



# **TOWN COMMISSION SPECIAL MEETING AGENDA**

**June 27, 2025 at 1:00 PM**

**COMMISSION CHAMBERS - 202 E. MAIN STREET, DUNDEE, FL 33838**

**Phone: 863-438-8330 | [www.TownofDundee.com](http://www.TownofDundee.com)**

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**CALL TO ORDER**

**PLEDGE OF ALLEGIANCE**

**INVOCATION**

**ROLL CALL**

**ORDINANCE #13-08, PUBLIC SPEAKING INSTRUCTIONS**

**DELEGATIONS-QUESTIONS & COMMENTS FROM THE FLOOR**

*(Each speaker shall be limited to three (3) minutes)*

**APPROVAL OF AGENDA**

**NEW BUSINESS**

**1. DISCUSSION & ACTION, TOWN MANAGER APPLICANT SEMIFINALIST RANKING**

**ADJOURNMENT**

# **TOWN MANAGER – TOWN OF DUNDEE**

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## **SEMIFINALIST CANDIDATE REVIEW**

**CONFIDENTIAL**



## **CONFIDENTIAL INFORMATION**

### **SEMIFINALIST BRIEFING BOOK**

This briefing book has been prepared for the exclusive use of the Town of Dundee.

All contents herein are proprietary information owned by SGR and any release of names or other information contained herein can reasonably be predicted to cause damage to the persons contained herein.

No names, or other information contained herein, may be released or revealed in any way without the approval of SGR.





June 17, 2025

**CONFIDENTIAL AND PROPRIETARY**

Honorable Mayor Sam Pennant and Town Commission Members  
Town of Dundee  
202 E Main St  
Dundee, Florida 33838

Dear Mayor Pennant and Commission Members:

I am pleased to provide you with this confidential briefing book on the semifinalist candidates to become the Town of Dundee's next Town Manager. Please recall that this information is still highly confidential.

Behind each tab is the candidate's cover letter, resume, response to the questionnaire, and any other supplemental materials provided by the candidate.

Behind this letter, but in front of the tabs, is the Triage Scoring Form. This form should be used to assign a 1, 2, or 3 to each candidate. Those who you definitely would like to see continue in the process should be assigned a 1, those you may want to continue a 2, and those you definitely have no interest in seeing continue in the process a 3.

Please note that, separate from the briefing book, we have also provided a website link (via email) for accessing and viewing the online video interviews for each candidate.

Our goal at the next meeting will be to determine which candidates will move on to the next level in the process. If you can come to the next meeting with the Triage Scoring Form completed, our time spent will be much more efficient.

Please feel free to call me at any time if you have any questions.

Respectfully submitted,

Douglas Thomas  
Senior Vice President, SGR  
[DouglasThomas@GovernmentResource.com](mailto:DouglasThomas@GovernmentResource.com)  
Cell: 863-860-9314



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\*Recorded video interviews are accessible online.



# TOWN MANAGER

Annual Salary:  
\$130,000 – \$160,000 DOE/DOQ

Dundee, Florida



## **Are you a dynamic, community-minded leader with a passion for public service and strategic growth?**

The Town of Dundee is seeking an experienced, forward-thinking Town Manager to lead with transparency, integrity, and operational excellence. This is an exciting opportunity to help guide Dundee into its next chapter. We're in search of a collaborative professional who is:

- A strategic thinker skilled in implementing Commission policy and guiding town-wide initiatives
- Experienced in municipal budgeting, operations, and enhancing service delivery
- A strong communicator who engages the community, plans for growth, and ensures readiness for emergencies

Dundee is a place people love to call home—come be part of shaping its future!

# ABOUT DUNDEE

Nestled in the heart of Polk County, Florida, the Town of Dundee offers the perfect blend of small-town charm and strategic growth. Spanning just twelve square miles, Dundee is home to approximately 5,700 residents who enjoy a relaxed, welcoming lifestyle framed by the picturesque hills of the Lake Wales Ridge. Its central location—only 90 minutes from both the Atlantic and Gulf coasts—makes it a gateway to the best of Florida living.

Positioned along the bustling US 27 corridor and within the Lakeland-Winter Haven Metropolitan Statistical Area, Dundee is close to Winter Haven, Lake Hamilton, Haines City, and Lake Wales. The region is experiencing significant growth, attracting both new businesses and residents, with over nine million people residing within a 100-mile radius.

Recreational opportunities abound in Dundee, from pristine freshwater lakes ideal for boating and fishing to scenic parks and nature trails. The community also takes pride in its educational excellence, with local elementary and middle schools boasting International Baccalaureate (IB) accreditation.

Steeped in an agricultural heritage—particularly citrus farming—Dundee has retained its rural roots while embracing progress. The Town is actively investing in infrastructure, economic development, and housing, resulting in a vibrant mix of historic charm and modern amenities. With its strong sense of community, growing economy, and high quality of life, Dundee is not only a great place to live and work—it's a place to truly call home.



POPULATION  
**5,700**



MEDIAN HOUSEHOLD INCOME  
**\$47,500**



MEDIAN HOME VALUE  
**\$245,000**

AVERAGE MONTHLY RENT  
**\$1,600**

Dundee History



Dundee Tourism



## GOVERNANCE & ORGANIZATION

The Town of Dundee is a full-service municipality operating under a commission-manager form of government, combining strong leadership with professional management. The Mayor and four Town Commissioners are all elected at large, with the Commissioners serving staggered four-year terms. Together, they provide strategic direction and oversight.



EMPLOYEES  
**73**



FY 25 BUDGET  
**\$13.3**  
MILLION





## THE JOB

The Town of Dundee is seeking a dynamic and experienced Town Manager to lead municipal operations with vision, integrity, and a commitment to public service. Serving as the chief administrative officer, the Town Manager provides executive leadership and oversees the delivery of high-quality services that support the town's growing community and local businesses. Reporting directly to the Mayor and Town Commission, the Town Manager is responsible for implementing the strategic direction and policies set by the Commission, coordinating all departments, and managing the Town's annual budget and long-term financial planning. This role also plays a key part in strengthening community engagement, promoting transparency, and guiding infrastructure development. As Dundee experiences continued growth, the Town Manager will be instrumental in addressing emerging challenges and ensuring the Town evolves in a thoughtful, sustainable way.

## KEY PROJECTS FOR 2025

- STRATEGIC VISION & PLAN UPDATE WITH NEW VISION COMMITTEE
- RECRUITMENT OF NEW FINANCE DIRECTOR AND INTERNAL CONTROLS REVIEW
- EXPANSION OF RAW WATER CONSUMPTIVE USE PERMIT & RELATED WATER SUPPLY INFRASTRUCTURE
- GROWTH MANAGEMENT & RESOLUTION OF CURRENT BUILDING MORATORIUM IMPACTING 7,000+ PROPOSED NEW RESIDENCES







## THE IDEAL CANDIDATE

The ideal candidate for Town Manager is a seasoned local government professional with a strong background in municipal operations, financial management, strategic planning, and navigating growth in a high-demand environment. This individual brings high emotional intelligence, strong interpersonal skills, and a collaborative, transparent leadership style. They are well-versed in budgeting, capital planning, grant administration, and have solid knowledge of infrastructure, utilities, and community development. The successful candidate will be approachable, proactive, and an effective communicator with a genuine passion for public service. Politically astute yet nonpartisan, they will build trust with the Town Commission, staff, and community members. A proven track record of team empowerment, staff mentorship, building high-performance and results-driven teams, and a commitment to delivering exceptional municipal services will be essential to thriving in this leadership role.

## EXPERIENCE & QUALIFICATIONS

### Required:

- Bachelor's degree in public administration, Business Administration, or a related field
- Minimum of five (5) years of senior-level experience in municipal government or public administration
- Ability to pass a comprehensive background check

### Preferred:

- Master's degree in public administration or related field
- International City/County Management Association Credentialed Manager (ICMA-CM) designation
- Experience with economic development, capital planning, and managing high-growth communities





## SALARY & BENEFITS

- Compensation: \$130,000-\$160,000 DOE/DOQ
- Health Benefits: 100% employer-paid BCBS plan including Medical, RX, Telemedicine, Dental, Vision, and EAP; dependent coverage available
- Paid Leave: Vacation, Personal, Sick Leave, and Paid Holidays
- Retirement: 401(a) Deferred Compensation Plan with a 4-year graduated vesting schedule; voluntary 457(b) Plan available
- Additional Perks:
  - ◆ \$400 Town-provided vehicle stipend
  - ◆ Town-provided cell phone
  - ◆ Life and AD&D insurance (includes long and short-term disability)
  - ◆ Optional Section 125 Plan, Accident, Cancer, Critical Illness, Hospital Indemnity, and Supplemental Life
  - ◆ Residency in Dundee is desired and negotiable with the final candidate

## HOW TO APPLY

Apply Here



For more information on this position, contact:

**Doug Thomas, Executive Vice President – Recruitment & Leadership Development**

[DouglasThomas@GovernmentResource.com](mailto:DouglasThomas@GovernmentResource.com) | 863-860-9314

*The Town of Dundee is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check. Pursuant to the Florida Public Records Act, all applications are subject to public disclosure upon receipt of a public records request.*

# **TOWN OF DUNDEE**

## **TOWN MANAGER CANDIDATE REVIEW**

### **TRIAGE SCORING FORM**

Jacob Smith	1	2	3
James Gaston III	1	2	3
Jeffrey (Jeff) Shoobridge	1	2	3
Jennifer (Jenn) Denson-Garcia	1	2	3
Kenneth (Ken) Cassel	1	2	3
Michael Manning	1	2	3
Thomas Thomas	1	2	3
Timothy (Tim) Day	1	2	3
Troy Bell	1	2	3

#### **Instructions:**

In the space beside each candidate, simply circle a 1, 2 or 3 to each candidate. "1" designates a candidate that you DEFINITELY would like to continue to the next step of the process; "2" designates a candidate you MIGHT want to continue to the next step of the process, and "3" designates a candidate that you DO NOT want to continue in the process.



**JACOB SMITH**





## JACOB J SMITH, MPA, ICMA-CM

(801) 455-7738 | [smith.partnership@gmail.com](mailto:smith.partnership@gmail.com) | 364 Belhaven Falls Dr., Ocoee FL 34761

May 2, 2025

Mayor and Town Commission  
Town of Dundee  
202 E. Main Street  
Dundee, FL 33838

Dear Mayor and Commissioners,

It is with great enthusiasm that I submit my application for the position of Town Manager for the Town of Dundee. With nearly two decades of executive experience in municipal government—including my most recent leadership of a full-service city with over 700 employees and a \$200 million budget—I offer a proven, transparent, and strategic approach to managing growth, building high-performing teams, and delivering operational excellence. I am deeply drawn to Dundee’s character, vision, and the unique opportunity to help shape a thriving future for the town and its residents.

Dundee is entering a critical and exciting chapter. From managing the impact of 7,000+ proposed residences to updating its strategic vision and strengthening internal operations, the next Town Manager must bring both tactical execution and long-term perspective. I have led cities through similar crossroads. As City Administrator for Apopka, I guided the community through rapid growth while solving a \$16 million budget shortfall. I implemented a city-wide strategic plan, launched major capital improvement projects, secured developer agreements for more than 12,000+ units, and advanced modernization initiatives in finance, utilities, permitting, and recreation—all while centering transparency and trust with residents and elected officials.

Your search calls for a leader who combines financial expertise, operational depth, emotional intelligence, and a collaborative, nonpartisan spirit. These are the hallmarks of my career. In Centerville, Utah, I served as Assistant City Manager and Finance Director for over a decade. I rebuilt our financial foundation by increasing reserves fourfold, achieving a “Very Low” risk rating from state auditors, and receiving consistent GFOA recognition. I created performance metrics to guide service delivery and championed grant writing strategies that brought over \$10 million in outside funding. My background also includes extensive experience in infrastructure planning, utility capital improvements, and HR modernization—making me well-suited to support Dundee’s water infrastructure expansion and recruitment needs.

Beyond technical qualifications, I bring a leadership philosophy grounded in people-first service, ethical governance, and inclusive community-building. I believe deeply in listening, mentoring, and empowering others—from staff to residents to Commission. I’ve modernized HR policies, reformed hiring practices, and led cities through morale and culture transformations by treating every individual with fairness, consistency, and dignity. These efforts have resulted in stronger teams, deeper public trust, and healthier civic engagement.

While my time in Apopka ended unexpectedly due to political dynamics outside of my control, I remained steadfast in my integrity. My commitment to transparency, legal compliance, and advising Council on important matters prompted concern from the sitting Mayor ahead of an upcoming election, resulting in my termination. However, I left the role with the respect and support of staff, the community, and Council members—proof that I prioritize what's right for the organization over personal convenience or politics.

As Dundee prepares for significant transformation, I bring the energy, skills, and values to help guide that journey with clarity, steadiness, and innovation. I am inspired by the Town’s strong governance structure, and I would be honored to collaborate with your Commission, department leaders, and residents to strengthen internal controls, resolve the building moratorium, and position Dundee for a future of resilient growth and community pride.

Thank you for your thoughtful consideration. I welcome the opportunity to visit with you and further share how I can contribute to Dundee’s ongoing success.

Warm regards,

Jacob J. Smith, MPA, ICMA-CM

#### Supplemental Statement: Leadership Philosophy

Throughout my nearly two decades in public service, my leadership philosophy has been rooted in ethical governance, transparent communication, and empowering others. I believe in leading with authenticity, modeling integrity, and creating a workplace culture where trust is foundational—not only between elected officials and staff, but also between government and the people it serves. I approach each role with a “people-first” mindset. Whether collaborating with a City Council, mentoring department heads, engaging residents, or negotiating with developers, I focus on relationship-building and clear expectations. I listen deeply, act fairly, and remain calm under pressure—even in politically sensitive or high-stakes situations.

One of my greatest strengths is navigating challenging or divided environments with grace and professionalism. I help organizations regain stability by anchoring decisions in facts, policy, and

shared goals, rather than personality or politics. I believe that difficult conversations, handled with empathy and clarity, build long-term trust and credibility.

I'm also passionate about performance, innovation, and measurable results. I build high-functioning teams by valuing each person's role, ensuring accountability, and fostering continuous improvement. Whether implementing strategic plans, launching multimillion-dollar initiatives, or realigning budgets, I ensure alignment between vision, operations, and community priorities.

Above all, I lead with the belief that every person—resident, staff member, elected official—has value. I strive to bring out the best in others by treating them with respect, engaging their ideas, and ensuring their voices are heard. In every city I've served, morale improved not because of dramatic changes, but because people felt seen, valued, and part of something greater than themselves. This philosophy has guided me through fiscal challenges, organizational restructuring, capital projects, and political transitions. It would be my privilege to bring this same approach to the Town of Dundee—to serve with integrity, uplift your staff and community, and help build a future everyone can be proud of.

# Jacob J Smith, MPA, ICMA-CM

## City Administrator/Manager

### SYNOPSIS

Dedicated, ethical, ICMA credentialed City Administrator/Manager with 19 years of progressive experience in all public sector operations and services. Extensive experience in strategic planning, finance, budgeting, economic development, land use/development, organizational development, human resources, and policy development. Excellent in consensus building, team-building, and public relations. Manager of 700+ employees and an annual operating and capital improvement budget of \$200+ million. Adept at empowering high performance, implementing strategic initiatives, and ensuring compliance with regulations through positive leadership.

#### Leadership Philosophy:

“Impactful change of my organization through genuine self-engagement, positivity, example, effective communication, and empowering all those around me. Treating all individual stakeholders from citizens, staff, to elected officials as people with value, impartiality, honesty, and fairness.”

### EXPERIENCE

#### City Administrator

*City of Apopka, Florida*

*May 2024-May 2025*

Manage the day-to-day operations of a full-service city with a population of 62,000+, 700+ employees, and \$200 million operating and capital improvements budget. Second largest city next to Orlando in Orange Co., Florida that is racially and economically diverse, progressive, with an active and engaged community. Oversee 16 departments including Police, Fire, Community Development, Building Inspection/Permitting, Public Utilities, Engineering, Public Works, Finance, Human Resources, Information Technology, City Clerk’s Office, Economic Development, Museum, Facilities, Fleet Maintenance, and Parks & Recreation.

Guided the City through the FY25 budget with an initial \$16 million budget deficit. Overcame the deficit with smarter spending, increasing ad valorem, revisiting fees and utility rates, and tying some capital improvement projects to anticipated grant funding.

Initiated the following projects currently past RFP stage and in switchover/planning/building phase: Enterprise Resource/Asset Management System; updated Comprehensive Plan; City-wide Strategic Plan with new Economic Development section; \$13 million expansion of an amphitheater and sports complex; Compensation Study; Utilities Capital Improvement Plan; Impact Fee Analyses including Fire, Police, Sanitation, Water, Storm water, and Transportation; Feasibility Study for \$125 million Public Safety Building and Police Training Facilities.

Negotiator for pioneering agreement with three large developers. 5,000+ units are currently under construction with 7,000+ more in the planning phases.

#### City Manager

*Fruit Heights City, Utah*

*April 2023-November 2023*

Managed the day-to-day operations of a small city with a population of ~7,000 within a metro area of over 1.5 million, 80+ employees (many by contract), and a skeleton budget of \$10 million. Being a small town, acted as the Finance Director, Human Resource Manager, Recorder, and Public Information Officer.

Active participant in regional efforts including the Wasatch Front Regional Council, Utah Governor Office of Economic Opportunity, Utah Transit Authority, Rural Water Association, Weber Basin Conservatory District, Economic Development Corp of Utah, Utah League of Cities and Towns, etc.

Developed and implemented a strategic plan based on the recently adopted General Plan. Updated four major sections of the municipal code. Updated the personnel policy for the first time in 20 years. Reformed the budget process and spent most of my time bringing the city into compliance (city was in trouble) with various state and federal agencies. Reengaged Fruit Heights with state, regional, and local planning efforts.

### Assistant City Manager/Finance Director

*Centerville City, Utah*

*April 2012-May 2023*

Acted as the second ranking executive for the city and played a key role in strategic planning, policy development, and oversight of multiple departments including Finance, Budget, HR, IT, Municipal Court, Risk, Public Relations, Recreation, Museum, and Economic Development. Acted as the city liaison with regional planners, businesses, and developers for economic and regional planning initiatives.

Successfully created an economic development area and secured incentive agreements with a large regional ATV dealer to build a \$35 million ATV mall. As Finance Director, increased General Fund reserves from 5% to 20% through conservative practices and better budget planning. Increased financial internal controls through better business processes. Secured a "Very Low" risk assessment score given by the Utah State Auditor. Wrote and was awarded more than \$10 million in grant funding. Achieved Excellence in Financial Reporting every year from the GFOA. Spearheaded all major capital improvement projects along with the City Manager. Created the first operational metrics system for measuring performance that served as the example for many other cities in Utah (presented at the annual Utah City Manager Association conference).

Began the city's first social/media campaign and revamped the website for better community engagement. Overhaul and modernization of the lifecycle and business processes for employees (HR) including recruitment, retention, benefits, compensation, and training

### Finance/Grants/Budget Manager

*State of Utah*

*September 2008-April 2012*

Represented the Governor for eight state agencies, providing expertise on over 1.5 billion in budget and related policy issues. Worked on the team with State Senators to begin the Tier II retirement system (defined contribution) for public employees. Helped agencies avoid major reductions in force and services through strategic and hard budget discussions during the Great Recession.

Managed accounting, payroll, and grant application processes for Workforce Services Department (4 divisions, 1,500+ employees). Successfully coordinated the grant process for over \$1 billion in federal aid (ARRA).

### Management/Policy Analyst

*City of Saratoga Springs*

*August 2007-July 2008*

### Executive Assistant

*Village of Willowbrook, Illinois*

*March 2006-July 2007*

## EDUCATION

### Master of Public Administration

*Northern Illinois University, DeKalb IL*

### Economic Development Certificate

*University of Oklahoma, Norman OK*

### Bachelor of Arts

*Brigham Young University, Provo UT*

## AFFILIATIONS/MEMBERSHIPS

- International City Managers Association (ICMA)
- Florida City/County Management Association (FCCMA)
- Government Finance Officers Association (GFOA)
- International Economic Development Council (IEDC)
- Society for Human Resource Management (SHRM)
- Florida League of Cities (FLC)

## CONTACT INFO

Cell: 801-455-7738 Email: [smith.partnership@gmail.com](mailto:smith.partnership@gmail.com)

Address: 364 Belhaven Falls Dr., Ocoee, FL 34761

## REFERENCES

NAME	POSITION	ORGANIZATION	CONTACT INFO
<i>ELECTED OFFICIALS</i>			
Nadia Anderson	City Commissioner	City of Apopka	<a href="mailto:nlanderson@apopka.net">nlanderson@apopka.net</a>
Nick Nesta	City Commissioner	City of Apopka	<a href="mailto:nnesta@apopka.net">nnesta@apopka.net</a>
Alexander Smith	City Commissioner	City of Apopka	<a href="mailto:smithcongress@aol.com">smithcongress@aol.com</a>
Diane Velazquez	City Commissioner	City of Apopka	<a href="mailto:dvelazquez@apopka.net">dvelazquez@apopka.net</a>
Christine Moore	County Commissioner	Orange County, FL	407-497-2026
<i>Colleagues</i>			
Cliff Shepard	City Attorney	Shepard, Smith, Rohlmyer & Hand	<a href="mailto:cshepard@shepardfirm.com">cshepard@shepardfirm.com</a>
Joseph Patton	HR Director	City of Apopka	<a href="mailto:jpatton@apopka.net">jpatton@apopka.net</a>
Blanch Sherman	Finance Director	City of Apopka	<a href="mailto:bsherman@apopka.net">bsherman@apopka.net</a>
Susan Bone	City Clerk	City of Apopka	<a href="mailto:sbone@apopka.net">sbone@apopka.net</a>
George Forbes	Senior Advisor	ICMA	<a href="mailto:Gdforbes29@gmail.com">Gdforbes29@gmail.com</a>
Shyam Dunna	Principal Partner	NMomentum	<a href="mailto:sdunna@nmomentum.com">sdunna@nmomentum.com</a>
Mike McKinley	Police Chief	City of Apopka	<a href="mailto:mmckinley@apopka.net">mmckinley@apopka.net</a>
Will Sanchez	Fire Chief	City of Apopka	407-703-1756
Glen Brooks	Public Utilities	City of Apopka	<a href="mailto:gbrooks@apopka.net">gbrooks@apopka.net</a>
Jessica Pugh	Purchasing Manager	City of Apopka	<a href="mailto:jpugh@apopka.net">jpugh@apopka.net</a>
Radley Williams	Parks & Rec Director	City of Apopka	<a href="mailto:rwilliams@apopka.net">rwilliams@apopka.net</a>
Bobby Howell	Planning Manager	City of Apopka	407-703-1712
Kevin Campbell	City Engineer	ESI Engineering	<a href="mailto:Kevin.campbell@esieng.com">Kevin.campbell@esieng.com</a>
Kim Curnow	Centerville Committees	Centerville City	<a href="mailto:curnow@gmail.com">curnow@gmail.com</a>
Loretta Gale	Consultant	Infobytes	<a href="mailto:loretta@infobytes.com">loretta@infobytes.com</a>

**Town Manager Candidate Questionnaire**  
**Dundee, FL**

**Due NLT Sunday, June 15, 2025 @ 11:00 PM CDT**

**Return to:** [DelenaFranklin@GovernmentResource.com](mailto:DelenaFranklin@GovernmentResource.com)

**Full Name (first, middle, last):** Jacob J. Smith

**Nicknames (if any):** None

**Cell:** 801-455-7738

**Home:** Same

**1. How many employees, and what size budgets did you oversee in your last three positions?**

- **Apopka, FL:** 700+ employees, \$200 million operating and capital improvements budget.
- **Fruit Heights, UT:** 80+ employees (including contract staff), \$10 million budget.
- **Centerville, UT:** 105 employees, \$25 million operating and capital budget.

**2. Please detail the specific Departments you have supervised in your last three positions.**

**Apopka, FL:** Oversaw all 16 departments, including:

- **Finance & Accounting**
- **Water Treatment & Distribution, Wastewater, Stormwater** (Public Utilities)
- **Engineering, Street & Traffic Control** (Public Works)
- **Information Technology**
- **Fire/Public Safety** (Police & Fire)
- **Parks & Recreation**
- Also supervised Community Development, Building Inspection/Permitting, HR, Economic Development, Fleet Maintenance, Facilities, City Clerk, Museum.

**Fruit Heights, UT:**

- Managed all departments due to small size. Direct oversight of Finance, HR, IT, Economic Development, Utilities (water/stormwater), Streets, Public Safety (via contract), Parks, and Planning.

**Centerville, UT:**

- Supervised Finance, Budget, HR, IT, Risk Management, Court, Economic Development, Museum, Public Relations, Recreation.
- Indirect involvement with Utilities, Public Safety, and Parks via strategic planning and budget work.

**3. Please describe why you left your last three positions. Include any short-term or gap-related explanations.**

- **Apopka:** Let go by a paranoid mayor due to concerns over transparency and internal politics. My commitment to honesty and proper disclosure conflicted with the mayor's desire to suppress serious internal issues ahead of the election. No staff or council members supported his decision, and many were unaware until after my departure.
- **Fruit Heights:** Brought in temporarily to stabilize operations, bring city into compliance, and update outdated policies. Work was successfully completed in six months and Assistant City Manager was promoted into the role.
- **Centerville:** Left to become City Manager in a neighboring city (Fruit Heights) to help them recover and meet audit demands.

**Gap between Fruit Heights and Apopka:** Lengthy recruitment and selection process in Apopka, including multiple Council meetings, delayed start date.

**4. Strategic Planning Experience:**

I've led strategic and comprehensive planning in every position I've held. In Apopka, I led the City-Wide Strategic Plan and a full update of the Comprehensive Plan with a new Economic Development section. I believe in inclusive planning that brings in the Council, staff, and community early to ensure broad buy-in. I build vision through workshops, surveys, performance metrics, and linking budgeting to strategic goals. My leadership fosters ownership at every level.

**5. Fiscal Management & Capital Planning Experience:**

- **Apopka:** Closed a \$16 million budget deficit through smarter spending, ad valorem adjustments, rate reviews, and CIP grant planning.
- **Centerville:** Built reserves from 5% to 20%, improved internal controls, and achieved a "Very Low" risk audit rating.
- **Capital Financing:** I've used a mix of impact fees, state/federal grants, bonding, and public-private partnerships. For example, Apopka tied major capital projects to anticipated grants and phased investments.

**6. Management Style (5 bullets):**

- Empowering, team-first leadership
- Transparent and honest communication
- Inclusive and collaborative decision-making
- Strategic, data-informed planning
- Consistent, values-driven actions

**7. Disaster Management Experience:**

- **City Administrator for two hurricanes,** two major rain events, one mudslide.



- **Logistics Manager for:** three wildfires, one earthquake, five windstorms (100+ mph winds).
- **FEMA/ICS:** Trained in ICS. Administered FEMA reimbursement processes post-disasters. Led all EOC operations in coordination with county and state officials.

#### 8. Growth Management Experience:

- **Apopka:** Negotiated agreements with three major developers (5,000+ units underway, 7,000+ in planning).
- **Strategy:** I align land use with infrastructure planning. Implemented updated Comprehensive Plans, growth projections, and impact fee studies. Managed moratoriums strategically, ensuring legal defensibility and community support.
- **Result:** Balanced quality growth with infrastructure and service capacity.

#### 9. Complex Project Example:

**Project:** \$125 million Public Safety Complex (in Apopka).

- **Steps:**
  1. Conducted feasibility and community needs studies.
  2. Held public workshops and stakeholder focus groups.
  3. Built Council consensus through fiscal modeling.
  4. Phased plan into budget with grant support.
  5. Coordinated architect/engineering proposals.
- **Challenges:** Political skepticism, funding gaps, public concern.
- **Outcome:** Plan adopted; phase one approved with broad support.

#### 10. Workplace Culture & Motivation:

I lead by example—respect, fairness, and transparency. I build inclusive teams where ideas are welcomed. I involve department heads and key staff in policy formation, budget planning, and major decisions. I empower high performance through clear expectations, development opportunities, and celebrating achievements.

#### 11. Transparent Communication Approach:

Internally, I hold weekly leadership briefings, monthly all-staff meetings, and operate open-door policies. Externally, I use newsletters, social media, and community forums. In Centerville, I revamped the city website and launched the first citywide social media campaign. In Apopka, I began work on a transparency dashboard to display budget, projects, and service data.

#### 12. Economic Development Experience:

- **Apopka:** Strategic Plan added economic development chapter; secured development agreements for 12,000+ units.
- **Centerville:** Created new economic development area; secured \$35M ATV mall.
- **Strategies:**

- Business outreach
- Site-readiness initiatives
- Incentive programs
- Branding campaigns
- **Results:** Diversified tax base, job creation, better community visibility.

### **13. Most Immediate Challenge in Dundee:**

**Managing the building moratorium and growth pressure.** With 7,000+ proposed homes, the need to balance growth, infrastructure, and public services will be critical. The challenge is making growth work *for* the community, not against it. It will require planning, negotiation, and clear communication.

### **14. Background Concerns:**

There may be questions about my departure from Apopka. As explained, it was a political decision by the mayor, not based on performance or conduct. I remain on good terms with staff, the public, and other elected officials. All audits and evaluations during my tenure were positive.

### **15. Internet Search Press Coverage:**

You may find brief media mention of my departure from Apopka. No controversy or scandal is associated with my name—only speculation around the Mayor's unilateral decision. My record and actions remain above reproach, and I would be happy to provide references from that time.

### **16. Other Recruitments:**

I have been contacted by a few other organizations but have not committed to any process beyond early exploratory discussions. Dundee is my top interest based on alignment with my skills, values, location, and the community's needs.

### **17. Desired Compensation & Start Date:**

- **Desired Range:** \$160,000–\$170,000 (reflecting experience and current package)
- **Benefits:** Health coverage, vehicle stipend, training, and ICMA/FCCMA membership support would be important to continue.
- **Concerns:** None significant; I would only want clarity on expectations, relocation if required, and long-term Commission vision.
- **Start Date:** I can begin within 3–4 weeks of offer.

### **18. Three Questions for the Mayor & Commission:**

1. What is the Commission's long-term vision for growth and development in Dundee?
2. How does the Commission define a successful Town Manager relationship?
3. What role would you like the Town Manager to play in community engagement and regional leadership?

# JAMES GASTON III



**James D. Gaston, III**

60 Sheridan Street, NE  
Washington, DC 20011

Tuesday, May 13, 2025

Town of Dundee, FL -Town Manager

As a local government professional, I am presently seeking new challenges and career growth. I was excited to discover that the Town of Dundee, FL is currently seeking a Town Manager, I am pleased to submit my application for this position.

Recently, I was the Deputy City Manager for Hopewell, Virginia. I aided the City Manager in the administration of municipal functions and supervised eight (8) City Agencies with 250+ staff members; Communications, Public Works, Healthy Families, Recreation & Parks, Planning & Development, Social Services, Water Renewal & Virginia Juvenile Community Crime Control Act (VJCCCA). These agencies represent half of the 175 million annual budget. I directed and evaluated assigned staff; handled employee concerns and problems, directed work, counseled, disciplined, and completed employee performance appraisals; jointly recruited, appointed, and trained staff.

Preceding, I was the Town Administrator for the Town of Brentwood, MD. I am responsible for all Town functions including managing 14 staff and contractors. This includes Public Works and Code Enforcement staff. As Head Code Enforcement Officer and Building Permit Manager, I review and approve all the Town's new construction. I manage the Town's Procurement and Request For Proposal (RFP) process. I am overseeing the completion of the renovation of the *Town's Old Firehouse* into the Three (3) million-dollar *New Town Center*, 1.5 million, or half the cost have been raised via my grant funding efforts. I served as the Town's liaison with local, state & federal government, and local civic entities. I have created Standardized Operational Procedures for the administrative functions and created an active Social Media footprint for the Town.

Recently, I was the Village Manager for the Village of Martin's Additions, in Chevy Chase MD. I was responsible for all Village functions including managing ten (10) staff and contractors. I served as head Code Enforcement Officer and Building Permit Manager. I managed the Village's Request For Proposal (RFP) process. I oversaw the completion of the Village's Maryland Archive project to completion in six (6) months. I served as the Village liaison with local, state & federal government, and local civic entities. I created Standardized Operational Procedures for the administrative functions of the Village.

Formerly, I was a Budget Analyst, with the City of Petersburg, Virginia. I provided a full range of financial information, analysis, and support to all City Departments for City Council approval for a \$102-million-dollar annual budget. I

examined and interpreted financial reports of revenues, expenditures, personnel, operations, capital projects, and grants to prepare projections for budget planning purposes. Additionally, I served as the Economic Development Projects Manager for the City of Petersburg, VA. I was responsible for the development and coordination of internal and external communications strategies to help grow the economic development of the City of Petersburg, Virginia. I managed the city's Economic Development website page and created the social media Economic Development social media accounts, which included Facebook, Twitter, and Instagram. I represented the Economic Development interest of the City of Petersburg at community events and meetings.

Previously, I served as the first Public Information Officer for the City of Glenn Heights, Texas, (a Dallas, Texas suburb). I was responsible for the development and coordination of internal and external communications strategies that protect and enhance the values, goals, and image of the City of Glenn Heights. I managed all the city's official media inquiries and social media networks including Facebook, Twitter, and Instagram while also managing the city's website. My responsibilities included the development and implementation of city procedures that highlighted community special events, including ceremonial and celebratory activities that were submitted by both residents and businesses. My position was also tasked with the development of strategies and relationships that would highlight area strengths to both residential and commercial community partners. This included the coordination of the Economic Development Department and the re-establishment of the Glenn Heights Chamber of Commerce.

Thank you for your time and consideration. Please do not hesitate to contact me if you have any questions.

Sincerely,

*James D. Gaston, III*

James D. Gaston, III, Attachments

# James D. Gaston III

## Professional Overview

### **Deputy City Manager, City of Hopewell, Hopewell, VA.**

*Richmond, VA suburb, population 24,000/budget \$233 million*

**June 2024-May 2025**

- Aided the City Manager in the administration of municipal functions and worked as a liaison with the public for complaint resolution. Work involved administrative functions of a complex nature necessitating research and evaluation relative to the daily operations.
- Supervised eight (8) City Agencies with 250+ staff members; Communications, Public Works, Healthy Families, Recreation & Parks, Planning & Development, Social Services, Water Renewal & Virginia Juvenile Community Crime Control Act (VJCCCA). Directed, and evaluated assigned staff; handled employee concerns and problems, directed work, counseled, disciplined, and completed employee performance appraisals; jointly recruited, appointed, and trained staff.
- Managed the City's Strategic Planning and Standard Operating Procedures (SOPs) process. Maintained processed and tracked goals and initiatives. Communicated and coordinated with all departments to ensure targets were met. Assisted with preparation of annual City Budget; analyzed budget requests; researched budget-related matters; tracked pertinent data to facilitate budget planning; monitored expenditures to remain within established budget; assisted in developing revenue projections for next fiscal year; reviewed budget transfers/amendments for justification, fiscal impact, and conformance with applicable policies/procedures.
- Reviewed various forms, reports, correspondence, budget documents, policies, procedures, manuals, reference materials, or other documentation; reviewed, completed, processed, forwarded, or retained as appropriate.
- Investigated performance problems and prepared weekly operational status reports to the City Manager; suggested changes in organization/management of City government.
- Performed the duties of City Manager in the absence of City Manager and upon designation by City Manager and performed emergency response duties as necessary.

### **Town Administrator, Town of Brentwood, Brentwood, MD.**

*Washington, DC suburb, population 4,000/budget \$3.5 million*

**April 2021-June 2024**

- Served as the Manager of all administrative operations of Town government services
- Assisted with the preparation of the Town's annual \$3.5 million operating budget
- Oversaw the Town's renovation of the *Old Fire House* into the three (3) million-dollar *New Town Center*
- Supervisor of twelve (12) staff including, including Town Clerk, Code Enforcement & Public Works
- Managed the Town's Contracts & Request For Proposal (RFP) process
- Performed employee performance evaluations
- Direct Grant/Proposal writing & administration that earned \$1.4 million toward the *New Town Center*
- Operated as the Head Code Enforcement Officer & Building Permit Manager
- Created & managed the Town's Social Media (Email, Facebook, Instagram, Linked In & Twitter)
- Crafted Standardized Operational Procedures for the administrative functions of the Town

### **Village Manager, Village of Martin's Additions, Chevy Chase, MD.**

*Washington, DC suburb, population 1,500/budget \$850k (departure due to major change in village council)*

**June 2019-February 2020**

- Served as the Manager of all operations of the Village government services
- Supervisor of ten (10) staff including, Assistant Village Manager, Police, & Public Works
- Served as the Head Code Enforcement Officer and Building Permit Manager
- Oversaw Village's Maryland Archive project, categorizing the village history in six (6) months



- Created the Village's Human Resource & Risk Management Manuals
- Created Standardized Operational Procedures for the administrative functions of the Village
- Managed the Village's Request For Proposal (RFP) process
- Assisted with the preparation of the Village's annual \$850,00 operating budget

### **Budget Analyst, City of Petersburg, Petersburg, VA.**

*Richmond, Va Suburb population 32k/budget \$102 million*

#### **February 2018–June 2019**

- Provided a full range of financial information, analysis, and support to all City Departments for City Council approval of a \$102-million-dollar annual budget
- Examined and interpreted financial reports of revenues, expenditures, personnel, operations, capital projects, and grants to prepare projections for budget planning purposes

### **Economic Development Projects Manager, Economic Development**

- Developed and coordinated all internal and external communication strategies to brand, protect, and enhance the values, goals, and image of the City of Petersburg, Economic Development Department via Social Media
- Created, maintained, and updated all City of Petersburg Economic Development social media (Website, Twitter, Facebook & Instagram) accounts
- Represented the Economic Development interest of the City of Petersburg, at events & meetings

### **Customer Service Rep. Federal Emergency Management Agency, Hyattsville, MD.**

#### **September 2017-February 2018**

- Assisted with customer inquiries regarding the Individual Household Program (IHP) program
- Resolved customer issues and conflict resolution, escalations, and items flagged for follow-up
- Reviewed applicant documentation for completeness accuracy and approval
- Trained in the following applications, *C3MP Telephone Management Program, Temporary Sheltering Agency (TSA), Document Management & Records Tracking System (DMARTS), Disaster Application Registration Intake, Telephone Helpline Intake, and IHP*

### **Public Information Officer & Economic Development, City of Glenn Heights, Glenn Heights, TX.**

*Dallas suburb, population 15k/budget \$2 million (departure due to a change in City Manager)*

#### **January 2017–September 2017**

- Developed and coordinated all internal/external communication strategies to brand, protect, and enhance the values, goals, and image of the City of Glenn Heights, the Police and Fire Departments
- Served as an information liaison for the City and all City Departments including coordinating with the local news media for all press releases, announcements, and press conferences
- Developed & implemented a marketing plan via social media to raise the professional image of the City
- Researched, wrote, photographed, and prepared graphic designs for all City brochures, newsletters, public notices, bill inserts, and display advertisements
- Created, maintained, and updated all City of Glenn Heights social media (Website, Twitter, Facebook NextDoor & Instagram) accounts
- Created a Ceremonial Document Services Unit & wrote correspondence for the Glenn Heights Mayor
- Reactivated and coordinated activities for the Glenn Heights Chamber of Commerce
- Represented the Economic Development interest of the City of Glenn Heights at events & meetings
- Provided professional advice to City Senior Staff regarding economic development decisions

### **Sales Associate, Sheehy Subaru, Springfield, VA**

#### **December 2015-December 2017**

- Developed relationships with potential customers.



- Follow up on inquiries via email, phone calls, and *ELeads* (Customer Relationship Management Program) to ensure customers have all the information they need to make an informed purchase.
- Negotiated deals on buying and leasing automobiles to the satisfaction of both the customer and the dealership with an average customer satisfaction review score of 85%.
- Educated customers on the features, options, and packages of a range of makes and models of vehicles to assist them in making a purchase that fits their needs and budget.

### **Special Assistant, Secretary of the District of Columbia, Mayor's Office, Wash. DC**

**October 2012–November 2015**

- Provided Social Media support to all six agencies within the Office of the Secretary (OS): Official Ceremonial Services; publication of the District of Columbia Register and the District of Columbia Municipal Regulations; the administration of the Office of Notary Commissions and Authentications; the Office of Protocol and International Affairs; Office of Public Records and Archives and the Executive of the Office of the Secretary
- Managed the *DC One Fund* – An Annual Employee Contribution Campaign (33,000 employees) that raised over 1 million dollars in 2013 and 2014 for the first time since 2007
- Created, maintained, and updated all OS social media (Website Twitter, Facebook & Instagram)
- Represented the OS as a Voting Member for the Public Space Committee/Right of Way meetings
- Assisted with the citywide Special Events hosted by the OS including DC Emancipation Day; Martin Luther King, Jr. Day of Service; Electoral College, and the 57<sup>th</sup> Presidential Inauguration.
- Wrote correspondence for Ceremonial Services for the Executive Office of the Mayor

### **Education**

Certified Public Management (CPM) Certificate.....University of Baltimore, Baltimore, MD  
 Master of Public Administration.....University of the District of Columbia, Washington, DC  
 Bachelor of Arts-Major: Urban Studies.....Morehouse College, Atlanta, GA  
 Academy Fellow for Excellence in Local Governance.....School of Public Policy, University of Maryland  
 Executive Leadership Institute Graduate.....National Forum for Black Public Administrators, Wash DC  
 Mentor Program Graduate.....National Forum for Black Public Administrators, Wash DC

### **Service & Community Involvement**

- 2023 *The Parks Main Street-Center for Non-Profit Advancement*-Board Member
- 2018-19 United Negro College Fund Leadership Council for UNCF Virginia, Communications Chair
- 2018-19 Petersburg, VA Rotary Club Member
- 2017 Urban Management Assistants of North Texas Social Media Team
- 2017-20 NFBPA National Emerging Leaders Council Member-Corresponding Secretary

### **Certifications, Training, and Skills**

- 2023 Graduate, Emerging Leaders Development Program, (ELDP), ICMA
- 2022 Torchbearer, Graduate Academy for Excellence in Local Governance, Univ of Maryland
- 2021 Fellow, Graduate Academy for Excellence in Local Governance, Univ of Maryland
- 2014 National Forum for Black Public Administrators Executive Leadership Institute Graduate
- 2003 National Forum for Black Public Administrators Mentor Program Graduate
- Microsoft Office Suite (Outlook, Word, Excel, and PowerPoint)
- Website & Content Management (CivicPlus)
- Proficient in social media platforms (*Facebook, Instagram, Twitter, NextDoor, LinkedIn & CivicPlus*)

**References available upon request**





**Town Manager Candidate Questionnaire-Dundee, FL**  
**Due NLT Sunday, June 15, 2025 @ 11:00 PM CDT**  
**Return to: [DelenaFranklin@GovernmentResource.com](mailto:DelenaFranklin@GovernmentResource.com)**

**Full Name (first, middle, last):** James D. Gaston, III/Nicknames (if any):

*Please provide your cell, home, and office numbers to facilitate contacting you if needed.*

**Cell: 202.276.2116                      Home: 202.810.3134**

*Please answer each of the following questions completely and thoroughly.*

**1. How many employees, and what size budgets did you oversee in your last three positions?**

**a. June 2024-May 2025**

**i. Deputy City Manager, City of Hopewell, Hopewell, VA.**

**1. Richmond, VA suburb, population 24,000/budget \$350 million**

- |                             |                                |
|-----------------------------|--------------------------------|
| a. Number of Direct reports | 250 staff                      |
| b. Number of Agencies       | 8 agencies                     |
| c. Budget                   | \$175 million of \$350 million |

**b. April 2021-June 2024**

**i. Town Administrator, Town of Brentwood, Brentwood, MD.**

**1. Washington, DC suburb, population 4,000**

- |                             |             |
|-----------------------------|-------------|
| a. Number of Direct reports | 15 Staff    |
| b. Budget                   | 3.5 million |

**c. June 2019-February 2020**

**i. Village Manager, Village of Martin's Additions, Chevy Chase, MD.**

**1. Washington, DC suburb, population 1,500/budget \$850,000**

- |                             |           |
|-----------------------------|-----------|
| a. Number of Direct Reports | 10 Staff  |
| b. Budget                   | \$850,000 |

**2. Please detail the specific Departments you have supervised in your last three positions. As part of your answer, please highlight any experience you may have in overseeing Finance & Accounting, Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, Information Technology, Fire/Public Safety, and Parks and Recreation.**

- a. As Deputy City Manager for The City of Hopewell, Virginia. I aided the City Manager and was 2<sup>nd</sup> in command, in the administration of municipal functions and supervised eight (8) City Agencies with 250+ staff members. These agencies represent half of the 175 million annual budget. I directed and evaluated assigned staff; handled employee concerns and problems, directed work, counseled, disciplined, and completed employee performance appraisals; and jointly recruited, appointed, and trained staff.

b.

- |                       |                             |
|-----------------------|-----------------------------|
| i. Communications     | iv. Recreation & Parks      |
| ii. Public Works      | v. Planning and Development |
| iii. Healthy Families | vi. Social Services         |

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- vii. Hopewell Water Renewal
- viii. VA Juvenile Community Crime Control Act
- 1. **Finance and Accounting** All of the above agencies' 2025-2026 Budget were reviewed and submitted by me to the City Manager for which the City Council approved.
- 2. **Water Treatment & Distribution, Wastewater Collection & Treatment.** *The Hopewell Water Renewal (HWR) Agency which is the Wastewater Treatment plant for the entire City of Hopewell/parts of Prince George County, VA region was under my direct purview for six (6) months from November 2024 to May 2025. The HWR Director's job performance required that they be removed. I filled in as the Director/Agency Head and primary POC during this time of transition for HWR. This was a deep indoctrination into the realm of Waste Water Treatment.*
- 3. **Street & Traffic Control,** *One of my agencies was Public Works which managed all street and traffic control. This agency applied for street improvement grants and made major street repairs. Also addressed all the Capital Improvement projects for the City of Hopewell.*
- 4. **Parks and Recreation** *or Recreation and Parks as it is referred to in the Commonwealth of Virginia was also the agency that was under my purview. This agency hosted many special events in the City of Hopewell; the 2025 Annual Trunk or Treat (5k+ in attendance), the Annual City Point 5k Race, (3k in attendance), and the Annual Harvest Feast (4k+ in attendance).*
- 5. **Information Technology/Communications** As Deputy City Manager, I was responsible for instituting a City of Hopewell Style Guide that was desperately needed to bring all of the agencies and 500+ staff consistency with the social media branding for the City of Hopewell.
  - a. As Town Administrator for the Town of Brentwood, MD. I was responsible for all Town functions including managing 15 staff and contractors. This included Public Works and Code Enforcement staff. As Head Code Enforcement Officer and Building Permit Manager, I reviewed and approved all of the Town's new construction and managed the Town's Procurement and Request For Proposal (RFP) process. I oversaw the completion of the renovation of the Town's Old Firehouse into the Three (3) million-dollar New Town Center, 1.5 million, or half the cost has been raised via my grant funding efforts. I served as the Town's liaison with local, state & federal government, and local civic entities. I have created Standardized Operational Procedures for the administrative functions and created an active Social Media footprint for the Town.

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- c. **Information Technology** As Town Administrator, all IT issues and Town Communications were my responsibility. Since the Town of Brentwood was 52% Latino, all Town communications were published/printed in English and Spanish. I created a Social Media footprint and branding for the Town.
- d. As Village Manager for the Village of Martin's Additions, in Chevy Chase MD. I was responsible for all Village functions including managing ten (10) staff and contractors. I served as head Code Enforcement Officer and Building Permit Manager. I managed the Village's Request For Proposal (RFP) process. I oversaw the completion of the Village's Maryland Archive project to completion in six (6) months. I served as the Village liaison with local, state & federal government, and local civic entities. I created Standardized Operational Procedures for the administrative functions of the Village.
  1. **Public Safety** As Village Manager, I was responsible for the Public Safety/Police in the Village. The Village used contracted Police Officers which were under my purview.
  2. **Fire Safety** Was under the purview of the Montgomery County Maryland Fire Department.
3. *Please describe why you left your last three positions. Additionally, are there any gaps over two weeks in your employment history including any short-term (i.e., approximately 1-year or less) posts that may have occurred in your career? If so, please explain in detail.*
  - a. **June 2024-May 2025, Deputy City Manager, City of Hopewell, Hopewell, VA**
    1. Three (3) newly elected (November 2024 elections) members provided a majority of the City of Hopewell, The City Council needed the current members wanted to end the City Manager contract without cause, despite the many successes and improvements, with my assistance, of the City Manager, who had been promoted to City Manager for three years after being the City of Hopewell Director of IT, for six (6) years. The City Council tried to end the City Manager Contract in January 2025 but was unsuccessful, but was able to change the Charter and ended the City Manager Contract in May of 2025.
    2. The City of Hopewell City Council simultaneously removed the City Clerk without cause.
    3. Due to these actions, the City of Hopewell City Council created a hostile work environment.
  - b. **April 2021-June 2024-Town Administrator, Town of Brentwood, Brentwood, MD.**
    1. The Town of Brentwood, MD, new Town Center was 90% complete. I was offered a position with the City of Hopewell, VA to become the Deputy City Manager. This position offered me an opportunity to oversee eight (8) agencies and 250+ staff, which was a great opportunity to expand my knowledge of municipal government.

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- c. June 2019-February 2020-Village Manager, Village of Martin's Additions, Chevy Chase, MD.***
1. In June of 2019, I was hired by a progressive Mayor. Unfortunately, the Progressive Mayor passed away in August of 2019. The Town Council had a change in leadership and I decided to leave the position due to the different direction of the Council.
- 4. Please describe your experience and skills in strategic planning and visioning. How do you facilitate the development of a clear vision for the organization and secure buying at all levels of the organization?***
- a. In my previous position as the coordinator of the DC One Fund, the Government of the District of Columbia's 34,000-employee annual workplace giving program, I coordinated the 45+ District of Columbia Agency Fairs, Citywide Kick-off Celebration, Citywide Talent Show, Citywide Mid-Season Fair, and Closing Recognition awards ceremony. I managed the 100 Agency Coordinators with correspondence and supplied them with best practices and served as the liaison to the DC One Fund Executive Committee, area non-profits, District of Columbia Government employees, and administrator for the DC One Fund website and social media outlets. I was responding to all emails and creating city-wide email blasts and kept the DC One Fund Executive Committee updated on the status of the DC One Fund by creating Memorandums of Understanding (MOUs) for various outside agencies such as United Way and United Black Fund. This was done by attending all DC One Fund events. During the offseason, I kept the new non-profit independent applications were reviewed and vetted by the Office of the Secretary, the District of Columbia Office of Tax and Revenue, and the District of Columbia Department of Consumer and Regulatory Affairs to ascertain their tax and non-profit (501c) status before they can be added to the upcoming DC One Fund.
- 5. Please describe your experience and skills in municipal fiscal management, budget development, capital infrastructure planning, and related financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.***
- a. In my previous position as the Town Administrator for Brentwood, MD, the old Town of Brentwood Fire Station needed to be renovated to evolve into the New Town Hall. This project had been in development since 2008 but never moved passed the stage of a drawing concept. The previous Town Councils keep delaying the project due to cost. In 2018, the Town of Brentwood was awarded a \$400k State of Maryland Bond/Grant. The promise of these funds required the Town to move forward with the renovation or risk losing these funds. Unfortunately, before my hire date in May of 2021, this project was stalled again, which required me to re-acquire the \$400k Bond Bill or risk losing the funds. My efforts placed this renovation project at 90% completion. The New Town Hall renovation was budgeted for 3 million dollars. To

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assist with the cost of the renovation, I secured a low-interest Capital Improvement Loan from the State of Maryland for 2.5 million dollars. I then secured 1.4 million in grants to complete the project.

6. *Describe your management style in five bullet points of five words or less for each bullet point.*
  - a. My leadership style is a combination of
    - i. Transformational-inspire and motivate by focusing on a shared vision
    - ii. Democratic collaboration with leaders with input from team members.
    - iii. Coaching-developing team member's skills through guidance and support.
    - iv. Visionary-inspire and motivate others by articulating a vision for the future
    - v. Situational-adapting leadership behavior based on the situation
7. *Please describe any experience you may have with pre and post-severe weather and/or other disaster events, including any FEMA training and federal/state reimbursement administration for post-event recovery efforts.*
  - a. As a Former Town Administrator with the Town of Brentwood, MD. There was a major thunderstorm that impacted the Town with downed trees, and damaged property. My experience as a PIO made the process streamless due to my experience as a PIO in the City of Glenn Heights, Texas which had several tornadoes during my tenure. That experience helped with communications with the Town Council, residents, and the media. The Town of Brentwood collaborated with surrounding municipalities to submit FEMA reimbursements to recoup the funding for damages.
8. *As noted in the Position Profile Brochure, Dundee is poised for significant growth and associated growth management pressures. Please elaborate on any experience you may have in preparing your current or previous organizations and communities in the area of growth management, including any strategies you have found to be effective in addressing rapid growth concerns.*
  - a. In my previous position as the Town Administrator for Brentwood, MD, the old Town of Brentwood Fire Station needed to be renovated to evolve into the New Town Center. This project had been in development since 2008 but never moved passed the stage of a drawing concept. The previous Town Councils keep delaying the project due to cost. In 2018, the Town of Brentwood was awarded a \$400k State of Maryland Bond/Grant. The promise of these funds required the Town to move forward with the renovation or risk losing these funds. Unfortunately, before my hire date in May of 2021, this project was stalled again, which required me to re-acquire the \$400k Bond Bill or risk losing the funds. My efforts placed this renovation project at 90% completion. The New Town Hall renovation was budgeted for 3 million dollars. To assist with the cost of the renovation, I secured a low-interest Capital Improvement Loan from the State of Maryland for 2.5 million dollars. I then secured 1.4 million in grants to complete the project.

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9. *Please tell us about your project management experience. As part of your answer, please tell us about the most complex project you have organized. Outline the steps you took to ensure political, organizational, financial, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.*
- a. In my previous position as Town Administrator for the Town of Brentwood, I convinced the Town Council not to include the Public Safety/Police Department in the previously mentioned renovation project of the Old Firehouse into the new Town Center. Including the Police Department in the renovation project would have increased the expenditures by an additional 1 million to 2 million dollars. New Police Departments require significant building upgrades that the Town's Budget could not accommodate. My solution after the New Town Center was completed, the next major capital improvement project was to renovate the old Town Hall Building into the new Public Safety and Community Center. The old Council Chambers would be repurposed into a Community Center with a modernized Commercial Grade Kitchen. The Town could then rent out the new space for community events to recoup the cost of the renovations. Additionally, the Police Department would triple its office space with added conference rooms and an upgraded secured evidence room. With the Police Department and the Community Center in the same building, the Police Department would then monitor any Community Center events. The new Multipurpose Room is for use by the community and its residents. The Police Department would have complete control of the new building.
10. *What is your philosophy and approach to building a strong, inclusive workplace and motivating your employees to perform at their highest levels, including how you involve your subordinates in decision-making issues?*
- a. My focus is on continuous improvement and pushing staff members outside of their comfort zone.
- b. Having staff members have input in the decision-making process to accomplish the task completed. Staff input is important because if included the staff will become vested in the final product, with the Town Manager having the final say, their input is valuable.
- c. Town Managers should be collaborative, supportive, and encouraging, to staff to help staff achieve its best results.
11. *What is your approach to facilitating open and transparent communication about local government operations and initiatives, both internally and externally? Please include examples of how you typically interact and communicate with staff and community stakeholders in your current and/or previous posts.*
- a. Previously, I served as the first Public Information Officer for the City of Glenn Heights, Texas, (a Dallas, Texas suburb). I was responsible for the development and coordination of internal and external communications strategies that protect and enhance the values, goals, and image of the City of Glenn Heights. I managed all the city's official media inquiries and social media networks including Facebook, Twitter,



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and Instagram while also managing the city's website. My responsibilities included the development and implementation of city procedures that highlighted community special events, including ceremonial and celebratory activities that were submitted by both residents and businesses. Communication is a valuable tool to keep the Town Commission along with the residents updated with the municipal government. My plan would be to create a media strategy that includes, weekly newsletters, Press Releases, and social media to keep the residents informed and promote the good news of the Town. The Town should have a style guide to have a consistent brand to promote the Town.

*12. Can you elaborate on your experience in leading economic development initiatives in your current or former communities? As part of your answer, please include any strategies you have used to help diversify the local economies through outreach to prospective employers/companies in support of economic development goals.*

- a. I served as the Economic Development Director for the City of Glenn Heights, Texas, (a Dallas, Texas suburb). My position was also tasked with the development of strategies and relationships that would highlight area strengths to both residential and commercial community partners. This included the coordination of the Economic Development Department and the re-establishment of the Glenn Heights Chamber of Commerce. I scheduled monthly Chamber Meetings with local area businesses with guest speakers from the Small Business Administration and local business area leaders to help grow the Chamber.

*13. If you are selected for this position, what do you believe will be the greatest, most immediate challenge in your new role as Dundee's Town Manager and why does it present a challenge?*

- a. The biggest challenge would be the time to gain a better understanding of the annual budget process and how it will impact the lives of the residents of the Town of Dundee, Florida.
- b. With most municipalities, the Budget process is the most challenging. Municipalities must provide services on limited budgets and having a having a better understanding of the political process and the influence of the City Council in the day-to-day operations of the City. Streamlining budget expenditures is vital to the future fo the Town and the success of the 2022 Town of Dundee, Florida Strategic Plan.

*14. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the Town of Dundee?*

- a. There is nothing in my background that should cause concern.

*15. What will we find in an internet search of press coverage that may be controversial or of concern to the Town of Dundee? Please provide whatever explanation you think is appropriate to help us understand what we will find.*

- a. There is nothing in my background that should cause concern.

***Town Manager Candidate Questionnaire-Dundee, FL***  
**Due NLT Sunday, June 15, 2025 @ 11:00 PM CDT**  
**Return to: [DelenaFranklin@GovernmentResource.com](mailto:DelenaFranklin@GovernmentResource.com)**

16. Are you currently involved in any other recruitments and what is your status in those searches?
- Yes, I am the finalist for other Town/City Manager and Deputy City Manager positions.
17. Please describe your desired compensation range and related benefit package if you are ultimately selected as the final candidate for this position.
- The desired salary amount would be the allotted maximum amount of \$160k to accommodate the relocation to the Town of Dundee and becoming a resident.
18. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would need to be resolved before you would be ready to accept the position, and
- The adherence to Florida, Section 215.425(4)(a)1.,
    - Florida Statutes limit severance pay for city managers who resign or are terminated without cause to a maximum of 20 weeks of compensation.
19. When would you be able to start work for the Town of Dundee?
- Monday, June 23, 2025.
20. As you consider the Dundee Town Manager opportunity, what are the three most important questions you have for the Mayor & Commission about the position, community, organization, etc.?
- What is the situation with the Town of Dundee Audits with the State of Florida?
  - How does the lack of submitted and approved audits to the State of Florida impact the ability of the Town to deliver Town Services?
  - What is the current and future status of the Assistant Town Manager, Lorraine Peterson?



**JEFFREY (JEFF) SHOOBIDGE**



TO: Dundee, Florida Mayor and Commission  
FROM: Jeff Shoobridge

Thank you for taking the time to consider my qualifications as your next Town Manager. I am excited at the opportunity to assist in leading Dundee forward through the next phases of its future. As the father of a nearly 4-year-old girl, my goal is to find a position where I can engage with a community for the next 10-15 years and make a difference in the lives of residents while providing a stable life for my daughter. My youth was spent primarily in SW Florida, growing up in Port Charlotte and Cape Coral with most of my adult life in Central Florida, and as such I have an innate understanding of the challenges facing Dundee regarding growth, storms, and resilience.

I am currently the City Administrator for the City of Crookston, MN, a City of  $\approx 7400$  with full services including Police, Fire, Utilities, Economic Development Authority, Housing Authority, and a Municipal Airport. Since starting in July, I have filled 4 key vacant positions, including Finance Director, IT Director, HR Coordinator, and staff Accountant. Concurrently negotiating new labor union contracts with the Police and Fire unions and drafted a 2025 budget that had not begun upon my arrival. While I recognize my tenure in Crookston is short, I was told the Council was ready to make a change from disorganized and unplanned spending towards a planned budgeting and spending process. The current budget season has identified the Council is unwilling to change patterns and despite a positive 6-month review (3.7 out of 5 with 3 being meets expectations and 4 exceeds), I cannot in good conscience move forward with the spending plan intended by the Council given the current financial condition of the City.

Until accepting my previous position as the first Town Administrator of Redington Shores, FL since 2005 (A barrier Island Community), I was the City Administrator for Madison Lake, MN. and a board member of the Minnesota Association of Small Cities. Additionally, I have served as a Council Member for one of the fastest growing cities in Florida, the City of Groveland, providing the additional perspective of an elected official and insight into growth management. I am a Navy veteran (Machinists Mate) with several years of executive experience in the retail furniture and real estate industries with full budget and P&L responsibilities combined with additional operations management experience in the restaurant industry to supplement my public sector experience. The challenges I have faced and overcome in municipal infrastructure, budgeting (including TIF district management), and quality of life enhancements, in addition to my private sector real estate and management experience give me a comprehensive background to help lead Dundee forward through any current or upcoming challenges

During my time in Madison Lake, the primary challenges were those facing many municipalities and counties, including infrastructure improvements (along with the associated funding challenges) and the creation of a formal Capital Improvement Plan concurrent with beginning stages of an update to the city land development code (in conjunction with the city attorney) while maintaining community identity. I have worked with staff to improve processes that resulted in better operational efficiencies and cost savings while improving service levels, including the implementation of a new accounting software system.

My time in Redington Shores brought several accomplishments, including changes to operations in the Building Department resulting in average permit application times falling from over 75 days to under 2 weeks, creating departments within the Town structure, and the creation of a formal Capital Improvement Plan where none had previously existed, projecting expenses for a 20-year horizon to stabilize the Town budget. Additionally, I had primary oversight over

the Town's Community Rating System 5-year cycle visit where we improved the Town score significantly over the previous total.

While serving on the City Council of Groveland, FL, I worked with my fellow Council Members and City Leadership team to improve the quality of life for residents, including the renovation of a central city park and authorizing the construction of a new 33,000 sq ft Public Safety Complex, and having been a small part in attracting the \$150 million robotic distribution center for Kroger/Ocado to the city of Groveland which is expected to produce nearly 500 high paying jobs while the city was one of the fastest growing municipalities in Florida. This experience has solidified my belief in listening to citizens and finding compromise in moving forward to help build community cohesiveness and retain community character.

While I am proficient in all areas of municipal government, with direct experience in financial planning with an emphasis on budgeting and capital improvement planning, strategic plans, land use, and process improvement, my greatest strength lies in an open-door, adaptive leadership style that focuses on pragmatism, collaboration, and consensus building with the recognition that it is appropriate for a more directive approach in time critical situations. I believe that any policy or project must have stakeholder buy-in to be successful and that buy-in is often contingent on people knowing that even if the outcome is not what they had hoped or lobbied for, that their voice was heard and considered. My varied background and training provides the ability to competently discuss multiple topics with practitioners from a wide variety of disciplines with my time as a teacher providing the skills required to mentor and guide. I pride myself on being approachable, fair, and ethical while supporting a growth mindset of always being better today than yesterday, both personally and professionally.

No leader can be honest without acknowledging their weaknesses, I recognize that I have the tendency to give individuals "the benefit of the doubt" and this can become a weakness. To address this, time has taught me to "trust but verify" while maintaining positive and respectful professional relationships that continue to encourage diverse perspectives by addressing items in a timely fashion professionally and constructively.

In summary, I have skillsets required to effectively lead Dundee forward with a philosophy of smart growth and concurrency to improve the lives of our residents for many years to come because I have lived in areas of both high growth pressures (Groveland) and storm prone regions (Redington Shores is a barrier island community only 2 ft above sea level) and understand the importance of prioritizing appropriate infrastructure. Again, Thank You for your consideration, you may find my resume attached with a summary of my written evaluation from May 2020 administered by the City Attorney along with a memo to Council from the City Attorney regarding my 2021 evaluation. Upon review you will note a gap in employment from 2011 to 2015. During this period, I was in school and working part-time as a trainer at Walt Disney World (also noted in additional experience section of resume). I look forward to the opportunity to serve.

*Jeff Shooobridge*

Jeff Shoobridge  
 321-418-2916  
 JeffShoobridge1@gmail.com

## **EDUCATION:**

**University of Central Florida- Master of Public Administration**

**University of Central Florida -BA Political Science/International Relations**

Additional coursework in Accounting, Human Resources Management, Organizational Management,

Planning/Zoning, Land Use, and Coaching (Football)

**Florida State Fire College-** Building construction, Plans review, and Fire prevention practices

**FEMA-** IS-100, MGT 315 Conducting Risk Assessments to Critical Community Assets

**Urban Land Institute-** Planning workshop for public officials- 2018

**US Navy Machinists Mate Class ‘A’ school (Nuclear Field)**

## **CERTIFICATIONS, MEMBERSHIPS, and PROFESSIONAL AFFILIATIONS:**

Member ICMA-Certification in Local Government w/ Emergency Management

Past Board Member- Minnesota Association of Small Cities -re-appointed for continuing term

Facilities Committee-Mankato Independent School District 2019-2022

Groveland, FL- representative to the East Central Florida Regional Planning Council (past)

## **EXPERIENCE**

**JUL 2024-Pres** City Administrator- Crookston, MN

- Supervise 13 Direct Reports, including Finance, Police, Fire, Building, Parks/Rec, Public Works, Utilities, City Clerk, Human Resources, Economic Development, Housing, and a Municipal Airport
- Filled vacant positions in senior leadership, including IT Director, Finance Director, HR Coordinator, and Staff Accountant
- Worked closely with outsourced accounting firm previously hired to correct financial deficiencies- In Progress

**JUL 2023-Pres** Owner/Principal David Samuels Services, LLC

- Government consulting and projects- recent project-City Hall space needs analysis for city of Groveland, FL. Population-25,000

**APR 2022-June 2023** Town Administrator, Redington Shores, FL.

- Implementation of Processes and Procedures in all Departments; Including Finance, HR, and Administration as the Town transitions from a Commission to a Council-Manager form of government
- Transitioned the Town finance structure to increase compliance with State Statute related to restricted revenues/funds
- Reorganized building department to improve efficiency- permit approval times which improved from 45+ days to an average of 10-11 days
- Oversight of FEMA Community Rating System 5 year cycle visit with improvement over previous scoring

**NOV 2019-APR 2022** City Administrator, Madison Lake, Minnesota

- Duties include serving as the City Finance Director and Zoning Administrator
- City operations, focus on budgeting, development, and infrastructure improvement
- Member of the Mankato area Public Schools Facilities Committee
- Worked with the City Engineer to develop a long-term infrastructure improvement plan (including stormwater management as Madison Lake is a lakefront city)
- Implemented a successful 3-year plan to eliminate ongoing deficit spending
- Built relationships regionally and statewide through position as board member of MASC

**NOV 2018-NOV 2019** City Council Member- City of Groveland, Florida

- Constituent outreach/problem solving
- Consensus building for intra-local agreements
- Collaboratively plan, adopt, and oversee annual municipal operating budget of \$21M
- Member- East Central Florida Regional Planning Council
- Lake County Schools Concurrency Committee
- Alternate Member South Lake Regional Water Cooperative

**SEP 2015-NOV 2019** Lake County Schools/Leesburg High School  
Social Studies Teacher-AP US History/US Government/Economics

- Collaboratively develop lesson plans and curricula with Department Chair
- Using effective communication skills during interactions with students, guardians, and other stakeholders from a variety of socio-economic backgrounds to achieve goals.
- Ensure that student educational records are maintained in accordance with state statute and school board policy.
- Assistant Football Coach/ Videography and Analysis (non-stipend)

**NOV 2009-MAR 2011** David Samuels Realty- Mascotte, FL. Owner/Broker

- Maintained all company records in accordance with state statute including reconciliation of company budget and state escrow accounts
- Reviewed and ensured that all contracts were completed appropriately
- Contract negotiations
- Prepared agenda for periodic sales and staff meetings and recruited and organized guest speakers.

**Previous Experience includes:**

Owner/President- Evelyn's Furniture

Full P&L responsibility including analysis of annual budget and earnings reports, scheduling, and organizing weekly staff/sales meetings, working with over 35 factory vendors' representatives for merchandise purchasing, inbound and outbound logistics, contracts, sales, advertising, and operations.

12 Years Restaurant management experience- Applebee's, Universal Orlando Resorts, McDonalds

Responsibilities included operations and budgeting (labor, capital, and operating).

11 Years as a Trainer at Walt Disney World Resorts (Customer Service Mindset)

Military:

US Navy- 1986-1990 Honorable discharge

**REFERENCES:**

Jason Moran, LeSueur County, MN Chief Asst Prosecutor	507.330.4955
Kent Hoehn, Mayor (former) Madison Lake, MN	507.380.7870
Darrin Selzler, Police Chief, Crookston, MN	218.280.1466
Patricia Burt, Vice Mayor Madison Lake, MN	507.420.4391
Kenny Later, Former Commissioner, Redington Shores	727.423.4242



## City Administrator Evaluation-May 2020

### City of Madison Lake-Jeffrey Shoobridge

Performance Evaluation Forms were presented to individual members of the City Council, along with the City Attorney. Each supplied the City Attorney with completed Performance Evaluation Forms. A total of 6 were presented for Summary. Several council members did leave blank some metrics and some evaluation areas identifying that not enough time had passed to make a clear, solid evaluation, or an inexperience in dealing with the subject on particular metrics; this is not abnormal and is expected with this type of evaluation. Blanks were not utilized in the tabulation of metric scores.

In the Individual Characteristics Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Professional Skills and Status Area Jeff scored a cumulative average of 4 out of 5; above average. He demonstrated above average competence in that metric.

In the Relations with Elected Members Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Policy Execution Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Reporting Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Citizen Relation Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.



In the Staffing Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Staffing Area Jeff+ scored a cumulative average of 4 out of 5; above average. He demonstrated above average competence in that metric.

In the Fiscal Management Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Community Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In sum, based upon the scoring methodology Jeff scored a 4+; above average.

The individual comments regarding strengths, the following were noted:

Knowledge to search and find answers to situations that arise.

Knowledge of government

Is a rule follower

Positive attitude

Good fit for the City

Excellent communication skills

Detail oriented

Good disposition

Allows the Council to make decisions as opposed to giving a personal opinion

Does not debate the council to sway a vote

Administers the council's directives well

Directs the council when they sway off topic

Excellent technical skills for budget analysis

Showed good initiative in contacting elected officials to receive grant money

Good leadership skills during the pandemic noted

## MEMO

TO: Madison Lake City Council

FROM: Jason Moran, City Attorney

RE: Jeff Shoobridge, Contract Review

DATE: October 28, 2021

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Dear Council Members:

It is time to once again review City Administrator Jeff Shoobridge's Contract. His Contract was approved on October 7, 2019 with an effective date of November 4, 2019. It calls for a review at the 24 month mark. We have hit the 24 month mark.

Under the terms of the Contract he is to receive an increase in his annual salary amount to the tune of \$5,000 for satisfactory performance. I would submit that his performance is not simply satisfactory, it is exemplary. Jeff consistently strives to improve the City. His work on the Capital Improvement Plan is excellent. He is constantly looking for ways to save the City money and improve the budget outlook. For the first time in a very long time we have a solid and well prepared budget. He holds the employees accountable while encouraging them to do their best. He has excellent communication skills and this is apparent in how he deals with residents. He tackles challenges with ease and is personable. His knowledge of municipal matters is excellent. In sum, his performance is, in my opinion, exceptional. I would recommend the raise and continued employment.

Certainly if individual Council Members wish to discuss this review privately with me I am at your availability. Barring no issues, we should do a review at the next meeting.

JLM

**Town Manager Candidate Questionnaire  
Dundee, FL**

**Due NLT Sunday, June 15, 2025 @ 11:00 PM CDT**

**Return to: [DelenaFranklin@GovernmentResource.com](mailto:DelenaFranklin@GovernmentResource.com)**

**Full Name (first, middle, last):** Jeff James Shooobridge

**Nicknames (if any):** \_\_\_\_\_

*Please provide your cell, home, and office numbers to facilitate contacting you if needed.*

Cell: 321.418.2916 \_\_\_\_\_

Home: \_\_\_\_\_

*Please answer each of the following questions completely and thoroughly.*

1. How many employees, and what size budgets did you oversee in your last three positions?

Crookston, MN- 65 FT/≈100Seasonal/PT- \$10.3M General Fund, ≈\$40M Capital, ≈\$4.6M Enterprise

Redington Shores, FL- 8 FTE plus Contracted Police, Fire, and Utilities \$4.2M General, \$2.5M Capital

Madison Lake, MN. 38 direct staff plus contracted building dept. \$2.3M General fund, \$3.8M capital

2. Please detail the specific Departments you have supervised in your last three positions. As part of your answer, please highlight any experience you may have in overseeing Finance & Accounting, Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, Information Technology, Fire/Public Safety, and Parks & Recreation.

Finance- During my time in Madison Lake, my duties included being the finance director. During my tenure, we moved the city from ongoing deficit spending to a balanced budget that included planned capital infrastructure updates while also increasing the City S&P bond rating from a capped "A" to an uncapped "A+" by improving processes. My time in Crookston has been a work in progress as upon my start, the City had been without a full time Finance Director for over a year and 2 years behind in audits. I worked with a contracted, outside CPA firm to complete the 2023 audit and we are on pace to complete the 2024 audit before the state deadline. I filled the vacant Finance Director position with the qualified in house accountant then filling the newly vacated position with a qualified degreed accountant. I am currently working closely with Finance to bring records up to date and complete a financial plan for moving forward.

Economic Development/Housing- Oversight of EDA dept which includes a housing team which oversees city run section 8 housing as well as an EDA team which produces numerous grants to offset city costs for projects, currently managing/overseeing over \$9M in grant funds.

Public Works- In each of my previous positions I worked closely with public works in evaluating and planning water, wastewater, and stormwater improvements. This included formulation of traffic control and detours for projects with limited access points requiring creative methods to maintain resident access to homes and businesses. (Side note: Groveland has both gravity fed and vacuum system wastewater- we should avoid vacuum systems if possible...)

Parks/Recreation- Crookston Parks and Recreation oversees a sports complex which contains 3 competition hockey rinks, providing organized hockey, figure skating, and curling. Additionally oversees 22 city parks, a robust summer recreation program which includes tennis, pickleball, baseball, softball, and swimming at the city's indoor competition pool, a baseball/softball facility with 7 Diamonds and a splash pad

IT- Oversight of City IT department which provides robust services to the city including video broadcast of council meetings. Department ensures compliance with Minnesota BCA requirements for network security of police networks which includes all other city systems.

Airport- I currently supervise a municipal general aviation airport and serve as the Chair of the Airport Committee which provides oversight and approval for any items related to airport operations. We have recently completed an update to the zoning surrounding the airport to ensure future FAA compliance.

Building- I have supervised building departments at each of my posts, most notably in Redington Shores, I re-organized the department to streamline operations and bring the Town into compliance with state statute regarding permit timelines, bringing average permit times from a non-compliant 75+ days for action/approval to under 20 days while also improving recordkeeping and public communication.

Zoning- In Madison Lake I served as the Zoning Administrator as part of my City Administrator duties. This included preparing materials for the P/Z board and making administrative determinations regarding compliance to both municipal zoning and state mandated setbacks and use requirements. During my tenure I worked with the City Attorney in rewriting a significant portion of the Land Use Code as an update to comply with both best practice and new state statutes.

Police/Fire/EM- Full Time Police with 18 patrol officers, Fire consists of 6 full time firefighters augmented by a volunteer dept of 25. Emergency Management overseen by Fire and Police Chiefs

3. Please describe why you left your last three positions. Additionally, are there any gaps in excess of two weeks in your employment history including any short-term (i.e., approximately 1-year or less) posts that may have occurred in your career? If so, please explain in detail.

- A) Madison Lake- My father's health started failing and I accepted a position back in Florida, closer to my parents so I could help my mother as caretaker.
- B) Redington Shores- I was the first Town Administrator for the Town transitioning from a Commission form to an administrative form. After approx. 14 months it became clear the Commission was not prepared for the significant change in organizational structure.
- C) Crookston- When hired, it was conveyed the City had recognized past financial errors and was ready to make a course correction to eliminate deficit spending. In working through the first budget cycle, it is clear the Council does not have the intention of pursuing a fiscally responsible budget or spending plan and I cannot ethically continue down the path being pursued.

4. Please describe your experience and skills in strategic planning and visioning. How do you facilitate the development of a clear vision for the organization and secure buy at all levels of the organization?

As part of my graduate program at UCF I worked with a team to write a strategic plan for the Orlando District of the Florida Department of Children and Families. This involved communicating with stakeholders at all levels including state policy makers, employees, supervisors, and public. Facilitating a clear vision includes listening to concerns of each stakeholder in a neutral environment and weighing the various inputs against mission and operational limits. Obtaining buy in is gained by providing transparent follow-up communication with each group, identifying the reasons for decisions (the process entailed multiple meetings with several groups for clarification).

Additionally, as part of a land use program (also at UCF) I worked with a cohort to provide guidance for the redevelopment of the Plymouth/Sorrento corridor redevelopment which was necessitated by the construction of the Northern Beltway (SR 429) where we worked with residents and businesses to identify a preferred vision for redevelopment.

5. Please describe your experience and skills in municipal fiscal management, budget development, capital infrastructure planning, and related financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.

In each of my previous roles I was faced with correcting past deficiencies in finance. In Madison Lake, the city was on an unsustainable path with budgets regularly being 20-40% deficit spending and having over \$6M in debt with a \$2M budget. During my tenure we corrected the deficit spending model and replaced it with a sustainable balanced budget that included a 5/20 year CIP (5 years actionable/20 year total horizon for long term planning) while maintaining a tax rate which was the 2<sup>nd</sup> lowest in the county. Additionally, because of the improvements put in place, the city S&P rating was increased

from a capped “A” to an uncapped “A+”. I have a strong level of skill in both budgeting (I am a believer in zero-based budgets with the recognition of the usefulness of baseline budgeting for regular expenditures) and strategic finance.

The most creative infrastructure strategy I have been involved in was as Council member for the city of Groveland, FL. The City Manager brought forward a plan to correct a shortfall in the city’s consumptive use permit by purchasing a defunct golf course which had attached to it a valid water permit which would cover the city’s permit shortfall from current usage with some to spare. We then sold the land to the HOA of the surrounding subdivision to offset purchase costs and researched the potential for leasing out the excess from the permit to a surrounding community. This methodology saved both time and money over applying for an increase directly with the state.

6. Describe your management style in five bullet points of five words or less for each bullet point.

- Collaborative-benefit from others expertise
- Grow our people
- Pragmatic, common sense approach
- Data Driven decision making
- Always become better than yesterday

7. Please describe any experience you may have with pre- and post- severe weather and/or other disaster events, including any FEMA training and federal/state reimbursement administration for post-event recovery efforts.

As the Town Administrator for Redington Shores, we were projected to be ground zero for hurricane Ian. I have worked directly with the Emergency Managers at both the City and County level (We shared an Emergency Manager with our neighboring Town) and I was the responsible party for oversight of the Towns preparedness, including pre storm preparation, damage assessment, and recovery including FEMA record-keeping, reporting, and documentation for reimbursement. Additionally, as a near lifelong resident of Florida, I am very familiar with Hurricane preparations and potential damages.

8. As noted in the Position Profile Brochure, Dundee is poised for significant growth and associated growth management pressures. Please elaborate on any experience you may have in preparing your current or previous organizations and communities in the area of growth management, including any strategies you have found to be effective in addressing rapid growth concerns.

Growth management is a concern for most Florida cities and is best handled through the use of strategic planning and zoning in conjunction with well-planned infrastructure investment in compliance with a well-prepared comprehensive plan. My time as a Council Member of Groveland, FL provided me with insight into managing growth and the importance of adhering to the Comp Plan when evaluating proposed development in conjunction with anticipating future needs of infrastructure, both direct (pipes and roads)

and indirect (water and wastewater capacities, and concurrent development of services and businesses)

9. Please tell us about your project management experience. As part of your answer, please tell us about the most complex project you have organized. Outline the steps you took to ensure political, organizational, financial, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

The most complex project I have overseen was in Madison Lake, it involved a full reconstruct of the state highway and city infrastructure running through the city which was the primary route into or out of the city while simultaneously rebuilding a parallel residential road with full depth infrastructure. We had many informational meetings with residents prior to and during the work to keep everyone informed of proper access routes as they changed almost daily. During planning, we held several informational and planning workshops with Council to ensure the smoothest possible process where the public was invited to share ideas as well. The largest challenge was ensuring access for residents and emergency services while completing the project in a single construction season of only 4 months.

10. What is your philosophy and approach to building a strong, inclusive workplace and motivating your employees to perform at their highest levels, including how you involve your subordinates in decision-making issues?

Communication of goals and vision with recognition that each team member has the ability to provide constructive input, with listening being the most important part of communication. I recognize I do not have all of the answers and seek input from a variety of sources. It is my belief that people will provide their best when they feel valued (both as a person and as a contributor to the mission).

Regarding involvement of subordinates in decision-making, I will fall back to a previous answer- more heads is better than one-involvement of the team is a critical component of coming to a complete solution (note the parable of the nine blind men and the elephant).

11. What is your approach to facilitate open and transparent communication about local government operations and initiatives, both internally and externally? Please include examples of how you typically interact and communicate with staff and community stakeholders in your current and/or previous posts.

Internally, I meet weekly with all department heads to promote interdepartmental cooperation on projects and discuss projects/events from each dept., This provides the opportunity for each department to both showcase successes and plan projects in a collaborative way (recognizing that most municipal projects are interconnected departmentally). This is in addition to regularly meeting with individual dept. heads and visiting work locations. Regarding Elected officials, I provide written updates for each



Council meeting and offer one-on-one meetings to facilitate understanding and allow elected officials to ask background questions for city items, projects, and issues. To facilitate external communications, I make myself available regularly in several ways, it may be simply walking through downtown and speaking with business owners, being present and visible at city events, reaching out to the various social/service groups present in the city (Rotary, Chamber of Commerce). At my current position, we have a local radio station where I am on air once a month for a show dedicated to city events and happenings.

12. Can you elaborate on your experience in leading economic development initiatives in your current or former communities? As part of your answer, please include any strategies you have used to help diversify the local economies through outreach to prospective employers/companies in support of economic development goals.

In my current role, I am working with our EDA to update our industrial park to accommodate a rail spur and associated industries by leveraging state grant dollars to install the required infrastructure to attract appropriate logistics entities. While we are still in the development/pre-construction phase, we are formulating our marketing plan through the use of a third party consultant specializing in industry specific targeting at regional and national trade shows and events.

13. If you are selected for this position, what do you believe will be the greatest, most immediate challenge in your new role as Dundee's Town Manager and why does it present a challenge?

The greatest, most immediate challenge will be balancing the several high priority needs and projects of the community while acclimating to the Town (Staff, Residents, Council, and other stakeholders). This includes the demands of completing the municipal budget by the September deadline with a vacant Finance Director position. While not insurmountable, it will require a combination of drinking from the proverbial fire hose while playing whack-a-mole.

14. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the Town of Dundee?

I Have no concerns in this area

15. What will we find in an internet search of press coverage that may be controversial or of concern to the Town of Dundee? Please provide whatever explanation you think is appropriate to help us understand what we will find.

During my tenure with Redington Shores, there was significant pushback from several Commissioners regarding involvement with staff direction and lines of authority. For some this became personal and there are a few news articles that present a one-sided view. As a matter of practice, I draw very clear lines regarding elected official involvement in the direction of staff- Staff work for the City Manager and the City Manager works for the Council. It is not fair to staff to require them to answer to

multiple supervisors. Some members of the Town Commission did not agree with this position.

16. Are you currently involved in any other recruitments and what is your status in those searches?

I am currently a finalist for two recruitments.

17. Please describe your desired compensation range and related benefit package if you are ultimately selected as the final candidate for this position. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would need to be resolved before you would be ready to accept the position, and when would you be able to start work for the Town of Dundee?

If selected as the final candidate, I am confident that a mutually beneficial agreement can be made quickly within the parameters of the posted salary range and posted benefits.

If selected I would be able to begin work within 60 days or less with a goal of 45 days.

18. As you consider the Dundee Town Manager opportunity, what are the three most important questions you have for the Mayor & Commission about the position, community, organization, etc.?

Given the recent approval for the use of Agricultural wells to augment city water supply, what is the status of investigating a long-term solution as the Ag wells will not fully provide needed supply and what areas have already been explored?

What are the Councils "management deliverables" for a successful 6 months, 1 year, and 3 year?

Please describe culture of the relationships between Council and Staff, Council and Manager, specifically, the openness of the Council, Staff, and Residents to change as needed to accommodate anticipated growth and improve operational efficiencies.

**JENNIFER (JENN) DENSON-GARCIA**



# JENNIFER DENSON-GARCIA

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**Doug Thomas**

Executive Vice President

Strategic Government Resources

Dear Mr. Thomas,

I am writing to express my strong interest in the Town Manager position for the Town of Dundee. Just two years ago, I had the privilege of serving this very community as Assistant Town Manager, Town Clerk, and Human Resources Director. That experience gave me a deep understanding of Dundee's operations, its people, and its unique opportunities for growth. I am excited for the opportunity to return and lead the Town with integrity, strategic vision, and a commitment to excellence.

My tenure in Dundee provided firsthand insight into the community's values, operations, and aspirations. Being involved in day-to-day operations, employee management, policy implementation, and building collaborative relationships with elected officials and residents equipped me with the experience necessary to lead with accountability and vision. That foundation, combined with my current role as City Clerk for the City of Mulberry—where I engage in strategic planning, collaborate on budgets, ensure compliance, manage records, implement CRA initiatives, and oversee board operations—positions me to make an immediate impact as Town Manager.

I bring municipal leadership experience, and a well-rounded skill set that includes:

- Municipal Leadership & Planning
- Policy Development & Compliance Oversight
- Human Resources & Budget Management
- Records Management & Procurement
- Strategic Planning & Culture Team Building
- Public Speaking, Community Engagement & Conflict Resolution

As a strong and effective public speaker, I am skilled at communicating complex information clearly and building public trust. I also bring the ability to develop and implement strategic plans that promote a positive, accountable culture—one that empowers employees and positions the Town to meet present and future opportunities.

My Bachelor of Science in Supervision and Management with a focus on Public Administration from Polk State College complements my leadership background. What sets me apart is my proven municipal leadership, strong relationships with local stakeholders, and deep commitment to Dundee's success.

Thank you for your time and consideration. I welcome the opportunity to discuss how my experience and passion align with the Town of Dundee's vision. I can be reached at 954.548.6598 or

[GarDenJ.Jenn@gmail.com](mailto:GarDenJ.Jenn@gmail.com).

Sincere Regards,

*Jennifer P. Denson-Garcia*

# JENNIFER DENSON-GARCIA

## PROFESSIONAL SUMMARY

Public Servant with over 5 years of expertise in municipal leadership and strategic planning, adept at driving policy development and community engagement. Proven track record in optimizing records and budget management, enhancing operational efficiency, and ensuring compliance. Passionate about fostering transparency and collaboration to build stronger, more resilient communities.

## EMPLOYMENT HISTORY

<b>CITY CLERK</b> <i>City of Mulberry</i> <ul style="list-style-type: none"> <li>◆ Manage municipal elections, ensuring compliance and transparency.</li> <li>◆ Budget and policy development for operational efficiency.</li> <li>◆ Oversee digital records and FOIA responses, enhancing accessibility.</li> <li>◆ Support boards with recruitment and training, fostering collaboration.</li> <li>◆ Promote community engagement through clear communication.</li> <li>◆ Streamlined municipal election processes, ensuring timely compliance through clear communication.</li> <li>◆ Implemented a digital records management system, reducing retrieval times and improving accuracy of public information access.</li> <li>◆ Coordinated training programs for boards and commissions, strengthening skills and engagement in local governance.</li> <li>◆ Reorganized and indexed city records into a comprehensive, structured system, significantly improving efficiency, accessibility, and retrieval of official documents.</li> </ul>	<b>2023 - Present</b> <i>Mulberry, FL</i>
<b>TOWN CLERK/HUMAN RESOURCES/ASSISTANT TOWN MANAGER</b> <i>Town of Dundee</i> <ul style="list-style-type: none"> <li>◆ Managed HR operations, enhancing recruitment and employee engagement.</li> <li>◆ Oversaw municipal elections, ensuring compliance and transparency.</li> <li>◆ Coordinated community development, fostering growth and collaboration.</li> <li>◆ Directed council meetings, improving policy development and public interaction.</li> <li>◆ Facilitated community engagement initiatives, enhancing participation and fostering stronger relationships with city boards.</li> <li>◆ Streamlined and led the procurement process, resulting in measurable improvements in vendor selection efficiency and cost reductions.</li> <li>◆ Assisted in the coordination of the budgeting process, employing data analysis to identify cost-saving opportunities and improve financial planning accuracy.</li> <li>◆ Directed recruitment and onboarding, successfully enhancing employee retention rates and boosting overall team morale.</li> <li>◆ Maintained compliance with public records laws and facilitated audits, ensuring transparency and accountability in municipal operations.</li> </ul>	<b>2020 - 2023</b> <i>Dundee, FL</i>
<b>OFFICE MANAGER/HUMAN RESOURCES COORDINATOR</b> <i>Comfort Keepers</i> <ul style="list-style-type: none"> <li>◆ Orchestrated operational strategies across five sites, driving measurable improvements in efficiency and resource allocation.</li> <li>◆ Led the recruitment team, optimizing hiring processes and staff training.</li> <li>◆ Oversaw vendor relations and contract negotiations, ensuring cost-effective solutions.</li> <li>◆ Directed telecom systems and IT coordination, improving communication flow.</li> <li>◆ Handled inventory and invoice processing, maintaining financial accuracy.</li> </ul>	<b>2016 - 2020</b> <i>Lakeland, FL</i>

- ◆ Streamlined recruitment processes, enhancing candidate quality and reducing time-to-hire, leading to a more efficient staffing Item 1.
- ◆ Coordinated and developed training programs for new hires, fostering team cohesion and ensuring compliance with health and safety standards.
- ◆ Maintained accurate inventory records and executed daily reconciliations, ensuring operational continuity and compliance with corporate guidelines.

## EDUCATION

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**BACHELOR OF SCIENCE, SUPERVISION AND MANAGEMENT, PUBLIC ADMINISTRATION** Jan 2022 - Jan 2024  
**Polk State College** **Lakeland, FL**  
 Graduated Magna Cum Laude

**AA, SUPERVISION AND MANAGEMENT** **May 2021 - Aug 2022**  
**Polk State College** **Lakeland, FL**

## CERTIFICATIONS

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**CERTIFIED MUNICIPAL CLERK** **2022 - 2025**  
**International Institute of Municipal Clerks**

**PUBLIC SAFETY MANAGEMENT CERTIFICATION** **2023 - 2024**  
**Polk State College**

**NOTARY PUBLIC** **2014 - Present**  
**State of Florida**

## SKILLS

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Municipal Leadership, Strategic Planning, Policy Development, Public Speaking, Records Management, HR Management, Compliance, Budget Management, Public Administration, Community Engagement, Elections Management, Procurement, Conflict Resolution, Project Management, Public Speaking, Community Outreach and Programming, Parliamentary Procedure

## PROFESSIONAL ASSOCIATIONS & MEMBERSHIPS

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- ◆ International Institute of Municipal Clerks
  - ◆ Florida Association of City Clerks
  - ◆ Polk County City Clerks Association
  - ◆ Florida Association of Business Tax Professionals
  - ◆ Florida Records Management Association
  - ◆ National Association of Parliamentarians
  - ◆ Golden Key International Honour Society

**Town Manager Candidate Questionnaire  
Dundee, FL**

**Due NLT Sunday, June 15, 2025 @ 11:00 PM CDT**

**Return to: [DelenaFranklin@GovernmentResource.com](mailto:DelenaFranklin@GovernmentResource.com)**

**Full Name (first, middle, last):** Jennifer Paige Denson-Garcia

**Nicknames (if any):** Jenn

*Please provide your cell, home, and office numbers to facilitate contacting you if needed.*

Cell: (954) 548-6598

Home: Office, (863) 425-1125 Ext. 223

*Please answer each of the following questions completely and thoroughly.*

1. How many employees, and what size budgets did you oversee in your last three positions?

Throughout my career, I have overseen a wide range of employees and contributed to the financial and operational success of each organization I have served. My leadership roles have provided me with experience managing both small teams and large-scale personnel, as well as playing an active part in budget development and oversight.

At Comfort Keepers, a home health agency, I served as the Office Manager and Human Resources Coordinator. In this role, I directly supervised a team of four administrative staff while also managing the recruitment, onboarding, and training of approximately three hundred caregivers. While the Office and HR budgets were supported at the corporate level, I played a key role in cost containment, compliance, and ensuring that hiring decisions aligned with operational ability.

During my employment with the Town of Dundee, I served as Assistant Town Manager, City Clerk, and Human Resources Coordinator. I directly supervised five employees and led project planning and personnel management for six departments, which included the Library, Human Resources, Events, and Public Works. I managed all aspects of Human Resources, including benefits, administration, and personnel records. My responsibilities included working with department heads to ensure budget accuracy, finding cost-saving opportunities, and aligning expenditures with organizational goals. In collaboration with department directors, I supported the establishment of effective protocols for collecting the necessary information and documentation to aid the Town Manager in preparing the annual budget for submission to the Town Commission.

Currently, I serve as City Clerk for the City of Mulberry, where I have supervised four employees. The City Clerk's budget is part of the combined City Manager's budget of



\$680,013.96. Budget-related operations are supported through my oversight of financial documentation, contract management, and statutory compliance for public notices and expenditures, proving my active role in fiscal administration despite not managing a standalone department budget. I have a strong understanding of municipal finance and have actively contributed to the administration of the City's \$20.2 million budget. My primary involvement includes ensuring prompt reporting and supporting fiscal transparency through records and public documentation.

Overall, while my direct fiscal responsibilities have varied by role, I have consistently been entrusted with important budget-related duties and proven strong financial judgment, process awareness, and organizational planning. These experiences have prepared me well for the financial oversight required by a Town Manager.

2. Please detail the specific Departments you have supervised in your last three positions. As part of your answer, please highlight any experience you may have in overseeing Finance & Accounting, Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, Information Technology, Fire/Public Safety, and Parks & Recreation.

In my last three positions, I have directly supervised departments including Operations, Human Resources, Clerks Office, Records, Elections, and Information Technology, while also contributing significantly to cross-departmental initiatives in Finance, Utilities, Public Safety, Parks & Recreation, Planning, and Economic Development.

At Comfort Keepers, I served as the Office Manager and Human Resources Coordinator, overseeing daily operations, HR functions, and IT systems across six office locations. Managing the complex coordination of multiple office closures and new site openings, I worked directly with IT vendors to implement VoIP systems, set up secure computer networks, and deploy cloud-based infrastructure. In-house technical support and troubleshooting were provided regularly to ensure seamless operations.

One of the most impactful achievements was leading the organization's transition to a paperless system. Customized electronic client intake forms and employee onboarding/offboarding workflows were designed and implemented using DocuSign, significantly increasing efficiency, reducing errors, and improving record-keeping. This initiative marked a major operational milestone for the organization and is still a professional accomplishment of which I am especially proud.

At the Town of Dundee, I supervised the Town Clerk's Office, Records, Elections, and Human Resources. I led the development of SOPs, modernized the Personnel Manual, and implemented systemized compliance practices. While I did not oversee Public Works or Utilities directly, I played a key role in managing major town-wide projects across several departments. This included assisting in the coordination of the Water Treatment Consent Order Remediation, development of the Town's Sanitation Department, overseeing the Lake Menzie Dock

installation with grant funding, and aiding with the 2021 Impact Fee Study. I also managed procurement and bid processes for infrastructure projects and took part in policy and program development affecting Parks & Recreation, Facilities, and Public Safety.

At the City of Mulberry, I have expanded my role into broader municipal functions. While serving as the City Clerk, I have been actively involved in Building Services, Code Enforcement, Planning, and Business Tax operations. As a key player in the successful transition to the Accela cloud-based software platform, which improved efficiency and customer access. I also manage Business Tax Receipt issuance and the research for proposed fee adjustments. My responsibilities as ADA Coordinator involve ensuring digital compliance under WCAG 2.1 standards.

Through interdepartmental collaboration, I have gained meaningful experience in finance, water, wastewater, and stormwater departments. Additionally, I have supported financial asset management efforts, contributed to rate and fee evaluations, and facilitated utility customer service process improvements. I have also overseen fleet maintenance implementation and digital systems management that support core functions in public works and utility services.

In all roles, I have proven an ability to lead internal departments effectively while also contributing across diverse municipal functions. My operational leadership, cross-functional collaboration, and project management background provide a solid foundation for overseeing complex departments such as finance, utilities, public works, and public safety.

3. Please describe why you left your last three positions. Additionally, are there any gaps in excess of two weeks in your employment history including any short-term (i.e., approximately 1-year or less) posts that may have occurred in your career? If so, please explain in detail.

Over the course of my career, each transition I have made has been purposeful and aligned with opportunities for professional growth. I left Comfort Keepers, a home health agency, during the height of the COVID-19 pandemic. The agency, like many in the healthcare industry, experienced operational disruptions that led to my departure.

My transition from the Town of Dundee to the City of Mulberry came with a unique shift. While the move technically came with fewer direct responsibilities- moving into the role of City Clerk only, compared to my combined duties as Assistant Town Manager, City Clerk, and Human Resources Director in Dundee- it offered me valuable opportunities for professional development. In Mulberry, I was able to focus more deeply on the clerk profession and obtaining my Certified Municipal Clerk (CMC) designation, which allowed me to grow in ability and leadership in that field. In addition, I gained direct experience with Community Redevelopment Agencies (CRA), municipal strategic planning, and visioning, areas that I had not been previously exposed to in Dundee. My deeper understanding of CRA's has caused me to recognize the great benefit they are to small cities and how they can help to increase community involvement and improvement, job growth, and rehabilitation projects. These

experiences have expanded my understanding of long-term community development and executive-level municipal operations.

The City of Mulberry currently employs me, where I enjoy my role and have no plans to leave. However, my City Manager, Rick Johnson, strongly encouraged me to apply for the Town Manager position in Dundee. As my mentor, he has seen my continued growth, leadership, and passion for public service, particularly my deep connection to the Town of Dundee, and believes I am well-suited for the position. He stays committed to supporting me in this potential transition.

I have no gaps in my employment history exceeding two weeks and no short-term positions that require explanation.

4. Please describe your experience and skills in strategic planning and visioning. How do you facilitate the development of a clear vision for the organization and secure buy at all levels of the organization?

Strategic planning and visioning are at the heart of how I approach local government leadership. Throughout my municipal career, I have led and contributed to initiatives focused on revitalization, financial stewardship, infrastructure development, quality of life programming, and community engagement, which are key components in crafting and executing a shared vision for the future.

At the Town of Dundee, I played a vital role in designing and implementing major capital and community projects such as the Lake Menzie Dock Renovation, the Sanitation Department launch, and the Water Plant Consent Order remediation. These projects required interdepartmental coordination, budget planning, and extensive community communication, which demanded a strategic mindset. I helped revise outdated personnel policies, implemented short- and long-term planning tools like fleet maintenance systems, and supported the development of impact fee studies and master plans, all of which laid groundwork for broader strategic initiatives.

Currently at the City of Mulberry, my role has allowed me to focus more deeply on planning, visioning, and high-level project implementation. My consistent participation in municipal strategic planning and visioning efforts, especially related to CRA establishment, downtown revitalization, expansion and redistricting, and business retention continues to be valuable. I led the revitalization of long-term service delivery goals by managing the citywide transition to a cloud-based platform for permitting, planning, and code enforcement; ensuring ADA digital compliance for the city's website; and designing and implementing a comprehensive records modernization initiative that strengthened transparency, operational continuity, and public access to information.

Facilitating a clear organizational vision begins with listening. I recognize the importance of stakeholder engagement that includes elected officials, residents, business owners, staff, and

department heads. Visioning should not be a top-down exercise, but a collaborative process built on shared values and priorities. In practice, workshops, community forums, and internal strategy sessions are necessary to draw out common goals and show buy-in. Ensuring that each voice- internal and external- is heard and respected, will in turn drive commitment to implementation.

To ensure alignment, I incorporate visioning efforts directly into practical planning tools such as:

- Departmental work plans are to be reviewed and adjusted regularly.
- Master plans covering water, wastewater, stormwater, transportation, sanitation, economic development, facilities, and parks/recreation
- Strategic budgeting processes that connect funding to clearly defined goals
- Capital Improvement Plans (CIP) to prioritize infrastructure investments.

I excel in supporting and initiating planning processes that move from vision to action. These efforts often include financial planning, public input, and performance tracking to keep projects accountable and responsive to the community's evolving needs.

I also place strong emphasis on staff culture and development as a cornerstone of successful implementation. When staff understand the "why" behind decisions and feel invested in the outcomes, organizational alignment becomes natural. Prioritizing professional development, internal communication, and recognizing successes will build a workplace culture that thrives on service, excellence, and accountability.

Overall, my approach to strategic planning is comprehensive and action-oriented, balancing big-picture thinking with detailed project management. By engaging stakeholders early and often, joining planning to practical tools, and cultivating a mission-driven staff culture, I can shape and deliver results that are rooted in vision but grounded in reality.

5. Please describe your experience and skills in municipal fiscal management, budget development, capital infrastructure planning, and related financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.

In my role with the Town of Dundee, I was actively involved in various aspects of municipal fiscal management, providing support and coordination to ensure the Town Manager and department directors had the necessary information and documentation to meet statutory and internal requirements. While I was not the lead on fiscal decision-making or budget oversight, I gained valuable firsthand experience that gave me a clear understanding of budget development, financial processes, and capital infrastructure planning. My contributions included:

- Aiding in the preparation of the annual operating and capital budgets, including coordinating input from department heads, and ensuring compliance with Florida's TRIM process, statutory deadlines, required notices, and public hearing procedures.
- Supporting the compiling of departmental data and helping to find potential risks that would require contingency planning.
- Helping with finding grants and intergovernmental aid and promoting consistent communication among departments for revenue-related planning.
- Assisted the external auditors by organizing requested documentation, verifying records, and supporting prompt responses to audit inquiries. I recognized the need for more structured internal controls and worked to improve process consistency.
- Supporting infrastructure planning efforts by helping gather and analyze information from planning staff, engineers, and department heads. I assisted in prioritizing projects based on available funding and community need, and in exploring alternative funding sources such as impact and utility fees.

When addressing CIP infrastructure shortfalls, I understand that creative financing strategies are essential to bridge funding gaps. These can include phased project implementation, using restricted or special revenue funds, pursuing public-private partnerships, and using transparent, incremental utility rate adjustments supported by community engagement.

While I was not the final decision-maker or fiscal authority, I developed a solid working knowledge of the budget process, state compliance requirements, and the importance of data-informed recommendations. This experience, combined with my current role in the City of Mulberry, has given me the ability to implement sound fiscal practices, enforce the necessary controls, contribute to long-term planning efforts, and work collaboratively to support responsible, transparent, and accountable municipal fiscal management.

6. Describe your management style in five bullet points of five words or less for each bullet point.

- Always people-first, servant leadership.
- Leading by example, with integrity.
- Excellence through quality and care.
- Empower growth through accountability.
- Supportive, encouraging, and communicative.

7. Please describe any experience you may have with pre- and post- severe weather and/or other disaster events, including any FEMA training and federal/state reimbursement administration for post-event recovery efforts.

My work in the private and public sector has given me experience in both pre- and post-severe weather and disaster event coordination within the State of Florida, including hurricane readiness, emergency response planning, and post-event recovery administration. My experience and responsibilities have included:

- Coordinated emergency response planning with the Polk County EOC, fire rescue, public works, and administrative departments to ensure operational readiness. Participated in community-wide preparedness efforts and continuity of operations planning (COOP).
- Aided in post-disaster damage assessment, documentation, and the administration of FEMA Public Assistance and State of Florida disaster recovery programs. This included compiling eligible expenses, keeping required documentation, and coordinating with state and federal representatives to ensure correct and prompt reimbursement for recovery costs.
- Coordinated and supported procurement compliance during emergency purchasing, ensured adherence to FEMA guidelines for cost recovery, and supported detailed records for audit purposes. This included debris removal, emergency protective measures, and temporary facility expenditures.
- I hold a *Public Safety Management Certification* from Polk State College, which enhances my knowledge of public-sector emergency coordination, risk communication, and recovery coordination. Additionally, I have completed *FEMA Incident Command System (ICS)*, *National Incident Management System (NIMS)*, *FEMA Cyber Ethics*, *FEMA Disaster Recovery for Information Systems*, *FEMA Information Security Basics*, *FEMA Information Risk Management*, *FEMA MGT-335-W Event Security Planning for Public Safety Professionals*, *FEMA Secure Software* trainings, which have further equipped me with a solid understanding of emergency operations.
- Provided support in delivering prompt, correct information to the public and stakeholders before, during, and after disaster events. Helped ease coordination among departments, vendors, and recovery partners to ensure efficient restoration of services.

My ability to develop, interpret, and follow processes, along with my organization skills, attention to detail, and consistent follow-through have been critical to the successful implementation of FEMA pre- and post-disaster procedures, ensuring compliance, timely documentation, and maximum reimbursement for eligible recovery efforts. Through my experiences, I have developed a strong understanding of the end-to-end disaster management process, from initiative-taking preparedness to compliant and effective post-disaster recovery, with a focus on public safety, accountability, and community resilience.

8. As noted in the Position Profile Brochure, Dundee is poised for significant growth and associated growth management pressures. Please elaborate on any experience you may have in preparing your current or previous organizations and communities in the area of growth management, including any strategies you have found to be effective in addressing rapid growth concerns.

During my tenure with the Town of Dundee, I was actively involved with the Planning and Development Department in recognizing the challenges of rapid growth and its associated pressures. I participated regularly in the Development Review Committee (DRC) meetings, Planning & Zoning Board meetings, and Town Commission meetings, where we regularly engaged with a wide range of developers and stakeholders.

Through these forums, I grew dramatically in my knowledge of planning and development as I took part in reviewing proposed developments, evaluating their impact on infrastructure and municipal services, and helping shape discussions around growth-related concerns such as transportation capacity, utility availability, and zoning compliance. I also contributed to the development of internal processes and policies to improve the efficiency and transparency of the planning and development approval workflow, enhancing communication between the Planning Department and applicants.

One of the ongoing challenges I saw that must be addressed for Dundee to successfully manage growth is the urgent need to update the Town's Land Development Code. A high percentage of the current code does not reflect modern best practices, sustainability needs, or the changing demands of the community. A more relevant, responsive code is essential to supporting smart growth, ensuring quality development, and protecting Dundee's long-term livability.

Additionally, I recognize the vital importance of regional collaboration, particularly in water resource planning. Dundee's participation in the Polk Regional Water Cooperative (PRWC) is both essential and complex. While it supports long-term access to sustainable water sources amid growing demand, it also places a significant financial burden on the Town. This duality underscores the need for initiative-taking, strategic planning to balance growth with infrastructure capacity, financial feasibility, and environmental stewardship. Ensuring Dundee's water needs are met, both now and in the future, must remain a top priority in the Town's overall growth management strategy.

Effective growth management strategies include:

- Ensuring consistent internal communication and coordination between planning, utilities, public works, public safety, legal, and engineering departments;
- Engaging early and often with developers to set clear expectations;
- Updating outdated codes and ordinances to reflect current environmental and regulatory conditions;
- Encouraging thoughtful, phased development that aligns with infrastructure capacity;
- Planning & Development policies and procedures that are consistently followed and enforced;
- Advocating for data-informed planning and future land use decisions.

Dundee is at an undeniable pivotal point. To prepare for growth ahead, the Town must proactively plan, adopt, and enforce modernized policies, and keep a strong commitment to sustainable, community-centered development.

9. Please tell us about your project management experience. As part of your answer, please tell us about the most complex project you have organized. Outline the steps you took to ensure political, organizational, financial, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.



I am a highly effective project manager, known for my ability to thoroughly track responsibilities and follow through and ensure tasks are completed on time. I approach every project with a structured strategy, identifying all major and minor steps before beginning, appointing responsibility among team members, setting up a realistic timeline, and building contingencies for potential delays. I conduct regular check-ins with responsible parties to keep accountability and momentum throughout the project's lifecycle.

One of the most complex and meaningful projects I led was the renovation of the Town of Dundee's Historical Depot and Museum. This initiative involved significant logistical, financial, historical, and community considerations. Because the Depot is a designated historical building, the project demanded strict adherence to NFPA 914 guidelines and needed a contractor with proven experience in historical preservation. After a thorough RFP process, we ensured the selected company had the necessary qualifications and an understanding of the building's historical and architectural significance.

Upon awarding the bid, I coordinated the collaboration of careful packing, indexing, and relocation of all museum contents to a climate-controlled facility. Simultaneously, I oversaw the disposal or relocation of items not relevant to the Depot's mission, preserving only those artifacts that represented the Town's history. As part of the renovation, it was also essential to update the building to meet ADA standards while ensuring that any modifications complemented the historical integrity of the structure.

As with any major project, unexpected challenges arose, including construction delays and budget overruns. These issues were navigated by keeping close communication with contractors, public works, and stakeholders, making real-time adjustments as needed, and identifying cost-saving opportunities. One such solution was using internal staff, rather than hiring a professional curator, to arrange and display museum artifacts upon project completion.

Throughout the project, earning and keeping the trust of the Town Commission and residents was essential. The Depot and Museum held deep significance for the community, so their input and support were vital. By holding regular updates, publicizing progress, and being responsive to feedback, we were able to build a solid foundation of support and enthusiasm for the renovation.

Unfortunately, I was no longer with the Town for the final months of the project. However, I am proud and thankful for my involvement with the Depot rehabilitation that I successfully had a hand in leading from conception to near completion. The project not only revitalized a beloved historical landmark but also exemplified my ability to manage lead and collaborate on complex projects with multiple stakeholders, strict regulations, and limited financial resources—all while preserving community values and historical legacy.

10. What is your philosophy and approach to building a strong, inclusive workplace and motivating your employees to perform at their highest levels, including how you involve your subordinates in decision-making issues?

Building a strong and inclusive workplace begins with cultivating a positive culture that is intentionally developed and nurtured by leadership. A positive culture does not happen by accident; it is the product of unobstructed vision, shared values, and consistent efforts to support and unify a team. For a municipality like the Town of Dundee, success lies in defining a shared vision, strengthening staff ability, understanding, and addressing root issues, building actionable plans, and developing clear and sustainable processes.

Creating a cohesive team starts with ensuring that every staff member understands their role within the organization and how their contributions support the broader goals. When people know what is expected of them and see how they fit into the bigger picture, they are more likely to take responsibility and feel a sense of pride in their work. Establishing short-term, measurable goals allows the team to celebrate small victories while steadily progressing toward long-term goals. These wins help build momentum and reinforce a culture of achievement.

Motivating employees to perform at their highest level requires a combination of encouragement, training, and accountability. Employees must feel supported and celebrated, while also receiving clear expectations and honest feedback. There should be allowance for mistakes if they become learning opportunities rather than repeated patterns. Equally important is creating a culture where leadership is willing to have constructive conversations that produce growth and improvements.

To truly foster inclusiveness and long-term success, we must be willing to look beyond surface level symptoms and address the root causes of our organizational challenges. That means being open, honest, and transparent. Staff need to see that leadership is committed to addressing issues head-on and making decisions in the best interest of the community. Trust is the cornerstone of a high-functioning workplace, and trust is built through consistency, honesty, and follow-through.

As culture solidifies, it becomes essential to implement and maintain well-defined systems and processes. These must be clearly documented and followed, beginning with core organizational processes and expanding into departmental procedures. Developing an organization-wide Standard Operating Procedures (SOP) Manual will help ensure consistency, promote accountability, and create a training tool that aligns all staff with the organization's core values and operational standards. These processes should not be static, they must be regularly evaluated and updated to keep pace with the evolving needs of the community and workforce.

Directors and managers should lead with clarity, confidence, and a deep understanding of their team's dynamics. Leaders should be empowered at all levels and encouraged to find what motivates their team members and apply creative and meaningful incentives to foster engagement and high performance. Equally, directors must feel that their voices matter, and

their input, ideas, and constructive criticisms are heard, confirmed, and factored into decision-making processes.

An inclusive and productive work environment is built on mutual respect, open communication, shared accountability, and a commitment to growth at every level of the organization. When leadership and staff align their values and goals, and when processes support rather than hinder progress, the organization is positioned to thrive both internally and in the eyes of the community it serves.

11. What is your approach to facilitate open and transparent communication about local government operations and initiatives, both internally and externally? Please include examples of how you typically interact and communicate with staff and community stakeholders in your current and/or previous posts.

Open and transparent communication is essential to building trust, accountability, and engagement between local government, its staff, and the community. In my approach, prioritization of honesty, clarity, and consistency in how information is shared is essential. For residents to trust and respect the administration and elected officials they must see a clear commitment to transparency, and that begins with initiative-taking and genuine communication about the Town's operations and initiatives.

Internally, transparency starts with leadership setting the tone. Town staff must see administrators and elected officials modeling open and sincere communication. When staff see transparency from leadership, it fosters a workplace culture grounded in trust and respect. One must be forthright and upfront when issues arise, and address challenges directly to prevent misinformation, gossip, or hearsay from negatively influencing the organizational environment. I strive to communicate clearly and thoroughly resulting in ensuring key information is communicated in writing for clarity and reference. For example, when changes in policy or staff expectations occur, I issue written notifications that require acknowledgment of receipt and understanding to ensure that everyone is on the same page.

To keep alignment and accountability across departments, I use project tracking sheets that outline ongoing initiatives, assign responsible parties, include due dates, and appoint project managers. These tools are paired with regular follow-up communications. After team meetings or individual discussions, written summaries are provided to all parties that details decisions made, expectations outlined, and associated timelines. This approach minimizes confusion, reinforces accountability, and provides a reference point for all involved.

Externally, I apply the same values of clarity and initiative-taking engagement in community communication. All decisions that relate to residents, no matter how large or small, must be communicated to those affected. In my current and earlier positions, we have used a variety of methods to reach the public, including email, U.S. mail, social media, utility bill inserts, text messages, electronic signs, phone calls, and websites. Public notices remain a vital part of

transparency, especially for public meetings and hearings, and I ensure these are published not only in newspapers but also on physical notice boards at public buildings and online.

In my current role at the City of Mulberry, I have seen firsthand how valuable additional tools such as monthly newsletters and targeted text messaging are low cost/no cost options in reaching diverse segments of the population. These are tools I would implement in Dundee to enhance communication with retirees and young adults, two groups that may otherwise be under-informed. The Town's website must be consistently updated to ensure ease of access to information and compliance with ADA standards by the 2027 deadline. As a valuable tool used to communicate, the website should be an up to date and user-friendly centralized hub for public records, meeting agendas, project updates, and other often requested information that the community can depend on.

Regular updates on essential projects and key issues should also be provided during Commission meetings by the Town Manager and/or department directors. These updates help keep elected officials, residents, and staff informed about progress, challenges, and next steps, ensuring that there is accountability and a shared understanding of municipal priorities.

The Town should actively build relationships with local media and regularly provide them with updates on positive initiatives, events, and improvements. Promoting what is going well in the community strengthens public trust and encourages civic pride and engagement.

Through these practices, I strive to create an environment where transparency is the norm, not the exception. By proactively managing the flow of information and ensuring it is both correct and accessible, an informed and connected community and a motivated and accountable team is fostered.

12. Can you elaborate on your experience in leading economic development initiatives in your current or former communities? As part of your answer, please include any strategies you have used to help diversify the local economies through outreach to prospective employers/companies in support of economic development goals.

My experience in economic development has been primarily shaped during my tenure with the City of Mulberry, where I have had the privilege of working under the mentorship of City Manager Rick Johnson. Through his guidance, I developed a strong understanding of the long-term value and impact of intentional, place-based economic development strategies, particularly those aligned with community redevelopment.

Early in my time with the City, I was introduced to the Mulberry Community Redevelopment Agency (CRA), which was established in 2014 following extensive research and groundwork. The CRA was developed to address the City's need for enhanced quality-of-life programming and to attract economic activity from beyond the city limits that would encourage residents and non-residents to stay in Mulberry for dining, entertainment, shopping, and community engagement. Like the Town of Dundee, Mulberry is a smaller municipality and therefore faces the challenge

of creating economic vibrancy while keeping its identity. The CRA has been instrumental in addressing that challenge by targeting reinvestment in Mulberry's historic downtown and underutilized spaces.

Two signature CRA initiatives in Mulberry were the full renovation of the historic Gem Theater, completed in 2021, and the creation of Depot 303, which opened in 2025. The Gem Theater transformed from a dilapidated structure into a vibrant downtown venue offering programming such as dinner-and-movies, theatrical performances, concerts, and community events. Depot 303, an abandoned Badcock Furniture warehouse, was reimaged as a modern food hall with seating for over 280 guests. It now features seven unique eateries and a craft bar, creating jobs, boosting local tourism, and positioning Mulberry as a destination within Polk County's culinary and cultural scene. These projects not only revitalized the city's physical infrastructure but also reinvigorated its economic landscape by fostering a sense of place, attracting new foot traffic, and stimulating further investment.

My involvement in these initiatives- particularly the CRA's strategic planning, business outreach, and project execution- helped me gain a deep appreciation and great understanding of the complexities and long-term rewards of economic development. For example, the success of Depot 303 involved the selection of a capable operations manager, deliberate outreach to potential vendors and businesses that aligned with the community's vision and needs. We had to consider the character of each business, their ability to thrive in a shared space, and how they would collectively enhance the downtown experience. This level of intentionality, combined with community engagement and strategic partnerships, was key to creating a destination that serves both residents and visitors.

Another smaller but equally meaningful project was the addition of a coffee shop/eatery at the Mulberry Public Library. This effort involved outreach to potential tenants who would be the "right fit" not just operationally, but also culturally and aesthetically. The goal was to complement the library's educational mission with a comfortable, community-oriented space that would increase foot traffic and add to the City's appeal.

These experiences taught me that successful economic development requires more than just attracting businesses, it requires understanding the community's needs and cultivating environments where businesses want to stay and grow. It also involves telling the story of the community in a way that resonates with potential employers and investors. I am committed to applying these lessons to support economic diversification and vibrancy. For Dundee, this means investing in projects that not only generate revenue and create jobs but also contribute to a shared sense of identity and pride.

Given the clear interest already expressed by the elected officials, administration, and community, I am especially enthusiastic about the opportunity to champion the establishment of a Community Redevelopment Agency in Dundee. With the right vision, planning, and stakeholder engagement, this type of forward-thinking initiative will serve as a transformative tool to attract reinvestment, preserve Dundee's charm, and strategically guide growth in a way

that aligns with the Town's goals and values. My firsthand experience and passion for community-based development will allow me to successfully lead this initiative for the Town.

13. If you are selected for this position, what do you believe will be the greatest, most immediate challenge in your new role as Dundee's Town Manager and why does it present a challenge?

If selected for the position of Town Manager, the most immediate and significant challenge will be to gain a clear and correct understanding of the Town's current financial situation. This includes bringing all accounts current through full reconciliation, evaluating the true financial position of the Town, implementing solutions to address the findings from the 2022 – 2023 audit, completing the 2023 – 2024 audit, and establishing strong internal controls and financial processes within the Finance Department.

The most recent audit findings highlight the need for regular increased transparency and communication between the Town Manager, Finance Director, and the Elected Officials. This presents a unique and urgent challenge, to complete the 2023–2024 fiscal year audit while also preparing the 2025–2026 fiscal year budget. Budgeting responsibly is effectively conducted with reliable financial data that guides decision-making.

Restoring trust between the citizens, elected officials, and other stakeholders is essential. Fostering encouragement, supporting open lines of communication, and leading with a steady, positive tone will reassure the community, Commission, and staff that these challenges are not insurmountable.

An added layer to this challenge is the upcoming transition in financial leadership. The Town is expecting a new Finance Director within the next 30 days, and the Commission selected a new external auditing firm. These changes bring both risk and opportunity. While there may be a short-term learning curve, there is also a valuable opportunity to lay a new foundation built on best practices, clean reporting, and a collaborative culture between staff, leadership, and auditors. A collaborative relationship with the Finance Director and the audit team will set up expectations, implement controls and policy, clarify responsibilities, and build a culture of accuracy, accountability, and support.

14. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the Town of Dundee?

When a comprehensive background investigation and reference checks are conducted, I do not expect any findings that would be of concern to the Town of Dundee. My professional history reflects a consistent record of integrity, accountability, and commitment to public service.

You may find one or two minor traffic citations from several years ago, as well as a credit report that reflects an average score, primarily due to limited credit history earlier in my life rather

than issues of financial mismanagement. Since then, I have taken initiative-taking steps to build and strengthen my credit profile, and I continue to manage my financial obligations responsibly.

These personal experiences have never interfered with my ability to perform professionally or manage public resources with transparency and care. In fact, they have helped reinforce my resilience, empathy, and sense of accountability, qualities that have shaped my approach to leadership and service in the public sector.

15. What will we find in an internet search of press coverage that may be controversial or of concern to the Town of Dundee? Please provide whatever explanation you think is appropriate to help us understand what we will find.

I am not aware of any negative, controversial, or concerning media or press coverage involving myself. Throughout my career in public service, I have kept a reputation for professionalism, integrity, and transparency. I am committed to ethical conduct and to serving the community with honesty and accountability, and any internet or press search will reflect that commitment.

16. Are you currently involved in any other recruitments and what is your status in those searches?

No, I am not currently involved in any other recruitment.

17. Please describe your desired compensation range and related benefit package if you are ultimately selected as the final candidate for this position. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would need to be resolved before you would be ready to accept the position, and when would you be able to start work for the Town of Dundee?

My desired compensation range for the Town Manager position is between \$130,000 and \$138,000 annually, equal with the scope of responsibilities outlined in the recruitment materials and the prominent level of leadership, accountability, and dedication I will bring to the role.

My benefit package will not need to include medical insurance since this is covered under my husband's plan. I respectfully request consideration of the following benefits to support my professional effectiveness and long-term contribution to the Town:

- A monthly vehicle stipend of \$400 to support the use of my personal vehicle for work-related travel and duties.
- Participation in the Town's retirement plan with a contribution structure that fosters long-term financial planning and security.
- Deferred compensation support, such as a 457(b)-plan match.
- Professional development support to keep active membership and participation in professional associations including ICMA, FCCMA, FACC, and IIMC.
- A Town-issued laptop and cell phone to ensure seamless communication and operational efficiency in compliance with Florida Sunshine Law.



I currently have no concerns or hesitations about accepting the position, assuming the compensation and benefit package aligns with the scope of the role and is clearly defined. I am sincerely excited about the opportunity to serve the Town of Dundee, and I am confident that my experience, community knowledge, and leadership approach will support the Town's vision and continued success.

If selected as the final candidate, I would provide two to three weeks' notice for my current employer and would be available to begin shortly thereafter and will also be available as I work through my 2 – 3 weeks' notice at the City of Mulberry.

18. As you consider the Dundee Town Manager opportunity, what are the three most important questions you have for the Mayor & Commission about the position, community, organization, etc.?

1. Where do you see the Town of Dundee in five years, and what vision do you hope the next Town Manager will bring to life?
2. What do you believe is Dundee's greatest strength or most unique asset, and how can we best use it for future growth and community pride?
3. How would you describe the current morale and culture among Town staff and within the community?

**KENNETH (KEN) CASSEL**



Kenneth G. Cassel  
15628 96<sup>th</sup> Land N.  
West Palm Beach, FL 33412

May 15, 2025

Mr. Doug Thomas  
Strategic Government Resources

RE: Dundee Town Manager

Dear Thomas,

I am pleased to submit my resume for your consideration for the position of Town Manager for the Town of Dundee.

As I read the solicitation information on the Town of Dundee, it appeared you were describing my management style and background over the past thirty years in private and public sector positions.

My management perspective is summed up in the following three statements "the manager/leader is only as good as the people that work with them", "every dollar spent in government should be looked at as if it is coming out of your pocket, therefore, make sure you receive the best return possible for the expense" and "do the right thing first".

I am currently a District Manager with Inframark for the southeast region of Florida providing contract management services to eleven governmental entities located in Miami-Dade, Broward, Palm Beach and Charlotte County. I personally manage four of the entities located in Broward and Palm Beach counties. One entity is the City of Westlake which I have been the City Manager since incorporation. One entity operates a water and wastewater treatment facility along with a stormwater management component. Another entity operates a consecutive water distribution system, wastewater collection system, and reuse system, and all other infrastructure for the City of Westlake. The last entity is a small housing development with some infrastructure and bonds to be managed.

I firmly believe my years of experience in private and public sector management, dealing with short and long range planning, bond issues, comprehensive master planning, land development regulations, personnel, contract management, contract negotiations, infrastructure improvements and working with elected boards have provided me with the necessary background to help the Town of Dundee chart a course of smart growth, development and redevelopment for the future.

I look forward to speaking with you.

Respectfully,

  
Kenneth G. Cassel

## Kenneth G. Cassel

15628 96<sup>th</sup> Lane N  
West Palm Beach, FL 33412

### **Summary**

I have over thirty years of management experience in public and private sector that include municipal management, land development, and contract management. This includes administration of federal regulations, comprehensive master plan, land development regulations, emergency management, strategic planning, project management, budgeting, financial tracking, process development and implementation.

### **Education**

Bachelor of Business Administration, Florida International University  
Master of Public Administration, Florida International University

### **Experience**

#### **Inframark Management Services, S. E Region, Coral Springs, Florida (2008-present)**

I currently serve as District Manager of the Southeast region of Florida. Inframark provides management services to two municipal clients and eight special district clients. Services include, but are not limited to, management services, accounts payable, accounts receivable, assessments, contract management, records management, and field services. Within the scope of services, the district managers attend all board meetings, develop budgets, develop policy recommendations, and manage all contracts. I personally manage the following:

- **City of Westlake (2016 – Present)**

- Serve as the City Manager for the City of Westlake since its conversion and incorporation in 2016. The city charter calls for a contract city model. The city is the fastest growing city in Southeast Florida and the 21<sup>st</sup> fastest growing planned community in the nation in 2024. The city covers approximately six square miles.
- Prepared RFQ's for Engineering, Building Department, and Planning & Zoning services.
- Collaborated with the consultant team and the city attorney to develop the City's Comprehensive Master Plan (CMP) that was approved in 2017. Oversee the CMP updates as necessary.
- Continue to work with the consultants to develop and amend the city's land development codes (LDR's) as necessary.
- Initiated and oversee the continued implementation of a full GIS system to manage all aspects of the City's data and infrastructure for the Seminole Improvement District.
- Oversee the development of the city within the initial plan of 4,546 single family homes and 2.2 million square feet of commercial development. Oversaw the approval of sixty (60) plats for residential and commercial development since 2017. Currently there are 4,251 single family lots platted and 24 commercial parcels with 640,000 square feet either built or under construction. The city currently has a population of 9,000 and is growing at a rate of

approximately 100 per month. At the current build out model, the city is projected to have a population of approximately 12,000. Potential projected residential population is approximately 16,000 with the 2.2 million square feet of non-residential.

- ***Seminole Improvement District (2013 – Present)***

- I have served as the District Manager since 2013. Managed the conversion and incorporation plan for the district in accordance with Florida Statute 165.0615 in 2016 to create the City of Westlake. The City of Westlake is located within the boundaries of the district. The district owns and operates all the infrastructure for the City of Westlake.
- The district provides water, wastewater, re-use, stormwater management, and all other infrastructure operations and maintenance. The district is a consecutive water system with Palm Beach County as part of the Seminole Improvement District's Water Control Plan. The district operates a wastewater collection system with ten (10) lift stations currently that pump the effluent to Pam Beach County for treatment. The district also receives re-use water from the county through an interlocal agreement for irrigation within the district. The district constructed a 2MG re-use tank in 2022 and now has a capacity of 2.5MG.
- The district is the permitting entity and ultimate operator for all infrastructure within the City of Westlake.

- ***Coral Springs Improvement District (2008 – Present)***

- I have served as District Manager for the district since 2008. The district is built out and lies within the City of Coral Springs. The district serves approximately twenty-three thousand (23,000) residents with water, wastewater, and stormwater services. The district constructed a 7.5 MGD RO plant in 2010, thus decommissioning its lime softening plants. The district also operates four anaerobic digesters, filter presses and deep well injection with the capacity of 7MGD. The district was recently awarded best tasting water from Southeast Desalting Association for 2024. The district was named District of the year by the Florida Association of Special Districts (2023).

***Consultant, BP Petroleum Plant, Wando, S. C. (2007-2008)***

Contract consultant in the process plans and records group. Work involved the review and updating of process and control plans for the plant manufacturing BPA. Work covered time frame of major plant overhaul and the replacement of a one-hundred-and-fifty-ton drum dryer in the plant. This was a temporary position while seeking other employment opportunities due to the housing crash of 2007.

***Land Development Manager, Lennar Carolinas L.L.C. (2004-2007)***

Managed six housing development projects with budgets ranging from \$5 million to \$14 million. Responsibilities included infrastructure, staffing and subcontracting development; budgeting, project bidding, financial tracking, and contract administration; asset evaluation management; acquisition/due

diligence; and leading and coordinating engineering professionals and multiple subcontracts. Managed a production pipeline of approximately 1,500 homesites for the greater Charleston area. Managed contract takedowns from third party developers and internal transfers from land division to homebuilding as well as monitoring pending acquisitions.

***Project Director, Housing Trust Group of Florida L.L.C. (2001-2003)***

Managed housing development projects ranging from 150 units to 400 units for each location with budgets ranging between \$9 million and \$15 million. Responsibilities included coordinating engineering professionals; developing building specifications and site plans and acquiring government permitting; securing necessary approvals (ACOE, FDEP, SFWMD, SJWMD, cities and counties); budgeting and financial tracking; creating and updating project planning timelines; administering contracts and subcontracts; and invoice tracking, approval and payment. Achievements included creating a project manual designed to improve efficiency and effectiveness and function as a training and post analysis tool.

***Assistant City Manager, City of Homestead, FL (1999-2001)***

Responsible for four departments with a combined budget of approximately \$41 million: Electric Utility (a 60-megawatt electric utility), Water/Wastewater Department (an 8.2-MGD water utility and a 3.5-MGD wastewater utility), Public Works Department, and Parks and Recreation. Achievements included initiating participation in the National Flood Insurance Program's Community Rating System, reviewing and recommending changes to land development regulations, developing a strategy for positioning the City and its electric utility in the face of deregulation, and initiating and managing revisions and updates to the hurricane preparation plan.

***Assistant Town Manager, Town of Bay Harbor Islands, FL (1991-1999)***

Responsible for Water and Wastewater Utility, Public Works, Public Transportation and Toll Road departments. Responsibilities included administering NPDES, NFIP, NFIPCRS and LMS programs; administering a MS4 stormwater utility; administering the Clean Water Act and serving as disaster/recovery administrator. Achievements included serving as one of two lead drafter and editors of Miami-Dade County's Volume Sewer Customer Ordinance in response to an EPA consent decree, initiating and implementing the establishment of a municipal stormwater utility (MS4) and drafting the town's Local Mitigation Strategy (LMS) planning document. Proposed a geographical information system (GIS) to manage the Town's infrastructure; then researched, selected and implemented the system. Initiated participation in and administered the National Flood Insurance Program Community Rating System (CRS). Wrote Bay Harbor Islands' proposal for Miami-Dade County's Neighborhood Parks Bond Program and presented it to the County's committee for funding. Upon funding approval, administered construction contract for two neighborhood passive parks.

***Director of Public Works, Town of Bay Harbor Islands, FL (1983-1991)***

Responsible for the control, operation, budgeting and purchasing of the Public Works Department which included Streets & Parkways, Water/Wastewater, Solid Waste, Public Transportation, Broad Causeway

Toll Facilities and the Bascule Bridge with a combined annual budget of \$6.2 million. Additional responsibilities included management of infrastructure projects, utility plan review, comprehensive master land planning, union negotiations and intergovernmental relations. Achievements included restructuring and organizing the work force to increase productivity; drafting operational policy manual for the Public Works Department, including toll plaza and bridge operations; initiating development of computer modeling for the wastewater collection system and implementing its utilization during building plan review process; writing, implementing and administering Bay Harbor Islands' recycling program; serving as Project Manager for Broad Causeway Toll Plaza and road renovation project that included state-of-the-art computerized toll collection equipment; and managing the installation of four miles of a potable water system (including restoration) under budget and on time.

### ***Professional Affiliations***

Florida Association of Special Districts – Certified District Manager, 2019

International City Managers Association, 1999-2002; 2024- Current - Credential Manager January 2025

Florida City and County Management Association, 1996-2002, 2017 - Present

Miami-Dade City/County Management Association

- President, 1997-1998
- Vice President, 1996-1997
- Secretary/Treasurer, 1995-1996

American Water Works Association, 1983-1999

Florida Association of Stormwater Utilities, 1994-1999

Biscayne Bay Aquatic Preserve Policy Advisory Committee, 1984-1986

- Chairman, 1986

Miami-Dade County Solid Waste Recycling Task Force, 1989-1994



**Town Manager Candidate Questionnaire  
Dundee, FL**

**Due NLT Sunday, June 15, 2025 @ 11:00 PM CDT**

**Return to: [DelenaFranklin@GovernmentResource.com](mailto:DelenaFranklin@GovernmentResource.com)**

**Full Name (first, middle, last):** Kenneth G. Cassel

**Nicknames (if any):** Ken

*Please provide your cell, home, and office numbers to facilitate contacting you if needed.*

Cell: 843. 693.1395

Home: 561. 507.5236

*Please answer each of the following questions completely and thoroughly.*

1. How many employees, and what size budgets did you oversee in your last three positions?
  - **Currently I manage the following budgets with direct and indirect reports: Seminole Improvement District; General Fund of \$7million, Enterprise Fund of \$4.7 million and a total of nine (9) direct reports. City of Westlake; General Fund of \$7.6 million, Special Revenue Fund of \$3 million with six (6) direct reports and 45 indirect reports. Coral Springs Improvement District; General Fund of \$6 million, Enterprise Fund of \$21 million with two (2) direct reports and 55 indirect reports. Briger CDD General Fund of \$59,000 and no reports.**
  - **Consultant for BP was temporary and no budget responsibilities.**
  - **Lennar Carolinas managed land development budgets between \$9-\$15 million for each project. Managed four land development projects in South Carolina. No direct Reports, contract management for land development.**
  
2. Please detail the specific Departments you have supervised in your last three positions. As part of your answer, please highlight any experience you may have in overseeing Finance & Accounting, Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, Information Technology, Fire/Public Safety, and Parks & Recreation.
  - **Throughout my career I have managed all aspects of local infrastructure including but not limited to water and wastewater production and treatment, distribution/collection systems, stormwater management, streets and parkways, landscaping, parks & rec., IT services, GIS services, Police and Fire**

**services. These services have been managed as in house or contracted services depending on the governmental entity.**

3. Please describe why you left your last three positions. Additionally, are there any gaps in excess of two weeks in your employment history including any short-term (i.e., approximately 1-year or less) posts that may have occurred in your career? If so, please explain in detail.

- **Leaving current position to relocate to central Florida for personal and family reasons.**
- **Consultant for BP was a temporary position until I found the position with Inframark (Formerly Severn Trent Services)**
- **Housing crash ended the need for land development managers.**
- **2003-2004 job hunting in SE US after prior position was eliminated.**
- **2007-2008 consultant work as a fill-in while job hunting.**

4. Please describe your experience and skills in strategic planning and visioning. How do you facilitate the development of a clear vision for the organization and secure buy at all levels of the organization?

- **I led a team of professionals during the formation of the City of Westlake to develop the comprehensive master plan and the land development regulations that lead to the development and growth of the city as the 21st fastest growing planned community in the nation. The vision was to create a government light with predictability for developers and businesses in the land development regulations.**

**All visioning and strategic planning begins with communication between staff, elected officials and the community to set the parameters of what you want to be and balance those ideas and desires with the reality of the market. Without clear candid communication between all parties it is near impossible to put together a clear vision and path to accomplish that vision. I believe I have the necessary skills to be able to bring parties together to determine the best vision possible based upon the information at the time.**

5. Please describe your experience and skills in municipal fiscal management, budget development, capital infrastructure planning, and related financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.

- **I have developed and managed municipal and special purpose government budgets for most of my career. In each position, I stressed to the staff that they and the organization must look five, ten and fifteen years ahead and plan to make sure the**

infrastructure was up to the task. That means setting aside funds for R&M and future R&R each year, so you are not caught short. It is your fiduciary responsibility to ensure the infrastructure is maintained properly.

For example: Some twelve years ago, one entity that I was managing was considering upgrading the lime-softening plant or changing to a reverse osmosis system. In deep discussions with the staff and looking at what DEP and others could put forth in regulations it was decided that RO was the better long-term solution. It has proven to be the right decision with the new regulations for PFOA and PFOS. That entity only has to do some minor changes to be compliant with the new regulations. That twelve-million-dollar RO plant today cost close to one hundred million dollars.

I have been blessed through the years to have individuals working with me and elected boards that understood the necessity to look long range regarding infrastructure and its long-term maintenance. There are a number of options and strategies that can be utilized; however, it all depends on the facts on the ground and the will of the people and the elected board. There are long term GO or Enterprise bonds, grants (state or federal), special improvement zones/districts, impact fees on development (roads, water/sewer), rate increases, and lastly tax increases. All these options have their pros and cons and must be carefully evaluated for the best positive impact to the community with the least negative impact.

6. Describe your management style in five bullet points of five words or less for each bullet point.
  - **Non-Micromanagement – Hire good people, set expectations and let them work**
  - **Solution Oriented – Issues; bring two to three potential solutions.**
  - **Team Oriented – No one works for me; they work with me.**
  - **Walk About – In the field; hands on observation and communicate with staff.**
  - **Mentor/Encourager – Pass down experience and encourage personal development.**
7. Please describe any experience you may have with pre- and post- severe weather and/or other disaster events, including any FEMA training and federal/state reimbursement administration for post-event recovery efforts.
  - **I was responsible for the emergency management response after Hurricane Andrew in 1992 for the municipality I worked for. Since then I have been involved in the management of pre and post disaster events through the years. I have been trained in incident command, NFIP, and NFIP CRS. I am familiar with all the requirements in 44 CFR Emergency Management and Assistance. Each entity I manage is fully capable of responding during an emergency.**
8. As noted in the Position Profile Brochure, Dundee is poised for significant growth and associated growth management pressures. Please elaborate on any experience you may

have in preparing your current or previous organizations and communities in the area of growth management, including any strategies you have found to be effective in addressing rapid growth concerns.

- **In my first municipality we were faced with the need to redevelop existing properties. Therefore, I put together an overlay district in the multifamily district to allow for higher structure as long as the floor area ratio was maintained. This allowed redevelopment from seven stories to fifteen stories with parking garages. This allowed for increased density and increased the taxable value to the municipality to keep it solvent.**

**In my current position the issue is not slowing growth but completing what is planned to facilitate the needs of the community. The community was initially to be constructed over a twenty-year period with 4,546 single family units and 2.2 million square feet of no residential. We are currently nine years into the development and have 3,292 single family units with CO's and one million square feet of non-residential. So, we have developed in nine years what was projected to be a twenty year build out. Now with the remaining land there is an additional 1,900 units being planned. Currently there are approximately 8,000 residents with a projected 15,000 population at completion.**

**Growth will happen. I have seen first-hand the mindset of no growth, however, generally that person moved there from somewhere else but does not want the next person to move in.**

**There is a very fine line between stagnation and uncontrolled growth. I believe the controlling factors are infrastructure and utility availability. Unless you can develop the infrastructure and have the utilities available there is no growth opportunity. One key is how you get the developer to cover the cost of the additional impact on the community and the county. This is all part of the approval process and a cost of doing business for the developer.**

9. Please tell us about your project management experience. As part of your answer, please tell us about the most complex project you have organized. Outline the steps you took to ensure political, organizational, financial, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

- **There have been many projects through the years and each one had its own unique complex set of issues that had to be addressed to succeed. They have run the gambit from reconstructing a causeway across the bay with a toll facility, or refurbishing a bascule bridge structure, or repairing a damaged wastewater plant, or constructing a 7.5 mgd. reverse osmosis water plant or incorporating and developing a city from raw dirt.**

**The success is totally dependent upon the buy-in of all parties in the beginning and the communication throughout the projects. The other component is the team you are working with and the fact they get the picture, the vision and are competent.**

10. What is your philosophy and approach to building a strong, inclusive workplace and motivating your employees to perform at their highest levels, including how you involve your subordinates in decision-making issues?

- **Any City Manager is only as good as the team they have working with them. I firmly believe that each individual within the organization can be a leader at whatever level in the organization they are working in. This relates back to my response in question 6 on management style. I have practiced this approach through the years and have been blessed with teams of people who perform far above what is expected, as they take ownership of their piece of the organization and make it work.**

11. What is your approach to facilitate open and transparent communication about local government operations and initiatives, both internally and externally? Please include examples of how you typically interact and communicate with staff and community stakeholders in your current and/or previous posts.

- **Communication is the key at all levels. I have an open door, and any staff member can reach out to me with any question or concern. This also extends to the public, if they have a question or concern, they can reach me and I will respond. I have an internal staff meeting every other week where I ask each one what the issues are they are dealing with and how are they handling them. Externally, I have a weekly meeting with the major developers, P&Z, engineering, and legal for projects that are potentially coming in. I have a monthly virtual coffee with the manager where members can ask questions, and I also provide as much information that is public about upcoming developments. I also provide a weekly update to the city council on issues, projects, and general information about the city, so they are not caught off guard by the public.**

12. Can you elaborate on your experience in leading economic development initiatives in your current or former communities? As part of your answer, please include any strategies you have used to help diversify the local economies through outreach to prospective employers/companies in support of economic development goals.

- **I have found the most effective economic development initiatives is predictability within the land development regulations and how long the process is. Unpredictability causes companies to move to where they can develop quickly. This is even more evident since 2020. You must look at your code and figure out how to streamline the process to benefit the vision of the community.**

**I have worked with Publix, Lowe's, Walmart, Costco, Tractor Supply and others over the past few years. The bottom line is they all have a business matrix that needs to be met. Some are roof tops, some are daytime population, some are other businesses in the area, proximity to their other store's. If matrix parameters are not met, they will not come no matter what you offer. Since, 2020 brick and mortar operations are smaller and employ fewer individuals. These businesses also use software such as [Placer.AI](#) to**

**establish purchasing, and travel patterns. All these come into account for economic development.**

13. If you are selected for this position, what do you believe will be the greatest, most immediate challenge in your new role as Dundee's Town Manager and why does it present a challenge?
  - **As I have read and driven around the area it is evident that Dundee is both the benefactor and victim of the migration to Florida and central Florida in particular. I believe the immediate challenge is to see how much the infrastructure is lacking to support the potential growth and what can be done in the short term and long term. Without infrastructure, growth and development is off the table.**
14. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the Town of Dundee?
  - **I do not believe you will find anything that would concern the Town of Dundee or warrant an explanation. I believe you will find an experienced professional manager, who solves problems, is dedicated to the Town and works behind the scenes without controversy.**
15. What will we find in an internet search of press coverage that may be controversial or of concern to the Town of Dundee? Please provide whatever explanation you think is appropriate to help us understand what we will find.
  - **I believe the only thing you will find is back in 2020 where the former city attorney believed I had a conflict of interest because I was the City Manager and the District Manager. I reached out to the Palm Beach County Inspector General for an opinion. The Inspector General ruled that there was no conflict since the contract for both the City and the District were separate contracts with the company I work for.**
16. Are you currently involved in any other recruitments and what is your status in those searches?
  - **Yes, I am currently involved in two other searches. I am waiting on responses from both.**
17. Please describe your desired compensation range and related benefit package if you are ultimately selected as the final candidate for this position. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have

that would need to be resolved before you would be ready to accept the position, and when would you be able to start work for the Town of Dundee?

- **Open ended contract with 90-day termination notice.**
- **Salary - \$160,000 to start. % increases shall match what is provided to the rest of the employees and any COL increases.**
- **Annual leave balance starting at 160 hrs., earn additional leave at the same rate of a twenty-year employee.**
- **Sick time – Starting balance 12 days. Additional sick time earned at regular employee rate**
- **Medical Insurance – Instead of the medical insurance, a stipend to cover my supplemental insurance not to exceed the amount that the medical insurance would cost for me and the 50% for my spouse.**
- **The rest of the benefits as offered to all other employees.**

18. As you consider the Dundee Town Manager opportunity, what are the three most important questions you have for the Mayor & Commission about the position, community, organization, etc.?

- **What is their vision for Dundee in the next five to ten years?**
- **What does the commission see as the most critical piece of the organization that is missing or in trouble?**
- **Do you have the political will to make the difficult calls to set Dundee on the right path for quality sustainable growth and development?**

**MICHAEL MANNING**





May 16, 2025

Mayor Pennant and Town Council,

I am pleased to submit this cover letter and resume for your consideration in regard to your Town Manager opening. I have most notably served in Innovation & Performance Management at St. Lucie County Board of County Commissioners, as an Assistant City Administrator and Interim City Administrator at the City of Mexico Beach, and as an Assistant to the City Manager at the City of Lake Wales. I have a passion for public service and enhancing the quality of life for our community.

My philosophy and guiding principles as Town Manager include:

**Build a Winning Team Culture:**

- Ensure an “Open City Hall” policy. My belief is for the Board to have access and availability to staff, allowing for the free flow of information, ideas, and collaboration.
- Build authentic relationships and serve as Chief Facilitator
- Provide superior public service to our community by empowering staff

**Intentional and proactive Community Engagement:**

- Engage with residents, visitors, community groups, and business leaders to gain insight into the challenges and opportunities facing our community
- Ensure the quality of life for everyone in our community by communicating service and program offerings
- Develop and enhance partnerships that promote art, culture, educational, and recreational opportunities throughout our community
- Communicate with purpose and expand participation in the government process

**Cultivate Innovation** throughout the organization:

- Increase efficiency and minimize complexities through implementation of process improvement efforts
- Develop and evaluate management programs for critical operations incorporating innovative best practices and technological advancements

**Ensure long-term quality Infrastructure, and Sustainability** of the natural environment:

- Place a premium on the importance of construction, renovation, maintenance and management of infrastructure and town assets
- Protect, conserve and/or restore vital natural resources and ecological functions

**Facilitate Operational Transparency and Budget** controls:

- Ensure transparency in operations and serve as good stewards of our community resources
- Provide easy access to the City budget, especially regarding the cost of major projects and services
- Pursue funding partners and grant opportunities for City services, programs, and projects

Academically, I earned my bachelor’s degree in business management with a minor in public administration at the University of South Florida (USF). Following my graduation, I decided to continue at USF and earned my **Master of Public Administration** degree while working full-time. Recently, I was recognized by the Florida City/County Management Association with the 2024 Rising Star Award and earned my **Redevelopment Administrator** designation from the Florida Redevelopment Association (FRA-RA).

Having served the City of Lake Wales as an Assistant to the City Manager, I have in-depth knowledge of the issues facing the Town of Dundee and Polk County. Additionally, I have experience serving as an Assistant City Administrator (and interim City Administrator) of full-service cities with populations under 10K, similar to Dundee.

Directly applicable experience includes:

- **Strategic Planning** – Experienced crafting and implementing organizational Strategic Plans and transparent online dashboards to track success and ensure accountability
- **Growth Management** – Led implementation of a Smart Growth initiative, development of a Form Based Code, and implementation of the city's Civic Master Plan in a rapidly growing area. Actively fought against urban sprawl and ensured high-quality development.
- **Community Redevelopment Agencies (CRAs)** – Significant experience with CRAs, including: expanding the boundaries and extending the life of the agency, working in a charter county, and leading significant capital improvement projects and redevelopment programs. Developed a Horticulture department in Lakes Wales, tasked with enhancing landscaping in the Historic Downtown, rights-of-way, and city parks.
- **Financial Management** – Oversaw budgets ranging in size from \$100K to approximately \$20M, played a significant role in securing grants, developing legislative funding requests and developing funding partnerships. Prioritized strict adherence to purchasing rules and priority-based budgeting.
- **Emergency Management** – Experienced working with FEMA and the Florida Department of Emergency Management, led recovery projects in Mexico Beach, served as Assistant City Manager during Hurricane Idalia related flooding, and an EF-2 tornado in Crystal River
- **Strategic Communications** – Experienced in crafting talking points, organizational communications strategy, presenting to various stakeholder groups, including elected bodies, committee groups, neighborhood associations, and community groups. Proposed and started a new Communications department in Lake Wales, including video production, a citywide newsletter, and enhanced social media posting.
- **Major Capital Improvements** – Project management portfolio featuring the design and construction of the Park Avenue Connector Trail, and design phases of the Park Avenue / Market Plaza, Orange Avenue, and Crystal Avenue Streetscapes in Lake Wales

I hold myself to the highest level of integrity and am committed to excellence in the workplace and in the community. I look forward to the opportunity to discuss my qualifications.

Thank you for your consideration,

Michael K Manning, MPA

## Education

University of South Florida	Master of Public Administration	May 2020
University of South Florida	B.S. Business Management / Public Admin. Minor	May 2018

## Certifications & Professional Recognitions

Florida Redevelopment Academy	<b>Redevelopment Administrator (FRA-RA)</b>	October 2024
FCCMA	2024 Rising Star Award	2024
ICMA	Performance Management Award	May 2021
University of South Florida	Post Crisis Leadership Certificate	April 2021
GoLeanSixSigma.com	<b>Lean Six Sigma Green Belt Certificate</b>	February 2021
Project Management Institute	Certified Associate in Project Management	May 2020

## Core Competencies

Municipal Operations	Growth Management & Community Redevelopment
Strategic Planning	Data-Driven Decision-Making
Financial Management	Community Engagement

## Professional Experience

### St. Lucie County Board of County Commissioners March 2024 to Present

Home to approximately 330,000 full-time residents, St. Lucie County is committed to good fiscal stewardship, a strong commitment to public safety, improving infrastructure, facilitating economic growth, and protecting environmental resources.

#### Innovation and Performance Management

- Primary work relates to internal consulting to support County Administration in the implementation of various special projects and process improvement initiatives
- Led the FY2025 Strategic Plan update featuring 6 Focus Areas, 25 Goals, and 73 Objectives and creating an Implementation Matrix to track, evaluate, and communicate effectiveness
- Lead special projects that advance the County's strategic objectives and priorities
- Participate in the annual budget process and make recommendations regarding whether new budget requests are in alignment with the County's Strategic Plan
- Leading the County's 2025 Community Survey with results designed to drive future Strategic Plan updates, Countywide operations, and the annual budget process
- Provide recommendations for improvements to the County's website and communications content covering initiatives and projects

### City of Crystal River August 2023 to February 2024

Considered the *Gem of the Nature Coast*, Crystal River features a population of approximately 4,000 full-time residents. The city is the home of the manatee and plays host to tens of thousands of visitors. With Citrus County facing explosive growth, the city undertook bold growth management strategies, to include implementation of its Civic Master Plan, the development of a Form Based Code, and progressive annexation strategies to control and secure its long-term future. Hit by Hurricane Idalia (August 2023) and an EF-2 Tornado (October 2023), the city developed a strong relationship with FDEM and FEMA as it began the long road to recovery.

#### Assistant City Manager

- Primary work related to operational leadership, cross-departmental project management, cross-functional process improvement, and special project administration. Facilitated through Department Directors leadership to the **Communications & Community Engagement, Growth Management, Public Works, Human Resources, Visitor Services, and Community Redevelopment Agency** teams.
- Led Growth Management's implementation of the Smart Growth initiative, development of a Form Based Code, and implementation of the City's Civic Master Plan
- Routinely worked/communicated with department heads, external organizations, and the community

Manningmichaelk@gmail.com

Michael K Manning, MPA

<https://www.linkedin.com/in/manningmichaelk/>

678-549-9248

**City of Mexico Beach****March 2023 to August 2023**

A Northwest Florida coastal community with a population of 1,100 full-time residents, there are often close to 2,500 people in the city when factoring in 2<sup>nd</sup> residences and visitors. Due to the incredible damage sustained from Hurricane Michael (2018), the City utilized \$110M to rebuild its infrastructure through efforts with FDEM & FEMA.

**Interim City Administrator**

- Responsible for full-service City, facilitated through Department Directors: Communications, Development Services, Finance, Parks & Recreation, Public Works, Code Enforcement, Solid Waste, and Public Safety
- Prepared FY2024 Budget with first millage rate under 6.0 since Hurricane Michael. Developed a 5-Year Capital Improvement Plan, Vehicle Inventory List, and Staffing Implementation Plan.
- Attended all meetings of the City Council, Planning Board, and Charter Review Committee. Implemented Council's direction via day-to-day operations, kept elected officials informed of operations & key priorities.

**Assistant City Administrator / Development Services Director**

- Primary work related to operational leadership, cross-departmental project management, cross-functional process improvement, and special project administration. Provided ongoing day-to-day strategic leadership to the Planning & Zoning, Building, Code Compliance, and Floodplain functions.
- Provided support to the City Administrator regarding all City functions, including oversight of departments, management of Hurricane Michael FEMA projects, and various intergovernmental efforts

**City of Lake Wales****May 2019 to February 2023**

Known as the *Crown Jewel of the Ridge*, Lake Wales is home to close to 20,000 full-time residents with significant growth in the development pipeline.

**Assistant to the City Manager**

- Reporting to the City Manager, primary work related to operational leadership, cross-departmental project management, cross-functional process improvement, and special project administration. Provided ongoing day-to-day strategic leadership to Marketing & Communications, Parks and Horticulture.
- **Project Manager of multiple major redevelopment projects**, including various phases of the Park Avenue / Market Plaza Streetscape, Park Avenue Connector Trail, 1<sup>st</sup> Street Streetscape, Crystal Lake Park Trail, Orange Avenue Streetscape, and Northwest Neighborhood Sidewalk & Street Tree Improvement Plan

**Management Analyst**

- Reporting to the City Manager, primary work related to cross-departmental project management, cross-functional process improvement, and special project administration
- Created and managed the citywide newsletter (9,100 mailings quarterly), produced community condition surveys, participated in organizational streamlining efforts, and successfully restructured the city's advisory board appointment process

**Corporate Analyst**

JPMorgan Chase &amp; Co.

July 2018 to May 2019

**Community Information Internship**

Volusia County BOCC

Intermittent 2015 to 2017

**Professional Affiliations**

International City / County Management Association (ICMA)

Florida City / County Management Association (FCCMA)

FCCMA Next Generation Task Force (2023-Present)

FCCMA Professional Development Committee (2022-2024)

Florida Redevelopment Association (FRA)

**FRA Redevelopment Academy: Redevelopment Administrator (October 2024)**

National Association of Counties

**High Performance Leadership Academy (April 2025)**

National Recreation and Parks Association (NRPA)

30 Under 30 Honoree (2025)

**Ridge Scenic Highway Corridor Management Entity Board (2019-2023)***References available upon request*

**Candidate: Michael Manning**

1. How many employees, and what size budgets did you oversee in your last three positions?

<b>Municipality</b>	<b>Employees Overseen</b>	<b>Budgets</b>
St. Lucie County	0	\$275K
City of Crystal River	30	\$3.5M
City of Mexico Beach (Interim City Administrator)	45 + 10 contracted positions	\$9.5M
All numbers are approximates and rounded. Operating Budget and planned Capital Projects, numbers exclude most recovery projects.		

2. Please detail the specific Departments you have supervised in your last three positions. As part of your answer, please highlight any experience you may have in overseeing Finance & Accounting, Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, Information Technology, Fire/Public Safety, and Parks & Recreation.
1. St. Lucie County – Innovation & Performance Management – A division of the County Administration Department that provides support through special project administration, performance management organization-wide, community surveying, and works closely with a wide array of departments.
  2. City of Mexico Beach – As Interim City Administrator I oversaw all functions of a full-service city that is directly comparable to the Town of Dundee. As Assistant City Administrator I led the Development Services Department and supported the City Administrator with oversight of all other departments and Hurricane Michael related FEMA projects. Mexico Beach has a similar utility as they purchase water wholesale from Bay County and then distributed throughout the city.
  3. City of Crystal River – Directly oversaw Public Works/Utilities, Visitor Services (Parks & Recreation), Human Resources, and Growth Management. More in-depth information regarding projects in following questions.
3. Please describe why you left your last three positions. Additionally, are there any gaps in excess of two weeks in your employment history including any short-term (i.e., approximately 1-year or less) posts that may have occurred in your career? If so, please explain in detail.
1. I left the City of Lake Wales to pursue a promotional opportunity at the City of Mexico Beach as Assistant City Administrator. I left in good standing.
  2. I left the City of Mexico Beach while I was the Interim City Administrator. While I had verbally been offered support for the City Administrator role, I was not at a point in my life that I wanted to serve in that capacity. I applied for and was offered a position significantly closer to my family and accepted the role of Assistant City Manager at the City of Crystal River. I left in good standing.

3. I left the City of Crystal River as the City Manager that had selected me was planning to depart the organization and I was able to secure an opportunity to serve in a large county government to diversify my experience. There was minor controversy, however it was disproved. I left in good standing.
4. Please describe your experience and skills in strategic planning and visioning. How do you facilitate the development of a clear vision for the organization and secure buy at all levels of the organization?

#### **Strategic Planning and Visioning Experience:**

I bring significant experience leading strategic planning initiatives and facilitating long-term visioning in complex, mission-driven organizations. My goal is to ensure both clarity of purpose and organizational buy-in. Most recently, I led the FY2025 Strategic Plan update featuring 6 Focus Areas, 25 Goals, and 73 Objectives accompanied by my efforts to create an Implementation Matrix to track, evaluate, and communicate effectiveness in St. Lucie County.

#### **Strategic Planning Approach:**

I believe in a comprehensive environmental scan, including SWOT analysis, stakeholder interviews, and data analysis to understand both internal capabilities and external opportunities. From there, I work collaboratively with the organization's leadership team to define strategic priorities, measurable goals, and a roadmap for implementation. In my experience, bringing in a third-party facilitator typically adds value, but can be done in-house if the Commission prefers.

#### **Vision Development & Buy-In:**

Securing buy-in starts with inclusive participation. I ensure that the visioning process is transparent and participatory—from early input gathering to feedback and shared decision-making. I use techniques such as:

- Stakeholder and engagement meetings
- Visioning retreats
- Visual tools like strategic roadmaps and Implementation Dashboards
- Regular communication to keep staff and the community informed and ensure accountability

#### **Measuring Success & Accountability:**

- Develop a Transparency Tracking Dashboard – Clearly tie action items on Town Commission meeting agendas to the applicable Strategic Plan Objectives

5. Please describe your experience and skills in municipal fiscal management, budget development, capital infrastructure planning, and related financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.

Effective municipal fiscal management begins with sound financial policies, transparent practices, and long-term financial planning. I have experience developing balanced budgets that align with strategic priorities, maintain quality service levels, and are designed to build long-term financial resilience. My philosophy emphasizes:

- **Long range forecasting** to anticipate future challenges and opportunities
- **Zero-based budgeting** to ensure resources are allocated efficiently
- **Alignment with performance metrics**, ensuring budget decisions are tied to outcomes
- **Developing a grants master plan strategy**, identifying potential grants for pursuit and tying needs to them to ensure deadlines are met

#### **Capital Improvement Projects (CIP) and Financing:**

I believe strong CIP planning is built on clear asset management data, lifecycle analysis, and an understanding of future growth needs. Processes involve:

- **Asset & facility condition assessments** to prioritize investments
- **Community engagement & community surveying** to align infrastructure plans with resident needs
- **Interdepartmental coordination** for comprehensive planning

#### **Innovative Financing Strategies:**

Addressing infrastructure shortfalls often requires innovative funding solutions beyond traditional debt issuance or general fund allocations. Some creative financing strategies include:

- **Public-private partnerships (P3s):** Partner with private entities where possible and when win-win opportunities exist
- **Grant & Legislative Funding Request Pursuits:** Aggressively pursue state, federal, and regional grants to fund projects to stretch Dundee taxpayer dollars further
- **Tax Increment Financing (TIF):** Analyze and implement a Community Redevelopment Agency, if possible, to capture future tax revenues from increased property values to pay for improvements. I am a certified Redevelopment Administrator by the Florida Redevelopment Association.

- **Revenue-backed bonds and enterprise funds:** Use utility revenue streams to issue bonds for water/sewer upgrades when needed
- **Assessments / Fees:** Diversify revenue streams by studying, implementing, and raising where appropriate, strategies include a Stormwater Utility Fee (successfully done in Lake Wales), and/or a Fire Assessment. By diversifying revenue streams and creating dedicated sources of revenue for specific services, the reliance and burden on property taxes can be **decreased**.
- **Impact Fees:** Ensure impact fees are at appropriate levels, and study various options such as a mobility fee rather than transportation impact fees to allow broader uses of the revenue
- **Cost Recovery:** Implement a comprehensive cost recovery schedule to ensure those that are using specific services are paying for said services, reducing the burden on the general fund / property taxes

My fiscal management philosophy emphasizes stewardship, transparency, and innovation. By aligning budget and capital plans with community priorities — and seeking creative, responsible financing mechanisms — we will deliver results that are both fiscally sound and community-focused.

6. Describe your management style in five bullet points of five words or less for each bullet point.
  1. Authentic & Servant Leadership
  2. Strategically Focused & Adaptive
  3. Inclusive & Consensus-builder
  4. Chief Facilitator
  5. Innovative & Data Driven
7. Please describe any experience you may have with pre- and post- severe weather and/or other disaster events, including any FEMA training and federal/state reimbursement administration for post-event recovery efforts.

In the unfortunate event of a major storm impacting Dundee, I feel prepared to lead the Town's operations. While in Mexico Beach, the Town was still underway with many of their Hurricane Michael related recovery projects, such as the design for the rebuild of the municipal pier, stormwater piping and an innovative regional stormwater park / facility. Currently, processes are well defined to ensure maximum reimbursements, however, with the change of administrations at the Federal level, it is likely that processes at FEMA will be changing and reimbursement opportunities may be lessened. It is the primary goal to ensure all actions taken during and post storm will allow for maximum reimbursement.



At Crystal River, I gained firsthand experience leading in the preparation for, during, and after Hurricane Idalia. Idalia resulted in significant damage not only to many City facilities, but also to a significant number of residential structures due to storm surge flooding. Just a couple of months into recovery from Hurricane Idalia, the city was hit by a devastating EF-2 Tornado.

With these two events, and all events, my focus is to ensure the wellbeing of the community and then pick up the pieces. Clearing ROWs, ensuring compliant debris removal, starting the repair of municipal facilities and reopening as possible, and aiding our community whose homes have been impacted. Each storm is different and requires a different response depending on the level of impact. I am happy to address storm resiliency in depth.

8. As noted in the Position Profile Brochure, Dundee is poised for significant growth and associated growth management pressures. Please elaborate on any experience you may have in preparing your current or previous organizations and communities in the area of growth management, including any strategies you have found to be effective in addressing rapid growth concerns.

The growth opportunities facing Dundee is one of the most exciting elements of the role. Similar to other municipalities along the Highway 27 corridor, we do not have a choice between growth and no growth. What we do have is choosing between high-quality smart growth, or unmanaged urban sprawl.

In Lake Wales, I played a significant role in the operations of the Community Redevelopment Agency. I was focused on downtown streetscaping, trails, walkability and general livability enhancements for our community. Building and investing in high-quality public facilities helps attract high-quality development.

In Mexico Beach, I led the City's development services functions, all of which were contracted out to different subject matter experts. At the time, Mexico Beach was looking at growth opportunities and community opposition to any growth. I worked to build general support for high-quality growth opportunities. While in Mexico Beach, I was the lead staff person on the pursuit of a Community Planning Technical Assistance (CPTA) grant, as defined by the State of Florida "CPTA grants provide counties, municipalities and regional planning councils the opportunity to create innovative plans and development strategies to promote a diverse economy, vibrant rural and suburban areas and meet statutory requirements for planning, while also protecting environmentally sensitive areas."

In Crystal River, I played a leading role in the development of the City's Form Based Code (FBC) which ensures rigorous development standards and design standards. Additionally, the community had an existing Civic Master Plan, that clearly outlined what the city wanted to be when it grew up. This plan was very similar to the Lake Wales Connected Plan and authored by the same contractor. I would highly recommend that the Town of Dundee bring

in a well-regarded urban planning firm to lead the process of creating a master plan focused on what Dundee wants to be in 5, 10, and 30+ years.

Lake Wales has also implemented many incentives that help attract high-quality products. Potentially most notably, incentives to developers for Traditional Neighborhood Design (TND). TND development emphasizes walkability and livability in the community. It brings a mix of uses together and encourages the street grid development pattern to distribute how people move about the city.

Additionally, by implementing a Community Redevelopment Agency, the Town can work towards the redevelopment of Main Street and the success of small businesses. Bringing in an outside contractor that specializes in the recruitment of commercial investment will also help with adding new restaurants and stores to commercial corridors.

9. Please tell us about your project management experience. As part of your answer, please tell us about the most complex project you have organized. Outline the steps you took to ensure political, organizational, financial, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

When I first started in local government management, I made a very conscious decision to build my skillset around Project Management and Continuous Process Improvement. I knew I would be able to apply these core skills across departments and silos of the organization rather than specializing in a specific department (such as Public Works or Parks & Recreation).

Select capital projects from my portfolio include:

<b>Municipality</b>	<b>Project Name</b>	<b>Phase(s) Led</b>	<b>Total Project Budget</b>
City of Lake Wales	Park Avenue Connector Trail	Design through Construction	\$1.25M
City of Lake Wales	Park Avenue / Market Plaza Streetscape	Design & Bid	\$18.5M
City of Lake Wales	Orange Avenue / Crystal Avenue Streetscape	Design	\$700K
City of Lake Wales	Northwest Neighborhood Sidewalk & Street Trees	Design	\$2.5M
City of Lake Wales	1 <sup>st</sup> Street Streetscape	Design	\$10M +
City of Lake Wales	Crystal Lake Park Trail	Design	\$1M
City of Crystal River	Park to Park Trail	Design	Secured more than \$250K from the County to support the project
City of Crystal River	5 <sup>th</sup> Street Streetscape	Pre-Design & Funding Strategy	TBD
City of Crystal River	City Hall	Pre-Design & Funding Strategy	Secured \$10M Legislative Funding Request, vetoed by Gov following departure

My favorite complex project would be the Park Avenue Connector Trail. During a design kickoff project, we walked the site and identified multiple potential routes for the trail. It became evident during the site visit that the project goal of unifying Lake Wailes Park, Crystal Lake Park and Downtown Lake Wales could be achieved by running the trail down Park Avenue.

Unfortunately, the right-of-way (ROW) along Park Avenue was restricted due to Crystal Lake. Park Avenue had historically been a one-way two-lane street. By introducing a road diet and creating a one-way one-lane street, we were able to gain the needed ROW to construct the trail. This project serves as a great ecotourism opportunity by unifying the downtown to two great parks and easy pedestrian and cycle access to all.

Challenges included coordinating with residents who lived on the street, underground and overhead utility coordination, and grant funding requirements. Ultimately the project turned a typical city street into a signature trail unifying multiple parks, the city library and tied directly into the Park Avenue Streetscape project, aiding in downtown revitalization.

10. What is your philosophy and approach to building a strong, inclusive workplace and motivating your employees to perform at their highest levels, including how you involve your subordinates in decision-making issues?

**Build a Winning Team Culture:**

- Ensure an “Open City Hall” policy. My belief is for the Board to have access and availability to staff, allowing for the free flow of information, ideas, and collaboration.
- Build authentic relationships and serve as Chief Facilitator
- Provide superior public service to our community by empowering staff

**Cultivate Innovation throughout the organization:**

- Increase efficiency and minimize complexities through implementation of process improvement efforts
- Develop and evaluate management programs for critical operations incorporating innovative best practices and technological advancements

As a Town Manager, I believe that the foundation of a strong and inclusive workplace begins with **respect, trust, and shared purpose**. My leadership philosophy is rooted in **servant leadership**, which prioritizes the success and well-being of employees, and in **facilitative management**, which creates the conditions for people to do their best work. I see my role not as a director of every action, but as a **facilitator and advocate**—ensuring that staff have the tools, support, and autonomy they need to succeed.

Examples of what this will look like include:

- Directors, managers and staff will regularly appear before the Commission in formal meetings to present items and projects that they are leading
- Meeting with staff of all levels routinely, building an environment that supports hearing all viewpoints and ideas, and then unifying behind a single direction
- Ensuring all employees feel heard and empowered

- Open communication is essential. I share information frequently and honestly so staff understand the “why” behind decisions.
- I normalize learning from mistakes and encourage risk-taking, fostering a culture where people feel safe to innovate and speak up
- Celebrate wins, acknowledge challenges, and build a workplace where people feel connected to one another and to our purpose

Ultimately, I have seen that high-performing teams thrive when people feel **trusted, challenged, and cared for**. My goal is to create a workplace where employees are proud to serve, empowered to lead, and inspired to grow—because when our staff succeed, our community thrives.

11. What is your approach to facilitate open and transparent communication about local government operations and initiatives, both internally and externally? Please include examples of how you typically interact and communicate with staff and community stakeholders in your current and/or previous posts.

Open and transparent government is foundational to my approach as Town Manager, it is impossible to achieve success without building strong community relationships. I will work to immerse myself into the community and meet as many residents as possible.

**Intentional and proactive Community Engagement:**

- Engage with residents, visitors, community groups, and business leaders to gain insight into the challenges and opportunities facing our community
- Ensure the quality of life for everyone in our community by communicating service and program offerings
- Develop and enhance partnerships that promote art, culture, educational, and recreational opportunities throughout our community
- Communicate with purpose and expand participation in the government process

**Facilitate Operational Transparency and Budget controls:**

- Ensure transparency in operations and serve as good stewards of our community resources
- Provide easy access to the Town budget, especially regarding the cost of major projects and services
- Pursue funding partners and grant opportunities for Town services, programs, and projects

Additionally, I would propose we create a **Transparency & Engagement webpage** within our existing Town website featuring contact information for the Mayor and Commission, the manager, leadership team staff, as well as budgets, audits, large scale capital project information, community survey results, and more. It is my goal to ensure that all information of interest to the community is easily accessible without needing to submit records requests or for residents to have to spend significant amounts of time searching for

documents. In Lake Wales, we kicked off this process while I was still with the City.  
<https://www.lakewalesfl.gov/transparency>

In terms of typical internal communications, I believe in regular leadership team meetings with Directors and Managers to discuss operations, major projects, and community functions. Frontline staff will see me regularly in the field and have an open line of communication. I have an open-door policy, while paying respect to the chain of command. Without building authentic relationships with staff and open communication throughout the organization, the chances of success are minimal.

12. Can you elaborate on your experience in leading economic development initiatives in your current or former communities? As part of your answer, please include any strategies you have used to help diversify the local economies through outreach to prospective employers/companies in support of economic development goals.

Given Dundee's strategic location and the future expansion of the Polk Parkway, the opportunities presented to the town are infinite. The Town could pursue a high-quality bedroom community approach, a mixture of traditional neighborhood design with commercial centers and downtown style commercial development, or embrace commercial and industrial uses tied to the parkway. Most of my experience and recommended approach would be a mixture of traditional neighborhood design with commercial centers and downtown style commercial development.

If this is a style the town would be interested in pursuing, I would look to establish a community civic master plan similar to the Lake Wales Connected Plan, which compiles significant community outreach and input to develop a long-range plan on what the community wants to look like when it grows up. From there, the development of a Form Based Code to replace the existing Land Development Code could be an excellent tool to drive the exact type of development desired by the Town Commission.

My experience includes driving high-quality development projects in both the City of Mexico Beach and the City of Crystal River. Notably, in Mexico Beach, I successfully lead efforts to win a Community Planning Technical Assistance grant to develop a civic master plan for the community as it began to move from rebuilding and recovering from Hurricane Michael and turn its attention to growing. While in Crystal River I worked to finalize the community's Form Based Code and laid the groundwork to annex close to 1,000 total acres.

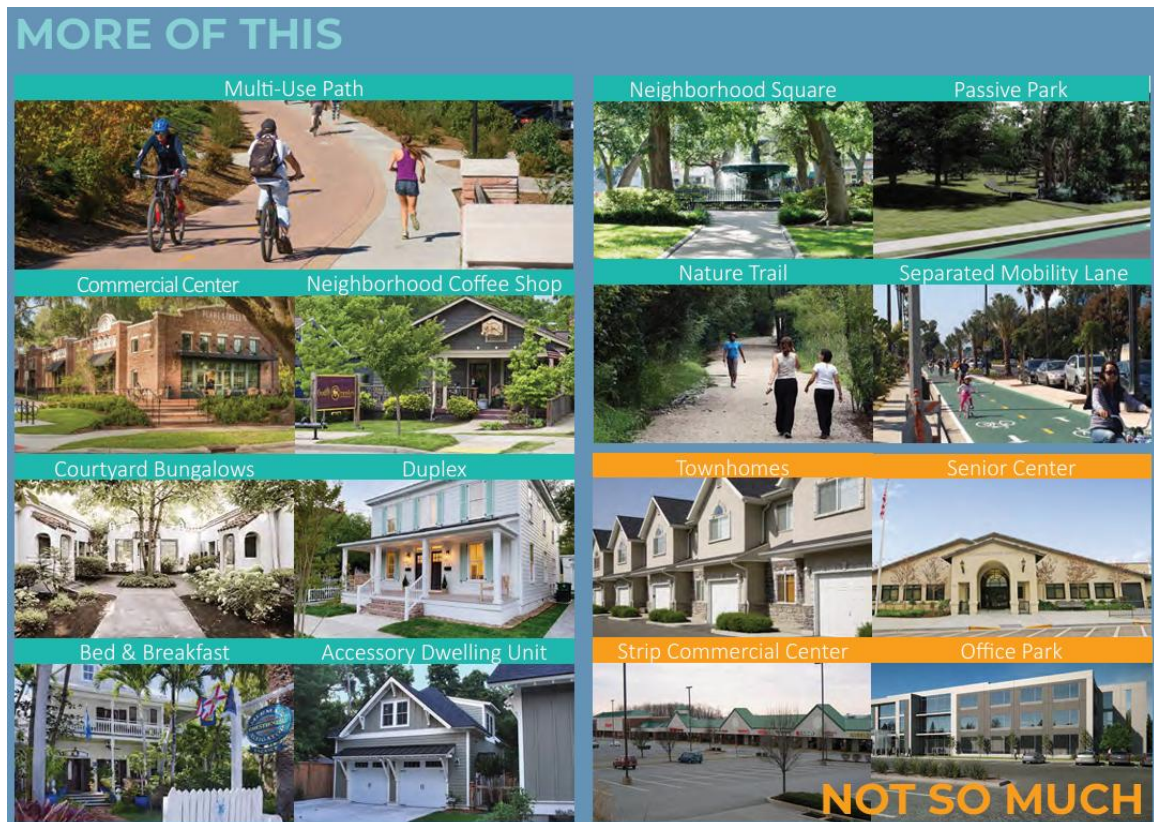
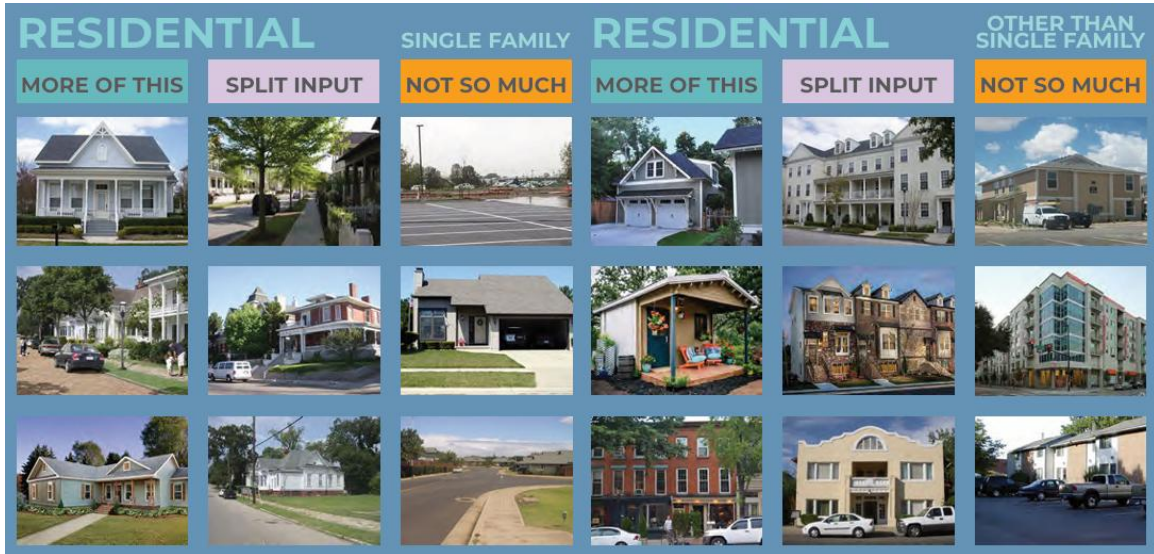
In today's current economic conditions, Florida municipalities do not have the option between growth and no growth. However, we can decide between low quality urban sprawl or high-quality smart growth. By utilizing the many different tools available to town, the Town Commission can ensure the high-quality development that is desired.

There are outside contractors that specialize in the recruitment of commercial investment and will help with adding new restaurants and stores to commercial corridors. I envision two primary commercial corridors, the existing Hwy-27 area and where the town connects



to the expanded parkway. By deploying traditional neighborhood design, corner stores, small businesses, and restaurants can be integrated into the overall development grid. With such a significant amount of area still to be developed, the opportunities for Dundee are endless.

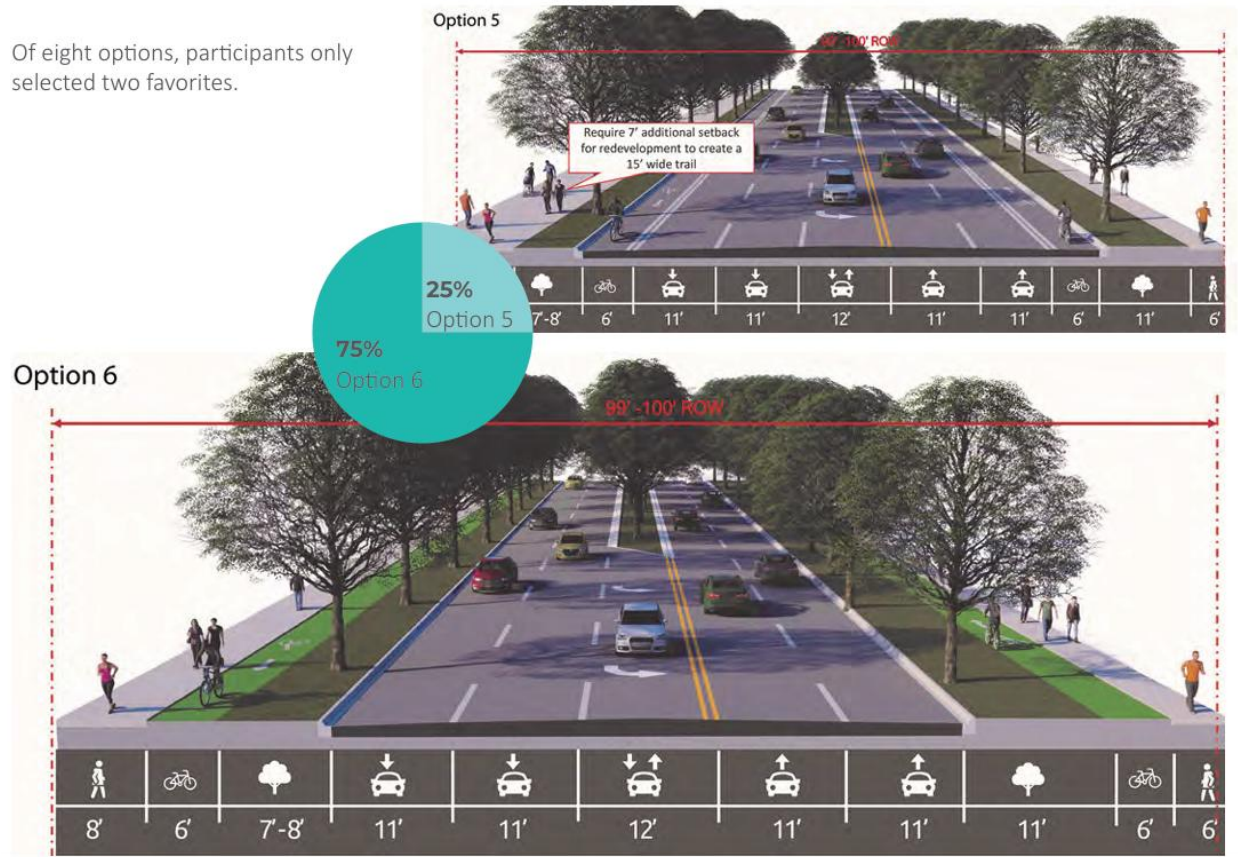
Examples from the Crystal River Civic Master Plan are included below.



# HIGHWAY 44 STREET DESIGN SURVEY

Pick your favorite street design.

Of eight options, participants only selected two favorites.



13. If you are selected for this position, what do you believe will be the greatest, most immediate challenge in your new role as Dundee's Town Manager and why does it present a challenge?

I believe there are two. First – organization building and cultivating a positive and effective culture both with staff and the community. And secondly – getting a firm handle on where we are and where we want to go in relation to growth. It is vital that the Commission and community determine what it wants to be when we grow up. In Lake Wales, the Lake Wales Connected Plan and in Crystal River, the Civic Master Plan, were both vital in ensuring everyone was rowing in the same direction. Without unity in both organizational culture, and growth management strategy, success will be challenging.

14. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the Town of Dundee?

There should be no concerns identified during a comprehensive background investigation or reference check. I have left each municipality that I've served in good standing, and I have written and/or verbal references readily available to confirm that. While there was some controversy during my time in Crystal River, the concerns were clearly addressed and proven unfounded. I'm happy to provide additional context or documentation as needed.

15. What will we find in an internet search of press coverage that may be controversial or of concern to the Town of Dundee? Please provide whatever explanation you think is appropriate to help us understand what we will find.

There is no press coverage that should raise concern for the Town of Dundee. While there was a piece that generated some controversy, the statement involving me was inaccurate and has since been disproven. I'm happy to discuss the matter in detail if there are any questions or concerns.

16. Are you currently involved in any other recruitments and what is your status in those searches?

I am involved in one other recruitment where I am a semi-finalist for an Assistant City Manager role.

17. Please describe your desired compensation range and related benefit package if you are ultimately selected as the final candidate for this position. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would need to be resolved before you would be ready to accept the position, and when would you be able to start work for the Town of Dundee?

The compensation range and benefit package in the brochure is agreeable to me. I do not have any concerns or hesitations and will accept the position if selected. I enjoyed my time living in Polk County when I was working in Lake Wales and would consider coming back a welcome homecoming. I would be able to begin following an acceptable notice period to my current employer.



18. As you consider the Dundee Town Manager opportunity, what are the three most important questions you have for the Mayor & Commission about the position, community, organization, etc.?
1. How do you define success for the town over the next five years?
  2. What methods do you prefer to receive updates and communication from your Town Manager?
  3. How do you view the impact and role of growth—both residential and commercial—in the town over the next five years?

**THOMAS THOMAS**



**Thomas Thomas**

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**1805 S. Veterans Pkwy., 134  
Bloomington, IL. 61701  
(773) 354-2516  
[thomasedwinthomas@yahoo.com](mailto:thomasedwinthomas@yahoo.com)**

April 17, 2025

Mr. Thomas,

Enclosed is my resume for the Town Manager position. I have spent 25+ years in public services leadership where I have been involved in every aspect of the industry. My long-term experience in public management and my advanced educational experiences prepares me for this career opportunity.

Having enjoyed the creative energy of fast-growing cities in my career and having built upon that experience in revitalizing multiple cities, I have both a personal and professional interest in the unique career opportunity to assist in guiding the organization and community of Dundee into the future. I have a community building and organizational development skill set assembled over the course of twenty plus years. Employing that skill set to secure Dundee's future has me curious about the position.

A highly adaptive management style has been the hallmark of my career. In every organization where I have worked, I have found some professionals who operate with minimal input while others need significantly more feedback and oversight. Some of the latter, even after very reasonable effort has been made, just fail. Over the course of my career, I have taken every personnel action possible, both positive and punitive. Except in extreme cases I have been able to approach actions in a progressive manner such that employees had opportunities to remedy their issues and were not surprised by any final actions.

The strengths are as advertised – open, agile, purposeful, and fun. They come packaged in a brand that includes a decidedly strong work ethic combined with a master's Degrees and over twenty plus years of widely varied and successful experience in setting a standard for the organization.

The main weakness, like many people, is over relying on a strength. I process information quickly and have a significant amount of experience. Thus, I can get to solutions before others. This is helpful in most situations, but not all. People will tell you I can get ahead of others on issues, and that is a fair critique. It's also one I'm aware of and have learned to make adjustments for.

My biggest achievement was being lucky enough to be in the right place, at the right time, to meet my future wife. And then ... not screwing it up. The three terrific kids and a twenty plus year career do not happen without her.

The first six months would include assessing operations within every department, meeting with community stakeholders and meeting with the Mayor and Town Commissioners to determine

goals and objectives.

I offer open communication with the media, answering questions as they arise and offer information. About my history in the media, working in an environment that influences taxes, economic development, and infrastructure it is quite common any electronic search will identify support for and criticism of the service I have provided in any given community. Every project or change proposed or implemented always had full support of the respective governing body.

As an individual I have utilized social media in a way to connect with constituents. I have been instrumental in the implementation of utilizing social media to inform and inquire citizens through police, public works, parks and recreation and other departments within any given organization.

My leisure time activities can be summed up in two words: family and football. With two children still living at home, many of our evenings are filled with events that revolve around their participation in extracurricular activities.

On a personal note, during a recent period of medical leave, I actively pursued additional training thru the ICMA to maintain my professional development and am now fully recovered and eager to return to work.

I welcome the opportunity to further discuss my qualifications and look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read "Thomas Thomas". The signature is fluid and cursive, with the first name "Thomas" being more prominent than the second.

Thomas Thomas

## Thomas Thomas

1805 S. Veterans Pkwy., 134  
Bloomington, IL. 61701  
(773) 354-2516  
[thomasedwinthomas@yahoo.com](mailto:thomasedwinthomas@yahoo.com)

### CAREER SUMMARY

Twenty-Five (25) years city/county management experience including responsibilities in all phases of government operation and services. Extensive experience in budget development, financial management and controls, community and economic development, land use and development services and organizational development. Demonstrated excellence in consensus building; team-building; and public relations. Excellent presentation skills; 1,000+ presentations to governing boards, civic associations and developers.

### DIRECTLY RELEVANT PROFESSIONAL EXPERIENCE

**City Manager**, Compton, California

March 2022 – July 2023

The City of Compton is one of the oldest cities in the county and, on May 11, 1888, was the eighth city in California to incorporate. Today, over 100 years later, it is home to just under 100,000 residents and is known as the “Hub City” because of its unique location in the center of Los Angeles County, the most populated County in the nation. The City is located approximately six miles north of downtown Long Beach and approximately eleven miles to downtown Los Angeles. The Hub City is part of the Gateway region and has a 77-acre Compton / Woodley Airport that is home to 275 based aircraft and experiences over 66,000 flight operations each year.

#### *Duties and Responsibilities*

- ❖ Supervised department directors of Fire, City Engineering, Human Resources, Risk Management, Community Development, Street Maintenance, Community Improvement, Recreation, General Services, Building & Safety. The total budget is approximately \$251M.

#### *Achievements*

- Since October 2019 the State Auditors has identified the City of Compton as the most financially at-risk city in California. In an October 2022 State Auditors report recommendations were made to bring the City into compliance in three years. As of July 2023 the City is in compliance with all the Priority 1 Recommendations.
- Presented and gained approval of a balanced budget for FY 22-23 to the City Council in June 2022, including:
  - Reorganized departments to balance funding and lack of leadership with need to rebuild executive team.
  - Increase in 30+ FTE over FY 21-22 Budget to repopulate City Hall.
- Oversaw all actions associated with compliance for the State Audit, including timely reporting, the introduction of charter amendments, and more.

- Contracted with a new lobbyist firm, Townsend Public Affairs, that has helped propel the City into State and Federal issues.
- A new Specific Plan for Downtown Compton was adopted by City Council, and is currently in the implementation phase working to attract developers to Downtown Compton.
- Using SB2 grant funding, the City has begun the process to create a new General Plan, with staff and consultants working to engage stakeholders throughout community meetings to craft a vision for Compton for the next thirty years.
- Facilitated approval of a mixed-use transit-oriented development project in Compton, the first of its kind, that includes public benefits to the City.
- Sold five successor agency sites, including 250 N Central Avenue to The Olsen Company to develop a housing project on the site.
- Closed on the refinancing of two successor agency bonds in June 2022 that will save the Successor Agency approximately \$10M.
- Negotiated a five-year solid waste/ trash contract amendment with Republic Services to ensure the City is compliant with SB 1383 and maintains affordable trash service for the community for the next five years.
- Developed a funding agreement between the City and Caltrans (State funding administrator), following the approval of \$12 million of funding for the Artesia Bridge. Completed design, as well as a detailed construction schedule. The bridge reconstruction was completed with a grand re-opening October 2024.
- Engaged experts and staff to pilot solutions for street takeovers, which is a pressing community issue, that included the installation of bot dots in various locations throughout the City.
- Formed a coalition of Code Enforcement, City Attorney, Sheriff's Department and (outside) Civil Attorney to identify, serve warrants, prosecute and take possession of land from property owners involved in illegal sale of cannabis.
- Shut down 6 illegal dispensary operations in just 6 months of the task force - with many more in process. Obtained an additional 6 injunctions and worked with the task force to file 9 lawsuits against 34 defendants.
- Extended the operational days and hours for the Parking Division and Code Enforcement to address concerns after regular weekday business hours and on weekends. The team is now working 6+ days a week issuing code violations and tickets for traffic violations.
- Negotiated with Service Employees International Union (SEIU) Local 721 regarding salary and benefits and came to an agreement. They have not had an agreement since 2019.
- Negotiated with Fire Union Local 2216 regarding salary and benefits and came to an agreement. They have not had an agreement since 2019.

**Senior Associate (GovHR USA),**

June 2019 – January 2022

Management consultants with GovHR USA. Clients include counties, municipalities, and related not-for-profit organizations. Some of the services provided:

*Duties and Responsibilities*

- ❖ **Audits and Assessments** provide a comprehensive look at the human resources operation. Work projects include a review of policies, procedures and practices, and evaluation of compliance with relevant statutes. GovHR USA assesses how the function is structured, and operating in relation to other administrative areas of the organization.
- ❖ **Classification and Compensation Studies** are a review of an organization's classification and compensation system. Other components may include an evaluation of the current, or creation of a new, performance appraisal tool. A comprehensive benefits study may also be conducted as part of this service.
- ❖ **Staffing Analysis and Succession Planning Studies** assess an organization's structure and workforce, and consider short and long-term staffing needs. GovHR USA identifies the relationships between services offered, the competencies needed to complete the work, staffing projects and other ancillary findings and recommendations.

**City Manager,** Unalaska, Alaska

March 2018 – May 2019

City of Unalaska is a remote and expensive community with 4,700 year-round residents. It is also the chief population center of the Aleutian Islands. Sometimes referred to as Dutch Harbor, it is second largest commercial fishing port by volume in the U.S. It is known particularly for its king crab production. The city employs 166+ FTE and has a General Fund budget of \$33M, a Proprietary (a.k.a., Enterprise) Fund of \$35M and a Special Revenue Fund Budget of \$3.4M.

*Duties and Responsibilities*

- ❖ Supervised department directors of Police, Fire, Administration (Human Resources, Risk Management, Housing), Public Works, Public Utilities, Planning, Finance (IT, Purchasing), City Clerk, Ports & Harbors, and Parks, Culture & Recreation (Parks, Library, Community Center).

*Achievements*

- Completed Unalaska Marine Center (UMC) Dock Position III and IV Upgrades project valued at \$34M within budget. The project aligned approximately 390 feet of new dock with the current U.S. Coast Guard Dock creating a total length of 730 feet.
- Recognizing the difficulty in retaining employees, negotiated a three-year labor agreement agreeing to a wage increase, new retention bonuses for employees with 8, 10 and 12 years of service, and new education incentives.
- Created a standalone department by separating Fire from Public Safety, eliminating an unnecessary management layer thereby increasing accountability and efficiency.

**Certified Teacher**

October 2016 – May 2018

- Creative and resourceful in adapting instructional strategies to meet unique student needs.

Design positive approaches and proactive interventions advancing learner engagement; academic achievement; cognitive development; and social, behavioral and communication improvements.

**City Manager, Rock Island, IL**

October 2011 – September 2016

The City of Rock Island is located on the Mississippi River in northwestern Illinois and has a population of approximately 40,000. It is the county seat for Rock Island County and home to the Rock Island Arsenal, the largest government-owned weapons manufacturing [arsenal](#) in the U.S. employing 6,000 people. The employs 468+ FTEs and has a General Fund of \$38M, an Enterprise Fund budget of \$49M and an Internal Service Fund budget of \$13M.

#### *Duties and Responsibilities*

- ❖ Supervise department directors overseeing Police, Fire, Public Works, Economic & Community Development, Human Resources, Finance, Parks & Recreation, Information Technology, Martin Luther King Jr. Center, Library, and City Clerk.

#### *Achievements*

- Invested \$15M in purchasing a 22.94 acres site at the Watchtower Plaza for retail development. In preparation, we assisted 12 businesses in relocating within the City. By keeping those businesses, we retained approximately 180 full-time positions and are projected that another 20 to 30 positions would be created over the next 12 months. Hill & Valley, the largest employer we retained (140 jobs and projected growth of 20 new positions) and was about to move its operation out of state. A New Market Tax Credit deal was structured to assist them in renovating a new facility to expand their operations and remain in the City.
- Negotiated sale of City owned land for a 10 acres commercial and retail development. Developer invested \$10M on an engineering & insurance company and satellite community college.
- Negotiated sale of City owned land and incentives to site 45,000 square foot Medical Marijuana Cultivation Facility valued at \$10M which created 100 jobs. One of the first in Illinois.
- Revitalized the Human Rights Commission that had been dormant for years. The mission to review complaints regarding discriminatory actions and to mediate disputes that arise from those complaints.
- Provided oversight to developing/implementing the 20-year Comprehensive Land Use Plan and Zoning Ordinance. The Comprehensive Plan includes: 1) an inventory of existing conditions; 2) an assessment of current and future needs; 3) maps depicting current and future conditions; and 4) a community vision.
- Negotiated five-year labor agreements with FOP, FOP Command, IAFF, AFSCME A, AFSCME B and UAW. First time these groups have ever agreed on a five-year labor agreement.
- Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for an average savings of \$1M a year. There has been no property tax increase in six years.
- Completed a 65,000 square foot Police Facility valued at \$22M within budget to provide a central location for all police operations for the first time.



**Chief Administrative Officer, Macon, GA**

November 2008 – September 2011

Macon is located in central Georgia and has a population of just under 100,000. It is home to diverse cultures, beautiful architecture, an exciting music heritage and thriving arts and educational opportunities. Local industry focuses on manufacturing, aeronautics, medical and tourism. The city of Macon employ's 1,280+FTE, and has a General Fund Budget of \$72M, an Enterprise Fund Budgeted of \$14M, and an Internal Service/Special Revenue/Governmental Funds Budget of \$21M.

#### *Duties and Responsibilities*

- ❖ Reported to an elected mayor supervising the following functions: Police, Fire, Emergency Management Agency, Public Works, Economic & Community Development, Human Resources, Finance, Central Services, Engineering, Airport, MIS, and Parks & Recreation.

#### *Achievements*

- Implemented Public/Private Merger: Noble's Marriott Macon City Center Hotel and the City's Coliseum, Convention Center and Auditorium. Noble invested \$37M and the City of Macon invested \$10M. Negotiated transition of 43 City employees to Noble employees outlining salaries, benefits and retirements.
- Implemented Main Street Program local Main Street program involving a public/private coalition of organizations, agencies, businesses, and individuals from throughout the community.
- Continued partnership with Mercer University implementing the College Hill Corridor Master Plan to revitalize surrounding neighborhoods toward eventually reconnecting to the downtown area.
- Partnered with Macon Water Authority and Bibb County to develop a 20-year Stormwater System Plan. Continuing partnership towards implementing a Stormwater Utility to fund repairs.
- Partnered with Bibb County and Bibb County School System to implement Tax Allocation District (TAD – referred to a TIF in other states) to redevelop of downtown blighted areas. Focus was to make Second Street the center of downtown, connecting it with Little Richard Boulevard.
- Implemented web-based system modeled after Baltimore CITISTAT to record and track work orders both internally and externally. Used as a tool to improve service delivery.
- Right-sized organization by eliminating 100+ FTE and saving \$3M.
- Redesigned employee health insurance plan for a savings of \$5M. The City's Governmental Accounting Standards Board's (GASB) Other Post-Employment Benefits (OPEB) accrued liability was reduced from \$160M to \$80M.
- Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for a savings of \$3.8M.
- Developed Reserved Policy to maintain an average fund balance in the General Fund greater than three months expenses. Funds can only be used in specified emergencies.

**Assistant County Administrator, Dougherty County, GA**

January 2003 – October 2008

Dougherty County is located in Southwest Georgia along the Flint River and has a population of just under 100,000. Local industry includes the Marine Corp Logistics Base which employees 4,700 professional military, civilian and contract personnel to ensure that ground combat and ground combat support equipment is ready when required by Marine operational forces.

### *Duties and Responsibilities*

- ❖ Reported to the County Administrator supervising the following functions: Small and Disadvantaged Business Utilization, Finance, Public Works, Emergency Medical Services, Jail, Court Services, Tax & Tag, Solid Waste, Library, Human Resources, Facilities Management, and Police.

### *Achievements*

- Represented Dougherty County in negotiations with the City of Albany to be in compliance with House Bill 489 Service Delivery Strategy. Some of the services contracted from the City of Albany include: Fire, Recreation, Planning and Development, Code Enforcement, Information Technology and Purchasing.
- Provided professional support to implementation of a 10-year \$210-million downtown master plan creating a new mix of commercial, institutional, and residential activities financed by SPLOST.
- Partnered with City of Albany to implement Tax Allocation District (TAD) regarding the redevelopment of downtown blighted areas. Referred to as a TIF in other States.
- Provided oversight to developing/implementing the 20-year Comprehensive Land Use Plan and Zoning Ordinance. The Comprehensive Plan includes: 1) an inventory of existing conditions; 2) an assessment of current and future needs; 3) maps depicting current and future conditions; and 4) a community vision.
- Oversaw all fixed assets (property – buildings and contents, equipment, and automobiles) valued at \$161M.
- Oversaw all insurance plans (self insurance, health plan, property, liability, and workers compensation).
- Provided oversight to the Rural Transit System to provide efficient transportation service for residents living in the unincorporated areas of the County.
- Oversaw inspection, maintenance, and coordination of events at Riverfront Park. Riverfront Park is an 8.83 acre tract passive park in the downtown area along the Flint River which includes a children's playground, festival gardens, and a multipurpose facility used for special events.
- Provided oversight to the pre-disaster mitigation competitive grant program for pre-disaster mitigation planning and projects primarily addressing natural hazards.
- Completed a 5,205 square foot Animal Shelter valued at \$781,647 within budget to provide animal control to the unincorporated area for the first time.
- Supervised with the Chamber of Commerce in developing an economic diversification plan for the Marine Corp Logistics Base land site.
- Represented Dougherty County on the Convention and Visitors Bureau Committee to promote community awareness and support for tourism and convention efforts.

### **OTHER PROFESSIONAL EXPERIENCE**

Served as an **Associate Planner for the City of Pinellas Park, Florida** (Population – 46,100) for 19 months, an **Assistant to the City Manager of Largo, FL** (one year) and **Assistant to the City Manager of Rockville, MD** (two years), a **Budget Analyst for the City of Tallahassee, FL** for two years, and a Worker Compensation Case Analyst for the Florida Department of Labor and Employment Security. During periods between government jobs, I have also been the co-owner and manager of Audiology by Gott (two years).

## **EDUCATION**

Master of Public Administration  
BA in Political Science

Georgia College and State University - 1992  
Valdosta State University - 1990

## **PROFESSIONAL ORGANIZATIONS**

- International City/County Management Association (ICMA)
- Illinois City/County Management Association (ILCMA)
- Georgia City/County Management Association (GCCMA)
- National Forum for Black Public Administrators (NFBPA)

## Town Manager Candidate Questionnaire

### Town Manager Candidate Questionnaire

Dundee, FL

Due NLT Sunday, June 15, 2025 @ 11:00 PM CDT

Return to: DelenaFranklin@GovernmentResource.com

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Full Name (first, middle, last): Thomas, Edwin, Thomas

Nicknames (if any): N/A

Please provide your cell, home, and office numbers to facilitate contacting you if needed.

Cell: (773) 354-2516

1. How many employees, and what size budgets did you oversee in your last three positions?

In my most recent leadership roles, I have consistently managed complex municipal organizations. In Compton, CA, I oversaw approximately 450 employees and managed a \$251 million budget. My tenure in Unalaska, AK, included supervision of around 125 employees and a \$35 million municipal budget. In Rock Island, IL, I led a team of about 430 employees and was responsible for administering a \$175 million operating budget. Across these roles, I demonstrated my ability to balance operational efficiency, fiscal responsibility, and strategic goal setting in a variety of governmental environments.

2. Please detail the specific Departments you have supervised in your last three positions.

Throughout my city management career, I have had direct oversight of a wide range of departments that are critical to municipal operations. These have included Finance & Accounting, Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, Information Technology, Fire/Public Safety, and Parks & Recreation. I have managed departmental functions ranging from audits and utility operations to IT system upgrades and public safety enhancements, using an integrated, team-based approach to ensure effectiveness and alignment with broader community goals.

3. Please describe why you left your last three positions. Are there any gaps in your employment history?

Each of my career transitions has occurred in the context of larger organizational or personal circumstances. In Compton, my departure followed a political change in the city council that led to a restructuring of senior leadership. In Unalaska, I made the difficult decision to resign due to personal family needs and the logistical challenges of living in a remote location. My departure from Rock Island was based on differing strategic priorities between myself and elected leadership. There are no unexplained gaps in my employment history, and my shorter tenures reflect time-limited or transitional roles where I was asked to address specific organizational needs.

4. Please describe your experience and skills in strategic planning and visioning.

Strategic planning and visioning are central to my leadership style. I lead inclusive processes that bring together elected officials, department heads, staff, and residents. I've facilitated visioning retreats, conducted listening tours with community members, and helped organizations align budgets and resources with clearly defined goals. One of my core strengths is transforming strategic plans into measurable outcomes by integrating them into everyday operations and using performance metrics to track progress and adapt where needed.

5. Please describe your experience and skills in municipal fiscal management and capital planning.

I have built my career on strong fiscal stewardship, having led municipal budgeting processes that emphasize transparency and long-term sustainability. I've implemented both zero-based and priority-driven budgeting frameworks. My experience includes developing and executing multi-year capital improvement programs and finding innovative ways to finance them. These efforts have included the use of bonds, tax increment financing, state revolving loans, federal grants, and FEMA reimbursements. Notably, I oversaw the successful reconstruction of infrastructure in Unalaska through strategic use of disaster recovery funding and combined public-private capital investment in Rock Island to enhance broadband services.

6. Describe your management style.

I consider myself a collaborative and empowering leader who is focused on results and driven by integrity. My approach is to lead with transparency and calm under pressure while promoting an inclusive environment that values accountability, innovation, and staff development. I believe that by setting clear expectations and giving people the tools and support they need, high-performing teams will naturally follow.

7. Experience with disaster events and FEMA protocols:

Throughout my career, I've played a leadership role in preparing for and responding to disaster events. I have received FEMA ICS and NIMS training and have directed Emergency Operations Centers during severe weather events. I have also overseen the administration of post-event recovery processes, including navigating complex federal and state reimbursement protocols. In Unalaska, I coordinated response and recovery from a major storm event and successfully led the FEMA claims process to fund critical infrastructure repairs and ensure the town's rapid recovery.

8. Growth management experience:

My experience in growth management includes leading comprehensive plan updates, revising zoning ordinances, implementing impact fee structures, and coordinating infrastructure planning with development activity. In Rock Island, I worked with regional partners to prepare for transportation-linked growth corridors, while in Compton, I managed large-scale redevelopment projects that balanced economic expansion with quality-of-life considerations. My approach focuses on anticipating and planning for growth in ways that protect service capacity, fiscal health, and community identity.

9. Complex project management example:

In Unalaska, I led the redevelopment of a major waterfront site—one of the most complex projects of my career. This initiative involved extensive coordination with regulatory agencies, environmental remediation teams, and multiple community stakeholders. I guided the project through the permitting process, structured a phased capital finance plan, and maintained political and public support throughout. Despite challenges including rising costs and regulatory hurdles, I was able to see the project through to successful implementation by staying focused, adapting strategies, and ensuring transparent communication every step of the way.

10. Philosophy on inclusion and motivation:

I believe that a strong, inclusive workplace starts with leadership that values every employee's voice and potential. My philosophy centers on building a culture of trust, collaboration, and continuous improvement. I encourage professional development, recognize contributions, and actively seek input from all levels of the organization. I've found that when employees feel heard and supported, they are more engaged, productive, and committed to serving the public.

11. Approach to transparent communication:

My communication style is direct, inclusive, and consistent. Internally, I maintain open lines of communication through weekly department meetings, regular briefings, and accessible office hours. Externally, I use multiple tools—including newsletters, social media, community meetings, and video updates—to keep the public informed. One of my most effective tools has been a video Q&A series I initiated in Rock Island, which built trust with residents by addressing their questions and concerns directly. Transparency, to me, is not just a policy—it's a leadership principle.

12. Economic development leadership:

I have extensive experience leading economic development initiatives that strengthen and diversify local economies. This includes attracting major employers, revitalizing commercial corridors, and fostering entrepreneurship. I've worked closely with chambers of commerce, developers, and state partners to identify opportunities, streamline permitting, and build customized incentive packages. In Compton, my recruitment of a logistics company brought hundreds of jobs and new investment. In Rock Island, I secured grants to fund small business growth and improved the regulatory climate for local entrepreneurs.

13. Most immediate challenge in Dundee:

The Town of Dundee stands at the intersection of rapid growth and strategic opportunity. I believe the most immediate challenge will be managing this expansion in a way that safeguards infrastructure, maintains service levels, and preserves the town's unique character. Addressing these pressures proactively through infrastructure investment, policy updates, and community dialogue will be essential to long-term success.

14. Background investigation concerns:

While reviewing my background, you may find instances of political transition or council-driven leadership changes in my past roles. These changes were not a reflection of performance, but rather the result of shifting political priorities. I have consistently maintained ethical standards, transparency, and professionalism throughout my career.

15. Internet search concerns:

Media coverage of my leadership roles may highlight complex governance challenges or high-profile decisions, which are typical for city managers navigating fiscal, political, or public safety issues. However, there is no record of misconduct or controversy that would call into question my integrity or professional conduct. I welcome any opportunity to discuss and provide context for any items found.

16. Other recruitments:

I am currently participating in early-stage recruitment conversations with other municipalities, but I have not received any formal offers. I remain particularly interested in the Dundee opportunity and consider it an excellent fit for my skills and goals.

17. Desired compensation and benefits:

My desired compensation is in the range of \$145,000 to \$165,000 annually, depending on the overall benefits package. I would seek a strong healthcare plan, retirement contributions, a relocation allowance, a vehicle stipend or official vehicle, and professional development support. I can begin immediately.

18. Three questions for the Mayor & Commission:

As I consider this role, I am interested in learning more about the Commission's top strategic priorities for the next two years. I would also like to understand what the leadership views as the most pressing service delivery or infrastructure needs in Dundee. Finally, I am curious about the working culture among elected officials and the Town Manager, and how that relationship can best support the community.



19. Concerns to resolve before accepting:

Before formally accepting a position, I would seek assurance that there is alignment on strategic goals, clarity around governance structure and expectations, and confidence that the necessary organizational resources will be in place to succeed. I have no personal hesitations about taking on this role if those areas are addressed collaboratively.

20. Start date availability:

If selected, I would be available to begin working for the Town of Dundee immediately after a signed offer. I am flexible and willing to coordinate transition timing to best meet the needs of the organization.

# TIMOTHY (TIM) DAY



**Timothy J. Day**  
**2593 Sawgrass Lake Ct.**  
**Cape Coral, FL 33909**

04/28/2025

Mayor and Councilmembers, Town of Dundee,

Dear Mayor and Councilmembers,

I would respectfully ask you to consider me for the current Town Manager position for the Town of Dundee. Dundee is a beautiful community in Polk County that is still very susceptible to mother nature. I have firsthand experience managing the communities I served prior to, during and after major weather events such as hurricanes. I have worked closely with FEMA to ensure the communities I served received the greatest benefits from the grant opportunities that were available. I have always made sure that I was in compliance with federal regulations and understood exactly what FEMA was looking for in the reporting documents that prove vital to grant approval. After hurricane Matthew I worked closely with FEMA and was one of the first municipalities in Brevard County to obtain grant funding. I have served as city manager in 2 additional communities in Florida as the interim manager but did not accept the permanent positions because of the residency requirement. That is not the issue in this case.

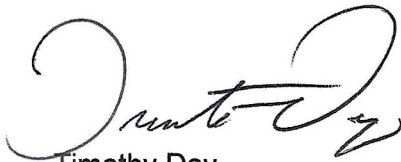
My professional background is largely from the area of public safety. Having served as a police officer in Providence, Rhode Island followed up by serving with FDLE for 5 more years. I went on to be the Director of the Southwest Florida Public Service Academy, where I managed all Police, Fire and Public Works training in Lee, Collier, Charlotte, Hendry and Glades Counties. During those years I had over 140 employees and 3 unions representing the staff. In the past several years I served as a Municipal Special Taxing District Manager. I managed 6 special taxing districts from Miami Dade and Broward Counties. That experience afforded me valuable experience in the procuring of municipal bonds, which as you know is how these districts function financially. My financial experience is widely varied, having developed budgets using Ad-Valorem dollars and Assessment Methodology. I am astutely aware that these dollars are taxpayers' funds and must be used in a judicious manner. Having been a manager of smaller communities, I did not have a large staff and wore many hats. In the case of Melbourne Beach, the Public Works Director left his position shortly after my arrival. I did not fill the position, and I assumed all his duties in addition to my city manager's duties. In those years I worked closely with the St. Johns River Water District and handled all the reporting duties. Very quickly I became knowledgeable of storm water systems and ensured compliance with D.E.P. also. It is extremely important that managers on the State of Florida have a clear understanding of storm drains, catch basins, swale systems and filtration systems are vital to preserving the

environment and making roads passable. I also have experience with water and wastewater systems which are the responsibility of the Town of Dundee. When I served on the City of Cape Coral City Council for 9 years, we undertook one of the largest utility expansion projects in this state's history. Although this was a learning experience for me it proved to be significant for decisions I would later address as a city manager. In the City of Greenville, it was a plan I devised for a new wastewater treatment facility. The system I inherited was just outdated and was leaking contaminants as the aerator tanks failed. I put together a plan utilizing a CDBG grant and a low interest loan from the DEP to construct the new plant. I raised rates to the maximum for users of the system that were outside the city limits and imposed a very moderate increase of \$2-\$3 dollars monthly for the rate payers to fund the debt service. I have considerable experience developing financial plans for small- and large-scale projects which I believe would be helpful to the Town of Dundee.

I mentioned my public safety experience and realize how important those services are to the residents. Over the years I have managed police and fire departments and understand the difference from wants and needs of both disciplines. I am sure I can work cohesively with every department in the city to ensure the city's needs are properly addressed. Over the years I have also been involved in contract negotiations with the high-risk department as well as the blue- and white-collar groups. It was always my goal to be fair but never lose sight of the finances that were available.

In closing should the Mayor or Council wish to speak with me directly I will always make myself available at your convenience. I do wish you well in producing a new town manager for the benefit of the residents and the town council. Please know the quality of life is why people move to a community, and I would do everything in my power to ensure this occurs.

Respectfully,

A handwritten signature in black ink, appearing to read 'Timothy Day', with a large, stylized initial 'T' and 'D'.

Timothy Day  
(239)233-4496



# TIMOTHY JAMES DAY

Item 1.

2593 Sawgrass Lake Ct. | Cape Coral, FL 33909  
239.233.4496 | timday1212@gmail.com

## ADMINISTRATOR CITY/TOWN Staff Administration | General Manager

Demonstrated leader with more than 30 years of experience directing programs and teams to achieve goals and objectives by ensuring organization standards of performance are developed and met. Having experience in many different areas: City/Town Manager, Law Enforcement/ Fire Management, and as a Community Association Manager has allowed me to gain expert management and leadership skills. Leading the day-to-day operations of facilities and programs include budgeting, human resources, and organizational planning. Results-driven professional with a history of driving decision-making and process improvements to boost the bottom line or solve issues. Coaching teams on responsibilities and policies to ensure procedural compliance while ensuring the public comes first.

- Financial Transactions
- Administrative Procedures
- Problem Solving
- Operations Streamlining
- Capital Improvement Projects
- Conflict Management
- Process Improvements
- Business Development
- Attention to Detail

Licensed Community Association Manager CAM39746  
Real Estate Sales SL3433381

### PROFESSIONAL EXPERIENCE

#### Community Development District C.D.D. District Manager

06/2022 - present

Currently I serve as the District Manager for the Inframark Corporation. The districts have an elected board of supervisors that represents each district. These boards are responsible for public funds and function exactly how any other city or town functions. As the district manager I am the chief employee of the Board of Supervisors.

#### CITY OF BOWLING GREEN, FL City Manager-Interim

04/2021 - 11/2021

I was the Interim City Manager of the City of Bowling Green. I was responsible for all city departments, police, public works, utilities, HR, recreation and finance. During this time, I was very active in obtaining grants for the city from state and federal agencies as well as managing all staff and budget. I did not accept the position on regular status although it was offered. In early November I was able to find the commission another city manager that was satisfactory to their needs.

#### COMMUNITY ASSOCIATION MANAGER,

8/2018-2/2021

I have been managing commercial and residential property for more than 12 years full/part-time. I am licensed as a Community Association Manager in the State of Florida and I have managed an R.V. Park, Homeowners Associations, Condominium Associations and a Co-Op. I had over 1097 condominium units under my responsibilities and served as the General Manager of Seven Lakes Golf and Tennis Community and Orange Harbor Mobile Home/RV Park. (Florida License CAM39746)

#### TOWN OF MELBOURNE BEACH, FL Town Manager

12/2015 - 2018

I served as the Town Manager of Melbourne Beach, Florida. I am responsible for all aspects of government, Police, Fire, Public Works, Parks, Human Resource, Grants and Budget. I have re-written the towns Policy and Proceedure Manual, Updated the Land Development Code, re-designed the Computer System, re-organized the Fire Department and made many upgrades to the physical environment I have also developed a comprehensive Capital Improvement Plan wh

was never been done prior to my appointment. I have also implemented an employee evaluation process which highlights employee strengths and weaknesses. During my tenure the Public Works Director left his position and I assumed the role of Public Works Director along with being the Town Manager. I worked with FEMA, St. Johns Water District, Army Corp of Engineers, Department of Environmental Protection, and Florida Department of Transportation.

**TOWN OF GREENVILLE, FL**

2015

**Interim Town Manager**

I served as the Interim Town Manager for the Town of Greenville, Florida. I am responsible for the following areas of government; Budget, Personnell, Water, Sewer, Human Resources, Fire Department, Parks, Garbage Removal, Economic Development and Cemetery. I am also responsible for grant writing and proposals. During my tenure I have also made important recommendations in the CDBG application was recently approved. I was also approved for an FDOT grant application on 9/24/2015. My goal for this position was to develop upgrades which I accomplished, and it was not to be there long term. **The Town Council wanted this position to be Part-time and I wanted a Full Time Position. I was offered the position but declined.**

**SOUTHWEST FLORIDA PUBLIC SERVICE ACADEMY, Fort Myers, FL**

2002 – 2012

**Director**

Accountable for managerial, operational, and administrative duties for the program as well as establishing standards of performance for all staff members across counties such as Lee, Collier, Charlotte, Hendry, and Glades.

- Developed and managed an adopted budget of \$ 5.5 million-plus, directing all financial transactions accordingly
- Supervised 140 full and part-time staff including law enforcement, firefighter, and corrections officers
- Achieved numerous perfect financial audits and performance audits through detailed reporting and processes
- Led all human resources functions for staff including coaching, evaluating, hiring, and firing

**CITY OF CAPE CORAL, Cape Coral, FL**

2000 – 2009

**City Councilman/Mayor Pro-Term**

Lawfully governed the city of more than 163,000 residents and 1,600 full-time employees as an official elected to serve two consecutive terms. Reviewed and approved total annual budget of more than \$500 million as well as set the tax levy.

- Established and modified goals and objectives for the municipality
- Responds to constituent requests for information or assistance with problem resolution
- Formulated policies, developed programs, and sponsored laws to solve current and future issues
- Instrumental in leading large-scale land use changes to attract businesses to the area

**FLORIDA DEPARTMENT OF LAW ENFORCEMENT, Fort Myers, FL**

1997 – 2002

**Regional Field Representative**

Served as a liaison for law enforcement agencies with a focus on implementing administrative and leadership processes to improve operations.

- Created the Marco Island Police Department, drafting policies, procedures, and execution schedule
- Developed and implemented new programs for collecting, using, and verifying criminal justice data
- Led management studies and surveys of criminal justice programs to identify improvement areas
- Supervised new hire training and certification of more than 5,000 officers and reviewed all records to ensure compliance with federal and state laws

**CITY OF PROVIDENCE RHODE ISLAND, Providence, RI**

1985 – 1996

**Police Officer**

Ensured effective operations while serving in numerous roles, including Patrol Officer, Organized Crime Division Office, and Administrator - during which I worked directly with the Police Chief to establish policies and procedures.

- Received numerous awards and commendations including Lion's Club Police Officer of the Year for saving 16 people in a burning house fire, and the American Legion Metal of Valor

**STATE OF RHODE ISLAND PARK POLICE, RI**

1983 – 1985

**Police Officer**

Law enforcement officer charged with performing uniform patrol duties across state parks, beaches, and campgrounds.

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**EDUCATION & CREDENTIALS**

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**Bachelor of Arts** , Rhode Island College, Providence, RI  
**Associate of Science in Administration**, Roger Williams University, Bristol, RI  
*Florida Licensed Community Association Manager, #CAM39746*  
*Florida Certified C.J.S.T.C. Instructor*  
*Florida Certified Guardian*  
*Certified Police Officer in Rhode Island & Florida*

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#### AWARDS & DISTINCTIONS

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Florida Department of Law Enforcement Flawless Audit: 2002, 2004, 2006, & 2008  
Florida Department of Law Enforcement Award for Outstanding Performance  
Lions Club Police Officer of the Year  
American Legion Metal of Valor  
Providence City Council Certificate  
Department Commendations (Four)

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#### PROFESSIONAL AFFILIATIONS

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Florida Domestic Security Task Force-appointed by Governor  
Boys Head Soccer Coach Oasis Middle School  
Cape Coral Soccer Association Coach/Board of Director  
Member of Southwest Florida Police Chiefs Association  
Certified Criminal Justice Standards and Training Instructor  
Florida Training Center Directors Association  
Metropolitan Planning Organization  
Southwest Florida League of Cities  
Cape Coral Transportation Advisory Committee  
Little League Baseball Coach  
Edison College Criminal Justice Advisory Board  
Space Coast League of Cities-Director  
Brevard County School District Capital Improvement Committee  
Space Coast Public Managers Association  
Space Coast League of Cities

## QUESTIONNAIRE TOWN OF DUNDEE

Timothy James Day

Cell: (239)233-4496

1. Number of employees and budgets- Melbourne Beach has 23 employees plus volunteer Fire Fighters, 21 additional, 3.4 million budget. Inframark immediate direct reports 19 employees but numerous contracted vendors, 18 million budget, I was responsible for 5 Districts, I was also responsible for 3 others if I include that it would be considerably higher.  
Bowling Green had 17 employees, a 2.7 million budget.  
Police Academy 141 full/part-time employees, 7.5 million for the budget, this was over 12 years ago
2. I have managed every municipal department; Police, Fire, Public Works, Water/Wastewater, Public Works including storm water management, Parks and Recreation, Finance which includes Payroll, HR and even a cemetery. Traffic control in the communities I served used outside contractors and County Government staff. In Greenville I set up new plans and funding for the new wastewater plant. I came into Bowling Green when the plans and construction began for the new water treatment plant. I found solutions to the funding for the plant that were not covered in the initial plans.
3. Reason for leaving position-Inframark required me to drive over 1000 miles a week. Did this for 2 years, was not reimbursed for fuel or mileage reimbursement.  
Greenville was an Interim position; I was asked to take the position, but residency was a required and I did not want to live in Hardee County. I left Melbourne Beach for family reasons. I left that position because my children were very upset having to move there during their final year in high school.
4. In several of the communities I served there were no long-range plans for vehicle replacement which placed a burden on the budget when time came to replace those vehicles. I put the plan in place initially but later applied it to all capital equipment. Surprisingly those communities only budgeted for consumables because the former manager thought this was maintaining control of the budget.



5. I have to begin this answer with in my opinion the manager Must look for grant opportunities for everything from parks and recreation, utilities, stormwater, road improvements ect....failure to do this costs the property owners money...My management style when working on budgets is to first hear from the Commission/Council on what projects or items they wish to deliver to the residents. Once we have clear directions from the council work on putting together what the true costs are for the city/town. It's not just developing a draft budget but giving the elected officials to ensure they are delivering the best quality of life to the citizens. There may be an item that has been funded for years that the elected body does not agree on and that needs to be discussed. I always gave options, for instance maybe there is not enough funding for a particular project for the upcoming year but what if the project was broken up into several years. Which would make the project easier to finance. When it comes to financing a Major project that there are no grant dollars available an option is bonding the project. In my previous job managing Special Taxing Districts, that is exactly what I have done and have experience doing. From the public's perspective, if you explain the serious need for your reasoning to bond a project it is easier to for them to understand. I do believe that areas outside of the city/town limits need to pay a premium for services the local government is providing. This is also very important—I have never had a finding in any of the communities I served when annual audits were performed. I have cleaned up the findings that other left me with.
6. Relentless, Caring, Honest, Motivating, Consistent
7. As Director of the Public Service Academy, I was responsible for all Incident Command Training, FEMA Courses up to 300 level and NIMS. I was certified to teach the courses. That became very important when I became a City/Town Manager. I have had a tremendous amount of experience in this area. First of all, I have always made sure the disaster plans are always looked at for updates they may be overlooked or what needs to be looked at more carefully, Second, as soon as a storm appears on the radar screen, I make sure we have the appropriate preplanning begins. That includes notifying staff, and potential contractors are made aware of the city/town needs. It is important that staff understand the expectations because if we do not take care of the requirements FEMA puts out then we probably will not obtain grant funding from them. Documentation of everything the municipality did prior to the storm and during is just as important as the restoration. When I was manager of Melbourne Beach and Hurricane Matthew struck it was a challenge to work with FEMA. Many of the documents changed for reporting during the restoration process and several managers of adjoining municipalities gave up looking for the grant funds. I did not, I made sure my town received everything we could

possibly obtain, and we were the first city/town in the county to begin receiving the grant dollars. Prior to when storms became imminent emergency management in the county organized group calls with the city managers. It was in order that should we need alternative assets we knew where to get them. It has been my experience that once a storm was a day or two from making landfall, I always had the Governor's cell phone in order that he can provide emergency assistance. I really have a lot of experience in this area.

8. With regard to growth, I served on the city council in Cape Coral for 9 years and was the Mayor Pro-Tem. During that time, we initially hit 100,000 residents and by the time my terms were completed we had over 165,000 residents. I believe making sure the plans where commercial and multifamily residential were going to develop were number 1 priority. Nobody wants a restaurant located next to their home. I made sure that I always explained the land use map and zoning maps accordingly in order that residents would know what could possibly develop. I do not believe in rushing large scale land use changes through the process and that when a zoning change is to be voted on you must take residents' concerns seriously. The main item for local government is to ensure quality of life. Certainly, commercial development is important. It decreases the property tax on residential owners, but it could change the lifestyle of the residents.
9. I have managed some very large projects going back to my position as Director of the Police/Fire and Public Works Academy in Fort Myers. The Superintendent directed me to renovate a 53,000 square foot middle school and transform it into a new academy facility. The buildings had been vacant for almost 2 years and were designed for children not adults and specifically high liability training for police and fire. The commission selected a construction company, and I worked with the architect to design the new facility to make sure it adhered to FS 943 which governs law enforcement training. I was hands on and at least made a site visit everyday to ensure compliance. It was a multimillion-dollar project and as we approached the end there were no funds left to paint the buildings. I went to the Warden of the closest state prison and asked for help. I knew they needed work projects for the inmates who were low risk, and the Warden provided the inmates and Correctional Officers on site to monitor the inmates. That project was accomplished for the cost of paint. Over the years I accomplished many projects by thinking out of the box. In Greenville we needed a new wastewater collection plant. I utilized a CDGB grant and a low interest loan from DEP. Sounded easy, but I needed a method to repay the low interest loan. The town had been supplying water and wastewater collections to areas outside the city limits at the same rate as the city users. I asked for the council's permission to raise the customers outside the city to the maximum allowable increase which the council unanimously agreed to. Then I



placed a \$2.00 monthly fee on water and wastewater collections to the residents after explaining at several council meetings and neighborhood meetings why. At Melbourne Beach I rebuilt the pier which was destroyed by using inland management taxing district grants. I also rebuilt the pavilion at the town beach within 3 months after the hurricane.

10. Well-trained personnel - It is important to look at job descriptions and ensure they align with the duties the staff is performing. Ensuring that staff recognizes that you care about their duties, and you are evaluating them fairly. Staff are your most important factors in managing a city/town or any municipality. They have historic information that may not be in schematic drawings, engineered surveys or just simple knowledge of the position that is not written down. Not just saying you have an open door but really meaning it goes along way. In smaller communities like Dundee this should be a reality. Staff should never feel odd to step into the manager's office or reach out to them by email, phone or text with ideas or concerns. No manager knows everything, and the thoughts and opinions are very important. I have changed my mind on the issues because the staff member brought something to my attention that just made sense. In terms of inclusiveness that is an important issue for me. Not getting to in depth but I was injured as a police officer and have some mobility issues, and I am sure I have been turned down for positions in the past because of it. I never took any action on it but just moved on. Regarding race, my children are multi racial, so I take that inclusiveness extremely seriously and I live that. To be hired by me I always look at can the person be taught to do what we need them to do and are they reliable. Having an education from a prestigious higher learning school does not put the applicant at the top of the list. We need people who care about the community and the people they serve.
11. Communication Philosophy- I always make sure the same information I deliver to the Supervisors, Commission Members, or Councilmembers is delivered to all the members. It is imperative that all members get the same accurate information. As a former elected official, I was very upset when I found out that certain members were given what I deemed as important information but not all council members received it. When the Council/Commission decides to move in a certain direction the manager carries out that direction to the letter. It is wrong for your manager or any manager to go back to staff and deliver a different message. For instance, we must do this because the council says, "I don't agree with it, but we must do it." That is the wrong way to deliver the message, it is fine to allow for discussion with staff, but the message must be delivered in a way that supports the Council's decision. In dealing with the citizens, always being available and answering questions and if you are not sure find out and get back to them.

12. Economic Development is determined by the town commission. Specifically, the town commission should be clear in the direction to the manager of what types of businesses they would like to see develop. All types of business are not good for a community. Some bring environmental hazards and some just upset the quality of life for the residents. Once a clear direction is determined by the commission it is the manager's responsibility to take necessary steps to assist those types of businesses to relocate to the community. What the manager must determine is whether the Land Use regulations and Zoning regulations are aligned. If not take the steps to bring necessary, land use and zoning changes to the commission for approval. Over the years I have actively been involved in big box store development in the communities I served as well as small strip shopping centers and franchised restaurants. What I have been able to do is cut through the red tape obstacles that government is notorious for putting in front of the development. In the past I have called meetings with staff and the owner/developer to find out what is taking so long with a particular project. It has amazed me that minor items like a permit sat on someone's desk for a month that could have been forwarded to another department sat for no reason. In the meantime, the debt service does not stop for the developer. This is all occurring after the council approved of the PDP. My point is that development occurs when business and government work together for the betterment of the residents, providing a need whether it is jobs or services. I certainly can get into more detail with specific incidents should the commission wish to discuss with me further.
13. The greatest immediate challenge would be to develop the level of trust with the Dundee Town Council because they really don't know who I am although these questions can give you a clear picture of the applicants. That would apply to staff also, they really need to know they can rely on the manager in all situations. I have not just been the town council's manager, but I have helped employees in personal situations that could affect their job performance. They must truly know I don't do things to make myself look good rather I praise them for what they accomplish, and I do it publicly. Making sure the public knows who I am and attending all neighborhood or association meetings. Taking questions at those functions and just socializing with the public is important to what kind of job their town council is doing. The position of manager is not a 9-5 position; it is a 24/7 responsibility.
14. I will combine question 14 and 15 together because they are related. The internet search that was conducted went back to an issue that occurred in 2009. I had an employee that worked for me made allegation of misconduct against me. I was on administrative leave for 10 days until the Lee County School District completed their



investigation. The district audited the academy finances and found all of my records accurate, which included my proof that when my son attended the fire academy, I paid his tuition. Auditors tracked my payment from my personal bank account and showed it was properly put into the academy accounts. Allegations were made I paid employees' extra hours of time that they did not work, that proved false when time sheets that corresponded with the curriculum. It was all very time consuming, and I was going through a personal health situation with my dad who I was taking care of. What finally occurred 10 days later at a per-determination hearing was I admitted to some minor issues. That result is available for the commission to view but I will summarize the circumstances. The first issue was improper use of academy vehicle- I took my assigned vehicle home on several occasions when I had work related travel the following day opposed to going to the academy first to pick up the vehicle. I did give dates and times when I did this and those dates were in fact verified, meetings and training I needed to be at. Second-I used my academy e-mail to respond to outside emails. Those emails focused on my work as a city council member in Cape Coral. I would get media requests and questions from city staff that they needed my opinion on or to just set up meetings for the evenings. Obviously, this was in 2007 and 2008 when these emails occurred, and I should not have used my academy computer. Personal business- this was an off shoot of the emails. There were occasions I conducted television interviews while at the academy and I also conducted television interviews at city hall that were academy business. Whenever there was a topic in law enforcement the media came to me for clarification of an incident or simply to ask what was taught at the academy relative to the incident they were looking at.

During this time in my life, I held 2 Very Public positions at the same time and things became convoluted. For instance, I was a city councilmember and at the same time I was director of one of the largest Poli, Fire and Public Works academies in the state. I trained officers and firefighters in a 5-county service area. I had over 140 employees and it was a juggling act. When I came back to work 10 days later the Superintendent of Lee County Schools required the person who made the complaint to come back and work for me. He demanded that the district put him in another position because he was a whistle blower. The opinion of the legal department of the district was that you can only be a whistle blower if your accusations are true. All his accusations were proven false and at the expense of the district. The complainant came back to work and within 3 months left to take a position somewhere else. We all knew this was not the end of this person. He filed a EEOC complaint 4 months later and the discovery dragged on another year and a half. Again and again, I had to prove additional allegations were not true which I did prove. The case was eventually thrown out of the federal court. I had gotten so worn out from it I retired in 2012. The stress had just overcome me, and I went through the

deaths of my dad and my brother. In 2018 I was hired for a city manager position in Indian River Shores which was later rescinded before starting work because of the internet story which they were aware of. The council was aware of everything I am explaining in this document but decided to end the contract. The contract called for a \$30,000 settlement if they released me from the contract without cause. I was the one who offered to take \$15,000 which represented half of the contract amount. I really I have been a city/town manager in 3 communities (2 were interim positions) I have held Special Taxing District positions as well as community association management positions and if the accusations were true that were made against that would never have been the case. The internet does not care whether the story is true or not, if it appears in any newspaper, it goes online. I certainly encourage this commission to do their own investigation of me, and you will find everything I have said to be true. I really know I have a lot to offer the Town of Dundee.

15. Recruitments- I do applications pending in several communities, but interviews have not taken place as of the time of my writing this document.
16. Compensation-the posted salary range is appreciated, and I have nothing further to add to that. However, I do have an option that the commission may want to consider. Should the commission contract with the manager as a business entity the town would save \$12,240 in addition to that in my case, I do not need medical insurance, and I am not sure what the town pays for employees. If you were to contract with the manager as a corporation you would also save on the retirement contribution also. Savings for the town would exceed \$30,000 savings should the commission go in this direction.
17. Mayor and Commission questions- My questions would be to obtain a clear direction of what the commission wants to accomplish in short term goals and long-term goals. I would like to know what areas they believe the town is doing well in and what areas they feel need improvement. I would also like to know what the last manager did well and what may not have been in the manner they wished. I would do this individually in order that the members to speak freely. I would also ask that as a commission if they would not mind having a strategic session as a group. This helps the manager get a consensus on what they would like to accomplish.

I thank the Board for taking the time to read my responses and hope I have not been long winded with my responses.

Respectfully,

A handwritten signature in blue ink, appearing to read 'Timothy Day' with a stylized flourish at the end.

Timothy Day

(239) 233-4496

# TROY BELL





I am a multilingual manager with a diverse blend of successful and innovative leadership work across multiple fields of finance, accounting, and management; economic development and attainable housing; public works and utilities; IT; labor; Public Safety; strategic planning and municipal governance; and K-12 educational entities. **I am seeking opportunities to pursue new public service - Manager or CEO - positions within municipal or non-profit entities.** I desire a position to utilize my agile/transferable management abilities, willingness to relocate, and need to be challenged by positions where I can make a difference. Where others may speak about creative thinking, I have *actually* lived and personal experiences - having resided in different states and parts of the world. Additionally, I have held executive management positions in both private and non-profit industries for IBM, Cities and Counties, Development Authorities, Grassroots Organizations, and K-12 Educational Entities. This has created a flexibility in thinking and approaches to challenges that others can only speak of abstractly, whereas I have “lived it” personally. Also, in graduate work toward an interdisciplinary PhD, I have conducted extensive research in the collaborative intersections between large and small community systems. My work in these areas is supplemented by hands-on experience and by the completion of two master’s degrees – one in non-profit Public Administration and one in Finance. To me, the study and practice of collaboration is critical to success in any public service leadership role.

As just a brief introduction of myself.... My Father is a retired Army General Officer, and my Mother whose family is from Central America was a PhD and career Special Education Teacher and College Professor – my parents retired in the DC area. I believe my parents’ legacy created a natural tendency towards leadership, an inherent depth, and a well-rounded variety in a personal, academic, and professional background that is **now built on the foundation of their commitment to public service.** It is this interpersonal flexibility and resilient resolve that helps make me an ideal candidate to tackle the most complex challenges of public service. Above all, **I hold Honor, Loyalty, Ethics, and Character** in the highest regard. I am someone who is self-motivated and sees and understands the big picture, but also has the ability to analyze and assess the critical pieces necessary to help make the Managers and the Team’s vision become reality. I am **highly adaptive and flexible with years of cross-disciplinary experience**, creating departments, strategic and general planning, developing policy, structuring, and implementing new innovative ERP technology initiatives. I am a “Can-do” out-of-the-box thinker and highly energetic manager who listens intently, roles up his sleeves, and leads by example. My success often stems from the ability to assess departments, empower staff, and rapidly activate high quality service delivery to our residents.

I have the kind of versatility that has helped me in achieving broad and diverse community engagement, and the right balance of attainable housing, infrastructure improvements, tourism, and business needs in growing diversifying communities to advance the directives of the administration, advocate for inclusive and restorative policies and practices, and further expand service networks to meet the needs of the city's under-served or immigrant populations. My team accomplished this through **intentionality in transparency, inclusiveness, and sustainability.** To achieve this required having distinct competence and a passion for people coupled with a willingness towards having difficult conversations and making courageous decisions. I have worked in, and led, infrastructure operations and facility construction in one of the more economically diverse counties in America. In fact, I worked as a police officer to pay for college prior to joining Miami-Dade County (MDC) as a MDC WASD engineer, so I understand the value of safety and security to long-term prosperity. Subsequent to Miami-Dade, I worked as the Deputy Chief of Staff (mentioned above) for the regional water authority (SFWMD) where I gained **County and Regional** collaborative experience, managed Board Operations, Grant Writing, the Clerk’s Office, IT, **the District’s \$1.07B Budget**, and Public Works. And in addition to my senior **leadership experience with IBM** (in state, local gov. sectors) my teams have always delivered phenomenal service, **never compromising transparency or integrity.**

And... with regard to my academic and professional research (temporarily on hold), I am working to center my analysis on the importance of community engagement using collaboration regime theory (breaking down and bridging silos) – techniques to maximize productivity thru the 3 spaces of... education, government, and stakeholder engagement to achieve equity, attainable housing, and efficiencies in emerging communities. These areas of exploration that **focus on IDEA (Inclusion, Diversity, Equity, and Access) integrated teamwork and empowering staff in participatory decision making** are designed specifically to enhance **interdepartmental efficiency and interorganizational collaboration**.

As for my specific leadership style, I am a forward-thinking principle-based, team-oriented, strong problem solving, servant-leader who believes passionately in the value of investing in, and **building, apolitical, genuine, authentic, non-transactional relationships with staff and stakeholders. Trust starts there - when and where folks can see and know that you care.** My approach to leading is open, engaging, friendly, good humored, and consistently invoking of a sense of calm, yet action-oriented demeanor. I am both **interpersonally and organizationally savvy**. Though I hold staff accountable, I don't work from behind a desk and yet, I don't micro-manage. I believe my expertise and success in a wide range, allows me to add value in multiple areas with **creative, innovative, bridge building**, systems and process operations management. As a skilled generalist, able to **rise above negative criticism** but still hear constructive input, I have a commanding depth in a myriad of the key areas identified. My **passion for challenges drives my eagerness for well-rounded continuous personal growth**; it spurs my desire to create a positivity that invests in staff development and mentors staff growth. My mantra is to strive for both – to be a great manager who must maintain organizational stability, while consistently raising the bar in customer service, and to be a great leader who must embrace the value of change, build on current success, and address acute deficiencies.

But overall, my candidacy is **more than what I have done**, it is also **so much more about who I have grown to be**. Through a career of success *and* limited setbacks, life has taught me how to manage and to lead, but *not to be afraid to seek input or assistance*. I have **experienced and overcome considerable adversity** and many instances of discrimination where I had to face down gross untruths with grace and fortitude while maintaining a commitment to the ICMA Code of Ethics. In this process, I learned to garner resourcefulness and exhibit the resilience needed to get up, dust myself off, only to grow stronger *because* of the learning experience. **This is the spirit I endeavor to impart to the organization and community I serve; this is the edge that I feel enables me to be a more effective manager than most other candidates.** Because of this spirit to succeed, I have worked to become a skilled communicator, effective at collaboration, and successful at developing strong inclusive partnerships with staff and colleagues. Thus, throughout my career I have been extremely effective in fluid, fast changing, and high-pressure environments. Whether managing hierarchical or matrix-styled organizations, I lead my employees with integrity and “all-ways” value internal/external stakeholders. To this day, the collaborative efforts of staff working with or under my leadership reflect high morale and good customer service.

My goal is always to provide the **highest quality of performance** to support the vision of the organization and the leadership team. It is very important to me to drive exceptional excellence in the organization and the community by doing my part to deliver **extra ordinary professionalism, competence, and top-notch service** to the team, and those I may lead. Thus, with the leadership style and focus on teamwork that I hope to have in this role, my goal is to create the necessary **thought-partnership to be efficient and effective**. I am confident that I have the knowledge, experience, and “what it takes” to academically, professionally, and personally excel at any challenges we may encounter. *Hence, I humbly request the chance to interview for this role, to share more about myself, my family, and my leadership style and to show how I believe I can be a great fit for this position.*

# Darryl LeTroy Bell (aka Troy Bell)

LeTroy.Bell@gmail.com • (317) 410-4500

Item 1.

## Summary

Multilingual manager with a diverse blend of successful and innovative leadership work across multiple fields of finance, accounting, and management; economic development and attainable housing; public works and utilities; IT; labor; Public Safety; strategic planning and municipal governance; and K-12 educational entities. Seeking opportunities to pursue public service Manager or CEO positions – municipal or non-profit entities. In addition to the unique breadth of work, I have completed coursework for a PhD in an interdisciplinary program focused on the collaboration intersection between management of Government Systems and Ed Systems from Purdue University. This is supplemented by the completion of two master's degrees – one in Public Administration and one in Finance (completed simultaneously at a separate university during PhD program). A sample of these areas of expertise and experience include:

- City Management, ICMA Credentialed
- Executive Leadership Training Certificates
- Housing, Community/Economic Development
- Water District Deputy/IBM - IT Professional
- Multiple Executive Leadership Roles for Schools
- Water and Sewer/Infrastructure Management
- Finance and HR Management Professional
- Former Police Officer

## Education

- **Purdue University, West Lafayette IL.** Coursework completed for PhD interdisciplinary program in education and government management, **2017-** (yet to complete prelim exams and dissertation).
- **University of Miami, Coral Gables FL.** Master of Science-Finance (A+), **2019.**
- **City University of New York (CUNY) – Bernard Baruch, New York NY.** Master's degree in Public Administration (MPA), 2012.
- **University of Miami, Coral Gables, FL.** Dual Bachelors - Major: Economics and Sociology (2005) w/eq in Applied Phys, Mechanical Engineering, and Finance. (Student Body President)
- **Miami Dade College, Florida Law Enforcement Academy, Miami FL.** Graduated top of the class. State Certification Exam Completed (Jan 1996)

## Short-Term CM Turnaround Assignments | Sept 2023 – Sept 2024 |

### **City Manager**

City of Palatka, FL | 201 N 2<sup>nd</sup> Street, Palatka FL 32177

Managed a city of 11,000 residents with \$72M budget, 10 direct reports (incl City Attorney, Airport and Golf Course) and 144 city employees. Responsible for Full-service water front city - budget direct management and all services, departments, and city divisions.

### **Interim City Manager**

City of Charlotte, MI | Charlotte, MI 49444

Managed a city of 11,000 residents with \$20M budget, 13 direct reports and 122 city employees. Responsible for direct management of budget and all services, departments, and divisions of city. **Offered permanent CM position.**

## PhD Research Assignment | Sept 2019 – Jan 2023 |

**City Manager** (Completed over 3yr Contract During COVID)

City of Muskegon Heights, MI | 2724 Peck St, Muskegon Heights, MI 49444

**Research:** Underserved Community with School District in receivership.

Managed a city of 11,000 residents with \$15M budget, 7 direct reports and 77 city employees. Responsible for direct management of budget and all services, departments, and divisions of city. Exec Dir. of DDA.

## Education Sabbatical | Jan 2017 – Spring 2022 |

**PhD degree program, Purdue University, West Lafayette, IN Courses | Summer 2018 – Spring 2022 |**

**Master's degree program, University of Miami, Coral Gables, FL | Summer 2018 – Summer 2019 |**

**Consulting & Executive Member | January 2017 – Fall 2019 |**

The Diversity Roundtable (Non-Profit) | West Lafayette, IN

**Unpaid Non-profit Leadership and IDEA** (Inclusion, Diversity, Equity, and Access) Consulting

## City Manager Experience | Jul 2016 – Nov 2016 |

### **Deputy City Manager, Treasurer, and Acting City Manager**

City of Walla Walla, WA | 15 N. 3<sup>rd</sup> Avenue, Walla Walla, WA 99362

Responsible for helping manage a city of 35,000 residents with \$60M budget. I had 5 direct reports and 275 city employees. Managed all departments in Chief of Staff style Deputy City Manager role for 3 weeks. Served as Interim City Manager for 4 months with direct oversight of Latino Outreach, Parks and Recreation, Libraries, Human Resources, Public Works, Planning, and Police and Fire. Served as Deputy City Manager for only 3 weeks before manager went on emergency leave.

Served as Interim City Manager, terminated only when City Manager returned from emergency leave. Received positive support from Mayor and Council member, e.g., “I found him to be knowledgeable and a pleasant fellow to deal with...”

## Senior K-12 Education System Experience | Feb 2012 – Jul 2016 |

### **Chief Academic Officer**

Pathways / Legacy Academies | 302 E Linebaugh Ave., Tampa, FL 33612

Leading a nonprofit organization that manages with over 80 schools across the US with 24,000 predominantly poor and minority students to promote educational success and equity. I served as Superintendent of schools for academies in Michigan, California, and Florida. Responsible for developing and managing K-12 range charter schools. Led strategic and operational activities. Managed Human Resource, Curriculum and Instruction, Information Technology, Fleet, Facilities, Public Safety, Capital Improvement Growth/Development Plans, Libraries, and Recreation Programming.

Departed to accept another position.

### **Deputy State Director, Outreach and Legislative Advocacy for Florida | March 2013 – June 2014 |**

StudentsFirst | Orlando, Florida

\$10M operating budget, 5 direct reports and 2030 staff and volunteers, plus 2000 contracted FTEs. StudentsFirst was a grassroots political action organization dedicated to public education reform. I was a registered lobbyist, responsible for state of Florida community outreach; directed field staff operations across Florida and led social-media, paid media, and earned media campaigns. Managed statewide community outreach and Intergovernmental Relations at state, regional, and local levels.

Florida state entity was dissolved. Departed after funding was cut.

### **National Director of Governmental Affairs | February 2012 – March 2013 |**

Charter Schools USA (CSUSA) | 800 Corporate Drive Suite 700, Fort Lauderdale, FL 33334

\$70M budget. Across 16 states, managed 4 direct reports, 70 staff, and 55 contracted FTEs. Responsible for Economic and Business Development, market expansion strategies, advocating favorable legislation, and cultivating relationships with State and Local Legislators, Boards, Councils and Non-profits.

Position was outsourced.

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## **National Urban Fellowship - Master's Public Administration degree program, Baruch-CUNY, Manhattan, NY | February 2012 |**

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## Municipal Management | Sept 2010 – Nov 2011 |

### **Assistant to the City Manager, Beverly Hills, CA**

National Urban Fellowship Placement | 455 N. Rexford Drive, Beverly Hills, CA 90210

Responsible for 5-yr financial forecasting. Participated in developing multiple initiatives.

#### **Major Accomplishments:**

- Developed Bicycle Street Plan; Designed city-branded credit card program;
- Created the City's first 5-Year budget forecast; Created Employee Green Commuter Incentive Plan.

Relocated to Beverly Hills, received National Urban Fellowship. Fellowship completed May 2011. Continued to perform and complete projects for City until November 2011. Departed Beverly Hills when fellowship ended and my CM announced retirement.

## Economic Development and K-12 School | Nov 2007 – Sept 2010 |

### **COO and Regional Director**

New School Economic Development Program | 723 E 53<sup>rd</sup> St., Indianapolis, IN 46220

Responsible for developing new school concepts, school operations and school safety, capital improvement plans, and working with the Mayor's office. I located, helped arrange financing and purchase of land and helped to re-zone properties as needed for school properties. Managed project approvals, facility design and construction; vendor selection and management, procurement, facility maintenance and repair, inventory control, fleet management, transportation management, technology plan and implementation. Managed human resources, curriculum selection, student recruitment, community outreach, parent engagement and all State and Local government relations.

Departed after **3 years** to accept National Urban Management Fellowship.

## Municipal Private Sector Tech Solutions | Aug 2003 – Oct 2007 |

### **IBM Public Sector Business Manager – Complex Solutions Consultant**

IBM | HQ: Miami, FL and Smyrna, GA

Responsible for IBM business process solutions in State and Local governments, education, and healthcare sectors. Helped clients optimize systems and processes through strategic planning, organizational development, and designing technology workflow complex solutions (involving hardware, software, and services). Managed 50 Matrix-styled team reports and 1250 staff plus 25 FTEs of contracted staff. Helped staff Florida Office of Professional Regulations and Massachusetts Universal Healthcare Initiative.

Departed after **4 years** to accept new position.

## Municipal City/County/Regional Water Experience | Jan 1992 – Jul 2003 |

### **Deputy Chief of Staff**

South Florida Water Management (SFWMD) | Gun Club Road, West Palm Beach, FL

Held positions of increasing responsibility: Compliance Director (6 months), Public Works Director (2 years), and Deputy Chief of Staff (3.5 years). In my last role, I managed a budget of \$1.07B, and federal/state grant processes had 4 direct reports with staff of 794. Was responsible for the Board's annual gala, all operations of the Board's intrastate meeting rotations, and multiple departments: Public Works; Budget and Finance; Procurement; Clerk's Office, Board Agenda and Board Operations and Business Management; Project Management Office; Emergency Management and Disaster Response.

Departed after **6 years** to accept new position.

### **CSO Federal Consent Decree Portfolio Program Director**

Miami Dade Co Water and Sewer Dept. (WASD) | N. District - Interama Waste Water Treatment Facility  
Managed \$880M of work. My last role involved managing the Federal Combined Sewer Overflow (CSO) Consent Decree Program, which was high visibility, time sensitive, with multiple regulatory interests, and had ambitious MWDB goals. Prior to this role, I served as Public Works/New Construction Division Director for 3 years where I managed all new construction, engineering, renovation and operations for treatment plant systems and buildings.

Departed after **5 years** to accept new position.

## **Certified Sworn Police Officer | June 1997 – August 1998 |**

El Portal Village Police Department | 500 NE 87th Street, El Portal, FL 33138  
(Certified Officer until January 2004)

## Selected Trainings and Certifications

- Univ. of Minnesota - Humphrey School of Pub. Pol.: Policy Analysis
- Univ. of Kansas – School of Public Affairs and Administration:
  - Performance Budget 2.0
  - Police Professionalism and Social Equity
- Duke University – Sanford School of Public Policy: Sustainability
- Syracuse U. - Maxwell School of Pub. Admin.: IBB Labor Negotiation
- University of Louisville – Legislative Policy Advocacy
- Southern University – Social Justice Advocacy
- ICMA Mid-Career Manager’s Institute
- ICMA Gettysburg Leadership Institute
- ICMA Credential Manager
- Pi Alpha Alpha, National Honor Society for Public Affairs and Administration
- NFBPA - Executive Leadership Institute Distinguished Graduate

## Professional Organizations and Affiliations

- International City/County Managers’ Association (ICMA)
- American Public Works Association (APWA)
- American Society of Public Administration (ASPA)
- Council of Minority Public Administrators (COMPA)
- American Association of School Administrators (AASA)
- Vice President – University of Miami, BAS Alumni Organization
- FEMA - Long Term Recovery Cadre
- Local Government Hispanic Network (LGHN) member

## Mobility Relocation Statement

My passion has always been a commitment to public service and a desire to find creative ways for a sustainable quality of life in the communities I serve. In pursuit of these objectives in local government, I have unfortunately run into multiple glass ceilings. To overcome these barriers, I have pursued additional education and credentialing in order to be competitive for a chance to work in an environment where I can learn and grow. Since completing the educational sabbatical to pursue the PhD, I have been afforded limited short-term chief executive roles in turn-around communities under the most difficult work circumstances. Please don’t misunderstand these assignments or my NUF Fellowship in Beverly Hills as a lack of stability; as I want to return to municipal management, these assignments should be weighed against the long-term roles in my initial local government career. Thus, I am eagerly seeking a long-term role that will allow me to work with, and in, an environment that values teamwork and my knowledge and ability to further the success of the organization and its leadership. My family and are looking for a long-term engagement in a location, yet with growth challenges and learning opportunities, but that would allow my kids to finish elementary, middle, and high school without additional relocation.





THE SENATE  
STATE OF MICHIGAN

JON BUMSTEAD

32ND DISTRICT

P.O. BOX 30036

LANSING, MI 48909-7536

PHONE: (517) 373-1635

FAX: (517) 373-3300

senjbumstead@senate.michigan.gov

February 14, 2023

To Whom it May Concern,

This letter is written in the recommendation of Mr. Troy Bell. As the Michigan State Senator for the 32<sup>nd</sup> Senate District, I have had the pleasure to work with and interact with countless municipal leaders around the state, but few measure up to what Mr. Bell has brought to the communities he has served.

For several years I have had the opportunity to get to know Mr. Bell and work hand in hand with him to serve the City of Muskegon Heights. Mr. Bell has always been a strong advocate for the communities he has served. In his previous role, he displayed an overwhelming commitment to the betterment of the community and found ways to make meaningful and lasting changes for those he served through his vast knowledge and connections.

Over the past three years, Mr. Bell has been a champion for the City of Muskegon Heights. During his time, Mr. Bell has never been concerned about politics, instead he has attentively demonstrated profound ethics and achieving the success of the community. As City Manager Mr. Bell secured millions of dollars in grants from all levels of government and secured partnerships to the city that would not have been considered without his leadership. With his leadership, the City has seen monumental changes in infrastructure, community development, and economic development in addition to the first new homes being built in the city in 20 years.

Mr. Bell's profound commitment to public service is not complete, whenever and wherever he is called, Mr. Bell will bring excellence and devotion to that community as he has done in years past. For these reasons and many more, I highly recommend you consider Troy Bell for this position.

If you have any questions, please do not hesitate to contact my office by phone at (866) 305-2134 or by email at senjbumstead@senate.michigan.gov.

Best regards,

Jon Bumstead  
State Senator  
Michigan Senate District 32



01/26/2023

Honorable Mayor and Council,  
2724 Peck Street  
Muskegon Heights, MI

Honorable Mayor and Council,

We respect your work to lead the City and appreciate you taking the time to read this letter of support and concern. As a Leadership Team, Mr. Troy Bell is crucial to our current potential growth and we are concerned for the City of Muskegon Heights. We all have worked closely with Mr. Bell over the last several years and have seen his commitment to excellence and growth in the City of Muskegon Heights. He has sometimes challenged our thinking and pushed us to move past antiquated systems to serve the community better. He has taken time to educate us on the pieces of the puzzle that will help our City grow and prosper.

Currently, the City of Muskegon Heights is on the edge of a critical transition on the road to success. If we miss our transition, we may not crash immediately, but we will run out of road. Unfortunately, as an underserved community, we must build our ramp to get on the highway. While creating our ramp to the success highway, there are corrections we are making daily in the ramp design along the way.

The engineer for our on-ramp to the highway of success is Mr. Troy Bell. He has the knowledge, skills, and abilities that are critical to finish building our ramp. In addition, he has the respect of the business community, which allows us to access things we do not always have access to as a City. He has built the relationships needed to keep us on the right track to reach a New Muskegon Heights.

There are multiple complex items in motion where Mr. Bell's skill set is critical. The blend of formal education, experience, and relationships he has developed gives us what we need right now to make things happen. With multiple projects just starting and new contracts being recently signed, his daily leadership and familiarity with our current status is essential.

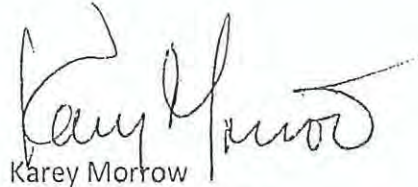
As a Leadership Team, we feel that the retention of Mr. Troy Bell is critical to our current success as a city. We are concerned about the disruption that Mr. Bell's leaving would cause to the City of Muskegon Heights. The team works daily to ensure the functioning of the City alongside Mr. Bell. His support helps us accomplish the business of the City. The absence of Mr. Bell will make our work much more difficult for our small team, not to mention fractured by his absence. Several key projects could prove vulnerable, in lieu of his departure, including one critical project, like the \$7 Million-dollar water project that just kicked off which potentially could fall apart.

We ask that you consider all available options a, including short-term contract to keep us heading toward the highway of success.

Respectfully,



Maurice Sain  
Police Chief



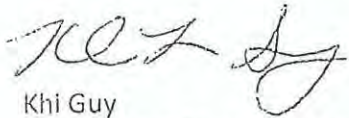
Karey Morrow  
Chief Building Official



Carolyn Cook  
Community Development Director



Christopher Dean  
Fire Chief



Khi Guy  
Deputy Public Works Director



February 2023

Most Honorable Members of Council

I am the current and presiding Mayor of the City of Muskegon Heights. I was a member of the original Council that voted to bring Mr Bell to Muskegon Heights and I would be the first to sing his accolades in recommending him for any position for which you may be considering him.

Mr Bell has a tremendous background, and I am truly sad to see him leave. His work in much larger cities and larger communities is exactly what we were hoping would turn our community around. He began by steering us through the difficulties associated with addressing the extraordinary COVID contamination rates in Muskegon and helped us handle the respective regulations. He managed the City through virtual and in-person charrettes, the creation of the 1<sup>st</sup> Downtown Vision Plan, the revamping and restoration of the Downtown Development Authority (DDA), the creation of the 5-year Recreation Plan, and the first operations lease to restore our Mona Lake Park lakefront pavilion facility. Troy created the Reserve Police Officers' program to address the huge overtime expenditures incurred by the police department, while also positioning the City to recruit officers from the community for the 1<sup>st</sup> time in 20 years. He also incorporated a fleet management program vendor, "Enterprise", that assisted the city in the replacement of all its vehicles (some dating back to 1990) and created an all-new fleet that capitalizes on lower gas costs, lower maintenance costs, and higher resale values as a means to save the City money.

Troy Bell was the architect of the Reaching New Heights Plan (RNH). This plan began with a Council policy focused on the steps necessary for the City to keep *residents and seniors* from losing their homes. It allowed the City to exercise its right of refusal on foreclosed property and make those same properties available to residents for purchase or for homeownership rehabilitation. RNH included a documented commitment by residents and others to fashion these homes for resale within 2 years. It also required, as never before, that property purchasers keep the properties clean, acquire the necessary inspections, and offer a "Bridge" for renters to become homeowners - downpayment assistance, credit repair, and homeownership mentorship for 1<sup>st</sup>-time home buyers. The RNH Plan was the umbrella for this program; it makes homes attainable and available through Mr Bell's grant funding from the State Housing Authority.

The programs he has created and the enormous amounts of grant funds he has shepherded into Muskegon Heights are designed to finally establish our downtown as a destination. The vision for this destination leverages the donation of new public art and a new skating/splashpad facility in the park – all grant funded. He worked to create a bike-share reservation process at our downtown library, so residents and children without bikes could enjoy cycling in the summers. Mr Bell understood that the Council's Vision of prosperity meant that he had to figure how to take care of the most vulnerable, the senior citizens, the children, and the least of the community - all while saving the city money. Amazingly, he was able to accomplish this feat. Troy coined the phrase in the community that we "cannot favor profit over people", realizing that by investing in all people and businesses, we can revive the whole community.

Mr Troy Bell's resignation is inevitably a huge loss to the City. Bell is ethical, courageous, disciplined, and a tremendous hard worker, yet he is easy going approachable, humble, and friendly. He is the kind of person that collaborates well with staff, the leadership team, and stakeholders and the type person you would want to lead your organization! He has my unequivocal endorsement and recommendation.

Sincerely,

Mayor Watt



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February 2023

Honorable Commission Members

I would like to take this opportunity to offer my strong support and recommendation for Troy Bell. I have known Mr Bell for several years now and I have known his family for many more. Mr Bell has been a beacon of class and integrity in all my interactions with him. As I review the numerous accomplishments that he has accomplished in his most current municipal role I cannot help but be impressed. Mr Bell has done more for the community than any individual I can think of in the last 20 years.

I was in all honesty quite surprised when Mr. Bell chose to take on the role as City Manager in this community, given his many accolades prior to coming to the Muskegon area. I understood the importance of this community to his research and study and I understood the closeness this community had to his spouse's childhood home not 50 minutes away. I however did not realize the overwhelming commitment Troy had to the pure practice of public service. In my many informal and even personal conversations with Mr. Bell, he has shared his deep passion for making the spaces where people live, meet, greet, share and grow the type of spaces where people can enjoy themselves, feel happy, prosperous, and fulfilled. As a testimony to his work – Troy lives his mission. He is always available to the people; he is always warm, friendly, welcoming, approachable, and even-keeled.

As a community within my jurisdiction, I have had the pleasure of watching Mr. Bell closely and see the relationships that he has poured into and developed over the last 3 years. I can say he has not been concerned about politics; he has been focused on demonstrating profound ethics and achieving the success of the community. He has built numerous non-transactional relationships with the wide range of stakeholders in the region. Change was not coming to this area without a sense of stability and a keen respect for his ability to create a sense of expertise and experience that can professionally manage a community. Please know that no one can outwork Troy and he brought all of that and more to his community – proof that the work he has done in the past is veritably extraordinary in its own right.

I can say that due to Mr Bell's sincere commitment to his community and his work, the City is the recipient of millions of grant funding that otherwise would not have happened in that community. The City is cleaner and safer, the City is more secure, much more stable, and healthier. The organizational processes are streamlined and more transparent. Roads are being paved, lead service pipelines are being replaced, the first new houses are being built in the past 20 years, and economic development is underway in multiple sectors of the community.

For these reasons and many more, if you are considering Troy Bell for your community or organization, I highly recommend him to any position.

---

*Marshall D. Cook*

**Town Manager Candidate Questionnaire  
Dundee, FL**

**Due NLT Sunday, June 15, 2025 @ 11:00 PM CDT**

**Return to: [DelenaFranklin@GovernmentResource.com](mailto:DelenaFranklin@GovernmentResource.com)**

**Full Name (first, middle, last):** Troy Bell

**Nicknames (if any):** \_\_\_\_\_

*Please provide your cell, home, and office numbers to facilitate contacting you if needed.*

Cell: 317-410-4500

Home: \_\_\_\_\_

*Please answer each of the following questions completely and thoroughly.*

1. How many employees, and what size budgets did you oversee in your last three positions?

In the last 3 positions:

144 Employees \$72M

122 Employees \$20M + \$32M Grants

77 Employees \$15M + \$50M grants

SFWMD - Largest: 794 Employees and Budget \$1.07B

2. Please detail the specific Departments you have supervised in your last three positions. As part of your answer, please highlight any experience you may have in overseeing Finance & Accounting, Water Treatment & Distribution, Wastewater Collection & Treatment, Municipal Stormwater, Street & Traffic Control, Information Technology, Fire/Public Safety, and Parks & Recreation.

As the City Manager I have ultimate responsibility for the operations of the city/town government organization and thus I have directly managed the following directors and respective departments in my last 3 positions:

Assistant City Manager  
City Attorney  
Development Services Director  
Administrative Services Director  
Information Technology Director  
Planning Director  
Building and Zoning Director  
City Clerk

Fire Chief  
 Police Chief  
 Airport Director  
 Gas and Utilities Director  
 HR Director  
 Budget and Finance Director  
 DDA/CRA Director  
 Public Works Director  
 Water Department  
 Sewer Department  
 Parks and Recreation  
 Community Relations Director  
 Code Enforcement  
 Libraries Director  
 Public Information Director/Office  
 Animal Control

**Finance & Accounting:** I have a Masters in Public Finance and have direct experience running the Finance Department as Acting Finance Director while recruiting for a new Finance Director when I served as the City Manager in Michigan. As City Manager I was responsible for all strategic budget management decisions, developing the budget and submitting the city/town budgets for Board approval. In each of my roles prior to becoming City Manager I had responsibility for project and department level budgets, including producing the \$1B plus budgets for the SFWMD as the Deputy Chief of Staff.

**Water Treatment & Distribution/Wastewater Collection & Treatment:** I began my career in government as an Engineer with the Miami-Dade County Water and Sewer Department managing \$880M of work necessary to upgrade the Plant Capacity from 67MGD to its current capacity of 120MGD. In this role I built the country's first deep well injection wells and Miami-Dade's first cryogenic Oxygen plant and Treated Effluent Reclamation System. I also managed the upgrade of the collection and distribution system under the Miscellaneous Pump Station Improvement Federal Consent Decree Program where we simultaneously upgraded 208 lift stations and the intervening force mains/gravity lines.

**Municipal Stormwater:** In my capacity as a City Manager, I have handled the management and oversight of the removal, replacement or repair of over 60 miles of municipal stormwater lines in small communities with flat organizations that required close attention and involvement of the City Manager. In most cases the work was done in response to RFB's or RFP's by engineering construction firms contracted with my municipal organizations.

**Street & Traffic Control:** As a City Manager and as a former Public Works Director, I have handled the management and oversight of the street and traffic control included that on streets with a daily traffic count of 30 thousand vehicles. Furthermore, I have experience working closely with FDOT on multiple projects on DOT roads within my municipal jurisdictions.

**Information Technology:** In addition to managing IT staff or IT contract services for my municipalities, I previously served as the business group manager for the IBM complex solutions division of the state and local government sector. In this role I was responsible for the implementation and sale of any solutions that included hardware, software, and services to cities, counties, healthcare entities and schools. I managed a matrix project team to provide world class service for off the shelf integrated or customized ERP systems, asset management systems, camera and wifi networks. I led the team that was responsible for the development of the technological infrastructure for the Universal Healthcare Initiative in Massachusetts under Duval Patrick (the precursor for the Affordable Care Act) that established the benchmark for single-payer insurance.

**Fire/Public Safety:** I am a former Miami police officer, and I have managed both police and fire departments for my communities. My Masters in Public Administrations included an emphasis on emergency response and I served as a member of the FEMA Long-term Recovery Cadre for 6 years where I responded as a FEMA independent Consultant to multiple disasters including hurricanes and wildfires.

**Parks & Recreation:** My direct experience in Parks and Recreation is limited except where I have done grant writing, application, acquisition and implementation of several community engagement programs through the parks and recreation departments that I oversaw.

3. Please describe why you left your last three positions. Additionally, are there any gaps in excess of two weeks in your employment history including any short-term (i.e., approximately 1-year or less) posts that may have occurred in your career? If so, please explain in detail.

At Muskegon Heights, MI, I completed my 3-year contract and was asked to stay an additional 5 months. I left because I had completed my research there that was necessary for the Purdue PhD program and was interested in pursuing opportunities to return to Florida.

At Charlotte, MI, I was hired as the interim manager and though the permanent role was offered to me, I was interested in pursuing opportunities to return to Florida.

At Palatka, FL, I completed the 6-month probation, but because I was unwilling to compromise ethics when asked to overlook the misconduct of staff members, I faced opposition from those close to the staff in question. I engaged a former prosecutor and ethics attorney (Former Prosecutor and Attorney Gregg Rossman 954-579-9249) to do an independent investigation that resulted in his recommendation that staff be considered for prosecution. My decision to do the right thing regardless of the personal implications led to my termination. Mr Rossman is a reference and is willing to answer any questions you may have.

Although I failed to successfully manage the request by certain individuals to abandon my ethics such that I did not successfully avoid termination in my last position, I was blessed to work with some great, committed, and truly upright people. Through this challenge I always conducted myself with honor, dignity, grace, and gratitude. I fashioned my personal ethos in accordance with the Poem IF by Kipling and ultimately this situation meant that space was not a place seeking



the kind of character-oriented change that is associated with my strong style of servant leadership.

I would be happy to provide the Board with more in-depth in-person details on any of the items above, should you so desire.

### **Education Sabbatical**

I was required to take the Education Sabbatical, because the PhD program that I was accepted to in IN required full-time non-employed status. Thus, while not employed in municipal governance, I used the sabbatical to pursue multiple education objectives and degrees. I obtained a Master's Degree in Finance (Public) from University of Miami, where I received all of the highest possible grades in my courses (A+), while also simultaneously completing overlapping courses at Purdue for the PhD program.

I am currently seeking a position serving a community that still has challenges and opportunities where I can use my skills, talents, and abilities to create the change that betters the community quality of life and Boards that desire town management that is uniquely equipped to lead the change needed on behalf of the community and the Board irrespective of known false social media.

4. Please describe your experience and skills in strategic planning and visioning. How do you facilitate the development of a clear vision for the organization and secure buy at all levels of the organization?

I have developed multiple new strategic plans and have revised numerous existing strategic plans in my career. There were several occasions where I produced strategic plans for communities as a service of IBM. Strategic plans are the bread and butter of designing or reaffirming a vision and then developing the techniques, and strategies to logically move the city/town from a "base state" to a new "desired state". To facilitate development of a clear vision, the teams I lead have always started with the creation or affirmation of the Mission-Vision-and-Values (MVV) for the organization. This necessarily includes performing a SWOT analysis and the subsequent mapping of all organizational processes – from process origin to end user. By assembling representatives from all the city/town departments, the Board, and any Board defined stakeholders, we can gain writ-large input and better ensure the outcome is well supported and clearly accepted across the organization. This should not be simply communicated "to" the stakeholders, but rather by definition, the stakeholders should be participants in the creation of the plan and clear vision (Wilson, 2000) for the organization. This is how a truly highly effective culture of success is created – in conjunction with the city organization, the community, and all the organizations that work to serve the needs of the city/town.

These strategic plans are based on MVV vision goals and should reflect the vision. The plans define the strategic operational changes and the CIP programs that need to be pursued to achieve the plan objectives. The plan must be comprehensive. As such, I have worked to align the vision and all existing plans – Comp plan, 5-yr Parks and Rec plan, Economic Development plan, and

Housing plan - within the overarching umbrella of the strategic plan. The Plan defined the metrics by which progress could be assessed and it also had to be closely aligned with the existing budget and the new budget targets for maintaining operations and supporting plan change objectives. We created and implemented a staff and community survey to assess the quality and quantity of operational staffing, solicit input from staff, and evaluate service at the point of customer delivery. We also adopted and implemented an asset management system that created accountability and data monitoring/reporting that allowed us to better plan and manage development and push work-order initiation and status update to the website for even greater transparency and accountability. We also initiated a state-of-the-art groundbreaking communication mobile App that allowed (1) residents to communicate with the city/town, (2) the city/town to communicate with residents and organizations within the city/town, (3) residents and organizations to communicate with each other. This App enabled the city/town to share vision and strategy efforts using validated information city-wide. The mobile communication App was also an asset used for residents to pay water bills, identify infrastructure deficiencies, seek information, and obtain local shopping discounts. Additional clarity around the plan and vision progress and achievement was accomplished through a communication plan that incorporated the use the App, weekly call-in radio shows, monthly newsletters, weekly department updates, council meeting updates, town hall meetings, intergovernmental participation and outreach, county meeting reports, and through participation in community organizations like the Chamber, Rotary, other Service Organizations, and Churches.

Wilson, J. (2000). *Bureaucracy: What government agencies do and why they do it* (New ed.] ed.). New York: Basic Books

An example of some of the visioning work I have done through the charrette process can be seen at the following links:

See Reaching New Heights (RNH) Charrette:

<https://storymaps.arcgis.com/stories/69658b7279f14b6ea59e8b3f4e17fa26>

<https://www.reachingnewmuskegonheights.org/pages/vision>

5. Please describe your experience and skills in municipal fiscal management, budget development, capital infrastructure planning, and related financing. In your response, please highlight any related creative financing strategies you have used to address CIP infrastructure shortfalls.

I have always maintained that a budget should reflect the priorities of the Board and the city/town. The organization's success in achieving this vision is determined by the effective and efficient allocation of resources (financial management) to provide services and meet community needs. I have managed budgets up to \$1.07 billion and hold a master's degree in public finance (with an emphasis on fund accounting). Budget creation and the strategic use of funds for capital infrastructure plans are crucial to a manager's ability to provide services and enhance the quality of life for their community. I like to use the participatory budgeting process, as well as priority-based budgeting processes that are much more proactive in engaging the community and better for soliciting community input in the budget making process and thus can result in greater buy-in for the final budget.

Throughout my career, I have employed various creative financial mechanisms, including creating Tax Increment Financing (TIF) districts, using project-based or area-based TIF financing, and using dedicated millages for funding infrastructure renewal, police and fire services, or building projects. I have overseen bond initiatives and executed economic development projects to attract new industries, develop industrial parks, and secure Main Street designations. Additionally, I have successfully applied for, received, and managed state and federal grants, with a significant portion of grants directed towards addressing Capital Improvement Plan (CIP) infrastructure shortfalls. A notable aspect of these grant-funded infrastructure renewals has been leveraging opportunities provided by required lead service-line replacements at each home in order to also install fiber optical cable service to each residence in the city, thereby increasing the value of the properties and enhancing each property's level of digital connectivity. If there are efficiencies to be gained and cost reductions that can be projected due to infrastructure improvements, then the use of public private partnerships or performance contracts available under the state statute is a mechanism for funding infrastructure improvements at no out-of-pocket expense to the city.

Whenever possible we were also able to leverage cooperative efforts with the coterminous school district and other small towns and municipalities in the area to reduce costs through joint contracts that created economies of scale to reduce unit costs for infrastructure contracts. Furthermore, where I could reduce inefficient labor costs through outsourced functions such as fleet management, I was successful in lowering the capital vehicle replacement expense and shifting the average fleet age from 18-years to an average fleet age of 5-years.

Finally, another approach I have taken in the past was to dedicate to a restricted fund a portion of the new revenue from new income sources (such as marijuana licensing and sales) strictly for infrastructure CIP recovery for previously deferred maintenance.

6. Describe your management style in five bullet points of five words or less for each bullet point.
  - Approachable Engaging and People Oriented
  - Not from behind a desk
  - Transparent and Accountable
  - Lead by Example and Objective
  - Levelheaded Collaborative and Innovative
7. Please describe any experience you may have with pre- and post- severe weather and/or other disaster events, including any FEMA training and federal/state reimbursement administration for post-event recovery efforts.

In addition to my personal experience working with public safety as a resident through the challenges of Hurricane Andrew, I began serving as a member of the FEMA Long-term Recovery Cadre in 2011. During this time, I responded to FEMA defined major disasters – storms (wind/flooding), fires – either as a Cadre member or as a volunteer with expertise in infrastructure recovery. For instance, I have advised communities on how to best reestablish stability and infrastructure growth after experiencing catastrophic events, which has included

streamlining and expediting the building and zoning permitting processes for recovering communities, reducing the general turnaround period for permit applications, as well as for communities looking to properly position themselves for cost recovery and reimbursement for federal and state declared disasters.

I am trained in the four formal phases of recovery – Preparation, Response, Short-term recovery and Long-term recovery. I have FEMA training for National Incident Management, Incident/Unified Command System, and all the trainings under the National Disaster Recovery Framework. Capitalizing on my public administration training in emergency response, I have been blessed to use my experience with FEMA to assist in my leadership roles in the communities where I was a manager. As a result, we have enacted pre-event measures to drill and address preparation, disaster management, and cost recovery for earthquakes, storms, fires, and active shooter events.

8. As noted in the Position Profile Brochure, Dundee is poised for significant growth and associated growth management pressures. Please elaborate on any experience you may have in preparing your current or previous organizations and communities in the area of growth management, including any strategies you have found to be effective in addressing rapid growth concerns.

In developing the strategic plans for the community, I look to incorporate and align all plans as aspects of the strategic plan. This should therefore at minimum include the comprehensive plan (Comp Plan), 5-year parks and recreation plan, economic development plan, annual budget, funding plan, CIP, communication plan, and public art plans (if applicable). Based on my experience, I have learned that growth, though a critical aspect of the strategic plan, should be more closely guided by three primary plans - a smart and thought comprehensive plan, the CIP and the Economic Development Plan. The establishment of a thoughtful Comp Plan sends the signal to existing residents, small businesses, investors, residential and commercial interests, etc. on how you plan to approach smart growth. A budget that supports and aligns with the Comp Plan lets this pool of potential growth participants know your level of commitment to the Plan. And the reliance on the Plan coupled with the willingness of the Board to maintain a fairly unified front gives this pool a sense of stability which suggests any investment into the future growth of the community will have a reduced level of risk.

As I shared earlier, I have taken my community through a Smart-growth Charrette Process (see the link provided).

See Reaching New Heights (RNH) Charrette:

<https://storymaps.arcgis.com/stories/69658b7279f14b6ea59e8b3f4e17fa26>

<https://www.reachingnewmuskegonheights.org/pages/vision>

Through this charrette process, I was able to lead the community stakeholders through a collaborative process that developed an outline for an economic development plan built on the

foundation of a capital improvement plan that provided the groundwork for the infrastructure to support future growth and infill in the downtown, industrial parks, water sewer and storm infrastructure and water treatment facility capacity repair and expansion. I was then able to use the funding plan to pursue grant acquisition, bond letting, and line-item legislative funding to provide the funding resources necessary to support the capital improvements. This was the most comprehensive approach to vision development I had undertaken due to the absence of any previous visioning and planning, but I have extension experience doing multiple elements of this same process in communities lacking any combination of these elements.

I have also served as the executive director of two extremely successful development authorities that have found creative pathways to generating smart growth attainable housing and enhanced services for the residential community. In these experiences, I cannot emphasize enough the importance of communication and keeping the community aware of plans and accomplishments. In the past I have accomplished this by sharing regular information via digital newsletters, emails, newspapers, weekly radio shows, sending post cards, participating in Rotary or other community organizations, providing reports to neighboring cities and government agencies, and through regular weekly radio shows.

To improve communication and community engagement and thus better address growth concerns, I piloted a new mobile communication app in collaboration with an existing school communication app provider that expanded the app from supporting schools, teachers, students, and families in a school district to support the homes and neighborhoods of the entire city/town. The app was pushed out to all water service accounts in the city, and it provided our residents with a convenient, discounted means to pay for water bills. Shortly thereafter we expanded the app to offer the ability to execute other financial transactions such as parking payments, and property tax payments. Once the app was perceived as essential to the community users, we began weaving in customer service enhancements. We conducted a bi-annual satisfaction survey. We asked every service recipient to use the app to “check-in” when they used any city service and then we send a request via the app to rate the quality of that service – police call, fire call, permitting, public works service request (pothole, traffic light, sign straightening, sidewalk repairs, etc.). We sent out meeting agendas, streamed live events, shared copies of the new city information radio shows, created a portal/dashboard for automated meter system water usage monitoring, shared FAQ’s responses, posted project updates, took workorder service requests and provided status updates, gave meeting agenda/updates for county, state and local government agency meetings, and gave users direct message access to each department. We created groups for non-profits and HOA’s so they could use the app as an organizing tool for their members. We gave incentive points for frequent users, early bill payments, volunteerism, attending town halls, using local parks and rec, and completing the citizen’s academy, etc. With the reward system established, we were then able to use the mobile app as a tool to address growth concerns, share plan changes, share upcoming developments and projects, communicate permitting and plan review data, and receive direct feedback from the constituency. As an aside... the app also became an economic development tool by giving app users the ability to turn points into purchase discounts to encourage residents to shop at local businesses within the city limits.

9. Please tell us about your project management experience. As part of your answer, please tell us about the most complex project you have organized. Outline the steps you took to ensure political, organizational, financial, and community support for the initiative, highlighting specific challenges you faced, and how you overcame them to successfully implement the project.

I managed \$880M of water and sewer project work for the Miami-Dade County Water and Sewer Department. I also managed all Public Works projects for the SFWMD and the creation at that agency of a Project Management Office (PMO) to standardize the project creation and implementation process across this District regional water authority. As part of this effort, the District doubled the number of field sites and increased the number of field devices by an order of 10. So rather than increase the staff of technicians, I transitioned the technician employees of the Electronic Support and Data Acquisition team into a team of certified project management professionals (sometimes teaching the project management classes needed for certification) who then were responsible for managing up to 3 outsourced maintenance contracts apiece. This increased the capacity and capability of the technical staff to accommodate the increase in devices to manage the Everglades Restoration initiative.

In various other roles, I have managed the CIP's and respective programs and projects. However the most complex project I managed occurred when I was with IBM. The project was the creation of the technological infrastructure to support the Universal Healthcare Initiative (UHI) in Massachusetts. This state-wide project was the precursor to the national Affordable Care Act. The creation of a single-payer insurance system had never been attempted before and was fraught with political implications that created multiple obstacles that stood in the way of the successful start of the project. Prior to the UHI, health insurance was acquired by people through work as part of a pool of insured employees.

To ensure political acceptance we created a project charter based on Massachusetts's enabling legislation. We recorded footage from Governor Romney and later Governor Patrick outlining their support of the initiative and highlighting that such support extended beyond party lines. I developed a flexible project team of necessary skill sets and we defined the resources that would be needed to implement the architecture as designed by our software architects. At the start of the project, we introduced a prospective project schedule that showed the phases of the project and the expected project milestones. As a means of developing trust within the stakeholder communities, this document was transparently posted, and each revision and/or iteration was available weekly with a full explanation for any changes and the impacts of those changes to time and/or cost. To broaden our community support, our project team crisscrossed the state to hold listening sessions with residents (service recipients), healthcare providers, and provider networks. This allowed us to hear the poignant concerns and prepare our solution to more proactively address the issues. Realizing that we would need to conflate numerous data sources from varied and diverse organizations across the state, we painstakingly took the time to sit with each of the numerous data set gatekeepers to reassure them that our methodology would not compromise the sanctity and security of the data silos. And then we actively engaged these same data guardians in the security testing phases of our infrastructure development.

Throughout the development duration, I was adamant that we remain accessible and responsive to all questions and concerns, using software to track every call and chart the timeline of every response. To ensure the project remained within anticipated funding parameters we tracked all costs and provided a rollup of costs by phase that was updated weekly with the schedule. After load testing, resiliency testing, and security testing, the soft start of the project was conducted 90 days before official launch date, thus giving all insurance providers the advance opportunity to see and use-test the project product before go-live. The project ultimately went live on-time and under budget with the public facing “Connector” website that allowed single payers to enroll on May 1 with a website that never crashed or failed.

10. What is your philosophy and approach to building a strong, inclusive workplace and motivating your employees to perform at their highest levels, including how you involve your subordinates in decision-making issues?

I am a people centered manager that believes that leadership can be assessed by how well you develop those who you work with into leaders themselves. I build a strong and inclusive workplace by building a strong and highly functional leadership team that collaboratively works through systems, processes, and questions as a team. I encourage the leadership team to participate in the decision-making process as thought partners so that they have a clearer understanding of the issues and the why’s behind actions taken. As a part of this philosophy, I invite my leadership team to work through complex problems and develop solutions together as a team. And I encourage them to model this behavior in their respective departments. I have found that this approach builds a strong team environment and motivates employees to perform at their best and at their highest levels as a mutually supportive unit. When decisiveness is necessary and circumstances prevail such that timelines don’t allow for additional consideration, it is important that to the extent possible, the leadership team has participated or feels included in the steps to the final decision. But we all realize that when a decision is made, we all need to support its implementation at 150%. This transition is made easier with sincere commitment when the team is focused on cooperative efforts whenever possible.

I like to lead by object and a provide space for team members to be creative (with any necessary guidance) in how they work to address these objectives. I have found this approach helps to develop innovation and I believe this also assists in developing succession plans. Moreover, I believe it is important to communicate clearly and precisely. The strategic plan should be a guide to that objective by showing a clear alignment with the organizational goals and objectives as reflected in the town’s Mission, Vision, and Objectives (MVO) and reiterated in the priorities as represented in the town budget. The second document that assists in leveling expectations is the proper alignment of the job description with the expectations of the role and thus the compensation associated with the functioning of that role. As we move to establish a high performing culture of teamwork, we must be cognizant of the structural obstacles to this concept. The single most recited reason for employee unhappiness is a disparity in expectations. This is why human resources (HR) is such a vital part of the success of the organization. We must clearly articulate what we expect from an employee in the performance of their duties. This is accomplished by reviewing, assessing, realigning, or more clearly articulating job descriptions in



conjunction with organizational goals (MVO). This is critical to the town's ability to be successful. I believe that staff should receive 360-degree formative evaluations that include feedback from city responses over the year, supervisors, colleagues and (if applicable) direct reports. This results in a success plan that incorporates training resources and objectives and gives staff a pathway for self-improvement in their roles. Also, through my HR Department, as a staff empowerment initiative, I would meet monthly with front-line staff from each department to hear and address their concerns without management present. Staff felt motivated and reinvigorated due to these meetings. With a productive HR, it is important to create and maintain the best team-oriented culture possible through team-building exercises/retreats and recognition/reward of staff that are identified as meeting or exceeding their expectations.

I depend on Human resources as the shepherd of organizational culture; their programming, planning, training, recruitment and retention must have a core focus on developing value to our staff. I work with HR and staff to create a first-class onboarding process that reaffirms culture and exposes newcomers to every City department and the respective departmental leadership. I also developed a core value concept around Good IDEA's (Inclusion, Diversity, Equity, Access). A means of teamwork and motivation is a diversity of thought and input into daily efforts as well as due consideration in everything we do for inclusivity and reducing barriers to access. I rely on the HR department to internalize the MVO and citizen/evaluation feedback to ensure staff knows the key merit-based initiatives of their jobs, that staff is properly trained to achieve those initiatives, and has the resources to be successful at meeting their expectations. If the organization is properly aligned, all staff should know and be able to state the city's mission.

Means and methods for collaboration is the focus of my dissertation and as that is manifest in teamwork, it is crucial to the success of the organization. I believe seeking consensus and empowering team members to use their creativity in problem solving builds a more fluid and resilient team. To achieve change team members must (within reason) have a safe space to try new things and sometimes fail. It is my responsibility to build a culture that welcomes the exploration of new ideas but yet maintains the quality of service. Motivating employees comes from a clear vision and understanding of objectives (MVO).

As a people centered manager, I always maintain that I don't lead from behind a desk. I am an open, approachable, visible, accessible, and even-keeled leader with a sense of humor. I won't ask staff to do anything I wouldn't do myself and I am a role up the sleeves and lead by example manager. I push for good teamwork and don't tolerate non-sense. By modeling the leadership that I expect, I believe I empower staff and show by my actions the type of high performance I expect to see in them. I am a firm believer that in local government we need to invest in staff and their development as a basic moral value, and I work to create non-transactional relationships throughout my interactions as a manager. I believe my experience working in multiple disciplines in my career in local government creates credibility that assists me in engaging with members of my staff from an informed perspective.

Per my experience, by putting these elements of my philosophy in place, I have been successful in building a strong, inclusive, resilient workplace with highly motivated employees who are vested in their roles as part of the overall leadership and decision-making process.

James Q. Wilson's research on highly effective government organizations reflects on the importance of communication and the need for a consensus understanding of the organization's critical activity (mission), the means for achieving this critical activity (vision), and the acquisition of the necessary resources for the team/organization to be successful. In my experience and based on Wilson's thinking, clarity in objective and action helps motivate employees to perform at their highest levels. Eliminating confusion and miscommunication goes a long way in getting everyone on the same boat and rowing collaboratively in the same direction.

Wilson, J. (2000). *Bureaucracy: What government agencies do and why they do it* (New ed.). New York: Basic Books

11. What is your approach to facilitate open and transparent communication about local government operations and initiatives, both internally and externally? Please include examples of how you typically interact and communicate with staff and community stakeholders in your current and/or previous posts.

As I mentioned in response to a previous question, open and transparent communication is critical to high performing government operations. To achieve this, throughout my career and in previous posts I have held I have developed a communication plan for internal and external communication that is intended to make sure that staff and the public are always appropriately aware of the activities and actions of the organization. Externally, I utilize a cadence of regular engagement with stakeholders to maintain a line of accessibility and transparent communication. This begins with a listening tour to get to know the Board and the constituency. This includes "meet and greets" throughout the community followed by one on one opportunities over coffee as appropriate. If possible, I prefer to continue weekly "manager muffins" to always give residents and business owners a known regular opportunity to engage with the manager outside of office hours and out in the community. On a biweekly or monthly basis, I look to meet with community-based non-profits, CEO's for more of a roundtable interaction over breakfast or lunch and then another regular meeting with the government leadership of nearby municipalities to encourage local collaboration and cooperation. Involvement with community organizations such as Kiwanis or Rotary are also parts of an effective outreach and communication plan that makes the manager accessible and helps to create continuity around messaging and the flow of information. Whenever or wherever possible, it is helpful to develop a monthly newsletter (posted on the city/town website) and an email distribution list to proactively send out to stakeholders to maintain awareness around all city/town projects.

Internally, I utilize regular staff meetings where we rotate the management of the staff meetings to work on team building, the dissemination of information, and the need for collaboration across organizational silos. A website projects page is also helpful in giving staff members real-time access to the status of town projects. If this can be supported by a basic project software accessible by all staff members, then we can facilitate access to a more drill-down view of project issues. I ask all departments to provide a weekly overview of their activities, and this gets

compiled and circulated to all staff on a weekly basis. The monthly newsletter emailed to residents and stakeholders is usually a selection from the compilation of the weekly staff updates.

The focus of my PhD studies is research about intergovernmental collaboration and the value/importance of breaking down the structural and non-structural silos that develop between these organizations that serve a common constituency. The development of the mobile communication app that I alluded to earlier in this questionnaire is an effort towards reducing those barriers and improving the quality of service that we can offer our residents and business via more efficient and effective services made possible through collaboration. The mobile app becomes a platform for more clear and consistent communication – internally and externally. Whereas websites have become stale and 2 dimensional attempts at communication, the mobile app augments websites with a more 3-D approach to proactive outreach and interaction between the public and the town governance organization.

12. Can you elaborate on your experience in leading economic development initiatives in your current or former communities? As part of your answer, please include any strategies you have used to help diversify the local economies through outreach to prospective employers/companies in support of economic development goals.

I have guided and directed economic development throughout my career in local government and public education. My experience has taught me that the needs of any one city/town are unique. Though the spirit of economic development may be consistent, it is important to tailor the need and means for development to the specific community's assets. I have been successful with economic development because I am able to analyze the specific needs and concerns in an individual community and develop a solution that responds to those needs and concerns in a smart and intelligent development strategy that enhances existing development attracts new development and serves to diversify the existing economy.

I served as the director of the new school economic development initiative based in Indianapolis where, working with the Peterson Mayor's office, we were responsible for much of the downtown revitalization. This was accomplished by developing new schools in underserved or challenged areas with a requirement that the schools improve the city infrastructure in a 5-block radius of the new school property. In return the City rezoned the areas around the school property for mixed use residential and retail. This provided the growth of young family residences that fueled the schools' enrollments and increased opportunity for small business development. Also, I was the City Manager in a community where, as the manager, I simultaneously served as the Executive Director of the Downtown Development Authority (DDA). In this capacity, during COVID I successfully grant funded and led the community's first charrette process and thus developed the umbrella, "Reaching New Heights" Economic Development program (mentioned earlier). This initiative addressed solutions to create attainable housing, mitigate gentrification, and initiate residential development. We were able to develop a façade grant program and acquire grants to fund the creation of a new industrial park, the revitalization of a 100 year old shuttered hotel and park complex with a splash pad, a public arts program (jump-started with the donation of a \$450K, 12' bronze statue that I was able to arrange to be donated), and a critical infrastructures program for paving areas vital to downtown development.

Prior to my arrival the average age of housing was 97 years, and the last residential structure built predated my arrival by 30 years. Furthermore, I successfully solicited and acquired grant funding to create that new industrial park, pave the downtown Mainstreet, create the façade program, renovate the downtown park across from City Hall and add a splash pad. And as part of my economic development efforts, I also certified the City as a “Redevelopment Certified City” which gave us access to the state economic committee funding for lake front renovations – to fund the amphitheater, restaurant, and recondition the City beach.

In my career, I have created the infrastructure for downtown development through negotiated agreements with DOT and successfully achieved “Mainstreet” designation for the community. I have acquired new funding for my community through the creation of TIF investment districts, the acquisition of brownfield grants, and I also implemented the first city facilities solar installations (with 2 additional pending solar farms). Most recently, in effort to help my city reduce carbon footprints and engage new renewable energy, I developed plans to further diversify the local economy through the acquisition of a Waste to Graphite Plant (50 high paying jobs) and the creation of a EVTOL airport hub (20 executive/professional level jobs).

13. If you are selected for this position, what do you believe will be the greatest, most immediate challenge in your new role as Dundee’s Town Manager and why does it present a challenge?

I believe the greatest challenges will be the need to create stability and the need to create a clear and articulable vision for the staff and the community to rally around. To be successful this must be a collaborative process with the manager and the Board working closely together. Given the departure of the previous manager who was said to have cited a lack of direction (true or not), I see there may be a perception that there is a leadership gap at the manager’s role. I hope to fill that gap as a seasoned credentialed manager with knowledge and experience in the areas of expected Town growth. Furthermore, I want the Town leadership and stakeholders to have a sense that the Town Board can depend on the Manager for long-term professional management.

Although my family comes from the I4 corridor and my parents met at FAMU, I know if I am selected, I will have to do the hard work and heavy lifting to get to know the community and to let the community get to know and trust in me. I hope that my multilingualism, background in community outreach, and commitment to visibility and accessibility will help me to build the type of genuine and authentic relationships in the Town of Dundee that are the foundation of trust, but that will also stay with me, my wife, and my family for a lifetime.

14. When we conduct a comprehensive background investigation and reference checks, what will we find that may warrant explanation or that could be of concern to the Town of Dundee?

I was terminated when I served as the Interim City Manager and Deputy City Manager in Washington. I moved to Washington from Florida to take the role of the Deputy City Manager. I served for 3 weeks as the Deputy and the Manager took emergency leave of absence, and I filled

the role of the Interim Manager for 4 months. My performance ratings by the Board were "Exceeds Expectations". When the Manager returned to duty after 5 months of absence, I was terminated without explanation. The former Mayor A. Pomraning and the former Communication Director Mr D. Brauhn are my performance references.

I was terminated as the City Manager of Palatka, FL 3 months after completing the 6-month probationary period. I was warned not to conduct an investigation into accusations against the assistant city manager for illegal transactions with the City under cover of 20 different LLCs that he owned and when the independent investigator, former prosecutor and attorney Gregg Rossman, completed his investigation and recommended criminal prosecution be considered, I was terminated. See Former Prosecutor and Attorney Gregg Rossman 954-579-9249 for details.

All my performance reviews are "Exceeds Expectations".

15. What will we find in an internet search of press coverage that may be controversial or of concern to the Town of Dundee? Please provide whatever explanation you think is appropriate to help us understand what we will find.

It is no secret that the media has been no friend of mine because I have had to take some unpopular positions with the media in order to do what was ethical and right in my role as a manager. The evidence of a professional manager is one who does not place the city/town at risk by engaging the media. Even though doing what is right has represented personal risks, I am first committed to my faith and second to uphold my oath to the ICMA Code of Ethics and to the constitution/charter of the cities I serve. Because I will never do anything that is illegal, immoral, or unethical and all my evaluations have reflected stellar service and performance, I am confident the Board members will be comfortable with the full explanation not found in the media. As such, my references and I are always happy to provide additional background and personal explanation to address any questions the individual members of the Board may have.

16. Are you currently involved in any other recruitments and what is your status in those searches?

I am a finalist in 2 other recruitments.

17. Please describe your desired compensation range and related benefit package if you are ultimately selected as the final candidate for this position. If you were selected and offered an acceptable compensation package, what concerns or hesitations do you have that would need to be resolved before you would be ready to accept the position, and when would you be able to start work for the Town of Dundee?

My desired compensation is negotiable at \$160,000 depending on benefits. If I were to be selected, at the time I accepted, I would desire 2 to 3 weeks to wrap up current projects before starting. Once starting I would need a reasonable period of time to address any residency requirements.

18. As you consider the Dundee Town Manager opportunity, what are the three most important questions you have for the Mayor & Commission about the position, community, organization, etc.?

1. As the Town Manager, how can I personally help you to be successful in your respective role?
2. To be defined as successful, what 3 things do you want the Town Manager to do in 3 mo., 6 mo., 9 mo.?
3. What direction do you want to see the town go in and what challenges does movement in that direction present with regard to each of the 3 categories - staff, facilities, and equipment?