



SPECIAL TOWN COUNCIL MEETING MINUTES

April 7, 2026 at 3:00 PM

Council Chambers – 340 Ocean Drive and YouTube

PRESENT: DAVE SANTILLI, MAYOR
DIANA DAVIS, VICE MAYOR
DD HALPERN, VICE MAYOR PRO TEM
MAX FRASER, COUNCILMEMBER
SCOTT SHAW, COUNCILMEMBER

ALSO PRESENT: CAITLIN COPELAND-RODRIGUEZ, ACTING TOWN MANAGER
TG LAW PLLC, TOWN ATTORNEY
EMILY ALVES, FINANCE/HR DIRECTOR
ANDREA DOBBINS, PROJECT/RISK MANAGER
IAN COMP, TOWN CLERK DESIGNEE

AUDIENCE: 11

CALL TO ORDER – 3:00PM

PLEDGE ALLEGIANCE TO THE FLAG

COMMENTS FROM THE TOWN MANAGER, THE TOWN ATTORNEY, AND STAFF

Town Attorney provided applications from individuals who are interested in serving as Interim Town Manager and explained (*see attached.*)

COMMENTS FROM THE PUBLIC

All Non-Agenda items are limited to three (3) minutes. Anyone wishing to speak is asked to complete a comment card with their name and address prior to the start of the meeting as well as state their name and address for the record when called upon to speak (prior to addressing the Town Council). Town Council will not discuss these items at this time.

Public Comments Opened at 3:03pm.

Public Comments Closed at 3:03pm.

COUNCIL ACTION/DISCUSSION ITEMS (*A public comment period was provided for each item below.*)

Council reviewed and discussed the items below collectively.

1. Appointment of Interim Town Manager

MOTION: Davis/Halpern made a motion to have Town Clerk Caitlin Copeland-Rodriguez act as Interim Town Manager and hire and acting town clerk service until the next Town Council Meeting on April 22.

AMENDED MOTION: Halpern/Davis made a motion to include Council further discussion on hiring an Interim Town Manager at the April 22 Town Council meeting.

Mayor Santilli, Vice Mayor Davis, Vice Mayor Pro Tem Halpern, and Councilmember Fraser gave consensus to have another Special meeting for the purpose of ironing out the question of the Interim Town Manager position.

ACTION: Motions withdrawn.

Mayor Santilli, Vice Mayor Davis, Councilmember Fraser, and Councilmember Shaw gave unanimous consensus have a Special Town Council Meeting on Wednesday, April 15 at 3pm.

2. Discussion and Direction Regarding the Hiring Process for a Town Manager

MOTION: Halpern made a motion to have Colin Baenziger conduct virtual interviews with each of the Council members regarding the recruiting of the Town Manager.

ACTION: Motion fails for lack of a second.

MOTION: Davis made a motion to engage Colin Baenziger & Associates to provide recruitment services for the position of Town Manager, with initial meetings to be conducted virtually; and to authorize the Town Attorney to coordinate with Mr. Blackburn from the Florida City & County Managers Association Senior Advisors to assist with the recruitment process and to invite them to participate in the next Council meeting.

Mayor Santilli passed the gavel and seconded the motion.

ACTION: The motion passed unanimously.

Council gave unanimous consensus to have Caitlin Copeland-Rodriguez serve as Acting Town Manager until after the Special Town Council meeting on April 15.

COMMENTS FROM THE COUNCIL

Mayor Santilli stated that the Town needs a leader as our Town Manager that we would like to convey to those interested.

Vice Mayor Davis provided handouts (*see attached.*)

Vice Mayor Davis discussed her list of desirable qualities in a Town Manager and went over them. She commented on strategic plan training and wanting to get a strategic plan in place. She also inquired about JB2 and to have staff come back with proposals to have the walkover back open.

Vice Mayor Pro Tem Halpern inquired about the sharing of information amongst Council.

Town Attorney explained that it is best to funnel information through the Town Manager.

Vice Mayor Pro Tem Halpern inquired about JB2 and the possibility of applying for a FRDAP grant.

Project/Risk Manager Dobbins addressed questions regarding upcoming beach work. She explained that the current turtle nesting season could prevent work from proceeding, and any activity would likely need to wait until November 1. She noted multiple factors must be considered and that it would be unprecedented to conduct such work during nesting season. She also recommended applying for FRDAP funding in August and provided an overview of the application process. She also noted that a beach renourishment project is scheduled for November and highlighted the impact of the natural ebb and flow of the dune system.

Vice Mayor Davis inquired about the engineering firm that did JB3.

Project/Risk Manager Dobbins stated that Isiminger & Associates have been the coastal engineers for all of the dune walkover projects.

Vice Mayor Pro Tem Halpern inquired about the terms Acting versus Interim and if they need to be updated in the personnel policy.

Finance/HR Director Alves explained that the Council did a different approach with the Acting Town Manager appointment with getting a different pay rate and the personnel policy could be updated in the future for clarification.

Mayor Santilli asked if they should cease the work with Polco for the Commercial Areas Vision Survey and not complete the evaluation of the results.

Council gave unanimous consensus to have Polco cease all work related to the survey process effective immediately, including any further evaluation or analysis of survey responses received to date.

Vice Mayor Halpern inquired about sending an email blast to the community for their awareness.

Mayor Santilli disagreed.

Vice Mayor Pro Tem Halpern inquired about Treasure Coast Regional Planning Council.

Acting Town Manager Copeland-Rodriguez stated that staff did reach out to Dana Little from Treasure Coast Regional Planning Council, and he is more that happy to start scheduling meetings with the Town Council members.

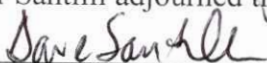
Mayor Santilli, Vice Mayor Davis, and Vice Mayor Pro Tem Halpern gave consensus to have staff to begin scheduling individual meetings with the Treasure Coast Regional Planning Council's Urban Design Director, Dana Little.

Vice Mayor Pro Tem Halpern inquired about the Polco contract end date.

Councilmember Shaw provided comments regarding the recent Planning & Zoning Board meeting and the participation of the new members.

ADJOURNMENT

Mayor Santilli adjourned the meeting at 5:15pm.



Dave Santilli, Mayor



Ian Comp, Town Clerk Designee



Caitlin Copeland <ccopeland@juno-beach.fl.us>

Online Form Submittal: Public Comments

1 message

noreply@civicplus.com <noreply@civicplus.com>

Tue, Apr 7, 2026 at 11:35 AM

Reply-To: noreply@civicplus.com

To: ccopeland@juno-beach.fl.us, dhalpern@juno-beach.fl.us, ddavis@juno-beach.fl.us, service@tgjustice.com, dsantilli@juno-beach.fl.us, sshaw@juno-beach.fl.us, mfraser@juno-beach.fl.us

Public Comments**Public Comments for Town Council and Planning & Zoning Board Meetings**

Please use the form below to submit comments for Town Council Planning and Zoning Board Meetings. All Public Comments must be submitted by Noon on the day of the scheduled meeting. All information you submit will become a permanent record of the Town, accessible to anyone who wants to see it. If you should have any questions, please contact the Town Clerk's Office at 561-656-0316.

First Name	Cyndie
Last Name	Wolf
Address	440 STARLIGHT LN
Email Address	clwolf@rocketmail.com
Agenda Item Number (Ex: 1, 2, 3)	2
Public Comment / Question	With regard to the possible hiring of consultant to assist with the search for a new Town Manager, I would like to suggest that the Town does not use the previous consultant. He/his firm did not seem to have a sense of urgency or proper commitment to our town. Something seemed off about his level of energy and intensity. I got the sense that we were just another client and that he didn't really care one way or the other. Thank you for your time.

Email not displaying correctly? [View it in your browser.](#)



Caitlin Copeland <ccopeland@juno-beach.fl.us>

Online Form Submittal: Public Comments

1 message

noreply@civicplus.com <noreply@civicplus.com>

Mon, Apr 6, 2026 at 9:10 PM

Reply-To: noreply@civicplus.com

To: ccopeland@juno-beach.fl.us, dhalpern@juno-beach.fl.us, ddavis@juno-beach.fl.us, service@tgjustice.com, dsantilli@juno-beach.fl.us, sshaw@juno-beach.fl.us, mfraser@juno-beach.fl.us

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First Name	Debra
Last Name	Levulis
Address	401 Sunset Way Juno Beach FL
Email Address	johndeb642@gmail.com
Agenda Item Number (Ex: 1, 2, 3)	1
Public Comment / Question	The interim town manager should have some experience before being placed in this extremely important position. As our Juno Beach town clerk has not properly advertised Ordinances 795, 796, 797. These ordinances which have now been handed back to Juno Beach Planning Zoning and Building where it was voted out indicates improper handling of a group of town ordinances. This is a failure of our town clerk and the town council members responsible that continue on the dais.

Email not displaying correctly? [View it in your browser.](#)



Caitlin Copeland <ccopeland@juno-beach.fl.us>

Online Form Submittal: Public Comments

1 message

noreply@civicplus.com <noreply@civicplus.com>

Mon, Apr 6, 2026 at 12:35 PM

Reply-To: noreply@civicplus.com

To: ccopeland@juno-beach.fl.us, dhalpern@juno-beach.fl.us, ddavis@juno-beach.fl.us, service@tgjustice.com, dsantilli@juno-beach.fl.us, sshaw@juno-beach.fl.us, mfraser@juno-beach.fl.us

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First Name	Anita
Last Name	Bloom
Address	900 Ocean Drive
Email Address	anita-bloom@sbcglobal.net
Agenda Item Number (Ex: 1, 2, 3)	2

Public Comment / Question	Mayor Santilli and Council Members –
---------------------------	--------------------------------------

I am heartened by the mandate of the recent election.
My congratulations to all of you on having the support of a significant majority.

Though this is a very busy time, I encourage Mayor Santilli and the council to disentangle from past practices on any matters relating to preserving our essential town character. Start fresh with a "clean slate" policy that reflects the values and priorities which delivered the mandate of the recent election.

Two areas come to mind at present:
(1) Search for Town Manager – with two successive failures in Town Manager recruiting and vetting, I would encourage the Council to adopt a fresh approach on this initiative. Refresh the

entire process. To the extent that the Council can be "hands on" in the vetting process, I'd encourage that. Town Manager is a make or break position.

(2) Polco "Commercial Area Vision" Survey – I received an email that the town would be mailing a survey on this topic. I have yet to receive it, but neighbors tell me the questions are based on the assumption that character-changing development in Juno Beach is unavoidable. Yet another biased "push poll" designed to support a point of view. (The fact that my household has not received the poll in the mail speaks to measurement bias, as well.)

While properly designed surveys can be very helpful, I would encourage the Council to only use surveys which are free of assumptions, leading questions, and which are available to all residents, not just a subset. I would definitely encourage the Council to cut the losses on this latest Polco survey. Residents are both wary and weary of the push polling tactic.

With sincere appreciation to you all for your service to our town,

Anita Bloom
900 Ocean Drive

Email not displaying correctly? [View it in your browser.](#)



Caitlin Copeland <ccopeland@juno-beach.fl.us>

Online Form Submittal: Public Comments

1 message

noreply@civicplus.com <noreply@civicplus.com>

Mon, Apr 6, 2026 at 11:28 AM

Reply-To: noreply@civicplus.com

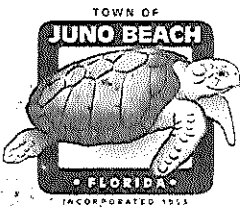
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First Name	Elaine
Last Name	Wedral
Address	290 Celestial Way
Email Address	Erw229@aol.com
Agenda Item Number (Ex: 1, 2, 3)	1, 2, 3
Public Comment / Question	Why was the town manager terminated.? Please give as many reasons as possible. I thought he had been recently (2-3 years) hired after an extensive search.

Email not displaying correctly? [View it in your browser.](#)



TOWN OF JUNO BEACH

PUBLIC COMMENT CARD

ANY CITIZEN WISHING TO SPEAK SHOULD COMPLETE THIS CARD AND GIVE IT TO THE TOWN CLERK PRIOR TO THE START OF THE MEETING.

AGENDA ITEM #: 1 DATE: 4/7/2026

NAME: ALDO ROVERE PHONE NO.: 631-335-4147

REPRESENTING (IF APPLICABLE): _____

ADDRESS: 400 UNO LAGO

CHECK WHAT MAY APPLY:

☐ SUPPORT ☐ OPPOSE ☒ I WISH TO SPEAK

April 7, 2026

Mayor, Town Council Members, Town Staff, and Residents,

The recent firing of Robert Cole, after less than a year, continues a troubling pattern. He followed David Dyess, whose tenure was also short and ended in resignation. Mr. Cole himself was selected only after two attempts to find a candidate acceptable to the Council.

When Joe Lo Bello retired after 30 years of service, the Town had an opportunity to ensure continuity and strength in leadership. One of the top candidates, Doc Dougherty—a seasoned professional with an exceptional record—was not selected. I supported him at the time, and I believe that decision has had lasting consequences. Today, he is serving successfully as Town Manager in Deltona. In my view, had he been chosen, we might have avoided multiple searches, including the one we now face.

After Mr. Dyess's resignation, Jay Boodheshwar was considered. Again, I spoke in support. Despite his strong credentials and respected standing in this community, he could not break a 2-2 Council split. Particularly troubling—to me and to the Baenziger search firm—was the handling of his candidacy. He was, in effect, vilified and then accused of not wanting the position. We must be mindful that what is said in these open meetings matters—it is recorded, and it follows both candidates and Council members.

Then came Robert Cole. Once again, somewhat surprisingly, we attracted a highly capable public servant. I described his interview as a “master class.” Still, despite his efforts to enhance staff performance and processes, his tenure was cut short, in part because he stepped into areas better left to the Council and the Town Attorney.

At this point, I've come to a difficult conclusion: this Town appears to prefer a weaker Town Manager, when what we truly need is a strong, experienced leader—someone who can elevate our governance to a

standard worthy of formal Town accreditation, much like our Police Department has achieved.

I also hope qualified candidates are not discouraged by our recent history. That risk is real.

That said, I am encouraged. The current Council brings a different composition, many from what I consider, quasi-governmental backgrounds, supported by experienced legal guidance and reinforced by strong community engagement—as demonstrated by the recent voter turnout in support of longstanding policies centered on harmony.

We now have a window of stability.

Let's use it wisely.

Thank you for committing yourselves to public service and to our community,

Aldo Rovere
400 Uno Lago Drive



TOWN OF JUNO BEACH

PUBLIC COMMENT CARD

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AGENDA ITEM #:

DATE:

NAME:

Beverly Gibal

PHONE NO.:

REPRESENTING (IF APPLICABLE):

ADDRESS:

CHECK WHAT MAY APPLY:

☐

SUPPORT

☐

OPPOSE

☐

I WISH TO SPEAK



TOWN OF JUNO BEACH

PUBLIC COMMENT CARD

ANY CITIZEN WISHING TO SPEAK SHOULD COMPLETE THIS CARD AND GIVE IT TO THE TOWN CLERK PRIOR TO THE START OF THE MEETING.

AGENDA ITEM #:

~~Item~~ #2

DATE:

3/7/2026

NAME:

John Callan

PHONE NO.:

REPRESENTING (IF APPLICABLE):

ADDRESS:

24 Grand Bay Circle, Juno Beach, FL

CHECK WHAT MAY APPLY:

☐

SUPPORT

☐

OPPOSE

☒

I WISH TO SPEAK



TOWN OF JUNO BEACH

PUBLIC COMMENT CARD

ANY CITIZEN WISHING TO SPEAK SHOULD COMPLETE THIS CARD AND GIVE IT TO THE TOWN CLERK PRIOR TO THE START OF THE MEETING.

AGENDA ITEM #: 2 DATE: 4/7/2026

NAME: ALDO ROVERE PHONE NO.: 631-335-4147

REPRESENTING (IF APPLICABLE): _____

ADDRESS: 400 UNO LAGO DR.

CHECK WHAT MAY APPLY:

☐ SUPPORT ☐ OPPOSE ☒ I WISH TO SPEAK

Provided by Vice Mayor Davis
on 4/7/2026

Option	Description	Candidate / Source	Start Date	Cost Structure	Estimated Salary / Cost	Notes	Data Needed
Option 1	In-house Interim Town Manager	Caitlin Copeland Rodriguez, Town Clerk	April 7- September	Salary (based on prior interim)	\$5,741. per month & \$22,963 four months or 6 mos \$34,445. Sept.	Use prior interim salary as benchmark; also costs for interim Town Clerk pay	\$34,445 + \$46,500 = \$80,945
Option 1 if temp clerk is required	Out source Town Clerk functions	In-house interim + Local Government Services (temp clerk support)	4 mos = \$31,000 or 6 mos. 46,500	\$15,500 month or \$7,750 part time interim clerk (are these rates negotiable for small municipality)	Can we use AI to fulfill these functions, agenda and minutes of meeting. Someone needs distribute and put packages together (maybe Ian?)		
Option 2	External Interim (Managers In Transition)	FCCMA Managers in Transition			Unknown who is available, may get less candidates to apply because they believe that the MIT will get the job		

Members-in-Transition List
February 27, 2026

Jerome Adams

District IV
Former Manager of Oak Hill
(772) 480-0662
jeromeadams@bellsouth.net

Howard Brown

District IV
Former Manager of Indiantown
(305) 788-9647
howardwbrownjr@gmail.com

Treasa Brown Stubbs

District V
Former Manager of Lauderdale Lakes
(954) 815-3362
Treasastubbs23@gmail.com

Rasha Cameau

District V
Former Manager of North Miami
(305) 915-2892
Racameau1@gmail.com

Peggy Castano

District V
Former Assistant of Lauderdale Lakes
(786) 261-7199
Peg111679@aol.com

Peter Cavalli

District VII
Former Manager of Kenneth City
(813) 420-5891
executive@tampabaytraining.com

Mario Diaz

District V
Former Manager of North Miami Beach
(786) 202-9343
Madiatz21@me.com

Kathleen Gunn

District V
Former Deputy of Miami Shores Village
(718) 753-5357
Kgunn96@gmail.com

Alphonso Jefferson

District IV
Former Deputy of St. Lucie County
(407) 376-2541
alphonsojefferson@msn.com

Lance Johnson

District I
Former Manager of Destin
(850) 333-3786
destinrecmgr@gmail.com

Lynne Ladner

District IV
Former Manager of Ocean Ridge
(785) 760-1714
elizabethlladner@gmail.com

Micah Maxwell

District VII
Former CIO of Clearwater
(727) 647-7486
Micahmaxwell31@gmail.com

Sharon Ragoonan

District V
Former Assistant of Hallandale Beach
(786) 489-5937
sagoonan@msn.com

Christopher Russo

District V
Former Manager of Sunny Isles Beach
(786) 202-1131
cjrsix@gmail.com

William F. Underwood II

District IV

Former Manager of Loxahatchee Groves

(772) 233-1511

umsg@att.net

Chandler Williamson

District IV

Former Manager of Pembroke Park

(561) 543-6612

cfwilliamson@hotmail.com

Option	Firm	Services		Cost Structure	Notes		
Option 1	Colin Baenziger & Associates	Full Service - Advertise & Background Check for candidates& short list & set up interviews		Still under Contract - expenses only	Strong Florida presence, Two town manager selections did not work out		
Option 2	MGT Recruiting Soutions	Full Service - Advertise & Background Check for candidates& short list & set up interviews		\$28,000 - \$30,000	Large firm, less attention for small municipality		
Option 3	External Interim (Senior Advisor)	FCCMA Senior Advisors (e.g., Russ Blackburn)		Expenses only	Advisory support, help with screening candiates, not a stand alone search firm		

Town of Juno Beach

Rblackburnd <rblackburnd@aol.com>

Mon, Apr 6, 2026 at 3:52 PM

To: Diana Davis <ddavis@juno-beach.fl.us>

Cc: George S Brown <georgesbrown@bellsouth.net>, Parker Ken <kparker031947@gmail.com>, "gtorcivia@tgjustice.com" <gtorcivia@tgjustice.com>

Vice Mayor,

From a 30,000 ft. Perspective, the service that the Senior Advisors provide is to assist the Governing body with your recruitment. We do not recruit, but we are a resource at every step of the process. the Recruitment Guide which you received lays out the process from City Council identifying the skills and characteristics of the ideal candidate, to where to post the most effective notices, to reviewing the applications and helping with interview questions. The City of Juno Beach would be responsible for all advertising costs and the costs of background checks on candidates. If City Council requests the assistance of the Senior Advisors one of the more important steps is that we would review the applicants and categorize the applicants into 3 groupings; 1) most closely matches the needs described by City Council, 2) Almost meets all needs of the Council, and 3) does not meet minimum qualifications. This grouping of candidates will be provided to Council saving the City Council from spending hours going over every application submitted. City Council will interview and select the preferred candidate with which to negotiate an employment agreement. There is no cost for Senior Advisor services, but the City will incur direct costs.

An alternative method for filling the position is to procure the services of a recruitment firm. A professional recruiter may have more contacts with candidates who have participated in recent recruitments.

International City/County Management Association (ICMA) Senior Advisors are retired City or County Managers. Although some Senior Advisors have served as Interim City Managers, our prime role is to assist the City Council to select a professional manager. I can help you develop a process which is likely to result in attracting qualified candidates. The Florida City/ County Management Association and ICMA maintain a list of managers who are in transition who may be interested in the Interim CM position. I shared that list with Gemma Torcivia.

Please contact me if I can assist in any manner. If requested, I will attend a City Council meeting to discuss the services offered by the FCCMA/ICMA Senior Advisors.

Thank you,

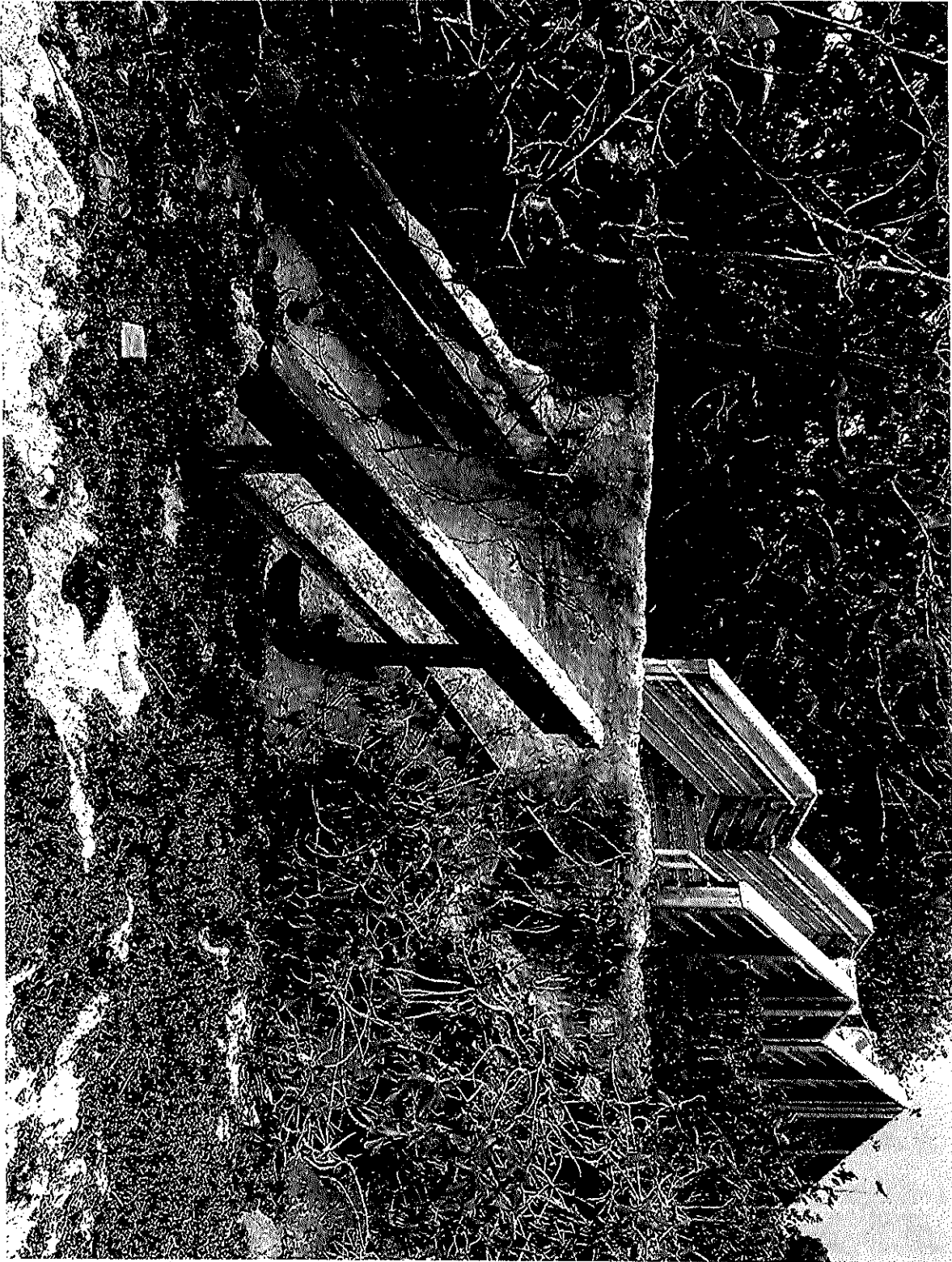
Russ Blackburn
FCCMA/ICMA Senior Advisor

[Quoted text hidden]

Provided by Vice Mayor Davis
on 4/7/2026

	Desirable Qualities
1	Focus on Slow Growth with any Development to Enhance Quality of Life for those who already live in Town
2	Highest Personal Ethics
3	Ability to Preserve what is unique about Town
4	Environmental Preservation
5	Management Skills for Continuous Quality Improvement
6	Financial Acumen / Fiscally Conservative
7	Community Engagement
8	Long Term Strategic Planning Experience
9	Experienced in project management skills & ability to prioritize action items to meet strategic initiatives within budget
10	Ability to Manage Public Safety - Traffic Concerns
11	Experienced with Master Plan
12	Experience in Municipal Govt.
13	Florida Experience in Govt.
14	Florida Experience in govt in a coastal community
15	writing abilities
16	IT - tech experience. AI for efficiencies
17	longevity in current positions
	Score Totals

Provided by Vice Mayor Davis
on 4/7/2026



Town of Juno Beach Strategic Plan 2026-3-31

From Dr. Keith Clinkscales, PBC Director Operational Excellence and Ombudsman. He presented at the League of Cities Training February FCCM.

From Planning to Progress: How Cities Build Buy-In and Deliver Long-Term Strategic Success - Zoom

Your Vision and Mission statements are solid, and the core content is well thought out.

The challenge I'm seeing isn't the plan itself, it's that you're trying to develop the plan and execute it at the same time.

After reviewing the materials, I want to start by saying, you already have everything you need for a strong and comprehensive Strategic Plan. Your Vision and Mission statements are solid, and the core content is well thought out. The challenge I'm seeing isn't the plan itself, it's that you're trying to develop the plan and execute it at the same time.

For the Strategic Plan, you can simplify. At its core, all you need is:

- Vision
- Mission
- Core Values
- Four Strategic Goals: Administrative Excellence, Council Effectiveness, Healthier Environment, and Manage Growth

That becomes your **one-page strategic plan**.

From there, the real work shifts to **implementation**. I recommend forming Implementation Teams for each of the four Strategic Goals. Take the additional content from your documents and align it under the appropriate goal. Then empower each team to organize, prioritize, and execute within their respective pillar. (we only have 16 staff members and about 14 sworn police officers for our town. Dr. Clinkscales said that we could have community members participate on these teams, or from our citizen boards)

Right now, it appears you may be approaching analysis paralysis—you've done the thinking (and even a SWOT analysis), but the next step is structuring the work in a way that breaks down silos and brings cross-functional ownership to each strategic priority.

Focus on organization, alignment, and execution—and you'll be in a very strong position.

Strategic Plan

The Town of Juno Beach is committed to public participation and transparency, thoughtful planning and diligent execution, and sound fiscal and environmental stewardship. We strive for effective and efficient governance, maintaining and enhancing community quality life, and exceptional service delivery.

Vision

To be a seaside community where neighbors join together to share in our exceptional quality of life.

Mission

A partnership of residents, businesses, and Town staff creating a hometown atmosphere that emphasizes community involvement, cultural activities, and natural beauty.

Values

- Collaboration
- Excellence
- Integrity
- Respect
- Transparency

Four Strategic Goals:

- Administrative Excellence
- Council Effectiveness
- Healthier Environment and
- Manage Growth

This Strategic Plan serves to translate our Vision, Mission, and Values into near- and mid-term actions to advance organizational and community goals.

Developed through public processes, three principal documents define and support implementation of our organizational and community priorities.

While the Comprehensive Plan contemplates a vision of what our community looks like into the future with a planning period of up to 20+ years, the Strategic Plan as a business plan looks forward only two to five years, and the Annual Budget focuses sharply on the fiscal year.

Provided by Vice Mayor Davis
on 4/7/2026

Local Government Collaboration, LLC
118 Woodland Drive
Max Meadows, VA 24360
804-980-5549

Ms. Diana Davis, Vice Mayor
Town of Juno Beach
340 Ocean Drive
Juno Beach, FL 33408

Dear Ms. Davis:

Thank you for the opportunity to serve the Town of Juno Beach in a strategic plan project. As we discussed, please consider this letter as an engagement letter for the project with a timeline and costs.

The Town of Strategic Plan Project

Proposed Scope of Work

May

- Finalize pre-activity packet
- Pre retreat activity completed (Council)
- Data compiled and analyzed

June

- Tentative June 3rd - Retreat for Town Council

The strategic planning retreat should be planned for 9 am – 5 pm. After the retreat, I will finalize the documents within 7 business days of the retreat. Council should consider adoption of the draft strategic plan at their subsequent Council meeting. In addition, I will provide the town with an electronic document that will track progress made towards the goals and strategies; the implementation plan.

Total cost for the project is \$4,500. Mileage and travel ARE included in the engagement cost. The project costs include the development of the pretreat activity, compilation of council responses, agenda and presentation preparation, strategic planning retreat, draft strategic plan and final progress tracking document.

If you agree and would like to proceed, please sign below and return with initial engagement payment of \$1,500 leaving a balance due after the final documentation is provided of \$3,000. I have included a copy of the w9 for your accounts payable process.

Name/Title

Date



Town of
Juno Beach
Florida

Town of Juno Beach
Strategic Planning Retreat

Pre-Retreat Activity

Overview:

In preparation for our strategic planning retreat on June 5th, I am providing you with a pre-retreat activity to more efficiently utilize our time during the retreat. The goal at the end of the retreat is for the Town Council to develop a mission, vision, goals, and strategies and identify key values that guide Town Council in decision making. I have utilized the existing proposed mission, vision, values and goals in developing this packet.

This package will explain the various components and give you an opportunity to think about these key components of the strategic plan. Please develop your ideas and thoughts about each component, provide your input in written form and I will analyze and consolidate this information for review in October.

Instructions:

Each component has its own section in this document. The section provides a general overview, key questions to consider, and examples from other local governments. At the end of each section, there is an area titled Town Council input. Please use this space to add your input on each area – input can be in the form of key words or statements, full sentences, or a narrative of your perspective. Any type and form of input is appreciated. Feel free to use as much space as needed.

If you would prefer to discuss the form over the phone, I am happy to set up a one-hour meeting to gather your information. Please feel free to schedule a phone meeting with me.

This document is due back to me by May 15th, 2026.

My contact information is:

Stephanie Davis, PhD

sddavis@vt.edu

804-980-5549

Please feel free to contact me at any time with questions!

Brief overview of Strategic Plan Components:

Strategic Plan Component	Answer the Question	Description
Mission	What do we do today?	The mission states what the local government does now; it communicates to residents, businesses, nonprofits, and other key interest groups what you do on a day-to-day basis.
Vision	What do we want our community to look like in 10-15 years?	The vision states what you want your community to look like in 10-15 years; it communicates to the external environment what you want to achieve and how the governing body sees itself in the future.
Values	What values are important to the governing body when we make a decision?	The values (typically 4-5 values) communicate guiding principles that the governing body uses to make decisions for the community (ethics, efficiency, equity, etc.)
Goals	What are the goals to make progress towards our vision?	The goals are broad statements or affirmations the governing body agrees on to achieve the vision of the community.
Strategies	What do we need to do now to achieve those goals?	Strategies are action items that establish how you will achieve those goals.

Section 1: Developing the Mission

The mission statement is typically defined as the reason the local government exists. The mission statement communicates a purpose of the local government to residents, staff, and other key stakeholders. The mission statement clearly states what your local government does, why you provide those services and for whom. When you draft the mission statement consider if it answers the questions, “who we are, what do we do, for whom we do it and why it’s important.” The mission statement should be easily understandable, clear, and concise.

Key Questions: Mission Statement

1. What do you do?
2. Why do you do it?
3. Who do you serve?
4. Why is it important?
5. Is it clear, concise, and understandable?

Examples of Mission Statements
Village of Lindenhurst, Illinois <i>The Village of Lindenhurst, in partnership with our community, continuously strives to provide a safe, healthy, and vibrant environment through quality customer service, public safety, progressive leadership and financial responsibility.</i>
Town of Vinton, VA <i>The Town of Vinton provides valuable services to residents, visitors, and businesses through transparent, efficient, and responsible governance while protecting its unique character and values.</i>
Mariposa County, California <i>We improve the quality of life in Mariposa County through active community engagement and the efficient delivery of outstanding public services.</i>
Town of Crewe, VA <i>To provide quality services to residents, businesses, and visitors in an efficient, effective, and equitable manner.</i>
Town of Woodstock, VA

To encourage and facilitate economic growth, to provide a safe environment for a diverse community, and to provide high quality and efficient services to the public, while emphasizing the Town's unique character, planning for the future, and leading by example through the implementation of best practices.

Proposed Town of Juno Beach Mission Statement:

We consistently provide exceptional municipal services that enhance the quality of life our residents, promote the viability of local businesses, and strive to maintain long-term sustainable goals to protect our unique environment.

Town Councilmember input:

Section 2: Developing the Vision

The vision statement reflects the governing body's view of the ideal community in 10-15 years. This statement communicates the governing body's picture of success and serves as the "goal post" to be achieved. The vision statement should answer the question "where do you want to be in 20 years?". It should provide a clear picture of the organization's future.

Key Questions: Vision

1. It is inspiring for the residents and staff?
2. Is it believable?
3. Does it answer the question: Where do we want to be in 20 years?
4. Is it clear, concise, and understandable?

Examples of Vision Statements
City of Williamsburg, VA <i>One Williamsburg that is courageously leading, innovating a modern city, prioritizing safety and wellness, engaging our partners while connecting the world.</i>
Village of Lindenhurst, Illinois <i>The Village of Lindenhurst endeavors to be the friendliest and most appealing community in Lake County, Illinois; enriched by small-town values and traditions, fostering an atmosphere where residents and businesses can thrive.</i>
York City, South Carolina <i>York is an historic city with charming neighborhoods, caring residents, abundant opportunities, and an innovative and inclusive economy.</i>
Rolesville, North Carolina <i>Genuine community thrives in Rolesville as we seek to build a place that is focused on walkability, with connections to parks, greenways, and gathering spaces.</i>

Proposed Town of Juno Beach Vision:

Juno Beach is a charming distinctive seaside community committed to preserving its unique character, natural resources, parks and open spaces, historic assets and small-town charm.

Town Councilmember input:

Section 3: Establishing Values

The adoption of core values as a part of the strategic plan reflects the foundational values underpinning policy decisions and actions taken by the governing body. The values or values statement is a foundational tool to build organizational culture and should communicate to the public what is important to the elected officials when they are making decisions. The values or values statement express the behavioral expectations in the day-to-day operations of the local government whereas the mission and vision provide focus on the day-to-day operations and the aspirations of the local government.

Key Questions: Values/Values Statement

1. What do the values say about the governing body?
2. What do the values say about your community?
3. What is important to the elected officials?
4. What is important to the community?
5. Are the values reflected in decision making?

Examples of Values
Ashland, Virginia <i>Sustainability, Community, Integrity, Equity and Excellence</i>
Mariposa County, California <i>Collaboration, Integrity, Sustainability, Transparency, Excellence</i>
Rolesville, North Carolina <i>Inclusive, Collaborative, Ethical, Transparent, Excellent</i>

Proposed Town of Juno Beach Values:

Collaboration

Excellence

Integrity

Respect

Transparency

Town Councilmember input:

Section 4: Developing Goals

Goals are developed and adopted by the governing body that communicate broad initiatives or activities to be achieved. The goals support the achievement of the community's vision. The goals are broad statements of priorities to achieve the vision of the elected officials. Goals should be a 2-4 year view of priorities that the local government establishes to achieve the vision of the community.

Key Questions: Goals

1. Do the goals support the mission and vision?
2. Are the goals realistic?
3. Are they easy to read and understand?

Examples of Goals
South Boston, VA • Reinvent Riverdale as a Gateway Park • Remove and redevelop blighted and derelict buildings • Revitalize Downtown/Redevelop Randolph Hotel • Improve Westside/Westend Services • Create a succession/contingency plan
Gambier Village, Ohio • Support a vibrant mix of institutional and village-serving land uses which respect environmental restraints, promote a high quality of life and plan for long-term growth. • Preserve, enhance, and market Gambier's natural resources, parks, and trails as vital community assets. • Preserve existing neighborhoods while increasing opportunities for diverse housing options within the Village and conservation development on future residential land. • Promote an identity which encourages collaboration, fosters community spirit, and capitalizes on Gambier's historic and environmental strengths. • Strengthen the built environment to safely and efficiently move people, goods, and services within the village and to regional destinations.
Emporia, VA • Pursue economic development opportunities through collaboration and partnerships to increase and improve employment for our residents. • Support a culture of educational achievement and lifelong learning in order to develop and sustain a productive workforce ready for the 21st century

employers • Develop cultural facilities while supporting our existing recreational providers • Vitalize the overall appearance of the City to create an atmosphere that is attractive and appealing to residents, businesses, and visitors • Upgrade infrastructure throughout the City
Town of Vinton, VA • Enhance the Town's infrastructure and livability • Maintain an efficient and high-performing government • Ensure the Town's continued financial viability by actively pursuing quality economic development
York City, South Carolina • Resilient Infrastructure • Economic Development • Dynamic Community • Efficient and Effective Government

Proposed Goals:

Administrative Excellence

Council Effectiveness

Healthier Environment

Manage Growth

Town Councilmember input:

Section 5: Developing Strategies

Strategies are the action steps needed or to be taken to achieve the broad goals of the community. The strategies are action items with a one-to-two-year completion time period that support the broad goals of the organization.

Key Questions: Strategies

1. Are the strategies realistic in terms of budget?
2. Do the strategies identify a time frame for completion?
3. Have key personnel responsible for those strategies been identified?
4. Can you, as the manager, report progress to the elected officials?

Examples of Strategies	
York City, South Carolina	• Review and deploy advanced meter reading technology through City-wide implementation of a wireless meter reading system. • Provide tools for customers to better understand utility usage. • Develop programs to assist low to moderate income households with utility bills and infrastructure improvements.
Lindenhurst, Illinois	• Explore the possibility of implementing a TIF District to help with redeveloping Linden Plaza/Grand Avenue commercial corridor
Town of Woodstock, VA	• Conduct an economic base analysis • Support an evaluation by a qualified firm or other professional to identify strategies that will help the Town strengthen economic development opportunities
Town of Vinton, VA	• Aggressively pursue economic development opportunities to enhance local retail and dining options • Conduct thorough organizational efficiency review in municipal offices and implement changes based on results
City of Stevenson, Washington	• The city will continue working toward lifting the commercial sewer connection moratorium, building efficient, sustainable, and affordable wastewater system updates with added BOD capacity by the spring of 2023. • The city will partner with Skamania County Fire District 2 and the Skamania County Department of Emergency Management to build a new fire hall that meets the needs of the agencies, is affordable to the community and is a valued asset of Rock Creek Drive

Town Councilmember input:

For this section, identify specific tasks or actions in each goal area that you would like to accomplish over the next 1 to years.

Proposed Goals:

Administrative Excellence

Strategies to Achieve the Goals:

Council Effectiveness

Strategies to Achieve the Goals:

Healthier Environment

Strategies to Achieve the Goals:

Manage Growth

Strategies to Achieve the Goals:

Jerome Adams

Sebastian, FL 32958

jeromeadams@bellsouth.net

(772) 480-0662

EXECUTIVE PROFILE

Over sixteen years of management and administrative experience in strategic planning, project management, budgeting, and creating policies and procedures. Organized professional with excellent management skills and the ability to plan and oversee projects from concept to completion. Computer savvy and expert in Microsoft Office suite of products including Microsoft Word, Microsoft Excel and Microsoft PowerPoint.

Core Strengths & Capabilities

Strategic Planning, Budgeting, Policies and Procedures, Project Management, Evaluation, Research & Analysis, Supervision, Leadership, Administration, Shared Decision Making, Detail-Oriented, Customer Service, Team Player.

EDUCATION

Master of Public Administration, Barry University

B.S. Public Administration, Indian River State College

Associates in Arts, Indian River State College

A.S. Computer Studies, College of Arts, Science and Technology

PROFESSIONAL EXPERIENCE

City Administrator / City Clerk, City of Oak Hill, FL, 10/2023 – 11/2024.

- Chief Executive Officer for the City of Oak Hill FL.
- Responsible for the day-to-day operation of all City departments and activities. Includes, Administration, Human Resources, Information Technology, Planning and Zoning, Public Works and Code Enforcement.

Vice Mayor / Councilmember, City of Sebastian, FL 11/2012 – 11/2016

- Elected in 2012 as a member of the Sebastian City Council.
- Vice Mayor from 2014 – 2016.
- Drafted policies to ensure smooth running of the city.
- Participated in meetings, hearings, and quasi-judicial hearings.
- Reviewed and made recommendations regarding the City's \$25M budget.
- Oversaw the City's Charter officers – City Manager, City Clerk and City Attorney.
- Represented the City both locally and statewide.
- Met with citizens to hear and discuss matters of concern to them.
- Provided input, solutions, and direction at council meetings for staff.

WORK EXPERIENCE

***City of Oak Hill, FL
City Administrator / Clerk***

10/2023 – 11/2024

- Responsible for the management of City affairs.
- Perform Administration, Information Technology, Human Resources, Finance, Payroll and Purchasing duties.
- Direct and supervise the administration of all departments.
- Attend all Commission meetings.
- Integral part of Planning and Zoning.
- See that all laws, provisions, and acts of the City Commission are faithfully executed.
- Prepare and submit the annual budget and capital program to the City Commission, and implement the final budget approved by Commission to achieve the goals of the City.
- Submit to the City Commission and make available to the public a complete report on the finances and administrative activities to the Commission at the end of each fiscal year.
- Keep the City Commission fully advised on the financial condition and future needs of the City.
- Make recommendations to the City Commission concerning affairs of the City and facilitate the work of the City Commission in developing policy.
- Provide staff support services for the Mayor and Commission members.
- Assist the Commission to develop long term goals for the city and strategies to implement these.
- Encourage and provide staff support for regional and intergovernmental cooperation.
- Promote partnerships among Commission, staff and citizens in developing public policy and building a sense of community.

***St. Lucie County Board of County Commissioners, Ft. Pierce, FL
IT Helpdesk Supervisor***

07/2021 – 08/2023

- Oversee and manage all helpdesk operations with a focus on meeting or exceeding customer satisfaction.
- Supervise the Helpdesk and Desktop Support team of 9 technicians.
- Prioritize, plan, and coordinate daily and long-term staff activities and projects.
- Provide support to 70 sites Countywide including the Emergency Operations Center.
- Create and maintain equipment standards. Maintain inventory of computer equipment.
- Maintain technical support knowledgebase.
- Plan and implement installation of computers, peripherals, and software. Collaborate with Manager to set goals, plan strategies and review progress.
- Assist in preparation of annual budget for computer hardware and software.
- Conduct weekly team meetings and bi-weekly one-on-one meetings to monitor performance, check on work progress, discuss challenges and develop action plans.
- Maintain cross-training of staff in different functional areas.
- Create weekly reports on helpdesk productivity and trends. Provide monthly operational metrics to the Manager.
- Maintain on-call roster for technical support and Commission meeting support.
- Interview and recommend candidates for hire.
- Provide mentorship and coaching to develop technical staff. Conduct performance evaluations.

Jerome Adams

jeromeadams@bellsouth.net (772) 480-0662

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***US Census Bureau, Orlando, Florida
IT Manager***

03/2020 – 01/2021

- Supervise a staff of nine to ensure technical issues are resolved quickly.
- First line-of-contact for all hardware, software, and telecommunication problems; troubleshooting duties, evaluating, analyzing, and coordinating automation operations to efficiently support office functions.
- Responsible for the paper and automated tracking of property to include ensuring necessary forms are accurately filled out, property management systems are updated, regular audits are performed, and secured devices are stored.
- Conduct weekly meetings with IT staff. Meet daily with Department Manager to identify issues, offer input and plan accordingly.
- Maintain office security/access. Responsible for resolving maintenance issues with property management company.

***Steward Sebastian River Medical Center, Sebastian, FL
IT Supervisor***

11/2017 – 01/2019

- Managed a team of 4 technicians providing computer support at the hospital and 18 offsite clinics.
- Prepared weekly reports, sourced and purchased necessary supplies for ongoing support, provided leadership and guidance to team members, and coordinated and ensured 24-hr technical support coverage for the hospital.

***St. Lucie County Board of County Commissioners, Ft. Pierce, FL
Network and Operations Coordinator***

03/2007 – 11/2017

- Supervised four sections - Systems Administration, Customer Service, Desktop Support and Applications Support (17 staff total).
- Worked closely with CIO to develop and implement strategic plan and manage projects.
- Wrote/revised department policies and procedures.
- Prepared department budget.
- Ensured 24-hr availability of all network and computer systems and oversaw the operation of two datacenters (including the Emergency Operations Center) at different geographic locations in the county, ensuring that power, cooling, access restrictions and data security were in place and maintained.

CERTIFICATIONS AND AFFILIATIONS

- American Society for Public Administrators
- Pi Alpha Alpha Honor Society for Public Affairs & Administration
- Notary Public

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

Howardwbrownjr@gmail.com

West Palm Beach, FL 33412 ☎ 305-788-9647 <https://www.linkedin.com/in/howardwbrownjr/>

CITY MANAGER / CONTRACT CITY EXECUTIVE

City Executive Leadership – Contract-City Operations – Fiscal Management – Strategic & Land Use Planning –
Intergovernmental Relations – Outsourced Services Administration

Leadership ☐ *Departmental Budgeting Expertise* ☐
Relationship management ☐ *Community Builder* ☐ *Technical Expertise*

CEO and Founder of Local Government Consulting Group, LLC

October 1, 2018 – Present

Incorporated in October 1, 2018, Local Government Consulting Group is a local government consulting firm that specializes in providing specialized services in the Office of the City Manager, Community Development, and Community Redevelopment Agency (CRA)

Interim City Manager, City of Fort Meade, FL (July 2025 to December 2025)

- Provided Interim City Manager Services
- Oversaw and served as Chief Advisor to the Community Redevelopment Agency (CRA)

Interim Town Manager, Town of Century, FL (December 2023 to September 2025)

- Provided part-time Interim Town Manager Services
- Oversaw and served as Chief Advisor to the Community Redevelopment Agency (CRA)

Interim City Manager, City of East Point, GA (February 2024 to October 2024)

- Provided full-time City Manager Services as Sub Consultant for Sumter Consulting.
- Developed and implemented a structurally balanced budget that earned the GFOA Distinguished Budget Presentation Award, enhancing fiscus transparency and accountability.
- Completed Phase I of the Employee Compensation Plan, adopted by City Council and integrated the strategic plan and budget, improving internal equity and workforce retention.

Senior Advisor (Sub-Consultant), Miami Dade County, FL, (January 2024 to Present)

- Provide consulting services as a Sub Consultant for MHCP Colab. Serves as Senior Advisor to two (2) CRAS: NW 79th Street and NW 7th Avenue Community Redevelopment Agencies
- Provide Economic Development Advisory services to two of the largest redevelopment agencies in Florida

Planning Consultant: *past experiences as a Planning Consultant on short term projects for the following cities: City of North Miami, City of Miami Gardens, and City of South Fulton, GA (January 2023 - December 2023)*

Village Manager, Village of Indiantown, FL

January 2019 – January 2023

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

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

City Manager, City of Bell

January 2016 – October 2018

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

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

City Manager, City of Muskogee, Oklahoma

January 2014 – January 2016

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

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

City of Opa-Locka, FL

January 2010– January 2014

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

ACTING ASSISTANT CITY MANAGER (2013-2014)

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

DIRECTOR, PLANNING AND COMMUNITY DEVELOPMENT (2010- 2013)

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

Director, Planning and Development Services, City Of Albany, GA

October 2007– July 2010

Neighborhood Improvement Manager, City of Lilburn, GA

September 2002 – October 2007

Chief of Code Enforcement City of Lauderdale Lakes, FL

June 2000 – September 2002

EDUCATION

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

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

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

CERTIFICATION & PROFESSIONAL DEVELOPMENT

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

BOARD APPOINTMENTS / MEMBERSHIPS

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

VOLUNTEER ACTIVITIES & CIVIC CONTRIBUTIONS

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

HONORS – AWARDS – PROFESSIONAL RECOGNITION

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

KATHLEEN GUNN
910 Bay Drive #26
Miami Beach, FL 33141
718-753-5357 kgunn96@gmail.com

PROFILE

Results-driven leader with more than two decades of success in crafting and executing policy in cities in Florida and New York. Engaged and enthusiastic servant leader, skilled in team building, organization, employee development, and project management. Strategist who excels at collaboration on complex projects with diverse groups to reach consensus, ensuring equity and inclusiveness.

CAREER HIGHLIGHTS

- Lead economic development teams in three South Florida cities attracting more than \$150 million in capital investment and creating more than 950 jobs.
- Oversaw Fort Lauderdale Waterworks 2011, a \$500 million water and sewer capital improvement project, which was completed on time and within budget.
- Co-wrote and implemented the White Plains economic development plan, which resulted in \$600 million in private investment.

PROFESSIONAL EXPERIENCE

LUMINANCE LLC, Miami Beach, FL – Public Sector Consulting and Coaching provides customized consulting services across a myriad of issues, including economic development, organizational issues, team building, crisis management, leadership coaching and training, and executive wellness coaching.

Founder/Chief Executive Officer (March 2023 – current)

- Design and deliver customized public sector solutions, including training, leadership development, and interim services to fill executive positions.

Selective engagements have included Broward Sheriff's Office, City of Deerfield Beach, City of Oakland Park (interim Planning and Zoning Director), and Town of Lauderdale-by-the-Sea.

VILLAGE OF MIAMI SHORES, FL – a community in Miami-Dade County with a population of 12,000, \$46.9 million budget and more than 100 employees.

Deputy Village Manager (March 2024 – August 2025)

- Second in command of Village operations
- Created and delivered the first-ever Citizens Academy
- Oversaw zoning code rewrite to curb overbuilding
- Oversaw IT, Code Compliance, Planning and Zoning, Economic Development, Library, and Building functions

CITY OF TAMARAC, Tamarac, FL - a majority minority community located in west central Broward County in southeast Florida with a population of 72,000, \$242 million budget and more than 400 employees. The City of Tamarac has a bond rating of AA.

City Manager (September 2021 – March 2023)

- Chief Executive Officer of a high-performance organization empowering and cultivating employee leaders by aligning values, strategy, culture, and budget.
- Reduced millage rate for two consecutive years while staying within budget.
- Secured nearly \$2.5 million in new grant funding.
- Oversaw economic development efforts -5 of the largest commercial real estate transactions in Broward County including a brand-new business model Amazon facility.
- Completed Inspiration Way – *A museum without walls* public art installation.
- Invested in comprehensive technology, SMART city infrastructure, fiber optics, cloud computing, and cybersecurity.
- Won International Public Management Association for Human Resources Small Agency Award for Excellence, Cigna Culture of Well-Being Award, Center for Digital Government Digital Cities Award, Government Finance Officers Award, and ICMA Certificate of Excellence in Performance Management
- Implemented police community efforts that reduced crime by 20% in 2021.
- Administered \$10 Million in COVID-related funding.
- Maintained ranking as one of 85 Accredited and ISO Class 1-rated Fire Departments
- Increased revenue by 100% within 1st seven months of the fiscal year at the city's golf course

Assistant City Manager (September 2017 – August 2021)

- Secured more than \$800,000 in new grant funding.
- Architect and decision maker in the City's Strategic Plan, operating budget, capital improvement plan, emergency management, and major development projects.
- Oversaw Information Technology, City Clerk, Building Department, Public Information, Economic Development, Parks and Recreation.
- Co-created and directed messaging and branding across all media platforms.
- Conceived and lead economic development and redevelopment strategies.
- Developed and implemented equity initiatives in a minority majority community.

CITY OF MIRAMAR, Miramar, FL - a majority minority community located in southwest Broward County in southeast Florida with a population of 140,000, \$250 million budget and 1,000 employees.

Assistant City Manager (November 2014 – August 2017)

- Reorganized the Cultural Affairs department; reduced costs by \$1 Million per year.
- Secured more than \$350,000 in new grant funding for various City departments.
- Oversaw Community and Economic Development, Parks and Recreation, Social Services and Cultural Affairs departments.
- Spearheaded the Business First corporate outreach to cultivate small business development and the aviation industry.

CATHOLIC EXTENSION, NY, NY (May 2012 – November 2014)

Northeast Director of Development

- Exceeded major gifts fundraising goal for 2013 by 20%

CITY OF FORT LAUDERDALE, Fort Lauderdale, FL – county seat and largest city in Broward County with a population of 180,000, \$600 million budget and 2,600 employees.

Assistant City Manager (2004 –2009, 2011)

- Key Advisor, Decision Maker and Architect of executive team

- Negotiated historic pension reform saving the City in excess of \$100 million.
- Eliminated \$21 million insurance deficit in less than 5 years.
- Oversaw Planning and Zoning, Community Development, Economic Development, Parks and Recreation, Building Department, Code Enforcement, Grants and Legislative Affairs, Public Works departments and the Community Redevelopment Agency.
- Leveraged \$13 million in community redevelopment funds, resulting in \$358 million in private investments in the city's impoverished areas.
- Completed more than \$100 million in capital projects
- Directed and implemented development guidelines and master plans in the downtown, at the beach, and along the New River to ensure the right development in the right place.
- Assisted in growing the City's fund balance from \$875,000 to \$78 million over five years.
- Developed a customized grants management system for \$26M in grants.

Assistant to the City Manager (2009-2011)

- Developed and implemented a strategy for \$8 million in federal stimulus dollars.
- Realized more than \$300,000 in ad valorem taxes through annexation.

WHITE PLAINS BUSINESS IMPROVEMENT DISTRICT (BID), NY (2002 –2004)

Executive Director

CITY OF WHITE PLAINS, NY, Office of the Mayor (1999 –2002)

Policy Specialist

PROFESSIONAL ORGANIZATION MEMBERSHIPS

- Broward County City Managers Association, Vice President 2018-2021
- Florida City County Managers Association, Member
- International City Managers Association, Member

EDUCATION

Master of Public Administration, Bachelor of Arts in Political Science, MAGNA CUM LAUDE

Pace University

Master of Pastoral Ministry, SUMMA CUM LAUDE

St. Thomas University

Certificate in Spiritual Direction

Inner MBA Certificate –mindful leadership program

NYU Mindful Center

Certificate of Recognition for Essentials of Fire Chaplaincy

Federation of Fire

Chaplains

Certified Professional Coach

University of Miami

AWARDS

Broward County City Manager's Association – ***Excellence in Leadership***, 2022

Contextually Engaged Theological Education Foundation, ***Mercedes Iannone Legacy***, 2023

PUBLICATIONS

Career Pathways to Local Government Leadership: How to Navigate Up the Local Government Ladder
Keep Calm and Manage On: Dealing with the Personal and Professional Challenges of Disaster Recovery



PAM MAC'KIE WALKER
EXPERIENCED GOVERNMENT LEADER

EDUCATION

JURIS DOCTORATE

UNIVERSITY OF MISSISSIPPI
1984

BACHELOR OF SCIENCE

DELTA STATE UNIVERSITY
1978

KEY SKILLS

Experienced leader with strong interpersonal and communication skills; experienced negotiator and team builder who enjoys working collaboratively to achieve goals

Certified Circuit Civil Mediator
January 2016

Leadership Florida Alumnus
Class XVI

CONTACT

pamelasmackie@gmail.com

(239) 246-5939

7591 159th Ct. N.

Palm Beach Gardens, FL 34118

EXPERIENCE

TOWN MANAGER, SEWALL'S POINT, FLORIDA

JUNE 2013 – OCTOBER 2019

Served elected Town Commission as chief executive to implement policy and goals; drafted annual budgets and produced monthly reports; managed small staff including Town Clerk, Police Chief, and Building Official and oversaw all outside contractors including Town Engineer and Town Attorney; administered resiliency grants from State of Florida and federal agencies; coordinated Town's emergency management response with Martin County.

INTERGOVERNMENTAL REPRESENTATIVE, SOUTH FLORIDA WATER MANAGEMENT DISTRICT

DECEMBER 2010 – JANUARY 2013

DIRECTOR OF LEGAL & CORPORATE AFFAIRS, BONITA BAY GROUP (REAL ESTATE DEVELOPER)

2005 – 2008

DEPUTY EXECUTIVE DIRECTOR, SOUTH FLORIDA WATER MANAGEMENT DISTRICT

2000 – 2005

Deputy Executive Director of Florida's largest water management agency, successfully acquiring over 100,000 acres of land for ecosystem restoration programs, negotiating and closing transactions with a total value in excess of a billion dollars; created and implemented land acquisition strategy lauded in U.S. Congressional Report as "unprecedented in history." Managed over 1,000,000 acres of public land holdings; supervised staff of 100+.

COUNTY COMMISSIONER, COLLIER COUNTY, FL

1994 – 2001

Served two terms, re-elected without opposition; led criminal investigation that resulted in the conviction of unethical public officials in Collier County.

MAC'KIE LAW – PRIVATE REAL ESTATE PRACTICE

1985 – 1998

Naples, Florida real estate development and transactions.

Jason L. Yarborough

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April 7, 2026

The Honorable Mayor Dave Santilli and Members of the Town Council

Town of Juno Beach

340 Ocean Drive

Juno Beach, FL 33408

Dear Mayor Santilli and Members of the Town Council:

I am writing to express my interest in serving as Interim Town Manager for the Town of Juno Beach. With more than 30 years of local government leadership experience, including service as City Manager and Deputy City Manager, I believe I can provide steady, professional leadership during a period of transition while respecting the Town Council's policy direction and the community character that is clearly important to Juno Beach.

A meaningful part of my career has involved serving communities that value thoughtful decision-making, preservation of community character, and measured change. As City Administrator for the City of Lake Helen, I worked in a small community with a distinctly slow-growth and rural orientation. That experience reinforced for me the importance of listening carefully to elected officials and residents, maintaining organizational stability, and ensuring that municipal operations are carried out professionally and consistently in a manner that reflects the priorities of the governing body.

My background also includes leading strategic planning efforts in organizations that benefited from a clearer long-term direction. As City Manager for the City of Groveland, I initiated the City's first strategic planning process, including visioning and goal-setting sessions with the City Council and community. In Palm Bay, I led the development of the Utilities Department's first comprehensive strategic plan, which helped align priorities, decision-making, and organizational focus. Those experiences taught me that even in an interim role, one of the most valuable contributions a manager can make is to provide continuity, sharpen focus, and help elected officials and staff stay aligned on priorities.

Throughout my career, I have worked closely with elected bodies in both small and larger organizations, prepared and presented budgets, supported policy implementation, managed senior staff, coordinated intergovernmental matters, and helped organizations navigate transition points with professionalism and discretion. In an interim capacity, my approach would be straightforward: provide calm and steady executive leadership,

maintain service quality, support the Town Council's direction, communicate openly, and help position the organization for long-term success.

Thank you for your time and consideration. I would welcome the opportunity to speak with you about how my experience could be of service to Juno Beach during this transition.

Respectfully,

Jason L. Yarborough

SUMMARY

More than 30 years of local government experience with expertise in the following areas:

- Economic Development
- Customer Service
- Business Operations and Expansion
- Process Improvement
- Intergovernmental Coordination
- Innovation
- Leadership
- Strategic Planning and Operational Analysis
- Financial and Debt Management
- Planning

An ICMA Credentialed Manager with significant local government experience and demonstrated skills in leadership, capital finance and project management, revenue stabilization, operations optimization, and growth-related infrastructure expansion.

PROFESSIONAL EXPERIENCE

Assistant /Interim/ Deputy City Manager City of North Port, FL

2018-Present

North Port is located on the west coast of Florida between Tampa and Fort Myers, the City is one of the fastest growing cities in the U.S. and home to 95,000 residents with a build-out population of about 250,000. Covering 104 square miles, North Port is the largest city in Sarasota County and is accessible via I-75. It is a full-service city with over 965 employees and a budget of \$321M. As Deputy City Manager, I oversaw Utilities (Water, Wastewater and Reclaimed), Public Works (Road & Drainage, Facilities, Fleet and Solid Waste) and Development Services (Planning, Building, Code Enforcement, Natural Resources and Economic Development), which includes over 399 employees and combined budgets of \$182M.

Achievements:

- Served as Acting City Manager from July 2020 to September 2020; Appointed Interim City Manager from November 2020 to August 2021; Promoted to Deputy City Manager from December 2023 to April 22, 2026.
- Negotiated the developer agreement for a master-planned community encompassing the Atlanta Braves Spring Training Stadium, 21,000 homes, and over 900,000 square ft. of commercial, resulting in the developer constructing and dedicating to the City major parks, utilities including water and wastewater plants, fire stations, and a police substation as well as land for general government services.
- Coordinated the design of the Public Safety Complex with Police and Fire Rescue Departments to be constructed in a large, master-planned community.
- Proposed and developed a Special District to fund the infrastructure, including water and wastewater utilities, to activate over 3,000 acres of commercial and industrial area and bring the needed road improvements necessary to attract a third interchange on I-75.
- Served on the City's labor negotiating team for the PBA Union Contract, resulting in a quick union contract with minimal fiscal impact to the City.
- Represented the City on the interlocal government committee to pass the 1-cent surtax for city and county infrastructure projects.
- Negotiated development agreement with a large, master-planned community regarding the distribution of over \$100 Million in transportation impact fees
- Presented a balanced budget despite an unexpected \$4.5 million revenue shortfall due to COVID impacts on local and state economies.
- Implemented a new Thank You notice to residents that comply with code enforcement requirements.
- Initiated Economic Development Market Feasibility Study, which identified commercial properties to market to specific target industries for recruitment.
- Successfully championed for infrastructure improvements using American Rescue Plan funds to make key commercial properties more shovel ready with potential of adding over \$1B to City's tax base while creating 9,000+ jobs.

- Oversaw the development of a recyclable waste transfer station resulting in a recurring annual savings of \$550,000.

City Administrator, City of Lake Helen, FL

2014-2018

Lake Helen is a city with a population of approximately 3,000 and a projected buildout population of 6,000. The City has a "slow growth" and rural focus while surrounded by faster growing urban communities. It is in Volusia County (population 500,800), 35 miles north of Orlando.

Duties and Responsibilities as City Administrator:

- Direct and supervise the administration of all departments, offices and agencies of the City in accordance with Federal, State and City laws.
- Prepare and submit the annual budget, budget message and capital program to the Commission.
- Administer financial transactions of City, including investments, withdrawals and expenditures.

Achievements:

- Attracted and negotiated the annexation of a commercial project that will double City's tax base.
- Led City through recovery from two hurricanes within 11 months of each other including securing debris removal resource in a hyper competitive market environment significantly below market rates. Researched and coordinated use of innovative app to document monitoring activities for FEMA reimbursement purposes. Initiated and obtained burn and debris site permits from state agencies. Successfully obtained reimbursements from FEMA for debris removal and hurricane preparation costs.
- Implemented a fire assessment resulting in a sustainable funding source for City's fire service.
- Negotiated 5-year extension of solid waste contract with no rate increases first two years and annual CPI increases only for the remaining years.
- Secured grant for Downtown Master Plan that will result in enhanced economic development.
- Negotiated joint planning agreement with neighboring city, resulting in Lake Helen having access to wastewater utility services for commercial projects.
- Secured several years of Community Development Block Grant (CDBG) funding for road paving projects.
- Revised Land Development Code using mostly "in-house" resources, saving \$77,000 versus outsourcing.
- Worked with staff to reduce the number of audit comments from eighteen to two.
- Negotiated a 50% reduction in cost of service with the Volusia County Fire Department for City coverage.
- Oversaw the modernization and upgrading of City's computer and telephone networks.

Utilities Director, Port Orange, FL

2013-2014

The City of Port Orange is a community of 56,000 residents along the east coast of Florida located on the Halifax River adjacent to Daytona Beach. The Utility system is full service providing, water, wastewater and reuse services inside and outside of the City.

Achievements:

- Awarded the Florida Department of Environmental Protection 2013 Operations Excellence Award for Large Water Treatment Plants.
- Awarded the Most Improved Class A Water Treatment Plant Award by the American Water Works Association- Florida Section.

Community Manager, Special District Services, Inc.**2011-2013**

Community Manager for Barefoot Bay Recreation District under contract with Special District Services. Barefoot Bay is an independent special district in Brevard County, Florida, which provides community services such as golf, pools, general maintenance, community centers, architectural review/code enforcement, and two dining and beverage facilities for over 9,000 residents through its 84 employees.

Duties and Responsibilities as Community Manager:

- Develop, implement and supervise overall policies and operating procedures for the special district.
- Responsible for all compliance and reporting requirements for the State of Florida by the district.
- Supervise, analyze and report on all staff, departments, activities and projects to the elected board.
- Oversee all accounting, financial and budgeting activities.

Achievements:

- Created progressive grant acquisition program resulting in 50% funding of all capital projects with grant funds.

Utilities Director, Palm Bay, FL**2005 – 2011**

The City of Palm Bay has grown to approximately 107,000 residents, with a projected build-out population of 300,000. It is an east coast community located on the Indian River Lagoon about 70 miles southeast of Orlando, Florida. Palm Bay is the 7th largest city by land size (100 square miles) and 19th largest city by population in Florida. The City ranked 11th 'Most Innovative City in America' and 18th 'Best Bang for the Buck' city in the nation according to 2010 Forbes.com, due to its rich heritage in high-tech research and development along with manufacturing.

Duties and Responsibilities as Utilities Director:

- Planned, developed and implemented proposals and programs to administer revenues to maintain and expand services in accordance with needs of the service area as ascertained by surveying and conferring with residents and public officials.
- Responsible for all operations, engineering, construction and finance activities, and for direct and delegated supervision of all 119 employees of the water and wastewater treatment plants, distribution and collection systems and related facilities. Managed a budget of \$32M.
- Oversaw the performance of the annual debt tests and compliance with all utilities system bond covenants.

Achievements:

- Awarded the Association of Metropolitan Water Agencies 2010 Gold Award for Exceptional Utility Performance. The award recognizes outstanding achievement in implementing the nationally recognized U.S. Environmental Protection Agency's (EPA) Attributes of Effectively Managed Water Sector Utilities.
- Awarded Southeast Desalting Association 2010 Membrane Plant Operations Award for superior operations.
- Awarded Florida Department of Environmental Protection 2010 Domestic Wastewater Plant Operations Excellent Award (Large Community Category).
- Awarded Florida Department of Environmental Protection 2009 Water Plant Excellence Award (Large Community Category) in recognition for regulatory compliance, high level of maintenance, and continuous improvement.
- Awarded First Place for Outstanding Water Distribution System 2008 by the Florida Section of the AWWA.
- Orchestrated application with the Drinking Water State Revolving Fund resulting in No. 1 ranking over all other Florida water utilities for American Reinvestment and Recovery Act funds.
- Oversaw the installation of 497,212 linear feet of water line resulting in an additional 6,220 new water accounts.

- Initiated an optimization committee comprised of internal staff that made operational changes resulting in an overall reduction of electrical consumption for total water and wastewater treatment by over 31%.
- Started the department's environmental management system, which resulted in the department becoming the first utility in the nation to have all divisions and sections simultaneously ISO 14001 registered on the initial audit. This management system institutionalized the cultural value of continuous improvement within the department.
- Reduced operational budget by \$1.1M without diminishing level of service to customers.
- Negotiated with state regulatory agency to obtain a 20-year permit for water withdrawal and an increase of 22% of water withdrawal over the previous permit.
- Negotiated a 33% reduction in staffing hour requirements for two wastewater plants from the state regulatory agency.
- Oversaw the financing and construction management of over \$50M in capital projects.
- Managed the completion of a new utilities administration building and 4 MGD reverse osmosis water treatment plant while keeping project costs under budget.
- Headed completion of the department's first comprehensive strategic plan, resulting in unanimous support by the Utility Advisory Board and City Council.
- Worked with neighborhood groups desiring water service for over 2,000 lots resulting in the city's first, successful special assessment vote by a single-family neighborhood.
- Instituted the department's first computer maintenance management system to assist with better asset management.
- Created the department's permit review and inspection fees structure for cost recovery of services provided to the land development community.
- Carried out the impact fee study updating the water and wastewater impact fees and indexing the fees to a construction cost indicator to remain current with construction costs.
- Oversaw the development of water, wastewater, and reuse water master plans.
- Directed the implementation of an automated meter-reading program improving operational efficiency.
- Strengthened the department's operational efficiency through reorganization and creation of the Business Operations Division.

City Manager, Groveland, FL**1998-2005**

Groveland is a city with a population of approximately 6,000 and a projected population of 30,000. It is located in South Lake County, Florida (population 241,000), 30 miles west of Orlando and 25 miles from Walt Disney World. Groveland was the 8th fastest growing city in Florida from 2000-2003.

Duties and Responsibilities as City Manager:

- Chief executive officer of a municipal government with 65 employees and an \$18M budget. Oversight responsibility for the following functions: water and wastewater utilities, police, fire, roads, stormwater, parks, recreation, planning & zoning, finance, general services and personnel.
- Executed policies adopted by City Council. Responsible for the city's day-to-day operations.
- Prepared and oversaw the city's operating and capital budgets.
- Negotiated developer and interlocal agreements with public and private sector organization on a range of issues from growth and utilities to fire and dispatch service contracts. Represented the city to the Media including appearances on television, interviews with the print media and preparation of press releases.

Achievements:

- Formed utility district to protect future growth areas for the city.

- Executed purchase of two private water systems and a private wastewater system (valued at \$3.0 million) in the Groveland Utility District and integrated them into the existing utility system.
- Improved internal controls in finance department resulting in a decrease in the number of negative audit comments by 50%.
- Secured USDA grant funding for new wastewater treatment plant.
- Initiated community and city council visioning and goal setting sessions.
- Renegotiated wastewater treatment plant purchase agreement with developer, reducing the city's purchase price by 16%.
- Installed over 23 miles of water and sewer force mains using \$2.1 million in state and federal grants along with developer impact fees.
- Resolved dispute with neighbor city over utility service districts, resulting in improved relationship with that city.
- Created a Tax Increment Finance (TIF) based community redevelopment area for revitalizing the downtown.
- Reviewed and negotiated over 40 site plans and development agreements for new commercial and residential developments.
- Coordinated the development of the city's first utility impact fees used to expand infrastructure affected by growth.
- Created planning overlay district that resulted in favorable settlement with state planning agency regarding two large residential/mixed-use developments.
- Worked with county and regional economic development agencies to bring businesses to industrial park serviced by city.

Assistant City Manager/ City Clerk, Mary Esther, FL**1996 – 1998**

Mary Esther is a community of 4,500 with a daytime population of approximately 30,000. It is a seaside community in Northwest Florida with a major mall that functions as the retail and entertainment center for a three-county area.

Duties and Responsibilities:

- Assisted the city manager in directing the overall operation of the city departments: fire, police, water and sewer utility, finance, library, streets, stormwater, and parks.

Achievements:

- Coordinated a \$550,000 CDBG grant project for stormwater system retrofit.
- Created an aggressive grant acquisition program resulting in funding of \$2,665,000.

EDUCATION**Harvard University/ Kennedy School of Government**

Senior Executives in State and Local Government Program

Florida Government Finance Officers Association

Completed courses in operating and capital budgeting, debt and cash management and governmental accounting practices. Became a Certified Government Finance Officer in 1997.

University of West Florida**MPA Degree****Loyola University****Bachelor of Arts**