

January 6, 2026

S. Renée Narloch, President
S. Renée Narloch & Associates
2910 Kerry Forest Pkwy D4-242
Tallahassee, FL 32309

Dear Ms. Narloch,

I am applying for the City Manager position with the City of Madeira Beach. I am drawn to the opportunity because it is a small, service-intensive coastal community where judgment, visibility, and follow-through matter more than scale.

I have served as a City Manager and senior executive in municipal environments that required hands-on leadership, clear communication with elected officials, and steady attention to operations, personnel matters, budgeting, and capital projects. I am comfortable working directly with department heads, being present in the organization, and addressing issues early rather than allowing them to drift.

Madeira Beach's size and service mix—public safety, public works, marina operations, beach maintenance, and tourism impacts—align well with my experience. I understand the realities of commission–manager governance and the importance of maintaining trust, transparency, and professional boundaries in a public-facing role.

At this stage of my career, I am focused on applying experience, not accumulating titles. I would welcome the opportunity to bring practical leadership, accountability, and a steady hand to the City of Madeira Beach.

Thank you for your consideration.

Respectfully,



William M. Homka

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WILLIAM HOMKA

Executive Drives Stability, Accountability and Modernized Services

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SUMMARY

Executive skilled in restoring stability, rebuilding trust, and aligning teams for high performance. Known for transparent decision-making that strengthens relationships, improves culture, and modernizes public-sector service delivery.

CAREER STATEMENT

Seeking a leadership role where I can build a high-performing team to improve public service delivery through best practices, innovation, technology, and responsible fiscal management.

EXECUTIVE EXPERIENCE

City of Unalaska
City Manager

Unalaska, AK
5/2023 – 11/2025

Unalaska is a full-service Aleutian Island community 800 mi west of Anchorage between the Bering Sea and the North Pacific Ocean with a fluctuating population (4,100 – 12,000) and significant seasonal industry demands. 200+ employees

Leadership and Team Building

- Managed \$80M annual operating and proprietary budgets
- Built a diverse, high-performing executive leadership team by hiring 90% of its members
- Mentored team to strengthen budgeting and communication skills
- Required quarterly readiness training at the EOC
- Emphasized accountability; removed failing managers

Strategic Projects and Decision Making

- Prepared corridor plan for \$400M development project
- Launched electric CO-OP discussions to bridge 14mW energy gap
- Completed funding for \$12M small boat harbor project
- Introduced MS365/Teams organization-wide for better workflow
- Advanced program to remove junk vehicles from the island
- Ordered rent study to update city housing rates after 10+ years

Innovation and Sustainability

- Created \$40M Sustainability Fund for long-term financial stability
- Introduced MS365/Teams to improve workflow in the organization
- Adopted 10-year masterplan for Parks, Culture and Recreation

SKILLS

Collaborative Decision Maker
Team and Trust Building
Turnaround Organizational Leadership
Employee - Skill Alignment
Builds External Partnerships

EDUCATION

M.A., City and Regional Planning
The Ohio State University

B.A., Sociology
The Ohio State University

STRENGTHS

DECISION-MAKER

Make tough decisions clearly, consistently, and with the organization's long-term health in mind. Prioritize transparency, follow-through with communication, and set expectations that people can trust.

TURNAROUND-LEADERSHIP

Alignment can repair dysfunctional organizations by placing employees in positions that fit their strength. It also builds organization stability by rebuilding processes people can depend on and creates work environments where integrity and trust are re-established.

CULTURE and TRUST BUILDING

Progress is only sustainable when trust exists. Focus on building a culture where communication is open, goals are clear, and employees feel supported but also are held accountable.

PAST CERTIFICATIONS

AICP – Certified Planner
CFM – Certified Flood Plain Manager

Problem Solving and Infrastructure

- Secured \$13M Captains Bay Road funding via Alaska's STIP program
- Initiated waterline project to eliminate 74M gallons of leakage annually (50% of city's annual usage)
- Stabilized power grid, reduced unplanned outages from 24 to 1 annually
- Supported creating full service 24/7 fire and EMS services via training center & education program
- Oversaw roof study to prioritize urgent facility repairs

Labor Relations and Compensation

- Led Title 3 Classification and Compensation Study (first since 2012)
- Negotiated five collective bargaining agreements for 160 employees within council's budget limits
- Reduced employee vacancy rate from over 30% to about 11% overall
- Increased employee outreach with surveys, newsletters and recognition program
- Enhanced employee benefits with flexible spending accounts for medical and dependent care expenses
- Standardized COLA for unrepresented employees to maintain updated wage scales

Transparency and Accountability

- Terminated underperforming managers, improved morale and operations
- Increased professional resources to complete fiscal audits lagging three years including FY22, 23, and 24
- Initiated bi-monthly employee newsletter to improve organization communications
- Overhauled HR and Risk Management policies and procedures; significantly decreased legal exposure

External Partnerships and Advocacy

- Strengthened relationships with state and federal officials and key community organizations
- Employed Trilateral Partnership with Ounalashka Corp. and Qawalangin Tribe to lobby for geothermal energy and shoreline erosion, EPA Grants and crab disaster relief (\$5M award)
- Coordinated legislative fly-ins with lobbyists on annual visits to Washington DC and Juneau

Assistant City Manager

10/2022 – 5/2023

- Oversaw operations and Administration Department (HR and Risk)
- Settled multiple lawsuits, improved HR processes
- Served as Acting City Manager

Planning Director

2/2017 – 10/2022

- Administered Community Support Grant, Covid Relief and other grant programs totaling over \$12M
- Changed five-year CIP to a 10 year to plan \$250M+ for emergency planning, maintenance and capital improvement projects
- Modernized department services including GIS online
- Designed and conducted Public Transit Study in 2018

City of Aztec

Aztec, NM

Community Development Director

4/2014 – 6/2016

Aztec is a full-service community of about 4,000 people in northwest New Mexico located about 30 miles east from the Navajo Nation and south of the Colorado border.

- Directed Economic and Community Development, Marketing, and Tourism programs
- Designed blueprints for city business incubator, operating budget, and negotiated tenant leases
- Joined statewide marketing initiative

City of Toledo

Consultant

Toledo, OH

5/2013 – 11/2014

- Prepared corridor study, coordinated agencies, presented final plan to City Council

Hancock Regional Planning Commission

Director

Findlay, OH

8/2004 – 10/2012

- Regional organization with 22-member board of directors
- \$4 million FEMA grants – acquired 40+ homes and demolished from 100-year flood zone
- Completed zoning code re-write and 20-year comprehensive plan
- Captured \$45M in investment, created 600 jobs in 18 months

Toledo-Lucas County Plan Commissions

Principal Planner

Toledo, OH

11/1994 – 8/2004

- Authored 12 redevelopment plans covering 20% of Toledo
- Led Urban Renewal Plan for a \$1.1B assembly plant, upheld by the Ohio Supreme Court
- Secured Certified Local Government designation
- Modernized historic district program and annual preservation conference
- Managed development reviews for downtown and special overlay districts

LEADERSHIP ROLES

Iliuliuk Family and Health Services

President**Vice President**

Unalaska, AK

2021 – 2024

2018 – 2021

Alaska APA

Region 6 Representative

Anchorage, AK

2019 – 2023

Unalaska Community School

District Swim Team

Varsity Coach**Junior Varsity Coach**

Unalaska, AK

2021 – 2023

2017 – 2019

Public Records Exemptions

Enclosed please find a copy of the response documents for your public records request. The following information is provided to explain the process employed to review and produce the response documents.

Reason	Description	Pages
119.071(4)(d)2h		1-2