.2B+ in contracts with the U.S. Army, U.S. Marine Corps, Foreign Military Sales (FMS) customers, and international commercial clients for the MK III Husky Mine Detection Vehicle program.

- Led proposal and contracting strategy for major defense and international sales opportunities, contributing to significant revenue growth and contract renewals
- Directed sourcing and procurement for corporate travel, insurance, logistics, marketing, professional services, and IT systems, improving spend visibility and supplier accountability

- Partnered cross-functionally with Engineering, Finance, and Program Management teams to optimize contract execution and cost control on mission-critical defense programs

John Wesley White

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RAYTHEON SPACE INFORMATION SYSTEMS

Global Aerospace and Defense Manufacturer

Manager III, Subcontracts

2007 - 2011

www.rtx.com

Directed subcontract management for the \$1.2B ATFLIR Program supporting the U.S. Navy's F/A-18 platform, leading a team of 14 procurement and contract professionals responsible for solicitation, negotiation, and administration of fixed-price and cost-reimbursable contracts with domestic and international suppliers.

- Transitioned all administrative functions from California to Texas, including staffing, training, and process integration, achieving a seamless handover with no disruption to program performance
- Accelerated Full-Rate Production by six months, overcoming five years of prior delays through supplier requalification, improved contract terms, and tighter performance monitoring—delivering an additional \$18M in profit

DALLAS/FT. WORTH INTERNATIONAL AIRPORT

World's Second Largest / Third Busiest Airport

Vice President

2001 - 2007

www.dfwairport.com

Provided strategic leadership for Contracts, Procurement and Materials Management functions, overseeing a team of 7 direct reports, 50+ employees and a \$500M Spend. Supported the \$5B Capital Development Program by sourcing airport-wide IT systems, outfitting the new Grand Hyatt Hotel, and managing ancillary construction projects, including the Airport Emergency Operations Center, Fire Station 5, integration of new security and surveillance systems, and the implementation of new parking and toll collection systems. Supported fleet requirements for 1,000+ buses and vehicles.

- Collaboratively designed/managed project to outsource \$60M annually in non-core MEP/J functions to local small businesses
- Co-authored a Contingency Plan to support DFW's post-9/11 sale of \$3 Billion in bonds for the Capital Development Program, outlining strategies to mitigate risks from airline bankruptcies, domestic/global terrorist attacks, or Acts of War

EDUCATION, CERTIFICATIONS & AWARDS

MS in Acquisition & Contract Management

West Coast University

Leadership Dallas Program

Greater Dallas Chamber of Commerce

BA in Management

University of Redlands

Certified Federal Contract Manager

Certified Professional Contract Manager

National Contract Management Association

Global Leadership Certificate Program

Thunderbird School of Global Management

Regional Small Business Advocate of the Year

US Small Business Administration

US Department of Commerce/MBDC

Lean 6-Sigma Greenbelt

Raytheon Space Information Systems

Joseph Dalto

📍 Fort Lauderdale, Florida, United States ✉ jdalto425@gmail.com ☎ 804-467-6966 🌐 in/josephdalto

SUMMARY

Dynamic finance executive with 18+ years of experience leading financial operations and strategic planning in educational and governmental sectors. Proven track record in managing budgets exceeding \$330 million, \$980 million in assets, enhancing fiscal compliance, and driving organizational growth. Skilled in team leadership, financial analysis, and regulatory reporting, with a commitment to operational excellence and community engagement. Seeking to leverage extensive expertise to drive financial success in a forward-thinking organization.

EXPERIENCE

Vice President of Finance and Administration

OIC of South Florida

May 2022 – Present, Miami & Fort Lauderdale, FL

- This position works closely with the President/CEO, Board of Directors, Committees of the Board, and senior staff to assess, revise, develop, implement, and evaluate the organization's policies, priorities, systems, and its associated endeavors and businesses.
- Leads and develops senior staff to grow long-term goals, policies, and strategies to ensure successful operations, programming, fundraising, and community initiatives.
- Considers and analyzes the implications of proposed actions and decisions by individual areas of the whole organization.
- The Vice President of Finance & Operations shall oversee all fiscal elements of OIC of South Florida and its associated entities, providing assurance of efficiencies, compliance, and performance of all contractual agreements with funding entities, sub-contractors, and other entities.
- This position assures compliance with all Federal, State, and local laws related to all elements of the organization.
- Additionally, this position shall provide Executive leadership of all Human Resources and Administrative functions of the organization, assuring effective and efficient execution.
- Direct Supervision of HR, IT, Accounting, Finance, Physical Plant and directors.
- Organizational Planning:
 - Facilitates the development, maintenance, and monitoring of organizational plans.
 - Responsible for preparing the organization for ongoing change.
 - Ensures clarity, understanding, commitment, and the successful execution of OIC's endeavors from all stakeholders.
 - Responsible for the development and management of integrated, strategy-aligned departmental work plans.
 - Responsible for the development of annual revenue targets in collaboration with the President/CEO.
 - Responsible for the development and management of the annual operating and capital budgets in collaboration with the President/CEO and Senior Management team.
- Spearheaded cross-departmental process improvements that strengthened fiscal accountability, streamlined administrative procedures, and reinforced alignment with regulatory requirements and organizational objectives.

Director of Finance and Accounting

City of Gulfport

December 2024 – November 2025, Gulfport, MS

- Develops and manages the City's annual operating budget, including carry-forward reports and expenditure analysis.
- Oversees accounts payable, ensures accurate disbursements, and reconciles city accounts.
- Leads budget planning, transfers, and journal entries, providing strategic advice on fiscal management.
- Supervises accounting staff and collaborates with auditors to ensure compliance with GAAP.
- Directs fiscal operations, ensuring sound governmental finance, including debt management, treasury, and procurement.
- Provides financial advice and reports to all city departments, aiding in long-term financial planning.
- Manages cash flow, investment, and revenue/expense trends; prepares comprehensive financial statements.
- Represents the City in financial dealings with external agencies, including FEMA, MEMA, and grant providers.
- Acts as liaison with external auditors, ensuring accurate financial statements.
- Engages in strategic planning for the Finance/Accounting Department.
- Responsible for overseeing the City's Finance, Accounting, Water Utilities Billing, and HUD Departments, and managing key financial functions including treasury, municipal bonds, project financing, budgeting, planning, forecasting, and regulatory reporting.
- Key Responsibilities: Develops and manages the City's annual operating budget, including carry-forward reports and expenditure analysis.
- Oversees accounts payable, ensures accurate disbursements, and reconciles city accounts.
- Leads budget planning, transfers, and journal entries, providing strategic advice on fiscal management.
- Supervises accounting staff and collaborates with auditors to ensure compliance with GAAP.
- Directs fiscal operations, ensuring sound governmental finance, including debt management, treasury, and procurement.
- Provides financial advice and reporting to all City departments, aiding in long-term financial planning.
- Manages cash flow, investment, and revenue/expense trends; prepares comprehensive financial statements.
- Represents the City in financial dealings with external agencies, including FEMA, MEMA, and grant providers.

- Acts as liaison with external auditors, ensuring accurate financial statements.
- Engages in strategic planning for the Finance/ Accounting Department.

Executive Director

Techlaunch.io

November 2021 – May 2022, Miami, FL

- Reporting to the Board of Directors and Managing Director, I oversee an executive team that operates three physical campuses and an online division.
- The primary scope of instruction is short term IT certificate programs including AWS, MS Azure, MS 365, Network+, Security+, ITF.
- Refined reporting processes, revised KPI's, and incorporated new technologies to improve performance across entire company.
- Successfully lead the company back from COVID to resume Hybrid and On-Site Operations.
- Experienced year over year revenue growth over 3%.
- Exceeded all outcomes to meet compliance metrics and state reporting.
- Directed organizational expansion by launching an additional campus location and scaling online program offerings, increasing the institution's market presence and accessibility.
- Championed partnerships with regional employers and workforce boards, securing new funding streams and collaborative opportunities that strengthened program sustainability and broadened student career pathways.

Vice President

Everglades University

October 2020 – November 2021, Boca Raton, FL

- Oversee all campus operations of a non-profit 501c3, SACS (COC) accredited University with revenues exceeding \$500M.
- Manage and support all departments.
- Ensure student satisfaction.
- Work with the community to build relationships for the school.
- Meet and exceed Key Report Areas (KRA).
- Drive the annual budget process.
- Monthly variance review with operations to ensure adherence to budget.
- Provide support and materials for the Annual Audit.
- Maintain accreditation standards.
- Grow campus enrollment.
- Maintain policies and procedures in all departments.
- Oversee student accounts and AR/AP.
- Keep accurate daily accounts on billings and payments.
- Review and maintain the university's account balances.
- Maintain daily cash receipt records.

Executive Director

Florida Career College

May 2019 – October 2020, Hialeah, FL

- Provided the vision, leadership, and direction of the campus.
- This involves the management and oversight of campus operations, education, admissions, financial aid, and career services, and maintenance of facilities.
- The position entails interacting with students and staff to maximize employee effectiveness, resulting in growth in student enrollment, completion, and placement rates.
- Key roles include maintaining communication and operational effectiveness between campus and corporate office, community, peers, business networks, and accrediting bodies.
- Verify the monthly accounting and finance statements.
- The position has full campus profit and loss, budget preparation/management, and regulatory compliance accountability.
- Finance and accounting for multiple year budget and compliance with operating budget.
- Complies with all Federal, State, accreditation, and institutional policies and procedures.
- Directs the campus management team responsible for Admissions, Education, Financial Planning, Career Services, Office Administration, and Facilities/Security.
- Actively promotes the Company's mission, vision, and values statements and ensures employees incorporate these beliefs and values into their daily work ethic.
- Leads staff effectively and develops campus relationships, establish high expectations, and communicates them.
- Responsible for the positive and timely implementation of all initiatives in the Company's student success, management, and staff development plans.
- Plans and initiates campus-specific programs concerning the organization, operational and academic functions of the campus, and oversees their execution.
- Manages the profit and loss and fiscal planning activities such as the development of the budget, forecasts, and targets; manages physical building expansion programs.
- Carries out management and leadership responsibilities per the organization's policies and applicable laws.
- Networks in the community to attract and retain top talent in school personnel.
- Responsible for human resource activities including interviewing, hiring, and training of employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints, and resolving problems.

- Monitors and maintains the school's accreditation status and standards; ensures all departments follow state, Title IV, and accreditation requirements.
- Actively participates in corporate meetings and strategic planning sessions, community events, and professional associations.

Campus President

Virginia College

December 2017 – May 2019, Baton Rouge, LA

- Serve as campus senior executive officer for degree-granting institution.
- Provides leadership and management over the activities, affairs, operations, and staff of the College.
- Develops, directs, and administers activities such as institutional development, institutional research, continuing education/ training programs, and other specified community-oriented programs, initiatives, and services.
- Embodies the success and optimism of the brand when interfacing with students, staff, and community to enhance and extend the College's programs and services to the public at large.
- Designs, establishes, and maintains an organizational structure and staffing to effectively accomplish the organization's goals and objectives; recruits, employs, trains, supervises, and evaluates unit staff.
- Provides direction and leadership in the development, implementation, and on-going administration of the various programs, activities, and initiatives of the campus.
- Directs the development, implementation, and administration of a range of integrated community-focused operational and administrative programs and projects.
- Oversees all facets of the daily operations of the campus, ensuring compliance with college, state, and federal laws, policies, regulations, and operating agreements.
- Establishes and implements short- and long-range organizational goals, objectives, policies, and operating procedures; monitors and evaluates program effectiveness; effects changes required for improvement.
- Oversees the supervision of personnel, which includes work allocation, training, and problem resolution; evaluates performance and makes recommendations for personnel actions; motivates employees to achieve peak productivity and performance.
- Develops and manages annual budgets for the campus and performs periodic cost and productivity analyses.
- Directs and coordinates the preparation of a range of reports necessary to fulfill institutional compliance requirements.

Campus President

Fortis College

December 2011 – November 2017, Mobile, AL

- Serve as an on-campus senior executive officer for a degree-granting institution with a focus on Allied Health programs.
- Work independently while reporting to off-campus Regional Vice President.
- Report to 43 Campus system CEO, CFO, and COO on monthly basis.
- Present annual budget.
- Oversee day-to-day campus operations and ensure institutional compliance directly and through subordinates.
- Lead process improvements and drive excellent customer service across the campus.
- Supervise eight direct reports and staff of thirty.
- Total P&L responsibility and required to submit an annual budget for CEO and CFO approval.
- Ensure campus success through effective communication and proactive leadership.
- Develop, market, and enroll in new programs.
- Negotiated salaries, and vendor contracts.
- Signing official for campus action plans submitted to regulatory agencies as required.
- Managed Campus to 35.4% EBITDA, 2.2 % bad debt, and second-highest Institutional enrollment in campus history.
- Developed new cash revenue streams that generated over \$100K annually in non-Title IV funds and provide value to the community.
- Doubled High school enrollments through the revised enrollment process and increased support of outreach.
- Introduced new faculty and student organizations to promote goodwill, community service, and encourage collegiate environment resulting in improved retention from 74% to 77.5%.
- Mentored directors and ensured professional development through continuously challenging direct reports under my supervision, regular review of performance, and reporting that resulted in zero findings on annual Title IV and internal audit.
- Received top Campus President honors at Circle of Excellence along with two members of my leadership team for best in class performance.

Campus President & Market Director

ECPI University

May 2009 – November 2011, Richmond, VA

- Market responsibility for multiple campuses and oversee the day-to-day operations of a degree-granting, SACS accredited Institution.
- Total P&L responsibility of operating budget.
- Reported to off-campus Vice President.
- Maintain compliance with State, Federal, and Accreditation standards.
- Lead campus to doubled YTD revenue within the first year.
- Developed and enrolled Dual Enrollment High School Student contracts.
- Managed Campuses to 33% EBITDA, less than 3% bad debt, and highest Institutional enrollment in campus history.
- Received Outstanding Campus President award for recognition of improved profitability and outcomes.
- Developed and implemented an articulation agreement between the degree program and VCU's Master's program.

CEO/CFO

Eastern College**December 1999 – May 2009, New Orleans, LA**

- Form and lead the strategic vision and mission of this private academic institution.
- Oversee operations of accredited college system with three campuses located in Louisiana and Arkansas.
- Direct executive officers and conduct strategy meetings.
- Provide final approval for system-wide P&L including financial statements prepared by accounting.
- Reported to the Board of Directors and submitted an annual audit for review by the United States Department of Education and Board of Directors.
- Completed change management after the loss of founder and led reorganization of the corporate offices.
- Campus relocation and new startup campus experience.
- Regularly reviewed financial statements and investigated anomalies resulting in average EBITDA over 45%.
- Developed asset management, cash monitoring, accounting, and budget methodologies that most efficiently achieved the long-term vision of the institution, GAAP, and Department of Education compliance.
- Doubled student population in five years through the opening of an additional campus, cohesive marketing strategy, and focus on enrollment.
- Zero findings on regulatory agency audits or negative regulatory actions last three years of tenure.

Campus Director**Eastern College****July 1997 – December 1999, New Orleans, LA**

- Managed day-to-day operations of Allied Health diploma programs in Metairie, LA.
- Increased enrollment 36% in less than 12 months.
- Campus averaged over 80% placement for all programs
- Campus retention was increased from 76% to over 80% through the Increased public presence and student involvement including various charity events and community awareness projects.

EDUCATION**Masters of Business Administration in Management**

Tulane University, Freeman School of Business • New Orleans, LA • 2007

Bachelor of Science in Psychology

University of Southern Mississippi • Hattiesburg, MS • 1998

Certificate in DevOps Foundations: Lean and Agile

LinkedIn Learning • 2021

Certificate in Recruiting Diverse Talent as a Hiring Manager

LinkedIn Learning • 2021

CERTIFICATIONS**IS-200**

June 2017 to Present

- Basic Incident Command System for Initial Response, ICS-200.

IS-100

June 2017 to Present

- Basic Incident Command System for Initial Response, ICS-100.

SKILLS

Management, Operations management, Team management, Senior leadership, Retail management, Employee relations, Bilingual, Project / program management, Sales, Marketing campaign leadership and oversight, Facilities management

Financial accounting, Financial Analysis, Financial acumen, Finance, Financial acumen (10+ years), Financial Report Writing, Balance Sheet Reconciliation, Journal Entries

Data analysis skills, Data collection, Data mining, Analysis skills, Cognos, Tableau, Power BI, Microsoft Excel, Microsoft Powerpoint

Contracts, Budgeting, Fundraising, Asset Management, Internal audits, Inventory, Profit & Loss, P&L Management, Treasury, Accounts Receivable, Accounts Payable, General ledger reconciliation, Bank Reconciliation, QuickBooks, GAAP

Agile, Change Management, Business Analysis, Process Improvement, IT project management (10+ years), Project management (10+ years), HRIS, Recruiting, Leadership, Communication skills, Presentation skills, Conflict management, Organization design, Performance Management, Succession planning, Negotiation, Payroll, Training & development, Organizational skills, Windows, Computer Networking, VMWare, Azure, Oracle, iCIMS (3 years), UltiPro (6 years), , ADP (7 years), Accounting, Accounting software

MICHAEL W. CARLSON

Dunwoody, Georgia • 770-855-7909 • mcarlson825@yahoo.com

Objective

Results-driven executive leader seeking a City Manager role with more than 20 years of progressive leadership experience in municipal government, public safety administration, organizational management, and strategic planning. Proven success in overseeing complex operations, managing multimillion-dollar budgets, leading large teams, developing policy, and building strong stakeholder relationships with elected officials, staff, and the community. Recognized for transparency, ethical leadership, crisis management, and delivering measurable improvements in public service and organizational performance. Holds a Master of Public Administration with extensive experience in executive decision-making, intergovernmental collaboration, and operational excellence.

Key Skills

Municipal Government Leadership Strategic Planning and Execution Budget Development and Implementation Employee Leadership and Talent Development	Community and Stakeholder Engagement Public Administration Emergency Management and Crisis Response Organizational Development	Labor Relations and Internal Operations HR & Legal Collaboration Risk Management and Compliance Board, Council and Executive Collaboration
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Experience

Dunwoody Police Department

(Full Time)2009-Present

Chief of Police

Chief of Police (2024-Present)

- Serve as executive leader responsible for department-wide operations, strategic planning, budget oversight, and policy implementation supporting overall city objectives.
- Advise city leadership and elected officials on public safety strategy, operational priorities, personnel management, and community engagement initiatives.
- Lead organizational development efforts focused on efficiency, accountability, succession planning, and service excellence.
- Manage cross-department collaboration with city administration, legal, finance, HR, and emergency management functions.
- Strengthening community trust through transparent leadership, stakeholder engagement, and innovative public safety partnerships

Deputy Chief (2021-2024)

- Directed day-to-day operations of the department while overseeing administration, personnel, resource allocation, and operational performance.
- Managed departmental budgets, procurement, policy updates, and strategic initiatives aligned with city priorities.
- Coordinated executive-level responses to emergencies, critical incidents, and citywide operational challenges.

Major (2015-2021)

- Supervised investigations, internal affairs, fleet management, homeland security functions, and use-of-force oversight.
- Improved operational accountability through policy development, performance monitoring, and leadership training.
- Supported citywide preparedness planning and multi-agency coordination.

Lieutenant/Sergeant/Patrol Leadership Roles (2009-2015)

- Led field operations, community outreach initiatives, neighborhood engagement, and officer development programs.
- Established citizen outreach programs and strengthened collaboration between the department and residents

Georgia National Guard

(Part Time)2011-2022

(Captain/Retired)

- Led personnel, logistics, and mission-critical operations in high-pressure environments with accountability for people, equipment, and resources.
- Managed operations across multiple leadership roles with increasing responsibility, emphasizing discipline, strategic planning, and ethical leadership.
- Served in combat deployment supporting Operation Enduring Freedom in Afghanistan (2014).
- Served as Company Commander, leading personnel and resources during deployment for Hurricane Matthew disaster relief operations, ensuring effective response, logistical coordination, and support for impacted communities.

Education

Chattahoochee Technical College-Criminal Justice

2002

AAT

Reinhardt University-Organizational Leadership/Public Safety

2007

BA

Columbus State University-Master of Public Administration

2012

MPA

Professional Development

- FBI National Academy Graduate (2019)
- National Law Enforcement Exchange Program Graduate (Israel-2021)
- Senior Management Institute for Police (2022)
- Georgia Chief Executive Training (2023)
- Leadership Perimeter Graduate (05/2026)

SHERMAN GANT

Public-Sector Executive · Strategic Operations · Community & Workforce Leadership
Sgantpt@gmail.com · 312-340-1694

EXECUTIVE PROFILE

Achievement oriented public sector executive with 18+ years of leadership experience spanning municipal government, higher education, and federally funded community agencies. Currently serves as Director of Educational Development for the City of Miami Gardens, where I lead workforce, education, and partnership strategy on behalf of 110,000 residents. Proven record of managing multi-million-dollar operating and grant budgets, supervising multi-tiered teams, building consensus among elected officials and stakeholders, and translating policy direction into measurable results. Known for honest, direct leadership, customer service driven, and a steady ability to move complex initiatives across the finish line on time and on budget.

CORE COMPETENCIES

Executive Leadership & Council Relations	Public-Sector Budgeting & Grant Compliance	Strategic Planning & Performance Management
Workforce & Economic Development	Public-Private Partnerships	Community Engagement & Constituent Services
Policy Development & Implementation	Operations & Process Improvement	Crisis-Ready, Transparent Communication
Cross-Cultural & Inclusive Leadership	Talent Acquisition, Development & Retention	Data-Driven Decision Making

EXECUTIVE HIGHLIGHTS

- Currently serving in a senior leadership role within municipal government — City of Miami Gardens, FL.
- Negotiated over 100 intergovernmental and community Memoranda of Understanding across Miami Dade and Broward Counties respectively.
- Direct experience managing federal grant portfolios (U.S. Department of Education, U.S. Department of Defense) with full compliance accountability.
- Led teams of 25+ professionals across multiple campuses and reporting lines.
- Track record of achieving outcomes on time and on budget while holding staff to high standards of performance, ethics, and customer service.
- Recognized for honest, direct guidance to executives, elected officials, and boards — even on difficult issues.

PROFESSIONAL EXPERIENCE

DIRECTOR OF EDUCATIONAL DEVELOPMENT	2024 – Present
City of Miami Gardens, FL	

Senior leadership role within municipal government, accountable to the City Manager and City Council for educational, workforce, and partnership strategy. Direct the City-University Partnership and represent the City to elected officials, residents, media, and institutional partners.

- Set and execute citywide strategy for educational attainment, workforce readiness, and economic mobility designing programs that connect residents directly to credentialed pathways and employers.
- Manage federal and institutional grant portfolios, ensuring full compliance, accurate reporting, and disciplined stewardship of public funds.
- Brief the City Manager, Mayor, and Council on outcomes and policy options; present recommendations that inform funding, programmatic, and intergovernmental decisions.
- Launched CNA, Homeland Security, and CompTIA certification tracks aligned to South Florida labor-market demand, expanding resident access to high-wage employment.
- Lead citywide hiring expos, FAFSA workshops, and college enrollment events that have reached hundreds of Miami Gardens residents annually.
- Negotiated partnerships with Coca-Cola Beverages Florida, Miami Dade College, Florida International University, and Broward College to expand dual enrollment and talent pipelines into city-supported programs.
- Apply data analytics to assess program impact, hold initiatives accountable to measurable outcomes, and continuously refine service delivery.

SENIOR DIRECTOR, WORKFORCE & STUDENT SUPPORT

2018 – 2024

Broward College, Fort Lauderdale, FL

Cabinet adjacent senior leader at one of Florida's largest public colleges (60,000+ students). Directed a department of three Directors, twenty full-time staff, and three adjunct faculty, with full ownership of strategy, budget, hiring, and outcomes.

- Oversaw a multimillion-dollar departmental operating budget and federal grant portfolio (TRIO Upward Bound, Student Support Services, Promise Neighborhoods, Project NET, Florida STEM Pathways and Pipeline Project).
- Built and led a high performing team — recruited, trained, evaluated, and retained directors and staff; created clear accountability structures while empowering managers to lead their own units.
- Partnered with Campus and College Provosts on strategic planning, SACSCOC accreditation cycles, and policy development affecting tens of thousands of students.
- Negotiated and executed 25 Memoranda of Understanding with municipalities, school districts, and community agencies across Broward County — opening new service pathways for residents and creating durable institutional partnerships.
- Pioneered an integrated case-management model that improved retention and completion outcomes for at-risk learners, with results reported to district-wide governance councils.
- Authored grant proposals and shaped funding strategy that materially expanded the College's externally funded program capacity.
- Designed and rolled out college-wide professional development for staff and adjunct faculty, raising service quality and consistency across campuses.

MANAGING DIRECTOR, STUDENT LIFE

2016 – 2018

Miami Dade College, Miami, FL

Operational leader for student development, governance, and signature college-wide events at one of the nation's largest public colleges.

- Directed Student Activities, Student Government, Leadership, Diversity Programs, Intramural Sports, Publications, and Community Service across the campus.

- Reviewed, approved, and accountably reported monthly departmental operations and payroll; represented the department in college-wide governance.
- Negotiated vendor service contracts and managed procurement to deliver programs efficiently and within budget.
- Elevated MDC Cares, Children's Holiday, and Commencement into flagship community-facing events that strengthened the College's public profile.
- Mediated and resolved conflicts among student organizations, staff, and external partners — modeling fair, transparent decision-making.

ACCOUNT MANAGER (REGIONAL OPERATIONS)

2015 – 2016

OneBlood, Inc., Miami, FL

Managed enterprise relationships with 20 Miami-Dade County hospitals, exceeding regional collection targets while operating in a highly regulated, public-trust environment.

- Drove a 27% increase in repeat business and a 15% lift in customer-satisfaction scores through a redesigned client retention strategy.
- Ensured full HIPAA and federal regulatory compliance; built the operational structures that allowed account managers to scale.
- Trained and mentored new account managers establishing onboarding standards adopted across the Miami-Dade region.

FRESHMAN DEAN & ATHLETIC DIRECTOR

2010 – 2014

Chicago Public Schools — TEAM Englewood Community Academy, Chicago, IL

Dual leadership role with full responsibility for academic outcomes, student conduct, and a comprehensive athletic program operating under Illinois High School Association rules.

- Sustained an 87% first-year cohort graduation rate over three consecutive years.
- Secured \$475,000 in grants and donations for the athletic department.
- Launched the Freshman Connection Program to ease the high-school transition and build academic literacy.
- Oversaw the athletic budget, eligibility compliance, facility usage, and family engagement programming.

EDUCATION & CREDENTIALS

Doctor in Public Policy (Ph.D.) Candidate

Liberty University, Lynchburg, VA

Master of Business Administration (M.B.A.), Management (2014)

University of Phoenix, Chicago, IL

Bachelor of Science (2009)

North Park University, Chicago, IL

Lean Six Sigma — White Belt

Broward County Public Schools

GRANT & FUNDING PORTFOLIO

U.S. Department of Education

Project NET · Promise Neighborhoods · TRIO Student Support Services · TRIO Upward Bound

U.S. Department of Defense

Florida STEM Pathways and Pipeline Project (FSPPP)

Philanthropic & Corporate

AmeriCorps VISTA · Bank of America · EMPLOY · Humana · JPMorgan Chase & Co. · McKenzie Scott Foundation · Strada Education Network · SunTrust Bank · The Frederick DeLuca Foundation · T-Mobile · UKG

PROFESSIONAL AFFILIATIONS

Coalition on Adult Basic Education (COABE) · University Professional and Continuing Education Association (UPCEA) · National Council for Continuing Education and Training (NCCET) · Associated Builders and Contractors of Central Florida · Adult Community Education of Florida (ACE) · National College Learning Center Association (NCLCA)

VICTOR W. SPINELLI

(850) 928-7297 | vic.w.spinelli@gmail.com

Land O' Lakes, FL 34637

EXECUTIVE PROFILE

Senior government and public sector executive leader with 10+ years of experience directing large-scale infrastructure programs, multi-organization operations, capital improvement initiatives, and emergency management responses across federal, military, and mission-critical environments. Proven ability to lead organizations of 500–1,000+ personnel, manage multimillion-dollar operating and capital budgets, and deliver complex infrastructure projects involving stakeholders across government, contractors, and regulatory bodies.

Recognized for leading high-impact organizational transformation, improving operational performance through data-driven decision-making, and executing large-scale emergency response operations during major disaster events, including hurricane recovery efforts specific to Florida coastal areas. Trusted advisor to senior leadership, experienced in briefing elected and appointed officials, and aligning operational execution with strategic priorities.

CORE MUNICIPAL LEADERSHIP COMPETENCIES

Executive Operations & Administration • Capital Improvement Program (CIP) Management Public Infrastructure (utilities, stormwater, facilities, transportation support systems) • Public Safety Coordination & Emergency Management (Hurricane Response) • Budget Oversight & Financial Execution • Workforce Leadership (500–1,000+ personnel environments) • Procurement, Contracting & Vendor Management Economic Development & Infrastructure Enablement • Council / Senior Leadership Briefings & Stakeholder Engagement • Policy Implementation & Organizational Governance • Performance Metrics, KPI Systems & Operational Analytics • Interagency & Federal-State Coordination

EXECUTIVE IMPACT HIGHLIGHTS

- Led infrastructure recovery and redevelopment efforts supporting **\$157M+ federal aviation maintenance campus planning efforts** at Tyndall AFB following Hurricane Michael, coordinating directly with senior government leaders and congressional stakeholders.
- **Directed emergency response operations during multiple major hurricane events**, ensuring continuity of operations, personnel safety, and **protection of critical infrastructure assets exceeding \$3B in value.**
- Designed and implemented organizational performance dashboards that reduced operational reporting and analysis time from multiple days to under one hour.
- Recognized developmental gap within Amazon Web Services Program Manager on-boarding plan. Developed and implemented a 3-month program set to boost retention and the reduce training timeline.
- Directed multi-organization leadership structures supporting up to **1,000+ personnel across geographically separated operations and facilities.**
- Managed portfolios of infrastructure and construction projects across multiple sites, including electrical, fire protection, stormwater, and facilities systems.

PROFESSIONAL EXPERIENCE

Amazon Web Services (AWS) – Culpeper, VA | 2025 – Present **Data Center Project Manager II** |

- **Managed a 16-project capital infrastructure portfolio valued at \$4.5+M** across geographically distributed data centers, executing concurrent electrical, fire protection, and civil projects while maintaining zero impact to mission-critical uptime. Lead full lifecycle delivery including procurement strategy, contractor selection, SOW development, construction execution, commissioning, and project closeout.
- Manage complex multi-site infrastructure projects including fire systems and stormwater mitigation programs across 9–15 facility environments.
- Directed a **\$2.6M fire protection system design-build program**, overseeing bidding, permitting, general contractor coordination, scheduling, execution, and compliance across multiple facilities.
- Lead stakeholder coordination across engineering, operations, vendors, and compliance teams to ensure mission-critical uptime and regulatory alignment.
- Developed standardized onboarding and training framework for new Project Managers within Critical Projects Implementation (CPI), improving team readiness and execution consistency.
- Conduct interviews supporting hiring and selection of project management personnel.

United States Air Force – MacDill AFB, FL | 2023 – 2025 **Senior Enlisted Leader (E-9)**

- Directed aviation maintenance operations supporting **1,000+ personnel, 26 aircraft, and 19 facilities**.
- Managed **\$3M annual operating budget**, ensuring readiness, compliance, and mission execution. Directed oversight programs to ensure budgetary program fiscal responsibility.
- Led organizational **emergency response operations through three major hurricane events**, maintaining continuity of operations and safeguarding critical assets.
- Implemented workforce alignment strategy improving manpower distribution and closing capability gaps across under-resourced units. Hiring officials for key department positions.
- Developed and tracked operational Key Performance Indicators (KPI) and predictive readiness indicators to improve maintenance performance and supply chain forecasting.

United States Air Force – RAF Lakenheath, UK | 2021 – 2023 **Senior Enlisted Leader (E-9)**

- Directed operations across 12 subordinate units and 520 personnel supporting advanced fighter aircraft operations.
- **Served as a senior integration leader for a \$11B infrastructure modernization program** supporting F-35 bed down, aligning multi-agency stakeholders, construction sequencing, and long-range installation planning. Managed \$1.5M operational budget and coordinated interagency infrastructure and readiness improvements.
- Delivered executive-level briefings and strategic analyses supporting 5- and 10-year force posture planning.
- Authored senior leadership decision papers on export control and regulatory impacts, reducing inefficiencies and unnecessary expenditures.

United States Air Force – Tyndall AFB, FL | 2018 – 2021

Assistant Senior Enlisted Leader

- Directed operations across **184 personnel and 5 geographically separated facilities**, including munitions and logistics operations.
- Served as lead project manager supporting a **\$157M aircraft maintenance complex redevelopment program** following Hurricane Michael.
- Coordinated multi-disciplinary project management teams overseeing design and execution of 7 independent facilities.
- Supported evacuation and emergency management operations protecting personnel and **multi-billion-dollar aircraft assets**.
- Managed \$300K budget execution and reporting for leadership alignment and fiscal planning.

ADDITIONAL PROFESSIONAL EXPERIENCE

- U.S. Air Advisor, International Security Assistance Forces (ISAF) – Kandahar Afghanistan
- Keynote Speaker, Aubert E. Dozier Airman Leadership School (ALS)
- Leadership Instructor, Airman 4 Life (A4L) DoD Program

EDUCATION & CERTIFICATIONS

- Masters, International Relations – King’s College London (Merit)
- Masters, Operations Management – University of Arkansas
- Bachelors., Aviation Maintenance Safety – Embry-Riddle Aeronautical University (Cum Laude)
- Project Management Professional (PMP) Certification –#4307613
- Federal Aviation Administration Airframe & Powerplant (A&P) License –#3803712
- Occupational Health and Safety (OSHA) 30 Certification
- National Fire Protection Association (NFPA) 70E Electrical Safety Certification

PROFESSIONAL AFFILIATIONS & COMMUNITY LEADERSHIP POSITIONS

- International City/County Management Association (ICMA) – Member
- Professional Aviation Maintenance Association (PAMA) – Member
- President, MacDill Chiefs’ Group (Nonprofit Leadership Organization) - 2024 - 2025
- Vice President, “Top III” Leadership Organization - 2014

SELECT AWARDS & RECOGNITION

- 2021 Lance P. Sijan Leadership Award Winner
- Multiple Department of Defense leadership and mission excellence awards
- Command-level leadership recognition for operational excellence and crisis response
- JCI USA Ten Outstanding Young Americans (TOYA) Nominee - 2016



MICHAEL SIBILIA

michaelsibilia@gmail.com | (786) 670-0437 | Lauderdale, FL 33319 |

WWW: <https://www.linkedin.com/in/michaelgiovannisibilia05407363/>

SUMMARY

Strategic Operations Executive with 20+ years of global leadership experience overseeing finance, accounting, operations, technology, talent, and risk across complex, multi-entity organizations. Trusted advisor to CEOs and Boards with a strong record of strengthening financial sustainability, building scalable operating systems, and translating enterprise strategy into execution. Deep expertise in budgeting, forecasting, governance, systems transformation, and cross-functional leadership within high-growth, mission-driven, and international environments.

CORE COMPETENCIES

- Financial Strategy & Forecasting
- Budget Development & Oversight
- Board & Executive Advisory
- Enterprise Operations Leadership
- Talent & Organizational Effectiveness
- Technology & Systems Optimization
- Governance, Risk & Compliance
- Change Management & Process Design
- Vendor, Contract & Facilities Oversight
- Cross-Functional Leadership

EXPERIENCE

Jada Links | Miami, FL
Chief Operating Officer
08/2023 - Current

- Serve as senior advisor to the CEO on **financial strategy, budgeting, cash flow, and forecasting.**
- Lead enterprise operations across finance, HR, technology, and administration to improve efficiency and decision-making.
- Act as primary **liaison to the Board**, presenting financial performance, operational risk, and strategic recommendations.
- Design and implement internal controls, policies, and governance frameworks.
- Oversee annual budget development and performance monitoring.
- Lead vendor negotiations, contract management, and cost-optimization initiatives.
- Foster a collaborative, service-oriented operating culture.

Finca Impact Finance | LatAm & US
Chief Operating Officer
01/2018 - 12/2022

- Led finance, operations, risk, and technology across a multi-country impact finance organization.
- Partnered with the CEO on **enterprise strategy, financial forecasting, and long-term sustainability planning.**
- Increased net income by **\$1.5M in the first year** through cost discipline and operational optimization.
- Directed cross-functional teams across multiple geographies.
- Implemented scalable systems, policies, and procedures supporting growth and risk management.
- Digitized core operational workflows, reducing processing time by **66%** and improving data availability for leadership.

- Digitized core workflows, reducing processing time by **66%** and improving real-time reporting
- Integrated inclusive and gender-responsive strategies into product and operational design.
- Improved OPEX and income ratios through disciplined financial management.
- Delivered financial products serving **2+ million customers** across emerging markets.

Milvik AB | Haiti & UK
Country CEO
 06/2013 - 05/2018

- Held full **P&L responsibility**, overseeing budgeting, forecasting, and financial performance.
- Managed a **\$17.5M portfolio**, driving sustainable growth and profitability.
- Increased profitability by **67%** through operational restructuring and systems optimization.
- Led market entry and revenue expansion strategies across multiple regions.
- Negotiated strategic partnerships and commercial agreements.
- Built and led cross-functional executive teams.

Digicel | Haiti & Jamaica
Product Director
 08/2011 - 06/2013

- Led product strategy, financial planning, and lifecycle management for digital offerings.
- Increased post-paid subscribers by **30,000** through innovative product launches.
- Improved ARPU and revenue through process optimization and customer-centric design.
- Partnered with finance and operations on budgeting and performance tracking.

GOVERNANCE & BOARD LEADERSHIP†

Executive Board of Directors, Tellegacy | Board Member

Intergenerational nonprofit focused on community connection and public health through structured legacy programming.

- Provide **fiduciary oversight, financial stewardship, and governance leadership** for a national nonprofit organization.
- Advise executive leadership on **financial sustainability, operational strategy, risk management, and performance metrics**.
- Serve as a strategic partner to management, translating complex financial and operational information for board-level decision-making.
- Support organizational growth through stakeholder engagement with healthcare, community, and institutional partners.
- Contribute to long-term strategic planning and institutional governance best practices.

EDUCATION† & CERTIFICATIONS

The University of Salford | Salford, UK
Master of Science in International Business
 06/2021

Niagara University | Lewiston, NY
Bachelor of Science in Economics & Finance
Six Sigma Lean Process Improvement Certification

STUART N. SWORD SR.

1218 NORTH PALMWAY, LAKE WORTH BEACH, FL 33460 | (305) 481-7747 |
STUART.N.SWORD.SR@GMAIL.COM |

CAREER SUMMARY

Dynamic and detail-oriented leader with 15 years of experience in senior level leadership, operations management, government administration, contracts, procurement, strategic planning and implementation, fiscal priorities and planning, global supply chain, report writing, senior human resources management, data tracking and public speaking abilities to motivate and achieve results in large organizations. I can quickly integrate with teams to lead, develop and achieve strategic organizational goals.

EDUCATION AND CERTIFICATION

Masters in Project Management Thomas Edison State University, NJ	2016
Masters in Forensic Science Saint Leo University, FL	2015

TECHNICAL SKILLS & TOP 10 CORE COMPETENCIES

| Strategic Planning and Execution | Data Analysis with ARP and Trello | Microsoft Office | Spreadsheets | Cashflow planning & management | Designing short- and long-term priorities to achieve the fiscal & strategic objectives

- Municipal Operations Management
- Executive Leadership & Governance
- Budgeting & Financial Oversight
- Community Engagement & Public Communication
- Intergovernmental Relations
- Emergency & Disaster Response (FEMA/FDEM)
- Strategic Planning & Policy Development
- Human Resources & Workforce Development
- Contracting, Procurement & Compliance
- Data Analytics, Dashboards & Performance Management

WORK EXPERIENCE

Assistant Director and Interim Director Leisure Services Lake Worth Beach, FL	2025 – Present
• Manages 72 employees and 8 managers in a 5-million-dollar annual high visibility department on short notice with flawless execution as the interim Director • Executed eight new events with large social and economic impact within the community; Sunset on Ave, Lantana Chamber of Commerce Fishing Derby, Freefall demonstration, Hybrid drone & fireworks show; 5k to benefit the library; Centennial Spirits, 100-year Golf kick-off event, memorial pavers • Built a relationship of trust with the NAPC and all 14 neighborhoods within the City of Lake Worth Beach; created an identity of front door customer service and a user-friendly department • Created the inaugural featured artist reception for SPF 2026 and partnerships with Tri-Rail executive leadership; set an all-time record high ridership for Lake Worth Beach • Oversaw two large scale projects within the city; MBC and Parking Study with specialty consultants • Organizes and manages the strategic messaging campaign to include media partnerships and innovative dissemination of information with new mass notification systems to precise audiences using Everbridge	

Chief Operating Officer | Elite Aluminum/Forts Logistics | Coconut Creek, FL

2024 – 2025

- Managed 200 employees and 6 managers in an 80-million-dollar annual company across multiple states
- Oversaw day-to-day operations and liaisons with all customers to ensure product satisfaction and developed future strategic business relationships
- Created an annual training plan for all employees on new systems, productivity, and procedures
- Directly coordinated worldwide shipments with transportation brokers, implemented GPS tracking on all shipments, and used video technology and AI to synchronize efforts across a national scale
- Collaborated with engineering consultants to plan short- and long-term global trade shipments
- Developed and implemented robust supply chain management with business partners including ARP, Trello and Maintain X; increased work output and efficiency within the first six months by 3 million dollars
- Proficient in product delivery, disaster response, incident command & managing base camps to support the State of Florida (FDEM) and FEMA responses
- Created pro forma budgeting & QuickBooks, a more efficient platform integration for the CEO
- Implemented a strategic vision for the CEO by pioneering procedures and policies to improve efficiency and performance with stakeholders in all 50 States
- Authored the company 2025 Human Resources Manual, a 55-page document
- Served as Chief Human Resources Officer

Program Manager | US Federal Government | Miami, FL

2023 - 2024

- Planned and executed strategic events with local and state government officials (including Senator Debbie Wasserman-Schultz) to showcase healthcare programs and capture new enrollments
- Led grant writing efforts with stakeholders across county and city levels to maximize federal grants for improvements to Broward, Dade and Monroe Counties
- Developed public and private partnerships to achieve robust strategic outcomes; City-County-Private Sector-State and Federal resource management experience with complex scenarios
- Managed a fiscal budget of 2 million dollars for the procurement of promotional items to promote awareness of Federal programs
- Conducted comprehensive analyses of key performance indicators (KPIs), and other job data to implement improvements for future projects
- Developed tracking systems with coders to identify algorithms to assist the 1.5 million Veterans living in Florida
- Implemented data tracking dashboards to create transparency for multiple agencies on strategic initiatives

Chief Executive Officer | U.S. Army Command Sergeant Major | Fort Jackson, SC

2020 - 2023

(*Served a total of 26 years on active duty; positions and 15 years of evaluations available upon request)

- Managed and synchronized seven large departments of 1400 employees that operated on a 24/7 operational schedule
- Supervised the Installation Management Command, day-to-day operations of base of life support functions on a 30,000 acre Army facility with 50,000 residents and 10,000 transitional residents
- Designed and executed a test program-Future Soldier Preparation Course that proved overly successful to mitigate the recruiting and accessions shortfalls of 40,000 new Soldiers: commended by the Army Chief of Staff General McConville for piloting a new program of record
- Fostered relationships and developed business opportunities with NATICK and U.S. Army Research to develop new processes for strategic equipment procurement and new programs of record
- Developed and supervised the reception and onboarding of all new employees to create a shared understanding of organizational expectations, increasing productivity and minimizing lost revenue
- Created digital SharePoint systems to increase organizational communication and efficiency

PROFESSIONAL DEVELOPMENT COURSES AND CONTINUING EDUCATION CERTS

• PPP Certificate from AIAI U	2026
• FEMA Incident Command Systems for Executives	2026
• Oxygen High- and Low-pressure Management	2025
• Large scale generator and power supply management	2024
• Customer Service/Front end service Trainer (Own the Moment)	2023
• Lean-Six-Sigma Black Belt	2022
• Published Authored https://www.benning.army.mil/infantry/magazine/issues/2022/Fall/PDF/11_Sword_txt.pdf	2022
• General Staff College-Executive Leadership Preparation Course	2021
• Graduate of the U.S. Army Sergeant's Major Academy (Served as Class President)	2020
• Faculty Development Instructor	2020
• Certified Microsoft Office and Access	2020
• Supply Chain Management	2020
• National Response Framework	2019
• Tableau and Power BI	2019
• Equal Opportunity Advisors Course	2018
• Portfolio Management	2018
• Data Visualization Software	2017
• Operations Manager	2009
• Top Secret Security Clearance (CI)	Current/Ongoing

PROFESSIONAL REFERENCES

- Colonel (Retired) Richard Stedding-HR Director Elite Aluminum/Forts USA
 - RStedding@elitealuminum.com
 - 410-458-9869 cell
- John Ugarte-CEO/Command Sergeant Major US Army
 - john.s.ugarte.mil@army.mil
 - 845-902-8320 cell
- Johnny Santiago-Supervisor Federal Government
 - 305-527-1837 cell
- Sergeant Major Stephen Hodgson (Military colleague for over 15 years)
 - Stephen.m.hodgson.mil@army.mil
 - 503-522-3214 cell
- Jason Williams (Personal and Professional colleague)
 - 614-401-9982 cell
- Jason Belford (Personal and Professional colleague)
 - 706-573-1066 cell
- Angelo Martinez (Personal and Professional colleague)
 - 954-695-6923 cell
- Rosevelt (Dee) Curry (Professional colleague & Federal Govt Regional Manager)
 - 407-267-5261 cell

DL Bennett

Decatur, Georgia | 404.308.5141 | jing13llc@gmail.com | linkedin.com/in/davidbennett13

EXECUTIVE PROFILE

Public sector executive with experience managing complex city operations, advising elected officials, and delivering major public projects under political and financial pressure. Background includes redevelopment, infrastructure, environmental initiatives, budgeting, facilities management, and direct oversight of public-facing operations that function much like a small city. Earlier communications leadership roles strengthened the ability to explain complex public issues, build support for policy, and manage messaging in contentious environments.

CITY OPERATIONS, FINANCIAL MANAGEMENT & SERVICE DELIVERY

Experience managing public-facing operations, facilities, budgets, staff, and service delivery in environments that function much like a small city, including responsibility for daily operations, safety, maintenance, and coordination across departments and service providers.

- Led a century-old public market back from financial instability, stabilizing finances and operations while managing a \$1.25M budget, 45,000 sq ft facility, 40+ small businesses, capital repairs, public safety issues, and a governing board.
- Managed approximately 250,000 annual visitors in a public facility environment requiring daily attention to maintenance, safety, customer service, and vendor operations.
- Managed \$20M+ budgets and approximately 90 staff across two City of Atlanta departments.
- Managed public facilities, land, and building operations within the City of Atlanta, with responsibility for maintenance, operations, and coordination across departments and service providers.
- Eliminated market's structural deficit, improved rent collections, and stabilized finances.
- Secured \$1.6M+ in public funding – the first city investment in 30 years - and oversaw major capital repairs and infrastructure improvements.

- Hired and mentored interns and small business owners, several of whom grew into permanent tenants and long-term operators.
- Directed staff and operations associated with public buildings and infrastructure, including oversight of day-to-day service delivery and long-term facility needs.
- Worked across departments and external partners to address building operations, maintenance, and capital needs in a large, complex municipal environment.

EXECUTIVE JUDGMENT & GOVERNANCE

Experience making high-impact decisions and leading complex public work involving financial risk, political pressure, and coordination across multiple levels of government, where decisions carried long-term operational and community consequences.

- Led redevelopment negotiations for City Hall East / Ponce City Market at a time when the City had limited leverage, transforming a major liability into a \$1B+ adaptive reuse project along the Atlanta Beltline.
- Led multi-agency work on the Proctor Creek Greenway environmental and redevelopment project, coordinating federal, state, regional, and city partners to advance funding and implementation.
- Worked across departments and outside partners on logistics and other issues as city lead for the 75th NCAA Final Four and other major events.
- Successfully carried more than 30 pieces of legislation by building coalitions among business leaders, policymakers, elected officials and community stakeholders.
- Negotiated projects involving financial risk, public scrutiny, and political pressure where decisions had long-term financial and community impact.

PUBLIC TRUST, COMMUNICATION & COMMUNITY ENGAGEMENT

Experience communicating complex public issues, building support for policy and major initiatives, and managing public response in politically sensitive environments, with a background in journalism and public-sector communications.

- Shared financial realities with market merchants and tenants during deficit conditions and worked collaboratively to stabilize the organization.

- Developed communications and stakeholder strategies that helped carry more than 30 pieces of legislation by building public and stakeholder support.
- Managed public messaging and community response during controversial public issues and zoning disputes.
- Regularly presented to boards, elected officials, and community groups on complex policy and organizational issues.
- Repositioned a national trade association's convention marketing and messaging strategy, resulting in record attendance, revenue, and engagement.
- Converted association magazine into a profitable publication and repositioned print operations into a revenue-generating business line.
- Developed organizational messaging and member communication strategies that resulted in record membership growth and engagement.
- Reporter covering local government, tax policy, land use, development, and elections, responsible for explaining complex public issues to the public.

PROFESSIONAL EXPERIENCE

Executive Director — Atlanta Municipal Market, Atlanta, Georgia | 2023–2026

Senior Advisor — Office of the Mayor, City of Atlanta, Atlanta, Georgia | 2010–2015

Director of Communications & Marketing — Georgia Department of Labor, Atlanta, Georgia | 2017–2020

Director of Communications — Asian American Hotel Owners Association, Atlanta, Georgia | 2015–2016

Reporter — Atlanta Journal-Constitution, Atlanta, Georgia | 1998–2009

EDUCATION

Georgia State University — Bachelor of Arts, Communications (Marketing minor)

HANNS W. MERCER, P.E.

820 Marion St. ■ Sheridan, Wyoming 82801 ■ 307-751-9106 ■ hannsmercerc@gmail.com

OBJECTIVE

- *To obtain a position as City Manager for the City of Lake Worth Beach, FL with Responsibility, Fulfillment, and Positive Contributions to the City's Mission, Vision & Goals.*

SKILLS & EXPERTISE

- *Software:* Tyler Budget Management, Microsoft Office Suite, Google Docs/Drive, MicroStation, GeoPak, Civil Tools, HecRas, HecHMS, PowerPoint, ArcGIS 10.9.0, View Permit, Open Gov and Agenda Quick.
- Project management, municipal budget management, funding reimbursements, grant applications, problem solving, team building, decision making, risk management, employee empowerment, and building relationships.
- Completed management training in consent building strategies from the Institute for Participatory Management and Planning through the Systematic Development of Informed Consent.

PROFESSIONAL EXPERIENCE

Public Works Director, City of Sheridan, Sheridan, Wyoming: June 2022 - Present

Public Works

As the Public Works Director, I am responsible for overseeing the planning, development, and maintenance of public infrastructure and municipal services to ensure the community's safety, sustainability, and quality of life. Serves as Assistant City Manager and City Manager. My key responsibilities include:

- Assists City Manager with Mayor and Council initiatives. Serve as City Manager when necessary.
- Leadership & Management: Directing and managing public works staff, including engineers, maintenance crews, building department, planning & zoning, fleet, shop and administrative personnel, to ensure efficient operations and service delivery.
- Infrastructure Maintenance & Development: Overseeing the maintenance, repair, and improvement of roads, bridges, water and sewer systems, parks, and public buildings.
- Budget & Financial Oversight: Developing and managing budgets, securing funding, and ensuring cost-effective resource allocation for public works projects.
- Regulatory Compliance: Ensuring compliance with local, state, and federal regulations related to public infrastructure, environmental sustainability, and workplace safety.
- Capital Improvement Planning: Developing long-term infrastructure plans, prioritizing projects, and coordinating with government agencies, contractors, and stakeholders.
- Emergency Response & Preparedness: Leading response efforts for natural disasters, severe weather events, and infrastructure emergencies to maintain public safety and service continuity.
- Community Engagement: Collaborating with residents, businesses, and elected officials to address public concerns, provide updates on projects, and promote transparency in public works initiatives.
- Sustainability & Innovation: Implementing environmentally sustainable practices, incorporating new technologies, and enhancing operational efficiency in public works services.

Strategic Planning

As a strategic planning leader, I am responsible for developing and implementing long-term plans that align with the organization's mission, goals, and operational needs. My key responsibilities include:

- Vision & Goal Setting: Establishing strategic objectives and priorities that drive the organization's long-term success and sustainability.
- Data-Driven Decision Making: Conducting research, analyzing trends, and using performance metrics to inform strategic initiatives and resource allocation.
- Policy & Program Development: Designing policies and programs that enhance operational efficiency, infrastructure management, and public service delivery.

HANNS W. MERCER, P.E.

820 Marion St. ■ Sheridan, Wyoming 82801 ■ 307-751-9106 ■ hannsmercerc@gmail.com

- Cross-Departmental Coordination: Collaborating with department heads, elected officials, and stakeholders to ensure cohesive planning and execution of strategic initiatives.
- Financial & Resource Planning: Developing budgets, securing funding, and optimizing resource utilization to support long-term projects and initiatives.
- Risk Management & Contingency Planning: Identifying potential challenges, developing mitigation strategies, and ensuring resilience in public works and municipal operations.
- Community & Stakeholder Engagement: Facilitating discussions with residents, businesses, and government agencies to incorporate diverse perspectives into planning efforts.
- Sustainability & Innovation: Integrating environmentally sustainable practices and emerging technologies into strategic plans to enhance efficiency and service delivery.
- Performance Monitoring & Adaptation: Evaluating the effectiveness of strategic plans, measuring outcomes, and adjusting approaches to achieve continuous improvement.
- Through effective strategic planning, I ensure that the organization is positioned for long-term success, operational resilience, and enhanced community service.

City Engineer, City of Sheridan, Sheridan, Wyoming: October 2018 – June 2022

As the City Engineer, I am responsible for overseeing the planning, design, and execution of all municipal infrastructure and capital improvement projects. My role ensures that public infrastructure meets safety, quality, and sustainability standards while aligning with the city's long-term strategic goals. My key responsibilities include:

- Capital Project Management: Leading the development, design, and construction of capital improvement projects, including roads, bridges, water and sewer systems, public facilities, and parks.
- Engineering Oversight: Ensuring that all infrastructure projects adhere to industry standards, engineering best practices, and regulatory requirements.
- Budgeting & Financial Management: Managing project budgets, securing funding sources, and ensuring cost-effective resource allocation for capital investments.
- Regulatory Compliance: Ensuring all projects comply with local, state, and federal regulations, including environmental laws, safety codes, and zoning ordinances.
- Collaboration with Community Stakeholders: Engaging with residents, businesses, and community leaders to incorporate public input into infrastructure planning and address concerns related to development projects.
- Interdepartmental Coordination: Working closely with city departments, elected officials, and external agencies to align engineering projects with municipal priorities and policy objectives.
- Sustainability & Innovation: Implementing environmentally responsible design and construction practices, integrating new technologies, and enhancing infrastructure resilience.
- Contract & Vendor Management: Overseeing engineering consultants, contractors, and vendors to ensure quality work, timely completion, and adherence to project specifications.
- Infrastructure Maintenance Planning: Assessing and prioritizing long-term maintenance and rehabilitation needs for public assets to ensure operational efficiency and longevity.

Project Manager/Office Manager, EnTech, Inc. of Sheridan, Wyoming: November 2006 – October 2018

Design Engineer, Bruce Engineering of Gillette, Wyoming: May 2003 – November 2006

EDUCATION AND PROFESSIONAL DEVELOPMENT

Bachelor of Science in Civil Engineering, 2003–South Dakota School of Mines & Technology–Rapid City, SD

Licensed Professional Engineer, 2008 - State of Wyoming P.E. No. 11797

Member of the Wyoming Engineering Society, American Public Works Association, Lean Six Sigma Yellow Belt certified

Master of Business Administration (MBA), Expected start date July, 2026

DAVID B. SCHROEDEL

Broadview Heights, OH 44147 • (440) 829-2286 • schroedel@gmail.com

PROFESSIONAL SUMMARY

Seasoned municipal executive with 17+ years of senior leadership across public works, economic development, infrastructure, emergency management, planning, and community engagement. Proven record advising elected officials, directing large cross-functional organizations, and delivering complex capital programs. Known for transparent communication, collaborative leadership, and a relentless focus on outcomes that serve residents. Ready to step into a city manager role and lead with the integrity, accountability, and strategic vision that professional governance demands.

CORE COMPETENCIES

Municipal Executive Leadership	Economic Development & Business Recruitment	Strategic Planning & Organizational Design
Capital Project & Infrastructure Management	Budget Development & Fiscal Oversight	Union Negotiations & Labor Relations
Emergency & Incident Management	Community & Stakeholder Engagement	Zoning, Compliance & Land Use Administration

PROFESSIONAL EXPERIENCE

Director of Public Service & Development | *City of Broadview Heights, Ohio* 2008 – Present

Senior operational executive directing all public works, infrastructure, planning, compliance, economic development, and community services for a municipality of 20,000 residents. Serves as the functional equivalent of a chief administrative officer alongside elected leadership.

Executive Leadership & Elected Official Partnership

- Direct a department of 60+ employees across multiple divisions; responsible for hiring, performance management, organizational design, and professional development.
- Advise the Mayor and City Council directly on infrastructure, development, and service delivery; regularly prepare and present complex policy and operational briefings.
- Steering committee member for a \$15 million Recreation Center expansion — coordinating planning, funding, contractor selection, and community input from inception through delivery.
- Led a comprehensive restructuring of the Service Department, improving accountability, operational efficiency, and cross-divisional coordination.

Infrastructure & Capital Project Management

- Directed major regional infrastructure projects including the I-77/State Route 82 exit ramp modification, SR-82 widening, and citywide road repaving programs.
- Managed sewer and pump station operations, upgrades, and long-range capital improvement planning.
- Oversaw construction of new city facilities: pavilions, an amphitheater, public restrooms, a service garage, and pedestrian paths.
- Coordinated multi-agency projects with ODOT, NEORSD, and county partners, ensuring regional alignment and on-time delivery.

Fiscal Oversight & Contract Administration

- Develop and manage departmental operating and capital budgets, ensuring fiscal discipline, strategic resource allocation, and compliance.
- Negotiate contracts, oversee competitive bid processes, and manage vendor and contractor relationships across all divisions.
- Authored and secured multiple grant applications to fund infrastructure and community improvement projects.
- Participate in union contract negotiations and ongoing labor relations for department staff.

Community Engagement & Emergency Management

- Lead emergency and snow response planning and execution, coordinating across departments and with county emergency management partners.
- Oversee land acquisition, zoning administration, and compliance functions in partnership with planning staff and elected officials.
- Engage residents, businesses, and regional stakeholders on infrastructure, development, and service delivery initiatives.

Regional Leadership & Board Service

- Board of Directors, NOACA (Northeast Ohio Areawide Coordinating Agency) — regional planning and transportation.
- Board Member, Northeastern Ohio Service Directors Association; Entrepreneurial Engagement Ohio; Broadview Heights Chamber of Commerce.

Director of Economic Development | *City of Broadview Heights, Ohio*

2008 – 2015

Led citywide economic development strategy, business recruitment, and long-range planning, generating significant private investment and expanding the commercial tax base.

- Developed and executed a comprehensive Strategic Plan and Master Plan to guide city growth, land use, and economic expansion.
- Chaired the Town Center Special Planning District Zoning Committee, overseeing zoning updates, land use policy, and district master planning.
- Recruited a 51,000 sq. ft. medical center, adding significant healthcare access and economic impact to the community.
- Attracted small, medium, and large employers to Broadview Heights, strengthening the commercial base and tax revenue.
- Facilitated Ohio Caterpillar's \$25 million headquarters expansion, supporting job retention and regional economic growth.
- Conducted a comprehensive SWOT analysis to inform strategic city planning and capital investment prioritization.

Founder & Partner | *QuadStar Digital Guidance, Ltd.*

1994 – 2005

- Founded and scaled a technology company from startup to multi-million dollar enterprise, demonstrating entrepreneurial leadership, business acumen, and organizational management.
- Managed all aspects of operations, client development, staffing, and strategic growth; successfully exited the company in 2005.

EDUCATION & CREDENTIALS

Bachelor of Science, Marketing

Miami University — Oxford, Ohio

Certified Economic Developer (CEcD) — International Economic Development Council (IEDC)

Member, American Public Works Association (APWA)

Anthony Dimino
108 Tiller Drive
Toms River, NJ 08753
(908) 268-8808
vfmacad@yahoo.com

April 15, 2026

Warren Hutmacher, Executive Recruiter
Sumter Consulting

Dear Mr. Warren Hutmacher,

I am writing to express my interest in the City Manager position within the City of Lake Worth Beach, FL. With over 15 years of progressive leadership experience in municipal government, including my current role as Deputy Executive Director for the Township of Ocean Sewerage Authority, I bring a proven record of executive leadership, organizational management, and strategic planning in the public sector.

In my current position, I serve as a key member of the executive leadership team, overseeing critical administrative functions including budget development, capital improvement planning, regulatory compliance, and cross-departmental coordination. I regularly advise the governing body on operational, financial, and policy matters, manage procurement and contract administration, and ensure organizational alignment with long-term strategic objectives. In my capacity as Acting Executive Director, I assume full responsibility for agency operations, staff leadership, and implementation of board-directed initiatives.

What distinguishes my background is the ability to bridge technical operations with high-level administration. Having advanced through the ranks from a trainee to executive leadership, I bring a comprehensive understanding of workforce development, infrastructure management, and organizational efficiency. This perspective allows me to lead effectively at both the operational and policy levels while maintaining accountability, transparency, and performance standards expected in public service.

Throughout my career, I have prioritized team development, operational efficiency, and regulatory compliance while supporting sustainable infrastructure investment and long-term planning. My leadership extends beyond my organization through my role as Chairman of the Professional Development Committee for the Association of Environmental Authorities and as an instructor mentoring future public sector professionals.

I am confident that my leadership experience, administrative capabilities, and commitment to public service position me to effectively contribute as a City Manager. I welcome the opportunity to further discuss how my background aligns with your municipality's goals and priorities.

Thank you for your time and consideration.

Sincerely,
Anthony Dimino, CPM

ANTHONY DIMINO, CPM

Toms River, NJ • (908) 268-8808 • vfmacad@yahoo.com

EXECUTIVE SUMMARY

Results-driven utility executive with over 15 years of progressive experience leading municipal wastewater operations, currently serving as Deputy Executive Director overseeing strategic planning, financial management, regulatory compliance, and organizational performance. Brings a unique combination of hands-on operational expertise and executive leadership, with direct oversight of budgeting, capital improvement programs, and multi-department coordination. Demonstrated success in optimizing system performance, strengthening compliance programs, and advising governing boards on policy and infrastructure decisions. Licensed S-3 and C-2 Operator with advanced credentials including Certified Public Manager (CPM) and Certified Environmental Authority Supervisor (CEAS). Recognized for developing high-performing teams, driving operational improvements, and collaborating effectively with regulatory agencies, municipalities, and stakeholders.

CORE COMPETENCIES

- Executive Leadership & Organizational Management
 - Budget Development & Financial Oversight
 - Capital Improvement Planning
 - Regulatory Compliance (NJDEP, NJPDES)
 - Asset & Infrastructure Management
 - Contract Administration & Procurement (RFP/RFQ)
 - Board Relations & Public Communication
 - Staff Development & Performance Management
 - Strategic Planning & Policy Implementation
-

PROFESSIONAL EXPERIENCE

Township of Ocean Sewerage Authority – Oakhurst, NJ

Deputy Executive Director | July 2024 – Present

Serve as a key executive leader responsible for the administrative and operational oversight of a municipal wastewater utility serving approximately 30,000 residents. Provide strategic direction across all departments including operations, finance,

engineering, and compliance while supporting long-term planning and organizational development.

Key Contributions & Responsibilities:

- Lead development and administration of annual budgets, financial forecasts, and capital improvement plans
- Oversee department heads to ensure alignment with organizational goals and performance expectations
- Ensure full compliance with NJDEP and NJPDES regulatory requirements through coordinated internal and external efforts
- Manage procurement processes, contracts, and professional service agreements
- Advise the Board of Commissioners through detailed reporting, operational updates, and policy recommendations
- Coordinate with municipalities, consultants, and legal counsel on regulatory and public affairs matters
- Serve as Acting Executive Director, assuming full leadership responsibility in absence of Executive Director

Technical Services Manager & Licensed Operator in Charge | July 2023 – July 2024

Provided executive-level operational leadership for wastewater treatment and collection systems while serving as Licensed Operator in Charge. Oversaw plant performance, regulatory compliance, and asset management programs while supporting financial and administrative functions.

Key Contributions & Responsibilities:

- Directed overall operational performance of treatment plant and collection system
- Supported strategic planning initiatives and implementation of organizational goals
- Assisted in budget preparation, financial tracking, and general ledger management
- Led division managers and ensured adherence to policies and regulatory standards
- Managed laboratory operations as Lab Manager, QA Officer, and Technical Director
- Represented the Authority at Board and subcommittee meetings
- Implemented process improvements to enhance efficiency and compliance

Hamilton Township Water Pollution Control – Hamilton, NJ

Chief Plant Operator | April 2023 – July 2023

Oversaw operations of a regional wastewater facility serving over 100,000 residents with a capacity of 16 MGD. Managed plant personnel, compliance, and system performance.

Western Monmouth Utility Authority – Manalapan, NJ

Operator in Charge | 2015 – April 2023

Managed operations of a tertiary treatment facility and extensive collection system infrastructure including pump stations and sewer networks.

United Water – Toms River, NJ

Plant Operator | 2013 – 2015

Joint Meeting of Essex & Union Counties – Elizabeth, NJ

Plant Operator | 2010 – 2013

LEADERSHIP & INDUSTRY INVOLVEMENT

- Chairman, Professional Development Committee – Association of Environmental Authorities
 - Course Instructor – Intro to Water/Wastewater, Ocean County Vocational Technical School
 - Member – Water Environment Federation
 - Member – Association of Environmental Authorities
-

EDUCATION & CREDENTIALS

Certified Public Manager (CPM) – Rutgers University (2024)

Certified Environmental Authority Supervisor (CEAS) – Environmental Professional Development Academy

Associate of Science – Business Administration
Ocean County College

National Incident Management System (NIMS) Certification

LICENSES

- S-3 Wastewater Treatment License
- C-2 Collection System License

ANDRES FELIPE ALVAREZ

1100 SE 2nd St E, Cochran, GA 31014 • (848)2344791 • Afalvarez001@gmail.com

SUMMARY

Motivated graduate student pursuing a Master of Science in Management (Organizational Behavior) at Middle Georgia State University, graduating May 2026. Strong foundation in strategy, leadership, and business analysis, combined with proven teamwork and discipline developed through collegiate athletics. Bilingual professional (English/Spanish) with an international background and the ability to build strong relationships across diverse environments. Seeking OPT opportunities where I can apply my skills in business strategy, talent development, and organizational growth while continuing to grow professionally.

EDUCATION

Master's Degree, Science in Management, Concentration: Organizational Behavior May 2026
Middle Georgia State University, Cochran, GA GPA 4.0

Related Coursework

- Strategic Management Organizational Behavior & Leadership
- Managerial Decision Making Operations & Supply Chain Management
- Business Analytics

Bachelor of Science, Business Administration, Concentration: General Business May 2025
Middle Georgia State University, Cochran, GA GPA 3.5

Related Coursework

- Principles of Finance Principles of Macroeconomics
- Principles of Marketing International Business
- Business Statistics

RELATED PROJECT

Operations Strategy August 2024 – December 2024

- Conducting in-depth research on AI- Innovation in business strategy under the direction of the Dean of the School of Business
- Presenting the results in a research paper demonstrating critical thinking and analytical skills.

WORK EXPERIENCE

Goldey Beacom College Wellness Center, Wilmington, DE

Student Worker May 2022 – May 2023

- Provided exceptional customer service by managing check-ins and answering inquiries, demonstrating strong communication skills and the ability to build relationships with clients.
- Assist with promoting wellness programs and events, ensuring smooth execution of initiatives, and supporting team efforts to foster a positive, welcoming atmosphere.

Financial Debt Relief, Cali, Colombia

Call Center Representative (Debt Resolution Specialist) May 2023 – August 2023

- Communicated with U.S.-based clients in English to discuss outstanding debts and available financial relief options.
- Built rapport with customers and negotiated repayment solutions to help resolve financial obligations
- Maintained accurate records of client interactions and account updates within the company system.
- Demonstrated strong communication, negotiation, and problem-solving skills in a fast-paced call center environment.

LEADERSHIP/CAMPUS INVOLVEMENT

Middle Georgia State University

Men's Soccer Team, Key Contributor

August 2023 - Present

- Contributed as one of the top players on the Men's Soccer Team, demonstrating exceptional performance and skill on the field.
- Led on-field communication and motivated teammates, playing a key role in fostering team cohesion and strategic execution during games.

ATHLETICS-MEN'S SOCCER

Middle Georgia State University
Goldey Beacom College

August 2023-November 2025
August 2021-May 2023

COMMUNITY VOLUNTEER

Coaching Clinic-Bleckley County Primary School, Cochran, GA

- Taught Boys and Girls Soccer drills and skills

COMPUTER SKILLS

Microsoft Office: Word, Excel, PowerPoint, Access, QuickBooks

REFERENCES

Dean School of Business Middle Georgia State University

Marc D. Miller, Ph.D. – marc.miller@mga.edu – 4784712724 / 4784712802

Angelique J. Pickett

Port St. Lucie, FL

(571) 330-7290 • AngeliqueJPickett@gmail.com • www.linkedin.com/in/angeliquejpickett

EXECUTIVE PROFILE

Senior public sector executive with 20+ years of experience in chief administrative and county-level leadership roles overseeing complex governmental operations, policy implementation, and organizational performance. Proven record of advising elected officials and governing boards on strategic, fiscal, and operational matters, including budget development, intergovernmental coordination, and long range community planning. Demonstrated ability to lead large-scale public sector organizations, align policy with execution, and drive operational effectiveness, transparency, and accountability across multi-agency environments.

Recognized for leading cross-agency initiatives and multi-stakeholder partnerships that improve service delivery, strengthen operational systems, and advance community outcomes. Adept at building high-performing teams, enhancing transparency and accountability, and ensuring effective implementation of public policy through data-informed leadership in dynamic, high-stakes public sector environments.

CORE COMPETENCIES

Governance & Strategic Leadership

- Policy Development, Interpretation & Implementation
- City Commission / Governing Board Support & Reporting
- Budget Development, Fiscal Oversight & Revenue Strategy
- Capital Improvement Program (CIP) Planning & Execution Support
- Legislative Support, Ordinance Alignment & Policy Execution

Organizational & Operational Management

- Day-to-Day Municipal Operations & Executive Administration
- Organizational Leadership, Department Oversight & Succession Planning
- Operational Performance Management & Service Delivery Optimization
- Workforce Leadership & Organizational Accountability
- Employee Relations, Disciplinary Processes & Grievance Coordination

Intergovernmental Leadership

- Intergovernmental Relations & External Partnerships
- Emergency Management Planning & Interagency Coordination
- Public Engagement & Stakeholder Communication

PROFESSIONAL AFFILIATIONS

International City/County Management Association (ICMA) – Member

International Association of Chiefs of Police (IACP) – Member

EXECUTIVE EXPERIENCE

EXECUTIVE DIRECTOR

Palm Beach County Criminal Justice Commission | West Palm Beach, FL | 2024–2026

- Served as executive leader of a countywide criminal justice policy and coordination body responsible for translating governing board priorities into system-wide operational strategies, advancing data-driven performance improvements, accountability frameworks, and multi-agency outcomes across the criminal justice continuum.
- Advised county leadership, governing boards, and interagency partners on policy, performance data, and operational systemwide operational priorities to support executive decision making and strategic direction.
- Directed organizational operations, strategic planning, and performance management systems ensuring grant and fiscal accountability, governance compliance, and the effective execution of policy direction.
- Led cross-agency initiatives focused on system coordination, resource alignment, and service delivery improvement across multiple public and sector and community stakeholders.
- Oversaw sensitive employee relations matters, including disciplinary processes and grievance coordination in accordance with established public sector policies and procedures.
- Managed operational budgets and grant-funded initiatives ensuring fiscal stewardship and alignment with departmental priorities.

INTELLIGENCE-LED POLICING MANAGER

Boca Raton Police Services Department | Boca Raton, FL | 2015–2024

- Led modernization of the department's business intelligence and analytics function, advancing enterprise performance management systems supporting executive decision-making, operational planning, and strategic resource allocation.
- Directed development of analytics dashboards, reporting frameworks, and performance tools used by command staff to improve operational oversight, transparency, and deployment of resources.
- Led the Crime Analysis Unit and supported multidisciplinary analytical teams, managing staff responsible for intelligence production, applied research, and performance reporting supporting command-level decision-making.

DIRECTOR OF CRIME, TRAFFIC & INTELLIGENCE ANALYSIS

Fairfax County Police Department | Fairfax, VA | 2002–2015

- Served as the first and only Director of the Research, Analysis, and Intelligence Division, establishing and leading a 14-member team of analysts, senior analysts, and a program manager supporting countywide public safety operations and executive decision making.
- Provided executive level analytical support to senior leadership and county officials, delivering data driven insights to inform policy, resource allocation, and organizational strategy within a large county government environment.
- Directed enterprise performance measurement systems, intelligence frameworks, and analytical methodologies used to evaluate operational effectiveness, identify trends, and support strategic planning across public safety functions.
- Managed operations, priorities, and workload distribution, ensuring timely delivery of actionable products supporting executive and command level decision making across multiple units and county stakeholders.

CARLOS SANTOS-RIVERA

15555 W Oakridge Ct, Surprise, AZ 85374 | 515-357-8102 | csantosrivera25@gmail.com

PROFESSIONAL SUMMARY

Strategic and collaborative public-sector leader with 10 years guiding municipalities, agencies, and multi-jurisdictional initiatives in planning, housing, community development, resilience, and grants management. Experienced in aligning people, processes, and resources to execute strategic priorities, improve service delivery, and manage multimillion-dollar programs in regulatory, financial, and politically sensitive environments. Proven ability to lead cross-functional teams, advise executives, and translate complex initiatives into actionable outcomes. Background includes municipal planning leadership, economic and real estate development, and statewide infrastructure and housing program administration. Committed to driving high-performing, accountable, and citizen-focused government operations.

KEY ACCOMPLISHMENTS

- Oversaw \$2.2 billion in representative grants management portfolios across federal, state, and local programs, ensuring compliance with statutory and regulatory requirements.
- Managed \$1.1 million in direct operating budgets; experienced in budget preparation, cost controls, and long-range financial planning.
- Supervised 25+ multidisciplinary staff across public-sector engagements.
- Managed multiple contracts, task orders, and RFP/RFQ's responses end-to-end.
- Supported delivery of housing stability to 17,000+ households and oversight of \$108 million in financial assistance disbursement.
- Recipient of the Deloitte Applause Award (2022) for exceptional public-sector client contributions.
- Conducted public hearings and quasi-judicial deliberations as Vice Chair of the Salt Lake City Planning Commission, issuing recommendations that influenced \$1.2 billion in development decisions while maintaining political neutrality and full compliance with state law and municipal code.

PROFESSIONAL EXPERIENCE

Principal & Chief Executive, Santos and Schupick, LLC, Bryan, Texas

December 2024 to Present

- Administer daily operations of a public-sector advisory firm, aligning financial and operational practices with strategic and citywide policy goals; oversee budgeting, contracting, business development, personnel, and client relations.
- Supervise a team of 6 planners, GIS analysts, and emergency managers; review timecards, manage schedules, complete performance evaluations, and facilitate access to resources and training.
- Lead departmental projects with multi-stakeholder coordination, timeline management, and reporting from initiation through implementation, including performance reviews, program evaluations, and economic and community development strategies for government and nonprofit clients.
- Develop executive-facing recommendations for elected officials and senior administrators on budget alignment, program design, and regulatory compliance.
- Conduct quality assurance reviews of operational records, reports, and deliverables for clarity, accuracy, and consistency; resolve complex or escalated client issues.

Community Development Advisor, City of Bryan, Bryan, Texas

January 2025 to April 2026

- Guided the City's CDBG Consolidated Plan and Annual Action Plans for ESG, HOME, and CDBG funds, directing federal investment toward neighborhood revitalization and affordable housing.
- Served as strategic advisor to City leadership on community development, zoning, land use, and infrastructure initiatives, ensuring alignment with the City's long-term comprehensive plan and Council priorities.
- Advised on policies and incentive programs that foster economic growth, business attraction, and redevelopment within the City's core districts.

Project Manager, Innovative Emergency Management, INC., Bryan, Texas

August 2025 to February 2026

- Directed development and updates of State Hazard Mitigation Plans (SHMPs) for U.S. jurisdictions in full compliance with FEMA 44 CFR Part 201, preserving eligibility for HMGP and federal funding streams.
- Coordinated closely with state emergency management agencies, FEMA Regional Offices, and local jurisdictions to deliver risk assessments, capability analyses, and mitigation strategies.
- Managed cross-functional planning teams and subcontractors, controlled project budgets and schedules, and facilitated multi-agency workshops and public engagement.

- Created digital plan story maps showing all phases of mitigation plans for staff, policymakers, and community members, incorporating feedback components to assess performance and identify areas of need.
- Identified cost-efficient software licensing alternatives for state agency clients, reducing technology costs by up to 40% while maintaining service levels.
- Aligned infrastructure project portfolios including critical facilities such as dams and stormwater systems to meet FEMA and federal funding eligibility requirements.
- Served as primary spokesperson to consumer groups, industry associations, and media on planning, resilience, and community development topics.
- Restored team morale and built a high-performance management culture by restructuring roles, developing existing staff, and establishing clear performance expectations.
- Built templates, workflows, and data tools that improved consistency and efficiency across the mitigation planning portfolio.

Project Manager. Texas A&M University, College Station, Texas

August 2024 to August 2025

- Managed applied research portfolios on disaster resilience, climate adaptation, housing recovery, and community development serving local and state government clients.
- Led cross-functional initiatives involving stakeholder coordination, policy analysis, data-driven evaluation, and program administration.
- Authored and contributed to executive-facing reports informing municipal and state policy decisions, including the Harris County Home Buyout Phase 1.

Adjunct Instructor, University of Utah, Salt Lake City, Utah

August 2021 to May 2024

- Taught architecture design and planning coursework to undergraduate students; rated as an excellent instructor by students in 2023-2024.

Vice Chair and Planning Commissioner Salt Lake City Community and Neighborhoods Planning Department, Salt Lake City, Utah

September 2023 to June 2024

- Elected Vice Chair within three months of appointment, recognized for collaborative leadership and consensus-building among Commissioners, staff, applicants, and the public.
- Advised the Mayor, City Council, and Planning Department on land use plans, zoning amendments, economic development incentives, equity, and infrastructure investment, issuing recommendations that influenced more than \$1.2 billion in development decisions.
- Conducted public hearings, deliberated on quasi-judicial matters, and ensured decisions complied with state law, municipal code, and adopted policy.
- Reviewed 139 land use applications, development agreements, ordinances, and municipal code amendments; influenced more than \$1.2B in development decisions.
- Identified compliance inconsistencies in historic district applications and recommended corrective policy guidance to the Planning Department.
- Helped identify child care centers operating in single-family homes to legalize their land use status, addressing a 21,000-unit deficit in child care capacity citywide.

Risk and Financial Advisory Consultant, Deloitte, Salt Lake City, Utah

September 2021 to July 2023

- Served state and local government clients on grants management lifecycle, financial compliance, and post-disaster recovery, accumulating 3,600+ hours of public-sector engagement.
- Housing Lead, State of Wyoming Department of Family Services, Emergency Rental Assistance Program (ERAP): Provided consultation under 15 U.S.C. Section 9058a, evaluating expense claims and managing a \$60 million representative case management portfolio; strengthened internal controls and audit readiness.
- Closeout Specialist, Fiscal Agency and Financial Advisory Authority: Oversaw COVID Relief Fund (42 U.S.C. Section 801) sub-recipient compliance with statutory, regulatory, and programmatic requirements; conducted on-site compliance reviews and trained personnel on closeout protocols, mitigating risk of de-obligation or recoupment.
- Helped mitigate \$5.2 million in fraud, waste, and abuse in a statewide case management system by applying geocoding and metadata analysis to identify bad actors and erroneous claims.
- Developed a Standard Operating Procedure for grants management closeout adopted by 78 municipalities, improving consistency and reducing compliance risk across the portfolio.
- Increased RFP win rates by implementing a tracking system for plan expirations and gap analysis of past vendor performance, strengthening business development pipeline.
- Secured \$3M in IDIQ contract vehicles, expanding the firm's capacity to serve state and local government clients across planning, resilience, and community development portfolios.

- Elevated firm eminence through white papers and conference presentations showcasing expertise in hazard mitigation, grants management, and community development.

EARLY CAREER (2013 – 2020)

As Planning Apprentice at the Salt Lake City Planning Department, co-created the City's first housing density report, mapping existing housing stock on a block-by-block basis and comparing density against community plans and zoning regulations. Research Assistant roles at the University of Utah, Iowa State University, and the University of Puerto Rico supported policy research, data analysis, housing studies, and public administration scholarship. As Operations Manager at Velauno in San Juan, PR, directed multi-unit business operations across five service lines, supervised 13 staff, and owned the full operational cycle.

PROFESSIONAL AFFILIATIONS

- International City/County Management Association (ICMA), Member
- American Planning Association (APA), Member
- National Hazard Mitigation Association (NHMA), Member
- National Emergency Managers Association (NEMA), Member
- International Association of Emergency Managers (IAEM), Member
- Association of Latino Professionals For America (ALPFA), Member

HONORS AND AWARDS

- Applause Award, Deloitte and Touche LLP, 2022
- Outstanding Award, School of Architecture, University of Utah, 2021
- Excellent Presentation, National Planning Conference, American Planning Association, 2021
- People's Choice Award, Intermountain Sustainability Summit, Weber State University, 2021
- Best Paper, 17th Engineering Project Organization Conference, 2019

CORE COMPETENCIES

- Municipal Administration • Strategic & Long-Range Planning • Budget Management • Grants Management • Land Use & Zoning • Stakeholder Engagement • Team Leadership & Mentorship • Regulatory Compliance • Community Development • Intergovernmental Relations • Consensus Building • Disaster Recovery • Talent Development/Retention

EDUCATION

Master of City and Metropolitan Planning, University of Utah, Salt Lake City, Utah

Graduate Specialization: Economic & Real Estate Development; Housing & Community Development

Bachelor of Science in Political Science, Iowa State University, Ames, Iowa

George Calvin Dickens III

109 Stevedores Ct.
Savannah, GA. 31410
912.536.9980
giodickens@gmail.com
gdickens@savannahga.gov
gdickens@georgiasouthern.edu

Summary of Skills:

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

Job Objective:

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

Education:

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

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

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

Relevant Work Experience:

City of Midway, Georgia Career Professional Fire Department

41 Charlie Butler Road. Midway, GA 31320. (912) 884-3344.

Position: Deputy Fire Chief (2025-2025)

Responsibilities: Assisting the Fire Chief in the department's overall management, ensuring compliance with laws, and overseeing daily operations, personnel, and emergency response. Strategic planning, budgeting, supervising staff, coordinating with other agencies, managing training programs, and responding to major incidents. Second-in-command, assuming the Fire Chief's duties in their absence.

Office of Commissioner of Insurance and Safety Fire (State of Georgia)

2 Martin Luther King Jr. Dr. West Tower, Suite 702 Atlanta, GA 30334 US.

(404) 656-2070. (800) 656-2298.

Position: Building Inspector (All/Special Hazards Team) (2025-2025)

Responsibilities: Inspections for compliance with policy, procedures, state and federal regulations and standards to ensure safety. Investigate reports of complaints under the jurisdiction of the Office of Commissioner of Insurance and Safety Fire. Fire safety inspections on facilities under the jurisdiction of the agency in accordance with established procedures, and determination of regulations applicable to the facility being inspected. Inspections, investigations, meetings, surveys, consultation visits, administrative duties, code research, and training. Familiarity with applicable codes, standards, rules, regulations, statutes, laws, and industry standards. Assist local fire departments and building code officials with code enforcement concerns. Interpret site plans, building plans, specifications, calculations, and codes to determine compliance. Record keeping, organization, and customer service skills.

Georgia Southern University Savannah (Armstrong Campus)

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

Position: Fire Safety Maintenance Inspector (2024-Currently)

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

Oliver Maner LLP

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

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

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

City of Savannah Fire and Emergency Services

121 E. Oglethorpe Ave. Savannah, GA. 31401. (912) 651-6484

Position: Fire Engineer (2009-currently).

Responsibilities: Supervise company operations during emergency and non-emergency situations and incidents. Manage subordinate personnel. Successfully facilitate completion of annual projects, project management, company training, employee performance evaluations including feedback. Establish Incident Command and direct units to mitigate hazards. Operate Fire Department Emergency Vehicles including – Tiller (Ladder Truck), Aerial Fire Apparatus (Ladder Truck), and Fire Engine Pumper. Drive, perform basic maintenance, review/implement safety procedures for the optimal operation of equipment and machinery. Manage the on-scene operation of this equipment during hazardous emergencies and catastrophic situations that pose an immediate danger to life and health, in accordance with departmental Standard Operating Procedures (SOP's). Supervise company operations.

Position: Firefighter (2005-2009).

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

Other Certifications/Specialized Skills:

Fire Inspector State of Georgia Certified and National Professional Qualification Certified NPQ, GFSTC, GPSTC. Georgia Public Safety Training Center (G.P.S.T.C.) 05/23/2025.

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

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

City of Savannah City Managers Emerging Leaders Academy CMELA 2023

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

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

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

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

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

Fire Officer II awarded by Savannah Fire and Emergency Services on 03/07/2011.

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

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

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

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

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

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

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

Emergency Vehicle Operator, awarded by Savannah-Chatham Driver Training

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

HOWARD CAMPBELL

Covington, GA 30014

howardcampbell1313@gmail.com | 470-420-5467

Willing to Relocate Nationwide | Authorized to Work in the U.S.

CITY MANAGER | MUNICIPAL EXECUTIVE

Community Development • Housing & Economic Development • ICMA-Aligned Leadership

EXECUTIVE PROFILE

City management and public administration executive with 10+ years of experience leading community development, housing, and economic development initiatives in complex municipal and county environments. Extensive expertise administering large federal funding programs including **CDBG, HOME, ESG, NSP**, and transportation grants exceeding **\$100M**. Proven ability to work effectively with elected officials, engage residents, manage multidisciplinary teams, and deliver transparent, compliant, and fiscally responsible results. Recognized for advancing **affordable housing, neighborhood revitalization, and sustainable economic growth** through collaborative leadership.

ICMA CORE COMPETENCY ALIGNMENT

Strategic Leadership & Vision

- Leads long-range planning, housing strategies, and community revitalization initiatives aligned with governing body priorities.
- Translates policy goals into executable programs and measurable outcomes.

Policy Facilitation & Political Acumen

- Advises elected officials and prepares agenda items, staff reports, and policy recommendations.
- Navigates complex political environments while maintaining professionalism and neutrality.

Staff Effectiveness & Organizational Management

- Supervises professional staff; oversees performance management, training, and accountability.
- Builds cross-departmental collaboration to deliver housing and economic development outcomes.

Financial Management & Budgeting

- Manages multimillion-dollar grant and program budgets.
- Oversees reimbursements, audits, financial reporting, and compliance with federal regulations.

Community Engagement & Public Involvement

- Facilitates public meetings, hearings, workshops, and stakeholder forums.
- Builds trust through transparent communication, consensus-building, and resident engagement.

Service Delivery & Program Implementation

- Ensures efficient, compliant delivery of housing, redevelopment, and public service programs.
- Leads procurement processes (RFP/RFQ) and contractor oversight.

PROFESSIONAL EXPERIENCE

Cobb County Government – Marietta, GA

Grants Administrator | 2025 – Present

- Administers federal, state, and local grants supporting capital projects, transportation, and community initiatives.
- Prepares agenda items and financial reports for the Board of Commissioners.
- Advises leadership on capital improvement prioritization and funding strategies.
- Coordinates audits, grant amendments, reimbursements, and regulatory compliance.

Rockdale County Government – Conyers, GA

Grants Manager | 2023 – 2024

- Administered the **Neighborhood Stabilization Program (NSP)** to support housing rehabilitation and neighborhood recovery.

- Ensured countywide compliance with federal and state grants; managed drawdowns and reimbursements.
 - Supported planning for an **economic development incubator**.
 - Responded to citizen inquiries and collaborated with community partners on neighborhood improvement projects.
-

City of Tampa – Tampa, FL

Community Development Coordinator | 2021 – 2022

- Administered **\$100M+** in **CDBG, HOME, ESG**, and related funding.
 - Led implementation of **affordable housing development**, housing rehabilitation, public services, and redevelopment projects.
 - Oversaw RFP/RFQ processes for nonprofit agencies, housing developers, and service providers.
 - Prepared and maintained the City's **Consolidated Plan and Comprehensive Plan**.
 - Served as liaison to elected officials, housing developers, community organizations, and state/federal agencies.
 - Directed neighborhood revitalization, housing redevelopment, and community planning initiatives.
-

Kenmore Development Partnership

Executive Director

- Led a community development organization focused on **housing development, redevelopment, and economic growth**.
 - Managed budgets and city-supported housing and neighborhood improvement programs.
 - Partnered with municipal leaders and business stakeholders to strengthen local economic vitality.
-

EDUCATION

Master of Urban Studies – Cleveland State University

Bachelor of Science, Sociology – Cleveland State University

Public Policy Certificate (In Progress) – Tennessee State University

CERTIFICATIONS & PROFESSIONAL AFFILIATIONS

Certifications

- Grant Writing
- **Public Involvement & Community Engagement** (public hearings, stakeholder facilitation, neighborhood outreach)

Affiliations

- International City/County Management Association (ICMA)
 - National Society of Leadership and Success
-



Louis Schwartz

Contact

Address

West Palm Beach, USA 33402

Phone

561-723-0230

E-mail

LJSCoaching@gmail.com

Skills

- Exceptional communication skills with the ability to comprehend and convey complex information effectively
- Proven expertise in planning, organization, and time management
- Skilled in establishing and managing professional, productive relationships
- Demonstrated leadership abilities and self-motivation, coupled with

Experienced business professional with strong focus on team collaboration and achieving results. Skilled in operations management, strategic planning, and resource optimization. Known for flexibility in adapting to changing needs and providing reliable leadership. Prepared to make a significant impact in driving business success and fostering team growth.

EXPERIENCE

2023-12 -
Current

Real Estate Consultant

Alpha International Real Estate , West Palm Beach, FL

- Advised clients on property investment strategies and market trends.
- Conducted comprehensive market analyses to identify growth opportunities.
- Negotiated contracts and facilitated transactions between buyers and sellers.
- Developed tailored marketing plans to enhance property visibility and attract buyers.

2019-10 -
Current

Owner / Operator

Lou's Patriot Grille, West Palm Beach, FL

- Designed and constructed a mobile vending commercial kitchen inside a 22-foot box truck
- Developed a comprehensive business plan, established a brand name, and created an effective marketing strategy for the food truck
- Planned and prepared meals for sale to the community utilizing a point-of-sales system
- Certified Food Safety Manager (Certificate No: 21575414)
- Mobile Food Truck #MFD6052245

2009-01 -
Current

Owner

LJS Coaching, West Palm Beach, FL

- Coaching clients to achieve success in both life and career
- Employing critical thinking to analyze complex problems and facilitate sound decisions
- Recognized motivational speaker with a proven ability to inspire confidence in individuals

a strong initiative and eagerness to learn

- Adept pattern assimilator capable of both narrow and broad thinking
- Outstanding computer proficiency, with a proven ability to quickly learn and implement new software programs
- Group and Organizational Behavior
- Needs Assessment and Performance Analysis
- Strategic Planning
- Leading Organizational Change
- Ethics in Organizational Leadership
- Leadership in a Multicultural Environment
- Critical Thinking
- Transformational Leadership (Instruction and Support)
- Research Methods
- Facilitating Adult Learning
- Emotional and Social Intelligence Coaching
- Crisis Response and Intervention (Mental Health)
- Judicial Proceedings

2022-08 -
2023-08

Enterprise Accounts Portfolio Manager

Allied Universal, West Palm Beach, FL

- Supervise healthcare physical security operations for 19 HCA Hospital in the Southeast Florida Region
- Coordinate strategic planning initiatives and negotiate contracts with client stakeholders
- Manage accounts receivable while fostering team development and enhancing operational efficiency
- Ensure compliance with regulations and standards set by Allied Universal and HCA Healthcare Hospitals

2020-11 -
2021-10

Community Association Manager

FirstService Residential, Port Saint Lucie, FL

- Oversee all aspects of Veranda Gardens and Ocean Cove Homeowners Association (HOA) and managed a \$2.5 million budget
- Facilitate resources to address the community's objectives and demands effectively
- Engage in communication and negotiation with all working vendors associated with the HOA and Pulte Homes
- Maintained a positive and productive working relationship with the HOA president

2018-01 -
2018-08

Law Enforcement Officer (Retired)

The City of West Palm Beach Police Department, West Palm Beach, FL

2007-10 -
2008-08

Adjunct Professor

Palm Beach State College, Lake Worth, FL

- Facilitated adult learning in a classroom setting; created and administered assessments of learning topics
- Organized instructional design and development in criminal justice and leadership topics
- Motivated learning through various instructing techniques

- Financial Budgeting and Management
- Motivational Speaker
- Hostage Negotiations
- Master Patrol Officer
- Professional Mediator
- Coaching for Success
- Time Management and Life Balance
- State of Florida criminal and civil laws
- Special Weapons And Tactics
- Officer Survival Training
- Narcotics Identification and Investigations
- Interviews and Interrogations
- Violence at the Workplace
- Incident and Use of Force Report Writing
- Nutrition, Health, and Fitness
- Philosophy
- Meditation Instruction
- Psychology
- Financial Fraud Investigations
- Police Motorcycle Training

2001-05 -
2003-01

Law Enforcement Officer

The City of Lake Worth Police Department, Lake Worth, FL

- Responsibilities included the enforcement of traffic and criminal laws, conducting comprehensive investigations, safeguarding life and property, mediating disturbances, apprehending suspects, and making situationally appropriate decisions
- Developed and coordinated strategic plans in crisis management
- Regularly engaged in personnel supervision, training, and professional development
- Cultivated community relationships through networking initiatives
- Conducted in-depth interviews with individuals from diverse backgrounds and provided testimony in multiple criminal and civil proceedings

2000-02 -
2001-05

Loss Prevention Officer

The Wackenhut Corporation, Miami, FL

- Accountable for loss reduction through comprehensive investigations and surveillance in retail environments
- Responsible for protecting the organization's assets and documenting all incidents through detailed reports
- Managed a team of ten people, maintained P&L statements, analyzed inventory, and created work schedules
- Miami, FL

1998-07 -
2000-02

Field Radio Operator / Rank E-4

United States Marine Corp., Jacksonville, NC

- Established radio communication in a high-pressure, combat-like environment
- Trained to perform effectively under pressure while inspiring troops to exceed their expectations
- Assumed responsibility for supervising fellow soldiers to ensure the successful execution of orders

Education

- Operations management
- Documentation and reporting
- Hiring
- Business planning
- Staff training and development
- Personnel management
- Staffing
- Operations oversight
- Negotiation
- Inventory management
- Performance analysis
- Business operations management
- Client relationship management
- Financial planning
- Financial analysis
- Operational reporting
- Budget development
- Recruiting and hiring

2007-05	Master of Science: Organizational Leadership Concentration: Facilitating Adult Learning <i>Palm Beach Atlantic University - West Palm Beach, FL</i>
2005-08	Bachelor of Science: Organizational Management Honors: Summa Cum Laude <i>Palm Beach Atlantic University - West Palm Beach, FL</i>
2000-08	Associate of Arts: Business Administration <i>Broward Community College - Fort Lauderdale, FL</i>

MEMBERSHIPS

- Harmonia Lodge #138 F&AM
- A.&A.S.R. S.J. Valley of Lake Worth
- Palm Beach York Rite Bodies
- Amara Shrine Temple A.A.O.N.M.S.

References

References available upon request

LEADERSHIP EXPERIENCE

- President Tara Cove HOA 2019-Present
- President 2025 Amara Shriners, West Palm Beach

MICHAELLA LOUIS, EdD.

Boynton Beach, FL | (407) 591-6578 | louismichaella@gmail.com

PROFESSIONAL PROFILE

Community-centered public sector and higher education administrator with experience in program leadership, stakeholder engagement, public outreach, policy-informed administration, and cross-functional collaboration. Doctor of Education (dissertation defended; degree conferral pending) with a Master of Arts in Political Science. Experience spanning higher education administration, civic engagement, constituent-focused service, community outreach, and organizational leadership. Brings a collaborative, mission-driven approach to public service, with strengths in relationship-building, public communication, and strategic program execution.

CORE COMPETENCIES

- Public Administration & Community Engagement
- Strategic Planning & Program Management
- Stakeholder & Constituent Relations
- Policy Implementation Support
- Cross-Functional Collaboration
- Public Communication & Outreach
- Organizational Leadership
- Compliance & Administrative Operations
- Community Partnerships
- Staff/Volunteer Coordination

PROFESSIONAL EXPERIENCE

Financial Aid Counselor

Lynn University, Boca Raton, FL | June 2024–Present

- Advise students and families on federal, state, and institutional aid programs within a compliance-driven environment.
- Evaluate eligibility and administer financial aid awards in alignment with regulatory and institutional policies.
- Collaborate across departments to improve service delivery and resolve student issues.

- Support high-volume constituent-facing operations requiring discretion, problem-solving, and policy interpretation.

Graduate Assistant, Student Activities and Involvement

Florida Atlantic University, Boca Raton, FL | Aug 2022–May 2023

- Supported planning and execution of major institutional programs and governance-related activities.
- Coordinated committees, stakeholder communications, and event operations.
- Contributed to leadership development programming and organizational support.

Student Outreach Intern / Graduate Student Worker

Owls Care Health Promotion, Florida Atlantic University | Aug 2022–June 2024

- Developed partnerships across student organizations and led outreach initiatives.
- Designed and implemented engagement programming, workshops, and awareness campaigns.
- Supported community education efforts and cross-functional collaboration.

Assistant Director of Student Resources

Council of Student Organizations, Florida Atlantic University | May 2020–Apr 2021

- Supported organizational operations, communications strategy, and stakeholder engagement.
- Represented the organization at events and contributed to strategic initiatives.

Associate Director

Students Advocating Volunteer Involvement (SAVI) | Sept 2021–May 2022

- Expanded volunteer engagement and community partnership efforts.
- Supported leadership development and community-based initiatives.

PUBLIC & CIVIC ENGAGEMENT EXPERIENCE

Campaign Management / Field Operations Intern

Chad Klitzman for Broward County Supervisor of Elections

Canvassing & Community Outreach Roles

- Councilwoman Yvette Drucker Campaign
- Florida Immigrant Coalition
- Mayor Scott Singer Campaign
- Eric Pendergraft Campaign

Highlights:

- Constituent outreach
- Community education
- Public engagement
- Policy communication
- Grassroots organizing

EDUCATION

Doctor of Education (EdD), Educational Leadership

Lynn University

Dissertation Successfully Defended | Degree Conferral Pending

Master of Arts, Political Science

Florida Atlantic University

Bachelor of General Studies (Social Work), Minor in Leadership Studies

Florida Atlantic University

ADDITIONAL QUALIFICATIONS

- Fluent in English and Haitian Creole
- Microsoft Office | Canva | Public Presentations | Social Media Communications
- Volunteer of the Year Award Recipient

Muhammad Burhan Mughal

Karachi, PK | (92) 3122746847 | burhanmughal09@gmail.com | [Linked-in](#)

Adept at enhancing financial operations and revenue performance through AI-driven automation, data analytics, and systems optimization. Experienced in financial analysis and forecasting, currently pursuing CFA Level I.

Education

Glasgow Caledonian University

MSc international Banking and Finance (Financial securities, Risk modelling, Governance)
Upper Second Class: **2:1**

Glasgow, UK

Graduation Date: Sep 2024

Bahria University (BUKC)

Bachelor of Business Administration (Finance)
CGPA: **3.01**

Karachi, PK

Graduation Date: Aug 2021

Work Experience

Wolver (Wolver.AI)

Finance Associate

Glasgow, UK

Nov 2024 – Dec 2025

- Conducted AI-assisted financial modeling and P&L variance analysis, identifying key revenue and cost drivers that improved forecasting accuracy.
- Implemented automated reporting and payment workflows using AI tools, streamlining revenue tracking and reducing invoice processing time by 30%.
- Developed dynamic dashboards for finance and operations teams, providing insights into revenue, expenses, and performance that supported faster decision-making for 100+ accounts.
- Analyzed sales funnel and revenue trends, tracking KPIs and conversion rates to optimize pipeline efficiency, increase qualified opportunities by 25%, and support SaaS prospect management.

UPS - UNITED PARCEL SERVICE

Financial Analyst

Karachi, PK

Nov 2021 - Dec 2022

- Led comprehensive financial forecasting, budgeting, and variance analysis, providing actionable insights that strengthened regional financial planning and cost control.
- Negotiated pricing structures and discount terms with headquarters, resulting in a increase in regional revenue and improved contract profitability.
- Designed and executed currency-risk mitigation strategies, reducing exchange losses by 240M PKR through optimized exposure management and timing strategies.

Projects

THE DRIP LOCKER – APPAREL STORE

Co-Founder

Karachi, PK

Dec 2020 – Nov 2021

- Architected growth strategy using digital campaigns, consistently exceeding targets while optimizing acquisition costs.

Professional Accreditations & Certifications

- Associate Chartered Banker | **Chartered Banker Institute**
- Bloomberg Finance Fundamentals Certificate | **Bloomberg**

Skills

Finance & Operations: Financial Analysis | Modelling | Budget Forecasting | Financial Reporting | Risk Management | Cash Flow Management, SAP | Oracle | Xero | Bloomberg Terminal | SQL | Compliance | Variance Analysis

CRM & Automation: AI-Powered Lead Scoring | Predictive Analytics | HubSpot | LinkedIn Sales Navigator | ZoomInfo | Data Analysis | AI-Powered Workflow Automation



Nikki-Ann Thomson
Palm Beach Gardens, FL 33410
954-854-3054
nikkiannthomson@gmail.com

MANAGER, REGULATORY COMPLIANCE MANAGEMENT
Executive Risk & Compliance Leader | Second Line of Defence

Senior risk and compliance professional with 10+ years of experience providing independent regulatory oversight, constructive challenge, and compliance advisory support across highly regulated environments. Proven ability to strengthen Regulatory Compliance Management (RCM) frameworks, oversee compliance risk assessments, manage regulatory change, and drive effective issue remediation while ensuring compliance risk remains within defined risk appetite.

PROFESSIONAL EXPERIENCE

Insurance Risk & Compliance Manager

PRCP, LLC | 2021 – Present

- Lead **second-line compliance oversight** for multi-billion-dollar portfolios, ensuring adherence to regulatory frameworks and internal policies
- Manage **end-to-end regulatory response processes**, including investigation, documentation, and preparation of formal submissions
- Conduct **detailed analysis of operational records, claims data, and compliance documentation** to support regulatory inquiries and internal reviews
- Coordinate enterprise-wide responses by partnering with **Legal, Compliance, IT, Operations, and executive leadership**
- Maintain **audit-ready case files**, ensuring all documentation is complete, accurate, and defensible for regulatory review
- Identify, escalate, and remediate compliance issues, ensuring alignment with regulatory expectations and risk appetite
- Provide **regulatory change advisory** and interpret evolving requirements to ensure organizational compliance
- Prepare executive-level reporting on compliance risks, findings, and remediation progress

Senior Claims & Compliance Leadership

Insurance & Financial Services | 2011 – 2021

- Oversaw **complex, high-risk matters** requiring detailed investigation, documentation, and regulatory alignment
- Reviewed and analyzed **large volumes of operational and financial data** to identify discrepancies, risks, and compliance gaps
- Drafted **formal written responses, reports, and supporting documentation** for internal and external stakeholders
- Supported **regulatory and compliance inquiries**, ensuring timely, accurate, and well-supported responses
- Managed **issue tracking and remediation efforts**, maintaining organized documentation for audit and regulatory review
- Collaborated with cross-functional teams to **gather facts, validate findings, and prepare defensible responses**
- Strengthened compliance processes and controls to improve readiness for regulatory scrutiny

EDUCATION & CREDENTIALS

Juris Master (J.M.), Risk & Insurance Law

Florida State University

Master of Business Administration (MBA) – Organizational Management

Bachelor of Arts – English

LICENSES & PROFESSIONAL DESIGNATIONS

- Florida Licensed All Lines Adjuster
- SCLA (Senior Claims Law Associate)
- FEMA NFIP Certified

CORE COMPETENCIES

- Regulatory Inquiry Response & Case Management
- Compliance Risk Assessment & Second-Line Oversight
- Regulatory Reporting & Written Submissions
- Investigations & Root Cause Analysis
- Data Analysis & Documentation Review
- Issue Escalation & Remediation Management
- Cross-Functional Coordination (Legal, IT, Operations)
- Audit-Ready Documentation & Recordkeeping
- Regulatory Change Management
- Stakeholder & Regulator Communication

REGULATORY & COMPLIANCE EXPOSURE

- Experience operating within highly regulated financial and insurance environments
- Familiarity with regulatory frameworks analogous to FINRA, SEC, and federal/state oversight bodies
- Experience supporting responses to regulatory inquiries, audits, and compliance reviews
- Strong understanding of compliance risk management and regulatory expectations

SASIKALA DEVI GURUSAMY

4212 Hardy Ave, Atlanta, GA -30082

CAREER OBJECTIVE

- To work in a globally competitive environment on challenging work that shall yield the benefits of both job satisfaction and a steady-paced professional growth.

EDUCATIONAL PROFILE

COURSE	INSTITUTION	UNIVERSITY / BOARD	%/ CGPA	YEAR OF COMPLETION
M.Arch	Excel School of Architecture	Anna University	CGPA7.5	2017
B.Arch	Thiagarajar College of Engineering	Anna University	CGPA7.4 /10	2012

WORKEXPERIENCE

Asst. Professor: St. Peter's College of Engineering &Technology: Aug2012- July2013

Academic Portfolio: Centre for affordable housing, Academic student centric

Subjectshandled: Siteplanning, Buildingmaterials,Architectural Design,Landscape Architecture,sustainablebuildings,andvarioustheoreticalSubjects.Preparedcourseplan and Lesson plan for subjects.

Skills: Technical Leadership · Timelines · Strategic Architecture · Autodesk 3ds Max · Sustainability·Adobellustrator· 3D Computer Aided Design (3D CAD) · AutoCAD Architecture -Architectural Design ·ArchitecturalPlans·Revit ·Sustainable Design · Urban Design · Site Planning

Asst.Professor, Kalasalingam University: Jun 2013 – May 2015

AcademicPortfolio: Handled Thesis topic BeachResort,Urban Planningprojects.Acted as Design chair in Thesis, Dissertation – Bio climatic Architecture.

Subjects handled :HistoryofArchitecture,BuildingConstruction, Environmental Science,Architecturalconservation, ArchitecturalDesign,andvarioustheoreticalSubjects. Prepared course plan and Lesson plan for various subjects

Skills: Urban Planning -Technical Training · Strategic Architecture · ARCHICAD · Construction ManagementGraphic Design · Sustainable Development Goals (SDG) · Sustainable Architecture · Environmental ImpactAssessment·AUTO CAD

Project Manager, Estimation of projects: Sreedharan Associates, Jun 2015-Mar 2019

Is an architectural designer firm focused on building offices and commercial buildings, Interior design, Educational, Residential buildings. Started as a junior Architect in the firm in 2015 and was promoted as senior Architect in 2017.

- Created 2D and 3D drawings of floor plans, sections using AUTO CAD and REVIT
- Designed the initial structure of 20+ commercial buildings valued in range of \$5 million.
- Collaborate with the New Construction Team with ongoing clean, resilient, and carbon neutral ready market engagement.
- Conduct market research related to carbon neutral and zero emissions buildings innovations, trends, and upcoming projects.
- Managed estimating, engineering, and Preconstruction activities for all company operations with revenues exceeding \$10 million.
- Reduced budgets from 10-20% by integrating energy efficient products and alternative building materials
- Transportation financial analysis, asset management, and/or economic analysis, including risk assessment and benefit-cost analysis.
- Transportation data analysis and visualization.
- Transportation planning, including statewide, metropolitan, and/or corridor planning.
- Transit planning, and related analyses addressing topics such as shared mobility, first-mile last-mile connections, bus rapid transit, park-and-ride planning, and travel demand management plans.
- Advanced experience and knowledge of successfully delivering K-12 construction projects through estimating, means and methods, accounting, project administration, sustainability measures, and a thorough understanding of industry practices.
- Work alongside partner teams such as Operations, Networking, Controls, Security, and Commissioning to build Data Centers.
- Worked on multiple data centers building and capital improvement construction project sites from construction start through hand-off to operations.

Construction Project Manager: Tamil Architects May 2019–Apr 2021

- Support consultants and staff in production of white papers, case studies, and other industry-facing literature aimed at expanding the knowledge of and familiarity with advanced clean energy buildings.
- Experience in construction management of large, complex projects involving large-scale mechanical, electrical and plumbing (MEP) plants.
- Experience constructing electrical engineering systems including large scale power distribution/generation gear and constructing mechanical engineering systems including cooling systems.
- General contractor and vendor management experience (request for proposals, bidding, change orders, quality control, RFI/submittal tracking) associated with construction and project execution.
- Recommend school sites, boundary changes and site expansions.
- Work with local government stakeholders in outreach efforts to local school districts.
- Investigated construction site damages, accidents, or delays to ensure that correct construction practices are being followed, reduces errors by 25% after implementing new construction strategies.
- Perform construction project management activities, including management of documents, submittals, RFIs, change orders, invoices, quality, scope, and schedule.

Architecture Design Consultant: P CUBE Design studio, May 2021 – DEC2023

- Assisted in planning, documentation, implementation, and overall management of projects.
- Prepare and distribute project specific case studies, including writing the text, selecting the graphics.
- Experience with utility-scale/commercial solar project management.
- Prepare and distribute additional marketing assets as identified.
- Lead and manage wastewater projects ensuring adherence to scope, budget and schedule.
- Prepared 3D renderings, Revit 3D models and document packages for presentation
- Performed due diligence pre-design research to meet regulatory standards and approval.
- Coordinated with structural and mechanical engineers to ensure the seamless integration of building systems, resulting in efficient and cost-effective designs.
- Prepared accurate construction documentation, including drawings, specifications, and schedules, ensuring smooth project execution.
- Execution of K-12 construction projects and referendums
- Experience working on and managing projects for industrial water /wastewater clients.
- Develop program design manuals and budgets for each construction or renovation project.
- Evaluation of as-built stormwater plans including BMPs and hydrology studies.
- Reviewing engineering analysis provided with stormwater utility credit applications.
- Evaluation of water, sewer, and stormwater design and construction variance requests

Engineering Assistant: Midsouth Steel LLC, Atlanta- Georgia: Dec 2023 –July 2024

- Create schedule for engineering and detailing tasks.
- Review and comment on proposed civil and structural design packages, including alignment with contract specifications and typical industry practices.
- Conduct training on shop and field issues and train responsible teams.
- Set up standards for engineering and detailing that will help for shop and field team.
- Preparing submittals for engineering and detailing.
- Material nesting, takeoff, and miscellaneous steel detailing.
- Responsible for coordinating and managing construction, includes preparing and managing Invitation to Bid and recommending a vendor based on pricing and overall qualification to perform the designated type of work while maintaining a competitive environment
- Evaluate all design and construction related projects and contracts to ensure that the Public School's K -12 standards for quality, component use and liability exposures are properly addressed.
- Provide & direct construction observation to assess that the requirements of the contract documents have been satisfied.
- Schedule with affected departments any interruptions of school activities and utilities related to construction projects.
- Direct, mentor and develop a team of engineers, project managers and technical staff within the Vertical Assets Section.
- Assign projects to balance workload.
- Conduct performance evaluations and provide feedback for staff development. Cultivate a collaborative and innovative work environment focused on high performance, personal growth, and professional excellence

Facilities Architect: City of South Fulton, Atlanta- Georgia: Oct 2024 – March 2025

Project Design and Planning:

- Develop and prepare architectural designs, drawings, and specifications for municipal facilities projects. Collaborate with stakeholders to identify project requirements, goals, and constraints.
- Conduct site analysis and feasibility studies to determine project viability and optimal design solutions. Lead the identification, development and prioritization of capital projects related to vertical assets.
- Work closely with internal and external stakeholders to define project scope, objectives, and budgets.
- Engineering support during project development, design, bidding, and construction phases.
- Management of multiple projects at one or more facilities.
- A passion for serving the Community, including the ability to create and execute comprehensive strategic plans.
- Financial acumen and understanding of public budgeting.
- Well-developed organizational skills and the ability to balance numerous projects and issues while keeping on task.
- Strong leadership experience including staff motivation, Mentoring/Coaching and continuous improvement.
- Collaborates closely with the COO to implement the country-wide strategic plan while tracking organizational performance expectations and goals.

Project Management:

- Oversee and manage all phases of architectural projects from inception to completion, including budgeting, scheduling, and resource allocation.
- Coordinate with contractors, engineers, and other professionals to ensure project milestones are met.
- Monitor project progress and provide regular updates to the Director of Public Works and other stakeholders.
- Drafting project specific scoping documents with consultants.
- Managing the development of contract documents during the design phase.
- Overseeing the bid / procurement process.
- Reviewing and approving invoicing.
- Conducting constructability reviews.

Sustainable Design:

- Incorporate sustainable design principles and practices into all projects to promote environmental stewardship and energy efficiency.
- Explore and implement innovative architectural solutions that enhance the sustainability and resilience of municipal facilities.
- Assist in the development and implementation of maintenance programs, including preventive and corrective actions, for critical vertical assets and provide recommendations for operational improvements.
- Implements priorities and policies developed by executive leadership working with department leaders to align resources, monitor initiatives, and achieve desired outcomes.
- Assists in budget planning for country operations and identifies opportunities for cost savings and operational efficiencies.
- Prepares reports on department activities, monitors compliance with service agreements, and ensures adherence to laws and regulations.
- Oversee roadway design and ensure regulatory compliance
- Monitor budgets, timelines, and quality standards
- Serve as a subject matter expert in transportation construction management

Freelance Architectural Designer: P CUBE Design studio, May 2025 – Present

- Assisted in planning, documentation, implementation, and overall management of projects.
- Ability to create concept ,schematic and phasing plans.
- Prepare and distribute project specific case studies, including writing the text, selecting the graphics.
- Deliverables include concept alternatives, CAD plans and presentation materials.
- Prepared 3D renderings, Revit 3D models and document packages for presentation
- Prepared Working and structural drawings for various commercial and residential buildings. Worked on Master Planning and Architecture for large scale Residential and industrial building.

PROFESSIONAL AFILATION

COA CA/2015/68397

CertifiedRegisteredArchitectunderArchitectsAct1972, Parliament of India.

SKILLS

- **AutoCAD(2D,3D)**
- Expert knowledge of **MEP** Plumbing, Electrical and Mechanical codes.
- **Preconstruction, project management with large, complicated projects.**
- BIM
- Bluebeam
- **BID process**
- **Contracts & Bid Experience**
- Estimation - On-Screen Take off
- Capital program management
- Adobe Photoshop
- Sketchup.
- **REVIT Architecture**
- Procurement Management
- MS Word, MS Power point
- **Schedule Management**
- **Design Phase Execution**
- **Surveying techniques**
- Ground up construction

PROJECTS

- Residential & Multifamily
- Health care
- **Capital Projects**
- **Police Headquarters**
- **Fire Headquarters & Fire stations**
- Industrial projects
- K -12 Educational
- Landscaping
- Waste Water Management
- Data Centre construction
- Energy Efficient Building
- Sustainable Buildings
- Solar Projects
- **Urban Planning**
- Storm water Design
- **GDOT Design standard**
- **Roadway design**
- **Transportation Planning**

STEPHEN MENARD, MA

Saint Augustine, FL 32084 • (202) 714 9560 • stephenm.excel@gmail.com • [linkedin.com/in/stephen-menard](https://www.linkedin.com/in/stephen-menard)

CITY MANAGER

International public sector leader with 20+ years of experience directing large-scale, multi-country and multi-agency operations across government, donor, and development environments. Proven expertise in municipal-scale governance, strategic planning, budget development, fiscal management, emergency management, and intergovernmental relations. Demonstrated ability to lead complex organizations, manage multimillion-dollar portfolios, strengthen executive decision-making, and drive policy implementation aligned with government priorities and regulatory frameworks. Adept at working with senior government officials, commissions, and stakeholders to improve public service delivery, operational efficiency, and long-term institutional resilience..

Core Skills & Competencies

Strategic Leadership & Partnerships: International Program Leadership | Strategic Partnership Building | Government Relations Management | Bilateral Negotiations | Donor Engagement Strategy | Organizational Transformation | Executive Communication | Public-Private Partnerships | Diplomatic Protocol | Stakeholder Engagement | Global Mission Success

Sustainable Development & Resilience: Climate Adaptation Strategies | Sustainable Development Policy | Climate Resilience Planning | Conflict-Sensitive Programming | ESG Standards Integration | Disaster Risk Reduction | Natural Resource Management | Renewable Energy Integration | Circular Economy Principles | Community-Led Resilience | Crisis Response Management

Operational Excellence & Data: Portfolio Governance | Budget Execution Monitoring | Monitoring & Evaluation (MEL) | Evidence-Based Decision Making | Systems Modernization | Digital Transformation Strategy | GIS & Spatial Analytics | Compliance & Risk Mitigation | Performance Management KPIs | Value Chain Analysis | Financial Forecasting

Global Tourism & Hospitality: Global Tourism Development | Sustainable Hospitality Operations | Destination Management Strategy | Cultural Heritage Preservation | Ecotourism Strategy | Tourism Infrastructure Planning | Community-Based Tourism | Cross-Cultural Competency | Professional French Proficiency | Advanced Wolof Communication | Intermediate Indonesian Language | Capacity Building Initiatives

Career Highlights

- Managed international development and governance portfolios ranging from \$90M to \$860M, ensuring fiscal accountability, compliance, and alignment with government priorities.
 - Led multi-stakeholder government consultations involving up to 200 participants across federal, state, local, and private sectors to strengthen policy coordination and collaboration.
 - Directed emergency response adaptations including COVID-19 operational pivots, ensuring continuity of critical programs under crisis conditions.
 - Conducted \$100M budget and staffing analysis for USAID mission operations, securing resources to strengthen institutional capacity and service delivery.
 - Oversaw \$40M multi-program portfolio, ensuring effective planning, execution, monitoring, and interagency coordination across food security initiatives..
-

Professional Experience

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID), Abuja, Nigeria | Abidjan, Côte d'Ivoire | Accra, Ghana | Lilongwe, Malawi | Jakarta, Indonesia

Senior Program Leader & Strategic Advisor

Jul 2009 to Sept 2025

- Directed strategy, MEL, and portfolio governance for a \$1.4B development portfolio with annual budgets up to \$860M, improving budget execution accuracy by 10–15% and streamlining indicators from 176 to 37 to reduce field risk and monitoring burden.
- Led a 16-person Program Office while influencing performance across 80+ implementing activities, strengthening cross-office coordination, reducing clearance delays by 20%, and stabilizing operations during leadership gaps via organizational restructuring.
- Negotiated a \$2.1B bilateral development agreement, protecting U.S. assistance from improper fee imposition, restoring visa status for 20 partner personnel, and accelerating agreement ceilings to \$886M to avert expiration of \$60M in obligated funds.
- Designed and operationalized conflict-sensitive programming tools across an 80+ activity portfolio, embedding crisis modifiers that reduced implementation interruptions in high-risk states while strengthening human security outcomes.
- Mobilized and reprogrammed \$10M in COVID-19 funding across 11 countries to maintain service continuity, while serving as Acting Country Representative in Côte d'Ivoire to coordinate U.S. Ebola response with CDC, WHO, Embassy, and NSC partners.
- Led joint U.S.–host government portfolio reviews aligning \$1.4B in investments with national development priorities, strengthened ministerial engagement, and positioned Côte d'Ivoire for Feed the Future candidacy targeting 8M jobs.

- Deployed Mission-wide GIS and MEL platforms across multiple countries, reducing manual data aggregation by 30–40%, improving geographic targeting, integrating spatial analytics into strategy development, and reducing annual reporting concerns by 75%.
- Advanced whole-of-government leadership by authoring Integrated Country Strategies, managing Performance Plan and Report submissions exceeding \$150M–\$220M annually, restructuring Tier-3 sanctioned contracts to preserve operations.
- Secured disaster declarations to unlock emergency funding and strengthen regional partnerships with the Economic Community of West African States to support transboundary health, food security, and climate resilience initiatives.

COUNTERPART INTERNATIONAL, Dakar, Senegal

Program Coordinator

Jul 2006 to Jul 2009

- Managed components of a \$40M multi-donor portfolio across eight concurrent food security, governance, and resilience programs, maintaining on-time, on-budget performance while serving as Acting Country Director to oversee operations.
- Led full lifecycle management of U.S. food commodities, including importation, storage, monetization, and field distribution, ensuring quality standards, financial traceability, and regulatory compliance while converting in-kind assistance into operational funding.
- Recruited, onboarded, and supervised national and international staff and consultants across technical and operational functions, strengthening organizational capacity and performance while institutionalizing Total Quality Management standards.
- Designed and implemented spatial information management systems that enabled data-driven planning, enhanced geographic targeting of interventions, improved real-time program adaptation, and strengthened reporting outputs across multi-country portfolios.
- Supported proposal development and business development efforts contributing to \$50M in funding wins and renewals across USAID and USDA portfolios in Senegal, Mauritania, and Cameroon, strengthening donor relationships and organizational sustainability.

DEVELOPMENT ALTERNATIVES INCORPORATED (DAI), Bethesda, MD

Development Specialist

Sep 2003 to Jul 2006

- Designed analytical tools to strengthen program planning, implementation efficiency, and outcome reporting while advising project teams on business development strategies, regulatory compliance, and internal capacity building across global country portfolios.
- Conducted extensive fieldwork supporting GIS-driven monitoring systems in Afghanistan, Iraq, Indonesia, Liberia, and West Bank/Gaza, standardizing data collection across 30+ field staff and accelerating compliance reporting timelines.
- Developed spatial modeling to guide agricultural investment strategies in Afghanistan, reducing program costs by 25% while increasing intervention efficiency through evidence-based targeting of fruit tree production.
- Presented program results and strategic recommendations to senior government officials, donors, and partner stakeholders, strengthening transparency, accountability, and alignment between technical implementation and policy objectives.

WORLD RESOURCES INSTITUTE (WRI), Washington, DC

GIS Lab Manager

Sep 2002 to Sep 2003

- Directed all GIS lab operations, managing spatial analysis and cartographic outputs that supported global environmental initiatives and informed international policy reports on ecosystems, mining impacts, and watershed poverty mapping.
- Developed advanced spatial and statistical models, including coral reef risk assessments and East African poverty mapping, producing analytical outputs used to influence donor investment decisions and environmental programming priorities.
- Executed a Federal Geographic Data Committee grant by creating an online metadata node that enabled international users to discover and utilize spatial datasets, strengthening research accessibility and evidence-based decision-making.

ADDITIONAL EXPERIENCE

Spatial Analyst • NOAA Coastal Service Center, Charleston, SC

Case Worker • United States Refugee Resettlement Program, Dakar, Senegal

Fulbright Research Scholar • United States Fulbright Program, Dakar, Senegal

GIS Consultant & Analyst • Central Massachusetts Regional Planning Commission, Worcester, MA

French Professor • West Virginia University, Morgantown, WV

Peace Corps Volunteer • United States Peace Corps, Dakar, Senegal

EDUCATION

Master of Arts (MA) in International Development & Social Change • Clark University • Worcester, MA

Master of Arts (MA), Clark University, Worcester, MA Major: International Development & Social Change **GPA:** 3.96

Relevant Coursework: Evaluated complex global policy frameworks and their impact on emerging economies | Conducted intensive research on sustainable community development and social justice | Analyzed quantitative and qualitative data to drive social change initiatives | Formulated strategic plans for international non-profit resource management | Examined the socio-economic effects of globalization on local infrastructures.

Bachelor of Arts (BA) in Interdepartmental Studies • West Virginia University • Morgantown, WV

Bachelor of Arts (BA), West Virginia University, Morgantown, WV Major: Interdepartmental Studies **GPA:** 3.0

Relevant Coursework: Synthesized diverse academic disciplines to solve multi-faceted organizational problems | Developed advanced critical thinking skills through the study of social and cultural theory | Applied interdisciplinary research methodologies to complex case studies | Investigated the foundations of effective cross-functional communication | Explored the intersection of historical trends and modern institutional behavior.

PUBLICATIONS

Mining & Critical Ecosystems: Mapping the Risks - World Resources Institute (2003)

Growth of Children Receiving Food Aid in Senegal - African Journal of Food, Agriculture, Nutrition & Development (2011)

Brandon Sieben, MBA, PMP®

Maintenance & Operations Leader | Reliability | Capital Projects | Manufacturing Operations

Apopka, FL 32703 | +13215034114 | brandon.donald.sieben@gmail.com

Professional Summary

Operations leader with 15+ years of experience driving performance, improving efficiency, and leading capital initiatives in manufacturing. PMP-certified with an MBA, combining hands-on experience with strong business decision-making.

Known for stabilizing operations, increasing uptime, and improving throughput by fixing root issues and building processes that last. Focused on performance, cost control, and scalable operations.

Willing to relocate: Anywhere

Work Experience

Maintenance Manager

ProAmpac | Orlando, FL

October 2023 to Present

Provide leadership for maintenance operations supporting a high-volume manufacturing facility, overseeing capital projects, maintenance strategy, workforce development, and reliability initiatives.

Key Achievements

- Increased annual maintenance work-order completion 12% (1,600 → 1,791), achieving the highest throughput in site history while maintaining PM compliance and operational stability.
- Directed \$2.2M in capital equipment installations, including two die-cutting machines (\$1.6M) and a slitter (\$600K), coordinating contractors, outages, commissioning, and production integration to ensure on-time startup.
- Managed a \$1.2M annual maintenance budget covering labor, spare parts, preventive maintenance materials, and capital expenditures.
- Strengthened technician retention through wage alignment strategy and career pathway development, improving employee satisfaction and team stability.
- Developed and launched standardized onboarding and technical training programs for maintenance technicians, die-cutting operators, and leads, improving workforce readiness and operational consistency.
- Implemented operational improvements through root cause failure analysis and standardized SOP development, recovering approximately 150 hours of production uptime annually (~\$83K value).
- Improved preventive maintenance strategy and scheduling, increasing maintenance capacity and enabling technicians to focus on higher-value reliability initiatives.
- Partnered with regional technical colleges to recruit and develop apprentices, strengthening long-term technician pipeline and workforce capability.

Maintenance Team Leader (Served as Acting Maintenance Manager during periods of absence)

ProAmpac | Orlando, FL

July 2020 to October 2023

Led daily maintenance operations and technician development while driving major improvements in maintenance performance, reliability practices, and operational productivity.

Key Achievements

- Increased annual maintenance throughput 78% (888 → 1,588 work orders) through improved planning, technician development, and CMMS-driven workflow improvements.
- Led the largest maintenance productivity improvement in facility history, transitioning the site from sub-900 annual work orders to sustained 1,600+ annual performance levels.
- Implemented and standardized the Fiix CMMS platform, improving maintenance scheduling accuracy, accountability, and real-time asset tracking.
- Directed daily maintenance activities across shifts, ensuring uptime, labor efficiency, and effective coordination between production and maintenance teams.
- Mentored and developed junior technicians to increase multi-machine capability and reduce reliance on outside contractors.
- Coordinated major outage planning and capital installation events, minimizing downtime during PM cycles, equipment installs, and emergency repairs.
- Served as Acting Maintenance Manager, overseeing labor planning, vendor coordination, and operational alignment

E&I - Utility - Advanced Level.

International Paper | Americus, GA

July 2017 to June 2020

Supported mill utility systems through electrical and instrumentation maintenance, contractor coordination, and outage planning.

- Managed contractors and vendors during outage planning and utility system maintenance.
- Supported capital improvement initiatives across mill operations.
- Maintained reliability of critical utility infrastructure supporting plant operations.

Lead Electrician

EGC Construction | Albany, GA

2016 to July 2017

- Supervised electrical installation for commercial builds, including PLCs, conveyors, and chillers.
- Mentored electricians and enforced NEC code adherence across multi-site projects.

Education

Industrial Systems Technology (Associate's degree)

Central Georgia Technical College | Warner Robins, GA

June 2024

Technical Studies (Associate of Applied Science)

Central Georgia Technical College | Warner Robins, GA

2022 to 2024

Diploma

Sumter High School | Albany, GA
2006

Business Administration (Master's degree)

Western Governors University | Salt Lake City, UT

Business Management (Bachelor's degree)

Western Governors University | Salt Lake City, UT

Skills

Senior leadership

Certifications and Licenses

Lean Six Sigma Green Belt

November 2025 to Present

Project Management Professional (PMP)

November 2025 to Present

Project Management Institute (PMI)

Additional Information

Authorized to work in the US for any employer

GUSTAVO A. GOMEZ

City Manager

Greenacres, FL | 954-856-0697 | Gustavo@DataRealitySoftwares.com

LinkedIn: [linkedin.com/in/gustavo-gomez-4a4018170](https://www.linkedin.com/in/gustavo-gomez-4a4018170)

PROFESSIONAL SUMMARY

Operations executive and organizational leader with 17+ years managing complex, multi-departmental organizations, delivering measurable results in fiscal stewardship, workforce development, and service delivery. Track record of inheriting underperforming teams and transforming them into high-functioning groups through clear expectations, accountability, and genuine investment in people. Managed budgets totaling millions of dollars annually with a career record of over \$3M in documented cost savings through contract renegotiations, operational right-sizing, and elimination of waste. Bilingual in English and Spanish, with direct experience serving diverse populations and partnering across finance, legal, HR, compliance, and operations. Entrepreneur and small business owner who understands what it takes to keep the lights on and serve people well. Based in Greenacres, FL, minutes from Lake Worth Beach, and motivated to serve the community where I live.

CORE COMPETENCIES

Budget and Fiscal Management: Multi-million-dollar budget oversight, cost reduction strategies, contract negotiation, vendor management, capital project planning, financial reporting to governing bodies

Organizational Leadership: Team building, succession planning, performance management, workforce development, culture transformation, labor relations, staff recruitment and retention

Public Administration and Governance: Policy implementation, commission/board relations, strategic planning, regulatory compliance, intergovernmental coordination, transparency and accountability

Community Engagement: Bilingual (English/Spanish) communication, diverse population outreach, customer service culture, stakeholder relations, public-facing presentations

Operations and Service Delivery: Infrastructure management, utility operations familiarity, process improvement, SLA/KPI tracking, incident response, continuity of operations planning

Technology and Innovation: Digital transformation, automation, data-driven decision making, cloud infrastructure, cybersecurity awareness, enterprise systems integration

Cross-Functional Collaboration: Finance, HR, Legal, Compliance, Operations, IT coordination, C-suite advisory, union and collective bargaining environment awareness

Project and Program Management: Agile/SAFe, CI/CD, capital improvement planning, vendor contract oversight, multi-year roadmap development, risk assessment

PROFESSIONAL EXPERIENCE

Manager, Platform Engineering, UKG (Ultimate Kronos Group), Weston, FL | May 2023 - December 2025

- Inherited a struggling team with low morale, no standardized processes, and inconsistent delivery. Rebuilt the group from the ground up using clear performance expectations, structured feedback, and SRE/DevOps frameworks, transforming it into a high-performing unit recognized across the organization.
- Drove platform availability from approximately 80% to 99.9% by establishing proactive monitoring, incident response playbooks, root cause analysis, and automated failover protocols, directly improving service reliability for tens of thousands of end users.
- Reduced Azure cloud infrastructure costs from \$60,000/month to \$22,000/month (approximately \$456,000 in annual savings) through strategic right-sizing, reserved instance planning, and automated resource lifecycle management, without reducing service quality.
- Negotiated a Microsoft enterprise licensing restructure that delivered over \$1,000,000 in savings, consolidating redundant tools and reducing long-term technical debt across the organization.

- Implemented CI/CD automation for Microsoft Dynamics 365 Finance and Operations deployments, eliminating manual processes, saving hundreds of engineering hours monthly, and accelerating delivery cycles by 75%.
- Managed cross-departmental coordination with Finance, HR, Operations, Compliance, and Legal, presenting cost-benefit analyses, architectural tradeoffs, and risk assessments to C-level executives.
- Led quarterly strategic roadmap planning, balancing long-term organizational goals against short-term operational priorities and budget constraints.
- Recruited, onboarded, and coached engineers at all levels. Built leveling frameworks, succession plans, and feedback systems that improved retention and professional growth.
- Deployed AI-assisted tools (Microsoft Copilot, GitHub Copilot) responsibly, improving team productivity by 35% while maintaining compliance and governance standards.
- Managed integrations between enterprise systems (ERP, CRM, payroll, cloud infrastructure) with complex data flows, ETL pipelines, and webhook architectures.
- Oversaw IAM, SSO, and MFA configurations across enterprise systems, maintaining security posture and regulatory compliance.

Founder and Principal Consultant / President, Data Reality Softwares LLC, Boynton Beach, FL | October 2018 - Present

Own consultancy operating concurrently with and between full-time engagements. Active consulting practice during UKG tenure and currently.

- Founded and operate an engineering consultancy delivering platform architecture, operational transformation, cloud migration, and technology strategy to clients across healthcare, finance, and professional services.
- Serve as fractional CTO/VP Engineering for multiple clients, managing budgets, timelines, vendor relationships, and cross-functional teams through full project lifecycles.
- Led distributed onshore/offshore teams, coordinating work across time zones and cultural contexts while maintaining quality and on-time delivery.
- Managed 50+ cloud servers processing 10,000+ forms daily at 99.8% uptime, demonstrating hands-on infrastructure and operations management capability.
- Negotiated vendor contracts and licensing agreements, consistently reducing client costs while improving service levels.
- Built client relationships through transparent communication, regular reporting, and a customer-first service philosophy.

AI Senior Specialist Engineer / Senior Consultant, Brillio Technologies (formerly Cedrus Digital), Santa Clara, CA / New York, NY | October 2020 - May 2023

Joined Cedrus Digital as Senior Consultant in 2020. Cedrus was acquired by Brillio Technologies in 2022. Continued in an expanded role as AI Senior Specialist Engineer through May 2023. Single continuous engagement across the acquisition.

- Rescued a failing technology platform project by restructuring the team, realigning priorities with stakeholder needs, and delivering the solution ahead of schedule, saving the customer \$1.5M in projected overruns.
- Built an AI-powered audio-to-text engine using OpenAI APIs with a self-learning feedback loop, improving transcription accuracy from 85% to 94% and eliminating \$1.1M in annual operational costs.
- Designed and maintained service architectures supporting 10,000+ daily transactions at 99.5% availability, demonstrating the kind of systems thinking that translates directly to managing municipal technology infrastructure.
- Delivered HIPAA-compliant solutions for healthcare clients and secure data processing for financial services, maintaining strict regulatory compliance throughout.
- Managed engineering continuity through a major corporate acquisition (Cedrus to Brillio) with zero disruption to clients or project timelines, navigating organizational change while keeping teams focused and productive.
- Mentored engineers at all career levels, building technical capacity and fostering a collaborative team culture.
- Built CI/CD pipelines that reduced time to market by 40% and improved developer productivity by 30%, freeing resources for higher-value work.

Senior Software Engineer, Persistent Inc., Santa Clara, CA | August 2016 - September 2018

Contract engagement focused on enterprise platform implementation and cloud migration for global customers.

- Managed and trained a team of 12 engineers in India on enterprise software implementation and cloud deployment, building cross-cultural working relationships and ensuring consistent quality standards.
- Promoted from Subject Matter Expert to Senior Software Engineer immediately after hire based on demonstrated technical leadership and client relationship management skills.
- Served as Scrum Master, running daily stand-ups, prioritizing work backlogs, and resolving blockers to keep delivery on track.
- Guided enterprise customers through operational optimization, improving application throughput from 60% to 85% through process analysis and targeted improvements.
- Planned and delivered cloud infrastructure migration projects, managing timelines, budgets, and stakeholder expectations.

Software Engineer / Software Support Engineer, IBM (formerly Datacap Inc.), Armonk, NY / Tarrytown, NY | April 2010 - August 2016

Joined Datacap Inc. as Software Support Engineer in April 2010. Datacap Inc. was acquired by IBM in August 2010. Continued at IBM and was promoted three times over six years. Single continuous career arc across the acquisition.

- Hired during a critical staffing shortage and immediately took on dual responsibilities as IT lead and frontline support, demonstrating the willingness to step in wherever the organization needed help.
- Authored an Emergency Data Recovery Plan and managed enterprise backup systems, achieving zero data loss during the IBM acquisition transition, a high-stakes organizational change affecting every employee and customer.
- Promoted three times (L2 Support to Field Engineer to Software Engineer), reflecting consistent performance, reliability, and growing scope of responsibility.
- Resolved complex customer issues on-site across the United States and South America, building trust through direct engagement and follow-through.
- Trained and managed a team of 3 engineers in Brazil, adapting communication and management style to local context while maintaining consistent delivery standards.
- Built QA and test environments used by global financial institutions, supporting enterprise-grade software deployments across thousands of servers.
- Executed large-scale software upgrades across enterprise server environments, coordinating schedules, change management communications, and rollback plans to minimize risk and downtime.
- Optimized high-throughput document scanning and processing workflows for financial and government customers, improving operational efficiency while maintaining data integrity.

Lead Field Technician, Axio Systems, Nanuet, NY | September 2007 - February 2010

- Provided L1/L2 technical support for organizations ranging from small teams to 10,000+ employees, developing a customer service mindset that prioritized responsiveness and clear communication.
- Performed on-site troubleshooting across infrastructure, networking, hardware, and endpoints, building the hands-on problem-solving foundation that anchors every leadership role since.
- Installed networking infrastructure (DNS, TCP/IP) for office construction and remodeling projects, managing timelines and coordinating with contractors and facility managers.
- Built a reputation for reliability and follow-through that led to repeat client requests, demonstrating the relationship-building skills that define effective public-facing leadership.

EDUCATION

Bachelor of Science, Computer Science | State University of New York at Binghamton

CERTIFICATIONS

AWARDS AND RECOGNITION

- 2nd Place, NYC TechCrunch Disrupt Hackathon, demonstrating innovation under pressure and competitive problem-solving ability
- 3rd Place, Palm Beach Tech Hackathon, representing technical and entrepreneurial talent in the local South Florida technology community
- Gold Bell Seal alignment: commitment to employee wellbeing, mental health, and creating healthy, productive work environments

ADDITIONAL

Languages: English (Fluent), Spanish (Conversational), an asset for Lake Worth Beach's diverse, multilingual community

Location: Greenacres, FL (Palm Beach County), minutes from Lake Worth Beach. Deep familiarity with Palm Beach County communities, infrastructure, and local government landscape.

Entrepreneurship: Founder of Data Reality Softwares LLC, demonstrating the business acumen, self-discipline, and financial management skills that translate directly to municipal administration.

Technology Proficiency: Enterprise systems (ERP, CRM, HCM), cloud platforms (Azure, AWS, GCP), data analytics, cybersecurity fundamentals, AI/automation tools, budget and financial management software

Community Focus: Passionate about aligning professional skills with community service. Career built on the principle that technology and good management exist to make people's lives better, not more complicated.

Mechi A. Powell

A young, experienced professional leader with impressive interpersonal skills and limitless levels of motivation and ambition

640 Dr. Mary McLeod Bethune Blvd
Daytona Beach, FL 32114

Voice: (386) 523 6455
Email: Mechiapowell@icloud.com

Education:

Bethune Cookman University, *Daytona Beach, FL*

Candidate for Master of Science, Business Administration, May 8, 2027

Bethune Cookman University, *Daytona Beach, FL*

Bachelor of Arts, Political Science, May 13, 2025

Southside Virginia Community College, *Emporia, VA*

Associate Degree, Interdisciplinary Studies, May 13, 2023

Greenville County High School, *Emporia, VA*

Advanced Studies Diploma, June 5, 2023

Professional Experiences:

Senior Class President, Bethune-Cookman University, Daytona Beach, FL,

- Serves as a coordinator between the class and various groups, like the Alumni Association.
- Arrange gatherings such as Senior Nights and Senior Formals, as well as other social events.

Head Drum Major, The Marching Wildcats of Bethune-Cookman University,

- Facilitated band practices and devised plans to increase productivity.
- Served as the liaison between the band members and the director.
- Analyze, design, develop, and implement training plans with the Director of Bands
- Coached instrumentalists to develop musicianship.
- Found resources, services, and materials to help develop musicians.
- Responsible for overseeing a student body of 300 or more individuals.

Junior Class President, Bethune-Cookman University, Daytona Beach, FL,

- Established partnerships with the Daytona Police Department, DMV, military reserves, and organizations to apply real-life applications of health and wellness.
- Assisted the school administration team by helping students identify pathways into college or start their career paths.

Internship, The Office Of The City Manager of Daytona Beach, Florida

- Advisor to City Administration
- Assisted with outreach efforts to connect with high school and college students.
- Support redevelopment projects with various departments and community partners.
- Participate in training sessions or workshops to understand government policies and operations.
- Complete research relative to student engagement with the local government.

Graduate Assistant, Bethune-Cookman University Office of Alumni Affairs

- Maintain alumni contact records and databases
- Track event attendance and engagement metrics
- Prepare brief reports on outreach and participation

- Assist with general office and project support as needed
- Assist with recruiting volunteers and participants for alumni initiatives

Jeremy Nelson

Dependable employee seeking opportunity to expand skills and contribute to company success. Considered hardworking, ethical and detail oriented.

3064 SE Indian Street
Stuart, FL 34997
(772) 872-2176
Jeremynelson386@gmail.com

Aerojet Rocketdyne By L3Harris, Jupiter, FL – Assembly & Test Inspector

July 2024 – Present

- Perform inspections and quality verification of turbine engine and space propulsion components to ensure compliance with engineering specifications.
- Plan, document, and lay out material requirements following general instructions, drawings, manuals, and other specifications.
- Monitor, witness, and document the inspection, assembly, and testing of space propulsion and turbine engine components.
- Conduct visual inspections for anomalies, including paperwork errors, physical damage, and improper safety wiring.
- Ensure all openings are covered when required and inspect for foreign objects or loose debris in components and test stands.
- Perform necessary dimensional and visual inspections, verifying measurements for precision and compliance.
- Conduct post-test inspections, including leak checks and chamber checks, to verify system integrity and performance after test runs.
- Recognize and disposition non-conforming material per requirements, escalating variances as needed.
- Participate in special projects with engineers, suppliers, customers, and service teams to enhance processes and meet customer requirements.
- Conduct audits as required and report findings to ensure compliance with industry and company standards.
- Maintain and review logs, records, build and test sheets, and prepare reports as necessary.
- Work in a clean room environment, ensuring adherence to strict contamination control protocols.
- Support mission-critical aerospace and space propulsion operations where precision and reliability are paramount.
- Train for, obtain, and maintain necessary licenses, operator permits, and certifications for assigned responsibilities.
- Assist in developing procedures and improving inspection techniques to enhance quality and efficiency.

Nelson Investment Holdings LLC, Stuart, FL — Apartment Property Manager

January 2020 – Present

- Handled operational oversight for properties, setting budgets and supervising office staff.
- Managed tenant files, financial accounts and maintenance histories.
- Coordinated preventive maintenance schedule and directed daily maintenance operations.
- Conducted unit move-out inspections to identify necessary repairs and record damages.

SKILLS

- Operating Systems: Windows XP/Vista/7/10, Mac OS, ubuntu (Linux)
- Analytical Thinking
- Team Leadership
- Teamwork and collaboration
- Problem-solving skills
- Time management
- Adaptability
- Creativity
- Attention to detail.
- Conflict resolution
- Emotional Intelligence
- Communication skills (verbal & written)
- Active Listening
- Critical Thinking
- Task Prioritization
- Self-Motivation
- Six Sigma Methodologies
- Lean Manufacturing Principles

AWARDS

- 2019 APA 9-Ball Shootout Finalist
- 2021 APA 8-Ball World Qualifier

EDUCATION

Martin County High School,
Stuart, FL — *Diploma*
August 2013 – May 2017

- Addressed tenants' needs across assigned properties.
- Communicated with vendors and contractors concerning work scheduling, billings, and certificates of insurance.
- Assisted marketing personnel with property promotion, leveraging social media and housing platforms to highlight available rentals.
- Oversaw rent and security deposit collection.
- Completed background checks, monitored credit histories, and assessed overall rental eligibility to properly process rental applications.
- Implemented cost-saving measures to improve overall profitability of managed properties.
- Facilitated smooth move-in/move-out processes for tenants by coordinating necessary logistics.
- Managed budgets, including setting rent rates, monitoring expenses, and collecting payments.
- Conducted regular inspections to ensure compliance with safety regulations and lease terms.
- Evaluated local market conditions to determine competitive rental pricing strategies.
- Investigated complaints from tenants and resolved issues.
- Managed and oversaw operations, maintenance, and improvement of commercial, industrial, and residential properties.
- Surveyed surrounding areas to compare and determine market value, rental, and sale rates.

Daher, Stuart, FL – Quality Inspector & Tag Writer

October 2023 – July 2024

- Participated in cross-functional teams focused on improving overall product quality throughout organization.
- Operated precision measuring instruments, such as calipers and micrometers, to assess product dimensions.
- Upheld high standards of quality control with regular testing and calibrating equipment.
- Inspected finished products for defects and adherence to quality standards.
- Collaborated with production teams to identify root causes of defects and implement corrective actions.
- Monitored manufacturing processes for potential areas of improvement in product quality or efficiency.
- Provided timely feedback to manufacturing if non-conforming product was identified.
- Managed calibration schedules for all measurement equipment used within the facility.
- Conducted tests on materials and products to ensure compliance with industry regulations.
- Maintained records of all inspections, tests, and related documentation for traceability purposes.
- Interpreted blueprints and engineering documents to determine quality requirements.
- Verified adherence to labeling specifications.
- Performed preliminary, in-progress and final inspections on processed products and articles.
- Reviewed technical documents, such as blueprints and specifications, to determine inspection criteria.
- Established quality control procedures based on industry best practices and customer requirements.
- Identified opportunities to improve work productivity and quality.

- Ensured that all safety protocols were followed during inspection activities to prevent accidents or injuries.
- Investigated customer complaints regarding product quality issues and recommended corrective actions.
- Implemented process improvements through continuous monitoring of key performance indicators KPIs.
- Conducted incoming inspections of raw materials to ensure compliance with specifications before use in production processes.
- Identified specifications, inspection procedures and testing protocols by reading technical documentation.
- Conveyed inspection results, recommendations, and needed repairs with written reports.

Triumph, Stuart, FL — Structures & Sheet Metal Mechanic

July 2021 – October 2023

- Assisted with quality control by monitoring output and nonconformance issues and helping trace problems back to root causes.
- Restored performance by removing and repairing or replacing defective parts.
- Collaborated with fellow technicians on complex repairs or modifications.
- Planned and carried out skilled maintenance based on knowledgeable reading of manufacturers' technical specifications and instructions.
- Detected errors and safety concerns and reported through proper departmental channels for repair.
- Met delivery schedules by organizing orders through shop management.
- Helped engineering implement design enhancements and productivity improvements by offering professional feedback.
- Inspected aircraft systems and structures for damage, wear, or other issues.
- Updated maintenance documentation with required details for permanent records.
- Maintained clean and organized work environment to ensure efficiency and safety.
- Ordered replacement parts and materials as needed for maintenance tasks.
- Completed skilled repairs using wide variety of hand and power tools, instruments, and programmable controllers.
- Utilized technical manuals, blueprints, schematics, and other resources to guide repair work accurately.
- Calibrated instruments used in repair work to ensure accurate measurements.
- Read and interpreted maintenance manuals, service bulletins and other specifications to determine feasibility and method of repairing and replacing malfunctioning or damaged components.
- Determined feasibility and best method of repair with skilled interpretation of manuals and service bulletins.
- Met safety requirements through routine and special inspections, documenting findings and repairs undertaken.
- Detected wear and defects with visual inspections and precision instruments.
- Assembled parts, fittings and subassemblies on aircraft using layout tools and power tools.
- Read blueprints, illustrations, and specifications to determine layouts, sequences of operations, or identities or relationships of parts.

Walmart Distribution Center, Fort Pierce, FL — *Walmart Associate*

March 2021 - June 2021

- Coordinated cross-functional teams to execute special projects or solve complex problems within distribution center.
- Facilitated communication between departments regarding order status updates and potential delays.
- Created reports on key performance indicators KPIs for upper management review and decision-making purposes.
- Maintained current knowledge of industry trends, best practices, regulations, and technology advancements related to warehousing/distribution processes.
- Conducted regular audits of inventory management system to identify discrepancies or inefficiencies.
- Helped organization meet production requirements by coordinating materials flow.

TBF Jupiter, Jupiter, FL — *Warranty Administrator*

May 2019 - March 2021

- Prepared warranty reserve reviews and verified claims submissions.
- Provided oversight to warranty technicians on warranty claims processing.
- Analyzed warranty data to identify trends and potential areas for improvement.
- Created reports detailing warranty claim statistics, trends, and cost analysis for management review.
- Supported parts and after sales finance with claims forecasting and analysis.
- Oversaw administration of extended warranties and maintenance agreements.
- Created an effective RMA system to maximize accountability of returned parts and minimize revenue loss on defective vendor parts.
- Assessed risks associated with potential product recalls or other corrective actions due to quality concerns.
- Conducted regular audits of warranty claims to maintain compliance with company standards.

La Mesa RV, Port Saint Lucie, FL — Sales Lead Lot Porter

April 2018 - May 2019

- Improved associate performance with timely coaching and feedback on activities.
- Trained associates in store operations, products and policies and procedures.
- Maximized sales potential with well-developed and motivated associates.
- Promoted and supported environment focused on delivering great in-store customer experiences.
- Handled stressful situations professionally and multitasked with ease.
- Highlighted products with creative and engaging merchandise displays.
- Accomplished multiple tasks in a fast-paced environment.
- Secured lots against unauthorized access by keeping gates functional and properly locked after hours.
- Coordinated with sales and service departments to ensure timely movement of vehicles between areas.
- Delivered purchased vehicles to local customers when needed, adhering to all traffic laws while driving responsibly.

Aloha Server's Inc, Remote — Remote Support Technician

July 2015 - June 2018

- Developed relationships with customers through follow-up communication.
- Maintained detailed records of work performed, time spent, and expenses incurred.
- Serviced existing accounts by analyzing work orders, planning daily travel schedule and conducting tests.
- Provided customers with verbal and written operating instructions for new equipment.
- Provided technical support to staff members via telephone, email, or in-person visits.
- Configured firewalls, routers, switches, and other networking equipment for secure operation.
- Monitored network performance and implemented improvements as needed to maintain stability and security.
- Maintained clean working environment by organizing cables, labeling devices, and keeping workstations tidy.
- Delivered expert IT assistance to off-site employees and remote offices.
- Assisted with total structural support for company IT systems, including tracking end-users, updating client tickets and closing out support orders.
- Assisted in developing IT infrastructure plans and strategies to meet organizational goals.
- Managed backups of critical data to prevent loss due to hardware failures or other issues.
- Troubleshoot and resolved network connectivity issues for individual users and departments.

- Prioritized help desk requests based on urgency and business impact while maintaining excellent customer service.

Regal Entertainment Inc, Jensen Beach, FL — *Floor Staff*

February 2015 - April 2018

- Connected with customers, greeting each other promptly and offering above-and-beyond support.
- Processed customer transactions with POS register system to accurately handle cash, card and mobile payments.
- Attended to store merchandise needs with regular restocking and recovery.
- Cross-trained in multiple customer-facing and back-end positions to meet store needs.
- Supported visual merchandising efforts by arranging items according to planograms or store guidelines.
- Informed customers of promotions and special offers to increase sales.
- Notified management to quickly respond to medical emergencies and suspected criminal behavior.
- Responded to customer inquiries and provided information on return policies, hours and promotions.
- Obtained employee of the month award for providing stellar customer service.
- Explained merchandise features and benefits to customers to promote products.

MARLON HERNANDEZ

CONTACT

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📍 4254 Deste Ct Apt #104
Lake Worth, FL 33467
✉ Marlonh97@icloud.com

EDUCATION

BRAXTON COLLEGE
Associates in Emergency Medical Services
2022-2024
GALEN COLLEGE OF NURSING
Associates in Nursing
2025-2027
HARVARD BUSINESS SCHOOL ONLINE
Leadership Principles Certification
2025-2025
AMERICAN MEDICAL ACADEMY
Paramedic
2018-2019
MIAMI DADE COLLEGE
EMT
2016-2016
MIAMI SENIOR HIGH SCHOOL
High School Diploma
2011-2015

CERTIFICATIONS

BLS INSTRUCTOR
ACLS INSTRUCTOR
PALS INSTRUCTOR
EVOC INSTRUCTOR
EMS LEVEL A INSTRUCTOR
PARAMEDIC
CRITICAL INTENSIVE CARE PROVIDER (CICP)
FLIGHT PARAMEDIC (FP-C)
CRITICAL CARE PARAMEDIC (CCP-C)
COMMUNITY PARAMEDIC (CP-C)
NEONATAL PEDIATRIC TRANSPORT (C-NPT)
TACTICAL COMBAT CASUALTY CARE (TCCC)
NEONATAL RESUSCITATION (NRP)
PRE HOSPITAL TRAUMA LIFE SUPPORT (PHTLS)
NON-VIOLENT CRISIS INTERVENTION (CPI)
FEMA IS-200 IS-300 IS-700 IS-800

REFERENCES

Available upon request.

ABOUT ME

Critical Care Flight Paramedic with extensive experience in prehospital, transport and hospital based medicine across high-acuity environments. Proven leadership in coordinating MEDEVAC operations throughout the globe including the America's, Caribbean and Europe, caring for critically ill neonatal, pediatric, adult and geriatric populations. Currently serving as an EMS educator, clinical instructor, clinical operations manager and flight paramedic while pursuing a nursing degree at Galen College of Nursing, committed to advancing clinical excellence, provider education and patient outcomes.

WORK EXPERIENCE

BARRY UNIVERSITY

Adjunct EMS Instructor (January 2026-Present)

Delivered classroom and hands-on instruction in EMS education, ensuring students meet state and national competency standards. Topics covering Cardiology, Trauma, Airway, Pharmacology and medical emergencies.

ECARE AMBULANCE

Director of Clinical Quality & Safety (September 2025- Present)

Supervising daily field operations, regulatory compliance of QA/QI documentation and performance. Coordinating training, skills development, continuing education, managing medical equipment while collaborating with medical directors to update protocols to the latest standards.

CARIBBEAN AIR CARE

Vice President of Clinical Operations (August 2025-Present)

Executive clinical leader responsible for the strategic development, oversight, and expansion of air medical and critical care transport operations across the Caribbean region.

FAU SCHMIDT COLLEGE OF MEDICINE

Clinical Instructor (January 2024-Present)

Instruct on a multidisciplinary platform to students ranging from nursing, medical and or ER physicians with a firm action on advanced cardiovascular cases, trauma life support, patient customer service and the pediatric population.

REVA AIR AMBULANCE

Critical Care Flight Paramedic (January 2024-Present)

Lead a variety of MEDEVAC missions throughout the globe via a fixed wing aircraft for all types of age populations, leading the transport missions as a NICU team member while a co-founder of the education committee to better enhance established protocols with medical leadership as missions depend on latest medical advancements.

NICKLAUS CHILDREN'S LIFEFLIGHT

Critical Care Flight Paramedic (March 2023-April 2025)

Provide critical care and or ALS ground transport to the pediatric population ranging from NICU-CICU-PICU in Florida with a strong focus on Miami-Dade, Broward, Palm Beach and Monroe counties.

DELRAY MEDICAL CENTER

Cardiac Cath Lab/ICU Paramedic (August 2022-January 2024)

As a lead paramedic for a fast paced trauma center that leads the county in cardiac catheterization, open heart surgeries and surgical interventions. Integral part of the code blue- rapid response response team for 3 cardiac ICU's, stepdown and correlating cardiac telemetry units.

Initial Candidate Review Score Sheet

Recommended Semi-Finalists:

James Gleason
Lynda Boswell
Michael Hein
Richard Douglas
Carl Geffken
Cheri Matthews
Robert Hillard
Thomas Thomas
Jonathan Evans
Jerry Gabrielatos
Joel Dye
William Lawrence
Charles Rudd
Chandler Williamson
Larry Tibbs
Marc Nelson
Scott Andrews
Zachary Border
Richard “Dick” McKinley
Colin Donnelly
Christopher Rodriguez
Steven Chapman
Dana Schoening
Charles Morris
Natasha Tucker
Jacqueline Guild
Stuart Sword
Douglas Baber