



**CITY OF BELLE ISLE, FL**  
**CITY COUNCIL SPECIAL CALLED SESSION**  
Held in City Hall Chambers 1600 Nela Avenue

Wednesday, March 01, 2023 \* 6:30 PM

**AGENDA**

**City Council Commissioners**

Nicholas Fouraker, Mayor

Vice-Mayor – Jim Partin, District 7

District 1 Commissioner – Ed Gold | District 2 Commissioner – Anthony Carugno | District 3 Commissioner – Karl Shuck | District 4 Commissioner – Randy Holihan | District 5 Commissioner – Beth Lowell | District 6 Commissioner – Stan Smith

**Welcome**

Welcome to the City of Belle Isle City Council meeting. Agendas and all backup material supporting each agenda item are available in the City Clerk's office or on the city's website at [www.belleislefl.gov](http://www.belleislefl.gov). Rosenberg's Rules of Order guide the conduct of the meeting. Order and decorum will be preserved at all meetings. Personal, impertinent, or slanderous remarks are not permitted. Please silence all cellular phones and pagers during the meeting. Thank you for participating in your City Government.

- 1. Call to Order and Confirmation of Quorum**
- 2. Invocation and Pledge to Flag - Comm Karl Shuck, District 3**
- 3. Selection of an Interim City Manager**
  - a. Discuss the Process for Recruiting an Interim City Manager
  - b. Discuss Selection of List of Candidates
  - c. Discuss the Process for Hiring City Manager for a Permanent Role
- 4. Adjournment**


**City of Belle Isle, FL**


**Interim City Manager Candidates – March 1, 2023**


1. Alan Rosen - Former Lake County Administrator
2. Alex Burnett - City Resident and Chair of Windsor Place HOA
3. Andrew Hyatt - Former Surfside Town Manager
4. April Fisher – Former City of Belle Isle Planner/Interim City Planner
5. Howard Brown - Former Indiantown Village Manager
6. Jane Shang – Former Deltona City Manager
7. John Drago - Former Longwood CM
8. Katrina Powell – City Manager/C-Suite Leadership Role Florida, Michigan, and Virginia
9. Lynne Ladner – Interim City Manager Town of Ocean Ridge
10. Peter Cavalli – Former Chief Administrative Officer Town of Kenneth City
11. Stacey Kifolo – Former Deltona Deputy City Manager
12. Stefan Wynn - Former Neptune Beach CM
13. William Whitson – Former Flagler Beach City Manager

# Alan Rosen, MPA, ICMA-CM

## CONTACT

 954-644-9999

 816 Arbor Pointe Ave.  
Minneola, FL 34715

 AlanMPA2005@gmail.com

## EDUCATION

### Rockefeller College of Public Affairs and Policy

Master of Public Administration, with Honors - 2005

### University at Albany – State University of New York

Bachelor of Arts in Psychology, Summa Cum Laude - 1999

## CERTIFICATIONS

- IS-100.c, (FEMA), 2022
- IS-700.b, (FEMA), 2022
- IS-800.d, (FEMA), 2022
- ICMA Credentialed Manager, 2021
- Six Sigma Yellow Belt, 2015
- Essential Management Skills Certificate (ICMA), 2011
- Certificates in Process Improvement and Advanced Facilitation, 2006

## RELEVANT SKILLS

- Microsoft Office 365 Suite
- Tyler Munis
- Workday
- CGI-AMS
- Technical Writing
- Public Speaking
- Process Improvement
- Facilitation
- Strategic Planning
- Performance Measurement
- Organizational Analysis
- Leadership Development

## WORK EXPERIENCE

**Founder & CEO** **Sep. 2021 - Present**  
**Local Government Solutions, LLC.**

Local Government Solutions was formed to assist local governments in creating more efficient operations, benchmarking, strategic planning, process improvements, interim services, and leadership development.

- Completed an organizational analysis for the Pinellas County Facilities Department that resulted in 18 recommendations aimed at increasing the effectiveness of the department.
- Trained all Dade City, FL staff on customer service using emotional intelligence skill building.
- Served as interim budget manager for Nassau County, FL to ensure the continuity of services, leadership development, and analysis including reviews of economic development grants.
- Assisted Nassau County, FL in reorganizing their Public Works Administration Division to provide more effective support.
- Assisted the City of Mexico Beach with capital improvement planning process enhancements.
- Created a 4-year future staffing strategic plan for the City of Oak Hill.

**County Manager** **Feb. 2021 – Aug 2021**  
**Lake County, FL**

Lake County is the 19th largest county in Florida, serving over 400,000 residents. The budget is over \$753 million and includes almost 1,000 FTEs under the Board of County Commissioners.

- Obtained support from County Commission to significantly increase pay for the EMS Department that had a 50% vacancy rate and significant turnover, without increasing taxes.
- Reorganized the Public Safety Department to provide more appropriate support from the executive level.
- Increased funding for roads by 80% and 300% in FY 21 and 22 respectively without increasing taxes.
- Guided budget development to increase fund balance from 8.6% to 12.6% while increasing salaries to retain and attract county staff in one year.
- Created the county's \$71 million ARPA spending plan.
- Coordinated the first facilitated strategic planning session in the County's history leading to consolidated future goals.
- Reorganized executive management team to allow for more manageable span of control without significantly increasing budget expenditures.
- Created online survey for building and zoning and implemented other improvements based on customer feedback. Within a few months, customer satisfaction averaged 9 out of 10.
- Provided leadership training, direction, and planning for operations of all departments.
- Managed development, planning, and implementation of department goals, objectives, policies, and procedures.
- Directed update on new purchasing manual to increase efficiency and reduce timelines for procuring goods and services for the county.
- Reviewed and approved numerous policy, resolution, ordinance, and regulation changes with the goal of improving county operations.

## PUBLICATIONS AND SPEAKING ENGAGEMENTS

### 2022

Speaker: "Improving Customer Service Through Emotional Intelligence" – Dade City, FL

### 2018

Speaker: "Budgeting: Connecting Revenue and Expenditures for Parks and Recreation" – Florida Recreation and Parks Association

### 2017

Speaker: "Lessons Learned from Hurricane Matthew: How to Increase Your Chances of Reimbursement" – Florida City and County Management Association

### 2015

Rosen, A. & Belknap, A. (2015). Navigating the Economic Upturn: Five Priorities to Guide Managers. *Public Management*, 97 (7), 28.

### 2011

Rosen, A. (2011). Tips for TIFs: How to get a quicker return on your tax increment financing dollar. *Public Management*, 93 (4), 14-17

## WORK EXPERIENCE (CONTINUED)

### Interim City Manager & Assistant City Manager City of Port Orange, FL

Jan. 2015 – Jan. 2021

Port Orange is the 3rd largest city in Volusia County serving 64,230 residents. The city has a budget of \$160 million and 492 FTEs.

- Completed multiple fee studies to better align fees with actual costs in Fire and Parks and Recreation.
- Shared duties as Incident Commander during all hurricanes and tropical storms.
- Supervised FEMA Public Assistance process, obtaining millions in reimbursements for Hurricanes Matthew and Irma.
- Led process to create a fire service fee to help fund Fire Rescue.
- Served as acting Administrative Services Director, directly supervising Human Resources, Information Technology, and Risk Management.
- Created 5-year forecast that highlighted future fiscal concerns.
- Created new fund balance policy that ensured financial stability through COVID-19 and numerous hurricanes and tropical storms.
- Led the city's effort to update the Enterprise Resource Planning (ERP) software, which was completed on time and on budget.
- Analyzed possible savings of switching from local pension program to the Florida Retirement System.
- Managed legislative agenda for the city, monitoring and assessing proposed legislation for policy and financial impacts.
- Worked with local, state, and federal officials in obtaining necessary legislation, grant funding and support for targeted priorities including \$1.5 in stormwater grants.
- Acted as lead negotiator and successfully negotiated all union contracts on behalf of the city in 2015.
- Successfully coordinated multi-jurisdictional effort to update the interlocal agreement on fuel tax distribution.
- Led effort to completely overhaul the city's feral cat program to increase transparency and accountability.

### Senior Management Advisor Management Partners, Inc.

Apr. 2013 – Jan. 2015

Management Partners is a local government management consulting firm with offices in California and Ohio. The firm specializes in helping local government organizations improve their operations.

- Managed a project to determine the feasibility of a regional jail facility for Baldwin County, Alabama.
- Managed an efficiency study for West Palm Beach Parks and Recreation that resulted in 37 recommendations for improving services while reducing expenditures.
- Trained staff in multiple cities and counties on outcome-based budgeting and performance measurement.
- Completed a complex parks and recreation fee structure and market analysis for 10 Northern California cities that improved competitiveness and realigned cost recovery.
- Analyzed financial functions for the City of Sanford as part of an organization-wide study that resulted in 71 recommendations and \$8.7 million in cost savings and revenue enhancements.
- Assisted the City of Los Altos, CA in documenting all Human Resources and Risk Management related functions.

## PROFESSIONAL MEMBERSHIPS & VOLUNTEERISM

### Florida City and County Management Association (FCCMA)

2020-2022 FCCMA At-Large Director  
2019-2020 Chair – Professional Development Committee  
2017-2019 Professional Management Matters Committee  
2016-2017 Conference Planning Committee  
2014-2016 Professional Development Committee

### International City/County Management Association (ICMA)

2004-2005 Conference Planning Committee

### Winding Woods HOA

Treasurer

### Congregation B’Nai Torah

Board Member

### South Lake Youth Sports

Assistant Baseball Coach

## WORK EXPERIENCE (CONTINUED)

### Budget Manager

Feb. 2012 – Apr. 2013

#### Washoe County, NV

Washoe County encompasses approximately 6,542 square miles in northwestern Nevada including the Cities of Reno, Sparks, and parts of Lake Tahoe. The County has a budget of \$834 million and 3,023 FTEs that serve a population of about 485,000.

- Won the GFOA award for distinguished budget presentation.
- Created a new 3-year planning process, which incorporated long-term strategic planning into the budget process.
- Expanded the capital improvement process to include larger groups of decision makers for a more well-rounded approach to capital planning.
- Simplified the quarterly budget report to better reflect the audience of elected officials and department heads.
- Created new budget book presentation for easier reading by the public.

### Financial Systems Manager

Jun. 2009 – Feb. 2012

#### Fulton County, GA

Fulton County is the largest county in Georgia, serving a population of over 1 million with a budget of over \$1.25 billion and about 4,800 FTEs.

- Supervised the county’s transition to outcome-based budgeting, which helped save over \$50 million annually.
- Worked with the Sheriff to analyze the impact of a new county jail, and the possible closure of the regional Peace Officer Standards and Training Academy.
- Edited the budget books, which received the GFOA award.
- Organized the \$25 million five-year capital program.
- Saved \$3.1 million by seeking creative cost reductions.
- Created a community-based budgeting activity, which the county used to gather citizen input and increase involvement in the budget process.
- Facilitated process improvements, which reduced process times by up to 50%.

### Senior Budget and Management Analyst

Jun. 2005 – Jun. 2009

#### Broward County, FL

Broward County is the second largest county in the State with a population of 1.9 million, a budget of approximately \$5.6 billion and 6,667 employees.

- Assisted in the creation of the outcome-based budget process, which saved \$80 million.
- Facilitated process improvements in budget, purchasing, and housing finance, saving over \$100,000 annually.
- Created and coordinated new IT capital request process for the entire county.
- Managed \$450 million annually in operating and capital.
- Responsible for performance measurement, process improvements and facilitations for assigned departments.
- Wrote synopsis of The Price of Government, which the county used to create the outcome-based budgeting process.

Dear Council,

I am writing to express my strong interest in the City Manager position currently available at Belle Isle. As a seasoned professional with extensive experience in local government, I am confident that I possess the skills and qualifications necessary to excel in this role and lead the city towards a prosperous future.

I have several years of experience working in the field of local government, with a proven track record of success in managing and executing complex projects, developing, and implementing effective policies, and collaborating with stakeholders to achieve strategic objectives. Throughout my career, I have demonstrated a keen ability to effectively communicate with elected officials, department heads, community leaders, and citizens, and I have a strong understanding of the various interests and perspectives that must be considered when making important decisions.

In my current role as Community Association Manager for Sentry Management, I have been responsible for managing a team of professionals, developing, and executing multimillion-dollar budgets, and overseeing a variety of initiatives to enhance the quality of life for citizens. I have also worked closely with community groups, business leaders, and other stakeholders to build strong relationships and ensure that the needs and concerns of all groups are taken into consideration.

I hold a Master's Degree in Public Administration from University of Central Florida, a Bachelor of Social Work Degree from University of South Florida, and have completed a number of professional development programs in management and leadership. I am committed to staying up to date on the latest trends and best practices in local government and am always seeking opportunities to improve my skills and knowledge.

I am excited about the opportunity to bring my experience, knowledge, and leadership abilities to the role of City Manager for Belle Isle as I have been a devoted Belle Isle resident for approximately 10 years, a volunteer as the President of my Homeowner's Association for 5 years and I am confident that I can lead the city in a way that benefits all citizens, and that my skills and experience make me the ideal candidate for this important position.

Thank you for considering my application. I look forward to the opportunity to discuss my qualifications further.

Sincerely,

Alex Burnett

# Alex Burnett

5357 Hawford Circle ▪ Belle Isle, FL 32812 ▪ 407 222 2049 ▪ alexburnett4@gmail.com

b.

## CAREER SUMMARY

Experienced Community Association Manager & Realtor with a demonstrated history of working in the Executive Management consulting industry. Business Analyst skilled in Valuations, Negotiation, Investigations, Luxury Goods, Budgeting, Marketing, Sales, and Real Property. Strong community and social services professional with a Master's degree focused in Public Administration.

## PROFESSIONAL EXPERIENCE

Sentry Management, Orlando, FL 2017 – Present

### Community Association Manager (On-Site at The Registry at Michigan Park Condominiums)

- Provided Management for a condominium community consisting of 264 units
- Routine/Daily site inspections and oversight of all Special Projects
- Reduced AR by \$198,000 within 3 months
- Reduced annual expenses by \$60,000 within 2 months through contract analysis
- Provide guidance to Board members regarding community policies all under the realm of state statutes and established Rules and Regulations
- Provide fiscal management through budget analysis/preparation, audit of financial documents, account receivable processes and employee records.
- Complete Board packets, agendas, RFPs, Reports, Action Item Lists; attend, facilitate Board Meetings
- Have knowledge of the contract analysis and vendor accountability practices

Access Residential Management, Orlando, FL

### Director of Business Development 2016 – 2017

- Driving increased revenue and profit. Achieving the Company's ambitious growth
- Improving the Company's market position while establishing and strengthening key customer relationships
- Planning and coordinating the implementation of business plans and the penetration of new markets
- Prospecting, presenting and negotiating to successfully close new business sales

### Community Association Manager (On-Site at Del Webb Orlando) 2014 – 2016

- Provide Management of Developer-controlled gated community
- Oversaw remodel of 30,000 square foot clubhouse to add Food and Beverage
- Reduced AR by \$130,000 through increased communication
- Provide guidance to Board members regarding community policies all under the realm of state statutes and established Rules and Regulations
- Have knowledge of the contract analysis and vendor accountability practices

Sentry Management, Clermont, FL 2013 – 2014

### Community Association Manager (Portfolio)

- Provided Management for a portfolio of 9 communities (condos and single-family homes) consisting of 1,200-1,500 units
- Performed site visits for the purpose of oversight of client vendors and administration of client's enforcement processes and procedures
- Facilitated monthly Board of Directors Meetings

Starwood Vacation Ownership, Orlando, FL 2012 - 2013

### Sales Representative

- Face to face presentations with guests through company/competition product knowledge
- Probe to clearly identify customer needs and wants.
- Anticipate all possible objections and have complete solutions ready.
- Achieve individual established performance guidelines within established time frames. Contribute to achieving overall site volume-per-guest (VPG) and closing percentages at budget levels, as set by management.

Coldwell Banker Real Estate, Orlando, FL 2005 - 2012

### Realtor

- Preparation of detailed BPO's for financial institutions through financial auditing and data analysis
- Project Management of all property repairs for preservation and preparation for resale

# Alex Burnett

- Manage and direct all sales related operations.
- Achieve consistently outstanding results:
  - Member of the President’s Elite Club – reserved for the top 2% nationwide.
  - Produced \$5 million in gross sales, 2006.
  - Top 1% of Outbound Referral Agents, 2007.
- Create comprehensive business plans, clearly defining all challenges and opportunities.
- Manage, train and mentor real estate professionals, encouraging them to reach beyond pre-conceived limits to deliver excellence.
- Achieved outstanding sales results through prospecting, cold-calling & closing in spite of operating in an intensely competitive marketplace.
- Deliver dynamic, engaging sales presentation matching those needs and wants to property features and benefits to consistently meet or surpass personal sales goals
- Present purchase benefits with genuine passion and enthusiasm, generating excitement in the customer and increasing the chance of a quick, informed decision to purchase.
- Perform extensive analysis of sales data; create all statistical tracking reports summarizing quarterly and total sales, appointments, closing percentages, and commissions.
- Coordinate rental management companies, mortgage lenders, home inspectors etc. to make the buying process smooth and problem free, reducing the chances of buyers backing out of the deal.

Claims Resource, Kissimmee, FL 2002-2006

**Marketing Director** 2004-2006

- Built strong B2B relationships with key executives from Fortune 500 insurance companies, leading to trust, rapport, and a solid base of core business.
- Set up, managed and coordinated tradeshow exhibits.
- Generated large numbers of high-quality leads and converted them into long-term B2B Sales
- Managed and trained investigative staff.

**Private Investigator** 2002-2006

- Investigated allegations of insurance fraud through detailed audits of financial records, employee files, face to face interviews, recorded statements/interrogations, video/photo surveillance and specialized in location of missing persons
- Focused on uncovering the truth and documented such in order to build strong legal cases against defendants

## EDUCATION

**Master of Public Administration**, University Central Florida, Orlando, FL 2001

**Bachelor of Science in Social Work**, University of South Florida, Tampa, FL 1996

## LICENSURE

Community Association Manager - #CAM38644 Real Estate Sales Associate - #SL3150388

Notary Public State of Florida #GG204977

## COMMUNITY SERVICE

**Volunteer**, HOA President, Sentry SMILES, Coldwell Banker CARES, Access Cares, Habitat for Humanity, Salvation Army, Ronald McDonald House



**ANDREW E. HYATT**

12 Ponte Vedra Court, Unit B  
Ponte Vedra Beach, Florida 32082  
Telephone: 904.609.6477  
Email: aehyatt59@gmail.com

**OBJECTIVE**

**Developing, Managing & Monitoring Programs That Move Initiatives Forward for Government & Non-Profit Organizations**

**CAREER PROFILE**

Track record of accomplishments during 20-year career in government and non-profit. Sharp understanding of government budget management/accounting, government procurement and contract management, and public policy. Proactive professional, effective in communicating and building relationships with all intermediaries – government officials, corporations, interest groups, citizens, colleagues, staff, and management. Politically sensitive practitioner of principal-centered leadership and strong proponent of an empowerment management style. Master of Public Administration.

**Core Competencies**

- Crisis Management
- Budgeting & Financial Oversight
- Strategic Planning & Goal Setting
- Policy & Procedure Development
- Government Relations (Federal, State & Local)
- Grant Development & Funding
- Reports, Position Papers & Publications
- Legislative Affairs
- Human Resource Management
- Employee Hiring, Training & Mentoring

**GOVERNMENT EXPERIENCE**

**Town Manager**  
**TOWN OF SURFSIDE**  
9293 Harding Avenue  
Surfside, Florida 33154  
Supervisor: Town Commission (305.861.4863)

NOV 2020 to DEC 2022  
50 hours per week

Chief Administrative Officer in charge of managing a full-service beachfront municipality. Responsible for the day-to day town-wide operations with a permanent population of approximately 5,900 with 133 employees (109 FTE), operating budget of \$16.4 million and eleven (11) separate funds totaling over \$13.4 million. Prepare budget and business plan for coordination of policy development, planning and implementation of Town goals and objectives; policies and procedures for providing Town services; management and analysis of programs and services. Represented the Town to business organizations, civic associations, developers, other governmental entities and the public. Develop programs for grant applications and provide policy recommendations to the Town Commission. Interact and build partnerships with local/state/federal elected officials and maintain involvement in government.

**Accomplishments**

- Led our Crisis Management Team during the Champlain Towers South building collapse in Surfside - 2021
- Review and update all job descriptions
- Implemented changes and upgrades to the Building Department, which include hiring a certified Building Official, redesign of the front office to make it more customer friendly
- Successful in obtaining funding in the amount of \$2,000,000 for the Abbott Avenue drainage project – 2021
- New General Engineering Consultants (GEC) and continuing service agreements. Eight (8) engineering firms were procured via RFQ and continuing service agreements were negotiated and approved by the Commission,
- 96<sup>th</sup> Street Park Project, conducted Two (2) virtual public outreach meetings, an in-person event and two (2) surveys completed or in-progress. The Design Team has analyzed the community feedback and has prepared the Schematic Design for the project
- Undergrounding Utilities Contracted with a consultant to manage the \$37 million process. Worked with FPL, AT&T, Atlantic Broadband, Hot Wire for location of their service line underground

**NON-PROFIT EXPERIENCE**

**Texas State Director  
K9s FOR WARRIORS**

4710 State Highway151  
San Antonio, Texas 78227  
Supervisor: Patty Dodson – Chief of Staff (904.686.1956)

JUN 2019 to MAR 2020  
50 Hours per week

Plan and coordinate all development and community engagement activities. Develop and grow community relationships with donors, volunteers, community organizations or representatives. Build relationships with community stakeholders to advance the mission. Coordinate with the Development team by, researching funding opportunities, compiling donor information and assisting with grant writing and applications to gain sponsorship and donations and managing volunteers. Oversee Kennel Operations Manager and staff (including hiring full and part time kennel assistants). Participate in special projects and take on additional tasks as requested. Maintain good communication with kennel staff and management. Maintain good working relationships with all kennel and organization employees.

**GOVERNMENT EXPERIENCE**

**City Manager  
CITY OF NEPTUNE BEACH**

116 First Street  
Neptune Beach, Florida 32266  
Supervisor: City Council (904.270.2400)

JUL 2015 to JUN 2019  
50 hours/week

Chief Administrative Officer in charge of managing a full-service beachfront municipality. Responsible for the day-to-day city-wide operations with a permanent population of approximately 7,200 with 75 employees, operating budget of \$5.3 million and fifteen (15) separate funds totaling over \$12 million. Prepare budget and business plan for coordination of policy development, planning and implementation of City goals and objectives; policies and procedures for providing City services; management and analysis of programs and services. Represented the City to business organizations, civic associations, developers, other governmental entities and the public. Develop programs for grant applications and provide policy recommendations to the City Council. Interact and build partnerships with local/state/federal elected officials and maintain involvement in government, outside group, and private industry discussions on issues involving the City.

**Accomplishments**

- Successful in saving dollars by utilizing staff for projects like installing new sidewalks, parking spaces without going through the RFP process
- Restructured top tier of Police Department
- Successfully negotiated the Bargaining Agreements with the FOP and Local 630 Employee Union.
- Developed a plan to create additional parking spaces in the Town Center
- Negotiated a new Solid Waste contract with Waste Pro
- Restructured organizational chart to include Deputy City Manager, Deputy Director, Commanders without adding additional positions
- Prepare five (5) year strategic plan
- Developed Park Master Plan
- Completed construction on a community building
- Successful is several grants for the park and infrastructure.
- Developed Goals, Objectives and Performance Measures for each department to better track the progress of the departments and to assist in the evaluation of each employee.
- Resolved Tipping Fee issue with the City of Jacksonville, along with the City Attorney
- Established a format for evaluating each employee annually to include performance measures. Annual evaluations take place September
- Developed the following policies: Whistleblower, Compensatory Time, Internal Control, Cell Phone, Ethics, Take Home Vehicle, Computer/Internet Use, Cell Phone Use, Merit Increase, Social Media, Tobacco Use
- Worked with staff in preparation of and clean up of Hurricane Matthew and Hurricane Irma

**City Manager**  
**CITY OF EAST RIDGE**  
1517 Tombras Avenue  
East Ridge, Tennessee 37412  
Supervisor: City Council (423.867.7711)

OCT 2013 to JUN 2015  
50 hours/week

Chief Administrative Officer in charge of managing a full-service municipality. Prepare budget and business plan which included goals and objectives, develop programs for grant applications, and provide policy recommendations to the City Council. Gather data from various sources to be included in position papers in response to the Councilman's request for information on sensitive issues. Interact and build partnerships with local/federal elected officials and maintain involvement in government, outside group, and private industry discussions on controversial issues.

**Accomplishments**

- Successful in negotiations with Developer for the Jordan Crossing development to include a Bass Pro store.
- Successful in negotiations with Developer for a Wal-Mart Neighborhood store.
- Received Local Parks and Recreation Fund grant for playground.
- Implemented Border Region Legislation.
- Created an effective communication tool by preparing a monthly publication to the Council regarding organizational progress and upcoming projects and concerns.
- Implemented a merit-based Performance Measures evaluation program.
- Recruited and hired a Police Chief, Fire Chief and City Treasurer.
- Reviewed and rewrote City Employee Handbook.
- Revived Industrial Development Board (IDB).
- Developed inventory for leasable/for sale/or sale-lease space.
- Instituted a Pay Plan which includes Grades and steps for budgeting purposes.
- Oversee multiple projects throughout the city to include Economic Development/Redevelopment, Parks & Recreation, Paving/Resurfacing, Traffic light installation.
- Project Manager for relocation of a Fire Station.

**City Manager**  
**CITY OF FAIRVIEW**  
7100 City Center Way  
Fairview, Tennessee 37062  
Supervisor: Board of Commissioners (615.387.6084)

JAN 2010 to OCT 2013  
50 hours/week

Chief Administrative Officer in charge of managing a full-service municipality. Prepare budget and strategic plan, oversee development of programs for grant applications, and provide policy recommendations to the City Commission. Gather data from various sources to be included in position papers in response to the Commissioner's request for information on sensitive issues. Interact and build partnerships with local/federal elected officials and maintain involvement in government, outside group, and private industry discussions on controversial issues.

**Accomplishments**

- Prepared Five-Year Strategic Plan.
- Received a Local Parks & Recreation Fund grant for a Greenway Project.
- Received funding for Safe Routes to Schools sidewalk project.
- Received funding from MPO Active Transportation Program for resurfacing.
- Met with and prepared communications to U.S. Senators and Congress on policy issues (e.g., economic/community development, funding sources). Brief elected officials on policy impact of appropriations.
- Consistently meet 24 to 48-hour deadlines for information on issues from prospective industries/businesses requiring utility and tax information.
- Reduced tax rate by 7.5% in FY 2012.
- Instrumental in establishing Economic Task Force.
- Spearheaded project management efforts for design of 1,046-acre office/industrial park.
- Successful in negotiations with landowner and Wal-Mart for construction of the Fairview Super Center.

**City Manager  
CITY OF ETOWAH**

701 Tennessee Avenue  
Etowah, Tennessee 37331  
Supervisor: Board of Commissioners (423.263.2202)

OCT 2007 to DEC 2009  
50 hours/week

Chief Administrative Officer in charge of managing a full-service municipality. Prepare budget and 5-year strategic plan, develop programs for grant applications, and provide policy recommendations to the City Commission. Gather data from various sources to be included in position papers in response to the Commissioner's request for information on sensitive issues. Interact and build partnerships with local/federal elected officials and maintain involvement in government, outside group, and private industry discussions on controversial issues.

Member of Executive Committee of McMinn County Economic Development Authority, Director of the Emergency Operations Center, and Project Manager for 2 renovation projects – Streetscape and Community Center. Oversee Finance, HR, Building Inspection, Zoning, Code Enforcement, Fire, Police, Parks & Recreation, Purchasing, and Library. Departments. Educate, develop, train, and mentor staff. Develop and implement programs based on new or revised laws/regulations.

**Accomplishments**

- Prepared standard operating procedures manuals for each position in the city with all necessary components (e.g., City Mission, Department Mission, Position Purpose, Employee Evaluations/Training, Organizational Charts, etc.); actively involved in analyzing and revising SOPs and operational policies as necessary.
- Prepared first balanced budget (FY10) in eleven years, since FY00.
- Generated total cost savings of over \$90K by creating temporary concrete finisher and carpenter positions.
- Delivered cost savings of over \$5K annually by leasing a vehicle for City travel – reducing the number of claims for mileage reimbursement and \$400 car allowance for City Manager.
- Received grant for a Wellness Center and obtained a \$75K, 3-year grant for hiring a Recreation Director – representing a cost savings of \$50K over 2 years for the City.
- Reduced overtime 67.17% in 1 fiscal year.
- Created an effective communication tool by preparing a monthly publication to the Commissioners regarding organizational progress and upcoming projects and concerns.
- Empowered staff to implement changes within the organization by including them in executive decisions.
- Strengthened employee performance and morale; emphasized the importance of immediate and constant feedback to employees and investigated employees' complaints/concerns with the highest attention to detail.
- Met with and prepared communications to U.S. Senators and Congress on policy issues (e.g., economic/community development, funding sources). Briefed elected officials on policy impact of appropriation.
- Briefed Commissioner on a pending sale of a county-owned hospital to private investors; sale of the hospital was successful and is proving to be a beneficial deal for the community.
- Consistently met 24 to 48-hour deadlines for information on issues from prospective industries/businesses requiring utility and tax information.

**Community Development Manager  
CITY OF DEERFIELD BEACH – PLANNING AND GROWTH MANAGEMENT DEPT.**

150 SE Second Avenue  
Deerfield Beach, Florida 33441  
Supervisor: Jerry Ferguson, Director (954.480.4211)

MAR 2004 to OCT 2007  
45 hours/week

Managed a diverse range of initiatives for this beachfront community, including fiscal analysis, program budgeting, and economic development functions. Provided fiscal oversight for grant funded programs and produced information on grant opportunities and programs to management, other organizations, and City Commission. Provided Commissioners with information on HUD and State Housing Initiative Partnership programs to answer constituent concerns. Represented the City Manager and Director of Planning on boards, commissions, and committees. Team leader in preparing short/long-term goals, and key member of the management staff and liaison for citizen advisory boards; brainstormed with management team on issues affecting the community. Supervised and evaluated the performance of a 4-person staff. Member of Emergency Operations Center team and member of the Hurricane Emergency Preparedness team. Interfaced with federal, state, and local officials.

**Accomplishments**

- Delivered savings of over \$20K in consulting fees for the City by taking the initiative to author its 5-year (2005-2009) Consolidated Action Plan.
- Initiated, obtained, managed and administered federal, state, and county grants for programs/projects, including Community Development Block Grant (CDBG), State Housing Initiative Partnership (SHIP), and First Time Homebuyer/Home Rehab programs.
- Grew the number of first-time homebuyer recipients over 400% in 1 year.
- Increased minor home repair recipients over 600% in 1 year.
- Increased productivity and reduced time spent on a waiting list from 2 years to 12 weeks by restructuring the division and assigning specific duties.
- Allowed a free flow of space, created atmosphere of cooperation and teamwork, and reduced application/waiting period by 40% through spearheading a reorganization of the office.
- Acted as a liaison between City Manager's office and community members affected by proposed programs.

**Sales Consultant**

**GOBER ENTERPRISES**

7501 Philips Highway  
 Jacksonville, Florida 32256  
 Supervisor: Rob Walker, Owner (904.296.1356)

JUL 2002 to MAR 2004  
 45 hours/week

Provide consultation and sales presentations to homeowner's and businesses throughout Northeast Florida. Prepare production orders and follow up with production progress. Interact with manufacturing personnel on production of shutters and blinds. Prepare quarterly sales projections.

**Senior Administrative Assistant, Human Resources**  
**CITY OF JACKSONVILLE – PARKS AND RECREATION DEPT.**

117 West Duval Street  
 Jacksonville, Florida 32202  
 Supervisor: Debra Igou, Director (904.630.1287)

APR 2000 to JUN 2002  
 45 hours/week

Drove HR initiatives that had a tremendous impact on improving organizational performance. Handled primary HR functions, including personnel, payroll, permitting, purchasing, employee relations, training, EO/EA, ethics, permitting, budget/cost control, employee evaluations, Adopt-A-Park Program, and citizen communications. Implemented, analyzed, and evaluated program effectiveness on an ongoing basis.

Incorporated laws related to Ethics, EEO, ADA, and Sexual Harassment into the organization through staff education and training. Performed contract administrative functions, including the monitoring of bids to ensure adherence to contract requirements. Participated in various committees (e.g., Training, EEO, Employee Satisfaction, Ethics); Sterling Quality Award team member for the City of Jacksonville.

**Accomplishments**

- Played a key role in improving the City into a quality organization. Worked on the Sterling Quality Human Resources Team while the city competed for the Sterling Quality Award; advised senior staff on necessary changes.
- Saved the city over \$5K annually by implementing a paperless format system for tracking evaluations, discipline, leave time, and training for all employees' department-wide.
- Formulated ethics policy for the entire city (including elected officials) affecting over 8500 employees.
- Prepared new employees for success by creating an evaluation document that was adopted by the Sterling Quality team to be used as a communication tool during new employees' 6-month probation period.
- Secured funding for City projects by interfacing and forming partnerships with local/federal government officials.
- Enabled management to execute informed hiring decisions by compiling and presenting thorough information on potential candidates.

**Administrator**

**SOUTH AIKEN CHRISTIAN SCHOOL**  
980 Dougherty Road  
Aiken, South Carolina 29803  
Supervisor: School Board (803.648.7871)

JUN 1994 to DEC 1996  
45 hours/week

**ADDITIONAL EXPERIENCE**

CITY OF CLEVELAND, TN/UNIVERSITY OF TENNESSEE AT CHATTANOOGA, TN (AUG 1998 to MAR 2000)

- Graduate Assistant (AUG 1998 to DEC 1999) University of Tennessee at Chattanooga
- County Planning (JUL 1999 to DEC 1999) Bradley County, Tennessee
- City Manager's Office (JAN 2000 to MAR 2000) City of Cleveland, Tennessee
- Conducted research for tenured professors, assisted in annual budget and capital improvement projects; prepared 2020 growth plan.

PRIVATE INDUSTRY (1979– 1994)

CARLISLE GEAUGA COMPANY (Injection and Blow Molding) Trenton, SC  
PILLOWTEX (Textiles) Dallas, TX  
INTERFACE, INC (Textiles) LaGrange, GA  
MILLIKEN & COMPANY (Textiles) LaGrange, GA  
WEST BUILDING MATERIALS, (Building Materials) Cleveland, TN  
SCHERING PLOUGH, INC, (Pharmaceuticals) Cleveland, TN

**EDUCATION**

UNIVERSITY OF TENNESSEE AT CHATTANOOGA, TENNESSEE

Master of Public Administration  
Bachelor of Science, Political Science: Public Administration

CLEVELAND STATE COMMUNITY COLLEGE, CLEVELAND, TENNESSEE

Associate of Applied Science, Business Management

**MEMBERSHIPS**

- International City Manager Association (Member since 1998)
- Tennessee City Manager Association (Member 2007 – 2015)
- Florida City/County Manager Association (Member since July 2015)
- Beaches Chamber of Commerce Board of Directors (Member July 2015 - June 2019)

**ADDITIONAL CERTIFICATIONS**

ICMA Credentialed City Manager January 2019  
National Incident Management System (NIMS) Certified



*April Fisher, A* b.  
PRESIDENT  
407.494.8789  
fisherpds@outlook.com

February 28, 2023

Bob Francis, ICMA-CM  
City Manager  
City of Belle Isle  
1600 Nela Avenue  
Belle Isle, FL 32809

**RE: Letter of Interest in Serving as Interim City Manager**

Dear Mr. Francis,  
*Bob*


It has been my pleasure to work with you for the City of Belle Isle as a planning consultant over the past few years. Although I will miss you, I am also happy for you as you receive a new professional opportunity.

As the City is now seeking an interim city manager to fill the post while a permanent city manager recruitment takes place, I provide this letter of interest and my professional resume for City Council's consideration of me for the interim position.

I believe that I can provide continuity of service as the City carries out the permanent city manager recruitment and I am honored to be considered.

Best to you and Holli in your new opportunities.

Kind Regards,

  
April Fisher, AICP

# April Fisher

6750 Bay Shore Drive, Saint Cloud, FL 34771  
407-494-8789, Aprilfisher73@gmail.com

## Professional Experience

June 2010- Present **Land Use Consultant, Fisher Planning and Development Services, Inc.**  
Provide expert testimony in land use litigation and land use planning services for land development applications and comprehensive plan updates for local governments and private sector clients, prepare map amendments, geographic information systems (GIS) services, land development code analysis, and community/public meeting facilitation.

August 2011- May 2015 **Instructor, University of Central Florida**  
Responsible for the instruction of undergraduate and graduate students in the School of Public Administration, primarily with emphasis in urban planning, geographic information systems (GIS), and governmental issues.

September 2008-June 2010 City of Saint Cloud, Florida  
**Planning/ Community Redevelopment Agency (CRA) Manager**  
Supervised current and long range planning staff, responsible for carrying out special projects, directing staff work efforts and promoting professional growth.

- Managed consultant contracts for the CRA Master Plan and City/County Sector Plan
- Completed the City Comprehensive Plan Public School Facilities Element
- Updated Comprehensive Plan Elements and the Capital Improvements Program
- Oversaw the processing of annexation, future land use, and rezoning applications
- Presented to City Council and various City boards
- Liaison to the Metropolitan Planning Organization (MetroPlan Orlando), the Osceola County School District, City of Kissimmee and Osceola County
- Prepared and implemented the department budget
- Prepared professional planning reports- substantial Planned Unit Development (PUD) completion analysis, legislative summary, and CRA strategy white paper
- Prepared GIS maps for staff reports and planning reports to show data from a visual and spatial perspective
- Supervised work efforts of four staff members and provide leadership

**Parks and Recreation Director**  
Responsible for a department of 25 employees serving the community with parks and recreation opportunities.

- Established an annual budget to meet programs needs while balancing fiscal constraints
- Provided leadership to staff, ensuring accountability and career progression
- Managed competing interests of sports groups and facility users to ensure all sectors of the community needs are represented
- Served as the community liaison during special events such as the annual Thanksgiving dinner, Holiday tree lighting, and public presentations
- Instituted and promoted policies and procedures as directed by City Council and the City Manager
- Evaluated capital improvement schedules to determine priorities for annual and five-year planning

October 2007-September 2008 Harling Locklin & Associates  
**Planning Director**  
Oversaw and performed planning duties for clients in the private planning sector

- Conducted zoning and comprehensive plan research per jurisdiction
- Prepared zoning analysis reports and applications



2003–2007 Seminole County Government

**Assistant County Manager**

Member of the executive management team of the County, reporting directly to the County Manager. Responsible for leading County programs and special projects as assigned by the County Manager as well as supervising six staff members.

- Oversaw the strategic planning process, managing the consultant contract and leading the efforts of the steering committee to complete the plan
- Program Manager over the legislative program, coordinating state and federal lobbyist work, monitoring staff analysis of legislation, and providing updates to the Board of County Commissioners
- Oversaw community outreach programs such as Citizen Academy and the Charitable Giving Committee
- Responsible for the Board agenda process, ensuring that all agenda items were accurate and comprehensive and that departments had their items in to the County Manager’s Office in a timely manner for preparation for the Board meetings
- Chaired appeal/grievance procedures
- Served as the staff liaison to the Joint City/County Advisory Committee
- Prepared written correspondence to citizen inquiries for the County Manager’s and Board members’ signatures

**Planning Manager**

Division Manager responsible for success of the Planning Division. Interacted directly with the County Manager’s Office, Board of County Commissioners, the County Attorney’s Office, and other Departments daily, to coordinate County goals in the Division’s work programs.

- Liaison to the Board of County Commissioners, development community, and constituent community
- Oversaw special projects and ensured timely completion, i.e., joint planning agreements, small area studies, referenda
- Guided staff in developing analytical abilities and effective customer service
- Participated in interdepartmental projects such as the County’s Annual Report

**Assistant Planning Manager**

Supervised current and long range planning staff, responsible for carrying out special projects for the Department Director and County Manager’s Office, directing staff work efforts and promoting professional growth.

- Led controversial projects such as a Rural Lands Study, response to city annexation of unincorporated properties and subsequent land use amendments, joint planning agreements, and requests for Code Board lien reductions
- Directed staff analysis of zoning and land use applications and challenged them to think critically about analysis and recommendations
- Met staff needs with respect to direction, information, and resources
- Rural Lands Study won the Florida Planning and Zoning Association *2006 Award for Merit for an Outstanding Public Report*

**Principal Coordinator**

Led the long range planning team, ensuring timely progress and completion of comprehensive planning projects.

- Supervised five people and empowered their growth and development
- Supported goals and leadership of the Planning Manager and Planning Director
- Facilitated resources needed for projects and managed consultant contracts
- Presented to the Board of County Commissioners, Advisory Groups, and the community
- Oversaw comprehensive planning: Evaluation and Appraisal Report (EAR), land use amendments, transportation planning, CIE updates, growth management legislation, and code enforcement

**Senior Planner**

Member of the long range planning team, responsible for special projects such as a Charter amendment, legislative analysis, and served as liaison to other government planning agencies.

- Managed a Charter amendment public information program relating to the Rural Area
- Researched and analyzed proposed state and federal legislation
- Monitored and analyzed proposed annexations and city land use changes
- Provided County representation and presentations at municipal meetings
- Prepared and assisted with negotiation of joint planning agreements
- Wrote a report with the SJRWMD regarding water quality status of the Geneva Freshwater Lens
- Charter Amendment public information program won the *2005 Excellence Award* from the National Association of County Information Officers (NACIO)

2002–2003 City of Delray Beach

**Assistant Planner**

Responsible for helping citizens understand land use regulations, process site plan applications, and review and approve applications in compliance with land development regulations.

- Reviewed and processed site plan modification applications
- Wrote staff reports and zoning verification letters
- Liaison to citizens and the development community with land use questions
- Queried land use, property records, and updated development applications status

2001–2002 Richard Connor Riley & Associates

**Zoning Specialist**

Responsible for zoning process evaluation, determination, and application for tower/antenna sites across the US with emphasis in the Southeast Region.

- Verified and completed submittal requirements within a two-week turnaround on a site-to-site basis
- Identified and investigated viable alternatives for difficult sites and work with jurisdiction officials to secure approval
- Traveled to respective jurisdictions in the markets to build relationships with zoning and planning officials and made public presentations before boards

1998–2001 American Tower Corporation

**Zoning Specialist**

Responsible for direct supervision and management of the zoning staff and implemented a process of efficient and effective zoning/permitting approvals, as well as carried out the responsibilities of a zoning representative, including taking tower sites through jurisdiction zoning and permitting review.

- Trained and mentored new zoning representatives while managing time-sensitive projects
- Reviewed site plans and participated in ordinance rewrite and development
- Coordinated and presented information for jurisdiction applications and public hearings
- Communicated with and educated the public on wireless technology
- Developed positive working relationships with other companies, clients, airport officials, engineers, attorneys, public and local jurisdictions
- Secured jurisdiction approval for tower sites and resolved site conflicts
- Received a "Towering Moment Award" for organizing and gathering information in a user-friendly presentation manner for a local planning board
- Received a "Towering Moment Award" for winning an "unwinnable" public hearing

**Education**

1996–1998

**Clemson University**

Clemson, SC

- Master of City and Regional Planning (project concentration in GIS)
- Graduate Thesis- *LULU'S and the Planning Process: the Case of Satellite Chip Mills in North Carolina*
- South Carolina American Planning Association Student Representative
- Recipient of Second Year Student Faculty Award
- Nominated for First Year Student Planning Service Award

1991–1995

**University of North Carolina at Asheville**

- Bachelor of Science- Environmental Studies Major
- Natural Resource Management Concentration
- Student Government Senator

**Professional Association/Community Service**

American Institute of Certified Planners (AICP) #128898; American Planning Association; Florida American Planning Association (FAPA); Presenter 2009 FAPA Annual Conference; Continuing Education maintenance required to maintain AICP status; Osceola County Schools OASIS Bookmark Buddies volunteer (2014-2019); Osceola County Education Foundation Charter Board of Trustees member (2015-2018); GOAA Foundation Board of Directors (2019-2021)

# HOWARD W. BROWN, JR., ICMA-CM

[Howardwbrownjr@gmail.com](mailto:Howardwbrownjr@gmail.com)

West Palm Beach, FL 33412 ☎ 305-788-9647 [LinkedIn](#)

## CITY MANAGER & CHIEF ADMINISTRATIVE OFFICER

A visionary leader and turnaround expert with 25+ year's leadership experience in both municipal government and the private sector. Proficient in planning, organizing, directing, coordinating, and evaluating results of day-to-day municipal operations focused on implementing policy directives by working independently and coordinating with various departments, agencies, and the public within the city. Adept at labor negotiations, community development, project management, and financial and budget knowledge to accomplish a vision.

*Leadership* □ *Budgeting and financial management* □ *Staff Mentoring & Development*  
 □ *Program Implementation* □ *Verbal and Written Communication*  
*Office Administration* □ *Relationship management* □ *Contract Negotiation* □ *Municipal Management*

## CAREER HISTORY

*As Village Manager, Village of Indiantown, Florida* *January 2019 – January 2023*

*Incorporated December 31, 2017, the Village of Indiantown is unique, being the 413th municipality incorporated in South Florida.*

- **Negotiated a multimillion-dollar** interlocal agreement with Martin County saving the residents of the Village ~ \$1.5MM throughout the interlocal agreement for Fire Rescue Services.
- **Created and implemented a 5-year strategic action plan** together with the initial Village Council; we hit the ground running, achieving it within 3-years.
- **Negotiated and purchased a private water and sewer plant for \$8.5MM**, subsequently managing to have ~80% of the loan to purchase the asset forgiven. In addition, we negotiated a 0% interest rate over a 30-year term. This was the best water and sewer acquisition deal ever done in Florida.

*As City Manager, City of Bell, California* *January 2016 – October 2018*

*The City of Bell, CA, is an incorporated city in Los Angeles County, California. Accountable for the day-to-day operations of all City departments, \$32MM in annual operating and capital budgets, and 150+ employees serving a daytime population of 50,000+.*

- **Led the City through its first-ever recodification** of all city codes of ordinances, including retaining a consultant to conduct a charter review for Council Consideration.
- **Prepared a balanced budget**, successfully adopted by the Mayor and Council two years in a row despite declining property, sales taxes, and rising pension costs.
- **Organized several neighborhood groups, including Neighborhood Watch**, and met regularly with residents to sell the city's Strategic Plan and City Priorities approved by the Mayor and Council.

*As CITY MANAGER, City of Muskogee, Oklahoma* *January 2014 – January 2016*

*The City of Muskogee is an incorporated city located in the Tulsa, Oklahoma, metropolitan area.*

- **Collaborated with the Mayor and City Council to develop** an employee compensation plan and labor relations strategy for three collective bargaining agreements: Police, Fire, and Non-uniformed employees.
- **Wrote the Muskogee 2020 Strategic Plan**, adopted by the Mayor and City Council.
- **Oversaw day-to-day operations of all city departments** while managing a \$61MM operating and capital budget and 600+ employees serving a daytime population of more than 50,000.

**City of Opa-Locka, Florida**

**January 2010– January 2014**

*The City of Opa-Locka, FL, is an incorporated city in Miami-Dade County, FL.*

**ACTING ASSISTANT CITY MANAGER (2013-2014)**

- **Led the reorganization of the Building Services Division** to reduce the budget deficit by 25% and created the city's first Certificate of Use program, generating ~ \$1MM per annum.
- **Executed the directives of the City Manager, Mayor, and City Council** while managing a municipal organization with a \$13MM annual operating budget and 190 employees, serving a population of 16,000.
- **Directly supervised and managed** Police, Human Resources, IT, Finance, Public Works, Parks and Recreation, Planning and Community Development, Code Enforcement, and Building and Licensing Departments.

**DIRECTOR, PLANNING AND COMMUNITY DEVELOPMENT (2010- 2013)**

- **Prepared the city's first Annexation Plan** pursuant to the Miami-Dade County Code and the State of Florida Annexation law
- **Managed/directed all Community Development Block Grant (CDBG)** funding, including project management/grant proposal writing.
- **Received \$1.2 MM Community Challenge Planning Grant** – from the United States Housing and Urban Development Department. Only two cities within the state of Florida were awarded those funds by USHUD.

*Director, Planning and Development Services, City of Albany, GA*

**October 2007– July 2010**

*Neighborhood Improvement Manager /*

**September 2002 – October 2007**

*Planning and Zoning Department Head, City of Lilburn, GA*

*Chief of Code Enforcement City of Lauderdale Lakes, FL*

**June 2000 – September 2002**

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**EDUCATION**

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Harvard University, Cambridge, MA (2022)  
**Certificate, Program for State and  
Local Government Executives**

University of West Florida, Pensacola, Florida (1995)  
**Master of Public Administration**

Florida State University, Tallahassee, Florida (1993)  
**Bachelor of Science in Criminology**

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**CERTIFICATION & PROFESSIONAL DEVELOPMENT**

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**Credentialed Manager**, International City Manager’s Association (ICMA)  
**Certified Urban Planner**, American Institute of Certified Planners (AICP) - Certification No. 24680  
**National Incident Management Systems (NIMS) Certifications:** ICS 100, 200, 300, 400, 700 & 800

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**BOARD APPOINTMENTS / MEMBERSHIPS**

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International City/County Management Association (ICMA), Full Member  
Florida City and County Management Association (FCCMA), Full Member  
American Institute of Certified Planners (AICP), Full Member  
American Planning Association (APA), Full Member

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**VOLUNTEER ACTIVITIES & CIVIC CONTRIBUTIONS**

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Habitat for Humanity, Albany, GA  
Boy Scouts of America, Tulsa, OK and Indiantown, FL  
International Rotary Club of America, Rotarian, Tulsa, Ok, and Albany, GA

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**HONORS – AWARDS – PROFESSIONAL RECOGNITION**

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National Defense Service Medal – Persian Gulf War, United States Army  
Humanitarian Service Medal - Hurricane Andrew Disaster Relief, United States Army  
*40 under 40* – most influential persons - Albany Herald, Albany, GA

February 25, 2023

Dear City Manager Francis:

Please find attached my resume for consideration for the position of Interim City Manager, Belle Isle, FL.

You will note in my resume that I have extensive local government experience, especially in Massachusetts, Florida and Texas. For approximately five years as City Manager in Deltona (Florida), I worked closely with the community and City Commission to develop its first useable strategic plan. Prior to my arrival, there was no process to identify goals to be achieved and how to reach consensus. The City staff constantly drifted from project to project without completion. Inertia was prevalent because when you try to do everything you end up doing nothing. Once the strategic plan was adopted both the Commission and staff had clear direction on what projects were a priority so that the required staff time and appropriate funding could be assigned. The plan allowed staff to provide exceptional municipal services in a fiscally prudent manner because the priorities and desired outcomes were identified and agreed to.

Deltona has an all funds budget of over \$170M and over 400 employees, excluding 83 contracted Sheriff's Department personnel. City Departments consist of Building and Enforcement Services, City Clerk, Economic Development, Finance, Fire/Rescue, Human Resources, Information Technology, Parks and Recreation, Planning and Development Services, and Public Works/Utilities/Solid Waste. More has been accomplished in my tenure than under previous City Managers. In 2016 and with less than a year as City Manager, I received the City Manager of the Year award for Volusia County. My reputation is an "improvement maker" because I achieve results by working collaboratively with numerous individuals, entities and partners. For example, under my direction Amazon has built a 1.4M square foot distribution center in Deltona. Deltona is the envy of numerous municipalities across the nation. Deltona is now well on its way in transforming from a retirement/bedroom community (over 80% residential) to a more diversified property tax base. Prior to my arrival this development goal was discussed for over a decade with no results.

Before Deltona, I was the Deputy City Manager for Transportation and Public Works for El Paso, Texas. The City of El Paso is a border community of approximately 700,000 located adjacent to Juarez, Mexico (2.3M metropolitan area). Major issues facing the City of El Paso, similar to other communities, are ensuring reliable revenue estimates, providing excellent services to citizens in every area despite budget constraints, finding new revenue sources to address unfunded liabilities, maintaining/improving the community's quality of life, balancing/guiding/targeting economic development/redevelopment, creating jobs, promoting environmental conservation/sustainability, improving public safety and increasing health and human service needs. As the Deputy City Manager, I managed the City's airport (including a municipal golf course) and bus systems, \$1B capital improvement program, engineering department, facilities and land management, international bridges, streets and traffic programs. Back then my portfolio had an operating budget of over \$160M, a capital budget of approximately \$1B and over 1600 employees. As a complement to building infrastructure for the future, I also worked closely with the arts, building services, civic organizations, financial services, historic groups, human services and public safety regarding downtown revitalization (construction of a Triple A baseball stadium and relocation of City Hall) and well-planned residential neighborhoods.

If I am selected as the Interim City Manager, I will continue to foster this spirit of equity, collaboration and teamwork with the City administration. I am a "proactive problem solver" who can facilitate and guide individuals/entities to achieve consensus and to achieve a common vision/result. I support a team that represents a "can do" attitude. I have communication, intergovernmental and public information experience as I have overseen capital improvement projects, construction, engineering, roadway, streets, traffic, storm water and water and sewer operations in Deltona and El Paso. I have also managed Community Redevelopment Areas/Agencies and Master Planned Communities in both Deltona and El Paso. This background is vital to building a prosperous,

sustainable and vibrant community, while enhancing the City’s infrastructure and maximizing the City’s resources to provide outstanding municipal services.

I have the ability to carry out government initiatives and to make strategic decisions pertaining to the conservation of natural resources, creating a business-friendly environment and land development. I have experience with smart growth and understand the value to building a vibrant community where residents can live, work and play, as well as promoting solar initiatives, tourism and walkability. I have the ability to set the tone and vision for staff. I can find ways to gain efficiencies in service delivery and provide a new vision for how staff provides quality services so that residents believe their tax dollars are being put to good use. I have been complimented with establishing the best senior management team and inspiring the most productive workforce in Deltona to create government excellence. I will strive to maintain/improve the quality of life for the community while still being environment and business friendly. I value partnerships with other communities on regional issues and resource sharing. I am a critical decision maker, am able to process information strategically and can implement decisions into reality. I have the ability to be “big picture” oriented while maintaining an acceptable level for details. I am adaptable, business and people oriented, diplomatic, dynamic, ethical, fiscally conservative, flexible, innovative, passionate, professional, self-confident and strategic. I also have the confidence to acknowledge my mistakes and to be held accountable.

My rebuilding of the Sun Metro bus system in El Paso from the verge of a meltdown into the Outstanding Transit Agency of the Year serves as an example of my ability to carry out a vision, to be focused on customer service and to transform a low performing department to a high performing department. My prior experience with the clean-up of the Boston Harbor, the “Big Dig” and 9/11 shows that I have the knowledge to deliver and come up with improved policies and procedures and innovative solutions to ensure economic results and to resolve problems while preserving Boston’s natural coastline and waterfront. My extensive Boston experience gives me an excellent and progressive background in economic development/redevelopment, historic communities, labor negotiations, natural resources, technology, tourism and waterfront preservation. I understand the importance of preserving the character and history of unique communities. During that time period I also managed to maintain Airport operations in the black despite the downturn in air travel and growing safety mandates. I have strong negotiation skills that can find a way to turn disputes into consensus and to carry forward the City’s goals and initiatives.

I have a diverse background which includes experience in civil rights, community consensus building, construction, contract and union negotiations, economic development/redevelopment, emergency preparedness, environmental processes, fiscal/financial management, historic preservation, labor relations, land/project development and management, operations, public information, public private partnerships, public works, real estate, resiliency, strategic planning and implementation, smart growth development, technology, tourism, transportation, utilities and zoning. I have worked and partnered with many organizations, including federal, state and local entities and non-profit organizations. I am a high performer, customer-focused, creative and dedicated individual. I will set a positive example of accountability, competence, hard work, ethics, leadership and professionalism to the organization and community. I have expertise in traffic improvements, comprehensive plans and event planning related to centennial celebrations.

My past experience and accomplishments in Deltona/El Paso/Tampa/Boston make me a strong candidate and an excellent fit to be the Interim City Manager for Belle Isle, FL. Thank you for considering my application.

Sincerely,

Jane K. Shang  
janeshang2@aol.com  
386-259-5624



**Jane K. Shang** 771 Mountain Ash Way, Deltona, Florida 32725

(386) 259-5624, email: janeshang2@aol.com

**SUMMARY**

Nearly 35 years of experience in government operations with expertise in the following areas:

- municipal, state (FL, MA, TX) and federal law
- customer service and organizational improvement
- emergency preparedness and storm management
- land use and zoning
- private public partnerships
- smart growth and work force housing
- transportation and multi-modalism
- communication/community consensus building
- economic development and redevelopment
- fiscal and labor management
- local government, especially Florida
- project development and management
- strategic planning and implementation
- utilities development and operations

**RELEVANT GOVERNMENT EXPERIENCE**

***City Manager, City of Deltona, Florida***

**June 2015-January 2020**

Deltona, the largest City in Volusia County (approx. 100,000), is located between Orlando and Daytona Beach. Deltona was incorporated as a City on December 31, 1995 and began as a retirement community. Being equidistance from Orlando and Daytona Beach, Deltona is a bedroom community (85%). The current vision is to transition to a diversified tax base and recruit/target businesses, restaurants and employment to create a sustainable community.

Duties and Responsibilities as City Manager:

- Oversee day to day operations with approx. \$170M annual budget and approx. 400 employees, excluding 83 contracted personnel from Volusia County Sheriff’s Office. Departments include City Manager’s Office, City Clerk, Finance, Information Technology, Planning and Development (including CBDG and SHIP funds), Building and Enforcement Services, Human Resources, Law Enforcement, Fire/Rescue, Public Works/Deltona Water, Parks and Recreation, and The Center at Deltona (new \$8.9M events/venue facility for rent).
- Prepare and submit the annual all funds operating budget, capital improvement program, Community Redevelopment Area Plan and budget message to the City Commission.
- Coordinate/direct federal, state, county and municipal officials; City departments and the public to optimize service and sound fiscal delivery to improve the quality of life for Deltona residents.
- Coordinate with Volusia County Emergency Management staff during hurricane season (Matthew and Irma) and maintain healthy reserves (\$8.1M, increased annually for inflation) for natural disaster relief.

Achievements:

- Awards:
    - Gus Dowels Humanitarian Award for Community Service (2022): NAACP, West Volusia Chapter/Deltona Dream Keepers.
    - Recognition by Boys and Girls Club for Humanitarian Contributions (2022): West Volusia.
    - Game Changer Award to City Manager (2020): Deltona Dream Keepers.
    - Deltona City Manager Recognition (2019): Guitars for Veterans, Deltona, Florida.
    - Deltona Citizen of the Year (2017): Deltona Dream Keepers.
    - City Manager of the Year (2016): Volusia League of Cities.
- \*11<sup>th</sup> City Manager in City’s 24 year history (as of 2020). Served almost five years when average tenure was 1-1 ½ years. Since 2020-2022 three City Managers have been hired.

- **Economic Development:**
  - Amazon fulfillment center: 1.4M square foot/\$100M facility opened in September 2020. 500 new and high paying jobs anticipated.
  - Halifax Hospital: \$160M state of the art facility and 20,000 square foot medical office building opened in spring 2020 to address Deltona’s medical needs. Hundreds of new and high paying jobs created.
  - Two new emergency care facilities (Halifax and Advent Health) constructed and valued at approximately \$25M.
  - Several hundred millions of dollars of commercial development in the queue/completed, such as Wawa, RaceTrac, Hardee’s, Burger King, Dunkin Donuts, McDonalds, Honest-1, and so on to create local employment and shopping opportunities.
  - 1000 new homes in various stages of rezoning, design and construction to address local housing shortage, housing diversification needs and promote home occupancy ownership as opposed to rental properties with absentee owners. Accessory dwelling units were also encouraged through zoning.
  - Manpower Group (Jan. 4, 2019) ranked Deltona as “#1 for net employment growth (37%)” compared to Tampa at 31% and Miami at 22%.
  - Created Community Redevelopment Area and managed Community Redevelopment Plan.
  - Built \$8.9M events facility to allow City to hold large entertaining and speaking events (ex. Ron DeSantis and Andrew Gillum, Governor’s Election).
  - Initiated on-line permitting and plans review for commercial and residential projects.
  - Coined the phrase “Deltona...A City on the Move” for brand recognition and marketing.
  
- **Fiscal:**
  - Developed first five year Strategic Plan which provides clear direction on City priorities.
  - Aa2 Moody’s Bond rating.
  - Provided resources to protect City IT system from being “hacked” by outsiders. No data breach and no payment to outsiders.
  - Obtained approximately \$15M in new grant funding from state legislature, Transportation Planning Organization and Volusia County for transportation and ecological/parks projects.
  - Lowered and maintained millage rate while providing new services, hiring additional staff, maintaining excellent employee health insurance, adding employee education benefits, providing employee raises and maintaining a balanced budget.
  - Brought diversity into the hiring practices as the NAACP was on the verge of filing a lawsuit.
  - Oversaw negotiations for a new solid waste contract with Waste Pro prior to expiration of contract term and initiated franchise fees for commercial hauling.
  
- **Public Safety:**
  - Worked closely with Sheriff’s Office to improve use of technology (license plate readers) and data to target areas. Crime is down by double digits.
  - Successfully negotiated two collective bargaining agreements with the Fire Department Union. Prior to my arrival distrust existed and negotiations were at an impasse requiring several hundred thousand dollars for labor attorney fees.
  - Successfully negotiated medical transport agreement with Volusia County.
  - Budgeted adequate reserves for hurricane disaster relief whereas some municipalities had to borrow funds for clean-up. Worked with FEMA on two hurricanes (Matthew and Irma) to address property damage and local flooding/drainage issues.
  - Lowered City’s ISO (Insurance Service Office) rating to bring insurance rates down.

**Deputy City Manager, El Paso, Texas**

**2008-2015**

El Paso is a border municipality located adjacent to Juarez, Mexico. El Paso’s population is approximately 700,000 and the metropolitan area, including Juarez, Mexico, is approximately 2.2 million.

Duties and Responsibilities as Deputy City Manager:

- Oversight responsibility for the following functions: airport, building maintenance, bus operations, engineering and construction, international bridges and trade development, parks management, streets and roadways, traffic management, economic development, finance, project planning and implementation, and service delivery.
- Development and oversight of over \$160M operating budget and \$1B Capital Improvement Program (“CIP”) to support economic development, street/transportation infrastructure and quality of life projects established by the public and the Mayor/City Council. Deliver projects on time and within budget to provide exceptional municipal services.

Achievements:

- Transformed the Sun Metro bus system from a near meltdown to the Outstanding Transit Agency of the Year. Obtained federal funding for the City’s \$145M Bus Rapid Transit ("BRT") program under the New Starts Program and for Transit Oriented Development supporting multi-modal transportation. Created Tax Increment Financing Zones to finance transportation corridors.
- Within the \$1B CIP, approximately \$500M was devoted to Quality of Life projects related to libraries, museum and cultural affairs, parks and zoo improvements. Projects include the siting, design and construction of a children’s museum, cultural center, downtown revitalization, library facilities, multi-purpose area, regional parks, Olympic size and competition swimming pool and zoo facilities. Initiated first three years of Quality of Life program.
- Initiated smart growth zoning and development at El Paso Airport, which has approximately 5000 acres available for development. Oversight of Tom Fazio designed municipal golf course.
- Negotiated and implemented the P3/560 Program to reduce border wait times at the City owned ports of entry. This program was one of five programs approved nationwide by the Department of Homeland Security. Worked with Economic Development to look at the City's international bridges as an economic asset for the City rather than for only transportation purposes.
- Secured funding at the Metropolitan Planning Organization to develop a CIP for International Bridges and the City’s bus system.
- Oversaw redevelopment of City Hall site to construct a baseball stadium for Triple A baseball games. Thoughtful redevelopment supports commitment to promote quality of life initiatives.
- Gained the respect of the ADA community by championing accessibility issues. I chaired the Accessibility and Transition Committee previously chaired by the Mayor.

**Director, Engineering and Development.** Hillsborough Area Regional Transit (HART), Tampa, FL **2004-2008**

Duties and Responsibilities as Director:

- Directed the overall development and construction functions of the authority including New Starts projects, development of regional impact projects, transit centers, roadway improvements, land use reviews, and facility planning and development related to a bus and streetcar system.
- Developed and oversaw budget planning, federal and state grant applications/reporting, environmental site assessment and NEPA compliance, site review, community outreach, alternatives analysis, travel forecasting/modeling, preliminary engineering and design, ADA compliance, cost forecasting and reporting, procurement through Requests for Proposals, value engineering studies, design and construction award, and budget/contract administration in accordance with generally accepted accounting principles.

Achievements:

- Planned, funded and implemented the Capital Improvement Program within budget and on time, including facilities to support the organization's growth.
- Worked with marketing to promote the preservation/revitalization of historic Ybor City.
- Saved the organization several millions of dollars by negotiating an agreement with FTA to grandfather work completed according to the New Starts program.

**Manager.** Logan Airport, Boston, MA.

**1996-2004**

Duties and Responsibilities as Manager:

- Responsible for legal, property and fiscal management of approximately 40 airline accounts at Logan International Airport consisting of approximately 700,000 rentable square feet of space and generating approximately \$110M-\$120M in annual revenues. Also responsible for the portfolio management of non-tenant air carriers and airline related entities such as Federal Aviation Administration/Transportation Security Administration (35+ leases), flight kitchens (2), aviation service operators (6) and commercial service operators (35) which generate approximately \$11M in annual revenues. Essential tasks include:
  - (a) Economic oversight of Massport's commercial real estate development function;
  - (b) Participation in processes to bring new air carrier tenants and businesses to Logan Airport; and
  - (c) Participation in the development of capital improvement and rehabilitation budgets for airport facilities and long term economic development.

Achievements:

- Kept Logan Airport in the black fiscally during a period when most airlines were not paying tenant fees due to the down turn in the aviation industry as a result of 9/11. Maintained a revenue stream of approximately \$130M.
- Dramatically improved airline relationships between large and small carriers operating at Logan Airport. Airlines worked as a team during difficult financial times.
- Successfully negotiated concession agreements to improve customer satisfaction and to improve airport revenues.
- Earned the respect of the airline community.

**Assistant Director.** MBTA, Boston, MA

**1990-1996**

Duties and Responsibilities as Assistant Director:

- The MBTA operates a multi-modal transit system, including bus, BRT, commuter boat, commuter rail, light rail and subway. I was responsible for negotiating financial agreements and obtaining all necessary property rights for transportation. Types of acquisitions include easements, partial takings within downtown Boston buildings, a sand and gravel operation, commercial/industrial land with ongoing businesses---various types of acquisitions necessary to create a new railroad right of way corridor, to build or expand station sites/layover facilities, to provide handicap accessibility, to build bridges, etc. Preserving the environment and historic character of the Boston community were priorities, as well as addressing climate change.

Achievements:

- Negotiated and acquired property rights vital to construction projects ranging from \$0.5M to \$600M, including the Central Artery Interfacing – “Big Dig” (the largest environmental project in the 90s). Projects also focused on multi-modalism to address traffic/parking problems.

- Developed excellent relationships with the public and public officials during all negotiations.
- Possess extensive business, construction, real estate and transportation experience as well as knowledge of public sector, administrative, contract, environmental and eminent domain law.

**Senior Real Estate and Contracts Attorney. 1987-1990**

Massachusetts Water Resources Authority, Charlestown Navy Yard, MA

Duties and Responsibilities as Senior Attorney:

- Chief legal counsel/coordinator for eminent domain and relocation projects for the MWRA. Responsible for negotiating/resolving property acquisitions (water/sewer projects, office space, landfill location) with private and public (federal, state and municipal) entities and compliance with federal and state regulations for the clean-up of the Boston Harbor to promote eco-tourism.

Achievements:

- Achieved over a 75% negotiation rate earning me a reputation for being fair and understanding. This was very difficult because very expensive homes (Boston suburbs) and pristine backyards were impacted. Saved the organization several hundreds of thousands of dollars in litigation costs.
- Participated in siting the location to build a facility to turn sludge into dry fertilization pellets.
- Addressed numerous environmental issues to provide infrastructure improvements while preserving the environment and Boston’s majestic waterfront.
- Successfully defended the organization against lawsuits aimed to stop construction of necessary infrastructure to clean-up the Boston Harbor.
- Earned high respects for my work despite the organization being the subject of numerous lawsuits and disliked for rising sewer and water rates.

**Assistant Corporation Counsel. City of Boston, MA 1986-1987**

Duties and Responsibilities as Assistant Corporation Counsel:

- Responsible for defending the City of Boston in court and before administrative bodies; researching and advising the Mayor and City Council as to policy making objectives; drafting legislation for passage; and acting as in-house counsel to City departments. Knowledge of federal and state procurement laws.

Achievements:

- Provided sound legal advice to the City of Boston.

**EDUCATION/MEMBERSHIPS:**

Brown University, A.B. 1980. Organizational Behavior/Business.

Suffolk Law School, J.D. 1985.

Admitted to Massachusetts Bar in December 1985.

CNU-A (Congress for New Urbanism) certified, 2011-2015

ICMA member and previously on Awards Committee

**REFERENCES:** furnished upon request

# JOHN J. DRAGO

## ECONOMIC DEVELOPMENT PROFILE

More than thirty years of extensive local government experience in managing and developing a wide range of economic development strategies to establish a high quality of life for communities, stimulate sustainable development and maintain the authentic character of communities

### SUMMARY OF NOTABLE ACHIEVEMENTS

Developed workforce/affordable housing models for urban city centers and suburban cores. The models produced a resilient pro-business platform for sustained private sector investments, reduced development costs without government subsidizes, and created density incentives and strategies for infill on current residential properties.

Created models for Branding, Placemaking, Smart Growth and Sustainable Economic Development. Models establishes a community's identity, vision and growth patterns.

Developed a CRA Enhancement Model that motivates private sector investments, reduces development costs for repurposing vacant buildings and properties, implemented urban sustainability accelerator (USA) schemes, establish policies for adaptive reuse of buildings in the future, improves curb appeal of existing buildings and protects the investments of buildings built on the perimeter of the CRA.

Formulated a Transit Oriented Development Model in conjunction with the Sun Rail System. FDOT used the model as part of their overall Sun Rail System marketing strategy for TODs along the entire rail corridor. The model was nationally recognized by the House of Representatives Transportation Committee and used as part of their federal commuter rail system TOD development program. Several communities in Central Florida applied the model to build TOD projects with great success.

Obtained \$418,000 in federal funding for the design of a Sun Rail Station.

Found a developer to build the first transit-oriented development valued at \$40M on the Sun Rail System corridor.

Developed a purpose-driven development code from a community vision workshop which established regulations and processes that can quickly align with changing development paradigms, created separate and well-defined development districts to control the type and rate of growth, formulated a clear set of regulations that provided predictability to the private sector and empowered developers to accept more responsibility for their development outcome as predetermined by the community. The code was adopted.

Created a streamlined development review and approval structure that reduced the total approval time, shrunk overall development cost for developers, established a Citizen Awareness and Participation Plan to ensure effective citizen participation relative to mitigating issues that impacts residents and eliminated traditional zoning. The structure was included as part of the new purpose-driven development code.

Developed a historic preservation and development code for a national registry historic district based on feedback for a vision workshop. The code established a structural forensic audit (SFA) process to preserve contributing structures from total demolition – the process exceeded federal requirements. The code also allowed current building materials to be incorporated into renovation projects to maintain the original appearance of the building and reduce maintenance costs. The code was adopted.

Managed the completion of a comprehensive marketing analysis to determine community demographics, and retail and housing trends for the purpose of targeting appropriate developers for redevelopment projects. The analysis findings provided for securing several developers to build 4 mix use (retail, office, and housing) projects estimated at approximately \$100 million.

Collaborated in the preparation of two grants totaling \$5 million for a 230 acre 5000 person population town center to acquire: public space for placemaking, 50 acres of environmentally sensitive lands (including a 300 year old hickory stand) for preservation and rights of way for public infrastructure improvements. The town center comprised 300,000 square feet of retail (medical and personal services, grocery store, restaurants and professional offices), and 2000 residential units (single and multi- family homes and a senior living facility). Walking trails were constructed in and around the town center to facilitate a 10 minute walk to the town center. 500 new jobs was created.

Negotiated a voluntary annexation agreement with a Fortune 500 Company to construct a large retail project which upon completion added approximately \$100,000 in new tax revenue annually and created 250 new jobs.

Planned and administered the design and implementation of a \$2 million downtown economic revitalization project utilizing CDBG funds. The project outcome resulted in 100% of the store fronts being leased.

Developed strategic and tactical schemes utilizing; mapping with next step approach, boundary of success development model, investment-based budgets, and organic development systems. The outcomes of the schemes in combination with one another produced an organizational culture of facilitation rather than regulation, created valuable places – not projects, adopted sound public policies for community development that is less controlling and more adaptive to changing economic environments, built a purpose-driven community development culture that increased entrepreneurial activity, and created jobs.

## **JOHN J. DRAGO**

### **Management and Leadership Style**

Innovation is a hallmark of my management and leadership style. Upon assuming the duties of a new organization I develop a clear vision of strategies and possibilities, and a clear understanding of what can drive the organization to create and implement ideas. I am most comfortable devising a general structure and working with key stakeholders to establish strategies to achieve their stated goals. I evolved my management and leadership style to provide a value-added perspective to the work of staff. Leading the effort to collegially develop organizational building blocks and measuring performance against those factors empowers staff to apply the job skills and knowledge they possess in a secure, comfortable yet highly productive manner. The collective intelligence of the organization is then unleashed to the benefit of the public. The number one tenet I have instilled in organizations I have managed has always been the requirement for the organization to serve its customers instead of its customers serving the organization.

Many of my accomplishments required the recruitment and subsequent training of qualified, motivated people. I emphasize teamwork while developing individual managers and employees' confidence to empower their staff to make decisions appropriate to their work. Any organization is only as good as its people and I believe that we do our customers a disservice if we are not pro-active in maximizing our employee's abilities to serve our customers in a timely and effective manner.

What I also bring to your organization is an ability to solve problems rapidly should they occur, to foresee potential problems and implement strategies to avoid them. I bring the ability to interact effectively with people from a wide variety of ethnic and socioeconomic backgrounds as well as the ability to work effectively with the media.

My management and technical skills obtained from my life experience can easily transcend any one industry or business. I have developed work environments that demand openness, approachability and transparency while engaging customers with respect.

The demands imposed upon me over my 30 year career managing public/private organizations have sharpened and honed my managerial skills and abilities to accomplish my employer's goals. This experience has given me a firm foundation for obtaining optimum results within the cost, operating constraints and pressures of "produce or perish" environments common upon managers today.



February 27, 2023

Katrina Powell b.

Applicant: Interim City Manager

**City of Belle Isle**  
**1600 Nela Ave**  
**Orlando, FL 32809**

**Attn: Mayor and City Council**  
**Mr. Bob Francis, City Manager**

Re: Interim City Manager Position

Dear Mayor and City Council,

Thank you for the opportunity to apply for the Interim City Manager position you have available in Belle Isle. Hopefully, after reviewing my resume, you will find my experiences at the local government level, in the military and in a non-profit, are a great fit for your team.

Over the past twenty plus (20+) years, I've served primarily as a City Manager or in C-Suite leadership roles in Florida, Michigan and Virginia; recently, I've made the personal decision to pursue a position that is in line with my passion for public service back in the state I've called home since 1994; I'm working as a consultant for my current employer, remotely, while they search for my replacement as I made the move back to the Orlando area from VA late last year; I'm strategically looking for a position where I can provide exceptional service and make a valuable contribution to the overall public environment. I've spent the majority of my career working to bring positive solutions to communities, thus creating successful opportunities for growth for both the community and me; I would love to apply that knowledge and experience for Belle Isle.

I enjoy meeting new people and possess outstanding verbal and written communication skills. I can convey information in a concise and efficient manner, so I'm comfortable conducting meetings, presentations and speaking to public groups. Having worked in small communities where multiple hats are worn, I've worked as a Parks and Recreation Director, Finance Director, Public Information Officer, have led emergency response teams during three (3) hurricanes in 2004, implemented an electronic online meeting agenda program, and a Customer Response Management system (CRM), in two of the cities I've served in Florida and Michigan. I've worked on many capital/special projects and as a lobbyist. My skills in operational & budget oversight, as well as directional leadership are proven and documented.

My career profile includes working with a variety of communities where I've provided efficient and professional services to enhance their profile and have in-depth experience in cultivating meaningful relationships with all stakeholders including, economic development partners, area businesses, chambers of commerce, business, education and community leaders. I'm confident these strengths will readily translate to bringing value to your community and this position.

Having served in the military for twenty (20) years and worked in local government for the majority of my career, I embrace change that brings value, and thrive in an environment where multi-tasking is imperative. I am a 'go getter', with personal integrity, morals and flexibility.

My resume includes some, but not all, of my career successes. I'm hopeful we can meet to discuss my accomplishments and experiences that qualify me as an excellent candidate for the position and how I can contribute to the success of the City of Belle Isle team.

If selected for an interview, I'm available to meet within a couple of days notice. Thank you for your time and consideration and I look forward to hearing from you soon.

Respectfully,



Katrina Powell

# KATRINA POWELL

APPLICANT: INTERIM CITY MANAGER

b.

## INTRODUCTION

A dynamic, innovative, passionate and resourceful leader with proven organizational, analytical and consensus building skills; manages with a fluid, team forward, collaborative style, but makes difficult and time sensitive decisions when necessary.

Extensive work in local government management, economic development, community relations, utilities/project management, fund raising, marketing and finance, within diverse communities/environments, for more than twenty (20) years.

## POSITION RELATED HIGHLIGHTS & EXPERIENCES

**Executive Director** | Southern VA Higher Education Foundation, South Boston, VA | November 2018 - Present

Serves as the Chief Executive Officer recruited to turn around organization's fundraising and operational performance, driving growth to achieve long-term sustainability. Manages profit & loss and all core functions: community/public relations, marketing, fund raising, operations, training & development, finance, technology systems and grant management. Responsible for influencing donors and closing Major Gift donations (\$100k-\$1m+), managing ten (10) educational scholarships, seventeen (17) Board Members, 3 employees and over \$20m in assets.

- Increased lapsed donor contributions by 53% during worldwide pandemic using personal touches via 'Corona Calls' (wellbeing checks), letter writing campaigns, increased social media presence, etc.;
- Built short/long term relationships boosting new donors by 61% within two (2) years;
- Created three (3) annual events, exceeding organizations goals every year;
- Added three (3) additional Scholarships for students totaling over \$300K through relationship building strategies;
- Raised over \$400k in two (2) years by increasing social media presence, personal touches, community & Board involvement, campaigns, etc.;
- Invested \$500k creatively with annuity providing 26% return in first year; previously in low interest bank account earning \$2,500 a year;
- Creates and produces promotional media and videos for events and overall Foundation marketing;
- Increased Google Search Engine Optimization (SEO) from twenty-three (23; fair) to fifty-six (56; strong), thereby building brand awareness about organization and its mission;

**Vice President, Municipal Services** | Munetrix, Auburn Hills, MI  
February 2018 - November 2018

Served as Vice President for one of nations largest aggregators of municipal data, providing public sector solutions, overseeing all local government services; government leadership consulting, securing new municipal subscribers, providing customer outreach at trade shows, and creating strategic plans for communities.

- Created strategic plan for two (2) mid-size Michigan communities facing future financial failure; responsible for community outreach and marketing for events; over 120 attendees;
- Increased client base with nine (9) new local government contracts in six (6) months; produced over \$120k in revenue;

## CONTACT

Mobile: 407.492.0164

Email: [katrinapowell@itsthekp.com](mailto:katrinapowell@itsthekp.com)

LinkedIn: /katrinapowell-68kp

## EDUCATION

University of Maryland, University College  
BS, Business Management

University of Richmond, Richmond, VA  
Certificate: Fund Development Institute

Florida International University, Miami, FL  
Certificate: Academy of Strategic Management

## CONTINUING EDUCATION

Harvard John F. Kennedy School Executive  
Education: Mobilizing Your Non-Profit Board

Orlando Economic Partnership, Orlando, FL  
Certificate: Political Leadership Institute

International City Managers Association:  
Scenario Planning | Managing in Difficult Political  
Environments | Building Trust in Local Government

University of Central Florida:  
Developing Leadership Skills | Motivation for  
Leaders

Department of Homeland Security:  
Advanced Public Information Officers Course  
FEMA: 2022: ICS-100, 200,700,800, 2200

St. Petersburg College, Allstate Center:  
Effective Media and Marketing Skills for Public  
Information Officers

## MILITARY SERVICE

1988-2008 United States Army (MSG/E8 Ret.)  
Active Duty and Reserves | Gulf War Veteran:  
Career Counselor/Recruiter- 14 Years  
Diet Technician/Cost Accountant-6 Years

## LICENSES

Real Estate Sales Associate-Florida:  
SL 3208127 (Current, Inactive)

## INFORMATION TECHNOLOGY

Typing: 65 WPM

Operating Systems: MAC | Windows

Microsoft Office 365

Mapping: ArcGIS

Financial: Quickbooks | BS&A | HTE | Munis | Tyler  
Technologies | Workday

Fund Raising: Donor Perfect | Raiser's Edge

Graphic Design: Canva | Corel Draw | Adobe  
Creative Suite

Analytics: Google /HotJar

Purchasing: DemandStar | BidNet | OpenGov

Misc: People Soft | Slack | Salesforce | Tableau

Website Design & Development: Wordpress |  
Square Space

## PERSONAL INTERESTS

Dog Mom | Hobbies: Landscaping/Gardening,  
exploring the world through travel, reading,  
motorcycle riding, golf, beach life antics & following  
local government politics.

# KATRINA POWELL

b.

APPLICANT: INTERIM CITY MANAGER

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## **City Manager** | City of Hamtramck, MI | November 2014- July 2017

Served as Chief Executive Officer for MI designated Financially Distressed City; 28k+ population in 2 sq. miles in center of Detroit city; recruited and appointed by MI Department of Treasury and State's Governor to provide direct oversight of day to day operations, of ten (10) departments; thirteen (13) volunteer boards; 125 FTE, 30 contractors; \$17m general fund budget; worked with a Mayor and six (6) Council members to create and implement policies governing the City, while transitioning City from State to local control.

- Responsible for preparing the City's Budget; increased fund balances across all funds from three percent (3%) to over thirty-five percent (35%) in just two (2) years;
- Successfully collaborated with Hamtramck School Board and Detroit City Football Club (DCFC), a minor league soccer team, to move team, retail and team operations to Keyworth Stadium (HSB owned) from Detroit; brought approximately 7,500 fans to community for home matches;
- Collaborated with private entities, crowd funding and wrote grant to raise funds for design and rehabilitation of 1 of 12 remaining Negro League stadiums resulting in receiving \$50k from National Park Service Civil Rights Program Grant for restoration efforts ;
- Built Public- Private partnerships with multiple entities resulted in designing, constructing/renovating 3 City parks in first 8 months; transformed City Center and City's largest park (Veterans Park);
- Deployed a Citizen Request Management System (CRM); SEE CLICK FIX
- Administered Downtown Development District (DDA); responsible for financial oversight i.e., parking, Tax Increment Financing, budget; business recruitment and negotiating development agreements; engaged merchant community with exciting and informative gatherings; produced/promoted/oversaw community events, ribbon cuttings, etc., via social media, conventional media and local community outlets; solicited public-private partnerships (ex: Mitch Albom's Charities, Detroit's Institute of Art (DIA), General Motors), etc.;
- Created City's Marketing Tagline: 'The World in Two Square Miles' used for all marketing and City brand awareness; immigrant community representing over 30+ countries;
- Oversaw bonding/construction of \$6.5m multi-phase sanitary sewer rehabilitation project connecting 1400 lineal ft of 60" concrete pipe to interceptor system; installed over 10,000' of cured in place pipe liners and 144 spot liners throughout city;'
- Negotiated 2 Collective Bargaining Unit contracts (Fire & Public Works/General Employees), maintaining labor peace while holding line on costs;

## **President & CEO** | Municipal Fleet Services, LLC, Longwood, FL | April 2011- November 2018

Entrepreneur served as Chief Executive Officer; provided direct oversight for day to day operations for fleet of over 500 vehicles; 32 contractors; \$500k assets; senior executive with success achieving revenue, profit and business growth within a start-up and rapid change environment.

- Created business from start-up to twelve (12) local government contracts in first two (2) years;
- Produced marketing presentations, tradeshow exhibitions and demonstration products; developed highly effective sales approach that emphasized personal service, consumer education and relationship building;

## **City Manager/Interim Finance Director** | City of Longwood, FL | February 2009- April 2011

Served as Chief Executive Officer; 15k population; provided direct oversight for day to day operations of six (6) departments, 155 FTE, \$26m budget; proactively worked with Mayor and five (5) City Commissioners, eight (8) volunteer boards to create and implement policies governing the City. Served as Interim Finance Director for three (3) months prior to appointment as City Administrator. Served as lobbyist for city related issues at local, state and federal levels as needed.

- Created GIS-Webtech Portal for available commercial properties and community data for economic development; Implemented Citizen Request Management System (CRM); See Click Fix
- Negotiated sale and closing of privately owned lots and City owned properties, to Florida Department of Transportation (FDOT), for Multi-Modal station, parking structures, mixed-use properties and green space for Commuter Rail station; worked with various entities. to design Sunrail/Inter-Modal stations and surrounding areas, resulting in over \$700,000 in savings over original FDOT design;
- Negotiated and closed sale of property with private owner, within 3 months for new, (LEED) Certified Gold Public Works Facility; collaborated with in-house engineer on design; facility was constructed, operations and equipment moved from old facility to new construction within seven (7) months;
- Designed and began construction of Park featuring large amphitheater, two (2) pavilions, basketball/tennis courts, splash pad, walking trail with serenity labyrinth, exercise equipment, playground, fishing dock, parking and restrooms;
- Conducted public meetings and charettes, about City's Transit Oriented Development (TOD) district; TOD estimated to generate over \$5m in revenue;
- Negotiated 3 Collective Bargaining Unit contracts (Police, Fire, Public Works); eliminated 1 General Employee unit due to positive change in Personnel Policy representing general employees;

## **Real Estate Sales Associate** | SL 3208127 | February 2008- Present

Marketed, negotiated and closed sales on executive homes, Mixed Use Developments/Planned Unit Developments (PUD) and commercial real estate in Central Florida region; Assisted developers in obtaining Affordable Housing Incentives for mixed use and residential developments; experience with REO and Bank Owned markets involving rehab renovation, property management, marketing and investor relations.

## **City Manager** | City of Fort Meade, FL | August 2005- May 2007

Served as Chief Executive Officer, Utilities Director (Electric Distribution, Natural Gas, Water/Sewer), City Clerk, Purchasing Agent; 7500k+ pop., 65 FTE, 40 volunteer fire fighters; \$17m budget; Mayor and 4 City Commissioners; provided direct oversight for day to day operations of four (4) utilities, land development/economic development, finance, and property owner for senior adult mobile home community.

- Responsible for setting electric, natural gas, water & sewer rates for residents and customers of all utilities;
- Served as Chairman of St. Lucie Nuclear Power Project/Plant for Florida Municipal Power Agency FMPA; member elected Executive Committee member;
- Implemented successful grassroots initiative, "Takin' It to the Streets", seeking feedback from residents and business community, encouraging questions & answers fielded by Department Directors and District City Commissioners; standing room only participation;
- Accomplished replacement of Entitlement Community Development Block Grant (CDBG) funding through County, to Small Cities Grant with funding directly from State CDBG program, resulting in first year recipient of maximum award \$700,000;
- Oversaw rebuilding of hurricane Charley damaged Historic Downtown and Museum with assistance from FEMA; responsible for funding reimbursement paperwork;
- Produced monthly column for local newspaper called "City Manager's Corner", providing important information on upcoming projects and/or issues impacting the community;
- Provided out-of-the-box thinking by placing City's surplus equipment on EBay, thereby producing a net of \$14,500; was featured on newscasts and in newspapers statewide, thus prompting requests from other Cities on process; two (2) cities were successful;
- Oversaw the bonding, construction and completion of 3.5 million gallon per day (MGD) wastewater treatment plant;

## **Assistant to City Manager/Interim Parks & Recreation Director** | City of Deltona, FL | June 2001- August 2005

Served as Second in Command responsible for day-to-day operations and special projects; 100k population; 21 departments, 400 FTE, 82 contracted positions; \$170m budget; incorporated in 1995;

- Served as Public Information Officer; coordinated hurricane emergency information distribution team of 20 + personnel, in aftermath of three (3) hurricanes; went door to door/manned information, water and medical supply distribution city-wide; operated Citizens Information Center; provided interviews to media concerning flooding of one thousand (1,000+) homes due to eight (8) feet of rain in 2002;
- Coordinated and provided project management oversight for organizational programs and projects i.e. implemented seniors program for over 16,000 senior citizens; completed study on universal street lighting presenting negative economic effect on city resources vs. creating districts for street lighting paid for by residents desiring lighted neighborhoods; coordinated
- Effectively prepared Volusia County' Environmental, Cultural, Historical, Outdoor (ECHO) grant resulting in \$1.5m for sports complex;
- Lucratively applied for Florida Recreation Development Assistance Program (FRDAP) and awarded \$500,000 for park project;
- Interim Director of Parks and Recreation for one (1) year; \$3.5 million budget, twenty-eight (28) employees; oversaw construction of Dewey O. Boster Sports Complex encompassing 65.77 acres of lighted Soccer Fields, a Football field, Nature/Jogging Trail, Playgrounds, Concession Stand and Stage;
- Oversaw construction of Tony Hawk designed Skate and Bicycle park; created opening day event with over 1k in attendance;
- Reorganized department allowing the elimination of four (4) unfilled positions, reducing salary budget by \$150,000;
- Managed bid process, construction and relocation of new City Hall Complex;

## **Community and Customer Relations Manager** | Florida Power Corporation, FL | June 1995- June 2001

Oversaw 5 District Offices in Central Florida Region providing Customer Service for power connects, disconnects, bill payments, sales, fraud investigations, economic development through Community Relations, etc.; worked in Call Center (6 months);

- Managed 25 Customer Service Representatives, 10 Community Relations Associates, 5 Administrative Staff, 2 Fraud Investigators;
- Leader in Central Florida region in sales of products and services for 3 years;
- Selected to serve on 'Out of the Box' Thinkers committee created by the CEO, due to innovative processes created for district;
- Served as Chairman of Central FL FPC Grassroots Political Action Committee (PAC);

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## COMMUNITY RELATIONS/VOLUNTEER BOARDS/COMMITTEES

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- 2001 - Present

### **Florida City/County Managers Association (FCCMA)**

- 2018-Present

### **Association of Fundraising Professionals (AFP)**

- 2015-Present

### **Society for Human Resources Management**

- 2011- Present

### **Rotary International**

- 2001 - 2018

### **International City/County Managers Association (ICMA)**

Full Member

- 2014-2018

### **Michigan Municipal Executives (MME)**

Advocacy Committee | NextGen Committee

- 2015-2018

### **South East Michigan Council of Governments (SEMCOG)**

Transportation Coordinating Council Member

- 2011-2014

### **Central Florida Crimeline**

Board Member/Nominating Committee Chairman

- 2009-2011

### **Central Florida Commuter Rail Commission**

Technical Advisory Committee

- 2001 - 2008

### **Florida Public Relations Association**

Great Communicator Award-Volusia County 2005

- 2012 - 2014

### **Seminole County, FL Planning and Zoning Board**

Vice Chairman

- 2012 - 2014

### **MetroPlan Orlando Citizens Advisory Committee Member- Seminole County, FL**

By-Laws Committee

Board Member

- 2011-2014

### **Orlando Health: Women's Advisory Council**

2012- Chairman, Champagne and Couture Fundraising Event: raised \$36,000

- 2011 - 2014

### **Seminole Regional Chamber of Commerce- Longwood Area Council**

2013-2014- Chairman; Created successful Longwood's Lunch & Learn | 2011-2013- Board Member

- 2011 - 2014

### **Florida Municipal Power Agency (FMPA)**

Chairman St. Lucie Nuclear Power Project/Plant | Executive Committee Member | Board of Directors

- 2005-2007

### **Florida Gas Utilities**

Chairman | Executive Committee

- 2005-2007

### **Florida Municipal Electric Association**

Mutual Aid Committee Member

# Lynne Ladner – ICMA – CM, SHRM-SCP

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b.

February 27, 2023

Bob Francis  
Manager, City of Belle Isle  
1600 Nela Avenue  
Belle Isle, FL 32809

RE: Interim City Manager – City of Belle Isle, FL

Dear Mr. Francis.

I am writing to express interest in the position of Interim City Manager for Belle Isle, Florida. I am confident that my skills and experience align well with the qualifications you are seeking for this position and my experience in various communities in Florida and throughout the U.S. in full-service communities overseeing police services, managing, researching, and applying for grant funding for major projects, obtaining human resources professional certifications to better inform and develop policies and support organizational human capital, and project management for capital projects.

My open communication style and willingness to meet with residents is a cornerstone of my customer service philosophy and lays the foundation for how I will work with the community, adjacent communities, partner organizations, and the state and federal legislatures for the benefit of Belle Isle.

As you can see from my resume, I have extensive experience in public service, including serving as an Interim Manager and Interim Department Head of Finance and HR. I am a leader who brings integrity, strategic focus, and vision to public service, and have experience working with local government. I have a record of success in developing and negotiating collaborative relationships with other governments and agencies.

I am experienced in developing and implementing performance standards for both staff and programs. I have a strong budget development background and experience in successfully pursuing grants and leveraging resources. Additionally, my experience in managing and leading teams will be an asset to your organization.

I am excited about the opportunity to bring my skills and experience to the City of Belle Isle and contribute to the success of the community. Thank you for considering my application. I look forward to the opportunity to discuss my qualifications further.

Sincerely,

Thank you for your time and consideration.



Lynne Ladner – MPA, ICMA- CM, SHRM-SCP

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## Professional Summary

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Strategic executive administrative professional with experience impacting business direction with successful leadership decisions and key plan development and implementation. Highly dependable, ethical, and reliable specialist, and leader that blends advanced organizational, technical, and business acumen. Works effectively with cross-functional teams in ensuring operational and service excellence

### Career Experience

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**Town of Ocean Ridge (1,816)** 9/2022 – Present  
Interim Town Manager/Finance Director Ocean Ridge, FL

Provide contracted short-term assistance during the transition to a new permanent town manager to enable the community to effectively ensure continuity of service delivery during the transition period

- Identified new financial management software and presented it for Commission approval
- Assisted departments in moving FY 23 capital projects forward including the construction on new Public Works storage building, IT Refresh project for Police Department, stormwater drainage project, and waterline replacement project.
- Assisted with the final FY 23 budget hearing, adoption, and entry into financial management software
- Complete FY 22 year-end journal entries, closeout, and preparation for annual audit.

**City of Pahokee, FL (5,394)** 5/2022 – 8/2022  
Contracted Interim Finance/HR Director Pahokee, FL

Provided month-to-month contracted assistance during the transition of a new city manager to enable the manager to effectively build the City's leadership team while having the confidence that internal city services are being managed in the short term.

- Assist current finance staff with implementing current audit findings and any unresolved findings from previous findings
- Led the Finance department in regaining regulatory compliance with financial reporting compliance by assisting with preparing for the FY 2021 Audit submission, preparation for completion of the FY 2022 Audit
- Assist Interim City Manager in preparing for FY 23 budget development and adoption process
- Provide a detailed evaluation of the Personnel Handbook including detailing areas of risk due to outdated or missing policies and identifying best practices/policies which can be adopted or modified to meet the community's needs.
- Assist with the onboarding of new employees ensuring all employment and benefits paperwork is completed in a timely manner and employees are provided employment expectations and objectives.
- Bid and recommend employee benefit program options and alternatives to maximize options for employees while minimizing costs to the city and employees seeking to improve employee retention and recruitment.
- Engage with Property and Liability insurance carrier to facilitate better risk management.

**Imagine That Performance** 1/2022 – Present  
Senior Consultant Tampa, FL

Provide a collaborative environment where consultants and local government leaders strive to learn and implement evolving leadership principles, nurture trusting teams, advance employee development, expand citizen participation, and further community trust.

- Provided interim municipal executive management services as Interim City Manager and Interim Department Head of Finance and HR
- Completed special human resources projects including evaluations of organizational Personnel Handbooks, review of position Job Descriptions, development of Job Descriptions for new positions and determination of competitive compensation

**Merit Network** 6/2021 – 1/2022  
Community Member Engagement Manager – South Central Region Ann Arbor, MI

As a member of the Community Engagement Team, I am responsible for generating and following up on leads with qualified organizations to collaborate on providing a variety of technology services including Internet, Merit Voice, Cyber Security, Workshops and training opportunities for individual organizations.

- Work with client representatives to identify their technology infrastructure and current and future need and how the Merit suite of products can assist them with achieving their goals
- Collaborate with internal stakeholders to deliver high-quality reliable services to meet client project schedule



- Identify resources for organizational collaboration with outside entities to expand and partner on Merit projects and services.

**Town of Kenneth City (4,994)**

4/2021 – 6/2021

Interim Town Manager/Chief Administrative Officer

Kenneth City, FL

As the Interim Town Manager, I was tasked with the responsibility of managing the transition of the community following the separation of the previous manager and the entire administrative staff from the Community. This included ensuring continuity of business and daily operations in the absence of a town clerk, HR director, reception staffing and finance responsibilities other than payroll and A/P.

- Developed recruitment advertisement and brochure for long-term Town Manager and Town Clerk positions
- Opened contract negotiations with the Police Benevolent Association to hear the requests of the bargaining unit for the new contract term
- Met with Council members and residents to understand the challenges that existed as a result of the extended period of leadership vacancies at the manager and clerk level and identified ways to begin to restore community trust by providing greater access to information through the city website.
- Responsible for updating and maintaining HRIS system through Centrally HR including new employee onboarding, employee termination, changes in benefits and income, and verifying and approving time-off requests.

**City of Hart (2,084)**

7/2018 – 4/2021

City Manager/Chief Administrative Officer

Hart, MI

As city manager of Hart, I was responsible for the day-to-day operations. Responsibilities include making recommendations to the mayor and other city leaders on a variety of issues, including budgets, personnel needs and project costs. I focus on the practical, everyday responsibilities of running a city as well as long-range programs that benefit residents and work with various heads of department to identify and resolve issues facing the community.

- Obtained CDBG Grant funding for Downtown Pocket Park totaling \$398,290 in grant funding for completed in 2021
- Executed insurance RFP and renewal processes for all City insurances including property, Workers' Compensation, general liability and employee benefits generating savings of over \$25,000 annually while expanding and improving coverages.
- Entered Intergovernmental agreement with Oceana County to provide assessment services to the City upon the retirement of the City's assessor saving the City over \$30,000 annually.
- Proactively identified and solved complex problems impacting operations management and business direction including compliance with Administrative Consent Order and Federal Energy Regulatory Commission requirements for hydroelectric dam
- Developed and integrated COVID-19 Workplace Preparedness and Response Plan, identifying strategies for ensuring employee and customer health and safety in the workplace, public buildings and public spaces
- Prepared and implemented updated personnel handbook with policies related to: Zero Tolerance Drug Use, Organizational Credit Card use, and implementation of employee job descriptions
- Planned and executed annual budgets with revenue and expenditures in excess of \$11 million annually

**City of South Lyon (11,805)**

2014-2018

City Manager/Chief Administrative Officer

South Lyon, MI

As city manager my responsibilities include managing the collective bargaining agreements with local law enforcement, sanitation, and city workers. Critical project work to ensure water supplies for city were safe and made critical investments future of clean water supply.

- Addressed the challenges of extensive growth in the community and adjacent townships that tax multiple levels of infrastructure including water, wastewater, streets and storm water.
- Successfully negotiated multiple Collective Bargaining agreements with unions representing Police Command, Patrol, Public Works/Water/Sewer and Clerical. Ensured all parties were represented fairly and negotiations came to a successful outcome.
- Wrote and executed RFP process for selecting a 24-hour IT services company for all city departments to reduce downtime and to ensure archiving compliance.
- Oversaw completion of \$4 Million water main replacement project partially funded by Drinking Water Revolving Loan funds. This project was critical to ensure safe drinking water and with the use of the revolving loan the financial impact to the city was reduced significantly.

- Oversaw the implementation of new technology for the City’s financial, building and utility billing systems to improve efficiency, expand customer service offerings and enable the City to accept online bill payments. This dramatically change how the city could send invoices and accept payments.
- Responsible for the development and administration of the City budget in excess of \$10 Million annually. The budgeting process is critical to the overall success of the city and future planning for capital investments.

**City of Hiawatha (3,246)**

2006-2013

City Administrator/Chief Administrative Officer

Hiawatha, KS

Appointed by the City Council, the City Administrator is responsible for ensuring the policy decisions made by the City Council are executed and for the timely and cost-effective delivery of the City's public services. Responsibilities include managing the City budget, carrying out City Council goals and policy decisions, overseeing day-to-day operations of the City, delivery of public services in an efficient manner, and informing and advising the City Council of any and all City matters.

- Successfully obtained Federal Grant dollars for the second phase of downtown streetscape redevelopment in the excess of \$500,000 in federal share for FY 2012.
- Obtained \$500,000 Community Development Block Grant through a competitive process for sewer distribution system rehab and reconstruction for FY 2012.
- Authored successful grant applications bringing \$838,000 in grant money to the community for FY 2011 equaling 15.4% of the overall budget.
- Execute strategies for service delivery while managing an annual budget in excess of \$5.6 million controlling costs, decreasing tax mill levies, and reducing staffing levels by 10% while scheduling multiple capital improvement projects for FY 2012
- Function as administrative and leadership liaison to various boards and community committees; including Hiawatha Foundation for Economic Development, Hiawatha Convention & Visitor’s Bureau, Planning Commission, and Board of Zoning Appeals
- Effectively coordinated public-private partnership project and managed the completion of the relocation of City administrative offices to the newly renovated Francis Sewell Plamann History Center.
- Managed economic development department including the development of a comprehensive incentive program for new lodging development, facilitated the development of new commercial development between local property owners and two new national franchise businesses scheduled to begin construction in the spring 2012
- Development of the Hiawatha Fitness and School Trail awarded a \$21,500 grant from the Sunflower Foundation and \$782,967 from the Federal Transportation Community and System Preservation program.

**Education**

**Masters Public Administration**

*Grand Valley State University – Grand Rapids, MI*

**Bachelor of Science | Political Science**

*Grand Valley State University – Allendale, MI*

**Senior Executive Institute**

*University of Virginia – Charlottesville, VA*

**Activities & Organizations**

*International City/County Management Association, Class of 2014 Leadership ICMA Graduate, Credentialed Manager*

**Florida City/County Managers Association**

**Palm Beach County City Managers Association**

**Florida Government Finance Officers Association**

**Government Finance Officers Association**

**Society for Human Resources Management – Senior Certified Professional**



## Peter Cavalli, MPA

813.420.5891 [peter.cavalli@me.com](mailto:peter.cavalli@me.com)

3204 W. De Leon Street, Unit B Tampa, FL. 33609

### Profile

Enthusiastic Public Administration Generalist with 15+ years experience working in local government, public works/utilities, emergency management and education/training. Specializes in small local governments with populations less than 10,000.

Focused on relationship building, creating win-win opportunities and developing a harmonious and well educated staff.

### Experience

TOWN MANAGER, TOWN OF KENNETH CITY, FL  
KENNETH CITY, FL. - 2021 TO 2022

Chief Administrative Officer of the Town of Kenneth City (pop. 5000+)  
Was tasked to reconstitute the Town’s Management Personnel, Policies and Procedures as most of the Town’s Leadership in left employment in 2020.

PUBLIC WORKS PROGRAM COORDINATOR, PUBLIC WORKS ACADEMY @ PINELLAS TECHNICAL COLLEGE  
ST. PETERSBURG, FL. - 2011 TO 2021

Coordinate the Nation’s Oldest and Most Recognized Public Works Academy in the Nation. Coordinate with instructors, provide certification training in three areas: Cadet, Apprentice and Continuing Education programs . Manage Annual Strategic Planning Process. Technical Support and website administration..

COMMUNITY SERVICES / IT DIRECTOR — CITY OF BELLEAIR BEACH, FL  
BELLEAIR BEACH, FL. - 2005 TO 2011

Budget planning & Control: Plan, propose, defend and monitor operations & capital budgets; Interface with City Council, Boards and Committees.

Operations Management of Infrastructure Services (6 functional areas):

- 1) Beach, Waterfront & Marina; 2) Transportation; 3) Parks & Public Areas;
- 4) Facilities, Vehicles & Equipment; 5) Env. Management and 6) Emergency Management

Management of Information & Public Communications Systems

Serve as IT Director and Administrator of Municipal Network; Webmaster of [www.cityofbelleairbeach.com](http://www.cityofbelleairbeach.com); Government Access TV Channel 615

Responsible for Emergency Management, Response, and FEMA Reimbursement.

Served on the Transition Team as the City changed forms of government from a Strong Mayor form to that of a Council/Manager (City Manager).

Developed agency policies, purchasing methods, technology policy and significant amount of public presentations including Boards and Council(s)

SPECIAL PROJECT COORDINATOR - CITY OF ST. PETE BEACH, FL  
ST. PETE BEACH, FL - 1999 to 2005

Research Projects for City Council, City Manager, Department Directors and Boards  
Conducted information searches, surveys, and field investigations on a broad range of topics such as tsunami risk exposure, potential revenue sources, grants. infrastructure needs and grant opportunities

**Co-Manage Municipal Volunteer Response Team**

Work with Fire Department to train and manage a cadre of 100+ volunteers to assist the City's departments during public events & natural disasters

Manage National Pollutant Discharge Elimination System (NPDES) Program

Coordinate program and submit NPDES Annual Report to FDEP regarding Permit # FLS 000005 and the City's stormwater management efforts..

**Public Education, Events and Publicity**

Coordinate National Public Works Week Fair; Authored Articles & Make Presentations for internal and external audiences on a wide variety of topics;

**Education**

University of South Florida, Tampa — Masters in Public Administration (MPA) - 2006

University of South Florida, Tampa - Bachelor of Science Environmental Science and Policy (BS) 2006

University of South Florida, Tampa - Bachelor of Arts Political Science (BA) 2006

Additional Graduate Work in Instructional Technology Multimedia Applications, Nonprofit Management and Management Information Systems

**Skills**

Conversational in Spanish

Technology Literate - Content and Learning Management Systems (Wordpress, Drupal, Blackboard, Moodle, etc); Most Productivity Packages (MS Office, Apple iWorks, and OpenOffice)

**Certifications / Specialized Education**

- Pinellas County Sheriff Citizen's Academy - 2022
- Certified Public Manager Program - In Progress (Estimated Graduation Date 2023)
- FEMA Emergency Management Institute IS 700, 800, 100, 200, 300, 400 (and over 100 more including Instructor Level)
- FDOT Maintenance of Traffic / Temporary Traffic Control Instructor (Advanced)
- OSHA Authorized Instructor;
- FEMA/FL Division of Emergency Management Certified Instructor
- FWPCOA Stormwater Class A - Supervision
- American Heart Association CPR/AED/First Aid Instructor;

- Pinellas County Teaching Certificate (2023);
- Industrial Lift Truck Operator and Instructor; and many more.

## Recent Professional Association Involvement

- ICMA - Full Member
- FCCMA - Full Member and Professional Development Committee
- St. Petersburg College - Public Policy and Administration Program Advisory Board Member
- University of South Florida Public Administration Program - Guest Speaker
- FWPCOA Customer Relations Trustee District 4
- APWA Certification Council (National), APWA/FEMA Resource Typing Workgroup (National),
- APWA published in National Magazine, State Magazine and Regular Presenter at Conferences at all levels,
- APWA Resource Typing Library Workgroup (National),
- APWA Public Works Academies Workgroup (National), APWA Education Chair (Branch)
- Public Works Academy - Board of Trustee & Advisory Board Member and Investments Chair

# STACEY L. KIFOLO

Winter Park, Florida 32792 | 570-768-7586 | staceykifolo@gmail.com | linkedin.com/in/stacey-kifolo

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February 28, 2023

Bob Francis, City Manager  
City of Belle Isle, Florida  
1600 Nela Avenue  
Belle Isle, FL 32809

Dear Mr. Francis:

It has come to my attention that you will be retiring from the City Manager post effective March 21, 2023. Congratulations on your service to the City of Belle Isle community and on your impending retirement. At this time, I would like to express my interest in serving as the City's next City Manager.

I am confident that my education, and professional experience, including 10 years in municipal government, will allow me to make immediate contributions. My career has centered on improving communities and providing opportunities to enable all individuals to reach their potential. Performing in top-level municipal management, I have played key roles in influencing public policy, spearheading innovative programs to strengthen infrastructure, improving intergovernmental cooperation, enhancing parks and recreation, streamlining operations, improving communications, and increasing transparency. By leveraging my financial and business acumen, I have significantly improved capital reserves and operating fund balances, limited benefits cost increases, and consistently maintained tax rates.

The following are a few highlights of my accomplishments:

- Successfully managed numerous federal and state grants, including a major public-private partnership that transformed 42 acres of brownfield into a job-creating commercial zone.
- Established an investment account that will meet future needs for a previously unfunded \$3.3M pension liability.
- Secured \$1.75M through grants from the Department of Transportation; the Department of Environmental Protection; and the Department of Conservation and Natural Resources.
- Excelled as project manager and owner representative of a \$3.5M municipal building and public works facility construction project, closely monitoring costs and delivering the project with <1% cost overruns.

Thank you for taking the time to review my resume. I genuinely believe that my experience and education would make me a valuable asset to the City and allow me to continue its successes and meet new challenges. I look forward to scheduling time with you at your earliest convenience. Thank you for your consideration.

Sincerely,  
Stacey L. Kifolo

# STACEY L. KIFOLO

Winter Park, Florida 32792 | 570-768-7586 | staceykifolo@gmail.com | linkedin.com/in/stacey-kifolo

## PROFESSIONAL EXPERIENCE

### DEPUTY CITY MANAGER, 8/2021 to 12/2022

City of Deltona, Florida

- Directed operations of 6 departments including Finance, Procurement, and Contracting; Asset Management; Human Resources and Risk Management; Information Technology; Communications & Marketing; Records Management; and an Event Center providing entertainment and food & beverage.
- Advised 5 departments including Parks & Recreation; Public Works and Utilities; Planning and Zoning; Building and Code Compliance; and Fire Department.
- Supervised staff of 375 direct and indirect reports.
- Guided development and executed a \$210M annual budget.
- Reinforced top-level decisions and strategy planning; and served as a critical advocate for change management.
- Appointed and coached department heads to expand cross-functional organizational capacity by collaborating on priorities, functions, and common goals.
- Managed employee benefits programs to maintain a strong portfolio while reducing associated costs.
- Researched issues, authored reports, and presented findings to city staff and the public.
- Executed existing Collective Bargaining Agreement (CBA) terms, and led negotiations for renewal.

### TOWNSHIP MANAGER / CAO, 11/2012 to 8/2021

East Buffalo Township, Pennsylvania

- Steered day-to-day operations of local government including finance, public works, planning & zoning, and human resources.
- Developed budgets, controlled costs, and optimized spending resulting in annual surpluses of up to \$500K.
- Grew operating fund balance by 150%, capital reserves by 850%, and maintained an even tax rate for four years followed by a 12% reduction.
- Achieved a 75% increase in OPEB assets while simultaneously reducing unfunded accrued liability by 35%.
- Contained benefits costs and sustained an average increase of 0.5% for 7 years through negotiations.
- Directed strategic planning, policy development, audit compliance, and vendor contracts.
- Strategized asset and master planning for capital construction, equipment, and road and bridge infrastructure.
- Organized bid processes from proposal parameters through contracting and project delivery.
- Cultivated relationships with local / state representatives, utility companies, and public safety agencies.
- Secured \$1.75M in state grants for infrastructure, natural resources restoration, and park rehabilitation.
- Created public communications strategies, including website, social media, and direct mail.
- Excelled as project manager and owner representative, delivering projects on time and under budget.
- Coordinated construction and administered \$4.4M of state and federal grants to transform a 42-acre brownfield site into a job-creating commercial zone under a public-private partnership.

**FISCAL / PROJECT MANAGER, 7/2008 to 10/2012**

Central Pennsylvania Workforce Development Corporation, Pennsylvania

- Partnered with employers, educators, and contractors to address workforce needs in a 9-county region.
- Managed vendor and partner contracts and completed related receivables and payables.
- Negotiated 7 facility leases and renovations as owner representative.
- Delivered financial and program performance presentations to executives, board, and project teams.
- Played a key role in the procurement and implementation of a \$3M Department of Labor Technical Skills Training grant.
- Created awareness of program opportunities by creating engaging marketing materials.
- Drove results by establishing standards for four industry-specific adult education and training programs.

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E D U C A T I O N

**Master of Business Administration (MBA)**

Louisiana State University – Shreveport, LA

**Bachelor of Science, Business Administration**

Bloomsburg University of Pennsylvania – Bloomsburg, PA

**Certificate in Business Management**

Rollins College – Winter Park, FL

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A D D I T I O N A L E X P E R I E N C E

Leadership Susquehanna Valley Board Member – 2 Years

Union County, PA, Emergency Management Operations Center Team Member – 5 Years

Buffalo Valley Regional Police Commissioner – 2 Years

Union County, PA, Greenway & Open Space Plan Steering Committee Member – 1 Year



**M: (574) 514-3294**

**E-Mail: [sabwynn@gmail.com](mailto:sabwynn@gmail.com)**

**LinkedIn: <https://www.linkedin.com/in/stefen-wynn-mpa/>**

**Facebook: <https://www.facebook.com/sawynn>**

**SUMMARY**

A servant leader with seven years of Executive Management experience with an emphasis in local government. A dedicated professional with a diverse background in business and operations management, financial management, investigations, project management, social services; and specialized experience in the following areas:

- Strategic Planning and Tactical Progress Monitoring
- Statistical Analysis and Data-Driven Decision Making
- Public Policy Creation and Implementation
- Community Development, N.G.O. Partnerships
- Organizational Change, Development, and Marketing
- Economic & Community Development and Downtown Revitalization
- Investigations and Compliance Administration
- Personnel and Labor Relations Management
- Fundraising, and Capital Planning
- Financial Management
- Project Management
- Grant Writing and Administration
- ERP System Implementation

Experienced in managing change while honoring tradition, and ethical historical processes. A goal-setter, and action-driven team manager capable of working independently within the corporate framework.

**RELEVANT EXPERIENCE**

**City of Neptune Beach, Florida**  
*City Manager*

**1/2020 – 1/2023**

Neptune Beach (incorporated 11 August, 1931) is a full-service municipality with a population of 7,217 (2020 Census), that borders the consolidated government of the City of Jacksonville. Neptune Beach is one of four unconsolidated municipalities in Duval County that maintains its own ability to govern locally. The City Manager is the Chief Executive Officer of the City within a Council-Manager form of government, and is charged with enforcing the laws of the City and the faithful performance of all administrative duties. The Duties and Powers of the City Manager are broad as it relates to the operation and management of the daily business of the City, and they include preparing an annual budget and personnel management.

Duties and Responsibilities as City Manager:

- Appoints, dismisses, and fills vacancies for all 116 FTE employees of the City with the exception of the City Clerk and City Attorney.
- Assigns personnel, has administrative authority for the expedient conduct of administrative agencies subject to the City Manager’s authority.
- Conducts investigations into the affairs, or the operations of any department, division, bureau or office, and has the authority to overrule an official.
- Manages a General Fund Budget of approximately \$6.8MM for Police, including Ocean Rescue, and Animal Control; Public Works – comprising of three divisions within: streets and parks, Water, Wastewater, Stormwater, and Distributions and Collections; Community Development – containing the Building Department and Code Enforcement; the Senior Center; and the Finance Department and City Hall staff.
- Manages the five enterprise funds of the City including: Drinking Water fund, Sanitary Sewer fund, Stormwater fund, Sanitation fund and the Paid Parking fund for an approximate total of \$8.1MM.
- Maintain both an operating budget and a capital improvement budget.
- Advocate for the City at State and County venues, and work with various state, local and federal agencies to protect the budget and character of the City.

Achievements:

- Revised and updated policies and procedures for the employee handbook, personnel policy and revised and updated the procurement policies for the City.
- Successfully implemented new revenue stream through the paid parking program and developed an internal department to lead the effort, expected revenue has nearly doubled forecasts.
- Developed asset management plans for existing infrastructure including drinking water, sanitary sewer, stormwater and streets.
- Implemented best practices for internal controls after identifying significant weaknesses in existing practices.
- Implemented new ERP system to unite existing disparate systems.

**Town of Albion, Indiana**  
**Town Manager**

2/2016 – 12/2019

Albion (incorporated 6 July, 1874) is a Town, and county seat in Indiana with a population of 2,349 (2010 Census). It is located in Noble County, Indiana (population 47,733). Serve as the Chief Administrative Officer for the Town under a Council-Manager form of government, and works closely with the Town's elected Clerk-Treasurer. Performs supervisory, budgetary, operational, and maintenance functions related to the general management of the Town, including oversight of five direct reporting Department Heads: Police, Fire, Street, Parks and Recreation, and Water Utilities.

Duties and Responsibilities as Town Manager:

- Chief Administrative Officer of municipal government with 77 full-time equivalent employees, and \$6.5MM annual budget, including revenue from TIF, CEDIT, LIT, and Enterprise Funds.
- Oversight responsibility for the following departments: Police, Fire, Streets (paving, lights, storm water), parks & recreation, water and waste-water utility (including rate studies/increasing rates for capital projects), planning, zoning, personnel management, and public works construction project management.
- Implement, administer, and oversee the enforcement of Council directed policy, resolutions, and ordinances.
- Research, review, recommend, and revise policy, resolutions, and ordinances.
- Preparation, and administration of the Town's operating and capital budgets directly with the Town's Clerk-Treasurer.
- Executes contracts on behalf of the Town as approved by Council, and serves as the Chief Procurement Officer for Town purchases.
- Serves as the Title VI & ADA Coordinator, Zoning Administrator, and Plan Administrator for the Town, and its commissions/boards.
- Responsible for compliance with Federal and State programs

Achievements:

- Developed and implemented the Town's first written Procurement Policy using Government Finance Officers Association best practices.
- Developed the Town's inaugural capital improvement/equipment purchase plan. Department Heads now plan on having vehicles and equipment on a rotation to maximize trade-in values, and ensure that they are in good working condition.
- Updated and revised Personnel Policy, Employee Handbook, and updated job descriptions while ensuring compliance with all Federal, and State regulations.
- Successfully wrote application for award with the Indiana Association of Cities and Towns, honoring the Town's Parks and Recreation System.
- Developed and managed creation of Pavement Asset Management Plan, new Comprehensive Plan, Economic Development Plan, and Community Investment Plan through strategic partnerships with State and County Agencies.
- Supplement funding for infrastructure improvements through the award of State and Federal grants.

**Town of Albion Plan Commission**  
**Board Member and Plan Administrator**

2/2016 – 12/2019

The overall objective of the Albion Plan Commission, and the Comprehensive Plan of the Town of Albion is to offer residents, and visitors to the Town, and its jurisdictional area a pleasant environment in which to: live, work, and enjoy their leisure time. An overview of the Commission's work is to generate Citizen Awareness & Participation; Control, and Structure Development; Encourage, and maintain quality residential units; Maintain, and preserve agricultural soils, wetlands, and natural wildlife for the maximum benefits to citizens; Encourage growth of businesses, and commercial activities; Encourage the growth of Industrial uses through diversification, and strengthening the revenue sources of Town, and various other activities as related to economic growth, strength, and development.

Duties and Responsibilities:

- Review, and approve drawings in order to issue building permits.
- Maintain permit, state releases, and inspection data.
- Upon final inspections, and after ensuring adherence to all local and state codes, issue Certificates of Occupancy.
- Ensure that all planned developments, and subdivisions are acceptable uses within the Comprehensive Plan, and work with developers to ensure that the Town's best interests are at the forefront of discussions.

- Answers general questions from the public concerning zoning, land-use, subdivisions, streets, and alley vacations, and makes sure that all staff present themselves to the public in a professional and courteous manner.
- Supervises the acquisitions of easements, street dedications, and maintains a map of the Town's boundaries including all historical, present, and future annexations for reporting to various state oversight agencies.

Achievements:

- Revised, and updated a Comprehensive Plan through a partnership with the County, surrounding communities, and Ball State University. The updates were based on best practices for community engagement, and utilized surveys, community forums, and public input workshops to gather data to create a plan tailored to the Town.
- Used a consultant to assist in completely re-writing the zoning ordinance, subdivision control ordinance, and construction design standards.
- Streamlined the process for applying for a permit, saving time for the applicant, and for the staff reviewing the permit.

**Albion S.T.A.R. Team**  
***Economic Restructuring Chair***

**10/2016 -12/2019**

The Albion S.T.A.R. Team is an organization focused on downtown growth, and revitalization. The team's vision is to revitalize Albion's downtown square to be a community meeting place, and a commercial center. The team strives to accomplish this with four primary focuses: Rallying, and equipping volunteers; grant writing/finding assistance; beautification teams; and event hosting. The Economic Restructuring Committee seeks ways to grow existing downtown businesses while finding ways to turn empty space into productive property. This sub-committee is responsible for Façade improvement projects, providing market analysis workshops for local businesses, and keeping in contact with local businesses.

Duties and Responsibilities:

- Develops plans, and writes grants with other government professionals from the Town, and County.
- Follows a budget, and finds grant opportunities to supplement the budget.
- Hears and decides which applications for façade grant funding offers the most value to the Town, and the mission of the S.T.A.R. Team.

Achievements:

- Instrumental for the Town and the S.T.A.R. Team to receive recognition with the Indiana Office of Community and Rural Affairs with state award of participation in the Hometown Collaboration Initiative (HCI). HCI is an effort to engage the community in order to assist with building capacity for leadership; economic development; and improving the Quality of Life in Town.
- QUIP Grant assisted with funding wayfinding signs throughout Town

**Noble County Economic Development Corporation**  
***Treasurer, Board Member, Nominating Committee & Housing Study Committee***

**1/2017 - 12/2019**

The mission of the Noble County Economic Development Corporation (EDC) is to provide coordinated economic development resources promoting the assets of Noble County. Its vision statement is that it strives to maximize the economic potential of Noble County's assets. The Corporation's role is to facilitate relationships between resources, and business needs by focusing on the three sub-categories of the County: existing businesses; attraction of businesses; and entrepreneurs. The EDC provides business retention, expansion, and attraction assistance while facilitating relationships necessary to meet business and community needs, while advocating for businesses at local, state, and federal levels.

Duties and Responsibilities:

- Assist the Town in partnering with employers/businesses to ensure a strong economy while representing the best interests of the Town, and its residents on county-wide economic development initiatives.
- Innovate, and find new ways to meet the needs of employers, the Town, and its residents. In keeping with its mission to coordinate economic development, the EDC has partnered with the Purdue (University) Center for Regional Development in order to address a shortage of housing that has resulted in a large surplus of available employment opportunities. Through the data received from the Housing Study, the Town, and the EDC will be able to invest in housing as directed by the outcomes of the study.

Achievements:

- Instrumental in bringing the EDC, County, and surrounding communities together with the Purdue Center for Regional Development to complete a study on the existing housing stock, and future housing needs of Noble county.
- Implemented Internal Controls procedures to better manage the use of public funds and focused the efforts of the EDC board to adopt a strategic plan that showed funding for initiatives identified in the plan.
- Assisted the Northeast Indiana Regional Partnership with developing the #MakeItYourOwn campaign to attract and retain talent in Northeastern Indiana

**Indiana Department of Child Services**  
**Family Case Manager II (Assessment)**

3/2014 – 7/2015

The Indiana Department of Child Services is responsible for the safety, and welfare of children living with the State of Indiana. As family case manager, I assessed allegations of abuse/neglect and refer clients to appropriate services. Extensive case documentation was required, which includes preparing court reports and social histories. I was taught family engagement skills in mitigating risk and enhance safety that will be used in both the office, client homes, and in the community through intensive initial training, and continuing education. I had the ability to advocate for families and children, testify in court and de-escalate potentially volatile situations. Furthermore, I also collaborated with law enforcement, schools, medical personnel, mental health agencies, the courts and childcare providers.

Duties and Responsibilities:

- Investigated reported incidents of child abuse, neglect or dependency, made determination of whether or not the incident is substantiated and developed recommendations to a Juvenile Court or County Director for disposition.
- Assessed safety and level of risk to children for additional injury or harm, including imminent danger, and may remove the child from the family as the situation warrants; placed child in a protected environment.
- Performed needs assessments to determine options for families and children evaluated to be abused/neglected, Law Enforcement, other social service agencies or schools as a possible child in need of services (CHINS).
- Testified in various Courts of Law concerning the needs of the families and children that are assigned to the incumbent's caseload, the families' ability to remedy the abusive/neglectful situation, or concerning alleged criminal activities of a perpetrator.
- Made recommendations to the court for the return of children to their families, following assessment of safety or risk to the child throughout the life of the case.
- Developed, "informal adjustments" to meet the "least intrusive intervention" standard.
- Maintained data so that family and children's needs can be evaluated on a trend analysis basis.

**OTHER RELEVANT PROFESSIONAL EXPERIENCE**
**Family Express Corporation, Valparaiso, IN**  
**Executive Assistant to President & CEO**

7/2015 – 2/2016

Family Express is a convenience store chain found only in Indiana, and was named the *Convenience Store Decisions*, 2015 Chain of the Year. Served as the assistant to the President and CEO of the company whose principal tasks were to schedule, and organize the executive; prepare for monthly executive staff meetings; research innovative new ways of marketing products, and brands; research, and approve, or deny all purchases throughout the corporation over \$1,000 (64 stores).

**Voter Registration Office, Saint Joseph County, IN**  
**Chief Deputy**

1/2013 - 8/2013

The Voter Registration Office of Saint Joseph County is tasked with ensuring that eligible voters within the county are properly registered, and processes applications on a rolling basis until the deadline as defined by Indiana Law. During election years, the Voter Registration Office is tasked with assisting the Election Board in managing a fair, and impartial election process.

## EDUCATION

### Indiana University Graduate School

### M.P.A. - Government Administration & Public Policy

Emphasis on best practices in public policy, budgets and finance, and personnel management. Served as the Liaison for the Student Association with the Faculty. Capstone project was to assist the City of Niles, Michigan with developing a plan for CDBG funding for downtown revitalization. During this time, also served as an Associate Justice on the Judicial Council. *May 2013.*

### Florida Gulf Coast University

### Bachelor of Science

Majored in Legal Studies/Pre-Law. Active, and chartering member of the Phi Alpha Delta Legal Fraternity. Served as Community Service Chair, and as Secretary during upperclassman years. *April 2009.*

### Culver Military Academy

### High School Diploma

College Preparatory School in Indiana with a heavy influence of military hierarchy. Served as a Bugler for four years, and Regimental Bugler for three. Member of the music honor society for four years. *June 2003.*

## PROFESSIONAL AFFILIATIONS AND AWARDS

- International City/County Management Association
- **Florida City and County Management Association**
  - Professional Development Committee
  - Awards and Scholarships Committee
- **The American Society for Public Administration**
  - Assoc. for Budgeting & Financial Management
  - Sec. on Emergency and Crisis Management
  - Sec. on Ethics and Integrity in Governance
  - Sec. on Personnel Administration and Labor Relations
  - Sec. on Public Performance and Management
  - Sec. on Public Administration Research
- **Florida League of Cities**
  - Municipal Administration Policy Committee
- Phi Alpha Delta - *Lifetime Membership*
- **FGCU Alumni Association - Lifetime Membership**
  - FGCU Alumni Board of Directors
  - FGCU Jacksonville Chapter *Vice President*
- Culver Legion - CMA Alumni Association *Lifetime Membership*
- **2022 Home Rule Hero - Florida League of Cities**
- **2022 Who's Who Under 40 - FCCMA (1 of 2 Recipients)**
- **2018 Soaring Eagle Award Recipient FGCU (Distinguished Alumni)**

## CERTIFICATIONS

### Federal Emergency Management Agency

*Emergency Management Institute & Indiana Department of Homeland Security (PSID: 5954-9819)*

- IS-0100.b/ICS-100 Introduction to Incident Command Systems
- IS-00200.b ICS for Single Resources and Initial Action Incident
- ICS 300: Intermediate ICS for Expanding Incidents
- IS-00700.a National Incident Management Systems
- IS-00800.c National Response Framework, an introduction
- ICS 400: Advanced ICS for Command & General Staff

## PUBLIC WORKS CONSTRUCTION PROJECTS

The following projects are in various stages of completion and are marked as: completed, in progress, or in design/planning and will be completed over the next 3-5 years.

### **2016 Drinking Water Loop Project** *Town of Albion – WDW Department*

**COMPLETED**  
Cost: \$622,349

Project included approximately 3,452' of 12" water main to complete a loop in the newest addition to Town. The project also included the installation of Fire Hydrants along the new 12" water line. Project also included (2) additional areas under 2,500' of upgrades to existing water mains that were undersized and installation of Fire Hydrants. Project was funded through a surplus in Water Utility and TIF funds.

### **2016 TIF Legacy Paving Project (2017 Construction)** *Town of Albion – Street Department*

**COMPLETED**  
Cost: \$631,301

Project included 5,052 linear feet of paving, storm water improvement, and curbing in the Town's Industrial Park. The project was paid for using a TIF Legacy Bond which was issued in order to extend the life of TIF 1 (of 3) for another 25 years. The funding generated in TIF 1 has historically been the major source of Economic and Community Development funds that have driven projects in the Town's award-winning parks and improved the downtown area through a façade grant program. The project was completed ahead of schedule and under estimated project costs.

### **Wastewater Treatment Pond Improvements Phase One** *Town of Albion – Wastewater Department*

**COMPLETED**  
Cost: \$884,000

Project required a 3-year incremental increase in Wastewater Utility Rates. Upon my arrival in 2016, I was informed that the last NPDES permit was up for renewal in 2019 and that improvements needed to be made to meet required ammonia limits for discharge. The first step was to bring the utility rate up to a level that was at least covering operating expenses. Over the last two years, the utility has generated enough surplus to pay for improvements to the system as necessary (with assistance from TIF funds) and the Town has engaged the services of a design engineer to ensure that a solution is developed to meet IDEM's requirements and through a Guaranteed Savings Contract is procuring a contractor to assist the Town with installing the necessary improvements. Substantial Completion was met in March of 2019, and is in project closeout. The Town has since renewed its NPDES permit and is now accepting Industrial Pretreated Wastewater.

**Hazel St. – Railroad St. Storm-water & Road Improvement Project**  
**Town of Albion – Street Department**

**COMPLETED**  
 Est. Cost: \$1,073,000

Early in my tenure with the Town of Albion, I encouraged the Town to cancel a Federal Highway Grant Project that had been started prior to my arrival that had ever-increasing costs. Design Engineering was 90% complete before any soil samples were taken of existing roadways, despite repeated warnings to the design engineer that a portion of the project lay next to a protected wetland. Additionally, improvements to the streets in question would cause additional flooding down the line to the Town's

most indigent neighborhood. The Federal Grant project was cancelled and the Town found that it could make improvements to the roadway at only 10% of the original local match for the grant project. This Storm-water project is meant to fix the existing flooding issue in the indigent neighborhoods. The improvements will be to the main corridor through this part of Town along Hazel Street. In addition to stormwater sewer improvements, the roadway will be improved and sidewalks installed to tie into the 2018 Paving Projects. The project has been awarded funding through a state grant program offered by the Indiana Department of Transportation. Total cost for improvements from the Town will be: \$268,250 with the State of Indiana matching: \$804,750.

**2018 Paving Project(s)**  
**Town of Albion – Street Department**

**Completed 5/30/19**  
 Est. Cost: \$454,000

The Project is part of the Town's Pavement Asset Management Plan – PASER rating of all Town streets. Locations of Village Drive had failed and began to sink due to a lack of storm-water infrastructure. The area was within the newest residential development in Town and has caused the Town to update all of the planning documents in order to ensure a safe and acceptable subdivision prior to accepting it into the Town's limits. The other street in this plan is W. Main Street, and was part of the Federal Highway Grant Project that was cancelled in 2016 – the project will cost 1/10 of the original local match for the grant. The project is being paid for through the Street MVH fund, a Special Distribution from the Indiana General Assembly (2017), and a Community Crossing Matching Grant (75/25) from INDOT.

**East Coast Greenway**  
**City of Neptune Beach – Public Works Department**

**Completed 8/6/2020**  
 Approx. Cost: \$50,000

The East Coast Greenway is a 3,000-mile pedestrian and bicycle route that runs from Maine to Florida along the East Coast of the United States. The East Coast Greenway Alliance estimates that it costs \$1MM per mile to construct the Greenway. Due to the stellar work of our Public Works team, the City was able to construct the entirety of the East Coast Greenway through City Limits for approximately \$50,000. Due to the savings, the City was able to add more to the trail and connect it with Jarboe Park, the City's largest park.

**Florida Boulevard Culvert**  
**City of Neptune Beach – Public Works Department**

**Completed 6/1/2022**  
 Cost: \$996,754.49

Identified in 2016 as the City's most significant bottleneck for stormwater moving off of SR-A1A and from the Coast, design was completed in 2018, but shelved until my arrival. The Florida Legislature approved partial funding for the project with approximately \$235,000 allocated for construction. The project replaced a 2' diameter steel corrugated pipe underneath the intersection of Florida Boulevard (Urban Collector) and 5<sup>th</sup> street (Urban Local) with two 7' x 6' poured in place concrete culverts, and construction was completed without service disruptions in just over 10 months from bid award to final construction.

**Phase I – Jarboe Park Renovation**  
**City of Neptune Beach – Public Works Department**

**Completed 5/2/2022**  
 Cost: \$1,340,751.28

Design and planning began in 2018 by a concerned group of Residents that later brought requests to the City for inclusion in subsequent budgets. In 2020, a set of drawings were produced by the City's Design Engineer, and after considerable efforts internally, the City pushed out a Phase I bid set that was within a manageable budget. The entire construction management from 2020 until completion in 2022 was completed by staff internally and broken into manageable pieces. An asphalt trail was completed that tied into the already completed East Coast Greenway. A new pedestrian bridge was installed at a major entrance to the park and new inclusive playground equipment was installed. A major piece of the renovation included the construction of new pickleball, tennis, volleyball and basketball courts. Subsequent Phases of the park will include a new parking area and entrance to the park, multi-purpose field installation and final work on the Eastern paths and bridge.

## COMMUNITY INVOLVEMENT

### **The Culver Beard Club (Ended: 2/2019)** *Treasurer*

The Culver Beard Club is a social organization that turned into a charitable non-profit. The Clubs mission is to enrich, and improve the lives of people living within Marshall County, Indiana, and to provide ancillary support for other non-profit organizations. Serving as the Treasurer, and am a founding member of the club. The club's largest fundraiser is the Polar Plunge. After nearly 4.5 years, I resigned from this position in February, 2019 to allow for my time with my family, but am still active in my community.

### **Indiana Freemasons** *Member*

I'm a member of the Plymouth – Kilwinning Lodge 149. I participate in a number of charitable events that support the initiatives of the Grand Lodge of Indiana and our local lodge. Aside from being a fraternal organization, Freemasonry is based on a system of ethics and a belief that each man has a responsibility to improve himself, while remaining devoted to his family, faith, country, and fraternity.

### **Jacksonville Eagles, Local Chapter of the Florida Gulf Coast University Alumni Association** *Vice-President*

Along with three other dedicated officers, established and grown the alumni network along the First Coast of Florida. Plan various alumni events as well as participate in capital campaigns for the University. Promote the University at various regional functions, including helping to connect FGCU to potential students and donors.

### **Florida Gulf Coast University Alumni Association Board of Directors** *Board Member*

I currently serve on the Development Committee with a focus on growing the 'Forever an Eagle' program and fundraising for scholarships. This is a role that I take very seriously as my affinity for FGCU has grown as I've gotten older. I continue to promote the University and encourage qualified candidates to apply for open positions.



**February 23, 2023**

Mr. Bob Francis,  
City Manager  
City of Belle Isle  
1600 Nela Ave.  
Belle Isle, FL 32809

Dear Mr. Francis:

As requested by the FCCMA Range Riders; I am writing to express my interest in the Interim City Manager position for the City of Belle Isle.

In full disclosure, I have just recently left the City of Flagler Beach, Florida and have not had an opportunity to fully update my resume. I have visited your website and noted that I have extensive knowledge and experience with all the operations of the City such as Administration, Clerk, Finance, HR, Parks, Police and Public Works (Roadway maintenance, resurfacing, Traffic control/sign maintenance, street sweeping, City facility maintenance, Stormwater, etc...).

Attached is my resume which includes many years of experience in City Management that includes all the functions conducted by Belle Isle and more. As a candidate to provide interim services I know that you are looking for someone steady to make sure there is a smooth transition between you and the future City Manager selected by your City Council. In that regard, I am confident that I could bring steady leadership that would help keep the city functioning at a high level while the search for the next Manager takes place.

In closing, I am also attaching a brief mini bio that provides a very quick high-level summary of my career thus far. Please feel free to contact me should you have any further questions or concerns.

In advance, thank you for your time and consideration.

Sincerely,

William R. Whitson

# William R. Whitson, ICMA-CM 2002-2018

Phone 386.846.0687

Email [wwwhitson454@gmail.com](mailto:wwwhitson454@gmail.com)

b.

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## OBJECTIVE

To serve and support implementation of quality local government services in Florida and around the Southeast United States by contributing my passion and extensive knowledge of local government management. My goal is to support, strengthen and build up strong and resilient communities wherever I serve.

## PROFESSIONAL EXPERIENCE SUMMARY

Significant experience in local, state and federal government operations, serving in senior-level professional management and administrative positions. Extensive experience in budget/finance and fiscal operations, emergency operations, project developments, legislative policy, human resources, public utility operations (water/sewer/gas/electric/roads/drainage) union negotiations, risk management, purchasing, communications, intergovernmental agreements, grant awards and management, police and fire operations, purchasing & contracts. Skilled in public meeting facilitation and intergovernmental relations.

## CAREER HIGHLIGHTS OVERVIEW RELATED TO PAST POSITIONS

- Provided critical leadership to develop and implement Five Year Technology Improvement Plans in Port Orange, FL and Hapeville, GA that transformed the technology, efficiency and effectiveness of the organizations.
- Developed and directed Citizens Chalkboard Budget Planning initiatives in multiple communities.
- Successfully oversaw several multi-million dollar local government budget processes.
- Reduced tax burden by reorganizing City staff, saving significant resources and improving service delivery.
- Engaged as a private consultant on process improvement evaluations and reviews.
- Initiated multiple process improvements including, but not limited to, risk management, new applications of fiber optic technology, establishment of broadband networks, employee safety committees and insurance premium savings in multiple local government organizations.
- Led multi-million dollar capital improvement projects (water/sewer, roads, parks) in Milton, Panama City, Port Orange, Fl. Cairo, Hapeville, GA and Flagler Beach, Florida.

## COASTAL COMMUNITY HIGHLIGHTS

- Coordinated the launch of the new City Marina redevelopment project for Downtown Panama City.
- Led collaborative effort between FDOT, City officials and citizens to beautify and re-design S.R. 5/Nova Road in Port Orange. Coordinated \$1.2M effort to redesign Jenks Ave. as a professional corridor in Panama City.
- Coordinated the development of the Riverwalk Memorandum of Understanding (MOU) outlining a major downtown waterfront redevelopment effort valued at over \$350M in Port Orange, Florida.
- Helped secure award of \$2.2M in BP funding for various marina improvements in Panama City.

## EMERGENCY RESPONSE HIGHLIGHTS

- Led efforts to develop the Florida Coalition EMAC response to Hurricane Katrina in south Mississippi, delivering nearly \$1M of local recovery aide. Extensive experience with Long-Term recovery operations.
- Appointed by ICMA to serve on the National Emergency Management Network Board of Directors (NEMN). NEMN pioneered new emergency management software development for State/Local government use.
- Served as Incident Commander or directly on the Incident Command staff in Hurricanes Erin, Opal, Charley, Frances Jean, Katrina, Harvey Ian and Nicole.
- Provided Significant leadership in planning and constructing a new 15,000 sq. ft. multi-purpose City Hall building in Milton, FL, hardened for emergencies with State/FEMA grant and a 46,400 sq. ft. Courthouse Facility for Aransas County, Texas.

## OTHER SELECTED HIGHLIGHTS

- Recruitment and opening of three multi-million dollar economic development projects for the City of Port Orange, creating over 350 new jobs and over \$30M dollars in new tax base.
- Led efforts to complete a new \$13M food distribution facility at new industrial park in Cairo, Georgia within a one-year time frame and creating over 80 new jobs.

- Worked with Cairo, Georgia Council Members to lower ad valorem property tax rate from 7.90 mills to 7.52 mills. Worked to Reduce tax rate in East Ridge, Tennessee by 1.2 cents per hundred.
- Worked to develop innovative grant incentive programs, attracting over \$500K in new investments, supporting expansion of various redevelopment activities in Panama City, Florida.

**RELATED EMPLOYMENT HISTORY**

**INSERT.....CITY OF FLAGLER BEACH CM**

**Owner/Partnrner/ Consultant, Local Government Visions, LLC & Local Government Advisors, LLC 2014 - 2021**

Utilizing my extensive public sector background, I envisioned, built and operated a consulting firm dedicated to supporting the improvement of local government operations. Previous and current Client base includes:

- The Florida League of Cities (FLC) - Providing training and technical assistance services through webinars on various issues impacting local government operations. One major issue of focus is the NFIP and Biggert-Waters legislation as well as the impacts of the Home Owners Flood Insurance Affordability Act (HFIAA) in Florida.
- Served as a technical consultant & Senior Advisor to Aransas County and various local governments severely impacted by Hurricane Harvey on the Texas Gulf Coast, providing key leadership to build and implement a Long-Term Recovery plan to guide the recovery operations in coastal Texas. The Recovery Plan will utilize over \$150 million in Federal/State funding for recovery operations to restart the economy and restore the area hard hit by this major storm.
- Conducted study to improve efficiencies for the Bluefield, West Virginia Fire Department Operations.

**City Manager, City of Hapeville, GA (pop 6,800) 2015 - 2017**

Served as City Manager responsible for overall daily operations to include Police, Fire, Public Works, Parks and Recreation, Information Technology, Economic Development, Planning, Finance, and HR. Budget of over \$30 Million and 140 employees. Small urban community located adjacent to the Hartsfield-Jackson International Airport in Atlanta, GA.

- Adopted a new FEMA Emergency Management Plan.
- Guided and directed Citizens Chalkboard Budget Planning initiative.
- Lead efforts to Adopt a new Liveable Community Comprehensive Plan.
- Created a One Stop Shop program, coordinating millions of dollars in new economic growth, jobs and tax base.
- Provided leadership for the City's active participation in the film industry and the ATL Aerotropolis initiative.
- Led efforts to develop and adopt a new Storm water management utility system.
- Organized T-SPLOST efforts to pass in the community netting over \$6M in new transportation project improvements.

**Director, Panama City, FL (pop 38,000) 2011 - 2014**

Served as Director of the Panama City Community Redevelopment Agency (CRA) with four separate CRA Districts established under FS Ch 163. Total budget of \$4M and seven full-time staff. In addition, CRA was responsible to contract and manage expanded community Policing Services (6 FT Police Officers) as well as maintenance of various CRA properties and assets. Successfully negotiated contract service agreements; developed marketing and long-range planning efforts, organized community input for design and creation of new public spaces including streets, parks, downtown marina/streetscape and various urban development projects.

- Awarded and administered local redevelopment grant dollars. Grant program served as a tool to attract numerous jobs and hundreds of thousands of dollars in new investment and supported historic preservation.
- Led design development efforts for phase I Downtown Marina Master Plan Project valued at over \$13M in new City investment in 2012/13.
- Responsible for strategic planning and administration of numerous grant and construction projects such as the MLK Blvd. beautification and the Jenks Ave improvement valued at over \$1.2M.
- Implemented aggressive new efforts to increase and automate Code Enforcement targeted at properties that lowered property values.
- Worked as a key part of the City team to successfully secure the expansion of a medical software company iSirona/Nant Health in Panama City a medical software company with over 400+ jobs.
- Negotiated agreements to leverage over \$18M in new parking improvements at Bay Medical Center.
- Worked to establish plans for African American Cultural Heritage District.
- Pioneered and coordinated implementation of flexible streets program for Downtown.

**City Manager, City of East Ridge, TN (pop 20,000) 2009 - 2010**

Served as City Manager for full service City with approximately 140 employees and a budget of \$14 Million. Services include police, fire, solid waste, streets, parks, library, building and code enforcement, traffic control, animal control and municipal court.

- Worked to secure \$2 Million in new federal grant funding during employment.
- Responded to reduce tax burden, re-organized the City staff saving significant resources and improving service delivery.
- Secured significant savings in employee health care costs. Successfully lead efforts to respond to major flood events impacting the community in September, 2010.
- Worked closely with developers and elected officials to lay economic development foundation and plans that helped secure a future 85,000 sq. ft. Bass Pro- shop site selection for the City.

**Budget Director/Special Assistant, City of Panama City, FL (Pop 38,000)**

**2008 - 2009**

Served as Director of Budget for approximately \$60 Million and 550 employees. Services included police, fire, solid waste, water & sewer, marina, streets, parks, building and code enforcement.

- Successfully oversaw budget process including first year of the new State TRIM Act.
- Coordinated special projects for the City Manager to include bio-diesel initiative, and various issues associated with organizational efficiency and community redevelopment.

**City Manager, City of Cairo, GA (pop. 9,500)**

**2006 - 2008**

Served as City Manager under newly revised Council/Manager form charter; a full service City with approx. 170 employees and a budget of \$34.3 Million. Services included electric, cable TV/internet, water, sewer, gas, landfill, garbage collection, roads/streets, parks, municipal court, small municipal airport, cemeteries, joint development industrial park, police, fire and building dept./code enforcement.

- Responsible for daily management of all departments and operations including NIMS training and preparation for City staff.
- Worked closely with the South Georgia Governmental Services Authority (SGGSA) to improve and expand fiber-optic cable services, Municipal Electric Association of Georgia (MEAG) and the Georgia Municipal Association (GMA) on various projects, intergovernmental issues and legislative matters to include long-range planning for consortium purchase of Nuclear power plant capacity.

**Assistant City Manager, City of Port Orange, FL (pop. 55,000)**

**1998 - 2006**

Served as the Assistant City Manager providing major leadership and policy input to support the operation and management of the City of Port Orange. The City is a full service City with over 450 employees and a budget of over \$85 Million and a solid reputation for creativity, innovation, strategic planning and leadership in the local government community throughout Florida. Major responsibilities included management of the technology department, economic development programs, inter-governmental relations on a wide variety of topics, emergency management, grant programs including CDBG & SHIP entitlement funding as well as a Neighborhood Investment (NIP) Grant Program. Also responsible for franchise agreements, citizen service delivery and citizens complaint tracking system and a wide variety of additional special duties, programs and projects.

- Established innovative outreach programs such as team development of the City of Port Orange web site, a 3CMA SAVY Award winner (2003).
- Served as part of (NIMS) Incident Command structure for several natural disasters including wildfires of 1998, Hurricanes Charley, Francis and Jean.
- Responsible for organizing and leading a coalition of Florida local governments responding to long-term recovery efforts in south Mississippi after Hurricane Katrina delivering over \$1M in recovery aide.
- Responsible for all City's Legislative Programs. Served as the lead staff for City CRA's, environmental issues & programs.
- Served as Property Manager & Project Officer for well over \$15 million dollars in capital improvement projects and other special initiatives.
- Led efforts to create POG-TV, the first local government channel in Volusia County. Served as acting City Manager in absence of the City Manager when designated.

**City Manager, City of Milton, FL (pop. 8,500) 1993 - 1997**

Served as City Manager for full service City including police, fire, water, sewer, natural gas, solid waste collection, public works operations and a downtown re-development advisory board. Exercised management oversight for a budget of approx. \$10M, including supervision of 110 employees.

- Improved technology systems as well as customer service levels.
- Successfully worked with City Council to increase budget revenue growth by 35% with no increase in property taxes.
- Organized staff to effectively respond to Hurricanes Erin & Opal in 1995.
- Initiated and lead capital improvements for water, sewer and gas exceeding \$5M
- Organized and lead initiative to build a new City Hall

**Assistant Director for Operations, Stennis Space Center, Mississippi, United States EPA 1983 - 1993**

Planned and organized the establishment of a new field office for the U.S. Environmental Protection Agency (EPA) to protect the environmental quality of the Gulf of Mexico and related waters. Prior to promoting to Assistant Director, I served as Communication Strategist for External Affairs and as a Presidential Management Intern - Contracts, Grants, Congressional Operations.

**Education**

- **Masters of Public Administration**, University of West Florida, Pensacola, FL
- **Bachelor of Arts**, Political Science, University of West Florida, Pensacola, FL

**Community Involvement, Awards & Professional Associations**

- Credentialed by ICMA from 2002-2018
- Served on Florida Governor's Task Force on Water Supply & Funding
- Awarded Florida League of Cities – State of Florida Municipal Employee of the Year Award
- Awarded U.S. EPA Bronze medal for commendable service
- President, Florida City/County Management Association (FCCMA). During Presidency, efforts included:
  - Creation of new Center of Excellence in Florida Local Government at Florida State University
  - Conducted Tour De Florida bicycle charity ride across Florida- over 1,500 miles
  - Established standing Long-Term Disaster Recovery Strike Teams
- Past President and former member of FCCMA Board of Directors
- Served on various Florida League of Cities Policy Committees including legislative affairs
- Member, International City/County Management Association (ICMA), Georgia City/County Manager's Association, Florida City/County Management Association (FCCMA) & Tennessee Manager's Association.
- Selected by the Georgia Municipal Association to serve on the City Manager's Advisory Committee.
- Past President & Member, Milton, FL Kiwanis and Member, East Ridge, TN Kiwanis
- Past Member Cairo, GA Rotary
- Past Member of Hapeville Exchange Club – Former Chairman of Fund Raising
- Published Author- ICMA PM Magazine/Crisis Response Journal 2020 on Long-Term Recovery
- Co-Author ICMA Concept Paper establishing the need for a Foundation to support Long-Term Recovery Operations

The following process should be considered by the Council when hiring a new City Manager:

1. Hire an Interim City Manager to keep things moving forward while you search for a full-time manager. The interim will usually stay about 90 days unless needed longer due to the hiring process.
2. The interim City Manager is either a retired CM or a Manager-in-Transition. These individuals are vetted by the Florida City Managers Association (FCCMA). With the retired CM, there is no expectation that they will continue in the hiring process but the MIT may want to compete for the full-time position.
3. Once the interim is on board, the Council should look to hire an Executive Search Firm to start the full-time hiring process. The firm that seems to be the “go-to” firm in Florida is Colin Baenziger and Associates, but the Council could send out an RFQ for others. Baenziger is based in Daytona.
4. Once a search firm is hired, then that firm will start the process by developing a Candidate Profile. This profile is developed by meeting with the Council and staff to determine what they would like to see in a manager. The firm will also either send a survey to conduct public forum, or two, to ask what the Community wants to see in its next CM.
5. Once the firm has all of the information needed, it will then get the approval of Council to develop a City Manager brochure which will describe the community, its history, the government, the challenges and opportunities, the ideal candidate, compensation, and how to apply.
6. The firm will then advertise where it will be seen by the most CMs (ICMA, FCCMA, the firm’s website, etc.) and it will have a closing date, usually about a month.
7. After the closing date, the firm will send the Council the list of candidates. At this time, the Council can either have the firm “weed out” those that do not meet the requirements or give the Council the entire list for the Council to make this decision. The firm will explain the advantages and disadvantages of both during the profile development process.
8. After the finalists are selected, a community meet-and-greet is set up along with the interview process.
9. After selection and contract negotiations, the new CM arrives and the Interim CM then has some overlap to bring the new CM up to speed.
10. This entire process can take place over the next 90-120 days.