MELISSA ALSTON
107 N 1st St, Nashville, NC 27856 | (252) 382-0077
melissavalston@gmail.com

January 26, 2026

Greetings,

I am writing to express my interest in the City Manager position with the City of Madeira Beach. With more than two decades of experience in local government and a career grounded in collaborative leadership, fiscal stewardship, and operational excellence, I am excited about the opportunity to serve a close-knit coastal community that values both high-quality service delivery and a strong sense of place.

Throughout my career, I have worked extensively within the council–manager form of government, partnering closely with elected officials to implement policy, manage complex operations, and ensure transparency and accountability. I bring over 16 years of progressive leadership experience across finance, information technology, project management, and enterprise operations, including senior roles overseeing budgeting, capital improvement planning, personnel management, and cross-departmental initiatives that directly support community outcomes.

In my current role as a PMO and IT Project Manager, and previously as Interim Chief Technology Officer, I have led organization-wide initiatives that required balancing strategic vision with day-to-day service delivery. I have overseen multi-department budgets and capital projects, implemented governance frameworks to improve performance and accountability, and managed complex vendor and contract relationships. My experience includes leading enterprise system implementations, infrastructure upgrades, public safety technology initiatives, and process improvements that reduced costs, improved efficiency, and strengthened customer service.

What draws me particularly to Madeira Beach is the City's unique blend of small-town character, tourism-driven services, and coastal resilience needs. Managing a full-service municipality of this size requires a hands-on, relationship-driven leader who can engage residents, support staff, work collaboratively with regional partners, and ensure that limited resources are used wisely. My leadership style is approachable, transparent, and data-informed, with a strong emphasis on staff development, interdepartmental collaboration, and long-term sustainability.

I hold a Bachelor's degree in Public Administration and have dedicated my career to public service. I am committed to ICMA values and professional development and would welcome the opportunity to pursue ICMA Credentialed Manager status within the required timeframe. I am also fully prepared to relocate and invest personally in the Madeira Beach community.

Thank you for your time and consideration. I would be honored to discuss how my experience, leadership approach, and commitment to public service could support the City Commission and the residents of Madeira Beach.

Sincerely,
Melissa Alston

Executive public sector leader with 20+ years of experience in local government driving enterprise operations, public safety partnerships, and organizational transformation. Skilled in strategic planning, fiscal management, governance, and cross-departmental collaboration. Recognized for leading high-impact initiatives that improve public service, strengthen operational efficiency, and cultivate high-performing teams committed to long-term success.

AREAS OF EXPERTISE

- Executive Leadership
- Public Safety Partnerships
- Cross-Department Collaboration

- Change & Project Management
- Operational Excellence
- Organizational Development

- Risk Management & Compliance
- Strategic Planning
- Municipal Budgeting

EDUCATION | CERTIFICATIONS | VOLUNTEERING

Bachelor's in Public Administration | *Liberty University* | December 2025
Associates Degree | *Nash Community College* | June 2013

Preparing for Cyberattacks and Incident Response | *Texas A&M Engineering Extension* | August 2025
Municipal and County Administration | *UNC Chapel Hill School of Government* | May 2025
Security and Privacy Certification | *Criminal Justice Information Services Online* | January 2025
Local Government Federal Credit Union/Civic Fellow | *UNC Chapel Hill School of Government* | October 2023
North Carolina Certified Government Chief Information Officer | *UNC Chapel Hill School of Government* | June 2023
Certified Scrum Master | *Six Sigma Global Institute* | March 2021
NC Enterprise Project Management | *North Carolina Department of Information Technology* | July 2019

Board of Directors, Professional Development Committee Chair | *North Carolina Local Government Information Systems Association*

PROFESSIONAL EXPERIENCE

Interim Chief Technology Officer (CTO)   October 2024 – July 2025
City of Rocky Mount, North Carolina

- Launched the City's first IT Strategic Plan through a collaborative, city-wide IT retreat that I designed and facilitated. The retreat featured internal leaders such as the Police and Fire Chiefs, and external experts. My presentation of a draft strategic plan guided group collaboration and refinement, fostering alignment, innovation, and a shared vision for the future of technology in city operations.
- Hosted the department's first-ever IT Retreat, a milestone team-building and training event that blended leadership development, technical learning, and interactive workshops. Staff gained insights into the role of IT in critical city operations, explored their individual strengths, and built stronger cross-team relationships—laying the foundation for a more resilient and collaborative IT culture.
- Managed the implementation of a state-of-the-art data center that included upgraded power storage systems, fiber installation, and major enhancements to core and edge network infrastructure. These upgrades eliminated frequent spanning tree events, significantly improved uptime, and enhanced disaster recovery by enabling critical systems to be moved between data centers in near real time.

(PMO)/IT Project Manager   February 2021 – present
City of Rocky Mount, North Carolina

- Forged trusted partnerships across city departments to champion enterprise IT initiatives that drive efficiency, transparency, and public service outcomes. Examples include leading the CAD/RMS API integration for ResourceRouter, which directly

enabled Police to recover a stolen vehicle within one week of implementation, and supporting Public Safety with custom applications and system integrations that reduced manual processes and improved field operations.

- Advanced community engagement and citywide decision-making by leading the development of dozens of SSRS reports, Power BI dashboards, and a custom Performance Management App. These tools are leveraged by Housing & Development, Finance, and Business & Collections to tell data-driven stories, increase transparency in funding and project outcomes, support month-end reconciliations, and enhance collections reporting—ultimately strengthening public trust and improving operational accountability.
- Redesigned the City's IT Governance policy and charter in collaboration with the Cities of Raleigh, Durham, and Fayetteville, addressing gaps in transparency, accountability, project prioritization, and resource capacity. The new framework, currently pending approval, ensures IT strategy is aligned with organizational goals, strengthens project oversight, and provides a clearer path for balancing citywide needs. Served as a voting ITG member for 5 years and as co-chair during my tenure as Interim CTO, helping to shape governance and drive strategic adoption.
- Modernized citizen communication and transparency by rolling out AtlasOne for Public Safety, allowing residents to see real-time incidents, submit anonymous tips, videos, and photos securely, and access public safety guides. Currently leading expansion into SMS notifications for Public Works (trash delays/changes) and Business & Collections (utility and collections updates), further enhancing citizen engagement and service delivery.
- Built and lead the City's Security Camera Team, a cross-departmental group including Police, IT, and Energy Resources, to coordinate all camera projects citywide. Standardized deployments require every camera to integrate with FUSUS, giving Police real-time visibility and strengthening public safety. Oversaw projects involving pole placement, power integration, SIM card activation, and ingestion into FUSUS—streamlining implementation and ensuring seamless interdepartmental coordination.
- Directed more than 50 major technology projects spanning infrastructure, cybersecurity, and application development, including citywide fiber expansion, camera system deployments, application and system upgrades, custom reporting solutions, cross-system integrations, and critical security initiatives. Delivered these projects on time and within budget using Agile, Waterfall, and Hybrid methodologies, resulting in improved operational efficiency, resilience, and interdepartmental collaboration.

Technology Analyst   October 2017 – February 2021
City of Rocky Mount, North Carolina

- Strengthened cybersecurity and resilience by leading recovery operations after a major 2020 ransomware attack, directing a team of 22 IT professionals to restore critical city systems, maintain business continuity, and implement enhanced security measures that reduced future risk.
- Modernized workforce and financial operations by digitizing citywide time entry through Executime and implementing an automated tax data import/validation process—eliminating paper-based workflows, improving efficiency across departments, and reducing processing time by 60%.
- Advanced enterprise system reliability and performance by managing a major ERP upgrade, overseeing server and web service configurations, and ensuring stability, security, and scalability for HR, Finance, and Budgeting functions.
- Enhanced citizen services and engagement by launching the Citizen Self Service (CSS) payment module, enabling residents to make secure online payments for permits and services, improving transparency and convenience in city interactions.

Other Positions   June 2000 – October 2017
City of Rocky Mount, North Carolina

- ➢ *Accounting Specialist (Oct 2014 – Oct 2017)* - Implemented the Electronic Funds Transfer (EFT) program within the Enterprise ERP system, streamlining billing, improving donation automation, and enhancing financial operations
- ➢ *Customer Service Data Technician (Sept 2010 – Oct 2014)* - Led a 55-person team in the successful conversion from legacy utility billing software to CIS Infinity, overseeing user acceptance testing, process integration, and training for seamless system adoption and improved operational efficiency.
- ➢ *Customer Service Representative (June 2000 – May 2002; Aug 2006 – Sept 2010)* - Provided high-quality customer support in a high-volume environment, handling utility service setup, payment negotiations, and inquiries while ensuring accurate billing and timely communication.

References available upon request