



**BOARD OF COMMISSIONERS
SPECIAL MEETING - CITY
MANAGER CANDIDATES AGENDA
Thursday, February 26, 2026 at 1:00 PM
Commission Chambers, 300 Municipal Drive,
Madeira Beach, FL 33708**

This Meeting will be televised on Spectrum Channel 640 and YouTube Streamed on the City's Website.

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. PUBLIC COMMENT**

Public participation is encouraged. If you are addressing the Commission, step to the podium and state your name and address for the record, and the organization or group you represent. Please limit your comments to five (5) minutes and do not include any topic on the agenda. Public comment on agenda items will be allowed when they come up.

If you would like someone at the City to follow up on a comment or question made at the meeting, you may fill out a comment card with the contact information and give it to the City Manager. Comment cards are available at the back table in the Commission Chambers. Completing a comment card is not mandatory.

- 4. CITY MANAGER CANDIDATES**
 - A.** Five Recommended City Manager Candidates by Consultant
 - B.** All City Manager Candidates

- 5. ADJOURNMENT**

One or more Elected or Appointed Officials may be in attendance.

Any person who decides to appeal any decision of the Board of Commissioners with respect to any matter considered at this meeting will need a record of the proceedings and for such purposes may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. The law does not require the minutes to be transcribed verbatim; therefore, the applicant must make the necessary arrangements with a private reporter or private

reporting firm and bear the resulting expense. In accordance with the Americans with Disability Act and F.S. 286.26; any person with a disability requiring reasonable accommodation to participate in this meeting should call the City Clerk at 727-391-9951, ext. 231 or 232 or email a written request to cvanblargan@madeirabeachfl.gov.



**CITY OF MADEIRA BEACH, FL
CITY MANAGER**

RECOMMENDED CANDIDATES

February 2026

**CITY OF MADEIRA BEACH, FL
CITY MANAGER**

RECOMMENDED CANDIDATES

Stanley Hawthorne

City Manager, City of Pine Lake, GA

Michael Helfrich

Former Assistant City Manager/Public Works Director, City of Treasure Island, FL

Debbie Manns

City Manager, City of New Port Richey, FL

Timothy Owens

Former Interim Public Works Director/Interim Planning Director, Town of Zebulon, NC

Raymond Palmer

Township Manager, Silver Spring Township, PA

January 25, 2026

City of Madeira Beach
300 Municipal Dr.
Madeira Beach, FL 33708-1916

Dear City Official(s):

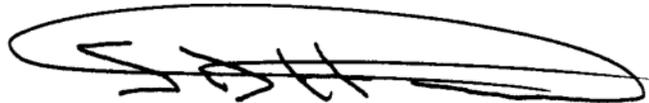
Thank you for the opportunity to apply for Madeira Beach's City Manager position. I am confident that my background and abilities meet the City's expectations for an energetic and enthusiastic individual with a proven track record of excellent leadership and performance-based management; an effective executor of strategic plans and related outcome components; and a developer of fundamentally sound public policy solutions complemented by eloquent verbal presentation and competent business writing skills. Success on the journey to sound community building and achieving priorities depends on a unified, strategic and participatory team whose members cooperate for the attainment of the best for Madeira Beach and its neighbors.

This letter and accompanying resume summarize my years of achievement as a local government manager, the last twenty years of diversified experience in Pine Lake and College Park, Georgia (750 and 15,000 full time populations and home of the busiest airport in the world); Bloomfield, Connecticut (22,000 full time population and as Connecticut does not have functional counties administered municipal, county, and education functional responsibilities); Fort Lauderdale, Florida (183,000 full time population and beach, downtown center, and "Venice of America" arts, culture and events mecca); and Lakeland, Florida (92,000 full time population and world-class destined community and regional provider of electric power production and transmission and water supply and treatment).

Real effectiveness over the course of my career has been achieved through a combination of characteristics including as a progressively experienced local government administrator specialized in strategic planning and financial management; diverse practitioner having worked in different geographical regions; caring, competent, and committed public servant; empathetic and ethical leader; responsive and accountable professional; transparent and forthright purveyor of public information; and team-oriented, appreciative and collaborative colleague. I believe that these traits of public service are invaluable for success as chief administrative officer.

Madeira Beach's shining and historic place presents a great opportunity to join a community building team and share my experiences while learning from the best minds in this community and enjoying the worthwhile amenities of the area as my next career and living adventure. I pledge to model and build great community through strength of character, commitment to performance-based operations, wealth of experience, openness to others' ideas, passion for hard work, appreciation of all constituents, love of community, and a demonstrated record of achievements.

Very truly yours,

A handwritten signature in black ink, appearing to read "S. Hawthorne", enclosed within a large, hand-drawn oval.

Stanley D. Hawthorne

119.071(4)(d)2h

hawthornestanley@gmail.com

Education

Master of Arts in Public Administration, University of Virginia
Bachelor of Science, Troy University

Employment Background

2025-Present City of Pine Lake City Manager

Pine Lake is the smallest city in DeKalb County, Georgia positioned about 12 miles east of downtown Atlanta. It is a small “artsy” community with a lake, originally developed as a resort in the 1930’s. As Atlanta sprawled around it, Pine Lake resisted pressure to disappear into the suburbs. It is known for the many artists, musicians, and writers who have flocked to its quiet shores, and the concerts, poetry readings, and art shows held in and around the quirky Pine Lake Beach House.

2023-2024 City of College Park City Manager

College Park, Georgia is an established community with a blend of unique business and educational centers, corporate offices, a variety of housing types, and a genuine and charming downtown. As a result, it is strongly positioned for rapid economic growth as both a hub for travel and tourism and the regional aerotropolis of the southeastern United States. College Park is an attractive location for raising a family outside of but next door to all of the amenities of Atlanta. The City is home to the busiest airport in the world, Hartsfield-Jackson Atlanta International Airport, hosting tens to hundreds of thousands of visitors on any given day, headquarters for companies such as Chick Fil A and neighboring Delta Airlines, as well as home to Woodward Academy, the largest private school in the country. College Park is a vibrant community known for its history, sense of community, and quality of life. The City offers hospitality in its municipal services from operating electric, water and sewer utilities; convention center, arena, and golf enterprises; and renowned parks, recreation, and cultural arts across the region.

2021-2023 Town of Bloomfield Town Manager

The Town of Bloomfield, Connecticut was first settled in 1642 and incorporated in 1835. The Town covers approximately 26 square miles and is north and adjacent to the capital city of Hartford. The Town’s current population is estimated to be 21,535. Bloomfield is administered under the Council-Manager form of government. The nine-member Town Council is elected biennially for a term of two years with minority party representation of at least three council members guaranteed. The Town Manager is appointed by the Council and serves as a full-time chief executive officer. As counties are non-functional in Connecticut, the Town provides a full range of county and municipal services to its residents including police protection and emergency operations; a pre-kindergarten through 12th grade public education system; a public library system and golf course; building services and land use development; construction and maintenance of highways, streets, and infrastructure; human services; and parks, recreation, and cultural events.

2019-2021 DoyleSH Corporation President

I served as President of DoyleSH Corporation, an incorporated consulting and retail enterprise formed in March 2019 following my tenure at Fort Lauderdale. The COVID-19 pandemic adversely impacted opportunities and the business operation was shuttered after the onset of the pandemic.

2011-2019 City of Fort Lauderdale Assistant City Manager

The City of Fort Lauderdale is located in the east-central portion of Broward County encompassing nearly 36 square miles with an estimated population of 182,827. Fort Lauderdale is the largest of Broward County's 31 municipalities and one of the ten largest cities in Florida famous for its beaches, arts, culture, and events. The City employs a workforce of approximately 2,600 full-time employees with five bargaining units. As Assistant City Manager and original member of the last senior executive team, we were committed to strategic planning of improving productivity, streamlining expenses, and developing a stronger, more effective organization supporting the City's embracement of a vision based on fiscal responsibility, accountability, high ethical standards, and quality delivery of services. It is a vision that rewards excellence, not mediocrity, and above all, places the people of Fort Lauderdale first.

2005-2011 City of Lakeland Assistant City Manager

Lakeland, with a population of approximately 92,000 residents in an area of 72 square miles, lies between the two major urban areas of Tampa Bay and Orlando and is experiencing the tremendous growth of the central Florida region. Services provided by the Lakeland government range from traditional police, fire, public works, and an extensive parks and recreation system to electric power production and transmission, water supply, wastewater treatment, solid waste collection, as well as services offered through its municipal parking facilities, regional airport, 27-hole golf course, and arena, performing arts and convention center. Responsibilities included assisting the City Manager in the full breadth of municipal services and direct oversight administering the City's Strategic Plan and Goals for Lakeland to be a vibrant, culturally inclusive, world-class community; human resources network and services for more than 2200 full-time employees; purchasing store of fuel, commodities and services valuing at more than \$300 million annually; and information technology, risk management, and internal audit functions.

2002-2004 Sun 'n Lake Improvement District General Manager

As General Manager for the Sun 'n Lake of Sebring Improvement District, I had a rare opportunity to return home and share the benefit of my career education and experience in the fastest growth area of the County. Sun 'n Lake originally comprised of a 25 square mile area for development has grown from an unpopulated wilderness to approaching 7500 residents today and evolved from a retirement community into a diverse melting pot of age, racial and ethnic components. In its unique charter created by the State and County, the District is wholly independent of the County and a full municipal service provider. The General Manager reports to a 5-member elected Board of Supervisors and is responsible for hiring and supervision of district employees and day-to-day operations. During my tenure, we adopted and applied energetic and innovative approaches to steer the Improvement District through the new century for reaching its growth potential.

1998-2002 City of Lauderdale Lakes City Manager

I served as the first City Manager of Lauderdale Lakes, a culturally diverse and economically challenged community of 32,000 residents. During strategic planning gatherings of the community and governing body, we determined a vision "to be the best city of its size through its commitment to safety, quality of life, government and efficient use of resources." At a staff level, we took the vision statement and applied it as a team to our daily working activities. We significantly expanded service delivery but maintained low property tax rates supplemented by grant opportunities and expanded user fees. A sampling of accomplishments included a new community center, new programs for youth and seniors, expedited building services for residents and developers, new street construction, a partnered new park and educational facility with the school board, significant technological advances including a web site (www.lauderdalelakes.org), beautiful entryway signage, a new passive park artfully landscaped by city staff, a wide variety of neighborhood improvements, improved bus transportation, crime reduction, and a community redevelopment area (CRA) designation promising significant redevelopment throughout the city.

1994-1998 City of Tamarac Assistant City Manager/Finance Director.

As Assistant City Manager/Director of Finance for the City of Tamarac, a community then of 56,000 residents with significant development opportunity abutting the Florida Everglades, I assisted the City Manager in the administration of daily city operations and special projects and in his absence, acted on his behalf managing the activities of the government. I represented the city in intergovernmental relations with federal, state and other local governments, and non-profit and private enterprises, as well as other groups and organizations. I also administered the city's \$55 million program/performance-based budget, management analysis, finance and accounting services, purchasing and contracts management and utilities' customer services.

1992-1994 City of Hollywood Director of Management and Budget

The City of Hollywood with a residential population of 140,000 is located between Miami and Fort Lauderdale and is one of Florida's largest cities. During my tenure there, I served as Director of Management and Budget as well as Interim Director of the Departments of Finance and Information Services. The challenges of this mature, ocean coastal community with its golden sand beaches included strategic planning efforts for improvement to the city's aging residential sections and commercial centers, rebuilding the utilities infrastructure, and meeting the challenge of business opportunity at Port Everglades, one of the major ports on the eastern seaboard.

1985-1992 City of Saginaw Assistant to the City Manager

Saginaw is a central city in the Lower Peninsula of Michigan. It is an industrial town dominated by the General Motors automotive industry; a mature city with an economically challenged urban core and diverse population mixture. Its population dwindled from a high of near 100,000 in the 1970's to 69,000 in the 1990's. As an administrator there for seven years, the management team and I grappled with the management of limited public resources while managing growing urban problems and diversifying a one industry economic base. We met the challenges head on even with a severely restricted property tax base.

Professional and Civic Affiliations

- Past President, Camp Fire USA Sunshine Council
- Past President, Broward City/County Management Association
- Member, International and Florida City/County Management Association
- Member, National Forum for Black Public Administrators
- Member, Government Finance Officers Association

Awards, Publications, Certifications

- Senior Executive Institute Alumnus
 - University of Virginia
- Certified Government Financial Manager
- Leadership Hollywood Alumnus
- Leadership Lakeland Alumnus
- Executive Leadership Institute
 - Harvard University, Syracuse University,
 - University of Texas, Wharton School
- Fifty Leaders of the Future
 - Ebony Magazine
- Municipal Annexation,
 - thesis written during my enrollment at the University of Virginia

Public Records Exemptions

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

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

Dear City Commissioners,

January 11, 2026

I am writing to express my interest in the City Manager position for the City of Madeira Beach, Florida. I bring extensive executive-level municipal experience encompassing financial administration, capital and infrastructure project management, public safety oversight, community engagement, and economic development. My background aligns well with the multifaceted leadership responsibilities required to serve the residents, businesses, and visitors of Madeira Beach.

Throughout my career, I have successfully managed complex municipal budgets, ensured fiscal responsibility, and implemented long-term financial strategies that support sustainable growth while maintaining high levels of service delivery. I have overseen large-scale capital improvement and redevelopment projects from planning through completion, emphasizing transparency, accountability, and on-time, on-budget performance.

Public safety has been a core component of my leadership experience. I have provided direct oversight of police operations, working collaboratively with command staff to support effective law enforcement, policy compliance, and community-oriented policing. I value professionalism, accountability, and trust-building between public safety departments and the communities they serve.

Equally important to my approach is strong community relations. I have worked closely with elected officials, residents, business owners, and civic organizations to address concerns, build consensus, and advance shared goals. I believe effective local government depends on open communication, responsiveness, and respect for diverse perspectives.

In the area of economic development, I have partnered with stakeholders to encourage responsible growth, revitalize commercial districts, and enhance the overall quality of life while preserving community character. I understand the importance of balancing tourism, residential needs, and coastal stewardship—particularly in a vibrant waterfront community such as Madeira Beach.

I am enthusiastic about the opportunity to bring my experience, leadership, and commitment to public service to Madeira Beach. I would welcome the opportunity to further discuss how my skills and background can support the City Commission's vision and the community's continued success.

Thank you for your time and consideration.

Respectfully,

Raymond Palmer

119.071(4)(d)2h

Raymond.Palmer111@gmail.com



RP

RAYMOND PALMER

119.071(4)(d)2h

raymond.palmer111@gmail.com

119.071(4)(d)2h

OBJECTIVE

Seeking Senior leadership role that allows my creative and energetic skills to lead an organization to the next phase of their growth and expansion objectives.

Highly Driven Professional with a diverse career background in CPG, Healthcare and Government Industries. Consistently exceed expectations and objectives of the organization. Bring exceptional interpersonal and negotiation skills, and ability to lead large multi-departmental operations with an entrepreneurial spirit.

SKILLS

- Project Mgt.
- MS Office
- Office 365
- Teams
- SharePoint
- Yammer
- EMR Systems
- Adobe Acrobat
- Salesforce
- ERP Software
- Public Speaking

EXPERIENCE

GOVERNMENT: SILVER SPRING TOWNSHIP, PA (2017- Present)

Township Manager

- TWP Funds exceed \$45 Million, the fastest growth in the County.
- Personnel; 6 Direct reports including Chief of Police.
- Developed investment strategy earning over \$3 Million.
- Business approach to Operations resulting in \$5 million savings.
- Lead negotiations for Police CBA; 6-year \$1.2 million in savings.
- Negotiated 5-year trash haulers contract, \$1.5 Million annual savings.
- Redesigned Employee Healthcare program; \$1M in savings.
- Developed employee Wellness plan resulting in a reduction of Health Insurance costs by \$600K and the lowest coverage rates in 10 years.
- Business Advisory Council member; LL Bean & Costco.
- Economic Development, largest in Central PA \$500 million.
- Developed highest level PA State contacts; Governor, PA Economic Team, County Commissioners, CAEDC, DCED, DCNR, PennDOT & DEP.
- No tax increases for over 15 years; Fastest growing Municipality.
- Implemented new ERP Financial system, Website Design & Payroll
- Aggressive Grant process awarded over 20 million dollars.
- MS4 Stormwater 5-year permit compliance.

HEALTHCARE: MOUNTAINSIDE – CANAAN, CT (2009-2015)

GENERAL MANAGER

- Responsible for entire operations; “BIC residential experience”.
- CARF and JCAHO Accreditation & Implementation Team.
- Project Mgr. for \$20-million-dollar Detox facility.
- Opened Extended Care facility and **all state compliance**.
- Opened Mountainside Café work program and operational process.
- Designed all Operational SOP processes for the organization.
- Named “Best in Class” Manager 3 consecutive years.
- GM- 24/7; 150 staff and 1200 Mountainside Clients.

EXPERIENCE

CPG: BEST FOODS, UNILEVER, PEPSI BOTTLING GROUP (1984-2007)

MGR. SALES OPERATIONS, TRADE MARKETING, ACCOUNT LEADER, GM

- Top performer in sales and profit performance; double digit growth.
- Named TOP SALES MANAGER of the Year, Florida, Ohio, Northeast.
- Full P&L Responsibilities.
- Responsible for all KPI; Sales, Profits, Distribution & Safety.
- Achieved top safety award - 5 years “no lost time”.
- Iconic brands; THOMAS ENGLISH MUFFINS, DOVE, PEPSI, AXE.
- 3 Year Sales Contract; drove double digit growth; \$200 Million Bus.
- Trade Planning, Logistics and Operational Excellence-Team Leader
- Creative Planogram and Distribution enhancements; 18% growth
- Sector Experience; C&G, CLUB, DRUG, FOOD & MILITARY
- “TOP TO TOP” Executive Presentations; COSTCO, WAL-MART, AHOLD

EDUCATION BACHELOR OF ARTS • ST. LEO UNIVERSITY, FL. (1980-1984)

- Named Business Student of the Year.
- President of the Fraternity Council.
- Played Collegiate Baseball.
- Graduated from Bishop Guilfoyle High School.

VOLUNTEER EXPERIENCE OR LEADERSHIP

- Completed 12 Marathons.
- Completed 30 plus ½ Marathons and Several Triathlons.
- Fleet Feet, River Runners Club.
- Volunteer for Habitat for Humanity.
- Cumberland Perry Vocational School Advisory Member.
- Board Member of Cumberland County Affordable Housing Authority.
- President of Cumberland County Officials.
- Committee member for the BAC-Business Advisory Council.
- Chestnut Hill Cemetery – Treasurer Board Member.
- St Joseph’s Catholic Church member.
- Coached Youth & High School Football.
- Joel Cohen Blanket Award winner – Bishop Guilfoyle.

Public Records Exemptions

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Reason	Description	Pages
119.071(4)(d)2h		1, 3

TIMOTHY W. OWENS

January 12, 2026

Madeira Bech, Fl.
300 Municipal Drive
Madeira Beach, Fl, 33708

To the Mayor and Commissioners,

I respectfully request that you consider this cover letter and resume for the vacant position of City Manager in a full-time capacity or as the interim Manager. I am very interested in the opportunity, and I believe that my experience will allow me to effectively fill this position. I am eager to return to a management role following my recent retirement from local government in January 2024 and one interim role in the first part of 2025 in North Carolina. I think my work experience will transition effectively to this great opportunity.

I was in the position of Town Manager for the Town of Wrightsville Beach, NC for over 11 years. The Town has a population of 2,500 with a seasonal population of approximately 30,000. The Town is a full-service community that in the past 11 years has received a lot of positive recognition from a number of national publications. I am proud that all this great exposure took place when I was the Town Manager. Currently, the Town is working on moving forward on a comprehensive overhaul of the Town's water and sewer infrastructure that has not been addressed in decades. The Town received \$25M from the NC General Assembly and will consolidate with the Cape Fear Utility Authority.

Prior to being manager in Wrightsville Beach, I was the Town Manager for the Town of Carolina Beach, NC. I served in this role for approximately 6.5 years. Carolina Beach is a full-service community with a population of 6,500 permanent residents and a population of 20,000 during summer months. Carolina Beach witnessed very similar issues as other Towns in North Carolina regarding the economy in 2006. I began employment with the Town just as the speculative real estate development market and exponential rises in real estate values were on the downturn. As a result, the Town began an effort to reduce spending starting in 2006 in order to not have to take drastic budget measures all at once. At my direction, the Town reduced employee expenditures, evaluated all revenue sources, and froze the rehiring of approximately 25 positions. Savings due to the freezing of these positions resulted in a savings above \$1M per year with virtually no drop off in productivity.

While in Carolina Beach, I spearheaded the creation of a water master plan to address the Town's aging water infrastructure, saltwater intrusion, and limited availability for new wells. I was directly involved in a variety of large projects that include; 1) The purchase of \$4.075M worth of property that was to become the NC Aquarium Pier at Carolina Beach, 2) Planning, permitting and construction of a \$4M streets and drainage project, 3) Oversight of a \$1M I/I sewer rehab project, 4) Supervision of a \$2.3M retention pond and clean water grant project, 5) Planning, permitting, and construction of a \$1.5M sewer pumping station expansion project, 6) Construction of a \$450,000 Equalization Basin Rehab project, 7) Reconstruction of the street and drainage in the largest subdivision in Carolina Beach, and 8) A variety of other capital projects.

I am very proud of my tenure at Wrightsville Beach and Carolina Beach. Prior to taking the position with Carolina Beach and Wrightsville Beach, I was the County Manager for Pamlico County, NC. During my tenure in Pamlico County, I once again had the opportunity to lead an organization during a time of extreme growth. This growth created opportunities, as well as a lot of issues that had to be addressed.

POST OFFICE BOX 6840 [REDACTED] 119.071(4)(d)2h
CELL PHONE [REDACTED] 119.071(4)(d)2h Dwenstim069@gmail.com

In closing, I believe that my work experiences, temperament, and knowledge of local and state government will effectively allow me to take over this wonderful opportunity.

If you have any questions or if you would like to set up an interview, I can be contacted at 119.071(4)(d)2h



Timothy W. Owens, AICP

TIMOTHY W. OWENS

OBJECTIVE

To be hired as the full-time or interim City Manager Position for Madeira Beach, Fl. I believe that my 30+ years of work experience in all facets of management will allow me to effectively take over the duties as needed and assist with the City's transition.

EXPERIENCE

TOWN OF ZEBULON, North Carolina

Interim Public Works Director (6 months), and

Interim Planning Director (1 month during tenure) – January 2025 to June 2025

- I retired from the NC local government system in January of 2024. I can work up to 1000 hours in NC local government and retain my pension status. The Town called me and requested that I consider the position, and I accepted.
- I completed the Public Works Budget for FY25/26 to be submitted to the management team.
- I worked with a variety of internal Public Works managers that were new to their roles and I was mentoring the managers to become successful in their roles using my many years of government experience as guidance.
- I became acquainted with and helped lead approximately 20 separate projects that were tasked of public works prior to my employment.
- I had weekly meetings with my direct report (Asst. Town Manager) to keep the management team abreast of current and future Public Works matters.

TOWN OF WRIGHTSVILLE BEACH, North Carolina

Town Manager – January 2013 to retirement in January 2024

- Primary FEMA contact for 3 hurricanes in three years with Hurricane Florence making landfall on Wrightsville Beach in 2018. Primary FEMA contact for hurricanes since 1995 for the communities listed on this resume.
- NIMS certification was completed.
- Oversaw a \$4.3M dollar streetscape and bathhouse project recently that included \$1M in private funds, \$300,000 in grant funds, \$500,000 from New Hanover County, and local revenue sources.
- Completed the construction of a restroom facility in the Town's central business area with 75% of the \$350,000 expenditure being offset by a grant.
- Completed construction of an approximately \$400,000 sidewalk project using STP-DA funding with the Town's portion of the project being 20% of the total.
- Worked with the Board to increase General Fund-Fund Balance from \$4.3M to over \$24M since 2013.
- Worked to increase Water/Sewer Enterprise Fund from \$4.6M to \$7M from 2013 to date.
- Budget Officer and oversight of a General Fund Budget of \$15,980,644 and an Enterprise Fund Budget of approximately \$5,254,594 in FY2023/24.
- Responsible for the daily duties of a full-service community with a year-round population of 2,500 and an estimated population of 30,000 per day during the summer tourist season.
- Responsible for the oversight and day-to-day operation of a workforce that includes approximately 85 full-time employees and 30+ seasonal employees.

TOWN OF CAROLINA BEACH, North Carolina

Town Manager – April 2006 to November 2012

- Budget Officer and oversight of a General Fund Budget of \$8.9M, a Tourism Fund Budget of \$1.9M, and an Enterprise Fund Budget of \$5.25M in FY2012/13. FY12/13 was the 7th budget formulated for the Town with excellent audits each year and improved fund balance amounts.
- Responsible for the daily duties of a full-service community with a year-round population of 6,500 and an estimated population of 20,000 per day during the summer tourist season.
- Responsible for the oversight and day-to-day operation of a workforce that includes approximately 90 full-time employees and 30+ seasonal employees.
- Worked to reduce the Town's budget over several years by not filling approximately 25 positions that resulted in savings estimated at over \$1M for the Town.
- Experienced with beach nourishment and dredging projects. Worked with local, state and federal officials at all levels to help secure funding for water resource related projects. Led efforts to seek Federal funding reauthorization for the Town's beach fill project and a dual path of seeking a local permit to complete a project if the Town is not reauthorized.
- Instrumental in securing and/or implementing \$5.8M in grants in 6.5 years for a variety of Town projects. The resulting Town match was \$2.9M.
- Worked directly with a planning consulting firm to create a Master Development Plan for the Town's Central Business District.
- Direct supervision of all aspects of a variety of Town projects totaling more than \$12M.
- Supervised a planning effort that sought solutions to the Town's growing concern that it could not serve its citizens with a safe and adequate water source due to future growth. Worked to create a CIP for water and sewer infrastructure with a build out scenario in mind.
- Worked with elected officials in Carolina and Kure Beach to settle a multi-year dispute over billing between the two Towns for a sewer authority that was established in the mid-1970s.
- Directly responsible for recruiting and hiring of the majority of department heads working for the Town of Carolina Beach at the time of my departure. Responsible for all employee related personnel actions.
- Participated as a member of the Wilmington MPO Technical Coordinating Committee.
- Served as the Town Public Information Officer and primary point of contact for the press.
- Staff representative to CBP3inc which is a non-profit used to hold land for the Town. Oversaw a significant renovation to hotel properties prior to the 2012 season.
- Worked diligently to improve the appearance and image of the Town through a variety of initiatives.

PAMLICO COUNTY, North Carolina

County Manager – September 2004 to April 2006

- Oversight of a General Fund Budget of \$14 Million and a Water Fund Budget of \$2 Million.
- Responsible for the day-to-day operations of a growing coastal County with 115 employees and 18 Department Heads.
- Oversight and creation of the FY05/06 and FY06/07 budgets.
- Responsible for the coordination of Pamlico County government with numerous departments that are funded or partially funded by the State, Departments that have their own Boards and Directors, and Departments headed by Elected Officials.
- General supervision and budgeting for several unprecedented building projects that were either completed or nearing completion upon my departure to include the Pamlico County Human Services Building (\$2.3M) and the Pamlico County Law Enforcement and Detention Center (\$8M).
- Author of a Rural Center grant and loan application that resulted in SRL funding for a new 500,000 gallon water tank that began construction in 2006.
- Member of the CJPP Board, Partnership for Children Board, and the Rural Transportation Planning Commission.
- Accountable for the creation of all Board of Commissioner's meeting agendas.
- Direct supervision of a Rural Center Project that includes a GIS/Mapping project of the County water system and a Capital Improvement Plan for both the General and Water Fund.
- Assisted in creating and implementing the County's first Risk Control Policy Manual and the formation of a County Safety Committee.
- Spearheaded the implementation of the first ever Pamlico Economic Development Forum.

TOWN OF SHALLOTE, North Carolina

Town Administrator – November 2000 to September 2004

- Responsible for the creation of the yearly budget in FY01/02, FY02/03, FY03/04, and FY04/05 (General Fund - \$2,081,628) (Enterprise Fund - \$2,633,634).
- Supervision of day-to-day operation of a Town that increased in property valuation from \$186 Million in FY00/01 (total budget of \$2,850,000) to \$330 Million in FY04/05 (total budget of \$4,700,000).
- Oversight of 4 department heads and 32 employees including Police, Fire, Water and Sewer, Planning, Streets, Maintenance, and Administration.
- Responsible for all daily financial and operational issues of the Town.
- Responsible for ensuring that the Town follows all North Carolina General Statute requirements.
- Accountable for all Board of Alderman meeting agendas.
- Staff person responsible for all Planning and Planning Board conditional use requests, subdivision reviews, site plan review, annexation requests, ordinance amendments, code enforcement actions and rezonings.
- Staff liaison to the Board of Adjustments.
- Personnel Officer for the Town responsible for recruitment, retention, and personnel actions.
- Enhanced the safety efforts of the Town as the Safety Officer by implementing additional training and creating a complete safety manual.
- Oversight of many water and sewer related construction projects.
- Responsible for grant writing and administration of grants received.
- Created an ArcView mapping program for the Town to enhance planning efforts.

TOWN OF KITTY HAWK, North Carolina

Assistant Town Manager/Planner – January 1997 to November 2000

Code Enforcement Officer/Planner – May 1995 to January 1997

- Assisted in the creation of the yearly Town Budget.
- Responsible for the supervision of the Building Inspections and Planning Department.
- Assisted in the supervision of the Public Works employees.
- Guided developers, the general public and Realtors with development projects and development procedures.
- Responsible for enforcing the Kitty Hawk Town Code.
- Enforced and permitted local CAMA regulations.
- Attended Dare County Beach Nourishment Committee meetings on behalf of the Town.
- Coordinated and managed numerous special projects.
- Grant writing, administration or oversight of projects exceeding \$1Million.
- Coordinated the local NFIP/CRS Program.
- Led an effort as Tax Collector for the Town to collect back taxes that were nearing 10 years of not being collected.
- Author of the Kitty Hawk Citizen Survey and periodic Newsletter.
- Author of the Kitty Hawk Hurricane Preparedness Plan.
- FEMA application and damage assessment contact for the Town during multiple events.
- Staff representative to the Board of Adjustments.
- Responsible for creation of an ArcView Program for the Town to enhance planning efforts.

TOWN OF KILL DEVIL HILLS, North Carolina

Planning Intern – January 1995 to April 1995

- Assisted the Planning Director with ordinance amendments, special projects, everyday planning duties and grant proposals.

TOWN OF MINT HILL, North Carolina

Planning Intern – January 1994 to May 1994

- Worked with the Planning Director to study and determine if surrounding unincorporated areas were eligible for annexation.
- Daily duties consisted of land use surveying, maintaining and updating a land use database, and presentation of findings regarding an annexation initiative by the Town to the governing body.
- Began exploring the possible land use effects of the new Charlotte outer-belt on Mint Hill by creating a time series, land use study maps and a literature review on the topic.

UNIVERSITY OF NORTH CAROLINA-Charlotte, North Carolina
Transportation Analyst/Graduate Asst. – August 1992 to December 1993

- Helped to create two surveys to explore the perception of crime in and around the Greensboro Transit System and statistically analyzed the databases using various software packages.
- Created a GIS environment in TransCad to analyze the geographic distribution of the Greensboro transit survey responses. This allowed me to compare demographic characteristics and the effects they may have on the perception of crime around the Greensboro Transit System.

PROCTER AND GAMBLE PAPER PRODUCTION CO., Greenville, NC
Solid Waste Management Co-op – April 1991 to December 1991

- Conducted monthly solid waste meetings.
- Monitored all waste streams and created monthly reports for local, top-level managers and company headquarters.

EDUCATION

University of North Carolina at Charlotte, Charlotte, NC
Master of Arts in Geography

Finished all course work in May of 1994 and completed thesis project in August of 1998

Concentrations: Transportation and Planning

GPA: 3.7 overall

East Carolina University, Greenville, NC
Bachelor of Science in Urban and Regional Planning

Graduated in December of 1991

Concentrations: Public Administration and Economics

GPA: 3.6 in core courses and 3.2 overall

NCAPA – 1991 Outstanding ECU Planning Student Award

School of Government, Chapel Hill, NC

Municipal Administration Course – Sept. 1997 to May 1998

Numerous Planning, Budgeting and Finance Courses

NC Academy of Real Estate, Kill Devil Hills, NC

Licensed In-active real estate sales person and/or broker since December of 1994

American Institute of Certified Planners – May 2003 to present

ICMA Applied Knowledge Assessment – Completed competency test in February of 2006.

I have not applied to become a certified manager due to the cost and time away from work associated with CE credits for both AICP and ICMA.

OTHER ACCOMPLISHMENTS AND INTERESTS

TRANSPORTATION RESEARCH BOARD PUBLICATIONS:

I was co-author in the following studies approved for publication and presentation at the 73rd Annual Transportation Research Board Meeting.

- **Public Fear of Crime and Its Role in Bus Transit Use** by David T. Hartgen, Gerald L. Ingalls, and Timothy W. Owens
- **The Perception and the Incidence of Crime on Public Transit in Small Systems in the Southeast** by Julian Benjamin, David T. Hartgen, Timothy W. Owens, and Malcolm Hardiman.

PROFESSIONAL INVOLVEMENT

Member of North Carolina American Planning Association

Member of ICMA

NC City and County Management Association

American Institute of Certified Planners

COMPUTER SKILLS

MS Products, PCs, ArcView, Internet, Spreadsheets, General Office Equipment

COMMUNICATION SKILLS

Public Speaking, Council/Planning Board Meetings, Report Writing, Ordinance Writing, Grant Writing and Administration

ADDITIONAL REFERENCES ARE AVAILABLE UPON REQUEST

SALARY EXPECTATON; MARKET RATE KEEPING MY MANY YEARS OF MANAGEMENT EXPERIENCE IN MIND

REFERENCES

Please contact me before the Town contacts the references

Former Carolina Beach Mayor

Joel Macon

119.071(4)(d)2.z.(II)(B)

Current Assistant Carolina Beach Town Manager and former Co-Worker

Ed Parvin

119.071(4)(d)2h

Current Chief of Police for NC State University and former Wrightsville Beach Police Chief

Chief Dan House

119.071(4)(d)2a

Current City Manager for Spring Lake, NC and former Carolina Beach Fire Chief

Jon Rorie

119.071(4)(d)2h

Public Records Exemptions

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

Reason	Description	Pages
119.071(4)(d)2.z.(II)(B)		9
119.071(4)(d)2a		9
119.071(4)(d)2h		1-9

Public Records Exemptions

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Reason	Description	Pages
119.071(4)(d)2h		1-9

Debbie L. Manns

119.071(4)(d)2h

lmannsdl.62@gmail.com

January 26, 2026

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

Dear Mrs. Narloch:

The purpose of this letter is to serve as written confirmation of my interest in the position of City Manager for the City of Madeira Beach. In that regard, it is an honor to submit my resume' for your consideration in respect to this desirable position. My career in local government spans over 35 years and five municipalities, each of which has served an essential part in my professional development and preparedness for the current advertised position that you represent.

As a candidate for this position, my persona can best be described as one that emanates from a basis of teamwork and cooperation, true advocacy for the respect of citizens and other stakeholders and a drive for innovation and quality work results. My core competencies include experience in the following fields: Land-Use Planning, Community Development, and Economic Development. My strengths are in the areas of Strategic Planning, Project Management, Financial Management and Labor Relations.

Just like Madeira Beach is more than great shopping, restaurants and beaches which can only truly be valued by experiencing, I would appreciate an opportunity to meet you so that I may demonstrate that I have much more to offer than my resume' can present.

If I may provide any additional information to assist you in the selection process, please contact me and I will gladly comply with your request.

Sincerely,

Manns, Debbie ICMA-CM

DEBBIE L. MANNS

119.071(4)(d)2h

| mannsdl.62@gmail.com

CAREER FOCUS

A driven and goal focused professional with interest to serve in a municipal environment that considers a first-rate quality of life as a basic governmental function and demands the employ of sound and efficient governmental practices as the means to achievement.

CORE SKILLS

- Recognize the importance of proper planning and the responsibility of establishing and maintaining a collective vision
- Able to appreciate and make constructive use of the differences in people
- Promotes a workplace culture that provides feedback, demonstrates appreciation, trust, and empowers employees
- Believe in the use of a visible process by which to establish and implement public policy
- Possesses strong proficiencies in the areas of decisiveness, relationship building, collaboration, strategic thinking, conflict resolution, and adaptability

EXPERIENCE/ACCOMPLISHMENTS

06/2014 to Current

City Manager

City of New Port Richey — New Port Richey, Florida

Serves as the Chief Administrative Officer for the City. The total land area of the city is 4.6 miles. The total budgeted expenditure from all funds is \$ 105,570,610 across fourteen (14) departments with a total workforce of 330 FT employees.

The duties of the City Manager include the preparation of reports regarding the operations of city programs and departments and making recommendations to the City Council related to the affairs of the city. Additionally, ensuring that all laws and provisions of the City Charter are faithfully executed. Also to appoint, suspend, or remove any city employee subject to the law, city charter and personnel rules of the city.

Some specific responsibilities and project initiatives that I directly led include:

- Drafting and the execution of the city's Multi-Year Strategic Plan
- Facilitated the restoration of an abandoned historic structure which now operates privately as a boutique hotel in the city's downtown area
- Motivated a myriad of private reinvestments in the downtown area which redefined the city as a destination

- Launched branding and promotional efforts which have promoted an increase in visitors in the downtown area.
- Increased the amount of funding that the city receives in Federal and State grants on an annual basis.
- Serve as the city's chief negotiator on matters involving labor relations with employee groups
- Managed the transition from an open market system to a single-hauler waste collection and transportation service for residential and commercial customers
- Successfully reduced the city's millage rate for the past 7 years in a row while maintaining quality services and programs in alignment with City Council direction and community needs.

09/2006 to 06/2014

Assistant City Manager

City of Clayton – City of Clayton, Ohio

Assisted the City Manager with the administrative responsibilities of running the city. Directly responsible for supervision of the Planning, Zoning, Personnel, Building, Community Development and Code Enforcement activities of the city.

06/2004 to 02/2006

City Manager

City of Monroe – City of Monroe, Michigan

Directed the operation of the following departments: Police, Fire, Public Works, Planning and Development, Finance, Assessing, Parks and Recreation, Senior Services, Building, Community Development, Human Resources, Code Enforcement, Legal Services, Water, City Clerk, Treasurer, Wastewater Treatment, Water Filtration along with the Lake Erie Port of Monroe and Monroe Custer Airport. Made recommendations to the City Council related to the affairs of the city. Preparation, Submittal and implementation of the Annual Budget and Capital Improvement Plan.

12/2000 to 11/2003

City Administrator

City of Southgate – Southgate, Michigan

Integrates City Council vision into strategic and financial planning objectives. Ensure the effective and efficient implementation of policies set by the City Council. Directed the operation of the following departments: Police, Fire, Public Works, Building, Code Compliance, Treasury, City Clerk, Human Resources, and Parks and Recreation. Responsible for administering the Planning, Zoning, Economic, and Community Development functions of the city. Additionally, served as the Public Information Officer for the city.

12/1989 to 12/2000

Community Development Director

City of Wayne – Wayne, Michigan

Provided contract administration and construction management on capital improvement projects, managed all matters related to the planning and zoning

functions of the city, execution of the city's industrial, commercial, and residential economic development initiatives, served as the staff liaison for seven boards and commissions of the city. Responsible for the implementation of the Community Development Block Grant Program.

EDUCATION AND TRAINING

1980-1984 **Bachelor of Science:** Political Science
Eastern Michigan University — Ypsilanti, Michigan, USA

1986-1989 **Master of Public Administration**
Eastern Michigan University — Ypsilanti, Michigan, USA
I earned 36 graduate credit hours and did not complete thesis project.

PROFESSIONAL AFFILIATIONS

International City Management Association
Florida City County Managers Association
Florida Municipal League
American Society of Public Administrators
American Planning Association

Public Records Exemptions

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

Reason	Description	Pages
119.071(4)(d)2h		1, 3

January 24, 2026

Michael Scott Helfrich, P.E.

119.071(5)(j)

mhelfrich61@gmail.com

Dear Ms. Narloch and Members of the City Commission,

I am submitting my application for the position of City Manager for the City of Madeira Beach. My municipal career spans more than three decades, including over eleven years of continuous service with the City of Treasure Island from March 2014 through May 2025, during which I served as Public Works Director and, for one year, as Assistant City Manager. Prior to that, I spent approximately three and a half years with Pasco County in senior utilities and operations leadership.

During my time with the City of Treasure Island, I worked closely with the City Manager and City Commission on day-to-day operations, budget preparation and administration, capital improvement programs, and coordination across departments. In my year as Assistant City Manager, I supported executive administration across departments and assisted directly with the implementation of Commission direction and organizational oversight.

Much of my work involved utilities, stormwater, transportation, facilities, shoreline infrastructure, and post-storm recovery in a barrier-island environment, where practical decision-making and coordination with regional and state partners were essential. I am a Florida-licensed Professional Engineer, hold a State-Certified General Contractor license that is currently inactive, and am an active member of the International City/County Management Association (ICMA).

Earlier in my career, I served in the United States Navy in a technical role aboard nuclear submarines. In addition, part of my professional experience includes engineering and contractor work performed for government contractors on military installations, providing familiarity with Department of Defense standards, security requirements, and federally regulated project environments.

In addition to my professional experience, I have owned property in Madeira Beach since late 2011, which has given me a long-term, personal understanding of the community and its coastal environment.

My approach to the City Manager role is grounded in professionalism, transparency, and respect for the respective roles of the City Commission and staff. I believe the City

Manager's responsibility is to execute Commission policy faithfully, provide clear and objective professional advice, and support a work environment that values accountability and steady service to the public.

Madeira Beach faces ongoing challenges and opportunities common to coastal communities. I would welcome the opportunity to apply my experience in executive administration, infrastructure management, emergency preparedness, and organizational leadership in support of the City Commission's goals and the long-term interests of the community.

Respectfully submitted,

Michael Scott Helfrich, P.E.

Florida Professional Engineer

State-Certified General Contractor (Inactive)

MICHAEL SCOTT HELFRICH, P.E.

Professional Summary

Senior municipal executive with more than 30 years of experience in Florida local government, including over eleven years of continuous service with the City of Treasure Island (March 2014 – May 2025) and approximately three and a half years with Pasco County in senior utilities and operations leadership. Experienced Assistant City Manager and Public Works Director with a strong record of City Commission support, municipal operations leadership, capital program delivery, fiscal oversight, and emergency management. Earlier professional experience includes engineering and contractor work for government contractors on military installations, providing familiarity with Department of Defense standards, federally regulated project delivery, and high-accountability environments.

City of Treasure Island, Florida | March 2014 – May 2025

Public Works Director/Assistant City Manager

Supported the City Manager in executive administration, cross-departmental coordination, budget development, and implementation of City Commission policy.

Directed utilities, stormwater, transportation, facilities, shoreline protection, and fleet services. Managed capital improvement programs and led hurricane preparedness, response, and recovery operations.

Pasco County, Florida | January 2008 to October 2011

Director of Utilities Operations and Maintenance

Provided senior leadership for countywide water and wastewater maintenance and operations functions serving a large and diverse customer base. Responsible for day-to-day operation, maintenance, and regulatory compliance of water distribution and wastewater collection systems. Oversaw personnel, budgets, fleet, and contracted services while coordinating with engineering, capital programs, regulatory agencies, and county administration. Supported emergency response planning and continuity of essential utility services in a rapidly growing county environment.

Education & Credentials

Florida Professional Engineer (P.E.)
State-Certified General Contractor (Inactive)
Bachelor's Degree – Engineering

Professional Affiliations

International City/County Management Association (ICMA) – Active Member

Leadership Philosophy

My leadership philosophy is grounded in professionalism, accountability, and respect for the governance structure of local government. Having served more than a decade in senior leadership roles within a single coastal municipality—including service as Assistant City Manager and department director—and in county government, I understand the importance of institutional knowledge, continuity, and disciplined execution of City Commission policy.

As a member of the International City/County Management Association (ICMA), I am committed to ethical leadership, political neutrality, transparency, and service to the public interest. I believe the City Manager's role is to provide objective, well-reasoned professional advice while ensuring that municipal operations are conducted efficiently, responsibly, and in compliance with applicable laws and regulations.

I place a high value on collaboration and communication. Effective leadership requires listening to elected officials, staff, residents, and regional partners, and translating that input into fiscally responsible and operationally sound outcomes.

Above all, I am committed to maintaining public trust and organizational stability. Sound management practices, transparency in operations, and responsiveness to community needs are essential to supporting the long-term vision of the City Commission and the community it serves.

Public Records Exemptions

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Reason	Description	Pages
119.071(5)(j)		1

CITY OF MADEIRA BEACH, FL
 CITY MANAGER
 CANDIDATE LIST

Item 4B.

NAME	MOST RECENT/CURRENT POSITION	ORGANIZATION
1. Joseph Abel	President & Owner	Joe Abel & Associates, LLC
2. -Abdul Jammal Ameer-	Site Supervisor, Emergency Response Team	Gardaworld Federal, Overseas
3. Emmanuel Adediran	City Manager	City of College Park, GA
4. Melissa Alston	Interim Chief Technology Officer	City of Rocky Mount, NC
5. Ana Alvarez	Former City Manager	City of Hayward, CA
6. Randall Baldwin	Life Safety Consultant/Specialist	Ascension Healthcare/Medxcel, Indianapolis, IN
7. Phillip Best	Former Administrative Services Manager	City of St. Petersburg, FL
8. Brian Blad	Mayor	City of Pocatello, ID
9. Howard Brown	CEO and Founder	Local Government Consulting Group, LLC, West Palm Beach, FL
10. Andrew Butterfield	Interim City Manager	City of Port Richey, FL
11. Howard Campbell, Jr.	Grants Administrator	Cobb County Government, Marietta, GA
12. -Brandon Carter-	Interim City Administrator	City of Lake City, SC
13. David Coderre	Vice President of Procurement/Chief Procurement Officer	Worcester Housing Authority, MA
14. Brenton Davis	County Executive	Erie County Government, PA

CITY OF MADEIRA BEACH, FL
 CITY MANAGER
 CANDIDATE LIST

Item 4B.

NAME	MOST RECENT/CURRENT POSITION	ORGANIZATION
15. Patrick Dennis	Director of Land Development	Landmark Homes, Ephrata, PA
16. -Tanya Duffy-	Accounting Manager	City of Dunedin, FL
17. Anna Galdames	Country Director	Peace Corps, Panama City, Panama, and Ecuador
18. Jason Goldstein	Assistant Village Manager/Chief Innovation Officer	Village of Friendship Heights, Chevy Chase, MD
19. Michael Haney	City Manager	City of Chickamauga, GA
20. Mike Harrison	Country Site Lead, Downrange Operations	Thaad Taft, Saudi Arabia
21. Stanley Hawthorne	City Manager	City of Pine Lake, GA
22. Patrick Heaney	Business Operations Manager, Engineering Share Services & Asset Management	DC Water & Sewer Authority, Washington, DC
23. Michael Helfrich	Public Works Director/Assistant City Manager	City of Treasure Island, FL
24. Troy Hill	Former City Manager	City of Lampasas, TX
25. Jeffrey Hooker	City Administrator	City of Camdenton, MO
26. William Homka	City Manager	City of Unalaska, AK
27. Adrian Jones	Town Manager	Town of Atlantic Beach, SC
28. Yvonne Kimball	City Manager	City of Morro Bay, CA

CITY OF MADEIRA BEACH, FL
 CITY MANAGER
 CANDIDATE LIST

Item 4B.

NAME	MOST RECENT/CURRENT POSITION	ORGANIZATION
29. Megan Kirkland	Former Assistant City Administrator/City Secretary	City of Linden, TX
30. Brian Kelley	Director of Administrative Services	Sandy City, UT
31. Michelle Krickovic	Director, Contractor Licensing Department	Pinellas County Construction Licensing Board, Clearwater, FL
32. Lynne Ladner	Former Town Manager	Town of Ocean Ridge, FL
33. Lacy LaFave	Manager	TLR Development Group LLC, Tampa, FL
34. Emilie LaGrow	Village Manager	Village of Cassopolis, MI
35. Albert Lassiter	Police Officer/Field Training Officer	Georgia State University
36. Chad Leggett	Digital Services, Senior Product Manager, ITM Implementation	Teachers Credit Union, South Bend, IN
37. Suzanne Linton	CISO, Director of Information Technology	City of Tarpon Springs, FL
38. -Audrey Mahal-	Customer Service Representative	Sarasota Tax Collector's Office, FL
39. Debbie Manns	City Manager	City of New Port Richey, FL
40. Jeremy Marshall	City Manager	City of High Springs, FL
41. Darren McConnell	Former Borough Manager	Borough of Red Bank, NJ
42. Tracy Miller	Assistant City Manager	City of Bartow, FL
43. Charles Morris	Former City Manager	City of Milton-Freewater, OR

CITY OF MADEIRA BEACH, FL
 CITY MANAGER
 CANDIDATE LIST

Item 4B.

NAME	MOST RECENT/CURRENT POSITION	ORGANIZATION
44. Timothy Owens	Former Interim Public Works Director and Former Interim Planning Director	Town of Zebulon, NC
45. Raymond Palmer	Township Manager	Silver Spring Township, PA
46. -Nicholas Perry-	Executive Director	Mt. Pleasant Now CDC, Cleveland, OH
47. Michael Reilly	Member, 62 nd Assembly District	New York State Assembly, Staten Island, NY
48. Robert Reinshuttle	Chief Executive Officer	Florida Capital Strategies (FCS), Tallahassee, FL
49. Brandon Roberts	City Manager	City of Brookfield, MO
50. Rebecca Roberts	Finance Director/Chief Financial Officer	City of Ocoee, FL
51. Gia Scruggs	City Manager	City of Stonecrest, GA
52. Todd Solomon	Deputy Assistant Director/Senior Division Manager (HPW/Wastewater Operations)	City of Houston, TX
53. Victor Spinelli	Data Center Project Manager II, Critical Project Implementation (CPI)	Amazon Web Services, Tampa, FL
54. -Nathaniel Spriggs-	Business Unit President, Mid-Atlantic Region	Nexus Water Group, Sugar Land, TX
55. David Strohl	City Administrator	City of Palos Heights, IL
56. -Maria Svetlova-	Train Conductor	OAO "RZD", St. Petersburg, FL



January 11, 2026

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

Dear Hiring Team:

I am providing this letter of interest concerning the City Manager position with City of Madeira Beach, FL. I would greatly enjoy serving in this position with City. Please find attached some supplemental information as it relates to my work history, experiences, and accomplishments. I offer this information in addition to the resume included with the application process.

As you can see in reviewing my resume and supplemental information, I have over 35 years of experience in government leadership positions at various levels including a brief stint as Interim County Manager for Seminole County prior to entering an early retirement, as well as serving the previous 3 years as Deputy County Manager directly overseeing various operational departments. Those departments included Leisure Services, Environmental Services, Public Works, Emergency Management, and the Fire Department. Each department had multiple divisions, and I have listed those on the following page to best illustrate the gravity of oversight. Prior to that position I served as Director of Leisure Services for 12 years with the County. Other agencies that I have worked with include the City of Coral Gables (9 years), Miami Shores (2+ years), Wilton Manors (6+ years), all in Florida, and I began my government management experience in Charleson, West Virginia (2+ years).

I believe my many years of professional parks and recreation leadership management experience would be a great asset to the City of Madeira team in the capacity of City Manager under the current city leadership team and the leadership of the City Commission.

As it turns out, my early retirement from government in June of 2022 was a bit pre-mature as I find myself in need of better fulfillment in continuing to be productive and serve the public as a servant leader. While my work as a consultant has been fulfilling, it has not completed the void left serving the public on a daily basis. If you should desire to discuss my qualifications and my interest further, I can be available at your convenience.

Very Respectfully,

Joseph R. Abel

Joseph R. Abel Information Package for City of Madeira Beach, FL City Manager Position:

Relative Seminole County Information:

As stated in my letter of interest for the City Manager position, please find herein, clarification of my oversight/direction while serving as the Deputy County Manager for Seminole County. Also of note, in my brief stint as the Interim County Manager, I had oversight of all departments and divisions of the County.

As Deputy County Manager, my direct oversight included the following:

Leisure Services Department:

Parks & Recreation Division
 Extension Services Division
 Library Services Division
 Greenways & Natural Lands Division
 Tourism Division
 Museum

Public Works Department:

Construction
 Engineering
 Fleet
 Facilities Management
 Roads & Stormwater Management
 Traffic Engineering
 Watershed Management

Environmental Services Department:

Business Office
 Water & Wastewater
 Solid Waste Management
 Utilities Engineering

Fire/EMS:

Emergency Communications
 Fire/EMS Administration
 Fire/EMS Operations
 Fire Prevention

Office of Emergency Management:

Addressing
 Animal Services
 E-911
 Emergency Management
 Telecommunications

In addition to the direct oversight of the above I also provided indirect oversight, leadership assistance, and direction over the following: Each of which had sub programs or divisions.

Human Resources
 Community Services
 Information Services
 Resource Management
 Development Services
 Office of Economic Development & Community Relations
 Office of Organizational Excellence

As listed in my resume, included as an additional attachment, you will see that my list of skills matches those required and anticipated for the position of City Manager:

- Administration
- Budget Preparation
- Human Resources Management
- Relationship Building
- Program Management
- Contract/Outsourcing Management
- Project Coordination
- Strategic Planning
- Public Speaking
- Critical Thinking
- Leadership Management

Further, as my profile indicates, I consider myself a very efficiency-driven, servant, and inspirational leader skilled at leading departments and agencies; improving transparency in government; and building positive relationships with government agencies, community organizations, and members of the public. I have exceptional planning, program management, and team development skills that have been gained during a 35-year career supporting county and cities ranging in populations from 12,000 to nearly 500,000 residents.

In conclusion, I believe that my servant leadership style and ability to collaborate well with co-managers and leaders, contracted professionals, and organizational leadership will allow me to best serve the Board of Commissioners, fellow team members, and residents of the city in mentoring, developing, recruiting, and retaining top talent into the city while ultimately assisting in getting things done.

Thank you for this opportunity to share my information and desire to serve the City of Madeira as its next City Manager.

I look forward to hearing from you in the coming weeks.

Respectfully submitted

Joseph R. Abel
Joseph R. Abel

—○ JOSEPH R. ABEL ○—
PRESIDENT / OWNER – JOE ABEL & ASSOCIATES, LLC.



PROFILE

Efficiency-driven, servant, and inspirational leader skilled at leading departments and agencies; improving transparency in government; and building positive relationships with government agencies, community organizations, and members of the public. Exceptional planning, program management, and team development skills gained during 35-year career supporting county and cities ranging in populations from 12,000 to more than 475,000 residents.

SKILLS

- ADMINISTRATION
- PROJECT COORDINATION
- STRATEGIC PLANNING
- BUDGET PREPARATION
- HUMAN RESOURCE MANAGEMENT
- PUBLIC SPEAKING
- RELATIONSHIP BUILDING
- CRITICAL THINKING
- PROGRAM MANAGEMENT
- LEADERSHIP MANAGEMENT

EDUCATION

West Virginia University

May 1985

Bachelor of Science

– Sport Management

PROFESSIONAL EXPERIENCE

Joe Abel & Associates, LLC.

President & Owner 06/2022 – Present

Seminole County, Florida

Interim County Manager 11/2021 – 06/2022

Deputy County Manager 03/2019 - 11/2021

Director of Leisure Services 06/2007 - 02/2019

Included Parks & Recreation, Library Services, Extension Services, Tourism/CVB, Greenways & Natural Lands

City of Coral Gables, Florida

Parks and Recreation Director 02/1998 - 06/2007

Interim Assistant City Manager 03/2002 - 10/2002

Village of Miami Shores, Florida

Assistant Director of Recreation 09/1995 - 02/1998

City of Wilton Manors, Florida

Athletic Supervisor 09/1989 - 09/1995

City of Charleston, West Virginia

Recreation Coordinator 02/1988 - 09/1989

Assistant Community Center Manager 07/1987 - 02/1988

Athletic Director 12/1986 - 07/1987

—○ JOSEPH R. ABEL ○—
PRESIDENT / OWNER – JOE ABEL & ASSOCIATES, LLC.

PROFESSIONAL MEMBERSHIPS

Florida Recreation & Park Association

National Recreation & Park Association

International City/County Managers Association

Florida Association of County Managers

(Memberships were held while working)

COMMUNITY INVOLVEMENT

President of the Central Florida West Virginia University Alumni Chapter – building and establishing student athletic and academic scholarships totaling approximately \$100,000.

Leadership Seminole graduate and session coordination member.

Served as United Way Executive Leadership Campaign Coordinator for City of Coral Gables.

NOTABLE ACCOMPLISHMENTS

Led a team through the successful completion of a \$38M amateur tournament-level sports complex development and land acquisition project.

Led a team through the successful completion of a Florida Communities Land Trust/Florida Department of Environmental Protection land exchange that includes the redevelopment of a defunct golf course. First exchange of this kind in the program’s history.

Negotiated facility utilization contracts with the Professional Orlando City Lions and Pride Soccer Clubs for the use of County facilities that netted four additional soccer fields and renovation of existing training facility.

Led two separate leadership teams through National Accreditation and repeated Re-accreditations for two different agencies – both of which were among the first 100 agencies in the nation to achieve this accomplishment.

Spearheaded park development and renovation projects, resulting in enhanced recreation opportunities and generating economic impacts of over \$40M annually.

Certified Parks & Recreation Professional for over 32 years.

Served in leadership roles at local, state, and national levels for the Florida and National Recreation & Park Associations, including serving as President of the Florida Association, served as President of the Council of Affiliate Presidents as well as serving on the Board of Directors, and Executive Board of the National Association.

Provide outstanding and award-winning programs, services, and leadership in both city and county government agencies for over 35 years.

Accomplished Speaker and Trainer at local, state, and national conferences and agencies.

—○ JOSEPH R. ABEL ○—
PRESIDENT / OWNER – JOE ABEL & ASSOCIATES, LLC.

PROFESSIONAL ACHIEVEMENTS

Gained National Agency Accreditation for Seminole County Leisure Services – 2009 - 2014
Gained National Agency Accreditation for City of Coral Gables Parks and Recreation – 2001 - 2006
Certified Parks and Recreation Professional since 1993 - Retirement

Member of the National Recreation and Park Association 1992 - Retirement

Chair of NRPA Southern Region Network – 2010 - 2011
Chair of NRPA One Vision Task Force – 2010 - 2011
Member of Branch/Regions/Sections Task Force - 2010
Member of the Board of Trustees – 2003 – 2006; 2006 – 2009
Member of Executive Committee of Board of Trustees – 2004 - 2005
Chair of Council of Affiliate Presidents – 2002 - 2003
Member of Council of Affiliate Presidents - 1999 - 2003
NRPA Southern Region Representative & Chair - 2000 – 2006
Member of NRPA Affiliate Task Force – 2002 - 2003
Co-Chairperson - Hospitality Committee for 1998 National Convention
Co-Chair – Development/Annual Fund Committee - 2003 – 2005
Member of NRPA Finance Committee – 2004 - 2009
Member of Development/Annual Fund Committee – 2003 – 2009

Member of the Florida Recreation and Park Association 1989 - Retirement

FRPA Distinguished Service Award - 2022
FRPA Achievement Award Recipient – 2011
Immediate Past President of Association - 2001 - 2003
President of Association - 2000 - 2001
Chaired Task Force to examine Restructuring of State Association Board - 1999 - 2000
President Elect of Association - 1999 - 2000
State Conference Social Chairperson - 1999
District VII Director – 1997 - 1999
Served on State Conference Site Selection Committee - 1998
Liaison to Dade County Safe Neighborhood Bond Oversight Committee for FRPA District
State Conference Silent Auction Chairperson - 1996
District VII Membership Chairperson
Jack Woody Memorial Outstanding Service Award 1995 - 1996
Mini-Conference Exhibitor Chairperson - 1996
Broward Sports Festival Steering Committee - Media Coordinator
Broward Sports Festival Event Director

Member of the West Virginia Recreation and Park Association 1986 - 1989

State CO-Chairperson - Fund Raising Committee
State C.E.U. Chairperson
State CO-Chairperson - Hershey Track and Field Program

Emmanuel O. Adediran

119.071(4)(d)2h

Phone: 119.071(4)(d)2h

Email: aded2@comcast.net

January 6, 2026

Dear Sir/Madame,

I am pleased to provide this letter of interest to you for the vacant City Manager's position of the City of Madeira Beach, FL.

I most recently served as the City Manager for the City of College Park, GA. During my tenure, we made significant accomplishments in the City's Strategic Planning, Operational Oversight for all municipal functions, Economic Development, Management, Finance, and Economic Emergency Management.

As a prior Deputy Chief Administrative Officer (Assistant City Manager) and a highly experience government leader, I will offer the city of Madeira Beach more than 8 years of experience as a federal government manager and more than 30 years of excellence as a local government leader.

My leadership style is collaborative and transformative. If given the opportunity, I believe I have an exceptional blend of skills that will promote the city of Madeira Beach that is forward thinking with a collective vision and strategic plan.

My coaching and mentoring style has always evolved as an influencer to people who want to see progress and improvement in a positive environment. As a collaborative leader, I will work side by side with my team as we seek winning outcomes in the delivery of our services.

I am a change agent who understands the necessity of structuring the organizational objectives of a governmental organization around a Strategic Plan that is fiscally and responsibly supported by the community and directed by the governing body.

My transparent approach in the fulfillment of my duties is accomplished through focus group meetings, consistent communication, and knowledgeable staffing.

Throughout my career, I have been in many areas of government, and I understand its community intricacies, regional impact, and governance. As your City Manager, I would offer the same understanding to our staff in building a system that we can all be proud of.

Some of my experience that I believe equips me includes:

City Manager of the City of College Park, GA.

Director of Public Works, Water & sewer City of College Park, GA.

Interim/Assistant Director of Public Works for the City of North Miami Beach, Florida

United States Small Business Administration in Miami and other parts of Florida

Interim Director of Public Works/Utilities for the City of Petersburg, VA.

Interim DCAO (Assistant City Manager) and Director of Public Works - City of Richmond, VA

My fiscal leadership:

I managed a budget of more than \$900M, and a Capital Improvement Plan budget of \$500M. As the Assistant Director of Operations of Solid Waste Department in the City of Miami, FL. I was able to save more than \$1.2M per year through waste transfer negotiations and route scheduling.

While DCAO for the City of Richmond and Director of Public Works, I managed the construction of a \$127M Judicial Center, and improvements to Economic Developments, Streets Caping, and Regional Projects for improvements to the aesthetics of our ingresses to the city.

Other accomplishments of our team included:

Developed, managed, and completed UCI Bike Tour to the Metropolitan Area.

Completed Capital Gateway Improvement Project at I-95 and I-64

Designed and built 4 new Richmond Public Schools Designed and built 5 new Public Works operations and engineering buildings.

Designed and built K-9 Training Center

Removed blighted city property to create prime location as investment property.

I understand the budget process and the importance of a tax base that offers more to our citizens we serve than it takes from them. My fiscal stewardship is impeccable. Other major functions under my purview included working with the Governing Body and Economic Development Department in attracting new businesses to the City of Richmond, working with Human Resources to attract the brightest talent, Grant Management, and Debt Service.

I am FEMA certified by Homeland Security National Incident Management System, serving as a top tier emergency responder for various emergency events such as natural disasters, and other emergencies.

My work ethic is impeccable and my standards for excellence in internal and external service delivery have rendered highly favorable results throughout my career.

It has been my life career to serve humanity. My value proposition is leadership presence that can be seen and felt in the embodiment of the work of our local government through effective, efficient, and quality service. Through this proposition the City of Madeira Beach and its elected officials, staff, citizens, businesses, and visitors will trust and have confidence that their best interest is evident in the delivery of every product and service.

Upon your review, I hope that you will afford me the opportunity to learn more about your needs and share my abilities to meet those needs. Should you require any additional information, please do not hesitate to contact me at (804) 466-9585.

Sincerely,

Emmanuel O. Adediran Encl: Resume

Emmanuel O. Adediran, FMP, CPM, M.S., D. Min.

119.071(4)(d)2h

119.071(4)(d)2h

119.071(4)(d)2h

| Aded2@comcast.net

HIGHLIGHTS OF EXPERTISE

Executive Leadership - Project Management- Budget Management- Teambuilding
Organizational Effectiveness - Strategic Planning and Critical Thinking-Servant Leader
Infrastructure Development - Public Works Operations - Fleet Management
Capital Improvements -Zoning and Permits - General Services – Urban Forestry
Stormwater/Emergency Management – Wastewater Management

PROFESSIONAL EXPERIENCE

CITY MANAGER, CITYOF COLLEGE PARK, GA

JANUARY 2024 - MAY 2025

Planned, directed, managed, and provided oversight of the administration of municipal day-to-day operations. Coordinated assigned activities with City departments heads, community representatives, and outside agencies. Administered policies established by the Mayor and City Council and the city charter for efficient operation of the municipality.

Conferenced with department heads concerning operating problems, plans, and policy questions. Assisted department heads in the management, development, and implementation of department goals, objectives, policies, and priorities for City Departments. Provided leadership and direction for effective City service. Served as facilitator/communicator between departments to coordinate efficient provision of municipal services.

- Developed proposals for the Mayor and City Council on citywide policies and coordinate the application of these policies in city procedures according to the City charter. Provided leadership and direction in the development of short and long term plans. Represented the City Council in public meetings and before the State Legislature and other elected bodies and boards when requested.
- Staffed the budget framework process and presented recommendations to the Mayor and Council. Maintained sound fiscal position for the city through preparation of annual budget, financial reporting, treasury and cash management, debt administration, accounting, utility billing, special assessments administration, risk management, pensions, business, and occupational licensing, permits, and record management. Provided policy guidance for the development and review of budget requests and program proposals through coordination with City Department Heads.
- Represented the City, on various committees involving other public entities or private organizations. Provided professional advice to the Mayor, City Council, and to Department Heads. Made presentations to councils, boards, commissions, civic groups, and the public.

Significant Accomplishments

- Reopened the Ward 3 police precinct, resulting in crime reductions in the surrounding area.
- Implemented the use of NFT tags through the city. College Park is the first city in the nation to utilize NFT tags.
- Managed the installation of smart cameras throughout the city, focused on increasing public safety and security, enhancing the quality of life for citizens and improving our local economy.

DIRECTOR OF PUBLIC WORKS, WATER & SEWER, CITY OF COLLEGE

PARK COLLEGE PARK, GA JUNE 2023 - JANUARY 2024

- Directed the operations and management of the Public Works, Water & Sewer Department for the City of College Park, GA.
- Provided leadership and work strategies for public services including Civil Infrastructure, Streets/Roads Management, Roadway/Right-of-Way Management, Grounds & Buildings Management, Urban Forestry, Facilities Management, Traffic Engineering, Fleet Maintenance, Storm Water Management and Solid Waste Management. Additional responsibilities included streets drainage, recycling, environmental services.
- Managed department operating and capital improvement budget, special and internal service funds, and enterprise fund budget totaling approximately \$23 million and 72+ FTE's.
- Addressed and resolved citizen and business community concerns and complaints with standards of excellence in customer relations and high-quality service.
- Managed the procurement, design, construction and maintenance of City's infrastructure, solid waste collection and disposal, recycling, landfill and transfer stations, and fleet operations.
- Reviewed and approved solicitations for project scopes, vendor contracts, engineering, architectural drawings, and construction documents.
- Prepared and presented written and oral reports to City Administration, Council, citizen groups, public, and media inquiries.

ASISTANT DIRECTOR OF PUBL, IC WORKS, CITY OF NORTH MIAMI BEACH

NORTH MIAMI BEACH, FL MARCH 2021 - MARCH 2023

- Assisted the Director of the Department in executing the directives and

goals through subordinate professional and clerical staff for Fleet, Facilities, Neighborhood Beautification and Solid Waste.

- Worked collaboratively with division heads and managers of other City departments to promote public safety and enhancements related to Public Works.
- Used independent judgment, initiative, and knowledge in technical and managerial decision-making for complex and often considerable unique circumstances.

SIGNIFICANT ACCOMPLISHMENTS

- Implemented Facility Dude Computerized Maintenance Mechanic Systems.
- NE 183 St Bike Path (3.0 miles) construction and Finalization/Commission Ribbon Cutting- Federal/State/Local funding.
- NE15 Ave Bridge- Design and build review.
- Driveway Approach designed and completed.

INTERIM DIRECTOR OF PUBLIC WORKS, CITY OF NORTH MIAMI BEACH

NORTH MIAMI BEACH, FL APRIL 2022- JULY 2022

- Directed the operations and management of the Public Works Department for the City of North Miami Beach, FL.
- Provided leadership and work strategies for public services including Civil Infrastructure, Streets/Roads Management, Roadway/Right-of-Way Management, Grounds Management, Urban Forestry, Facilities Management, Traffic Engineering, Fleet Maintenance, Storm Water Management, and Solid Waste Management. Additional responsibilities include streets and drainage, recycling, environmental services.
- Managed department operating and capital improvement budget, special and internal service funds, and enterprise fund budget totaling approximately \$70

million and 100+ FTEs.

- Managed the procurement, design, construction and maintenance of the City's infrastructure, solid waste collection and disposal, recycling, landfill and transfer stations, and fleet operations.
- Reviewed and approved solicitations for project scopes, vendor contracts, engineering, architectural drawings, and construction documents.

ASISTANT DIRECTOR OF OPERATIONS, DEPARTMENT OF SOLID WASTE, CITY OF MIAMI MIAMI, FL MARCH 2020 - MARCH 2021

- Established and monitored production goals with targets for all operational divisions.
- Recommended proven methods for waste minimization, proper handling, and Environmental Protection.
- Analyzed statistical data, provided oversight of disposal sites, managed special events, oversaw all safety and accident prevention programs, conducted strategic planning, and executed strategic initiatives.
- Provided direct reports with tools to implement the department's strategic plan and assisted with exceeding performance measures
- Assisted in the preparation of the departmental budget.
- Represented the Director and department in a variety of meetings, including public forums; and performing other duties, as required.

SIGNIFICANT ACCOMPLISHMENTS

- Reorganized the Solid Waste Department, its routing, reducing overtime costs

to the City of Miami. Save approx. \$1.0M

- Implemented a transfer station to reduce travel time and eliminate excessive use of central transfer station at an extensive cost

DIRECTOR OF CAPITAL PROJECTS AND FACILITIES, RICHMOND REDEVELOPMENT AND HOUSING AUTHORITY

RICHMOND, VA NOVEMBER 2018 - MARCH 2020

- Initiated, expedited, facilitated, and monitored capital improvement projects (CIP) and budget development.
- Directed and supervised the management of RRHA physical project construction, maintenance operations, delivery of large capital projects with activities ranging from the environmental phase through design and construction of the project.
- Directed the development and monitored capital fund budgets; analyzed capital and operating expenses and projects; ensured adequate funding to support the activities, programs, and services in the agency's strategic plan.

SIGNIFICANT ACCOMPLISHMENTS

Upon hire, immediately addressed Richmond Redevelopment Authority's public relations, HUD and UBC compliance issues related to heating:

- Installed 450 new boilers, over 15,000 linear feet of pipes and over 5000 radiators in the housing units within a six-month period - saved human lives and \$1.0M
- Installed 350 new hot water heaters in the housing units (install new hot water- saved \$250K
- Restored heat to over 3800 apartments in the different housing units- Saved lives.
- Repaired and replaced over 150 apartment roofs - saved \$250K.
- Repaired and installed over 5000 linear feet of sidewalks/ADA Compliant

curb improvements.

- Developed and implemented HUD Housing Maintenance Plan, developed solicitations for infrastructure, construction, demolition, and capital needs.

**CONSTRUCTION ANALYST, UNITED STATES SMALL BUSINESS ADMINISTRATION -
DISASTER VERIFICATION CENTER**

WASHINGTON, DC SEPTEMBER 2017- Intermittent

- Conducted on-site damage assessments to personal, real, and business property; determined the extent of damaged properties, estimated the cost of repairs or replacement, and worked primarily in disaster affected areas.
- Led team efforts in disaster recovery for individuals and businesses while ensuring accuracy in the detail reporting of data needed to complete estimates for loan applications; used architectural knowledge, skills, and resources to analyze structural types, valuation, and replacement costs.
- Established and led a culture of high performance among a team of diverse and talented civilian and military veterans to achieve the organization's disaster recovery and restoration goals.

SIGNIFICANT ACCOMPLISHMENTS

- Prepared reports with accuracy and precision that lead to working on the software applications second release.
- Outstanding contributions to the development and new release of software.

INTERIM DIRECTOR OF PUBLIC WORKS, CITY OF PETERSBURG

PETERSBURG, VA APRIL 2017-AUGUST 2017

- Provided leadership and work strategies for public services including

Public Utilities, Storm water Management, Infrastructure, Streets/
Roads Management, Traffic Engineering/Right-of-Way Management,
Procurement, Grounds Management, Facilities Management, Fleet
Maintenance, and Solid Waste Management

- Managed department's operating and capital improvement budget, special and internal service funds with a budget totaling approximately \$20 million and 100 FTE's
- Ensured compliance with Federal, State, and Local building codes and ordinances.
- Collaborated with regional commissions, civic leagues, business groups and community organizations to coordinate short- and long-term projects.

SIGNIFICANT ACCOMPLISHMENTS:

- Brought 189 acres of cemetery grounds and up to code.
- City properties, community development properties, medians, and gateways were treated and cut to improve city appeal.
- Improved utility collection rate by 88% - Increased revenues by \$1.0M
- Improved staff morale; corrected deficiencies in department billing and services

DIRECTOR OF PUBLIC WORKS, CITY OF RICHMOND

RICHMOND, VA OCTOBER 2014- FEBRUARY 2017

- Provided strategic direction and management oversight to the Department of Public Works and ensured implementation of Mayor and City Council goals, policies, and performance expectations.
- Managed department operating and capital improvement budget,

special and internal service funds, and enterprise fund budget totaling approximately \$97 million and 400+ FTE's.

- Reviewed and approved solicitations for project scopes, vendor contracts, engineering, architectural drawings, and construction documents.

SIGNIFICANT ACCOMPLISHMENTS:

- Developed, managed, and completed Capital to Capital Bike Trail- Promoting Healthy Lifestyles
- Completed Capital Gateway Improvement Project at 1-95 and 1-64
- Designed and built 4 new public schools, 5 new Public Works operations and engineering buildings, and a K-9 training center - Saved \$10M.
- Removed blighted city property to create prime location investment property.

ASSISTANT CITY MANAGER (INTERIM), CITY OF RICHMOND

RICHMOND, VA OCTOBER 2014 - FEB. 2017

- Served on the CAO's senior executive leadership team for the assigned Operations Portfolio including Public Works, Public Utilities, and Planning and Development
- Collaborated with the CAO and the Mayor in developing strategies for planned development in the City of Richmond.
- Prepared the portfolio's annual operating and capital expenditures budgets; developed a comprehensive report of financial, programmatic, and administrative performance goals.

- Negotiated, reviewed, and approved all departmental procurement, contract agreements and vendor performance reports.
- Managed, directed, and evaluated staff to achieve desired outcomes.

DEPUTY DIRECTOR, DEPARTMENT OF PUBLIC WORKS, CITY OF RICHMOND

RICHMOND, VA OCTOBER 2012- OCTOBER 2014

- Managed and maintained all capital assets, and real property; provided general maintenance services for streets/roads, buildings owned or leased by the city.
- Managed, monitored, and maintained fiscal budget for the Division.
- Designed work programs, implemented policies, goals, and standards for the Division.
- Prepared assessments and comprehensive reports on accomplishments and strategies needed to address Mayor-Council directives and public concerns.

SIGNIFICANT ACCOMPLISHMENTS:

- Appointed Project manager by the mayor and successfully completed construction and engineering of the City's new Justice Center, Fire Station 17, and the renovation of Altria Theater
- Redesigned and installed LEED lighting, ceilings, and HVAC Systems
- Renovated City Hall elevators, main floor public areas, third and fourth floor offices
- Relocated City Fleet Operations

OPERATIONS MANAGER, DEPARTMENT OF PUBLIC WORKS, CITY OF RICHMOND

RICHMOND, VA MARCH 2012- OCTOBER 2012

- Managed and maintained all city-owned buildings and responsible for the division's assigned fleet, streets, and roads.
- Developed, implemented, and evaluated a variety of building operation systems and preventive maintenance programs.
- Responsibly managed operating and capital budget. Reviewed daily and weekly reports and recommendations pertinent to productivity and operating expenses.
- Developed policies and procedures and implemented compliance strategies.
- I interacted with vendors to establish and negotiated cooperative purchasing agreements and procurement contracts.

SIGNIFICANT ACCOMPLISHMENTS:

- Developed plan and renovated Richmond Courts (Manchester and Oliver Hill)
- Developed alternative space use plan and made improvements to implement Emergency Operations Center
- Designed and successfully completed construction of the Day Reporting Center, Workforce Development Center, Juvenile Justice Center, and Social Services buildings.

OTHER RELEATEED EXPEEREIENCE

SEPTEMBER 1999 -MARCH 2012

DEPARTMENT OFPARKS, RECREATION, AND COMMUNITY FACILITIES

TRADES SUPERVISOR II

- Supervised and managed all facilities, streets, and roads for the

Department; provided guidance for arborists in maintaining urban forestry and tree conservation.

EDUCATION AND TRAINING

Virginia State University, Petersburg, VA Virginia State University, Petersburg, VA United
Theological Seminary, Dayton, OH

Bachelor of Science - Biology GPA 3.8 Master of Science -Biology GPA3.68 Doctor of
Ministry GPA 4.00

CERTIFICATIONS

- FEMA Certified Emergency Management
- NIMS 900
- Facilities Management Professional (FMP)
- Public Housing Executive Director Program (ED)- Pending 4 Classes
- Public Housing Manager Certification (PHM)
- Maintenance Certification Program (CME)
- Certified Public Manager (CPM)

PROFESSIONAL AFFILIATIONS

ICMA

Public Housing Authorities Directors Association (PHADA)

The National Association of Housing and Redevelopment Officials (NAHRO) American
Public Works. Association

International Facilities Management Association American Society of Civil Engineers

Public Records Exemptions

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

Reason	Description	Pages
119.071(4)(d)2h		1, 3

MELISSA ALSTON

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

January 26, 2026

Greetings,

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

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

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

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

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

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

Sincerely,
Melissa Alston

Melissa Alston

Phone | (252) 382-0077
Email | melissavalston@gmail.com
LinkedIn | www.linkedin/in/MelissaAlston

Item 4B.

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

AREAS OF EXPERTISE

- Executive Leadership
- Public Safety Partnerships
- Cross-Department Collaboration
- Change & Project Management
- Operational Excellence
- Organizational Development
- Risk Management & Compliance
- Strategic Planning
- Municipal Budgeting

EDUCATION | CERTIFICATIONS | VOLUNTEERING

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

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

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

PROFESSIONAL EXPERIENCE

Interim Chief Technology Officer (CTO)
City of Rocky Mount, North Carolina

October 2024 – July 2025

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

(PMO)/IT Project Manager
City of Rocky Mount, North Carolina

February 2021 – present

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

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

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

Technology Analyst

October 2017 – February 2021

City of Rocky Mount, North Carolina

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

Other Positions

June 2000 – October 2017

City of Rocky Mount, North Carolina

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

*****References available upon request*****

Ana M. Alvarez

119.071(4)(d)2h

January 22, 2026

S. Renée Narloch
President
S. Renée Narloch & Associates

RE: City Manager Recruitment, City of Madeira Beach

Dear Ms. Narloch,

With more than three decades of public service, including over 24 years in senior executive leadership, I am pleased to submit my application for the City Manager position with the City of Madeira Beach. Throughout my career, I have worked alongside coastal and destination communities addressing growth, environmental resilience, fiscal stewardship, and infrastructure investment, experiences that would thoughtfully inform my service to the City of Madeira Beach. Local and regional government has always been where my passion for people, public service, and strategic problem-solving intersect. I hold a doctoral degree in policy, planning, and development and a master's degree in public administration with honors and distinction.

My background in environmental resiliency, organizational management, public service operations, community engagement, and interdepartmental leadership aligns exceptionally well with the priorities facing coastal cities. As I have done throughout my career, I am committed to understanding and embracing the communication style, pace, and community values that define the governance of each unique place. My leadership is grounded in integrity, transparency, and collaboration, with a focus on supporting staff and delivering high-quality municipal services. I lead by listening first, building trust, and respecting community culture. As a hands-on, servant-oriented executive, I remove obstacles, improve performance, and foster accountability.

Professionally, I am known for guiding organizations through complex policy challenges by cultivating high-performing, cross-disciplinary teams and grounding decisions in long-term strategy within a framework of fostering relationships, trust and operational excellence. For nearly nine years, I served as the inaugural Deputy General Manager for the East Bay Regional Park District, the largest regional park system in the nation. Serving 2.8 million residents across thirty-three cities, I helped modernize governance systems, strengthen revenue and performance structures, and implement strategic initiatives through interdepartmental teams. I subsequently completed a brief tenure as the City Manager of Hayward, which I chose to conclude in pursuit of an environment more aligned with my values, an alignment I clearly recognize in the City of Madeira Beach.

I would be honored to bring my experience, leadership style, and commitment to public service to the City of Madeira Beach. I look forward to the opportunity to further discuss my interest in serving as Madeira Beach's next City Manager.

Sincerely,

Ana M. Alvarez

ANA M. ALVAREZaalvarezphd@gmail.com

119.071(4)(d)2h

119.071(4)(d)2h

STRATEGIC EXECUTIVE LEADER

Steady and accomplished relationship-driven executive with council-manager aligned leadership, and a strong commitment to public service on behalf of communities. Respected professional known for operational excellence; fiscal stewardship; and a collaborative, service-oriented management style. Proven record of success in leading solutions to complex environmental issues, supporting governing bodies, delivering capital programs, advancing economic vitality, and enhancing quality of life through forward-thinking and servant-leader principles. Led strategic initiatives and organizational realignments to tackle complex policy challenges, using cross-disciplinary collaboration to drive measurable results within a values framework of integrity, transparency, excellence and innovation.

RELEVANT LOCAL GOVERNMENT EXPERIENCE**City Manager**

January – June 2025

City of Hayward [\$416 million capital and operating budget; 957 employees and population of 151,000 residents]

Duties & Responsibilities: Served as the Chief Administrative Officer reporting directly to a seven-member City Council. Responsible for implementing City Council policies, priorities and strategic plan. Ensure the effective management of City operations of a full-service municipality, comprised of 12 departments, including an executive airport, and water and wastewater utilities.

Achievements: Conducted comprehensive financial and budget review, identifying structural deficit drivers, and informing corrective action strategies. Designed an integrated cross-departmental permitting approach to support economic development by streamlining permitting processes, improving turnaround times, and fostering cross-departmental collaboration.

Deputy General Manager

March 2016 – December 2024

East Bay Regional Park District, a full-service Independent Special District [\$780.6 million capital and operating budget; 1,100 employees across 2 counties and 33 cities, serving 3.8 million residents]

Duties & Responsibilities: Served as the District's deputy Chief Executive Officer. Responsible for directing and managing the District in the absence of the General Manager. Provided leadership and direction to senior executives for the planning, organization, and coordination of major functions, programs, and services. Responsible of direct line of operations through several departments – finance, human resources, land acquisition, public works, planning, and operations. Provided strategic direction on policy matters; public financing, capital program; resiliency and emergency response planning.

Achievements: Directed a multi-jurisdictional local government program supporting growth management and nature-based infrastructure across a large metropolitan region. Launched a \$30M green bond program and led strategic initiatives securing \$300M in infrastructure and resiliency funding. Led delivery of 11 new regional park and trail systems, improving access and long-term asset management. Reformed capital project delivery practices, improving coordination, schedule performance and fiscal accountability. Co-chaired the University of California's capital campaign for the Natural Reserve System, raising \$90.4M, the largest campaign in its history. Directed development of the District's sustainability and resiliency policy framework, advancing operational excellence in resource management and preparedness for extreme weather events.

Deputy Director III (Parks Superintendent, working title)

September 2009 – March 2016

City and County of San Francisco | Recreation & Parks Department [\$80 million operating budget; with management responsibility for 568 employees and serving a population of 870,887 residents]

Duties & Responsibilities: Served as a member of Executive Team with direct management responsibility of San Francisco's parks and open spaces. Direct line responsibility of citywide destination venues, comprised of 5,000 acres, inclusive of 225 parks, 6 golf courses, 49ers Candlestick Park Stadium, San Francisco Marina, Golden Gate Park, 32 natural areas, a museum, 52 recreation centers, and 8 aquatic facilities. Directed parkland operations and natural resource management through the direct supervision of ten management staff inclusive of the Golf Superintendent, Candlestick Park Stadium Chief, and San Francisco Marina Harbor Master. Led and/or participated in city-wide initiatives.

ANA M. ALVAREZ

aalvarezphd@gmail.com

Achievements: Developed and implemented a sustainability operations and resiliency plan for San Francisco Recreation & Park Department, positioning the city as a green infrastructure leader. Contributing architect in building a financially sustainable model for San Francisco's world class system of parks, recreation and cultural offerings. Executed landmark PGA Tour Agreement, generating over \$32M in tax revenue, and elevating San Francisco as a golf-premier global event destination. Transformed a historically contentious marina operation into a model of civic engagement and operational excellence, completing a \$30M capital renovation project and generating \$720,000 in new revenue. Restructured San Francisco's recreation service delivery model with an economic engine, community-based framework, outcome-based metrics, increase programmatic offerings, and a restructured fee schedule with a built-in 1M scholarship offering, as one of several equity efforts.

Adjunct Faculty

August 2012 – June 2015

San Francisco State University

Developed and taught curriculum for upper divisional courses in administration and management of public parks, tourism and recreation agencies, strategic planning, and public budgeting and financing.

Community Services Director

January 2005 – August 2009

City of Santa Fe |Community Services Department [\$12 mil budget; management responsibility of 250 employees and serving a population of 17,784 residents]

Duties & Responsibilities: Served as a key member of the Executive Team with direct management responsibility of the City's largest multidisciplinary Community Services Department inclusive of the library, human services, 25 licensed childcare facilities, a community clinic, 2 local museums and 12 municipal parks and athletic fields, and recreation and cultural offerings. Assisted the City Manager in legislative advocacy on housing policy matters and the City Council Workplan. Ensured the effective coordination and implementation of City Council initiatives through ten City Council advisory committees.

Achievements: Led the formation of a public-private partnership with Whittier Presbyterian Hospital to deliver preventative healthcare to indigent populations. Established a community-benefit fund framework and the Santa Fe Springs Library Capital Endowment, supporting literacy and cultural access through innovative public-private partnerships. Expanded program offerings to align with community needs and interests. Led the agency's 50th Anniversary and Civic Engagement Program, leveraging the milestone to strengthen community partnerships, elevate public visibility, and delivered award-winning signature event celebrations.

Parks & Recreation Director

January 2001- January 2005

City of Oceanside |Parks & Recreation Department [\$23 mil budget; management responsibility for 85 employees and serving 175,085 residents]

Duties & Responsibilities: Served as a key member of the City's Executive Team with direct management of the Parks & Recreation Department inclusive of the Citywide Special Events Committee as well as economic development initiatives tailored to the tourism industry. Assisted the City Manager with military base relations, legislative advocacy efforts on housing policy matters and City Council study workshops on other salient community issues. Directed the planning, development, and operation of a citywide parks and recreation facilities system, including 12 community facilities, 2 downtown theaters, 2 golf courses and 38 parks. Service delivery of robust recreation and cultural arts programs tailored for residents as well as the tourism industry. Contributed to the City Manager's Community Development Committee.

Achievements: Negotiated land use and open space agreements with Marine Corps Base Camp Pendleton, supporting intergovernmental collaboration and coastal planning. Directed land-use planning for 500 acre brownfield-to-recreation conversion project that integrated environmental remediation. Co-led cross-agency planning and execution of the largest military parade in San Diego County history, in partnership with U.S. Marine Corps Base Camp Pendleton. Directed redistricting efforts for Community Facilities Districts and Quimby Act implementation, aligning long-term infrastructure funding and parkland dedication policies with balanced growth, community needs, and legal compliance. Led the redesign of the City of Oceanside's Parks Master Plan and a five-year strategic plan, setting the foundation for inclusive growth and infrastructure investment. Established the national award-winning Supporting Urban Neighborhoods (SUN) Program, addressing community revitalization and park access in underserved areas.

ANA M. ALVAREZaalvarezphd@gmail.com**Recreation Manager**

May 2000 – January 2001

City of Burbank | Parks and Recreation Department [\$852,000 budget; management responsibility of 27 employees and serving 107,000 residents]

Duties & Responsibilities: As part of the City's Downtown Revitalization Plan, managed contractual operation of specialized live-performance venues inclusive of the Starlight Bowl regional concert series and 2 downtown theaters; managed cultural arts grant program in support of city-wide cultural and art events through partnerships with private, civic and community-based organizations. Served on Citywide Economic Development Committee.

Achievements: Designed and implemented strategic guidelines for the Cultural Arts Grant Program, fostering access to funding, supporting local arts innovation, and strengthening cultural vitality across the community. Led the successful activation of two downtown live performance theaters by resolving final-phase renovation challenges and leading the operator selection process to revitalize the cultural downtown core and expand access to the arts.

Citywide Youth Services Coordinator (Recreation Supervisor classification)

November 1994 – May 2000

City of Santa Barbara | Parks and Recreation Department [\$55,000 budget; management responsibility of 10 employees and serving 217,000 residents]

Duties & Responsibilities: Coordinated citywide programmatic initiatives through interdepartmental collaboration, initiated and managed strategic partnerships, and ensured the City's governance role in youth development function, as a strategic partner aligned with community values. Responsible for interdepartmental coordination to align City investment and deliver a comprehensive youth development plan with measurable outcomes across various sectors and responsive to community needs.

Achievements: Under Mayor Harriet Miller's leadership, developed a new section of public services for young adults through the inception of a City Council advisory group – Santa Barbara's Youth Council; primary architect and staff to the Mayor's Youth Services Steering Committee; developed and implemented a \$3.1 million Citywide Youth Services Master Plan by leading and guiding interdepartmental citywide teams; and led the development of a downtown teen center. Chaired a citywide Pro-Youth Coalition and secured \$5 million in federal grant funding to implement a 5-year youth violence prevention strategy in underserved neighborhoods.

EDUCATION**Doctoral Degree, Policy, Planning and Development**

University of Southern California (USC)
Sol Price School of Public Policy

Certification on Sustainable Cities

University of Southern California (USC)
Center for Sustainable Cities Graduate School

Master's Degree, Public Administration

Honors & Distinction
California State University, Northridge (CSUN)

Bachelor of Arts Degree, Psychology

California State University, Fullerton (CSUF)

PROFESSIONAL AFFILIATIONS - selected

- International City/County Management Association (ICMA) – active member
- Regional and intergovernmental advisory committees supporting infrastructure, public service delivery, and addressing regional policy matters
- National Recreation & Park Association – conference speaker and instructor for senior executives

Full publications, recognitions, and advisory appointments available upon request.

Public Records Exemptions

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

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

Public Records Exemptions

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

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

ABDUL JAMMAL A. AMEER

119.071(4)(d)1

Remote-Ready (U.S.)



119.071(4)(d)1



abduljammal.ameer@gmail.com

DIRECTOR OF COMPLIANCE, RISK & GOVERNANCE

Enterprise Risk • Regulatory Compliance • Multi-Jurisdiction Leadership • Program Governance

EXECUTIVE SUMMARY

Compliance, risk, and governance leader with **25+ years of experience** across federal, healthcare, and high-risk operational environments, holding an **active U.S. Secret security clearance**. Proven record leading **170+ investigations**, closing **150 cases**, securing **17+ critical operational areas**, responding to **100+ high-risk incidents**, and mitigating **25+ verified security threats**. Extensive experience managing **multi-million-dollar security and surveillance systems**, regulatory compliance frameworks, and enterprise risk programs. Expert in statutory interpretation, policy development, governance design, and cross-functional leadership, recognized for translating complex regulatory requirements into scalable operational solutions and driving enterprise-level risk reduction.

CORE EXECUTIVE COMPETENCIES

Regulatory Compliance & Governance

Enterprise Risk Management (ERM) • Statutory & Regulatory Interpretation • Policy & Framework Development • Multi-Jurisdiction Compliance • Audit & Control Systems • Governance Structures

Compliance & Reporting Systems

Enterprise Reporting Frameworks • Compliance Controls • Risk Monitoring Programs • Trend Analysis • Performance Metrics

Leadership & Strategy

Executive Leadership • Cross-Functional Collaboration • Remote Team Leadership • Stakeholder & Regulator Engagement • Strategic Planning • Organizational Transformation

Operational & Analytical Expertise

Risk Assessment • Compliance Reviews • Investigations • Program Oversight • Data-Driven Decision-Making • Process Improvement

PROFESSIONAL EXPERIENCE

GARDAWORLD FEDERAL — Overseas

Site Supervisor / Emergency Response Team Lead | Dec 2025 – Present

Provide operational leadership, regulatory compliance oversight, and enterprise risk governance for U.S. embassy and diplomatic security operations.

- Supervised a **16-member security team** supporting embassy and diplomatic facilities.
- Responded to **100+ emergency and operational calls**, delivering rapid threat assessment and incident stabilization.
- Identified and mitigated **25+ security threats**, including access breaches and high-risk incidents.
- Secured and monitored **17 critical and sensitive areas**, strengthening physical and operational security controls.
- Conducted risk assessments and vulnerability analyses to identify compliance gaps and operational exposure.
- Interpreted federal regulations, policies, and operational directives to ensure consistent implementation.
- Developed and enforced compliance protocols, SOPs, and reporting standards.
- Collaborated with embassy leadership, federal stakeholders, and local partners to maintain operational readiness.
- Produced executive-level incident reports, risk assessments, and compliance documentation.

REGIONAL ONE HEALTH / ALLIED UNIVERSAL — Memphis, TN

Security Investigator Manager / Enterprise Risk Leader | Mar 2023 – Dec 2025

Directed enterprise investigations, compliance oversight, and risk governance across a multi-site healthcare system.

- Led **170+ complex investigations** involving workplace violence, fraud, misconduct, theft, and policy violations.
- Successfully closed **150 investigations**, delivering defensible findings to executive leadership, HR, Legal, and Compliance.
- Managed a **multi-million-dollar enterprise video surveillance system**, supporting investigative operations and risk monitoring.
- Reviewed **150+ of hours of video evidence** to identify incidents, behavioral trends, and systemic vulnerabilities.
- Strengthening organizational security by securing **17+ critical hospital areas** and supporting additional departmental security enhancements.

- Conducted **40+ high-risk security escorts** in coordination with Human Resources during sensitive personnel actions.
- Coordinated with local, state, and federal law enforcement agencies regarding disorderly staff, visitors, and patients.
- Designed enterprise risk mitigation strategies aligned with HIPAA, Joint Commission standards, and state regulations.
- Conducted compliance reviews, trend analysis, and risk assessments to identify systemic vulnerabilities.
- Developed policies, procedures, and reporting frameworks to improve governance and operational transparency.
- Delivered executive-level risk briefings translating complex data into actionable insights.

GARDAWORLD — Amazon Facilities, Memphis, TN

Security Supervisor | Aug 2022 – Mar 2023

Directed security operations and compliance enforcement at a high-volume corporate facility.

- Conducted compliance investigations involving fraud, misconduct, policy violations, and operational risk.
- Supervised security teams to ensure adherence to corporate policies and regulatory standards.
- Monitored and reviewed **1,000+ hours of security operations and surveillance activity**.
- Prevented **17 unauthorized individuals** from accessing restricted areas.
- Confiscated and documented **500+ prohibited items** in compliance with corporate safety policies.
- Secured **5 critical operational areas**, strengthening access control and risk prevention.
- Collaborated with site leadership, HR, and law enforcement to address incidents and compliance issues.
- Produced investigative reports and risk assessments to support leadership decision-making.

OWT GLOBAL — Memphis, TN / Japan

Ninja C-UAS Project Manager & Lead Trainer (Federal Security & Risk) | May 2020 – Apr 2022

Led counter-UAS program operations and training across U.S. and overseas Department of Defense installations.

- Directed a **\$6M security technology program** supporting DoD counter-UAS operations.
- Served as Lead Instructor at the Ninja Training Center (Florida), training **250+ military and federal personnel**.

- Delivered **15+ specialized training courses** for Navy, Coast Guard, Air Force, and joint units.
- Managed program operations in Japan as a C-UAS Program Manager at Yokota Air Base.
- Provided **24/7 operational support** for drone detection systems across Yokota, Okinawa, Guam, and Osawa.
- Responded to **25+ on-site counter-UAS incidents**, troubleshooting and restoring system functionality.
- Prevented and documented **150+ unauthorized drone incursions** into restricted military airspace.
- Conducted site surveys, risk assessments, and system evaluations to enhance installation security.
- Produced analytical reports and strategic recommendations to improve system performance and mission effectiveness.
- Coordinated with DoD stakeholders and multi-service units to align C-UAS capabilities with mission requirements.

UNITED STATES AIR FORCE — Global Operations

Operations Superintendent / Security & Mission Leader (Retired) | Jul 1998 – Jul 2020

- Directed complex operational investigations and mission assessments in high-risk environments.
- Led joint operations and emergency response across multiple agencies and military branches.
- Managed multimillion-dollar programs and coordinated cross-functional teams in dynamic operational settings.
- Oversaw governance, risk management, and compliance across global mission operations.

EDUCATION

Doctorate (Candidate), Public Administration

Liberty University | Expected 2027

Master of Public Administration (MPA)

Criminal Justice / Public Administration

Park University | 2025 | GPA 4.0

Bachelor of Science, Criminal Justice / Public Administration

Park University | 2023 | GPA 3.65

Bachelor of Arts, Theology

North Carolina College of Theology | 2010 | GPA 3.25

Associate of Applied Science, Aerospace Systems
U.S. Air Force | 2017 |

CERTIFICATIONS & PROFESSIONAL TRAINING

- WZ Certified Investigator
 - WZ Open-Source Intelligence (OSINT) Level 3
 - NRA Certified Pistol Instructor
 - Advanced Investigations & Risk Analysis
-

Public Records Exemptions

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Reason	Description	Pages
119.071(4)(d)2.z.(II)(B)		1

Public Records Exemptions

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Reason	Description	Pages
119.071(4)(d)2.z.(!!)(A)		1

Public Records Exemptions

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Reason	Description	Pages
119.071(4)(d)1		1
119.071(4)(d)2a		1

RANDALL P. BALDWIN

119.071(4)(d)2d

baldwin822@outlook.com

119.071(4)(d)2d

Executive Leadership Team:

I am writing to ask for your consideration in reviewing my resume for the City Manager position. I have 25 years of local government experience with 12 years in a department head role. My experience is supported with a Master of Public Administration, Master of Occupational Safety and Health, and a bachelor of EMS management.

My experience in local government includes serving as a first responder, planning commissioner, economic development intern, interim city manager, emergency manager, and ultimately as fire chief. Within my current role I travel weekly nationwide to hospitals for life safety regulatory compliance consulting. I meet with clients to evaluate their regulatory compliance opportunities and complete regulatory site-specific evaluations. I provide training for facility staff and ultimately build relationships to foster life safety compliance within the facility.

My experience along with my proven leadership abilities make me an ideal candidate for this opportunity. I have dedicated my life to developing employees to reach their full potential while becoming productive members of our teams. I have a proven track record of developing successful teams to accomplish organizational goals. My natural human relations abilities develop relationships with both internal and external teams to provide opportunities to expand our current programs and support existing initiatives.

I have much more to tell you regarding how I can build upon our organization and mission. Thank you for your consideration and I look forward to speaking with you more regarding this opportunity.

Sincerely,

Randall P. Baldwin

Randall P. Baldwin

119.071(4)(d)2d

baldwin822@outlook.com

119.071(4)(d)2d

EXPERIENCE

- 2018-Present *Ascension Healthcare/Medxcel* *Indianapolis, IN*
Life Safety Consultant/Specialist
- 2017-2019 *(part-time) American InterContinental University* *Schaumburg, IL*
Adjunct Instructor/ Arson/Accident Investigations
- 2008-2018 *City of Cripple Creek* *Cripple Creek, CO*
Fire Chief /Fire Marshal
- 2020-2022 *(part-time) Teller County* *Teller County, CO*
Teller County Planning Commissioner
- 2007-2008 *City of Jerome* *Jerome, ID*
Fire Chief/ Fire Marshal
- 2006-2007 *City of Jerome* *Jerome, ID*
Assistant Fire Chief, Deputy Fire Marshal
- 2095-1996 *(part-time) County of York* *York County, VA*
Economic Development Intern
- 1994-2006 *York County Fire and Life Safety* *York County, VA*
Fire Lieutenant, Deputy Fire Marshal, Firefighter

EDUCATION

2021- 2023 *Columbia Southern University* *Orange Beach, AL*
Master of Science in Occupational Health and Safety

2021-2022 *Columbia Southern University* *Orange Beach, AL*
Graduate Certificate Safety and Health Specialist

2021-2022 *Columbia Southern University* *Orange Beach, AL*
Graduate Certificate Industrial Hygiene Specialist

2002- 2005 *Troy University Graduate, MPA* *Troy, AL*
Master of Public Administration

1998-2002 *Hampton University Graduate, BS* *Hampton, VA*
Bachelor of Science-EMS Management

2006-2011 *National Fire Academy.* *Emmitsburg, MD*
Executive Officer Graduate Program (EFOP)

Public Records Exemptions

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

January 24, 2026

Dear Mayor and City Commission,

This letter accompanies my resume for the City Manager position with the City of Madeira Beach. The role reflects a community-focused leadership position where visibility, responsiveness, and steady municipal operations are essential.

Experience in coastal and tourism-dependent communities has reinforced how seasonal population shifts affect infrastructure, public safety, and resident expectations. In places where visitors, part-time residents, and full-time residents share limited space, consistent service delivery and clear communication are critical to maintaining community trust.

My professional experience includes coordinating storm response services, overseeing infrastructure and capital programs, managing parking and mobility systems, and supporting development in high-density residential environments. Work with public facilities, open space, and community-serving infrastructure has emphasized long-term stewardship and attention to quality-of-life concerns, particularly in neighborhoods with large retiree populations.

The City Manager role in a community such as Madeira Beach requires a hands-on presence, practical problem solving, and collaborative relationships with the City Commission, staff, and residents. That approach aligns with how municipal leadership has been practiced throughout my career.

Thank you for your consideration,

Sincerely,
Phillip Best

Phillip Best, MA

119.071(4)(d)1 | pabestoc@gmail.com | [LinkedIn: Phillip Best](#)

CITY MANAGER | OPERATIONS & CAPITAL | COMMUNITY TRUST

PROFESSIONAL SUMMARY

City Manager-level municipal executive with experience leading operations in coastal, tourism-impacted communities. Background included storm response, infrastructure coordination, capital planning, and organizational leadership in high-visibility environments with seasonal population shifts. Experienced working directly with governing bodies, department heads, and residents to maintain service continuity, protect community character, and ensure stable day-to-day operations.

KEY LEADERSHIP & OPERATIONAL EXPERIENCE

- Provided senior operational leadership during storms and red tide events, approving emergency vendor payments and expedited procurements to maintain continuity of essential public services across multiple departments for extended operational periods.
- Provided executive coordination across Public Works, stormwater, and facilities programs by aligning funding, operational capacity, and project sequencing, including deployment of a \$1.7M capital emergency reserve to minimize service disruption.
- Exercised fiscal judgment under pressure by authorizing urgent \$7.3M in public facility work across multiple funding sources while maintaining compliance, transparency, and continuity of operations.
- Directed alternate procurements and funding strategies for capital projects through cooperative agreements, accelerating delivery timelines by 30% and reallocating \$4.5M in savings to additional infrastructure priorities.

CORE SKILLS / COMPETENCIES

Municipal Operations	Public Works & Infrastructure
Organizational Leadership	Capital Programs
Community Development	Organizational Stability
Fiscal Judgment	Council & Commission Relations
Contract Management	Community Engagement

PROFESSIONAL EXPERIENCE

Administrative Services Manager – City of St. Petersburg, FL | Dec 2021 – Apr 2022

Oversaw fiscal and operational coordination for Stormwater, Pavement, Traffic, and Lake Management Divisions, supporting citywide infrastructure delivery, and service continuity.

- Exercised executive oversight of a \$24M operating budget and \$17M Stormwater Enterprise Fund, coordinated project financing, vendor contracts, and emergency fiscal operations.
- Directed integration of financial tracking and asset management systems across multiple infrastructure programs and 311 operations, improving operational visibility and decision-making.
- Served as senior operational liaison across Public Works divisions during weather events and infrastructure disruptions, coordinating fiscal approvals and operational priorities to maintain continuity of essential city services.

Police Services Manager – Oakland Police Department, CA | Jul 2019 – Jan 2021

Managed Planning, Research, and Legislation functions for the Oakland Police Department under federal oversight, supporting, compliance, governance reform, and community accountability.

- Coordinated policy and training directives for compliance with U.S. District Court mandates.
- Authored new and revised General Orders, including Diversity Policy and Use-of-Force reforms.
- Served as liaison among City Council, Police Commission, and community oversight entities.

Principal Revenue Analyst (Deputy Administrator) – Revenue Management Bureau, City of Oakland, CA | Apr 2014 – Jul 2019

Served as bureau senior manager supporting and serving as assistant to the Revenue & Tax Administrator, acting as deputy and administrative lead; supported and represented the Administrator as assigned.

- Served as tax administration authority responsible for collection oversight, cash management, and revenue performance reporting.
- Managed 8 operating divisions, 78 FTEs, and a \$41M operating budget, including oversight of a \$53M citywide parking portfolio covering citations, permits, garages, and parking operations.
- Directed the Business License Customer Service Center (18 staff), processing approximately 60K licenses for approximately \$80M.

Urban Planner / Management Analyst – City Manager’s Office, City of Irvine, CA | Apr 2003 – Apr 2014

Served as executive staff within the City Manager’s Office, coordinating fiscal planning and cross-departmental delivery of capital and public facility projects for the Citywide operating budget and 5-Year CIP.

- Managed administrative and operational functions within the City Manager’s Office including HR coordination, purchasing, variance analysis, and executive staff reporting.
- Delivered \$41M Cypress Community Park (LEED Platinum) and \$55M Col. Bill Barber Gymnasium.
- Managed a \$52M CIP portfolio and conducted citywide facility compliance audits.

Revenue Control Officer – Government of the U.S. Virgin Islands, St. Thomas, VI | July 2022 – September 2025 (accepted May 2022)

Revenue Control Officer providing executive oversight of territorial revenue operations, forecasting, compliance, and cash management across multiple agencies.

- Produced official Revenue and Expense forecasts exceeding \$1.2B for the Governor and Legislature, supporting short-term cash flow management, fiscal transparency, and public accountability.
- Authored the Territory’s first comprehensive cost-recovery fee analysis, establishing a transparent and equitable fiscal policy.
- Modernized tax code provisions and led multi-agency Revenue Conferences with 15 departments.

EDUCATION

Master of Arts, Economics – California State University, Fullerton

Bachelor of Arts, Business Administration (Management Science) – California State University, Fullerton

Bachelor of Arts, Economics – San Francisco State University

ASSOCIATIONS

California Society of Municipal Finance Officers | International City/County Management Association

American Planning Association | NASBO State Association

Leadership Tomorrow – Class Valedictorian (Cities: Costa Mesa, Newport Beach & Irvine)

Public Records Exemptions

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Reason	Description	Pages
119.071(4)(d)2a		2

Public Records Exemptions

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

Brian C. Blad
Pocatello, Idaho
119.071(4)(d)2.z.(II)(B)
bcblad@gmail.com

Dear Mayor, Commissioners, and Selection Team,

I am pleased to submit my application for the City Manager position with the City of Madeira Beach. I bring 16 years of senior municipal executive leadership as Mayor of Pocatello, where I oversaw a \$ 180 million budget, 21 departments, and more than 700 employees. My experience includes strong financial stewardship, effective administration, community engagement, and collaborative leadership with governing bodies.

Early in my tenure, I guided my city through financial recovery, correcting structural shortfalls and building 29 million dollars in reserves. I have successfully managed complex municipal services, directed capital improvements, improved operational efficiency, and ensured consistent, high-quality service delivery for residents and visitors.

My leadership style is grounded in relationships, visibility, and trust. I value working closely with elected officials, mentoring department leaders, encouraging innovation, and maintaining a responsive and professional organization. I also serve as Chairperson of the Idaho Counties Risk Management Program Board, providing statewide policy, financial oversight, and strategic direction.

Madeira Beach's blend of small-town character and vibrant coastal environment aligns closely with my values and public service experience. I would welcome the opportunity to support your City Commission and help ensure an efficient, well-managed, and community-focused local government.

Thank you for your consideration.

Sincerely,
Brian C. Blad

Brian C. Blad

119.071(4)(d)2.z.(II)(• 119.071(4)(d)2.z.(I • bcblad@gmail.com

CAREER SUMMARY

Accomplished municipal chief executive with 30+ years of leadership experience driving government performance, fiscal stability, economic growth, and organizational excellence. Served sixteen years as Mayor of Pocatello, providing executive leadership for a \$180 million organization with 21 departments and 700+ employees, delivering high-impact infrastructure, financial recovery, and community development initiatives. Proven record of eliminating budget shortfalls, building \$29 million in financial reserves, advancing operational efficiency, and leading large-scale projects through collaboration, innovation, and strategic execution. Nationally recognized for governance leadership and risk management expertise as Chairperson of Idaho's statewide public entity risk pool. A trusted, steady, forward-thinking leader who builds strong teams, strengthens community trust, and delivers measurable results.

PROFESSIONAL EXPERIENCE

Mayor

City of Pocatello, Idaho

January 2010 – January 2026

Executive leader of a full-service municipality overseeing \$180M+ annual budget, 21 city departments, and 700 employees, responsible for strategic vision, financial stewardship, policy leadership, and operational management serving a diverse and growing community.

Leadership & Strategic Impact

- Led citywide transformation from fiscal instability to long-term financial health, eliminating structural deficits and building \$29 million in reserves, restoring confidence among residents, employees, and stakeholders.
- Directed major capital and infrastructure initiatives, including water system modernization, transportation enhancements, public safety investments, and community facility development, ensuring projects were delivered on time, within budget, and aligned to community priorities.
- Strengthened organizational performance through accountability frameworks, data-driven decision making, and executive leadership development to ensure responsive, high-quality municipal services.
- Provided calm, steady leadership through economic cycles, community challenges, and complex policy decisions, maintaining trust and stability.

Operational Excellence & Governance

- Oversaw day-to-day municipal operations, strategic planning, compliance, and policy execution across multiple departments and service areas.
- Championed transparency, employee empowerment, and community engagement, increasing trust and collaboration between government, residents, and regional partners.
- Represented the city at state and national platforms, advocating for policy priorities, securing partnerships, and advancing initiatives that strengthened city positioning and capabilities.

President / CEO

Merlin's Insulation

1992 – 2010

- Founded and led a successful private-sector company providing insulation services across multiple markets, overseeing operations, finance, workforce development, and business strategy.
- Built a sustainable, profitable business through disciplined leadership, operational efficiency, and strategic growth initiatives.
- Led hiring, training, safety compliance, and performance management for a skilled, high-performing workforce.
- Recognized nationally as an industry educator and thought leader, presenting best practices and emerging trends to contractors nationwide.

BOARD & EXECUTIVE LEADERSHIP**Chairperson, Board of Directors**

Idaho Counties Risk Management Program (ICRMP)

2014 – Present

- Leads a statewide risk management program serving counties, cities, and public entities across Idaho.
- Chairs a 10-member governing board, guiding strategic direction, policy oversight, underwriting stability, and reinsurance strategies.
- Provides executive governance ensuring financial sustainability and responsive support for member jurisdictions.
- Champions proactive risk-mitigation programs that reduce liability exposures and strengthen resilience statewide.

Executive Board Member

Association of Idaho Cities

2010 – Present

- Provides strategic leadership and guidance to Idaho's statewide municipal association.
- Supports policy development, advocacy, and organizational priorities advancing municipal excellence.
- Collaborates with city leaders to strengthen governance, operational effectiveness, and service delivery.

ADDITIONAL EXECUTIVE COMPETENCIES

- Strategic Planning & Execution
- Municipal & Government Leadership
- Risk Management Governance
- Budget Stabilization & Financial Stewardship
- Organizational Development & Leadership Culture
- Capital Projects & Infrastructure Investment
- Intergovernmental Relations & Stakeholder Partnerships
- Community Engagement & Public Trust Building

Public Records Exemptions

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Reason	Description	Pages
119.071(4)(d)2.z.(II)(B)		1-2

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Reason	Description	Pages
119.071(4)(d)2.z.(II)(B)		2

January 15, 2026

City of Madeira Beach
Attn: C/O S. Renée Narloch & Associates
300 Municipal Drive
Madeira Beach, FL 33708

Dear Mayor and Commission:

I am writing to express my interest in the City Manager position with the City of Madeira Beach. The City's emphasis on financial accountability, infrastructure investment, environmental stewardship, and meaningful community engagement strongly aligns with both my professional experience and my personal connection to coastal communities.

I began my local government career in Escambia County, Florida, with direct exposure to Pensacola Beach and other Gulf Coast communities, and I grew up in a coastal city. Those early experiences shaped my understanding of the unique responsibilities facing barrier island and waterfront municipalities, including hurricane preparedness and recovery, stormwater and flood mitigation, tourism management, infrastructure resilience, and the careful balance between resident quality of life and visitor driven economic activity. That coastal foundation has informed my leadership approach throughout my career.

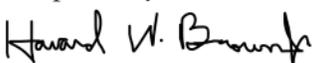
I have served as City Manager and Interim City Manager in communities across Florida, California, Georgia, and Oklahoma, providing full service municipal leadership in environments that required stability, transparency, and confidence during periods of transition. Since my last permanent City Manager role, I have led Local Government Consulting Group, LLC, providing executive management, planning, redevelopment, and advisory services to small jurisdictions. This work has allowed me to remain closely engaged in municipal operations while leveraging my planning and redevelopment background to support thoughtful growth, infrastructure investment, and sustainable community outcomes.

The City of Madeira Beach's stated goals for financial transparency, employee engagement, public safety, grant acquisition, infrastructure investment, and enhanced resident participation resonate strongly with my experience. I have extensive background preparing and administering municipal budgets and capital improvement programs, strengthening internal controls, improving public facing reporting, and supporting staff morale and accountability. I also place a high value on communication, ensuring the City Commission is well informed, residents are engaged and respected, and staff are empowered to deliver high quality services.

I am particularly drawn to Madeira Beach's commitment to balancing redevelopment and tourism infrastructure with preservation of established neighborhoods and environmental resources. My leadership style is collaborative, steady, and solutions-oriented, with a clear respect for the commission manager form of government and the importance of maintaining a constructive working relationship between elected officials and professional staff.

I would welcome the opportunity to serve as a City Manager who partners closely with the City Commission, supports the organization and community through consistent professional leadership, and builds trust that enables long term stability and success. Thank you for your consideration, and I look forward to the opportunity to further discuss how my background aligns with the City of Madeira Beach's needs and goals.

Respectfully,



Howard W. Brown, Jr.

HOWARD W. BROWN, JR., ICMA-CM

Howardwbrownjr@gmail.com

119.71(4)(d)2h



119.71(4)(d)2h

<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

CAREER HISTORY

CEO and Founder of Local Government Consulting Group, LLC

October 1, 2018 – Present

Relationship management Community Builder Technical Expertise

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

Public Records Exemptions

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Reason	Description	Pages
119.71(4)(d)2h		1-2

Andrew A. Butterfield

119.071(4)(d)2h

mobile 119.071(4)(d)2h / andybfied@gmail.com

December 11, 2025

To the hiring officials of the City of Madeira Beach,

I would like to be considered for the position of City Manager for the City of Madeira Beach. After diverse professional and life experiences around the globe, I have spent the past decade on Florida's West Coast in management at the municipal and county levels. I believe my experience, knowledge, and education – as well as my passion for public service – make me an excellent candidate to serve as City Manager. I am currently living temporarily in the City of Port Richey, Florida, where I am the interim City Manager, but my permanent home is in the City of St Pete Beach. I can start at Madeira Beach within a month's notice, and know I would be able to contribute immediately.

My municipal experience includes a year as Chief of Staff and Deputy County Administrator for Manatee County Government, as well as my previous work at the City of St. Pete Beach as Operations Manager. Previous to that I served as a multi-service military base deputy commander and a naval base commander, military roles that roughly equate to the role of city manager. I also served at USSOCOM as deputy chief of staff, managing a very large staff and budget, and as a squadron commander. I've managed large budgets and supervised at multiple levels and staff sizes. I enjoy challenging work, strive for continual innovation and improvement, and seek collaboration with others.

I appreciate your consideration of my application and would welcome the opportunity to interview for this important position.

Sincerely,

//signed//

Andrew A Butterfield

VETERAN DEVELOPER OF TEAMS & THE TEAM MINDSET

119.071(4)(d)2h

| andybfield@gmail.com |

119.071(4)(d)2h

Servant Leader and Manager – Vision and Results

Service-minded; leverages vast experience to implement strategic practices & policies that promote community growth, organizational responsiveness, intergovernmental cooperation, and long-term financial stability. Goal-oriented decision-maker with excellent communication skills, solid reputation of integrity, and strong commitment to customer care. Proactive servant-leader; empowers elected officials through fact-based recommendations on key community issues.

Leadership Profile

- ✓ **25+ years of operations, management, and leadership experience** in county and municipal government, public service, and diverse military settings, including day-to-day oversight of 40K+ population and 40K acre Joint Base McGuire-Dix-Lakehurst, NJ.
- ✓ **Prioritizes efficient resource stewardship and building relationships** with community members, staff, and elected officials to improve local services.
- ✓ “Begin with the end in mind. Communication is key. Well-trained colleagues are our most valuable resource. **Leave a place better than you found it.**”

Areas of Expertise

- Operations & Administration
- Strategic Planning
- Budgeting
- Hiring and Developing People
- Intergovernmental Relations
- Resource Utilization
- Personnel Management

PROFESSIONAL EXPERIENCE

CITY OF PORT RICHEY MUNICIPAL GOVERNMENT

City Manager

2025-TBD

Asked to step in immediately to provide leadership and stewardship following the unplanned departure of the previous City Manager. Quickly initiated City-wide policy and process reviews and subsequently initiated needed reforms.

[Optimal Budgeting](#) | [Public Information](#) | [Intergovernmental Coordination re: Issues & Initiatives](#)

- **Proven Leadership:** Rapidly sought out and learned the needs and priorities of each elected official.
- **Empowerment:** Identified and closed the resource gaps of Police & Fire Chiefs and Department Directors.
- **Organizational Improvement:** Assessed and identified areas where ‘stove-piping’ hurt efficiency.
- **Human Resources:** Moved HR to Direct Report and shortened the hiring process timeline.

MANATEE COUNTY GOVERNMENT

Chief of Staff / Deputy County Administrator

2023-2024

Recruited to provide ethical leadership following period of rapid leadership change. Oversaw County-wide policy and process reviews. Directed & improved IT, Information Outreach, Community & Veterans Services, and Legislative Affairs.

[Public Outreach](#) | [Strategic Planning](#) | [Record Requests and Retention](#) | [Legislative Issues & Initiatives](#)

- **Steady, positive leadership:** Quickly earned the trust of each elected official and Department Director.
- **Policies and Procedures:** Reviewed, updated, and renewed dozens of past-sunset governing directives.
- **Organizational Improvement:** Assessed and identified areas where ‘stove-piping’ hurt efficiency.
- **Intergovernmental Coordination:** Strengthened regional partnerships with neighboring counties and ‘muscle-mover’ entities such as SRQ, local colleges, County School Board, charities, and Port Manatee.

CITY OF ST. PETE BEACH, PUBLIC WORKS DEPARTMENT

St. Pete Beach, FL

Operations Manager

2019-2023

Hired to provide stability and leadership following difficult management transition. Oversaw team of 17 and \$4.5M budget, managing operations across all departments. Key member of Strategic Development Task Force.

[Strategic Planning](#) | [Municipal Operations](#) | [Vehicle Fleet Maintenance](#) | [Personnel Training](#)

- **Operational Leadership:** Drove efficiency/productivity through collaboration with all elected officials.

- **Asset Management:** Maximized asset value with proactive maintenance of City facilities and \$5M vehicle fleet.
- **Financial Management:** Saved funds / improved public safety by establishing in-house sign printing capabilities.
- **Intergovernmental Relations:** Strengthened regional partnerships as City representative on 3 County boards.
- **Personnel:** Achieved 100% retention by transforming department culture to create positive work environment.

BROWN UNIVERSITY Providence, RI
Director, Office of Veterans Affairs 2013-2014

Hired to re-establish Veterans Affairs services after decades of dormancy. Recruited and trained 3 direct reports to help Veterans effectively utilize GI benefits and navigate university experience. Reported to Dean of Student Affairs.

[Special Event Operations](#) | [Program Administration](#) | [Intergovernmental Partnerships](#) | [Community Liaison](#)

- **Strategic Initiatives:** Strengthened on-campus support for Veterans by re-instating Veterans Affairs program. Developed various ROTC commissioning options, enrolling 3 students in Army ROTC.
- **Community Partnerships:** Raised crucial financial support in collaboration with Veteran alumni.

MILITARY SERVICE

JOINT BASE MCGUIRE-DIX-LAKEHURST Trenton, NJ
Deputy Commander & Commanding Officer 2009-2012

Founding senior leader of nation’s first Tri-Service Joint Base with dual responsibilities as Commanding Officer of Naval Support Activity at Lakehurst. Responsible for executing complete integration of 3 neighboring military bases.

[Operations Policies & Procedures](#) | [Budgeting](#) | [Community Relations](#) | [Organizational Improvement](#)

- **Master Plan Execution:** Achieved compliance with federal legislation and regulatory guidelines during consolidation of 3 independent military bases, including 80+ units from across all military branches.
- **Safety & Productivity:** Prioritized clear communication to ensure efficient interoperability between military counterparts at two busy airfields, recording zero aviation mishaps during entire tenure.
- **Crisis Leadership:** Led disaster relief accommodations and resources for 1K Haitians following 2010 earthquake.

UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM) Tampa, FL
Deputy Chief of Staff | Deputy Director 2005-2009

Reported directly to Chief of Staff for Commander of USSOCOM. Managed multiple offices including Public Affairs. Oversaw 30 direct reports and Care Coalition liaison to support partnership with Wounded Warriors.

[Strategic Planning](#) | [Personnel](#) | [Operations](#) | [Growth Management](#) | [Communication](#)

- **Organizational Improvement:** Oversaw unprecedented growth of Special Operations Forces, capabilities, and physical infrastructure via administrative leadership and strategic planning for Quadrennial Defense Review.
- **Operational Effectiveness:** Synchronized global activities for Special Operations Forces, coordinating efforts for 3K+ military, civilian, and contract vendors/personnel.

UNITED STATES NAVY Deployments in Iraq, Kuwait & at sea
Squadron Commanding Officer & Executive Officer | Naval Officer | Joint Specialist 1985-2005

Led 250-member squadron and managed human capital, training, budgeting, and long-range planning efforts.

[Leadership](#) | [Resource Allocation](#) | [Performance Monitoring](#) | [Strategic Initiatives](#)

- **Resource Utilization:** Managed budget and assets to support both on land and at sea operations.
- **Collaboration:** Forged partnerships across military branches and government agencies to achieve objectives.
- **Safety Standards:** Led squadron to Aviation Excellence Award as expert instructor with 3K+ flight hours.

EDUCATION

Master of Public Administration (MPA) | Harvard University, Kennedy School of Government • Cambridge, MA

Master of Arts (MA) | US Naval Post-Graduate School • Monterey, CA

Bachelor of Science (BS) | US Naval Academy • Annapolis, MD

Public Records Exemptions

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119.071(4)(d)2h		1-3

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

Dear Mayor and Members of the City Commission,

I am writing to express my interest in the City Manager position for the City of Madeira Beach, Florida. With more than ten years of experience in municipal and county government, I bring a strong background in city management, community development, financial stewardship, and collaborative leadership aligned with ICMA core competencies. I am enthusiastic about the opportunity to serve a vibrant coastal community like Madeira Beach and to work in partnership with the Mayor, City Commission, staff, residents, and stakeholders to advance the City's strategic priorities.

Throughout my career, I have held senior leadership roles overseeing community development, housing, economic development, and grant-funded capital initiatives in complex public-sector environments. I have administered and overseen more than \$100 million in federal funding, including CDBG, HOME, ESG, NSP, and transportation grants, ensuring full regulatory compliance, transparent financial management, and measurable community outcomes. My experience includes advising governing bodies, preparing agenda items and staff reports, managing budgets and audits, leading procurement and contractor oversight, and coordinating multidisciplinary teams to deliver results efficiently and responsibly.

I am particularly drawn to Madeira Beach's strong sense of community, coastal character, and focus on balancing economic vitality with quality of life for residents. My background in neighborhood revitalization, housing, and economic development positions me well to support the City's goals related to infrastructure investment, resiliency, redevelopment, and service delivery. I value transparent communication, inclusive public engagement, and maintaining a professional, neutral role in support of the City Commission's policy direction.

As a leader, I emphasize accountability, collaboration, and service excellence. I work to build strong internal teams, foster productive relationships across departments, and establish trust with external partners and the community. My leadership approach is grounded in listening, clear expectations, and thoughtful implementation of commission-adopted goals while ensuring sound financial management and regulatory compliance.

I would be honored to bring my experience, energy, and commitment to public service to the City of Madeira Beach. Thank you for your consideration. I welcome the opportunity to discuss how my background and leadership approach can support the City's continued success.

Sincerely,
Howard Campbell
Covington, GA
470-420-5467
howardcampbell1313@gmail.com

HOWARD CAMPBELL

Covington, GA 30014

howardcampbell1313@gmail.com | 470-420-5467

Willing to Relocate Nationwide | Authorized to Work in the U.S.

CITY MANAGER | MUNICIPAL EXECUTIVE

Community Development • Housing & Economic Development • ICMA-Aligned Leadership

EXECUTIVE PROFILE

City management and public administration executive with 10+ years of experience leading community development, housing, and economic development initiatives in complex municipal and county environments. Extensive expertise administering large federal funding programs including **CDBG, HOME, ESG, NSP**, and transportation grants exceeding **\$100M**. Proven ability to work effectively with elected officials, engage residents, manage multidisciplinary teams, and deliver transparent, compliant, and fiscally responsible results. Recognized for advancing **affordable housing, neighborhood revitalization, and sustainable economic growth** through collaborative leadership.

ICMA CORE COMPETENCY ALIGNMENT

Strategic Leadership & Vision

- Leads long-range planning, housing strategies, and community revitalization initiatives aligned with governing body priorities.
- Translates policy goals into executable programs and measurable outcomes.

Policy Facilitation & Political Acumen

- Advises elected officials and prepares agenda items, staff reports, and policy recommendations.
- Navigates complex political environments while maintaining professionalism and neutrality.

Staff Effectiveness & Organizational Management

- Supervises professional staff; oversees performance management, training, and accountability.
- Builds cross-departmental collaboration to deliver housing and economic development outcomes.

Financial Management & Budgeting

- Manages multimillion-dollar grant and program budgets.
- Oversees reimbursements, audits, financial reporting, and compliance with federal regulations.

Community Engagement & Public Involvement

- Facilitates public meetings, hearings, workshops, and stakeholder forums.
- Builds trust through transparent communication, consensus-building, and resident engagement.

Service Delivery & Program Implementation

- Ensures efficient, compliant delivery of housing, redevelopment, and public service programs.
- Leads procurement processes (RFP/RFQ) and contractor oversight.

PROFESSIONAL EXPERIENCE

Cobb County Government – Marietta, GA

Grants Administrator | 2025 – Present

- Administers federal, state, and local grants supporting capital projects, transportation, and community initiatives.
- Prepares agenda items and financial reports for the Board of Commissioners.
- Advises leadership on capital improvement prioritization and funding strategies.
- Coordinates audits, grant amendments, reimbursements, and regulatory compliance.

Rockdale County Government – Conyers, GA

Grants Manager | 2023 – 2024

- Administered the **Neighborhood Stabilization Program (NSP)** to support housing rehabilitation and neighborhood recovery.

- Ensured countywide compliance with federal and state grants; managed drawdowns and reimbursements.
- Supported planning for an **economic development incubator**.
- Responded to citizen inquiries and collaborated with community partners on neighborhood improvement projects.

City of Tampa – Tampa, FL

Community Development Coordinator | 2021 – 2022

- Administered **\$100M+** in **CDBG, HOME, ESG**, and related funding.
- Led implementation of **affordable housing development**, housing rehabilitation, public services, and redevelopment projects.
- Oversaw RFP/RFQ processes for nonprofit agencies, housing developers, and service providers.
- Prepared and maintained the City’s **Consolidated Plan and Comprehensive Plan**.
- Served as liaison to elected officials, housing developers, community organizations, and state/federal agencies.
- Directed neighborhood revitalization, housing redevelopment, and community planning initiatives.

Kenmore Development Partnership

Executive Director

- Led a community development organization focused on **housing development, redevelopment, and economic growth**.
- Managed budgets and city-supported housing and neighborhood improvement programs.
- Partnered with municipal leaders and business stakeholders to strengthen local economic vitality.

EDUCATION

Master of Urban Studies – Cleveland State University

Bachelor of Science, Sociology – Cleveland State University

Public Policy Certificate (In Progress) – Tennessee State University

CERTIFICATIONS & PROFESSIONAL AFFILIATIONS

Certifications

- Grant Writing
- **Public Involvement & Community Engagement** (public hearings, stakeholder facilitation, neighborhood outreach)

Affiliations

- International City/County Management Association (ICMA)
 - National Society of Leadership and Success
-

BRANDON E. CARTER, MBA, CPFIM

119.071(5)(K) *Willing to Relocate*

119.071(5)(K)

carterbe843@gmail.com

Summary

Dedicated, personable, and ambitious professional. Proficient in executive management and supervisory duties and functions. Adept in accounting, finance, and administrative support. A devoted servant leader who leads by example and promotes employee empowerment. A collaborative leader who promotes mutual accountability and teamwork. Currently seeking a position with long-term growth opportunity due to my core strengths which are accuracy, efficiency, and leadership, in addition with my love of working in a unit that shares the same mentality to be the best. I have acquired these strengths from my decade of experience in managing deadline-driven teams in fast-moving environments from the Marine Corps to a successful publicly traded recruiting firm to local government.

SKILLS

- Administration
- Operations
- Public Engagement
- Municipal laws/Regs
- Accounting/Audit
- HR/Payroll/Risk Mgmt.
- Perform/Growth Mgmt.
- Facilities/Utilities Mgmt
- Finance/Budget
- Economic Development
- Capital Projects/CIP/PM
- Bonds/Debt Mgmt.

PROFESSIONAL EXPERIENCE

Executive Director of Finance

Jan 2023-Jul 2025

Interim City Administrator (Unofficial)

City of Lake City, Lake, SC.

Executive Finance Director presides over the financial, accounting, and administrative operations and functions of a town with a population of 6,000. Manage relationships with the local organizations and businesses such as the Chamber of Commerce and neighboring municipalities. Collaborate with department heads such as Police Chief, Fire Chief, Public Works, Recreations, and others. Ensure the City is within Compliance of federal, state, and local law. Oversee, directs, and preside over the financial health and metrics of the City.

Finance

- Presided over the full cycle of financial and administrative operational functions for the City of Lake City; Control/Preside over the functions and reconciliation of the City's general ledgers; Oversee/managed the month-end/year-end closings; Ensured/Oversee annual fiscal audits.
- Prepare/Manage/implement the annual operating budget; Prepare/Implement the capital improvements plan; Develop various approaches/strategies regarding bolstering cash flow.
- Director of human resources/risk management; Ensured timely payroll; Administered the implementation of the City ordinances/Internal Controls/Procurements;
- Governed the financial health of the City; Organized with code enforcement regarding collection of delinquent business licenses tax/hospitality tax; Safeguarded Debt management/issuance.
- Spearheaded/Directed all matters related to revenue; Constructed methods of improvements via benchmarking neighboring jurisdictions/nation-wide municipalities; Oversee the city's

growth/developments; Oversaw all collaborations regarding City's events/affairs.

- Founder and Director of the Grants Department; Managed the Grants administration, Grants writing, and finance; Oversees opportunities, investments, capital projects, and compliance.

Administration

- Engaged with Department Heads regarding financial metrics/budget performance; Provides guidance regarding fiscal discipline; Presented/analyzed financials to city council/public; Managed organizational issues/matters; Provided weekly correspondence to mayor and city council.
- Oversaw all public information/engagements; Orchestrated correspondence to local, county, federal officials/department heads regarding City developments/investments; Provided insight on shortfalls/surplus; Provided guidance regarding steps to attract collaboration/assistance via partnerships/relationships.
- Play a major role as a liaison among local officials, local businesses, and the public.
- Orchestrated/Engaged budget workshops for local officials/community; Assist the Mayor and City Clerk in the production of city council meetings; Assist in matters related to Resolutions/Ordinances.
- Assisted in Economic Development; Led the charge to Improve the business climate; Managed meetings with project managers, engineering/legal firms, and local officials; Managed acquisitions/developments and annexation; Assisted in recruiting new businesses.
- Spearhead/Managed capital projects/developments for city's growth; Collaborated with City Council/Community leaders regarding City's progression; Provided guidance/counsel regarding steps towards accumulating growth via infrastructure, housing affordability, and revitalization.

Accounting Specialist

Oct 2021-Jan 2023

HireQuest Incorporated, Goose Creek, SC.

Accounting Specialist that presides over the A/R duties and functions of a fast-moving, publicly traded staffing/recruiting firm; Manages relationships of 200 branches and 50 owners in 40 states while coaching my team to constantly improve our processes, with the results being record growth across the board for the branches and the company.

- Led a team of accounting professionals to ensure the timely processing of all vendor's checks and invoices; Oversee the financial health of over 200 branches nationwide in addition with the company as an entity.
- Play a major key role in accounting activities to ensure compliance, principles, policies and procedures, and audits; Worked closely with management and team members regarding improvements of internal controls.
- Founder and Director of the company's professional training academy; Oversees/Governs personnel training regarding accounting, finance, and administrative functions and principles; Develop/Implement coaching strategies to increase retention; Safeguard/Preside over the company's contingency plans and programs.

Office Manager

Jul 2020-Oct 2021

Harris Ventures DBA Staff Zone, North Charleston, SC.

Directed/Managed the daily branch operations; Worked with my team to develop standard operating procedures, both financial and in terms of employee performance. Responsible for all credit, invoicing, collections, financial reporting, payroll, training, and tracking improvement; Played a key role in consumer relations; Drove sales by maintaining rapport with customers; Mitigated legal and financial risk by conducting thorough in-depth research of clients.

- Supervised seven professionals; Established/Solidified the company's standards and expectations for the branch; Prioritized the physical and mental well-being of the employees.
- Pioneered the modeling/execution of the full cycle financial/accounting process.
- Administered the recruitment efforts to maintain a strong workforce; Processed candidates' applications/onboarding; Interviewed candidates for various employment opportunities; Hired/delegated employees for different assignments.

Administrative Specialist

Jul 2012-Feb 2016

United States Marine Corps, MCAS - Cherry Point, NC.

Administrative specialist that governed the daily financial, logistical, legal, accounting, and administrative operations of a company of over 600 Marines; Spearheaded/Executed the company's budgeting, expenses, payroll, employee policy and procedures, and all team-development.

- Supervised six professionals into completing operational tasks which entail administrative, financial, accounting, payroll, logistics, and legal functions.
- Mastered the myriad ways to conduct formal and informal team and individual coaching, mentoring, assessment, counseling, and evaluation; Implemented team/individual exercises.

EDUCATION

Master of Business Administration (MBA) with a concentration in Business Administration. **Jul 2022**
Liberty University, Lynchburg, VA.

CERTIFICATIONS

Certified Public Funds Investment Manager (CPFIM) **04/2025**
Tawas City, MI

PROFESSIONAL ORGANIZATIONS

International City/County Management Association (ICMA)
South Carolina City/County Management Association (SCCCMA)

COMMITTEES

President-Elect - Government Finance Officers Association of South Carolina (GFOASC)
Board of Directors Committee Member - Young Professional Network (YPN)

ACHIEVEMENTS

Elected to the Board of Directors of GFOASC as President-Elect.
Elected to the Board of Directors of the YPN with the GFOA.

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Reason	Description	Pages
119.071(5)(K)		1

January 8, 2026

S. Renee Narloch
 President/CEO
 S. Renée Narloch & Associates
RE: The City of Madeira Beach, FL- City Manager

Dear Ms. Narloch:

I am writing in response to the leadership opportunity listed on the *ICMA* website for the position of City Manager. I believe you will see by the content below and my resume that my qualifications and passion for the mission make me uniquely qualified.

If the question of my interest in a position located in Florida rather than the Northeast immediately comes to mind, please let me address this. I have reached a time in my career where major considerations, such as location, have a different priority. Specifically, now that my three children have graduated from college any geographic restrictions are no longer an issue. Having a strong familiarity with the Tampa/St. Petersburg Florida area makes the prospect of relocating for a position such as this align perfectly with my aspirations.

What immediately attracts my attention to the position is the particularly unique identity of the role. The characteristics of the candidate- a leader with strong administrative abilities; and the variety of skills- Strong Financial acumen, Economic Development, Procurement, - are all traits and/or roles I have served in previously and currently with the utmost success. This position requires the experience and background of a person with my qualifications.

As for my Municipal Finance and Management background, it is both exhaustive and varied- as well as perfectly aligned with the experience you are searching for in a candidate. ***As you examine my resume and experiences you will see that within my history of working in private industry, I have had a parallel and simultaneous path in Municipal Government for nearly 20 years.*** From 2003-2008 I served as a Selectman in the Town of Putnam, CT. Since 2018 I have served as Chair of the Putnam Board of Finance, working closely with the Mayor and Town Administrator on all aspects of town activities. Along the way I have served in a variety of capacities involved with government; from chairing youth committees, working on white papers regarding town planning and finally acting as vice-Chair of the Municipal Complex Building committee. This last role is one that was very in-depth and time-consuming, but also most satisfying. The Town of Putnam embarked on a \$20 million dollar building project with a minimal amount of outside funding. I am proud to say that despite the appearance of COVID and all its consequences, we were able to complete the project on time and under budget. The Municipal Complex is now the pride of the Town and the envy of others. You are searching for someone with government experience. My accomplishments in this area are truly “boots on the ground” with a “get things done” track record and I am certain I would bring a unique combination of private business and Municipal Government experience to this role.

Currently I serve as the Chief Procurement Officer/VP of the Worcester Housing Authority. This has expanded my knowledge of procurement regulations as well as expanded my skill set to include working for a body politic. Prior to my current roles I owned and operated my own business, Fast Pak, LLC. Before purchasing that company I had a nearly 20-year career in community banking, specifically heading up a variety of Lending departments. This type of role requires both the administrative abilities of day-to-day operations as well as the qualities necessary to develop and cultivate long-term relationships. Banking was a career that I was able to segue into after an initial post collegiate role as a professional Currency Options Trader on the floor of the Chicago Mercantile Exchange. This first phase of my career provided me with a sense of the hard work and determination necessary to succeed and honed my skills of quick decision making and of balancing risk vs. reward.

One final aspect of my background that I am extremely proud of is my education. I earned an MBA degree, *with distinction* (highest honors) from DePaul University while maintaining my professional trading position. My undergraduate degree is a BBA in Finance and Business Economics from the University of Notre Dame.

This position appears to offer all of the opportunities I am looking for in order to achieve even greater success. I would be very interested in continuing discussions with you and The City of Madeira Beach. Thank you for your time and consideration. I can be reached via phone at (860) 428-3303 or email at david.coderre@att.net. I look forward to speaking with you.

Sincerely,

David W. Coderre

David W. Coderre

David W. Coderre

- Summary** Senior Level Executive with 30 years of Municipal, business and financial industry experience. Goal-oriented, self starter with a proven track record of business development as well as creating organizational structure. Specific experience in Municipal Government and Financial Institution Management, Procurement and Purchasing, strategic growth and process improvement re-engineering. Outstanding history of leadership and business acumen.
- Experience**
- 2024-Pres. Worcester Housing Authority Worcester, MA
- Vice President of Procurement/Chief Procurement Officer
- Direct all Procurement and Purchasing for the Agency.
 - Manage contracts in accordance with state and federal regulations.
 - Manage a team of 8 overseeing the supply warehouse.
 - Serve as a key advisor to Senior Mgt. on policies, programs and procedures relating to procurement, purchasing and contracting.
 - Ensure vendor compliance and negotiate in order to maintain costs.
 - Utilize analytical forecasting and negotiation skills to obtain favorable terms for the agency.
 - Develop IFB's, RFP's and RFQ's for all items and services procured.
 - Remain current of market trends, industry developments and regulatory requirements.
 - Formulate long-term strategy and planning for the department.
 - Identify opportunities for cost savings and implement Business Process Improvements to streamline efficiency.
 - Developing strategy for increased automation and use of AI.
 - Massachusetts Certified Public Purchasing Official certification (2026).
- 2018-Present Town of Putnam, CT Putnam, CT
- Chairman of Board of Finance
- Develop and manage the \$30 million municipal budget.
 - Establish financial goals and objectives in cooperation with Mayor, Town Administrator and Superintendent of Schools.
 - Present proposed budgets to citizen taxpayers for approval.
 - Establish and manage funding strategies.
 - Comply with Federal, State and Local regulations.
 - Fulfill role as liaison between Town administrators, Board of Education and Taxpayers.
 - Lead presentation to town hearings and meetings regarding formulation process and final product annually.
 - Collaborate across all Municipal departments- including Board of

Education.

- Review and approve annual audit from outside agency.
- Foster bi-partisan agreements and decision making in entirety of the budget process.

2014-2024

Fast Pak, LLC

Putnam, CT

President and CEO

- Entrepreneur in all aspects of the word. Responsibilities spanning the entire business spectrum.
- Own and operate Military Spec Packing, Packaging and Shipping operation.
- Maintain daily sales efforts. Responsible for all Customer Relations.
- Responsible for Government Receiving and Invoicing on the IRAPT system of over \$100 million in annual contractor product.
- Expert in interpreting and analyzing U.S. Government contracts.
- Responsible for entirety of vendor management and procurement.
- Realized cost savings of 25% in first year of ownership.
- Manage the production process- eliminating bottlenecks, increasing efficiency and streamlining entire work flow.
- Maintain all personnel responsibilities; including establishing relationship with government programs for workers.

2012-Present

RPC Associates

Putnam, CT

Associate/Development Consultant/Major Gifts Officer

- Contractual Affiliated Consultant specializing in all areas of Philanthropy and Fundraising. Including: Capital Campaigns, Annual Appeals and Feasibility Studies.
- Provide expertise in organization, processing and operations of philanthropic activities.
- Focus on major gifts/donors.
- Specialized knowledge and experience in strengthening organization's community profile.
- Excellence in departmental process re-engineering.

2009-2012

Pawtucket Credit Union Pawtucket, RI

Vice President, Commercial Lending/Business Development

Responsible for the creation and management of the 35 employee Commercial Lending Division including all credit administration.

Responsible for the hiring, training and development of entire departmental staff.

Completed annual reviews and formulated employee-specific professional growth opportunities and training goals.

Created and implemented departmental policies and procedures.

Formulate departmental strategic and fiscal annual goals as well as compile annual budget.

Developed management strategies to expand sales opportunities.
 Participate in organization wide strategic planning sessions.
 Met with Credit Union Board of Directors for progress updates.
 Oversaw investigation and due diligence process to purchase and implement electronic loan origination platform and management software.
 Interface with national and state regulators and auditors as point person for Commercial audits.
 Member of the ALM and Compliance committees.

2003-2009 The Citizens National Bank Putnam, CT

Vice President, Senior Loan Officer

Senior Management Team member reporting directly to the President/CEO.
 Executive Management Officer in charge of entire loan department.
 Managed eight loan officers and six support personnel.
 Increased bank loan portfolio from \$68 million to over \$108 million.
 Increased profitability 27% with new fee schedule.
 Presented new loans, audits, reports and other strategic departmental information to the Board of Directors.
 Produced quarterly ALLL report.
 Instituted secondary market mortgage department.
 Reestablished direct selling relationship with FNMA to deliver loans held for sale and increase mortgage product offerings.
 Modernized front and back-office loan systems including electronic loan origination software.
 Coordinated all aspects of OCC examinations focusing on Lending including responses and follow up actions.
 Member of Asset and Liability and Compliance Committees.

1990-2003 DC Trading Chicago, IL

Managing Partner, Professional Options Trader

Controlled and administered entire trading operation including finance, personnel and investment sectors.
 14 years of Pit Trading experience in the currency trading complex of the Chicago Mercantile Exchange.
 Oversaw trading and management of over \$500 million in futures and options positions on a daily basis.
 Assisted in the design, formation, implementation and progression of entire trading software package. Included option valuation and portfolio management tools.

Education 1996-1998 DePaul University Chicago, IL
 M.B. A., Entrepreneurship, *with distinction*
 The Kellstadt Graduate School of Business
Honors: Delta Mu Delta, ETA Chapter- National Business Honor Society
 Phi Kappa Phi, DePaul Chapter- Honor Society

1984-1988 University of Notre Dame Notre Dame, IN
 B.B.A., Finance and Business Economics.

Memberships and Activities

Greater Cranston, RI Chamber of Commerce, Director 2009-2012
 Day Kimball Homemakers, Director 2006-2014, President 2010-2012
 Commander, Post 13 Sons of the American Legion Squadron
 Vice Chair, Town of Putnam Municipal Building Committee 2018-present
 Putnam Rotary Club, Director 2005-2006
 Selectman- Town of Putnam 2004-2008
 Mayor's Task Force for Business Retention
 Putnam Youth Planning and Prevention Council, Chair 2005-2006
 Volunteer coach: Wickford, RI Little League, Griffin Youth Hockey
 B.P.O.E. #574 Putnam Lodge of Elks- Member since 2002
 Governor John Dempsey Leadership Award
 Guest Lecturer: Robert Morris College- Spring 2002
 Topic: Public Policy and the American Economy
 Member- IAABO Board 35 Basketball Official 2017-present

Public Records Exemptions

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Reason	Description	Pages
119.071(4)(d)2.z.(II)(A)		3
119.071(4)(d)2.z.(II)(B)		3

Brenton D. Davis

119.071(5)(k)

VeteranOwned@gmail.com

January 7, 2026

Madeira Beach City Leadership

City of Madeira Beach

300 Municipal Drive

Madeira Beach, FL 33708

Dear Members of the Madeira Beach City Leadership Team,

It is with great enthusiasm that I submit my application for the position of City Manager for the City of Madeira Beach. With over two decades of combined leadership in public administration, military service, and private enterprise, I bring a unique blend of operational discipline, fiscal accountability, and community-centered innovation. In my most recent role as the County Executive of Erie County, Pennsylvania, I have successfully managed complex government operations, advanced economic development initiatives, and cultivated high-performing teams that deliver measurable results for residents.

In that role, I oversaw an annual operating budget exceeding \$570 million and directed more than 1,400 personnel across diverse departments. Under my leadership, Erie County achieved three consecutive balanced budgets with no property tax increases while expanding infrastructure investments, modernizing operations, and launching transformative workforce initiatives in partnership with regional universities and private industry. I have championed data-driven policy and public-private collaboration as the foundation of sustainable community growth—principles I would bring to Madeira Beach's continued success.

My experience extends beyond governance into business ownership and military service, where I developed the leadership discipline and strategic foresight necessary to manage both people and resources effectively. As a retired Army Reserve Major and former U.S. Navy Search and Rescue specialist, I have led in dynamic, high-pressure environments that demanded clear communication, ethical decision-making, and mission focus—values that directly translate to effective city management.

Madeira Beach stands at a unique intersection of coastal charm, community vitality, and growth opportunity. I am deeply aligned with the city’s commitment to preserving its natural beauty, enhancing public infrastructure, supporting local business, and ensuring a high quality of life for residents. I would be honored to bring my experience in government reform, economic development, and organizational efficiency to serve the people and leadership of Madeira Beach.

Thank you for your consideration. I welcome the opportunity to further discuss how my background and leadership philosophy can support Madeira Beach’s strategic goals. I am confident that my record of effective governance and collaborative results will make me a strong asset to your community.

With respect and appreciation,

A handwritten signature in black ink, appearing to read "BDD", followed by a horizontal line and a small flourish.

Brenton D. Davis

Erie County Executive (PA)

U.S. Army Major (Ret.) | Veteran & Entrepreneur

BRENTON D. DAVIS



119.071(5)(k)

bdavis@eriecountypa.gov

Veteranowned@gmail.com

Results-driven executive with 23 years of military service, Iraqi Freedom Veteran (OIF-1) and entrepreneurial success, combining advanced education in community and economic development with proven fiscal management and strategic planning expertise. Committed to delivering taxpayer-responsive governance through innovative public-private partnerships and data-driven decision making necessary to create economic opportunities while respecting and preserving the fabric of local cultures and heritage.

EXPERIENCE

- 2022- 2025 Erie County Executive, Pennsylvania
 - Vice Chair Community, Economic & Workforce Development Steering Committee (NACo)
 - Vice Chair Community and Economic Development Committee (County Comm. Of PA)
- 2024 Chairman, International Economic Development Task Force (NACo)
- 2022, 23, 25 Vice Chairman International Economic Development Task Force (NACo)
- 2000-2023 Major, United States Army Reserve (Retired)
- 2007-Present B. Davis Enterprises, LLC – Heavy Construction and Excavation
- 2009- 2019 CD Real Estate and Investments, LLC

Erie County Government, County Executive

- The County Executive is the elected Chief Executive Officer with administrative oversight of County government. Also acts as the County's Chief Budget Officer with fiscal responsibility for an annual budget in excess of \$572 million.
- Directly responsible for \$800M+ in County assets and the day to day management of over 1400 personnel.
- Maintains relationships with business owners, local, state and federal governments. Effective partnerships through in person visits with state/federal elected officials, Governor's office and The White House to maximize County presence in policy decisions, grant opportunities, and timely response in urgent matters.

Youngest elected County Executive in Pennsylvania history by two decades • First Republican Executive in 25 years

FISCAL MANAGEMENT

- *Orchestrated strategic allocation and execution of \$52M in American Rescue Plan funding across broadband infrastructure, public safety enhancements, and economic development initiatives*
- *Delivered three consecutive budgets (2023-2025) with zero property tax increases while maintaining essential services.*
- *Managed \$550-570M annual operating budgets successfully administering \$1.2B in total social service programming.*
- *Successfully negotiated 8 separate union contracts with multiple appendixes to support varied collective bargaining rights.*

Economic Development

- *Established Erie County's Economic Development Department "Fusion Cell," creating unified public-private strategy for business attraction and retention across all 38 Municipalities.*
- *Spearheaded site selection, acquisition and development of Erie County's first new industrial business park in 25 years, positioning Erie County for advanced manufacturing growth.*
- *Designed and implemented Municipal Gap Funding Program, leveraging \$6M county investment into \$43M total infrastructure funding through various collaborative funding streams.*

CRISIS MANAGEMENT & PUBLIC SAFETY

- *Directed multi-agency response to historic disaster/weather events including EF3 tornado, 38 wildfires, and flooding*
- *Led Pennsylvania's largest coordinated snow removal operation, 6+ feet of snowfall accumulated within 24 hours. Kept interstates and main highways open and systematically cleared streets*

county wide in less than five days while simultaneously managing power outages, building collapses, and tens of thousands of calls for emergency and non-emergency services.

- Managed emergency response to Erie High School active shooter incident, coordinating law enforcement and EMS resources.*
- Oversaw public health operations during COVID-19 pandemic and subsequent monkeypox and measles outbreaks.*

WORKFORCE DEVELOPMENT & EDUCATION PARTNERSHIPS

- Secured \$30M investment in Project Resolve, establishing Center for Manufacturing Competitiveness with Penn State Behrend*
- Created Allied Health Program at Erie County Community College, unifying three competing hospital systems to train healthcare workers at no taxpayer cost, generating \$8M annual return per graduating class*
- Established CLEER Lab focusing on Great Lakes water quality research through partnership with Gannon University and Erie County Public Library*
- Launched Satellite Training School in Corry, PA providing vocational training in welding, machining, healthcare, and EMT/paramedic certification*
- Developed comprehensive workforce strategy aligning education programs with regional employer needs.*
- Launched Community Works Prison Inmate program aiding in disaster response, county maintenance cost reductions, and providing community beautification services while training and preparing incarcerated residents for employment opportunities following release.*

INFRASTRUCTURE & GOVERNMENT OPERATIONS

- Accelerated bridge repair program, achieving 100% "good or better" rating for all county bridges*
- Streamlined planning and permitting processes, reducing county development approval timelines*
- Allocated \$2M+ capital funding for library system renovations and park improvements*
- Successfully advocated for \$100M+ state and federal grant funding Erie International Airport, Port of Erie, Erie Metro Transit Authority, Erie Water Works, and many other local municipal projects.*

Entrepreneurial Experience

B Davis Enterprises, LLC, President – Federal Service Disabled Veteran Owned Business (SDVOB)

- Turned college start-up into seven plus figure business revenue.
- Participant management professional: results focused, entrepreneurial and practical. Progressive leadership experiences have created a passion for surpassing financial and service objectives via a combination of hard work, dedication, lean operating methods, and incentive driven rewards for team accomplishment. Derive genuine pleasure in transforming high-potential personnel into outstanding leaders demonstrating the creativity critical to financial and operational success.

- Professional knowledge and real-world experience in land use, planning, development and construction of government, commercial and residential projects from start to finish. Purchased, developed, and sold various properties. Other company focuses in heavy equipment, excavation and stormwater management and erosion control strategies.

Military Experience

United States Army Reserve. Rank: Major

2021-2023 Assistant Professor of Military Science, Edinboro University of Pennsylvania.

2014 – 2021 2nd Battalion Army Reserve Careers Division Coraopolis, PA

Position Title: Operations Officer/ Career Management Officer

- Provides supervision and oversight of management operations within 27 Army Reserve Installations across Pennsylvania, New Jersey, and Delaware with the approximate soldier strength of 5500 Armed Forces personnel.

2011-2014. Captain- 2/19th Special Forces Group Det. One Kenova, WV

Detachment; Officer in Charge

- A subject matter expert. Leadership by example; exhibiting mental and physical toughness along with maintaining morale by motivating from the front.
- Exhibits high moral character and professional ethics.
- Displays critical skills to solve complex problems in a constantly changing operational environment.

2009-2011 1-112th Infantry, Bravo Company Cambridge Springs, PA

Platoon Leader/ Rear Detachment Company Commander

- Supervised up to 300 soldiers of various military specialties.
- Directly accountable for a multi-million-dollar equipment inventory.
- Utilized prior enlisted years to bolster the relationship between Commissioned and enlisted leadership while creating a training program, which increased the overall readiness and combat effectiveness of the unit.

2010-2012 Alabama Military Academy Fort McClellan, AL

Platoon Trainer/ Army Instructor

- Trained, assessed, and evaluated potential Commissioned Officers in the United States Army Officer Candidate School.

- Monitoring the welfare, discipline, and morale of Candidates while making recommendations for improvements to leadership decision-making processes, communication, and academic skillsets.
- Provide mentorship to Officer Candidates and Foreign Service Officers of varying ethnic and linguistic backgrounds.

2000- 2008 United States Navy Active Duty/Reserve

Gunner's Mate First Class; E6

-US Navy Search and Rescue School

EDUCATION

2024 Harvard Kennedy Business School – NACo Executive Leadership Program

2018-2021: Master of Professional Studies; Community and Economic Development - Penn State University

2016-2017: Master of Business Administration; Community and Economic Development - Southern New Hampshire University

2009 Alabama Military Academy Fort McClellan, AL

Officer Candidate School; Honor Graduate (Valedictorian)

2005-2008 Edinboro University of Pennsylvania

B.A. Psychology

COMMUNITY REFERENCES FOR BRENTON DAVIS

Matthew Chase
Executive Director
National Association of Counties (NACo)

119.071(4)(d)2h

US Senator, David McCormick
Pennsylvania's 46th Governor

119.071(4)(d)2.z(II)(B)

Governor Tom Corbett
Pennsylvania

119.071(4)(d)2.z(II)(B)

US House of Representatives,
Congressman Mike Kelly
House Ways and Means Committee

119.071(4)(d)2.z(II)(b)

Dan Laughlin
Pennsylvania State Senator, 49th District

119.071(4)(d)2.z.(II)(b)

Joseph Sinnott
City of Erie, Three term Mayor

119.071(4)(d)2.z(II)(B)

Charles Bayle
Erie County Council – PA State Police -retired

119.071(4)(d)2a

Jezree Friend
Vice President, Manufacturers and Business Association
(814) 464-7787

Sam Martinez
Office of Intergovernmental Affairs – The White House
Privacy Act 5 U.S.C.

Dr. Ralph Ford
Chancellor, Penn State University – Behrend Campus

119.071(4)(d)2.z.(II)

Dr. Walter Iwanenko
President, Gannon University

119.071(4)(d)2.z.(II)(b)

Dr. Silvia Ferretti
Founder, Lake Erie College of Osteopathic Medicine

119.071(4)(d)2.z.(II)(b)

Dr. Micheal Victor, JD/LL.D.
Former President – Mercyhurst University
Current Erie County Community College Chair
Owner, FRALO Industries – Advanced manufacturing

119.071(4)(d)2.z.(II)(b)

Dr. Chris Clark
President, Allegheny Health Network Hospitals

119.071(4)(d)2.z.(II)(B)

Public Records Exemptions

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Reason	Description	Pages
119.071(5)(k)		1, 3

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Reason	Description	Pages
119.071(4)(d)2.z(II)(B)		8
119.071(4)(d)2a		8
119.071(4)(d)2h		8
Privacy Act 5 U.S.C. 552a		8

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119.071(4)(d)2.z.(II)(b)		8

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Reason	Description	Pages
119.071(4)(d)2.z.(II)(B)		8

Patrick Dennis

119.071(4)(d)2h

Email: patdennis21@gmail.com

01/07/2026

Dear Personnel Hiring Committee:

I am writing to express my interest in the City Manager position for the City of Madeira Beach, Florida. In review of the position, I believe my professional background and expertise make me a valuable candidate for this position. I have spent time in both the public and private sectors which has enabled me to diversify my skill set and focus on being an efficient and effective public administrator and private sector leader.

Over the course of 14 years in public service, I served as the Borough Manager for both Camp Hill and Mechanicsburg, managing multimillion-dollar budgets, overseeing municipal operations, and developing and administering capital improvement plans and capital projects that directly improved the quality of life for residents. These projects ranged from stormwater management upgrades, road paving plans, park and recreation upgrades and wastewater treatment collection and conveyance improvements. My current work in land development has presented the opportunity to gain valuable insight into public-private partnership process that can help municipal jurisdictions financially benefit and continue to grow responsibly and sustainably.

My experience spans municipal finance, infrastructure planning, grant acquisition, union negotiations, and zoning, all areas central to effective governance. I understand not only the responsibilities of elected officials, but also the importance of collaboration, transparency, and long-term strategic thinking and I am committed to helping develop and implement the vision of the City Commissioners.

Public service has always been a driving passion for me, and I have been focusing on exciting and specific City Management opportunities that mesh with my professional and personal goals. I believe the City of Madeira Beach presents a unique opportunity and one that I am excited about the prospect of gaining a greater understanding of the City's policies, programs and procedures. While I currently reside and work in Pennsylvania, I was born in Daytona Beach, Florida and would love the opportunity to continue my career in a new and exciting place.

Thank you for considering my application. References are listed below.

Respectfully,

Patrick Dennis

Patrick E. Dennis

119.071(4)(d)2h | patdennis21@gmail.com |

119.071(4)(d)2h

Executive Summary

Forward-thinking, credentialed leader with over 15 years of experience driving municipal innovation, infrastructure investment, land and economic development. Proven success managing \$14M+ public budgets, implementing capital plans, leading strategic development projects, and securing \$4M+ in grant funding. Adept at aligning stakeholder interests, negotiating public-private partnerships, and planning and building resilient community infrastructure.

Professional Experience

Director of Land Development – Landmark Homes

Ephrata, PA | January 2021 – Present

- Oversaw entitlements, permitting, and development planning across multiple residential communities.
- Negotiated favorable developer agreements with municipalities, reducing capital costs and expediting approvals.
- Coordinated multi-disciplinary teams to deliver infrastructure and site work on time and within budget.
- Streamlined approval processes, cutting permitting timelines and enhancing project ROI.

Borough Manager – Camp Hill, Cumberland County

Camp Hill, PA | 2016 – 2020

Population: 8,100

- Managed \$14M municipal budget and 85+ employees.
- Led fiscal turnaround initiatives and secured major grants for infrastructure improvements.
- Developed long range capital planning tools to facilitate more efficient infrastructure development.

Borough Manager – Mechanicsburg, Cumberland County

Mechanicsburg, PA | 2008 – 2016

Population: 10,000

- Administered \$7M budget and 50+ employees.
- Developed Borough's first capital improvement plan.
- Implemented zoning reforms to help facilitate smart development planning.

Key Areas of Expertise

Fiscal & Operational Leadership

- Secured over \$4M in grant funding and led bond issuance strategies to improve credit ratings.
- Implemented business minded approaches to municipal budgeting and enterprise fund operations.
- Created 5-year capital improvement programs to eliminate deferred maintenance backlogs for the Borough of Mechanicsburg and Borough of Camp Hill

Land Development & Planning

- Delivered zoning and land use approvals for both high and low density developments.
- Led multi-jurisdictional stormwater and infrastructure projects in partnership with regional agencies.
- Negotiated developer agreements aligned with long-term municipal goals.

Personnel and Labor Relations

- Directed labor relations and union negotiations with multiple public works departments and police departments.
- Instituted employee training programs and IT process modernization.

Public Safety & Crisis Management

- Administered FEMA disaster reimbursements and pandemic-era service continuity plans.
- Designed and implemented Emergency Operations Centers for coordinated response to COVID shutdown.

Education

Master of Public Administration, The Pennsylvania State University, 2008

- Certificates: Non-Profit Administration, Public Sector Human Resources Management
- Thesis: The Impact of Tax Increment Financing on Community Service Costs & Economic Development

Bachelor of Arts, Political Science, The Pennsylvania State University, 2006

Professional Affiliations

- Member, International City/County Management Association (ICMA)
- ICMA Credentialed Manager (ICMA-CM)

Core Competencies

- Municipal Finance ▪ Capital Project Management ▪ Land Development Strategy ▪ Public Engagement ▪ Stakeholder Collaboration ▪ Labor Negotiations ▪ Zoning & Entitlements ▪ Grant Administration

Volunteer Organizations:

- Cumberland County Economic Development- Board of Directors
- Head Coach 8u Cumberland Valley Softball Association

References:

Ed LeClear, AICP

Director | Planning & Community Development

Borough of State College

243 South Allen Street,

State College, PA 16801

814.234.7100

eleclear@statecollegepa.us

Christopher Knarr, AICP

Land Planning Specialist, Real Estate Group

McNees Wallace & Nurick LLC

100 Pine Street, Harrisburg, PA 17101

Tel: 717.237.5262

Fax: 717.260.1664

Cell: 717.542.2999

Adrienne M. Vicari, PE

Vice President, Growth

Herbert, Rowland & Grubic, Inc.

369 East Park Drive

Harrisburg, PA 17111

717.564.1121 (o), 814.777.5056 (c)

Public Records Exemptions

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

Tanya Duffy
 2201 Stirling Cir Unit 306
 Dunedin, FL 346989
 Tanyaduffy816@aol.com
 603.338.8641

EDUCATION

Florida Gulf Coast University , Estero, FL	April 2005
<i>Bachelor of Science in Accounting</i>	
Southern New Hampshire University , Concord, NH	Nov 2017
<i>Masters Coursework</i>	

Profile of Qualifications:

Accounting professional with 24 years of experience including private, governmental/school, and public accounting that included non-profit audit field work, 990 preparation and compilation. Strong communicator and excel at cultivating and maintaining unified relationships with all stakeholders; employees, auditors, and upper management as well as outside boards and other parties. Proven leader in creating efficient and accurate accounting internal controls, processes, and procedures compliant with GAAP/GASB. Self-starter willing to take on challenges and create innovative solutions. Proven reliability and responsibility in all professional positions held, always willing to go the extra mile to get things accomplished. Collaborative leadership approach that focuses on creating a team environment where staff is encouraged to participate and grow.

PROFESSIONAL EXPERIENCE

City of Dunedin , Dunedin, FL	July 2023-Current
Accounting Manager	

- Manage Accounting Division, ensuring adherence to GASB
- Manage activities of subordinate staff 1 supervisor, and 4 support staff
- Oversee processes for Accounts Receivable, Accounts Payable, Investments, Assets and Debt
- Oversee and ensure accuracy of all transactions in the ERP software
- Manage a portfolio of \$325M in capital assets and \$125M debt portfolio
- Perform month-end/year end closing activities of City's Financial records
- Develops objectives and strategies for the Accounting division in line with Strategic Plan
- Manage annual audit and Prepare the Annual Comprehensive Financial Report (ACFR)
- Ensure compliance with all internal controls and update policies and procedures as needed
- Prepare periodic/Pro-Forma financial reports as needed
- Implementation of new GASB pronouncements as required
- Support all financial requests from external and internal parties
- Ensure timely filing of Federal, State, and Local tax returns and financial reports
- Coordinate with Budget and Procurement sections of Finance department
- Act as Director of Finance in his absence
- Manage all Disaster related record keeping, documentation requirements, grants portal submission, and FEMA grant requirements compliance (PAPPG)
- Grant reporting and management for ARPA, FEMA, and other state funds through closeout

Gaylord Accounting Services, Florida and New Hampshire

Owner/Accountant (Part Time/Supplemental)

2007-2024

- Prepare Personal and Small Business tax returns for a client portfolio of up to 125
- Provide Bookkeeping support via Quickbooks Online
- Serve as a financial resource/advisor to all clients all year as needed
- Provided contracted services to Government entities on project basis (Aug 22-July 23)

St. Luke's Cataract and Laser Institute, Tarpon Springs, FL

Director of Finance

Aug 2021-August 2022

- Manage Accounting, Purchasing, and Revenue Cycle Teams for 4 companies and 7 locations
- Oversee and lead a team responsible for: banking, bookkeeping, payroll, benefits, accounting, cash flow, managing payable, receivables and invoice processing
- Member of the Executive Leadership Team-providing financial and operational guidance
- Hire , develop and maintain staff
- Provide leadership and support to 3 direct report managers, 3 supervisors and 30 support staff
- Evaluate People, Process, and Technology to identify areas for efficiencies and improvement
- Ensure internal controls and procedures are working effectively and efficiently as designed and follow generally accepted accounting principles
- Assist and lead team in preparing financial and statistical reports that determine success and guide operation decisions –Month End Close and budget to actual analysis, multi-entity and inter-company consolidations
- Inventory management and cycle counts
- Operating and Capital Expenditure Budget collaboration, creation, management, and analysis
- Long term financial planning – Partner with VP of operations to ensure financial health of organization
- Implement process improvements and process change that improve efficiencies through technology
- Project Manager on ERP conversion from Microsoft SL to Sage Intacct, Implementation

Pioneer Valley Regional School District, Northfield, MA

Director of Finance-Remote from July 2019-July 2021

July 2018-Aug 2021

Treasurer

Jan 2018-June 2018

5 rural schools, \$14.2+ million dollar budget

- Serve as management member of finance/central office team
- Lead operating and capital budget development, management, and analysis
- Rebuilt Budget Infrastructure using Google Sheets to create and collaborative process
- Created and updated policies and procedures in collaboration with Policy Subcommittee
- Preparation and oversight of Monthly Close and Financial Statements
- Prepare state financial reporting monthly and annually
- Reconciliation and Review of all General Fund and Sub-ledger accounts
- Prepare and approve accounting entries initiated by finance department
- Manage financial transactions and related operations in coordination with school and department administration
- Provide support and management of Student Activity accounts at all 5 schools

- State and Federal Grants Management; application, funding requests, compliance and end or year reporting
- Treasury Management; Cash flow management, review monthly reconciliations, approve transactions
- Oversee and direct general accounting functions; A/P, Payroll, Human Resources, and Treasury
- Train Finance and other personnel on processes related to all accounting functions
- Implement and oversee internal controls, policies, and procedures as the relate to financial management
- Oversee/Manage/Implement accounting software maintenance and user security
- Collaborate with district auditors; provide all schedules and information requested
- Collaborate with Town Accountants, Finance Committees, and School Committee
- Manage all district borrowing/debt service
- Federal School Lunch monthly reports/claiming
- Monthly Sales Tax filings
- Created Filing Systems and communications to allow for remote work for myself and staff

Responsibilities-Treasurer 1/3/2018-6/30/18

- Assist Business Manager/DOF with Financial Reporting and Budgeting
- Advise Accounts Payable/Payroll Department with Financial procedures
- Process all district deposits
- Research prior district financial recording and recommend improvement
- Implement policies and procedures to increase compliance
- Assist Assistant Superintendent in preparing corrective action plan for School Lunch Fund
- Recommend reporting improvements to increase transparency and support effective decision making
- Reconciliation of multiple district bank accounts
- Preparing monthly Treasurer's report

Town of Ashburnham, Ashburnham, MA

Town Accountant/Director of Finance-Hybrid

Dec 2012-Oct 2017

- Manage \$8M Municipal budget
- Report to and carry out duties per the Board of Selectman
- Oversee/Reconcile Monthly Town Receivables with Tax Collector
- Prepare YTD budget reports bi-weekly and report to Board of Selectmen
- Reconcile all cash and balance sheet accounts
- Review fund accounts for accuracy and compliance
- Manage grants and Capital Project spending
- Prepare financial statements and annual state tax reports
- Review and post Municipal Payroll
- Coordination with All Town departments regarding financial operations
- Prepare Annual Town report/CAFR
- Custody of all Contracts and Grants
- Guide Treasury Department regarding Payroll/Benefits/Employee Records
- Process Accounts/Warrants Payable
- Collaborate with Town Administrator and Police Department on fleet capital plan

C&S Wholesale Grocers, Keene, NH

Staff Accountant/Senior Accountant

Aug 2008-Apr 2011

- Prepare weekly management reports (gross profit and general accounting)
- Identify, Analyze and Resolve variances in weekly management reports
- Review management reports with corresponding groups weekly/monthly
- Prepare balance sheet reconciliations by analyzing general ledger activity and
- Propose/prepare adjusting journal entries.
- Prepare special financial analysis as requested by management
- Reconcile GL/Bank statements weekly, Monthly, Quarterly, and Annually

Wardlow and Cash, CPA, Crystal River and Inverness, FL

Staff Accountant/Senior Accountant

2005-2008

- Prepare Individual and Corporate returns
- Perform Government and Not-for-Profit Audits
- Perform monthly client write-up
- Prepare and review Monthly, Quarterly, and Annual Financial Statements
- Prepare monthly sales tax returns and quarterly payroll returns

CERTIFICATIONS/MEMBERSHIPS/ACHIEVEMENTS

- GFOA / FGFOA member since 2024
- Award for Excellence in Financial Reporting – GFOA 2024
- Massachusetts Municipal Accountants and Auditors Association
 - -Certified Governmental Accountant March 2014

PROFICIENCIES/OTHER SKILLS

- Accounting Software
 - Tyler Technologies Suite of products (ERP/Munis , Infinite Visions)
 - Sage Intacct
 - CCH Prosystems FX
 - Microsoft SL (Solomon)
 - Various Tax Preparation Software
 - Hyperion
 - Sage Fixed Asset Management
 - Oracle systems (beginner during implementation at C&S)
 - Quickbooks
- Microsoft Office Suite
 - Excel-Advanced
 - Word-Advanced
 - Power Point – Intermediate/Advanced
 - Google Docs, Google Sheets
- GAAP/GASB
- Managing/Creating Paperless filing systems
- Payroll Systems
 - Tyler Technologies
 - Paylocity
 - ADP
 - Quickbooks

City of Madeira Beach
Attn: Hiring Committee
168 150th Avenue
Madeira Beach, FL 33708

Dear Members of the Hiring Committee,

I am excited to submit my application for the position of City Manager in the City of Madeira Beach. With over 18 years of extensive leadership experience in international development, project management, and operational oversight—coupled with a strong background in strategic planning, financial management, and stakeholder engagement—I am confident in my ability to serve and advance the vibrant community of “Mad Beach.”

Throughout my career, I have demonstrated a proven ability to oversee complex programs, manage diverse teams, and develop collaborative partnerships with government agencies, NGOs, and local stakeholders. My current role as Country Director for the Peace Corps in Panama and Ecuador has honed my skills in strategic planning, crisis management, and program implementation—skills directly transferable to municipal governance. I have successfully led multi-million-dollar initiatives, managed budgets, and navigated political and environmental challenges while maintaining focus on organizational objectives and community needs.

My experience working in fragile environments and multicultural settings has strengthened my ability to adapt quickly, communicate effectively, and foster teamwork—qualities essential for leading a dynamic city like Madeira Beach. I am well-versed in operational management, compliance, and policy development, and I bring a collaborative, proactive approach to problem-solving and decision-making.

Holding an MBA in Global Social Sustainable Enterprise and a Bachelor’s in Spanish and Environmental Studies, I am committed to sustainable community development and service excellence. I am excited about the opportunity to bring my experience, leadership, and dedication to Madeira Beach, helping to maintain its unique charm and vibrant island lifestyle while ensuring efficient and effective city services for residents and visitors alike.

Thank you for considering my application. I look forward to the opportunity to discuss how my background and skills align with the goals of Madeira Beach and how I can contribute to its continued success.

Sincerely,
Anna Galdames

Anna Galdames

- Experience in providing oversight and offering guidance, strategic advice, technical feedback, and support for the development and implementation of extensive multi-year international development programs in developing countries.
 - Field operations and project management specialist with 18 years of experience managing finances, grants, administrative, compliance, procurement, logistics, security, and budgeting for USAID/OTI and other donor-funded projects in transitional, fragile environments such as Iraq, Afghanistan, Kenya, Philippines, Papua New Guinea, Turkey, and Syria
 - Knowledgeable in US Government policies and procedures
 - Strong knowledge of setting up general program management processes, security, and operations systems in complex environments, across multiple offices.
 - Adaptive and collaborative management approach to working with multicultural teams along with strong analytical, proactive problem-solving, interpersonal, and organizational skills
 - Top Secret Security Clearance
 - Native English and fluent Spanish
 - U.S. citizen
-

Education

M.B.A., global social sustainable enterprise, Colorado State University, Fort Collins, 2009

B.A., Spanish and environmental studies, Sweet Briar College, Virginia, 2003

Experience

Country Director December 2024- Present

Peace Corps, Panama City, Ecuador

Leads and manages the design, implementation, and evaluation of four programs, ensuring they align with both Peace Corps objectives and local government priorities. Supervises the recruitment, training, and ongoing support of Peace Corps Volunteers, fostering their professional development to enhance the overall impact of our programs. Actively manages political and environmental crises, developing responsive strategies to mitigate risks while maintaining the continuity of program activities. Represents Peace Corps in Ecuador and collaborates closely with local government agencies, NGOs, community stakeholders, and US Embassy. Identifies needs and cultivate strategic partnerships that promote sustainable development initiatives. Provides oversight and guidance on all project activities, which include procurement, staffing, budgeting, financial management, and asset management.

Country Director December 2020- 2024

Peace Corps, Panama City, Panama

Planned, directed, and oversaw strategic, policy, organizational, and program objectives in Panama in coordination with local government ministries. Led cross-functional team in areas such as program development, training and evaluation, procurement, administration, logistics, financial management, medical services, safety, and security. Managed crisis situations, effectively consolidating and mobilizing volunteers during a 38-day period of political unrest. Developed and implemented comprehensive training programs to promote volunteer safety, including proactive disaster response strategies and targeted support mechanisms for victims of crime.

Project Director**July-December 2018/March 2019**

All Children Read/ Digital Liberia
 Chemonics International, Washington, D.C.

Provided overall project quality assurance and targeted technical advisement to the \$73 million All Children Read and \$5 million Digital Liberia projects on work planning, strategic linkages with other donors, technical scopes of work, key deliverables, operations research, and M&E. Planned and directed home-office and field technical activities, with emphasis on technical approach strategy and resulting initial work plan. Designed and implements process improvement and change management initiatives to scope and design corporate changes needed in meeting strategic goals.

Deputy Startup Team Leader**February-March 2019**

Iraq Regional Program
 USAID/OTI Chemonics International, Erbil, Iraq

Led the startup team in Erbil, coordinated closely with OTI, the chief of party, and deputy chiefs of party to establish all operations systems and resolve complex operations and compliance issues including construction of infrastructure implementation activities. Co-devised the operational security platform.

Acting Chief of Party**April-June 2018**

Syria Sub-Granting Management “Injaz” Program
 U.S. Department of State, Chemonics International, Berlin, Germany

Managed the \$29-million U.S. Department of State Bureau of Near East Affairs Office of Assistance Coordination’s project to support education in eastern Syria with a focus on psychosocial support and remedial literacy and numeracy. Designed program strategy, led sub-award development, and trained and mentored program officers on program development, implementation, and M&E.

Acting Chief of Party**March-April 2018**

Syria Education “Manahel” Program
 U.K. Department for International Development, Chemonics International, Gaziantep, Turkey

Led \$38 million contract to support governance through education by working with the Syrian interim government education directorates in four provinces for large-scale stipend support, interventions in quality education, and psychosocial support.

Acting Operations Director, Latin America and Caribbean**December 2017-March 2018**

Chemonics International, Washington, D.C.

Ensured sound management principles for daily regional business unit operations and project implementation. Provided management and guidance on personnel issues, project implementation surrounding registration and tax issues, contracts management, and internal operational management. Routinely served as acting senior vice president.

Acting Deputy Chief of Party**September-December 2017**

Support to the Moderate Education Directorates for Teacher Stipends and Set Rates Program
 U.K. Department for International Development, Chemonics International, Gaziantep, Turkey

Led the \$14 million program to support the Syrian interim government in Idlib and Aleppo provinces by providing stipends and capacity building for education directorate and school staff. Oversaw design and launch of capacity building initiatives aimed at strengthening payroll systems, teacher management systems, complaints mechanisms, and leadership.

Managing Director**September 2016-August 2017**

Operations and Country Operations Optimization Program (CO-OP)
Chemonics International, Kabul, Afghanistan

Provided leadership, guidance, and management to the CO-OP, supporting a \$410 million portfolio of USAID projects. Led the CO-OP team and worked with seven chiefs of party to ensure each project met technical deliverables and maintained compliance. Liaised with stakeholders in the U.S. government, the Afghan government, the country security team, and the senior project management team on security issues, contingency planning, and other areas. Improved efficiencies of scale, compliance assurance, programmatic risk mitigation, and timely support.

Director of Operations/CO-OP**October 2015-September 2016**

Afghanistan Regional Business Unit
Chemonics International, Washington, D.C.

Provided strategic management support to seven projects operating in Afghanistan to ensure financial and contractual compliance, efficient operations, and management of personnel. Served as acting chief of party for five weeks for the \$79 million Regional Agriculture Development Program, with 70 staff in three provinces of Afghanistan. Met programmatic deliverables and ensured ongoing programming momentum. Served as acting senior vice president as required.

Closeout Specialist**October-November 2015**

Kenya Transition Initiatives for Stabilization
USAID/OTI, Development Alternatives Incorporated, Nairobi, Kenya

Worked with field office to identify and resolve all outstanding items during project closeout. Ensured project closeout complied with USAID and corporate policies and procedures.

Project Manager**August - October 2015**

Adaptation Thought Leadership and Assessment
USAID, Chemonics International, Washington, D.C.

Managed daily project operations and activities, including communication with the field office and USAID, compliance, financial management, and recruitment of project staff and consultants. Reviewed and provided guidance on project technical work and project reports.

Program Specialist and Acting Operations Manager**May-July 2015**

Biodiversity and Watersheds Improved for Stronger Economy and Ecosystem Resilience Program
USAID, Chemonics International, Manila, Philippines

Managed daily financial, contractual, and programmatic activities for a \$22-million biodiversity conservation and watersheds contract. Provided critical management support to ensure successful implementation and developed an action plan to improve project results and performance against M&E indicator targets. Communicated with senior project government counterparts to move project activities forward. Submitted monthly progress reports to USAID on progress and communicated any potential changes to the plan. Engaged counterparts to identify activities in priority field sites.

Interim Deputy Chief of Party/Grants and Subcontracts Oversight Specialist**July-October 2014**

Financial Access for Investing in the Development of Afghanistan
USAID, Chemonics International, Kabul, Afghanistan

Managed daily operations of a \$108 million project, including subcontracts, procurement, compliance, and a \$2 million grants program. Supervised the subcontracts and grants teams and provided regular guidance and mentorship. Trained several staff members to administer grants and procurement. Liaised directly with the chief of party and technical staff to ensure project activities

and budgets aligned with project goals and USAID's expectations. Monitored execution of work plan activities and compliance with contract provisions.

Director of Business Operations

April 2013-March 2014

Multiple donors, Populations Services International, Papua New Guinea

Managed a \$20 million project portfolio of five projects funded by Australia's Department of Foreign Affairs and Trade, Exxon, USAID, and Global Fund in the areas malaria; tuberculosis; gender-based violence; women's economic empowerment; water, sanitation, and hygiene; HIV prevention; and condom social marketing programs. Ensured compliance with all donor requirements related to program implementation, including technical and financial reports for donors. Supervised 18 local professionals, including support staff and technical advisors.

Finance and Operations Manager

August 2011-March 2013

Community Forestry in the Darien program

USAID, Chemonics International, Panama City, Panama

Oversaw project reports and communication for \$4 million project portfolio. Supervised a technical team of 15. Strengthened program implementation through extensive staff training, effective resource allocation, managing relationships, and effective project communications. Developed processes, procedures, and tools that enhanced the smooth functioning of the project internally and externally with counterparts and stakeholders. Oversaw M&E activities and data collection. Served as acting chief of party as needed.

Project Management Associate

October 2010-July 2011

Bolivia Productivity and Competitiveness

USAID, Chemonics International, Washington, D.C.

Provided contract administration, operations, budgeting, and financial management support to the field office. Trained grants team, reviewed, and streamlined grant-making processes.

Co-Founder

October 2008-December 2009

Organic Oasis, Lima, Peru

Created agribusiness enterprise for urban farming technology. Managed grants for the business and led team of technical experts to develop aquaponics micro-franchise kits.

Youth Development Extension Agent

December 2006-August 2008

UF/IFAS Extension Services, Immokalee, Florida

Managed an \$80,000 program focused on youth development. Led program strategy. Oversaw volunteers, program management, recruitment, staffing, communications, and training. Led a strategic analysis of all policies and procedures, resulting in recommendations to the regional administrative committee to optimize youth programming and ensure compliance with state and federal laws.

Volunteer Coordinator

February-December 2006

Rookery Bay National Estuarine Reserve, Naples, Florida

Managed more than 80 volunteers for environmental conservation activities focused on providing a basis for informed coastal decisions.

Peace Corps Volunteer

September 2003-November 2005

Peace Corps, Agro-ecological Association of Guardians, Panama City, Panama

Created a social enterprise focused on ecotourism. Managed a USAID grant for infrastructure and organization development of the community ecotourism social enterprise.

JASON R. GOLDSTEIN, MPA, CPM

119.071(4)(d)2h

119.071(4)(d)2h

goldstein.r.jason@gmail.com • [LinkedIn Profile](#)

January 22, 2026

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

Dear Ms. Narloch:

Since my wife and I are seeking to return to Florida's Gulf Coast area, we were excited to learn about the available City Manager position with the City of Madeira Beach. I believe my 20 years of relevant executive management experience in the public sector, including municipal government, will provide the high-quality service needed to support the Board of Commissioners and the residents it serves.

I currently serve as the Assistant Village Manager/Chief Innovation Officer at the Village of Friendship Heights in Chevy Chase, Maryland, where I manage the parks, planning and development, emergency management, citizen engagement, and information technology departments. I also oversee budget preparation, lead community and economic development initiatives, streamline relations with council members, coordinate council meetings, and guide external engagement campaigns.

In addition, I have spearheaded major improvements in technology and communications applications, developed staff through training programs, retreats, and quarterly reviews, and designed robust government relations and community engagement strategies. I am currently leading the 2026–2030 strategic planning process while continuing to submit policy recommendations to the council and provide consistent budget oversight.

I have also advanced policies through effective coalition building, negotiated agreements, developed public-private partnerships, and created impactful messaging for internal and external stakeholders. These efforts required sound political judgment, a strong understanding of legislative and regulatory processes, and the application of excellent analytical, negotiation, and organizational skills. Throughout my career, I have maintained an unwavering commitment to ethics, transparency, and integrity.

I am confident that my qualifications, including a Master of Public Administration from New York University and a Certified Public Manager designation, will allow me to make significant contributions to Madeira Beach's ongoing success. Thank you very much for your time and consideration. I look forward to hearing from you.

Sincerely,



Jason R. Goldstein

JASON R. GOLDSTEIN, MPA, CPM

119.071(4)(d)2h 119.071(4)(d)2h

goldstein.r.jason@gmail.com

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

EXECUTIVE SUMMARY & SKILLS:

Seasoned global public policy manager with 15 years of experience developing effective global policy strategies spanning five UN agencies and six continents. Mastered the art of building diverse, cross-functional, and multi-level relationships with senior government officials at the local, state, national, and international levels. Proven project manager in the public and private sectors, with expertise in innovation policy and technology transfer. Currently possess the following relevant skills:

- | | | |
|--|---------------------------------|----------------------------|
| ✓ Project Management | ✓ Technology Transfer | ✓ Public Policy Management |
| ✓ Coordination of Meetings / Events | ✓ Innovation Policy | ✓ Strategic Planning |
| ✓ South-South / Triangular Cooperation | ✓ Operations Management | ✓ International Relations |
| ✓ Policies and Regulations | ✓ Partnerships (including PPPs) | ✓ Global Policies |
| | ✓ Advise Executives | ✓ Research and Reporting |

RELEVANT EXPERIENCES:

11/2008 – UNITED NATIONS, Bangkok, Rome, New York

2/2022 **Senior Program Manager**

- Directed the implementation of innovative policy initiatives and development projects across the Global South, including COVID-19, technology, and finance transfer initiatives.
- Led South-South Global Assets and Technology Exchange's (SS-GATE) operations, staffing, budgeting, and planning, implementation, and evaluation of activities throughout the Global South.
- Engaged with numerous high-level international government officials, CEOs, and directors from UN agencies via South-South and triangular cooperation to strengthen local, regional, and national public policies.
- Produced effective communications strategy, drafted speeches and talking points, press releases, relevant website content, comprehensive reports, public policy papers, and correspondence.
- Coordinated South-South and triangular cooperation relations to ensure necessary support and participation, including senior officials from the Government of Malaysia, headquarters, and country offices.
- Managed all activities and strategic planning concerning the Third High Level Meeting on South-South Cooperation for Child Rights in the Asia-Pacific region, as well as its preparatory meeting in Malaysia.
- Developed national ICT strategic plans and innovation policies for each of the 15 Southern African Development Community (SADC) parliaments.
- Liaised seamlessly with senior officials from the European Union, SADC and various UN agencies.
- Designed ICT projects and related documents, drafted related reports, memorandums of understanding, legal frameworks, and strategic plans, and conducted peer reviews of various ICT-related documents.
- Facilitated strategic alliances with governments, UN agencies, NGOs, and companies to further advance the region's technology policies and development activities.
- Administered the planning of several international workshops, conferences, and meetings with stakeholders.
- Drafted thematic papers and reports and conducted peer review of materials prepared by consultants.
- Conducted peer reviews, policy research, report drafting, and preparation of online content.

Key Accomplishments:

- Played a key role in impacting policy-maker decisions on how to recover from COVID-19 within Asia-Pacific.
- Redesigned structure of projects and instituted cost-cutting measures that lead to budgetary efficiencies.
- Crafted communications campaign that led to a 17% surge in participation and 12% in financial support.
- Improved donor contributions by 22% by introducing two-year resource mobilization strategy.
- Successfully scaled-up partnership with World Bank's East Africa Climate Innovation Network.
- Transformed underperforming multimillion-dollar project by streamlining administrative processes, eliminating inefficiencies, enhancing communications, and completing project on time.
- Significantly increased implementation of technical assistance in-country missions from 42% to 100% by developing strategic communications strategies and revamping process of organizing assistances.
- Increased the number of in-country technical assistance missions in Asia-Pacific by 39% by restructuring activities, implementing cost-cutting measures to make funds available, and promoting project's benefits to member States.

OTHER EXPERIENCE:

6/2022 – **VILLAGE OF FRIENDSHIP HEIGHTS**, Chevy Chase, MD

Present **Assistant Village Manager / Chief Innovation Officer**

- Devise public policy initiatives for the mayor and council’s consideration.
- Plan, coordinate, and administer Village services and operations.
- Propose and implement innovative solutions concerning a variety of community issues.
- Serve in the Village manager’s absence providing oversight, support, and collaboration with staff.
- Exercise administrative and management duties over Village operations, departments, and staff.
- Draft Village Council agendas, minutes, and reports relating to current and planned actions.

Key Accomplishments:

- Revamped Village’s website and social media applications to enhance communications with citizens.
- Led the transition of office email and computer software programs to Google Workspace Business Plus.

6/2000 – **MAXIMUS MANAGEMENT ENTERPRISES**, Lutz, FL and Bangkok, Thailand

9/2008 **Founder and Managing Director**

- Directed the day-to-day operations of several international policy development and communications projects.
- Spearheaded change management, strategic planning, workflows, risk management, and compliance measures by implementing effective management practices.
- Structured client relationship management processes that resulted in consistent growth.

Key Accomplishments:

- Co-created international consulting company with initial year-over-year growth rate of 28%.
- Led the transformation of internal administrative processes and cost-cutting measures that resulted in an ROI increase of 11% from the previous year.

EDUCATION:

9/1998 – **NEW YORK UNIVERSITY, Robert F. Wagner Graduate School of Public Service, Master of Public**

1/2003 **Administration**, Public Policy, New York, NY

9/2012 – **THE LONDON SCHOOL OF ECONOMICS & POLITICAL SCIENCE, International Programmes,**

5/2017 **Diploma for Graduates**, International Development, London, UK

9/1993 – **UNIVERSITY OF MASSACHUSETTS, College of Natural Sciences, Bachelor of Arts, Psychology/**

1/2003 **Political Science**, Amherst, MA

9/2022 – **UNIVERSITY OF BALTIMORE, Schaefer Center for Public Policy, Certified Public Manager,**

6/2023 **Baltimore**, MD

SKILLS & AFFILIATIONS:

MICROSOFT: Windows 11, Office 365 (Project, Word, Excel, Access, PowerPoint, Outlook, Teams, OneNote, SharePoint), Skype for Business, OneDrive for Business, Edge, IE, Silverlight

GOOGLE: Google Workspace (Drive, Sheets, Docs, Mail, Forms, Slides, Calendar, Chrome)

MISC.: Canva, Trello, Slack, Zoom, WebEx, Oracle NetSuite OpenAir, Salesforce, ADP Workforce, Adobe Acrobat, Nuance, GoToMeeting, Litmos, Cisco AnyConnect, Snagit, STATA, SPSS, Atlas TI, Zotero, Apple macOS X, Firefox

LANGUAGES: English (native), Spanish (advanced), Thai (intermediate)

AFFILIATIONS: United Nations Association of the United States, Foreign Policy Association, International Relations Council, American Society for Public Administration, Association for Public Policy Analysis and Management

Public Records Exemptions

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

Reason	Description	Pages
119.071(4)(d)2h		1-3

Public Records Exemptions

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

MICHEAL RAY HANEY

City Manager | Municipal Administrator

119.071(4)(d)2h

michealhaney72@gmail.com |

119.071(4)(d)2h

Professional Summary

Municipal administrator with 28 years of public service in Georgia local government, including 13 years as City Manager of a full-scope municipality operating electric, water, and sewer utilities; municipal court; independent tax collection; public safety departments; cemetery operations; and City-owned real property. Proven record of disciplined financial management, clean independent audits, enterprise fund stability, public safety leadership, infrastructure investment, asset stewardship, and statutory compliance. Extensive experience within a professional council-manager form of government.

Executive Focus: Utilities, Public Safety, Finance & Assets

Utilities: Executive oversight of City-owned electric, water, and sewer systems, including enterprise fund budgeting, infrastructure maintenance, capital planning, regulatory coordination, and long-term system sustainability.

Public Safety: Former Police Chief with executive command experience; served as **Assistant City Manager and Police Chief (2012–2013)**, providing integrated administrative and public safety leadership during organizational transition; ongoing oversight of police operations, personnel, training compliance, court coordination, and constitutional risk management.

Finance: Oversight of approximately **\$16 million in annual financial activity** across governmental, enterprise, and capital funds; consistent unmodified audit opinions from FY2012–FY2024; **\$13.77 million audited net position**; and **\$16.12 million invested in capital assets**. Maintained strong governmental fund balances and conservative debt posture.

Assets & Property: Stewardship of City-owned real property, facilities, and infrastructure, including management of revenue-generating rental properties and short-term rentals, cemetery operations with perpetual care obligations, and long-lived municipal assets reflected in audited financial statements.

Professional Experience

City of Chickamauga, Georgia — City Manager (2013–Present)

Chief Administrative Officer for a full-service municipal government. Responsible for citywide operations, preparation and administration of \$7–9 million annual operating budgets, and oversight of General Fund, SPLOST/TSPLOST, grants, and enterprise funds. Coordinated annual independent audits resulting in consistent unmodified opinions with no material weaknesses or repeat findings. Served as the City's principal administrative risk manager across utilities, public safety, finance, court administration, property assets, and compliance functions. Directed capital improvement planning, infrastructure investment, and asset utilization strategies while advising Mayor and Council on fiscal policy and operational risk.

Professional Experience (continued)

City of Chickamauga, Georgia — Assistant City Manager & Police Chief (2012–2013)

Held concurrent executive responsibility for administrative operations and public safety leadership. Supported the City Manager in budget development, personnel administration, policy implementation, and interdepartmental coordination while serving as Police Chief with responsibility for departmental budgets, POST compliance, training, constitutional policing standards, records management, and court coordination.

City of Chickamauga, Georgia — Police Chief (2008–2012)

Provided executive leadership of police operations, personnel, and budgeting; established professional standards, training compliance, and interagency coordination with courts and regional law enforcement partners.

State of Georgia — Department of Corrections — Correctional Officer (Early Career)

Service in a regulated custodial environment emphasizing security, policy compliance, institutional operations, and interagency coordination.

Regional & Appointed Governance Roles

Walker County Planning and Zoning Commission — Chairman (Prior Service)

Leadership of quasi-judicial land use processes, rezonings, variances, and conditional use decisions; ensured due process, legal defensibility, and consistency with adopted comprehensive plans.

Walker County Water and Sewer Authority — Vice Chairman (Approximately 10 Years)

Executive governance role involving rate policy, capital planning, financial oversight, and long-range infrastructure strategy for a regional utility authority.

Education, Training & Certifications

University of Georgia – Carl Vinson Institute of Government; Harold F. Holtz Municipal Training Institute; Georgia POST Certified (In Good Standing); Certified Firefighter (Georgia); MS4 Stormwater Certification; Stormwater Enforcement Certification. Select executive training recognized for college credit through Tift College.

MICHEAL RAY HANEY

City Manager • Municipal Administrator

Executive-level municipal leader with 28 years of public service experience in Georgia local government, including 13 years as City Manager of a full-service municipality. Proven leadership across utilities, public safety, finance, courts, taxation, and municipal asset management, supported by a long record of clean independent audits and disciplined fiscal stewardship.

Prepared for submission to professional review panels, elected officials, and executive recruiters.

119.071(4)(d)2h

michealhaney72@gmail.com

119.071(4)(d)2h

Public Records Exemptions

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

Reason	Description	Pages
119.071(4)(d)2h		1, 3

Michael Harrison

119.071(5)(j)

Michael.david.harrison@gmail.com

February 3, 2026

Please see my attached resume for consideration to the City Manager position.

I am a dynamic leader that has built a reputation on my ability to build programs, units and organizations from concept to highly efficient, effective and successful operations. My managerial style is fostered in the concept of continual improvement, cultivated by the overall mission and goal. I have a keen ability to identify inefficiencies, whether be financial, operational or administrative, and applying thoughtful and logical decision making and planning skills to improve processes and procedures. I take a micro analysis approach which ultimately supports the overall macro functionality and goals of the organization. By doing so, I keep myself and the organization on schedule and consistently meeting deadlines.

I have recently been told by a high-level government official, "you are the victim of your own success." This pertaining to my dependable ability to always meet my organizational deadlines despite the obstacles thus creating the precedence and expectation that I will always figure a way to meet my goals despite the obstacles. In my current position, the obstacles being equipment delays, maintenance issues, political pressure and regional threats, forcing me to achieve my organizations contractual deadlines in half the time while maintaining a high quality of output for which I have always done and taken great personal pride. While navigating these seemingly detrimental obstacles, I have built a high functioning, motivated team with extremely minimal turn over. Given the harsh environment we work and the pressure to always come through, keeping my team intact and highly productive, has been one of my greatest leadership accomplishments.

I am a fluid manager and leader, adapting myself to my surroundings and its variables to achieve an optimal outcome. I am calm, comfortable and focused in difficult situations, illustrated by my military background and continual involvement in difficult government programs in difficult environments.

My professional goals moving forward are stability in a job of importance where I can give back to my community making a transition into municipal management my goal moving forward. For what I have done for the Saudi Arabian and US government, I would love to provide to your City.

Sincerely,

Michael Harrison

References:

Bill Patterson, PM Downrange Operations and Training. (Current Supervisor)

Bill.patterson@downrangeoperations

1-520-419-0351

Davante Hall, KSA THAAD TAFT Radar Section Lead, Downrange Operations and Training. (Current Employee)

Davante.hall@downrangeops.com

1-619-750-8333

Dutch Holland, COL USAF. (Former Supervisor)

Holland.dutch@earthlink.com

119.071(5)(j)

Mike Harrison

119.071(5)(j)

Michael.david.harrison@gmail.com

Availability: 30 days from offer

EDUCATION:**M.A- Management and Leadership:** Webster University, St. Louis, MO | 2007**B.S- Criminal Justice:** The Pennsylvania State University, Harrisburg, PA | 2002**EXPERIENCE:**

- Over 20 years of management and leadership experience in planning and operations; ranging from Air Defense Operations (SHORAD and HIMAD), Emergency Management Operations, Force Operations and Government advisory roles
- Field Grade US Army Air Defense Officer (14B/A); Subject Matter Expert and operational experience in Stinger, Bradley Linebacker (legacy system), Avenger, C-RAM, THAAD; proven combat leadership, adaptable, resourceful and dependable
- Saudi Arabia Country Site Lead; created, implemented and advised the development and implementation of a highly advanced Terminal High Altitude Area Defense (THAAD) training program (Current)
- Senior Air Defense Military Advisor-Strategic level, Ministry of Defense/Royal Saudi Air and Space Force, Riyadh, Saudi Arabia; Joint Counter Air, C-UAS, SHORAD and HIMAD strategic policy and doctrine author
- Command and Control (C2)/Strategic Exercise Training Advisor, Royal Saudi Land Force, Artillery and Infantry Schools Khamis, Saudi Arabia (2016)
- Military Advisor/Senior Military Instructor, Bahrain Defense Force Command and Staff School (2017)
- Government Emergency Operations Center and Simulation Advisor, Peru (2017)
- Secretary of the General Staff, 101st Airborne Division (2015)
- Division Deputy Operations Officer (G-3), 101st Airborne Division (2015)
- Division Deputy Air and Missile Defense Officer/Force Protection Officer, 101st Airborne Division (2014)
- Assistant Professor of Military Science, Penn State University (2011-2013)
- Multiple Iraqi combat leadership deployments; Quick Reaction Force Leader (2006), Counter Rockets, Artillery and Mortars (C-RAM) Commander (2008-2011); experience integrating and working in Division Tactical Operations Centers (TOC), Combat Operations Centers (COC) and Base Defense Operations Centers (BDOC)

Country Site Lead, THAAD TAFT Downrange Operations Saudi Arabia Dec 2024 – Current

Formed, deployed and imbedded a training team of 18 instructors to an extremely difficult and austere operating environment to support the training portion of Saudi Arabia's \$52b Foreign Military Sales (FMS) contract of seven units and equipment of the highly technical and complicated THAAD Air Defense weapon system. Managed a unique program of firsts; first training program of this type, first operational THAAD unit in Saudi Arabia and first-time the newest version of this equipment has been utilized and deployed. Successfully developed and implemented a comprehensive and unique training program to prepare Saudi Arabia's first 3 THAAD operational units to combat current regional events, making them part of a handful of operational THAAD units in the world. Advised Saudi Arabia government officials (Ministry of Defense), senior military officials and US Department of Defense senior officials on the appropriate allocation and usage of the system. Enforced complex contractual obligations, recommended, planned and advised contract modifications.

- Adapted training mission to meet all contractual timelines and requirements despite constant changes, delays, maintenance issues and regional threats; successfully trained and deployed Saudi Arabia's first 3 THAAD units to assume operational readiness despite constricted timelines, limited resources and ongoing regional conflict.
- Successfully met all contractual requirements and maintained superior customer/foreign relations resulting in the extension of my company's contract ensuring extended work for all contractors and business worth \$53m.
- Shaped and championed contract modifications to meet Saudi Arabia operational requirements resulting in the expansion of our contract by an additional \$42m.
- Advised military Generals, at multiple levels, on program and system capabilities, issues and recommendations.

- Managed all aspects of the in-country training team (evaluations, retention, housing, vehicle support, main support, logistics support, office support, contract renewals, administrative functionality, planning and training support).
- Developed and implemented emergency contingency operations plans based on current regional threat assessments and regional instability to ensure the safety of all my employees.

Senior Military Advisor (FMS Contract) Five Domains Riyadh, Saudi Arabia Dec 2022- May 2024

Advises senior military leadership at a strategic level within the Ministry of Defense (Department of Defense/Pentagon equivalent) and component commands (Air Force and Air Defense Force) levels in their complete military transformation of military forces (Vision 2030). Works within a unique team of senior advisors and experts within various fields to include Army Special Operations, Army Aviation and Combat Arms, Air Force and Naval aviation, Naval Surface Warfare and Intelligence. Serves as a senior member on the Air Transformation/Force Doctrine section; serves as the primary and only Air and Missile Defense policy and doctrine advisor to the Saudi Arabian military and government. Manages the teams project management databases, reports and plans; ensures the teams 17 simultaneous projects meet the contractual timeline and are reported properly in the Program Management databases. Works with our partner Program Management Office to identify and deconflict any issues as the individual projects progress.

- Primary Air and Missile Defense subject matter expert within the Ministry of Defense supporting their strategic transformation; supports and advises the Ministry of Defense in the creation of the Royal Saudi Air and Space Force focusing on the countries abilities to effectively and efficiently defend and apply strategic policy with specific implications within the Middle East region.
- Meets routinely to train, advice, assist and mentor (TAAM) senior military leaders and planners on Air and Missile Defense specific functions and transformation issues focusing on Saudi Arabia's ability to defend themselves against existing and emerging regional aerial threats.
- Developed and authored all Saudi Armed Forces Air and Missile Defense doctrine and policies (C-UAS, Short-Range Air Defense, High Altitude Air Defense, Joint Counterair and Missile Defense); all new military doctrine has been implemented to change and establish how their forces train and project military power at the operational and strategic levels. Doctrine was written and developed based off extensive capability, training, operational and threat assessments conducted during the assessment phase of development.
- Manages and advises company executive team on the initiatives, as a whole (Air and Space, Land Forces, Naval and Joint), contractual progress utilizing Enterprise Performance Management (EPM) tools and metrics; tracks, manages and communicates all projects (17 projects current and ongoing) progress, issues and completions in EPM. Facilitates the teams Procurement Management Reviews (PMR) reviews with US government oversight committee and Saudi Arabian Ministry of Defense officials to ensure project progression timelines are being met in accordance with contract requirements. Created and manages the teams Project Execution Plan (PEP) for 17 simultaneous projects and 32 total to date.

Advisor, Contractor (DSC Contract) C4I Training and Technology Calgary, Canada Sept 2016- Sept 2018

Served as a Military Advisor for various C4I DCS contracts, supporting their military and emergency management simulation and command and control (C2) programs in both the Kingdom of Saudi Arabia, Bahrain and Peru; advised operational level units on how they train and prepare for combat and emergency operations.

- Advised and provided military simulation exercise training support at both the Artillery and Infantry schools in Khamis, Saudi Arabia; fundamentally changed how these schools train and prepare their personnel for tactical operations.
- Created and taught a Command and Control digital leadership course for a class of senior level military officers from various regional GCC countries and military branches at the Bahrain Defense Force Command and Staff School; focus of the course was to train senior military leaders and commanders to efficiently and effectively manage military operations within their Headquarters/Operations Centers utilizing advanced technological tracking and data management programs and systems.
- Advised the Peruvian government on their Emergency Operation Centers creation following a major natural disaster which demonstrated a clear gap in the governments ability to manage emergencies in an effective manner; created situational specific policy and personnel requirements.
- Developed specific Emergency Management simulation scenarios for specific regional threats (wild fires in the southwest U.S, tornados in the Midwest U.S, flooding in Peru, terrorist threats in urban U.S and Bahrain). Simulation scenarios were designed to exercise various domestic and international Emergency Management capabilities and staff.

Commissioned as an SHORAD Air Defense Officer in 2003 serving, supporting, advising and operational experience in Mechanized BCT as Bradley Linebacker PL, Stryker Brigade Combat Team and Light Air Assault Units; served as a combat leader and planner that developed and integrated new military equipment/procedures/capabilities in Iraq (C-RAM) ; tactical and strategic level operational and planning experience. Combat emergency response/force protection planner and integrator for multiple bases throughout Iraq. As an Officer at various levels, I have extensive management experience in Human Resources, Administrative, Logistics, Transportation, Training, Planning, Advisory, Operations and Budgetary management as a normal and consistent part of my job. Responsible for and managed property books of equipment ranging from \$27M to \$105M.

- Managed the 101st Airborne Division Command Group as the Secretary of the General Staff (SGS) where I managed, advised, assisted and served as a conduit to the Division Commander and Chief of Staff on all actions moving through the command group; managed Congressional and VIP visits, gathered and presented information on Congressional legislation pertinent to the Division's operations (Congressional Fiscal Sequestration).
- As Deputy Operations Officer (G-3) of the 101st Airborne Division, assisted the Operations Officer (G-3) on planning and supporting all Division operations, Brigades training and deployments, national emergency response and national strategic policy response for events such as Open Skies Treaty obligations and natural disaster support and response; created the Division's "Guardian Angel" program and training requirements to combat the emerging "Insider Threat" events occurring in Afghanistan. As the Deputy Operations Officer, I supported, managed and planned operations for a Division that numbered close to 20,000 Soldiers.
- Served as the 101st Airborne Division Deputy Air and Missile Defense Chief/Force Protection Officer; as a subject matter expert and trained/certified Advanced Anti-Terrorism Officer, advised the division staff and commander on all aspects of Air Defense from enemy capabilities to defense design and planning. Responsible for and managed the divisions Continuity of Operations Planning (COOP) review and implementation. Served as the division liaison and working group representative for the Fort Campbell Emergency Management team. Managed the divisions Emergency Management response during training and real-world events.
- Served as an Assistant Professor of Military Science at Penn State University. Responsible for running and operating all aspects of the university's Altoona ROTC program; teaching, training and mentoring future Army Officers at all academic levels (Freshman-Seniors). Served as the conduit between the US Army and Penn State University by sitting on and attending Faculty Senate, academic planning and department budget meetings. Ensured ROTC students met and exceeded all academic and military requirements to graduate and commission.
- As Commander of a Sense and Warn Counter Rockets, Artillery and Mortars(C-RAM) Battery in Iraq, I planned and deployed mobile teams throughout Iraq to detect and counter enemy indirect fire through the heavy use of new Force Protection equipment, weapon systems and various fire finding radars and sensors. Successfully commanded/managed all aspects of unit operations and developed unique logistics and preventive maintenance programs for a unit of 100 Soldiers spread throughout Iraq in 8 different locations: responsible for the accountability, functionality and operational usage of \$105M worth of equipment. Allocated as a Corps level strategic asset; advised in the strategic combat operations planning phase of air defense assets. Created dozens of defense designs and response procedures for more than 10 bases throughout Iraq (2008-2009); responsible for and led all aspects within the unit of over 100 to include human resource management, emergency response management, maintenance management, logistics management, transportation management, resource management and advised senior leaders on the threat capabilities and planned operational responses.
- Trained, developed procedures and deployed with the Army's first C-RAM system; assigned to the developmental testing of the C-RAM system in 2004 and deployed to Iraq as a Battle Captain with the system in 2006 where I supervised all aspects of the system and the engagement of incoming rockets and mortars, requiring quick/concise decision making as engagements required a reaction time of less than 60 seconds. Later served as a Quick Reaction Force leader; leading a team of 12 in an extremely high stress environment; we prepared, responded and provided security to serious incidents in our Area of Operation in Iraq.

Skills: Emergency Management Operations and Advisor, Strategic Advisor, Training Development and Management, Operational Management, Contract Management, Program Management, Transformation Management, Enterprise Project Management, Human Resource Management, Maintenance Management, Resource Management, Operational Needs Management, Conflict Management, Transportation Management, Systems and Data Management, Team Building, Logic Based Decision Making, Proven Mentor, Leadership Development, Adaptability
Expert Microsoft Suit, Technologically Proficient and Sound. Usage and adaptive of numerous HR, Logistics, Operations and Project management data management tools.

Public Records Exemptions

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

Reason	Description	Pages
119.071(5)(j)		1-3

January 25, 2026

City of Madeira Beach
300 Municipal Dr.
Madeira Beach, FL 33708-1916

Dear City Official(s):

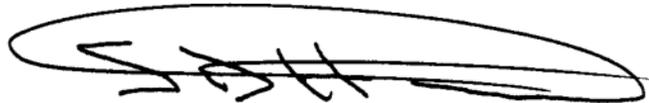
Thank you for the opportunity to apply for Madeira Beach's City Manager position. I am confident that my background and abilities meet the City's expectations for an energetic and enthusiastic individual with a proven track record of excellent leadership and performance-based management; an effective executor of strategic plans and related outcome components; and a developer of fundamentally sound public policy solutions complemented by eloquent verbal presentation and competent business writing skills. Success on the journey to sound community building and achieving priorities depends on a unified, strategic and participatory team whose members cooperate for the attainment of the best for Madeira Beach and its neighbors.

This letter and accompanying resume summarize my years of achievement as a local government manager, the last twenty years of diversified experience in Pine Lake and College Park, Georgia (750 and 15,000 full time populations and home of the busiest airport in the world); Bloomfield, Connecticut (22,000 full time population and as Connecticut does not have functional counties administered municipal, county, and education functional responsibilities); Fort Lauderdale, Florida (183,000 full time population and beach, downtown center, and "Venice of America" arts, culture and events mecca); and Lakeland, Florida (92,000 full time population and world-class destined community and regional provider of electric power production and transmission and water supply and treatment).

Real effectiveness over the course of my career has been achieved through a combination of characteristics including as a progressively experienced local government administrator specialized in strategic planning and financial management; diverse practitioner having worked in different geographical regions; caring, competent, and committed public servant; empathetic and ethical leader; responsive and accountable professional; transparent and forthright purveyor of public information; and team-oriented, appreciative and collaborative colleague. I believe that these traits of public service are invaluable for success as chief administrative officer.

Madeira Beach's shining and historic place presents a great opportunity to join a community building team and share my experiences while learning from the best minds in this community and enjoying the worthwhile amenities of the area as my next career and living adventure. I pledge to model and build great community through strength of character, commitment to performance-based operations, wealth of experience, openness to others' ideas, passion for hard work, appreciation of all constituents, love of community, and a demonstrated record of achievements.

Very truly yours,

A handwritten signature in black ink, appearing to read "S. Hawthorne", enclosed within a large, hand-drawn oval.

Stanley D. Hawthorne

119.071(4)(d)2h

hawthornestanley@gmail.com

Education

Master of Arts in Public Administration, University of Virginia
Bachelor of Science, Troy University

Employment Background

2025-Present City of Pine Lake City Manager

Pine Lake is the smallest city in DeKalb County, Georgia positioned about 12 miles east of downtown Atlanta. It is a small “artsy” community with a lake, originally developed as a resort in the 1930’s. As Atlanta sprawled around it, Pine Lake resisted pressure to disappear into the suburbs. It is known for the many artists, musicians, and writers who have flocked to its quiet shores, and the concerts, poetry readings, and art shows held in and around the quirky Pine Lake Beach House.

2023-2024 City of College Park City Manager

College Park, Georgia is an established community with a blend of unique business and educational centers, corporate offices, a variety of housing types, and a genuine and charming downtown. As a result, it is strongly positioned for rapid economic growth as both a hub for travel and tourism and the regional aerotropolis of the southeastern United States. College Park is an attractive location for raising a family outside of but next door to all of the amenities of Atlanta. The City is home to the busiest airport in the world, Hartsfield-Jackson Atlanta International Airport, hosting tens to hundreds of thousands of visitors on any given day, headquarters for companies such as Chick Fil A and neighboring Delta Airlines, as well as home to Woodward Academy, the largest private school in the country. College Park is a vibrant community known for its history, sense of community, and quality of life. The City offers hospitality in its municipal services from operating electric, water and sewer utilities; convention center, arena, and golf enterprises; and renowned parks, recreation, and cultural arts across the region.

2021-2023 Town of Bloomfield Town Manager

The Town of Bloomfield, Connecticut was first settled in 1642 and incorporated in 1835. The Town covers approximately 26 square miles and is north and adjacent to the capital city of Hartford. The Town’s current population is estimated to be 21,535. Bloomfield is administered under the Council-Manager form of government. The nine-member Town Council is elected biennially for a term of two years with minority party representation of at least three council members guaranteed. The Town Manager is appointed by the Council and serves as a full-time chief executive officer. As counties are non-functional in Connecticut, the Town provides a full range of county and municipal services to its residents including police protection and emergency operations; a pre-kindergarten through 12th grade public education system; a public library system and golf course; building services and land use development; construction and maintenance of highways, streets, and infrastructure; human services; and parks, recreation, and cultural events.

2019-2021 DoyleSH Corporation President

I served as President of DoyleSH Corporation, an incorporated consulting and retail enterprise formed in March 2019 following my tenure at Fort Lauderdale. The COVID-19 pandemic adversely impacted opportunities and the business operation was shuttered after the onset of the pandemic.

STANLEY D HAWTHORNE2011-2019 City of Fort Lauderdale Assistant City Manager

The City of Fort Lauderdale is located in the east-central portion of Broward County encompassing nearly 36 square miles with an estimated population of 182,827. Fort Lauderdale is the largest of Broward County's 31 municipalities and one of the ten largest cities in Florida famous for its beaches, arts, culture, and events. The City employs a workforce of approximately 2,600 full-time employees with five bargaining units. As Assistant City Manager and original member of the last senior executive team, we were committed to strategic planning of improving productivity, streamlining expenses, and developing a stronger, more effective organization supporting the City's embracement of a vision based on fiscal responsibility, accountability, high ethical standards, and quality delivery of services. It is a vision that rewards excellence, not mediocrity, and above all, places the people of Fort Lauderdale first.

2005-2011 City of Lakeland Assistant City Manager

Lakeland, with a population of approximately 92,000 residents in an area of 72 square miles, lies between the two major urban areas of Tampa Bay and Orlando and is experiencing the tremendous growth of the central Florida region. Services provided by the Lakeland government range from traditional police, fire, public works, and an extensive parks and recreation system to electric power production and transmission, water supply, wastewater treatment, solid waste collection, as well as services offered through its municipal parking facilities, regional airport, 27-hole golf course, and arena, performing arts and convention center. Responsibilities included assisting the City Manager in the full breadth of municipal services and direct oversight administering the City's Strategic Plan and Goals for Lakeland to be a vibrant, culturally inclusive, world-class community; human resources network and services for more than 2200 full-time employees; purchasing store of fuel, commodities and services valuing at more than \$300 million annually; and information technology, risk management, and internal audit functions.

2002-2004 Sun 'n Lake Improvement District General Manager

As General Manager for the Sun 'n Lake of Sebring Improvement District, I had a rare opportunity to return home and share the benefit of my career education and experience in the fastest growth area of the County. Sun 'n Lake originally comprised of a 25 square mile area for development has grown from an unpopulated wilderness to approaching 7500 residents today and evolved from a retirement community into a diverse melting pot of age, racial and ethnic components. In its unique charter created by the State and County, the District is wholly independent of the County and a full municipal service provider. The General Manager reports to a 5-member elected Board of Supervisors and is responsible for hiring and supervision of district employees and day-to-day operations. During my tenure, we adopted and applied energetic and innovative approaches to steer the Improvement District through the new century for reaching its growth potential.

1998-2002 City of Lauderdale Lakes City Manager

I served as the first City Manager of Lauderdale Lakes, a culturally diverse and economically challenged community of 32,000 residents. During strategic planning gatherings of the community and governing body, we determined a vision "to be the best city of its size through its commitment to safety, quality of life, government and efficient use of resources." At a staff level, we took the vision statement and applied it as a team to our daily working activities. We significantly expanded service delivery but maintained low property tax rates supplemented by grant opportunities and expanded user fees. A sampling of accomplishments included a new community center, new programs for youth and seniors, expedited building services for residents and developers, new street construction, a partnered new park and educational facility with the school board, significant technological advances including a web site (www.lauderdalelakes.org), beautiful entryway signage, a new passive park artfully landscaped by city staff, a wide variety of neighborhood improvements, improved bus transportation, crime reduction, and a community redevelopment area (CRA) designation promising significant redevelopment throughout the city.

1994-1998 City of Tamarac Assistant City Manager/Finance Director.

As Assistant City Manager/Director of Finance for the City of Tamarac, a community then of 56,000 residents with significant development opportunity abutting the Florida Everglades, I assisted the City Manager in the administration of daily city operations and special projects and in his absence, acted on his behalf managing the activities of the government. I represented the city in intergovernmental relations with federal, state and other local governments, and non-profit and private enterprises, as well as other groups and organizations. I also administered the city's \$55 million program/performance-based budget, management analysis, finance and accounting services, purchasing and contracts management and utilities' customer services.

1992-1994 City of Hollywood Director of Management and Budget

The City of Hollywood with a residential population of 140,000 is located between Miami and Fort Lauderdale and is one of Florida's largest cities. During my tenure there, I served as Director of Management and Budget as well as Interim Director of the Departments of Finance and Information Services. The challenges of this mature, ocean coastal community with its golden sand beaches included strategic planning efforts for improvement to the city's aging residential sections and commercial centers, rebuilding the utilities infrastructure, and meeting the challenge of business opportunity at Port Everglades, one of the major ports on the eastern seaboard.

1985-1992 City of Saginaw Assistant to the City Manager

Saginaw is a central city in the Lower Peninsula of Michigan. It is an industrial town dominated by the General Motors automotive industry; a mature city with an economically challenged urban core and diverse population mixture. Its population dwindled from a high of near 100,000 in the 1970's to 69,000 in the 1990's. As an administrator there for seven years, the management team and I grappled with the management of limited public resources while managing growing urban problems and diversifying a one industry economic base. We met the challenges head on even with a severely restricted property tax base.

Professional and Civic Affiliations

- Past President, Camp Fire USA Sunshine Council
- Past President, Broward City/County Management Association
- Member, International and Florida City/County Management Association
- Member, National Forum for Black Public Administrators
- Member, Government Finance Officers Association

Awards, Publications, Certifications

- Senior Executive Institute Alumnus
 - University of Virginia
- Certified Government Financial Manager
- Leadership Hollywood Alumnus
- Leadership Lakeland Alumnus
- Executive Leadership Institute
 - Harvard University, Syracuse University,
 - University of Texas, Wharton School
- Fifty Leaders of the Future
 - Ebony Magazine
- Municipal Annexation,
 - thesis written during my enrollment at the University of Virginia

Public Records Exemptions

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

City of Madeira Beach
300 Municipal Drive
Madeira Beach, FL 33708

January 25, 2026

Dear Human Resources Recruiter

I am writing to apply for the **City Manager** position. My experience in managing operating and capital budgets, combined with my hands-on experience supervising finance and administrative personnel, has made me well suited for this position.

Throughout my 30-year career working for local, state, and federal government agencies, I worked closely with community groups, city councils, and department directors giving formal and informal presentations regarding operating and capital budgeting formulation along with service contract best practices training. As Senior Operations Manager for Maryland Environmental Service, I was tasked with managing two waste and recycling center facilities. This included managing the budget and procurement of large equipment and contract staff to manage a 24-hour operation. As the Program Supervisor for WAMTA's Facility Operation Division, I supervised the maintenance of 60 metro facilities around the DMV. This included being the PM and COTR for large service contracts in addition to managing 40+ union and nonunion employees.

My current position as the Business Operations Manager for four departments within DC Water's engineering cluster has me tasked with managing the operating budget and overall administrative responsibilities for all four departments. I formulate, present, and manage a \$60+ million operating budget. Additionally, I supervise the implementation of policies and procedures relating to human resources, procurement, fleet, and facilities management. I assisted in implementing our new Oracle-based ERP system. I supervise a core group of professionals who process the administrative needs of over 200 employees and consultants. This includes analyzing budget and resource allocation data and providing outreach support for the various engineering departments.

I believe my project and personnel management experience in supporting multiple departments combined with my in-depth knowledge of budget and financial resource allocation makes me a good candidate for this position.

I look forward to meeting you in person to discuss the position in detail.

Sincerely,

Patrick Heaney

Patrick J. Heaney

119.071(4)(d)2h

pheaney2002@yahoo.com

119.071(4)(d)2h

Professional Experience

Business Operations Manager, Engineering Shared Services & Asset Management

DC Water & Sewer Authority, Washington, DC

2011-Present

- Formulate, justify, and manage \$60M+ in annual operating and capital budgets within the Oracle ERP system, including creation of purchase orders and processing of invoices.
- Develop, revise, and implement departmental policies; respond to audit inquiries; ensure regulatory compliance; and oversee payroll, timekeeping, and P-Card transactions.
- Serve as departmental liaison to HR, Finance, Procurement, Fleet, Safety, and IT.
- Reconcile monthly financial reports and reallocate funds to meet operational needs.
- Advise union and non-union employees on procedures, FMLA compliance, budget oversight, and audit requirements; review and edit grant proposal
- Develop and implement multi-year strategic plans that strengthen departmental performance, improve service delivery, and support agency-wide initiatives.
- Analyze historical spending patterns, project outcomes, and resource utilization to identify inefficiencies and recommend funding adjustments.

Senior Operations Manager

Maryland Environmental Service, Millersville, Maryland

2010-2011

- Managed two waste & recycling facilities for the Montgomery County government.
- Supervised both facilities' administrative staff, shift supervisors, equipment operators, field staff, contracted labor, and fleet maintenance and inventory/asset monitoring.
- Estimated project costs, tracked expenses, researched, and procured heavy equipment/supplies.
- Developed service contract and equipment specifications, negotiated the procurement of goods and services, and performed quality control inspections/audits.
- Supervised in-house and contracted preventative maintenance programs.
- Tasked with producing Grade A compost from recycled material for commercial resale. This included quality control, production level monitoring and distribution.
- Developed process improvements, field training for safety and regulatory requirements route management, record keeping and inventory control.

Branch Manager, Construction

Protection Services Inc. Upper Marlboro, Maryland

2008-2010

- Provided cost estimates and project supervision of large-scale highway construction projects. This included job cost tracking, price negotiation, and employee supervision.
- Prepared annual budgets and provided monthly profit and loss statements.
- Hired, trained, and evaluated employee performance. Researched applicable codes and permits.
- Managed the branch's long-term lease agreements and rental contracts and fleet services.
- Company representative for real estate and fleet lease agreements.

Patrick J. Heaney

119.071(4)(d)2h

pheaney2002@yahoo.com

119.071(4)(d)2h

Contract Manager, Services

Source America (formerly NISH) Vienna, Virginia

2006-2008

- Provided project and contract management support for people with severe mental and physical disabilities for not-for-profit agencies working on federal service contracts. This included job training, reviewing, writing, negotiating contract specifications, and providing quality control.
- Conducted formal and informal staff training in the field and large convention presentations.
- Worked on Firm Fixed Price and IDIQ contracts to compile, analyze, and prepare costing/budget proposals on assigned service projects.
- Evaluated work requirements, estimated labor, developed standards, analyzed operations, and provided on-site contract administration assistance.
- Made recommendations regarding labor, supplies, equipment, and acquisition processes.
- Onsite contract compliance reviews and pay rate certification.

Program Supervisor, Facility Operations

Washington Metropolitan Area Transit Authority (METRO)

2004-2006

- Supervised an in-house staff of six area managers and 60 full-time and seasonal staff.
- Supervised/Arborist for critical tree care contracts on /around historical sites in DC.
- Contracting officer (COTR) for WMATA's waste management & recycling contract.
- Liaison with federal agencies regarding Park Service and Capital grounds needs.
- Created quality control plans and identified capital budget needs.
- Assisted in the scheduling, training, and supervision of WMATA personnel.
- Participated in performance review evaluations and interviews.
- Worked with municipalities and neighborhood volunteer groups.
- Supervised snow and ice removal crews for multiple Metro stations.

Education**Graduate Degree University of Maryland Global Campus**

Master of Business Administration

University of Maryland College Park*Bachelor of Science***Relevant Job Information**

- Contracting Officer's Technical Representative (COTR) Certification, GW University
- Experience with Workday Financials and HR portals.
- Federal Contracting Basics (FAR) Certification, George Washington University
- Prince George's County Community College Adult Education Teacher 1999

Public Records Exemptions

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

Reason	Description	Pages
119.071(4)(d)2h		2-3

January 24, 2026

Michael Scott Helfrich, P.E.

119.071(5)(j)

mhelfrich61@gmail.com

Dear Ms. Narloch and Members of the City Commission,

I am submitting my application for the position of City Manager for the City of Madeira Beach. My municipal career spans more than three decades, including over eleven years of continuous service with the City of Treasure Island from March 2014 through May 2025, during which I served as Public Works Director and, for one year, as Assistant City Manager. Prior to that, I spent approximately three and a half years with Pasco County in senior utilities and operations leadership.

During my time with the City of Treasure Island, I worked closely with the City Manager and City Commission on day-to-day operations, budget preparation and administration, capital improvement programs, and coordination across departments. In my year as Assistant City Manager, I supported executive administration across departments and assisted directly with the implementation of Commission direction and organizational oversight.

Much of my work involved utilities, stormwater, transportation, facilities, shoreline infrastructure, and post-storm recovery in a barrier-island environment, where practical decision-making and coordination with regional and state partners were essential. I am a Florida-licensed Professional Engineer, hold a State-Certified General Contractor license that is currently inactive, and am an active member of the International City/County Management Association (ICMA).

Earlier in my career, I served in the United States Navy in a technical role aboard nuclear submarines. In addition, part of my professional experience includes engineering and contractor work performed for government contractors on military installations, providing familiarity with Department of Defense standards, security requirements, and federally regulated project environments.

In addition to my professional experience, I have owned property in Madeira Beach since late 2011, which has given me a long-term, personal understanding of the community and its coastal environment.

My approach to the City Manager role is grounded in professionalism, transparency, and respect for the respective roles of the City Commission and staff. I believe the City

Manager's responsibility is to execute Commission policy faithfully, provide clear and objective professional advice, and support a work environment that values accountability and steady service to the public.

Madeira Beach faces ongoing challenges and opportunities common to coastal communities. I would welcome the opportunity to apply my experience in executive administration, infrastructure management, emergency preparedness, and organizational leadership in support of the City Commission's goals and the long-term interests of the community.

Respectfully submitted,

Michael Scott Helfrich, P.E.

Florida Professional Engineer

State-Certified General Contractor (Inactive)

MICHAEL SCOTT HELFRICH, P.E.

Professional Summary

Senior municipal executive with more than 30 years of experience in Florida local government, including over eleven years of continuous service with the City of Treasure Island (March 2014 – May 2025) and approximately three and a half years with Pasco County in senior utilities and operations leadership. Experienced Assistant City Manager and Public Works Director with a strong record of City Commission support, municipal operations leadership, capital program delivery, fiscal oversight, and emergency management. Earlier professional experience includes engineering and contractor work for government contractors on military installations, providing familiarity with Department of Defense standards, federally regulated project delivery, and high-accountability environments.

City of Treasure Island, Florida | March 2014 – May 2025

Public Works Director/Assistant City Manager

Supported the City Manager in executive administration, cross-departmental coordination, budget development, and implementation of City Commission policy.

Directed utilities, stormwater, transportation, facilities, shoreline protection, and fleet services. Managed capital improvement programs and led hurricane preparedness, response, and recovery operations.

Pasco County, Florida | January 2008 to October 2011

Director of Utilities Operations and Maintenance

Provided senior leadership for countywide water and wastewater maintenance and operations functions serving a large and diverse customer base. Responsible for day-to-day operation, maintenance, and regulatory compliance of water distribution and wastewater collection systems. Oversaw personnel, budgets, fleet, and contracted services while coordinating with engineering, capital programs, regulatory agencies, and county administration. Supported emergency response planning and continuity of essential utility services in a rapidly growing county environment.

Education & Credentials

Florida Professional Engineer (P.E.)
 State-Certified General Contractor (Inactive)
 Bachelor's Degree – Engineering

Professional Affiliations

International City/County Management Association (ICMA) – Active Member

Leadership Philosophy

My leadership philosophy is grounded in professionalism, accountability, and respect for the governance structure of local government. Having served more than a decade in senior leadership roles within a single coastal municipality—including service as Assistant City Manager and department director—and in county government, I understand the importance of institutional knowledge, continuity, and disciplined execution of City Commission policy.

As a member of the International City/County Management Association (ICMA), I am committed to ethical leadership, political neutrality, transparency, and service to the public interest. I believe the City Manager's role is to provide objective, well-reasoned professional advice while ensuring that municipal operations are conducted efficiently, responsibly, and in compliance with applicable laws and regulations.

I place a high value on collaboration and communication. Effective leadership requires listening to elected officials, staff, residents, and regional partners, and translating that input into fiscally responsible and operationally sound outcomes.

Above all, I am committed to maintaining public trust and organizational stability. Sound management practices, transparency in operations, and responsiveness to community needs are essential to supporting the long-term vision of the City Commission and the community it serves.

Public Records Exemptions

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

Reason	Description	Pages
119.071(5)(j)		1

Troy Hill

119.071(4)(d)2h

TroyHill36@yahoo.com

119.071(4)(d)2h

January 19, 2026

S. Renee Narloch
President
S. Renee Narloch & Associates
Re: Madeira Beach City Manager Search

Dear Ms. Narloch,

I am writing to express my enthusiastic interest in serving as the next City Manager for the City of Madeira Beach. With over a decade of experience leading both fast growing and small municipalities through revitalization, infrastructure upgrades, tourism expansion, and fiscal turnaround, I bring a results-driven approach rooted in transparency, collaboration, and strategic planning.

In Glen Rose, Texas, I served as City Administrator and Economic Development Director, where I led a citywide revitalization effort that included a walkable downtown overlay, \$5M+ in donated parks and facilities, and a 14% and 10% sales tax increase. I also created the "Christmas Town" brand and event series that drew over 20,000 new visitors and increased hotel occupancy tax revenue by 20%. Prior to that, I helped lead Leander, Texas, America's fastest-growing city in 2019-2020, through the development of \$1B+ in public-private partnerships, including the Leander Springs Crystal Lagoon and Northline TOD projects.

What sets me apart is my ability to blend strong council alignment with bold vision. I understand the nuances of managing a destination community, balancing resident expectations, visitor needs, infrastructure limitations, and regulatory requirements. I've chaired TIRZ boards, authored Chapter 380 re-imbursement agreements, overseen utility systems and capital plans, and guided land use decisions in floodplain and environmentally sensitive areas.

Madeira Beach's emphasis on walkability, community character, infrastructure renewal, and tourism-focused redevelopment aligns perfectly with my leadership style and background. I would be honored to bring my passion for public service and proven results to your community and work with the Commission, staff, and residents to move Madeira Beach forward.

Thank you for your consideration. I welcome the opportunity to speak further about how my experience can contribute to the continued success of Madeira Beach.

Sincerely,

Troy Hill

TROY HILL

119.071(4)(d)2h

119.071(4)(d)2h • TroyHill36@yahoo.com

CITY MANAGER | STRATEGIC MUNICIPAL EXECUTIVE

ICMA-Aligned | Coastal & Tourism-Savvy | Council-Centered

Dynamic and accomplished municipal leader with over a decade of executive experience in fast-growing and tourism-driven cities. Expertise in leading full-service operations, revitalizing commercial corridors and downtowns, overseeing infrastructure and capital upgrades, and fostering collaboration. Adept at navigating complex land use, coastal regulations, fiscal recovery, and stakeholder consensus-building. Known for revitalizing mature areas for redevelopment, expanding tourism and hotel tax revenues, and creating vibrant, community-rooted places. Strong familiarity with Florida-style governance, TIRZ/CRA-type incentives, utility planning, and environmentally sensitive development.

CORE COMPETENCIES

- Council & Community Engagement
- Budgeting & Fiscal Management
- Coastal & Waterfront Redevelopment
- Tourism & Destination Branding
- Economic Development & Business Retention
- Capital Improvement & Infrastructure Planning
- CRA/TIRZ & Incentive Structuring
- Downtown & Corridor Revitalization
- Utility Oversight & Intergovernmental Partnerships
- Strategic & Comprehensive Planning

PROFESSIONAL EXPERIENCE

City Manager – City of Lampasas, TX | 2025

- Reduced operational costs by \$260K in the first month through vendor realignment and budget restructuring.
- Launched redevelopment efforts for a city-owned \$6M business park, targeting mixed-use and retail.
- Upgraded parks and trail systems to position city for regional youth sports tourism and hotel occupancy tax (HOT) growth.

City Administrator / Economic Development Director – City of Glen Rose, TX | 2023 – 2025

- Delivered \$590K surplus while expanding events, parkland, and services.

- Boosted sales tax by 14% and hotel tax revenue by 20% through tourism campaigns, festivals, and corridor revitalization.
- Created “Christmas Town” identity, drawing 20,000+ visitors annually.
- Recruited key employers to the downtown and gateway corridors: Starbucks, gun manufacturer, French bakery, Grumps.
- Secured over \$5M in parkland and buildings for civic use including a 33-acre soccer park and 7-acre riverwalk.
- Implemented zoning overlays, walkability improvements, and historic preservation incentives.

Director of Municipal Services – Aqua Texas | 2021 – 2023

- Led municipal partnerships for water/wastewater systems across Texas; executed Aqua’s first acquisition of a city-owned system.
- Supported city councils on infrastructure funding, SRF/TCEQ permitting, and developer-aligned planning.

Mayor / Councilmember / TIRZ Chair – City of Leander, TX | 2013 – 2021

- Oversaw city during explosive growth (fastest-growing in U.S., 2019–2020).
- Chaired \$300M TIRZ and authored 380 agreements for the \$1B Leander Springs Crystal Lagoon.
- Directed \$700M Northline TOD project including structured parking, plazas, retail, and entertainment.
- Created Old Town revitalization plan with breweries, food trucks, walkability, and beautification.
- Increased sales tax revenue from \$5.1M to \$9.2M in three years, and cut long-term debt ratio while achieving annual surpluses.

SELECTED INITIATIVES & ACHIEVEMENTS

- **Waterfront Revitalization:** Delivered walkability, zoning overlays, and civic beautification near rivers and downtowns.
- **Tourism Expansion:** Increased HOT revenues 20%+ through event programming, branding, and destination marketing.
- **CRA/TIRZ Redevelopment:** Spearheaded \$1B+ mixed-use projects through tax increment financing and incentive deals.
- **Environmental & Parks Development:** Secured over \$5M in green space and environmental lands via donation and conservation partnerships.
- **Public Engagement:** Created festivals and events that built civic pride and community identity.
- **Fiscal Recovery:** Delivered multi-year budget surpluses and improved net financial positions while expanding services.

EDUCATION & CERTIFICATIONS

University of Oklahoma – Economic Development Institute
Certificate in Economic Development | GPA 4.0

Texas State University – San Marcos
B.A., Public Administration & Urban Planning

- Certified Economic Developer (CEcD) – In Progress (April Exam)
- Texas Real Estate Coursework Completed

PROFESSIONAL AFFILIATIONS

- International City/County Management Association (ICMA)
- Texas Economic Development Council (TEDC)
- President (former) – Leander TIRZ Board (\$300M District)
- Board Member (former) – Capital Metro Transit Authority
- Board Member (former) – CAMPO Regional Planning Board
- Member – Downtown & Tourism Associations

Public Records Exemptions

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Reason	Description	Pages
119.071(4)(d)2h		1, 3



CITY OF CAMDENTON

437 West US Hwy 54, Camdenton, Missouri 65020
573-346-3600 Fax 573-346-2926

January 19-2026

City of Maderia Beach FL

RE: City Manager Position

This correspondence is in regards to the current opening for the City Manager position for Maderia Beach FL.

I'm highly motivated individual with a proven track record in executive leadership and management. As a Credentialed Manager for ICMA and holding a MS in Public Safety Management, I would prove a beneficial asset to the City. I have over 25 years of executive management experience far exceeding the requirements for the position. In addition, I have certifications from the FBI in Incident Management including achieving Instructor status in this program with the FBI teaching hundreds of Law Enforcement over my tenure.

As a City Manager in Lake of the Ozarks (Tourist Destination) my City has over 4,000 citizens and a daily population of over 45,000.

Please see my attached resume and I look forward to hearing from you soon.

Sincerely,

Jeffrey J Hooker MS ICMA Credentialed Manager
City Administrator
Camdenton MO

JEFFREY J HOOKER MS ICMA-CM

119.071(4)(d)2h

♦ jhooker@camdentoncity.com

PROFESSIONAL SUMMARY

Quality driven, skilled, and highly motivated ICMA Credentialed City Manager with 31 years of government and private sector experience in a variety of supervisory, management, and professional/executive positions. Currently, responsible for ensuring the financial stability and growth of the city of Camdenton, Missouri as the City Administrator as well as performing duties and responsibilities to bridge the political side of governing and the administrative day-to-day operations. Areas of expertise include excellent municipality/facility operations and management, leadership and innovation in city economic growth and development, executive policy development and implementation, individual department leadership and growth, emergency response leadership, command post leadership, and multi-million-dollar budget oversight, management, and growth.

QUALIFICATIONS

- Strong and effective overall management and leadership skills
- Excellent decision-making, critical thinking and complex problem-solving skills
- Creative program development and implementation
- Diplomacy in leadership and social perceptiveness
- Ingenuity regarding multi-million-dollar budgets and financial planning
- Extensive knowledge regarding city government and economics
- Project development
- Advanced public speaking/overall communication
- Expertise in Emergency/Disaster Response Preparedness

EDUCATION

Master's Degree: Public Safety MGT and Business Operations, 2010

Capella University, Minneapolis, Minnesota

Focus on business operations and budgets regarding government agencies with an emphasis in criminal Justice and public safety.

Bachelor's Degree: Business Communications, 1991

Illinois College, Jacksonville, Illinois

Associates Degree: Psychology, 1985

John Wood Community College, Quincy, Illinois

Work Experience

City Administrator

City of Camdenton, Camdenton Missouri – January 2020 to present

- Chief Executive of a city of approximately 4,200 permanent residents and approximately 40,000 daily transient residents in the tourist area of Lake of Ozarks.
- Responsible for the preparation and management of a 7.2-million-dollar operating budget.

- Instrumental in increasing sales tax revenue by 45% and bringing in 50 new businesses over a 6-year period since becoming City Administrator.
- Responsible for accurate, clear, concise, and detailed monthly financial reports to the Board of Alderman regarding the financial position of the city.
- Responsible for approving all expenditures and the collection of revenue.
- Responsible for all day-to-day operations of the city.
- Responsible for economic development and growth.
- Developed and revised departmental recruiting procedures and personnel rules and regulations to enhance staffing and improve the quality of community services.
- Developed, revised, and implemented administrative and operational policies and procedures.
- Instrumental in saving thousands of dollars through vendor contract and project negotiations.
- Responsible for managing the day-to-day operations of 48 full-time employees and 60 seasonal, part-time employees for police, community development, building, and public works (streets, parks, recreations, water, and sewer).
- Researches, applies for, and administers grant funding/programs as well as monitors expenditure of funding and required procedures.
- Develops and implements policies and procedures for economic growth and development regarding short- and long-term planning.
- Chief spokesperson and legal liaison for the city.
- Coordinates with other city municipalities for regional economic growth and development.
- Directly interacts with residents of the city, promoting positive customer outcomes.

District Manager

G4S Secure Solutions America, Fort Myers, Florida – March 2019 to January 2020 (Relocated)

- Responsible for the oversight of a 4.5-million-dollar operating budget.
- Responsible for managing the 24-hour, day-to-day operations for 9,000 weekly hours/36 private security contracts in Southwest Florida.
- Directly managed over 400 full-time employees.
- Responsible for all security operations and client contract relations.
- Responsible for ensuring thorough and successful recruiting, hiring, onboarding, and training for all district employees.
- Responsible for ensuring all customer account invoices were concise and accurate.

Deputy Warden

CoreCivic - Tallahatchie County Correctional Facility, Tutwiler, Mississippi – September 2016 to January 2017 (Relocated)

- Responsible for the oversight of a 6.5-million-dollar budget.
- Performed as the Operations Warden for a 3000-bed maximum security institution.
- Responsible for all day-to-day institutional operations including employee education and training, food service, maintenance, warehouse safety and procedures, and medical services.
- Served as an on-call Duty Warden.
- Served as Acting Warden as needed.
- Directly supervised 12 departments within the institution, managing over 600 employees.

Assistant Director of Staff Development

Illinois Department of Corrections, Springfield, Illinois – January 2014 to October 2015 (retired after 27 years of service)

- Responsible for the training and staff development of over 12,000 employees within the Department of Corrections.
- Supervised training academy operations.
- Responsible for the oversight of campus security, housing over 500 employees.
- Supervised the parole training program including all programs within the community corrections division.
- Conducted security reviews and audits to identify potential problems related to physical security, staff safety, and asset protection.
- Directly supervised 8 departments and 300 employees.

Certified College Instructor

University of Phoenix, Phoenix, Arizona – May 2011 to May 2015

- Instructed undergraduate criminal justice course(s) via a distant learning format.

Chief of Staff Development/Southern Region Operations Director

Illinois Department of Juvenile Justice, Springfield, Illinois – August 2007 to December 2013

- Responsible for the oversight of a 3.1-million-dollar budget.
- Responsible for 24-hour, day-to-day operations of the southern region of Illinois consisting of 4 institutions.
- Served as Warden and Deputy Director of Operations during leaves of absence and vacancies.
- Directly supervised 4 departments and 130 employees.
- Created and implemented all training curriculum for the entire juvenile justice department consisting of over 1,300 employees.
- Responsible for all recruiting, testing, and hiring of entry level security and parole/probation staff within the Department of Juvenile Justice.
- Project coordinator for the federally funded Aftercare Program.
- Developed and monitored grant funding opportunities to enhance operations within the department, monitoring the expenditure of funds and required procedures.
- Responsible for the oversight of private contractors regarding the design, construction, and start-up phases for institutional safety equipment.
- Conducted routine security audits to identify potential problems related to physical security, employee safety and asset protection.
- Responsible for the background checks and security checks for vendors and private contractors prior to granting access to restricted institutional security areas.
- Drafted security operating procedures and training materials for the institution's transport program.
- Monitored and evaluated the performance of individual facility units for key security issues, recommending corrective action programs where appropriate.
- Advised security teams and conducted security reviews of facilities on significant operational and security deficiencies.
- Investigated and evaluated all facility incidents in coordination with management and security supervisors.
- Developed procedures for identifying and tracking fraudulent activity of personally assigned state-owned vehicles.
- Responsible for the oversight of employee timekeeping entries and reports.
- Responsible for the oversight of the emergency response program within the institution.

Regional Administrator

Illinois Department of Corrections, Springfield, Illinois – May 2001 to August 2007

- Responsible for the oversight of a 6.2-million-dollar budget.
- Coordinated all staff training programs for 27 adult and 8 juvenile facilities as well as the parole division consisting of over 13,000 employees.
- Directly supervised 8 departments and over 400 employees including officer cadets.
- Created and implemented a 320-hour parole agent training program to enhance the correctional agents skill level and policing abilities. The program consisted of the initial training of 250 parole/probation agents and the re-training of 200 existing parole/probation agents.
- Coordinated a 240-hour new employee correctional officer program for all hires.
- Coordinator and liaison for Illinois community colleges and the Department of Corrections to offer departmental employees the opportunity to earn college credits while advancing their level of professional education.
- Directly supervised staff development specialists, registrars, and clerical staff.
- Conducted routine security audits to identify potential problems related to physical security, staff safety, and asset protection.
- Performed the role of Statewide Hostage Team Coordinator.

Correctional Superintendent/Chief Administrative Officer

Illinois Department of Corrections, Roodhouse, Illinois – May 2000 to May 2001

- Responsible for the oversight of a 3.4-million-dollar budget.
- Chief Administrator for a 400-bed institutional boot camp, overseeing 130 employees.
- Served as Duty Warden for a 1000-bed minimum security institution, a 200-bed work camp institution, and a 200-bed boot camp institution.
- Responsible for all institutional operations and programs.
- Coordinated all emergency responses during Duty Warden rotations.

Assistant Director

Illinois Department of Corrections, Springfield, Illinois – May 1996 to May 2000

- Responsible for the oversight of a 9.8-million-dollar budget.
- Responsible for the training and staff development of the entire Department of Corrections, consisting of over 15,000 employees.
- Supervised all training academy operations.
- Supervised campus security and facility operations, housing over 500 employees.
- Supervised the parole training program including all programs within the community corrections division.
- Conducted security reviews and audits to identify potential problems related to physical security, staff safety, and asset protection.
- Developed and managed the state of Illinois' first statewide hostage response team.

Correctional Captain

Illinois Department of Corrections, Roodhouse, Illinois – March 1993 to May 1996

- Responsible for the oversight of a 400-bed boot camp institution including the security and safety of 400 inmates and 19 security staff.
- Served as Shift Commander responsible for all operations of the institution during assigned shift.
- Supervised and monitored the contractual Drug Treatment Program.
- Supervised educational program consisting of 8 educational employees.

- Member of the Special Projects Team.
- Member of the facility audit team.
- Coordinated the emergency response program for the institution.

Correctional Lieutenant

Illinois Department of Corrections, Mt. Sterling, Illinois – February 1990 to March 1993

- Served as Relief Shift Supervisor.
- Responsible for security and custodial duties of a 1,600-bed, high-medium correctional institution which entailed supervising 55 security staff and overseeing all facility operations.
- Served as Crises Team leader.
- Served as audit team leader.
- Supervised nursing staff in a fully functioning infirmary.

Correctional Officer

Illinois Department of Corrections, Mt. Sterling, Illinois – January 1989 to February 1990

- Performed security and custodial functions within a 1,600-bed, high-medium correctional institution.

AFFILIATIONS

- University of Missouri Extension Board of Directors (current)
- Camdenton R-III School District, Comprehensive School Improvement Plan (CSIP) (current)
- Chamber of Commerce, Camdenton, Missouri (current)
- Economic Development Board (current)
- Board Member Lake of the Ozarks Counsel of Local Governments (current)
- Illinois Correctional Employees Memorial Association (ICEMA), board member (2015 – 2016)
- Illinois Correctional Employees Memorial Association (ICEMA), President (2014 – 2015)
- American Legion Youth Baseball League, volunteer coach (2003 – 2005)
- Boys and Girls Club, volunteer youth baseball coach (2003 – 2004)
- Illinois Crisis Negotiators Association (ICNA), Vice President (2002 – 2009)
- Statewide Hostage Negotiation Team (NEMAT), Team Lead (2001 – 2007)
- Illinois Terrorism Task Force (2001 – 2003)
- Springfield Area Youth Soccer Association (2000 – 2005)
- Statewide Hostage Negotiation Team (NEMAT), member (1996 – 2000)

ADDITIONAL INFORMATION

Served as a multi-state contractual consultant for government agencies.

REFERENCES

Available upon request.

Public Records Exemptions

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

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

January 6, 2026

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

Dear Ms. Narloch,

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

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

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

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

Thank you for your consideration.

Respectfully,



William M. Homka

wmhomka@gmail.com

<https://www.linkedin.com/in/william-homka/>

119.071(4)(d)2h



WILLIAM HOMKA

Executive Drives Stability, Accountability and Modernized Services

wmhomka@gmail.com

119.071(4)(d)2h

www.linkedin.com/in/william-homka

SUMMARY

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

CAREER STATEMENT

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

EXECUTIVE EXPERIENCE

City of Unalaska
City Manager

Unalaska, AK
5/2023 – 11/2025

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

Leadership and Team Building

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

Strategic Projects and Decision Making

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

Innovation and Sustainability

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

SKILLS

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

EDUCATION

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

B.A., Sociology
The Ohio State University

STRENGTHS

DECISION-MAKER

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

TURNAROUND-LEADERSHIP

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

CULTURE and TRUST BUILDING

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

PAST CERTIFICATIONS

AICP – Certified Planner
CFM – Certified Flood Plain Manager

Problem Solving and Infrastructure

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

Labor Relations and Compensation

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

Transparency and Accountability

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

External Partnerships and Advocacy

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

Assistant City Manager

10/2022 – 5/2023

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

Planning Director

2/2017 – 10/2022

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

City of Aztec

Aztec, NM

Community Development Director

4/2014 – 6/2016

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

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

City of Toledo

Consultant

Toledo, OH

5/2013 – 11/2014

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

Hancock Regional Planning Commission

Director

Findlay, OH

8/2004 – 10/2012

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

Toledo-Lucas County Plan Commissions

Principal Planner

Toledo, OH

11/1994 – 8/2004

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

LEADERSHIP ROLES

Iliuliuk Family and Health Services

President**Vice President**

Unalaska, AK

2021 – 2024

2018 – 2021

Alaska APA

Region 6 Representative

Anchorage, AK

2019 – 2023

Unalaska Community School

District Swim Team

Varsity Coach**Junior Varsity Coach**

Unalaska, AK

2021 – 2023

2017 – 2019

Public Records Exemptions

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

ADRIAN L. JONES

Item 4B.

119.071(4)(d)2h

adrianjonesjohnson@gmail.com

Dear Mayor and Members of the City Commission,

I am writing to express my interest in the City Manager position with the City of Madeira Beach. With more than twenty years of executive leadership experience in municipal and county government, supported by a Master of Public Administration and a Bachelor of Science in Civil Engineering, I bring a strong background in coastal community management, capital project delivery, financial stewardship, and tourism-driven local government operations that aligns well with the needs of “Mad Beach.”

I currently serve as Town Manager for a historic coastal tourism community, where I act as the chief executive officer and principal advisor to the governing body. In this role, I oversee all municipal operations, manage a diverse workforce, and administer operating and capital budgets while balancing the unique demands of a small residential population and a significant visitor economy. Managing a coastal destination community has required a strong focus on service delivery, infrastructure resilience, public safety coordination, and maintaining the quality of life that attracts both residents and visitors year-round.

My experience includes direct oversight of capital improvement programs involving stormwater infrastructure, roadway and streetscape improvements, beach and shoreline-related projects, public facilities, parks, and marina-related operations. I have managed projects funded through a combination of local revenues, grants, and state and federal programs, ensuring regulatory compliance, fiscal accountability, and timely project delivery. My background in civil engineering allows me to engage effectively with consultants, contractors, and staff on technical issues while maintaining an executive-level perspective focused on outcomes, cost control, and community impact.

In Florida and other coastal environments, I have worked closely with elected officials, county partners, and regional agencies to address issues related to resiliency, tourism impacts, infrastructure maintenance, and emergency preparedness. I am experienced in coordinating with sheriff's offices, fire and EMS providers, public works teams, and regulatory agencies to ensure seamless service delivery in communities with limited geographic footprints but high public visibility.

ADRIAN L. JONES

Item 4B.

119.071(4)(d)2h

| adrianjonesjohnson@gmail.com

As City Manager, I bring a collaborative, transparent, and service-oriented leadership style. I value clear communication with elected officials, staff, residents, and business owners, and I understand the importance of balancing fiscal discipline with responsiveness to community needs. My experience managing small, high-profile organizations with lean staffing structures has strengthened my ability to prioritize effectively, build strong teams, and deliver results in fast-paced, public-facing environments.

Madeira Beach's blend of small-town character, coastal tourism, and complex service demands is a setting in which my experience is particularly well suited. I am enthusiastic about the opportunity to work with the Mayor and City Commission to advance strategic priorities, manage capital investments, and preserve the community's unique coastal identity while ensuring effective, professional municipal operations.

Thank you for your time and consideration. I would welcome the opportunity to further discuss how my coastal community leadership experience, capital project background, and commitment to public service can support the City of Madeira Beach.

ADRIAN L. JONES

119.071(4)(d)2h

adrianjonesjohnson@gmail.com |

119.071(4)(d)2h

PROFESSIONAL SUMMARY

I am a dedicated and results-oriented Executive who has led multidivisional teams and driven the success of municipal government organizations. I possess strong leadership skills, a strategic mindset, and a passion for process improvement. I currently serve as the Town Manager for the Town of Atlantic Beach, SC. I have also served in leadership roles such as County Administrator, Public Works Director and Administrator for municipal water departments. I have managed budgets ranging 150k to 1 Billion successfully and effectively on schedule and under budget.

EDUCATION

Master of Public Administration (Finance)

Concordia University, Austin, TX

Bachelor of Science in Civil Engineering

University of Arkansas, Fayetteville

SOFTWARE PROGRAMS

ArcGIS, Publisher, Word AUTOCAD, ESRI, Bluebeam, Tyler Enterprise ERP, BambooHR, Executime, Civic Clerk, Google Workspace, Business Software, Microsoft Office (including Outlook, Excel, PowerPoint, Teams, and Word), MUNI, Accounting

KEY SKILLS

- Strategic Planning and Execution
- Financial Leadership, Project Management and Team Development
- Capital Planning, Budget Management and Cost Reduction Strategies
- Public Engagement and Communications Strategy
- Experienced in high-growth municipal environments
- Possess knowledge for administering Type-A General Law cities and other government policies and regulations
- Knowledge of Federal, State, and Local Regulations
- Adept at working with elected officials, MUDs, and regional partners
- Knowledge of Generally Accepted Accounting Principles (GAAP)
- Effectively communicate professionally in both verbally and written

WORK EXPERIENCE

Town of Atlantic Beach– Town Manager November 2023 – Present

- Developed the Towns 10 year Master Development Plan to establish short-term and long-term goals for the Town.
- Maintain clear and consistent communication among the Mayor, City Council, staff, committees and citizens.
- Manage and supervise all departments of the city which include: Electrical, Water/Wastewater, Public Safety, Parks & Recreation, Finance, Community Development, Airport, Administrative and Maintenance with the following in mind: Effective leadership and communication, Strategic structural organization of departments, Efficient and sufficient staffing, schedules and workload assignments.
- Engage and motivate staff to excel within roles.
- Ensure staff receive appropriate training to excel.
- Ensure uniform conformance and implementation of policies and procedures.
- Update and standardize policies and procedures to improve efficiency and effectiveness of operations.
- Assign projects to departments and staff.
- Complete performance evaluations and make decisions regarding hiring, disciplining, and terminating of city staff, excluding the Mayor and City Council.
- Discuss and present the annual budget with the Mayor and City Council.
- Monitor and administer revenues and expenses are in accordance with the adopted budget.
- Provide timely financial reports to the Mayor, City Council, and Department Directors.
- Assist with completing the annual audit, correcting deficiencies and presenting to the Mayor and City Council.
- Ensure laws, policies, ordinances, purchasing policies and regulations are enforced
- Advise Mayor and City Council of current and future needs for planning purposes (for example future growth and economic development).
- Frequently communicate Departmental updates to the Mayor and City Council.
- Perform and administer contract management.
- Develop and maintain intergovernmental relationships.
- Prepare, oversee, and/or review studies/reports, and coordinate/communicate with the Mayor and City Council for decision making.
- Attend all City Council and committee meetings and workshops.
- Maintain a positive professional image.
- Establish and maintain effective working relationships with employees, city officials and the public.
- Efficiently and effectively make sound judgements and decisions with the best interest of the citizens and city in mind.
- Perform other duties as may be directed by the Mayor and City Council.

Francis County– Asst. County Administrator
September 2021 - November 2023

- Prepared, monitored, and executed the county’s annual budget, ensuring fiscal responsibility and alignment with community priorities.
- Organized comprehensive budget packets, including options and recommendations, to the County Council for review and potential approval.
- Ensured, through collaboration with the Finance Director, annual audit and all required reporting is completed, reviewed, and submitted appropriately.
- Evaluated planning-related legislation and applicability to the city and departmental functions.
- Possessed a familiarity with applicable city planning laws, statutes, and ordinances and incorporated updates into the Development Code.
- Provided guidance to short and long-range decisions in comprehensive and current land use planning and code administration.
- Informed the Mayor and Council of upcoming events and impacts affecting City land use practices and policies.
- Supervised operations of all county departments, providing direction and support to department heads and setting clear goals and expectations as well as accountability measures for County operations.
- Oversaw the selection, evaluation, discipline, and suspension of all county employees, ensuring adherence to personnel policies and fostering a productive workforce. Also oversee employee training and development to build a skilled and motivated workforce.
- Performed as a strategic advisor to the County Council on overall governmental operations, providing expert guidance and recommendations.
- Implemented and monitored all ordinances, resolutions, and policies set by the County Council.
- Fostered a positive and inclusive workplace culture that promotes employee engagement and professional growth.

The Jones Firm Consulting LLC – President/Owner
January 2015 – Present

- Guided municipalities in securing state and federal funding through grant programs
- Prepared amendments to the City Code, Comprehensive Plan, and Redevelopment Plans, and processes them according to local regulation and state law.
- Collaborated closely with the County Manager’s to implement the county-wide strategic plan while tracking organizational performance expectations and goals.
- Implemented priorities and policies developed by executive leadership working with department leaders to align resources, monitor initiatives, and achieve desired outcomes.
- Provided leadership and direction to departments as directed by the COO, ensuring efficient service delivery and coordination among different departments to align common goals.
- Assisted in budget planning for county operations and identifies opportunities for cost-savings and operational efficiencies.
- Responded inquiries and provides demographic and other planning data and information to other employees, other public agencies, realtors, appraisers and private developers, engineers, architects and the general public.
- Provided technical assistance and support to local nonprofit and for profit organizations in

establishing and implementing community development programs.

- Attended various board and committee meetings, both as a source of professional information and as a leader and facilitator; engage in special projects and other similar tasks.
- Performed other duties as assigned by the Office of Community Development and Building and Code Enforcement Departments.
- Maintained relationships with key stakeholders to advance public policy objectives.
- Designed measurable program goals and implemented best practices in public engagement.
- Provided strategic financial consulting, helping clients achieve sustainable budgeting and results.
- Delivered workshops on fiscal responsibility and financial planning for municipal leaders.

Ware County – Public Works Director

September 2007 – July 2015

- Formulated and implemented policies to optimize city operations and compliance.
- Oversaw department budgets exceeding \$10 million, ensuring alignment with city goals and fiscal responsibility.
- Directed all municipal functions by directing and administering policies and procedures governed by city code, ordinances and resolutions, directing department and contractor activities, establishing goals and objectives, making major administrative policy decisions, reviewing and presenting the annual budget, and developing short- and long-term strategies for growth.
- Managed staff performance, hiring, and training to achieve operational excellence.
- Developed long-term capital improvement plans, securing funding for critical infrastructure projects.
- Represented the city to media, citizens, and local organizations, fostering positive relationships.
- Provided training to departmental employees related to general ledger process and guidelines, policies, procedures and reporting; provided additional training as needed and required.
- Set up new accounts, accounting units and activities for Departments in the computerized financial/ accounting systems as needed.

City of Forest Hill – Water/Wastewater Department Administrator

August 2000 – July 2007

- Supervised staff, ensuring compliance with safety regulations and performance standards.
- Planned and implemented annual budgets and operational goals.
- Provided assistance to Chief Financial Officer(s) in the municipalities to ensure all accounting transactions.
- Prepared monthly, quarterly and annual financial statements for multiple municipalities.
- Oversaw daily operations, ensuring efficient, effective, and ambitious execution of programs and services.
- Fostered a culture of excellence, collaboration, and continuous improvement.
- Ensured compliance with all relevant regulations and standards.
- Improved revenue tracking systems, reducing billing errors by 25%.
- Collaborated with local, state, and federal agencies to meet public works

requirements.

- Enhanced community relations through timely responses to citizen inquiries and project updates.
- Planned, supervised, assigned, monitored and evaluated the work activities to assigned personnel.
- Collaborated with other engineers, architects, and construction professionals to ensure the successful completion of projects.
- Conducted site visits and inspections to ensure compliance with design specifications and safety standards.
- Prepared and present reports, proposals, and other documentation related to projects.

ACHIEVEMENTS

- Successfully increased operational efficiency by 20% through process improvements at Ware County
- Secured over \$5 million in grant funding for municipal clients at The Jones Firm Consulting LLC.
- Spearheaded a community outreach initiative, resulting in a 30% increase in public engagement.
- Led a financial restructuring project at Wesson, achieving a 15% cost savings.

PROFESSIONAL MEMBERSHIPS

- Active Member of Tau Iota Sigma Chapter of *Phi Beta Sigma Fraternity, Inc.*
- Committee Member, Greater Memphis Chamber of Commerce Small Business Task Force

Public Records Exemptions

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Reason	Description	Pages
119.071(4)(d)2h		1-3

Subject: Recruitment for City Manager, City of Madeira Beach, FL

Dear S. Renée Narloch, President:

Thank you for considering me for this opportunity with Madeira Beach. I've appreciated learning about Madeira Beach and this open position. I am eager to continue exploring this role and how I could contribute to Madeira Beach's continued success as a valuable leader. As mentioned, I am seeking to broaden my leadership experience with new challenges beyond my current role in municipal government. I am passionate about innovation, strategic thinking, and effective operations. This role provides me the opportunity to apply these abilities in a new scope for the benefit of Madeira Beach.

My track record distinguishes me as a collaborative, progressive, and team-building leader successful in working across organizational levels - developing professional staff, and directing best-of-class services. I have proven myself as a trustworthy leader and advisor with the turnover of several different mayors and many different council members. My demonstrated ability to be transparent, speak the truth in a tactful and professional manner, and be supportive and loyal to elected leaders in executing their decisions is well known and valued among those elected leaders and other colleagues with whom I've served.

I will complement Madeira Beach's existing leadership team in helping continue to shape strategy, innovation, and a positive work culture. You will find me tremendously valuable for this position as the following points more specifically demonstrate my ability to lead and build a positive culture:

1. Twenty-five years of extensive experience working in director and executive non-profit roles
2. MBA degree, with executive level experience

More specifically, I've gained broad executive experience leading and collaborating on successful initiatives while serving in a variety of roles such as City Manager, CFO, CIO, PIO, and VP of HR. A few of my core competencies include the following:

- **Decision Making** – Established Business Intelligence and Data Analytics Services. Directed the implementation of two new enterprise resource planning (ERP) software, and I served on the company's Executive Steering Committee. I am also helping lead the company forward by advancing innovation and beta testing new modules and enhancements.
- **Results Driven Leadership** – Managed the financing of an \$85M theater with public-private partnerships. Led our city by implementing a new security operations center (SOC) and vulnerability assessment tools. Directed the establishment of a DevOps environment for improvement collaboration and development of api's. Implemented an onsite health clinic for employees.
- **Quantitative Analysis** – Direct the finances for Sandy City, including numerous bond issues and achieving AAA bond rating status.
- **Innovation** – Chair of the City's Innovation and Technology Committee – overseeing strategic smart-city initiatives
- **Team Building, Relationships & Communication** – Negotiated with police and fire union representatives to affect competitive changes to employee compensation and classification conditions. Continuously collaborating with the City Council and Redevelopment Board of Directors

I look forward to continuing this process to see how I can be an effective member of the Madeira Beach team. Thank you, again, for your consideration.

Sincerely,

Brian Kelley
<https://www.linkedin.com/in/brian-kelley-executive-leader/>

Brian Kelley

brianp925@gmail.com • 119.071(4)(d)2h • <https://www.linkedin.com/in/brian-kelley-executive-leader/>

PROFESSIONAL SUMMARY

Leading and driving positive improvements, growth, and efficiency at all levels of the organization, directing complex change management, finances, innovation and technology, human resources, and general operations, shaping policy, leading and collaborating groups of all sizes and levels, and building cohesive work teams. Record of reversing negative trends, implementing innovative and effective programs, private-public partnerships, improving efficiencies and revenue growth through process redesign and performance enhancement.

HIGHLIGHTS

- Organizational Leadership
- Executive & Gov. Board Relations
- Strategic Change Management
- Financial Planning and Budgeting
- Information Technology
- Business Intelligence
- Data Analysis & Visualization
- Contract Negotiation
- Policy Creation
- Governmental Relations
- Risk Management
- Human Resources
- Regulatory Compliance
- Healthcare Administration
- Economic Development
- Municipal Bond Financing

- MBA, UTAH STATE UNIVERSITY
- BS, HEALTHCARE ADMINISTRATION | MINOR: SPANISH, WEBER STATE UNIVERSITY
- SPHR, ICMA MEMBER, GFOA MEMBER

EXPERIENCE

DIRECTOR OF ADMINISTRATIVE SERVICES, SANDY CITY, UT

JUNE 2013 – PRESENT

CFO, CIO, and VP of HR for a \$250M and 1000-employee organization. Member of the executive team and active participant in City Council and Redevelopment Board meetings, advising and establishing policy, financial planning and operations strategy

- Managed the General Obligation Bond Financing of a \$21M fire station headquarters
- Led the financing for the construction of the new Hale Centre Theatre, a 130,000 sq./ft. performing art center housing two theaters with seating capacity of 1,300 and an \$85M construction budget
- Built an exceptional team of dedicated, professional, effective, and recognized staff
- Successfully managed \$250M in complex finances, including fund accounting, through COVID-19 crisis
- Strategically led multiple public-private financial deals for economic development and redevelopment efforts
- Directed issuance of municipal bonds, including new money and refundings - Revenue Bonds and General Obligation Bonds, and led Sandy City to a AAA bond rating

- Directed implementation of innovative technologies – Workday ERP software, Office 365, Windows 10, LinkedIn Learning, Asset Management and Plans Permitting & Licensing (City Works), Electronic Content Management, Payment Solution Software, Content Services Platform / Enterprise Content Management software, Learning Management Software, IT Security Software, employee engagement survey using Qualtrics software, API's, various web services, online procurement platform, Utility Billing software, Drone programs, A/V upgrades, among others – including cybersecurity software and hardware enhancements
- Provided City Council and executive team a long-term financial perspective to budget decisions by developing a 10-year financial plan
- Started a new Business Intelligence / Decision Support division utilizing data analytics and visualization
- Fiduciary over \$85M in retirement plan assets, and \$16M of annual insurance claims
- Oversee billing and collections of more than \$100M annually
- Created an investment policy and debt management policy
- Led Payment Card Industry (PCI) security compliance initiative
- Received 14 national budget and annual financial report awards

DIRECTOR, HR & MANAGEMENT SERVICES, SANDY CITY, UT

MAY 2003 – JUNE 2013

Directed all HR activities including compensation, benefits, professional development, recruitment, complaint resolution, and legal compliance. Presented information and proposals to employees, executive team, board of directors and other stakeholders.

- Implemented an on-site medical clinic for employees and families
- Formed leadership development training and succession planning
- Helped to steadily drop employee turnover rate from 12.3% to 6.3%
- Forecasted and developed annual compensation plans, including multiple innovative designs that saved millions of dollars while maintaining competitive compensation and reducing turnover
- Restructured pay-for-performance and performance management plans to achieve better employee productivity and outcomes
- Developed and implemented health reimbursement arrangements (HRA's) and health savings accounts (HSA's) in conjunction with high deductible health plans
- Designed and implemented a fiscally prudent retirement medical plan in conjunction with a defined contribution health savings plan to achieve strategic objectives such as talent management, succession planning, and productivity standards
- Revised the employee appeals process and restructured the classification system
- Reduced personnel liability claims and employee grievance hearings to one in a seven-year period
- Redesigned and implemented an award-winning wellness program with accountability features to improve health and lower costs
- Plan Administrator over \$85M in deferred retirement contribution assets and \$16M insurance benefits

CITY OF WASHINGTON TERRACE, UT

CFO, Economic Development Director, HR Director, Internal Auditor, Risk Manager and Public Information Officer. Advised the Mayor and City Council about operational performance, development and administration of policies, procedures, and best practices relating to overall operations. Formulated operating and capital improvement budgets. Directed the overall day-to-day operations and activities of all departments in the delivery of municipal services. Member of the board of directors for the Weber Area Consolidated Dispatch Center.

- Transitioned the city from an in-house police department to a contract service arrangement with Weber County Sheriff's Office that resulted in better public safety at a lower cost (about 10% of the city's total operating budget)
- Created an economic development plan in association with a land developer that resulted in new office and retail space and the construction of a new city hall building
- Oversaw the implementation of general obligation bond for road and utility improvements
- Administered a special improvement district consisting of businesses and land owners
- Created an economic development campaign to attract businesses to the city

ADDITIONAL EXPERIENCE

- ASSISTANT TO THE CITY MANAGER | SANDY CITY | JUNE 1999 TO FEBRUARY 2002
- MATERIALS SUPERVISOR, BUYER, ADMINISTRATION INTERN | COLUMBIA HCA HOSPITALS (MOUNTAINSTAR MEDICAL) 1995 TO 1999

Public Records Exemptions

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

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

YVONNE KIMBALL

119.071(4)(d)2h • YvonneKimball@gmail.com

January 24, 2026

Dear Maderia Beach City Manager Recruitment Team:

I would like to apply for the City Manager position. I bring nearly two decades of city management experience, with 17 years serving cities as City Manager. My local government career began in Florida where I earned my Master's Degree in Public Administration. In 2008 I became a City Manager in Florida, and have been a city manager across three states since then.

Most recently, I served as City Manager of Morro Bay, California, a beach community with a tourism-driven economy and a highly engaged public. I oversaw a budget of \$68 million, 117 FTEs and ten direct reports. I partnered with the City Council to address challenges common to coastal cities, including tourism impacts, housing and economic development, and adaption to sea level rise. I led strategic planning processes, developed staff capacity, advocated the City at state and federal levels to secure critical infrastructure funding and advance policies on billion-dollar development proposals. Balancing residents' quality of life with economic vitality measures has been a hallmark of my role in Morro Bay.

Previously, I served for 6 years as the City Manager for Jackson, California. I led my team to triple the City's fund reserves, quadruple available cash, stabilize pension liabilities while completing long deferred capital projects such as city hall renovation and road improvement. Before Jackson, I was the Town Manager for Dewey-Humboldt, Arizona for 6 years, where I built strong connections with community members, standardized the permitting process, collaborated with federal agencies to create trail systems and enhance environmental quality. When I was the City Manager for Bowling Green, FL, I closed out hurricane claims; secured millions to repave streets, improve parks and update utility systems. I also lifted up minority neighborhoods by increasing everyone's access to services. In each of my cities, I emphasized team success and a culture of customer service. This article provides additional insights into my leadership experience: <https://www.civicbusinessjournal.com/executive-interview-with-yvonne-kimball/>

My family has owned a home in St. Petersburg for decades. Maderia Beach City Manager position presents an excellent opportunity to align my career path with family goals. The city's values in strategic success and community-driven priorities mirror my own. I look forward to the opportunity to discuss how my 17 years of city executive experience including coastal development, infrastructure delivery, emergency response, and community engagement can contribute to Maderia Beach's future. Thank you for your consideration.

Respectfully,
Yvonne Kimball
Yvonne Kimball

YVONNE KIMBALL

YvonneKimball@gmail.com •

119.071(4)(d)2h •

119.071(4)(d)2h

PROFESSIONAL SUMMARY**17 Years of City Management Experience Leading Diverse Communities**

- Coastal and Full-Service City Operation • Community & Legislative Affairs • Team Development
- Financial Stewardship • Economic Development & Grants • Strategic Planning

EXPERIENCE**CITY Manager****City of Morro Bay, CA****August 2023 – July 2025**

Morro Bay is a central coast city with 11,000 residents and nearly one million annual visitors, with a tourism-driven economy. City also manages 50 ocean front commercial leases on State granted tidelands. Budget totals \$68 million, including general fund and enterprise funds of water, sewer and harbor. Departments and services include police, fire, harbor safety & enterprise, streets, water and sewer, land use, permitting, building, and recreation. As the City Manager, I led 117+ employees to oversee daily operations and advance council policy priorities.

Key accomplishments:

- Selected unanimously by Council and supported two distinct governing bodies.
- Represented City in advocacy visits to State Capitol and Washington D.C., engaging directly with legislators to advance local interests in coastal development, housing, and marine infrastructure. Spearheaded the City's first legislative platform.
- Strengthened organizational capacity: successfully negotiated three labor agreements, filled in key executive positions, addressed compensation study findings, reduced staff vacancy rate to 4%.
- Oversaw complex community issues including negotiations of billion \$ energy infrastructure proposals, development options of a school campus, lodging tax implementation, business licensing changes, vacation rental regulations, parking management, traffic roundabout plans. Analyzed major projects' economic benefits and impacts. Presentations before elected officials, boards and public.
- Led City strategic goal setting efforts, including extensive public input and detailed action plans.
- Oversaw the preparation of balanced budgets with strong reserves by leading priority-based budgeting, adhering to back-to-basics fiscal discipline, and maximizing available financial resources. Supported implementation of ClearGov budget module.
- Provided oversight on major capital projects, including the City's largest street paving effort, multiple stormwater system upgrades, \$160M water and sewer infrastructure improvements, and FEMA flood claim efforts. Ensured accountability and report accuracy.
- Conducted a study of Harbor Department structure. Revised Harbor Vitality Dir. description.
- Supported Police and Fire on critical regional program delivery analysis, including animal control and ambulance services.
- Ensured Executive Team effective participation in regional partnerships to address homelessness.
- Conducted a comprehensive portfolio analysis of City-owned property to explore revenue options.
- Oversaw economic development contract with the Chamber of Commerce. Championed for economic vitality efforts such as signature events, and waterfront master plan.
- Directed coordination with advisory boards, facilitated multiple Council & Committee joint sessions.
- Produced consistent outreach efforts including monthly City Manager updates, surveys, press releases and supported elected official's Town Hall events.
- Served on Visit Morro Bay Board and the San Luis Obispo County Tourism Board.
- Served on the California Central Coast Community Energy (3CE) Operation Board to provide strategic oversight on large energy purchase agreements and ensure measures to reduce cost for customers.

CITY Manager**City of Jackson, CA**

August 2017– July 2023

Jackson is the county seat of Amador County, located in the gold country near Sacramento. It is a regional hub for commerce, education and healthcare. The City provides full municipal services to an area twice its city limits. It serves 5,000 residents and a service population of 25,000. As the City Manager, I managed a budget of \$32 M, led a staff of 50, oversaw police, fire, public works, water, sewer, finance, engineering, planning, building/code enforcement, negotiated contracts, coordinated economic development efforts.

Key accomplishments:

- Established fiscal stability, advanced key infrastructure improvements and empowered staff through growth opportunities and accountability.
- Advised and partnered with Council to navigate through evolving priorities that impact community wellbeing, including pandemic policy shifts, school consolidation, and regional water policies.
- Tripled General Fund reserves and quadrupled available cash while completing over \$15M in infrastructure improvements.
- Directed multiple financial service and fee studies, audited reserves, restructured dormant funds.
- Completed long-overdue interior and exterior improvements to City Hall & Police Dept. buildings by leveraging grants and insurance funds, boosting employee morale and enhancing civic pride.
- Chief negotiator for all bargaining units, restructured departments for efficiency, implemented pension cost-sharing plan, and reduced personnel cost by 10%.
- Recruited and retained leadership positions across Police, Fire, Public Works, and Administration.
- Expanded sewer treatment plant capacity by 30%; oversaw discharge permit negotiations with State Regional Water Board; implemented sewer collection grant programs to reduce inflow and infiltration. Oversaw completion of a \$12 million sewer plant project.
- Prioritized road maintenance by aligning budget allocations and applying pavement management principles to resurface 20 miles of roads. Oversaw traffic studies for intersection improvements.
- Served in the City Manager's capacity as the Director of Emergency Services. Had responded to wild fire threats, drought, flooding and extreme weather incidents. Supported Police and Fire with EOC activations, managed recovery funds, and coordinated policy updates.
- Delivered milestone results to "brownfield" redevelopment projects. Work included concept plans, environmental studies, stakeholder engagement, federal and state compliance activities.
- Partnered with the Police Chief to launch a homeless outreach program which reduced service calls by 30% with sustaining results and modified ordinances.
- Evaluated aquatic program delivery models and empowered staff for implementation and development.
- Brought in EV charging-stations in collaboration with Tesla, resulting in economic growth.
- Led a cross-departmental payroll automation initiative, resulting in cost-effective transformation.
- Directed city's risk management programs. Resolved complex claims, including a decade-long public safety payroll issue. Served on governing board of Northern California Cities Self-Insurance Fund.
- Advanced public health programs, served on Senior Center Board and Hospital Advisory Board.
- Completed ICMA's High Performance Leadership Academy and earned a Master Certificate.

Town Manager**Town of Dewey-Humboldt, AZ**

January 2012 - August 2017

Dewey-Humboldt was incorporated in 2004. A new municipality with 4,000 residents encompasses 20 sq. mi. The Town abuts to and contains state and federal land areas. Town relies on contracts for critical services, and had 10 FTE in administration, roads, zoning, building, code enforcement, and a municipal court. Annual budget was \$4 M, with no debt. I oversaw personnel, service contracts and led partnerships.

Key achievements:

- Served as the Town's longest tenured manager, earning trust across multiple Councils community.
- Strengthened civic trust and collaboration by implementing community connection programs, including "Coffee with the TM", and production of volunteer-led Town newsletter.
- Prepared & delivered balanced budgets. Implemented employee retention programs, reversed persistent high turn-over rates.

- Planned for infrastructure expansion, prepared and implemented Town’s first multiyear road improvement plan, obtained real estate, drafted facility plans for a new Town Hall.
- Partnered with the Regional Transportation Organization to design and fund traffic enhancing projects.
- Guided the Town navigate EPA-led contamination remediation programs on two superfund sites.
- Instituted a well water testing program leveraging university resources. Participation rates near100%.
- Established Fire Wise Community Status through implementing defensible spaces.
- Successfully constructed a new trailhead with minimum town expense by building a coalition of activists, federal agencies and town officials.
- Performed duties of the Zoning Administrator. Oversaw an annexation process.
- Earned a gubernatorial appointment to Groundwater User Advisory Committee, contributing to policies on balancing growth with rural water needs.
- Served on multiple statewide advisory boards including insurance pool’s finance oversight committee, U.of A.’s superfund research committee. Board member of AZ City/County Management Association.

City Manager City of Bowling Green, FL October 2008 – December 2011

Bowling Green is a diverse full-service city of 3,000 residents located in west central Florida. Municipal services include water, sewer, solid waste, public safety, and cemetery. 23 FTE, \$4M budget. Appointed by the Council, I oversaw all operations, personnel, contracts, and risk management.

Key achievements:

- Led post-hurricane recovery efforts, restored public safety buildings and other city facilities, prepared and closed out FEMA, State EMS aid and County reports.
- Navigated 10% budget shortfalls during the Great Recession without raising property tax rates.
- Strengthened community trust within underserved African American and Latino neighborhoods.
- Prepared a Utility Asset Assessment study. Expanded water system, updated sewer plant.
- Obtained a total of \$2.1 million in federal funds to pave deteriorated streets and improve sidewalk conditions. Additional million-dollar grants for parks and energy efficient street lighting.
- Introduced City’s first website and modernized internal operations through job description updates and performance evaluations.

Management Intern January 2006– August 2008

- City Manager Intern – Palm Bay, Titusville, Satellite Beach, FL: Assisted city managers across three cities with special projects, including personnel policies, zoning application and CRA supports, participated in executive team discussions, gained early insight on municipal management.
- Orange & Seminole Counties, FL: Growth management tasks, GIS analysis.

PROFESSIONAL AFFILIATION & CERTIFICATIONS

- International City and County Management Association; ICMA- CM credential 2014-2023
- Florida City County Management Association
- Government Finance Officers Association
- High Performance Leadership Master Certificate - 2023
- Six Sigma White Belt Certification - 2026

EDUCATION

Master of Arts in Public Administration
University of Central Florida – Orlando, FL

Graduate Certificate in Urban and Regional Planning
University of Central Florida – Orlando, FL

Bachelor of Arts in English
Tianjin Institute of Technology – Tianjin, China

LINKEDIN

<http://www.linkedin.com/in/yvonne-kimball-387190b6>

Public Records Exemptions

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Public Records Exemptions

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

Michelle Krickovic

4783 Lakeshore Loop, Oldsmar, FL 34677 615-870-8900 michellekrickovic@gmail.com

February 12, 2026

S. Renée Narloch
President
S. Renée Narloch & Associates

RE: City Manager – City of Madeira Beach

Dear Ms. Narloch,

I am writing to express my interest in the City Manager position for the City of Madeira Beach. While my most recent service has been in senior county leadership roles, my experience aligns closely with the operational complexity, public visibility, and community-centered governance required in a coastal municipality such as Madeira Beach.

As Director of the Pinellas County Construction Licensing Board and Deputy Director within Building and Development Review Services, I served as a senior executive responsible for regulatory compliance, risk management, and operational oversight affecting thousands of businesses and residents. I have guided cross-functional teams through organizational change, legacy system modernization, and post-storm recovery operations, while strengthening documentation standards, performance metrics, and public accountability.

Madeira Beach's size and service profile require a City Manager who can balance fiscal stewardship, operational stability, intergovernmental coordination, and clear communication with elected officials and residents. My leadership style is grounded in practical judgment, disciplined performance measurement, and the ability to translate policy direction into effective daily operations. I am particularly experienced in coastal storm response coordination, regulatory enforcement, public safety interfaces, and cross-department alignment in high-visibility environments.

I recognize that this role carries full executive responsibility. While I have most recently operated in senior deputy and director capacities, those roles required me to manage complex budgets, lead multidisciplinary teams, advise executive leadership on risk and policy posture, and serve as a stabilizing presence during high-conflict or high-impact events. I am confident in my ability to provide steady, accountable leadership in a community of Madeira Beach's scale.

I have attached my executive resume for your consideration and would welcome the opportunity to further discuss how my background may align with the City's needs.

Thank you for your time and consideration.

Sincerely,



Michelle Krickovic

Michelle Krickovic

4783 Lakeshore Loop, Oldsmar, FL 34677 615-870-8900 michellekrickovic@gmail.com

EXECUTIVE SUMMARY

Senior executive with extensive leadership experience across government operations, regulatory oversight, and organizational transformation. Known for guiding cross-functional teams through complex change, including legacy system modernization, operational redesign, and post-disaster recovery. Brings strong judgment, a data-driven mindset, and the ability to translate complex operational realities into clear strategies that improve performance, strengthen compliance, and deliver measurable results for public organizations and the communities they serve.

EXECUTIVE STRENGTHS

- Executive and deputy-level operational leadership
- Regulatory compliance, enforcement, and risk management
- Organizational transformation and operational stabilization
- Complex stakeholder management
- Workforce leadership, coaching, and performance accountability
- Data-informed decision making and executive reporting
- Intergovernmental coordination and regional collaboration
- Legislative and policy analysis

SELECTED LEADERSHIP IMPACT

- Served as senior operational leader for countywide regulatory and compliance functions affecting more than 15,000 licensed contractors, providing executive-level support to appointed boards, elected officials, and county administration.
- Guided organizations through periods of significant change, including modernization of legacy systems, restructuring workflows, and recovery operations following major storm events.
- Built performance visibility for executive leadership through meaningful metrics related to workload, turnaround time, compliance outcomes, and staffing capacity.
- Strengthened legal defensibility and public trust by improving documentation standards, enforcement consistency, and coordination with legal counsel and quasi-judicial bodies.
- Acted as a stabilizing presence during high-conflict and high-visibility events, providing clear analysis, options, and recommended paths forward.
- Drove enterprise modernization across regulatory systems, internal knowledge platforms, and workflow redesign to improve transparency, accountability, and institutional continuity.

PROFESSIONAL EXPERIENCE – PINELLAS COUNTY GOVERNMENT

Director, Contractor Licensing Department / Pinellas County Construction Licensing Board –
Pinellas County, FL, 2021–2025 (Served until December 2025)

Senior executive responsible for countywide regulatory compliance and enforcement operations under state and local construction licensing law. As Director of the PCCLB, advised executive leadership on policy, enforcement posture, and organizational risk. Oversaw investigative functions with statutory authority to pursue violations related to unlicensed activity, fraud, and noncompliance.

Partnered closely with the County Attorney's Office, county administration, building officials, and municipal leadership to resolve complex compliance matters and support coordinated responses during post-storm recovery efforts. Led modernization initiatives that improved transparency, reduced processing times, and strengthened operational credibility.

Deputy Director, Building & Development Review Services – Pinellas County, FL, 2021–2025

Second-in-command for a large, multi-disciplinary division responsible for building permitting, inspections, land development, code enforcement, and short-term rental oversight. Supported executive leadership in managing budgets exceeding \$15 million and a workforce of more than 100 employees while improving service continuity during peak demand and transitions.

Provided steady operational leadership during periods of high demand and organizational change. Led cross-department coordination to improve service consistency, strengthen internal communication, and maintain continuity during system and policy transitions. Frequently served as a bridge between executive leadership and frontline operations.

Deputy Director, Contractor Licensing Department - Pinellas County, FL, 2019–2021

Appointed successor to the Director, with responsibility for daily operations, staff leadership, and modernization initiatives. Led early transformation of licensing and enforcement workflows, improving coordination between licensing specialists and investigators and strengthening documentation and decision support prior to implementation of a new enterprise system.

Developed executive reporting tools to provide leadership with clear visibility into workload, compliance trends, and enforcement outcomes.

TECHNICAL & ANALYTICAL CAPABILITIES

Proven ability to design, build, and deploy enterprise systems, dashboards, and workflows, defining clear KPIs to inform decision-making, measure performance, support compliance, and ensure accountability.

CERTIFICATIONS & TRAINING

- PROSCI Organizational Change Management Certification
- Lean Six Sigma – Villanova University
- FEMA ICS/NIMS Certified (100, 700)
- CJIS Security & Privacy Training
- Dale Carnegie: Effective Communications & Human Relations

MEGAN
KIRKLAND

MK

119.071(4)(d)2h

megank2015@gmail.com

Dear Mayor and Members of the City Council,

January 20, 2025

I am writing to express my interest in the City Manager position with your organization. With progressive experience in municipal administration, economic development, fiscal management, and policy implementation, I bring a results-driven, community-focused leadership style well suited to advancing the goals of a city council–manager form of government.

I served as the Assistant City Administrator and City Secretary for the City of Linden, Texas, where I played a key role in overseeing municipal operations, financial administration, personnel supervision, and policy development. In this role, I lead core fiscal functions including payroll, accounts payable and receivable, purchasing, and loan servicing, while ensuring sound internal controls and compliance with municipal regulations. I have developed and implemented administrative policies and procedures, supported short- and long-term planning initiatives, and supervised staff across multiple functional areas.

In addition to my administrative role, I served as the Executive Director of the Linden Economic Development Corporation. In this capacity, I have fostered strong relationships with business owners and stakeholders, launched the successful “Shop Linden First” campaign to support downtown revitalization, and administered business incentive grants that helped expand the local economy. My experience managing EDC finances and producing positive audit outcomes reflects my commitment to transparency, accountability, and responsible stewardship of public funds.

I hold a Master of Business Administration from The University of Texas at Tyler, with a specialty in Cybersecurity, as well as bachelor’s degrees in Political Science and Paralegal Studies from Texas A&M University–Commerce. This educational background, combined with hands-on municipal leadership, allows me to approach city management with both strategic insight and practical execution.

As City Manager, I would bring a collaborative approach to working with elected officials, staff, residents, and community partners. I am committed to ethical leadership, fiscal responsibility, and service excellence, with a focus on building efficient operations and fostering sustainable community growth.

Thank you for your consideration. I would welcome the opportunity to further discuss how my experience and leadership philosophy align with your city’s vision and priorities.

Sincerely,
Megan Kirkland

Megan Kirkland

119.071(4)(d)2h

| megank2015@gmail.com

EDUCATION

University of Texas - Tyler
Masters in Business Administration
Specialty in Cybersecurity

Tyler, Texas
 August 2024

Texas A&M University - Commerce
Bachelor of Science in Political Science
Bachelor of Science in Paralegal Studies
Minors in Computer Science and General Business

Commerce, Texas
 December 2019

EXPERIENCE

City of Linden, Texas
Assistant City Administrator/City Secretary

Linden, Texas
 April 2023 - August 2025

- Reviewed and developed fiscal policies, procedures, and monitored the handling of municipal funds
- Lead and performed fiscal operations including payroll, accounts payable and receivable, purchase orders, loan servicing and loan accounts
- Supervised and evaluated assigned personnel in administrative, personnel, payroll, or assigned program functions
- Administered grant programs; developed and monitored, required procedures
- Developed policies and procedures for assigned projects; assist in the development of short-and long-term planning
- Established, implemented, and evaluated administrative/operational policies, practices, and procedures

Linden Economic Development Corporation
EDC Director

Linden, Texas
 April 2021 - August 2025

- Created the campaign of “Shop Linden First” to promote downtown businesses that resulted in increased customer traffic
- Fostered positive relationships with business owners to help create a better sense of community in the City of Linden
- Provided incentives to six businesses with grants that will aid in providing operating capital to help expand the local economy
- Performed bookkeeping duties to help with day-to-day operations that resulted in positive year-end audit reports

Linden United Methodist Church
Administrative Assistant/ Financial Secretary

Linden, Texas
 January 2020 – July 2021

- Performed daily secretarial duties that led to increased organizational efficiency
- Organized and maintained yearly budgets to be presented to church council that gave accurate views of the church’s financials
- Performed bookkeeping duties to help with day-to-day operations that resulted in reconciled year-end reports

Reliant NDT LLC.
Administrative Assistant

Linden, Texas
 September 2018- March 2020

- Implemented new organizational strategies that increased office efficiency
- Assisted in general clerical duties that had positive impacts on day-to-day operations
- Utilized data entry software to increase business performance output that resulted in accurate time sheet calculations.

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LYNNE LADNER - ICMA-CM, SHRM-SCP

January 25, 2026

Ms. S. Renée Narloch, President
S. Renée Narloch & Associates
Tallahassee, Florida

Re: City Manager – City of Madeira Beach, Florida

Dear Ms. Narloch and Members of the Selection Committee:

I am submitting my application for the position of City Manager for the City of Madeira Beach. I bring more than eighteen years of executive municipal leadership experience, including direct service to coastal Florida communities, with a demonstrated record of delivering transparent financial management, complex infrastructure programs, and responsive, community-focused administration under the commission–manager form of government.

Throughout my career as a City Manager, Town Manager, and senior municipal executive, I have served as the Chief Administrative Officer responsible for implementing Commission policy, managing day-to-day operations, and ensuring fiscal accountability and organizational performance. I have prepared and administered annual budgets and multi-year capital improvement programs, maintained clear and timely financial reporting, and advised elected officials with professionalism and candor consistent with Florida’s Sunshine and Public Records laws.

As Town Manager for Ocean Ridge, Florida, I directed all municipal operations for a coastal community with significant infrastructure and environmental considerations. My work centered on stormwater and flood-mitigation projects, infrastructure reinvestment, and maintaining a visible, accessible leadership presence for residents and stakeholders. In my current role overseeing multiple Florida special districts, I continue to manage complex water, wastewater, and stormwater systems and provide strategic guidance to governing boards on capital planning, regulatory compliance, and long-range financial sustainability.

Madeira Beach’s dual identity as a residential community and a premier coastal destination is a challenge I am well prepared to lead. My experience balancing neighborhood preservation with tourism-oriented infrastructure, environmental stewardship, marina-adjacent operations, and public amenities directly aligns with the City’s priorities. I lead with clarity, accountability, and collaboration, and I place a strong emphasis on employee development, organizational morale, and effective public communication.

I am an active ICMA-CM and FCCMA member and am committed to ethical leadership and professional management standards. I am prepared to step into the City Manager role and provide steady, effective leadership that supports the Board of Commissioners’ goals and advances the long-term success of the City of Madeira Beach.

Thank you for your consideration. I would welcome the opportunity to discuss how my experience and leadership approach align with the City’s vision for its next City Manager.

Respectfully submitted,



Lynne Ladner, ICMA-CM, SHRM-SCP

PROFESSIONAL SUMMARY

City Manager and senior municipal executive with more than 18 years of experience leading full-service and coastal municipalities under the commission–manager form of government. Proven record of transparent financial management, development and administration of annual budgets and multi-year capital improvement programs, and delivery of complex stormwater, utility, transportation, and coastal infrastructure projects. Known for visible, community-centered leadership that balances resident quality of life with tourism-oriented infrastructure, environmental stewardship, and fiscal accountability. Collaborative, solutions-oriented leader with deep experience working directly with elected commissions, regional partners, and engaged communities.

CORE COMPETENCIES

- Commission–Manager Governance & Charter Administration
- Municipal Operations & Departmental Oversight
- Budget Development, Financial Transparency & CIP Planning
- Coastal Infrastructure, Stormwater & Flood Mitigation
- Public Works, Utilities & Marina-Adjacent Operations
- Public Safety & Emergency Management Coordination
- Community Engagement, Media & Public Communication
- Economic Vitality, Tourism & Redevelopment Strategy
- Organizational Leadership, Workforce Development & Labor Relations

PROFESSIONAL EXPERIENCE**INFRAMARK, LLC – South Florida**

District Manager – Florida Special Districts | 2025–Present

- Lead operations for multiple independent units of local government serving approximately 33,000 residents, providing executive-level management, policy guidance, and operational oversight.
- Oversee planning and execution of multimillion-dollar water, wastewater, reuse, and stormwater capital projects aligned with long-term infrastructure capacity, environmental compliance, and sustainability goals.
- Advise governing boards on statutory compliance, financial transparency, rate policy, capital prioritization, and long-range planning.
- Coordinate with counties, regulatory agencies, developers, and regional partners to align infrastructure investments with growth management and community objectives.

TOWN OF OCEAN RIDGE, FL

Town Manager | 2022–2025

- Served as Chief Administrative Officer for a coastal Florida municipality, directing day-to-day operations including police, public works, stormwater, sanitation, and administrative services.
- Prepared and administered annual operating budgets and capital plans with an emphasis on fiscal accountability, transparency, and infrastructure reinvestment.
- Led major capital initiatives including water main replacement, stormwater resiliency improvements, and flood mitigation projects, utilizing state and federal funding sources.
- Strengthened resident communication and engagement through enhanced public outreach, improved access to information, and proactive communication practices.
- Modernized policies, organizational systems, and workforce development strategies to improve service delivery, morale, and long-term continuity.

LADNER CONSULTING – Florida & Midwest

Executive Consultant | 2021–Present

- Provided interim executive leadership and advisory services to municipalities experiencing leadership transition or organizational instability.
- Restored compliance, strengthened financial controls, and re-established transparent administrative and reporting systems.
- Advised elected officials on governance best practices, strategic planning, and accountability under Florida’s Sunshine and Public Records laws.
- Supported collective bargaining, policy modernization, and onboarding of senior leadership to ensure operational stability and public confidence.

CITY OF HART, MI

City Manager | 2018–2021

- Managed all operations of a full-service city including public safety, utilities, public works, parks, finance, and community development.
- Delivered multi-year capital improvements encompassing water and sewer system upgrades, roadway rehabilitation, and facility replacements.
- Led multiple park development, expansion, and revitalization projects, including construction of a downtown Pocket Park, creation of a non-motorized water trail connecting the municipal campground and beachfront, Veterans Memorial Park improvements, and the Hart Disc Golf Course.
- Negotiated labor agreements that promoted workforce stability, retention, and high service standards.
- Improved internal controls, financial reporting, and long-term fiscal sustainability.

CITY OF SOUTH LYON, MI

City Manager | 2014–2018

- Oversaw all municipal functions and strategic priorities for a rapidly growing community, balancing infrastructure demands with preservation of community character.
- Directed major utility, roadway, and public facility capital projects to support sustained residential and commercial growth.
- Strengthened pension management, liability planning, and financial forecasting to improve long-term sustainability.
- Implemented organizational policies and staff development systems that enhanced accountability, efficiency, and service responsiveness.

CITY OF HIAWATHA, KS

City Administrator | 2006–2013

- Directed all municipal operations, policy implementation, budgeting, and capital planning for a full-service organization.
- Secured and managed multiple state, federal, and private funding sources to advance infrastructure, housing, and community development initiatives.
- Designed, financed, and delivered a three-phase downtown streetscape reconstruction project, integrating ADA-compliant public pathways, multi-modal transportation improvements, and historic downtown revitalization.
- Led extensive public engagement efforts to establish long-term community priorities and support economic development.

LYNNE LADNER, MPA, ICMA-CM119.071(4)(d)2h • [LinkedIn Profile](#)
elizabethlladner@gmail.com • 119.071(4)(d)2h**EDUCATION**

Master of Public Administration (MPA) – Grand Valley State University
Bachelor of Science, Political Science – Grand Valley State University

CERTIFICATIONS & PROFESSIONAL DEVELOPMENT

ICMA-CM (Active)
SHRM-SCP
Senior Executive Institute – University of Virginia
FEMA NIMS: IS-100, IS-700.b, IS-800, IS-2200
Florida Notary Public (Active)

PROFESSIONAL & COMMUNITY AFFILIATIONS

International City/County Management Association (ICMA)
Florida City & County Management Association (FCCMA)
Palm Beach County City Managers Association
Florida League of Cities – Committee Participation

Public Records Exemptions

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119.071(4)(d)2h		1-4

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**LACY LAFAVE
APPLICATION PACKET
PERMANENT CITY MANAGER – CITY OF MADEIRA
BEACH**

119.071(4)(d)2h • 119.071(4)(d)2h • LacyLaFave@gmail.com • LinkedIn: [insert URL]

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6. 6. Commission Meeting Cheat Sheet
7. 7. Interview Closing Statement & 10 Questions

1. Cover Letter

Date: January 5, 2026

Honorable Mayor and Commissioners

City of Madeira Beach

300 Municipal Drive

Madeira Beach, Florida 33708

RE: Application for Permanent City Manager

Honorable Mayor and City Commissioners,

Madeira Beach deserves a City Manager who combines proven operational command with deep understanding of barrier-island governance—someone who can deliver results immediately, protect quality of life, and guide the City forward with calm leadership, strategic discipline, and public trust. I am applying to serve as the next Permanent City Manager of Madeira Beach because I bring a rare combination of (1) direct leadership experience within Madeira Beach, (2) City Manager executive performance in Pinellas County, and (3) coastal resilience expertise that is essential for the City's future.

Madeira Beach is unique. It is a proud coastal community with a strong identity, high resident expectations, and intense seasonal pressures. The City's success depends on the ability to maintain operational excellence while managing infrastructure demands, stormwater and flooding vulnerabilities, emergency readiness, tourism intensity, permitting volume, and long-term capital planning. I have lived these realities as a senior municipal leader within Madeira Beach and have executed policies, programs, and systems in the exact environment this role requires.

Throughout my career, I have been trusted with high-impact responsibilities spanning law enforcement negotiation, recreational sports programming, public works, permitting, code enforcement, strategic planning, ordinance implementation, capital planning, and emergency response coordination, including FEMA and recovery operations, and beyond.

As City Manager for the Town of Kenneth City, I led transformation across departments and stabilized financial performance—balancing the budget for the first time in nearly a decade and returning over \$500,000 to reserves while improving operational professionalism and accountability. I am a disciplined executive focused on measurable results: strong systems, professional culture, responsive service delivery, and clear communication with both elected leaders and residents.

If selected, my leadership will focus on:

- Immediate operational readiness and stability
- Strong Commission alignment and disciplined agenda execution
- Fiscal accountability and capital prioritization
- Resilience-forward infrastructure and stormwater strategy
- Transparent resident communication and trust-building
- High-performing staff culture and performance accountability

I have included a concise 90-Day Action Plan outlining the practical steps I will take beginning Day One to stabilize, assess, align, and deliver visible momentum. My leadership style is calm, clear, and collaborative—while remaining decisive and accountability-driven.

Thank you for your time and consideration. It would be an honor to serve Madeira Beach as its next City Manager. I welcome the opportunity to interview and to discuss how I will protect Madeira Beach’s identity while strengthening City performance and resilience for the future.

Respectfully,

Lacy L. LaFave

2. Executive Resume

LACY LAFAVE

119.071(4)(d)2h • 119.071(4)(d)2h • LacyLaFave@gmail.com

CITY MANAGER | MUNICIPAL EXECUTIVE | COASTAL GOVERNANCE + RESILIENCE LEADER

Results-driven municipal executive and senior public administrator with extensive experience leading Florida coastal barrier-island operations, including multiple years of leadership within the City of Madeira Beach. Proven in infrastructure modernization, fiscal stabilization, intergovernmental relations, emergency response, interlocal agreements, and ordinance implementation. Highly collaborative with elected commissions and civic stakeholders; known for disciplined execution, transparent governance, and calm operational command during high-pressure events. Combines deep municipal leadership with private-sector executive experience to deliver high performance, speed, and accountability across departments.

Core Competencies

- City Manager / Commission Collaboration & Agenda Execution
- Coastal Infrastructure & Resilience Strategy
- Hurricane & Emergency Response / FEMA Coordination
- Strategic Budgeting, Reserves, and CIP Oversight
- Public Works, Code Enforcement, Parks, Planning & Permitting
- Ordinances, Zoning Updates, and Permit Reform
- Intergovernmental Relations (Local/County/State/Federal Partnerships)
- Public Communications, Stakeholder Engagement & Trust Building
- Grant Strategy, Legislative Funding & Program Delivery

Professional Experience

Town of Kenneth City, Florida

City Manager | June 2023 – April 2024

- Provided executive leadership over full municipal operations, aligning departmental delivery with Commission priorities and strengthening financial performance, accountability systems, and operational professionalism.
- Balanced the municipal budget for the first time in nearly a decade and returned \$500,000+ to reserves, strengthening long-term fiscal stability.

- Improved professionalism, accountability, and resource allocation across operations.
- Advanced infrastructure priorities and secured legislative funding through the Florida House.
- Strengthened emergency preparedness, interagency coordination, and readiness systems.
- Executed and strengthened intergovernmental agreements with fire districts and Pinellas County partners.

City of Madeira Beach, Florida

Executive Assistant to City Manager | 2017 – 2021

- Served in senior leadership roles supporting City Manager and Commission in coastal operations, resilience strategy, ordinance modernization, and operational performance across key service departments.
- Oversaw or supported operations spanning public works, permitting, code enforcement, and strategic planning across a high-visibility tourist coastal environment.
- Supported execution of the City's multi-million-dollar Capital Improvement Plan (CIP), ensuring alignment and implementation.
- Spearheaded barrier island priorities including beach renourishment, stormwater mitigation, and resilience-forward capital policy.
- Facilitated ordinance updates and zoning reforms aligned with coastal vulnerability, preservation, and long-term sustainability.
- Led cross-department coordination through hurricane response operations, including post-storm recovery and FEMA coordination.
- Advised municipal executives and elected bodies on land use, redevelopment, utilities modernization, and government strategy.
- Specialized in coastal vulnerability planning, intergovernmental relations, and community redevelopment implementation.
- Advanced coastal planning initiatives for barrier island communities.
- Secured grants and managed intergovernmental partnerships to execute programs and improvements.

Private Sector Leadership

Franklin Street & Datalink Software

Chief of Staff | 2021 – 2023

- Led executive operations, strategic project coordination, internal alignment, and delivery accountability across teams.

Giddings Law, P.A.

Executive Administrator | 2020 – 2021

- Oversaw legal operations, HR functions, and compliance systems supporting a high-performance professional environment.

Education & Affiliations

- Master of Public Administration (MPA) — In Progress
- Bachelor's Degree (Public Affairs / Urban Policy) — Completed
- Member, Florida City and County Management Association (FCCMA)
- Former Member, Women in Tourism; Tampa Bay Beaches Chamber of Commerce
- Volunteer, Hillsborough County Schools; Former Member, Florida Development Association

3. 90-Day Action Plan (Day-One Ready)

Purpose: Deliver immediate stability, Commission alignment, and measurable performance momentum in Madeira Beach.

Guiding Principles:

- Calm leadership under pressure
- Clear standards and accountability
- Fiscal discipline and transparent reporting
- Barrier-island operational realism (resilience, stormwater, readiness)

DAYS 1–15: Take Control + Align

- Meet individually with Mayor and each Commissioner to align on priorities and concerns.
- 1:1 meetings with department directors; confirm roles, risks, and immediate needs.
- Implement leadership cadence (weekly department heads meeting; weekly Commission briefing memo).
- Confirm emergency readiness and FEMA documentation discipline.

Outputs: Priority map, Top 20 action list with owners/deadlines, readiness memo.

DAYS 16–30: Diagnose + Stabilize Systems

- Operational performance review: permitting flow, code responsiveness, public works priorities, vendor performance.
- Financial snapshot: revenue, expenditures, overtime controls, reserve protection strategy.
- Stabilize high-visibility service delivery: beach access, lighting, signage, parking, pedestrian safety.

Outputs: Operational snapshot memo, budget performance & reserve plan, permitting/code quick wins.

DAYS 31–45: Deliver Quick Wins

- Implement response standards (24–48 hour expectations) and complaint intake routing.
- Launch Commission Priority Tracker dashboard (status, milestones, next steps).
- Upgrade public communications: projects, permits, storm readiness, service updates.

Outputs: Priority tracker live, response standards implemented, communications update schedule.

DAYS 46–60: Capital + Resilience Acceleration

- Review CIP sequencing and project readiness; remove bottlenecks and delays.
- Stormwater/resilience acceleration memo: priority projects, funding pathways, county/state coordination.
- Ensure ordinance/permitting alignment to Commission intent and community character.

Outputs: Resilience & stormwater acceleration memo, CIP schedule update, funding map.

DAYS 61–90: Staff Performance + Long-Term Stability

- Implement departmental KPI tracking (permitting turnaround, code closure, work orders, budget performance).
- Workforce stabilization plan: hiring priorities, training, retention, cross-training for high season/storm response.
- Present 12–18 month execution map to Commission including workshop schedule and budget planning cadence.

Outputs: KPI dashboard, staffing plan, strategic execution map.

4. Madeira Beach Executive One-Sheet (Commission Handout)

LACY LAFAVE — Candidate for Permanent City Manager – City of Madeira Beach

119.071(4)(d)2h • 119.071(4)(d)2h • LacyLaFave@gmail.com • LinkedIn: [insert URL]

The Bottom Line: Madeira Beach needs barrier-island leadership with immediate readiness. I have already served in senior leadership within Madeira Beach government and have proven City Manager performance in Pinellas County.

Leadership Identity: Known for modernizing outdated systems, acting with fearless execution while remaining transparent and ethical. Calm under pressure and accountability-driven. Not waiting for change to happen—making it happen.

What I Deliver Day One:

- Commission alignment & disciplined agenda execution
- Operational control with accountability systems
- Faster, clearer permitting and code performance systems
- Coastal resilience leadership (stormwater, beach, FEMA readiness)
- Transparent resident communication and trust-building
- Fiscal discipline + capital prioritization

Proven Results:

- Kenneth City City Manager (2023–2024): Balanced budget; returned \$500K+ to reserves; improved professionalism and accountability; strengthened emergency preparedness and intergovernmental coordination.
- City of Madeira Beach (2017–2024): Acting Assistant City Manager / Director of Policy & Resilience; supported multi-million-dollar CIP; led ordinance modernization and resilience zoning; supported stormwater and beach priorities; coordinated hurricane response and FEMA recovery.

Signature Leadership Statement:

Under my leadership, communities experience substantial improvements in financial stewardship, legislative development, and strategic planning—achievements that fortify infrastructure and ensure long-term economic and social sustainability. These efforts reflect my unyielding dedication to progress and equity.

5. Commissioner Outreach Scripts

3-Minute Commissioner Pitch

Commissioner, thank you for taking a moment. I'm Lacy LaFave — I'm applying to be the next Permanent City Manager, and I wanted to reach out personally because I care deeply about Madeira Beach and have already served in senior leadership here.

Madeira Beach is barrier-island governance. You're balancing storm readiness, infrastructure wear, high-season service pressures, complex permitting, and constant resident expectations — while protecting the character of the community.

What I bring is rare: I've helped lead Madeira Beach operations from inside the City, and I've also served as City Manager in Pinellas. That means I'm not learning the job — I can deliver immediately. In Kenneth City, I balanced the budget for the first time in nearly a decade and returned over \$500,000 to reserves while improving operational professionalism and accountability.

My leadership style is steady, transparent, and execution-driven. I modernize systems, raise performance, and remain calm even in politically noisy environments. If selected, my first 90 days will focus on Commission alignment, operational control, resilience and stormwater acceleration, and clear performance dashboards.

If you're open, I'd value hearing your top priorities and concerns so I can ensure I'm aligned with your vision for Madeira Beach.

Commissioner Text Message

Commissioner [Name], this is Lacy LaFave. I'm applying for Permanent City Manager and wanted to introduce myself directly. I've served in senior leadership within Madeira Beach and recently served as City Manager in Pinellas (balanced budget + returned \$500K+ to reserves). I'd appreciate 10 minutes to hear your priorities for Madeira Beach and how I can best support the Commission's vision.

Voicemail Script

Hi Commissioner [Name], this is Lacy LaFave. I'm applying for the Permanent City Manager role. I've served in Madeira Beach leadership and recently served as City Manager locally. I'd appreciate a few minutes to hear your priorities. My number is 119.071(4)(d)2h . Thank you.

6. Commission Meeting Cheat Sheet

20-Second Introduction: I'm Lacy LaFave. I've served in senior leadership within Madeira Beach, including Acting Assistant City Manager and Director of Policy & Resilience, and I've also served as City Manager in Pinellas. I lead with calm operational command, fiscal discipline, and results—especially in barrier-island coastal environments.

Why Madeira Beach: Madeira Beach is barrier-island governance. It requires a leader who understands storm readiness, coastal infrastructure wear, high-season pressure, complex permitting, and quality-of-life expectations—without learning on the job. I've already served Madeira Beach from inside the organization, and I'm ready to deliver stability, execution, and measurable results immediately as Permanent City Manager.

Anchor Strengths: Madeira-specific credibility; Day-One readiness; fiscal command; resilience/stormwater execution; permitting performance; Commission alignment; public trust and transparency.

Signature Leadership Statement: Under my leadership, communities experience substantial improvements in financial stewardship, legislative development, and strategic planning—achievements that fortify infrastructure and ensure long-term economic and social sustainability. These efforts reflect my unyielding dedication to progress and equity.

Soundbites: Barrier-island governance requires barrier-island experience. I don't promise—I implement. Calm leadership. Clear standards. Measurable results. I modernize systems without chaos.

7. Interview Closing Statement & 10 Questions

Closing Statement (45–60 seconds)

Thank you for your time and thoughtful questions. Madeira Beach requires a City Manager who can provide immediate stability while strengthening performance for the long term. I bring a rare combination: proven City Manager leadership in Pinellas County and senior operational leadership inside Madeira Beach itself — meaning there is no learning curve. I understand barrier-island governance, storm readiness, infrastructure demands, high-season service pressures, and the need for disciplined permitting and code enforcement systems that protect the character of this City.

Under my leadership, communities experience substantial improvements in financial stewardship, legislative development, and strategic planning—achievements that fortify infrastructure and ensure long-term economic and social sustainability. These efforts reflect my unyielding dedication to progress and equity.

I lead with calm operational command, transparency, and accountability. I'm ready to execute your priorities immediately, strengthen trust with residents, and deliver measurable results in the first 30, 60, and 90 days. I would be honored to serve Madeira Beach as your next Permanent City Manager.

10 Questions to Ask the Commission

- What are the Commission's top three priorities you want executed within the first 90 days?
- What are the biggest operational frustrations you're experiencing today with City Hall?
- Which capital projects must move faster — and where do you believe the bottlenecks are?
- What does success look like to you at the 6-month mark for the next City Manager?
- What do you want the public to feel more strongly about Madeira Beach government by the end of this year?
- Are there areas where communication from staff to the Commission needs improvement?
- What is the Commission's current appetite for resilience-forward investment and stormwater acceleration?
- What staffing gaps or performance gaps concern you most right now?
- What qualities did you value most in prior City Managers—and what must be different going forward?
- If selected, what would you want my immediate focus to be in my first 10 days?

LACY L. LAFAVE

119.071(4)(d)2h

119.071(4)(d)2h

| lacylafave@gmail.com

PROFESSIONAL SUMMARY

Executive leader with extensive experience overseeing complex, highly regulated operations, leading cross-functional teams, and delivering measurable financial and service outcomes. Proven record of optimizing budgets, improving organizational performance, strengthening risk controls, and building stakeholder confidence—well-suited for Vice President / Market President leadership in commercial banking. Adept at developing growth strategy, strengthening client relationships, and driving operational excellence with a disciplined, board-ready approach.

CORE SKILLS

Executive Leadership • P&L / Budget Oversight • Operational Excellence & Continuous Improvement

Commercial Relationship Strategy • Stakeholder & Board Communications • Governance

Risk Management • Compliance Mindset • Internal Controls • Policy Development

Capital Planning & Program Delivery • Vendor / Contract Management • Team Development

Performance Management • Service Standards • Community & Economic Development Partnerships

PROFESSIONAL EXPERIENCE**TLR Development Group LLC — Manager****March 2025 – Current**

- Oversee day-to-day operations across leasing, sales, marketing, resident/client communications, vendor coordination, and property performance to support portfolio growth and service excellence.
- Lead leasing strategy and unit performance management, including pricing recommendations, vacancy reduction initiatives, renewal strategy, and customer/resident retention.
- Direct marketing and brand initiatives, including digital campaigns, promotions, collateral development, content strategy, and reputation management to expand market reach and increase lead conversion.

**City Manager | Town of Kenneth City, Florida
June 2023 – April 2024**

Led transformation of municipal operations and professional standards across departments to improve service delivery and accountability.

Managed and executed a balanced annual budget for the first time in nearly a decade; returned approximately \$500,000 to reserves through fiscal discipline.

- Implemented key policy initiatives and infrastructure priorities; advanced legislative strategy resulting in funding support from the Florida House.
- Negotiated intergovernmental agreements and strengthened partnerships with fire districts, county officials, and community stakeholders.
- Supported emergency preparedness and coordinated response planning with emergency management partners.
- Manage stakeholder communications across residents/clients, vendors, internal teams, and ownership/leadership—ensuring timely resolution, professional messaging, and consistent brand standards.
- Plan, coordinate, and execute events and community-facing initiatives to enhance visibility, strengthen tenant satisfaction, and support strategic partnerships.
- Conduct ongoing market analysis (comparables, competitor pricing, demand trends, absorption rates) and develop strategic recommendations to optimize revenue, positioning, and operational priorities.
- Develop and implement operational systems, workflows, and performance tracking to improve accountability, service delivery, and reporting across key business functions.
- Support strategic initiatives including business development, process improvement, and portfolio-wide operational enhancements to maximize ROI and long-term asset performance.

Chief of Staff to President of Insurance | Franklin Street Commercial Real Estate & Insurance LLC

August 2022 – January 2023

- Provided high-level operational and administrative support to senior leadership including calendar management, correspondence, project tracking, and meeting preparation.
- Maintained recurring updates to databases, reports, and spreadsheets; produced concise research summaries to support executive decision-making.
- Served as liaison across departments and with external stakeholders while handling confidential and non-routine matters with discretion.

Chief of Staff to COO | Datalink Software LLC (Healthcare Technology)**April 2021 – May 2022**

- Supported COO with executive coordination, internal communications, and cross-functional project management for a national healthcare software organization.
- Managed complex calendars and priorities; ensured leadership readiness for high-impact meetings with supporting documentation and materials.
- Produced presentations, reports, and correspondence; ensured accuracy and confidentiality of sensitive business information.

Executive Administrator | Gidding Law, P.A.**April 2020 – March 2021**

- Streamlined operations through automation and standardized workflows to improve efficiency and quality of client service delivery.
- Managed HR support functions including onboarding coordination, training logistics, and administrative team scheduling.
- Drafted and tracked correspondence and legal documents; maintained professional communications and administrative compliance.

Executive Assistant to the City Manager | City of Madeira Beach, Florida**June 2017 – April 2020**

- Served as primary liaison between the City Manager's Office, Mayor/Commission, and partner agencies; coordinated communications and administrative workflows.
- Prepared meeting materials and supported city operations aligned to commission directives, strategic priorities, and public transparency.
- Coordinated with residents, developers, and stakeholders to resolve issues and support service delivery improvements.

Graduate Intern – Office of the City Clerk | City of Madeira Beach, Florida

April 2017 – June 2017

- Prepared agenda materials for Commission meetings; attended meetings and transcribed minutes.
- Supported public records requests and records management in accordance with statutory requirements.

Recreation Coordinator | City of Madeira Beach, Florida

November 2014 – April 2017

- Coordinated public-facing programs and events; managed facility scheduling, vendor coordination, and budget tracking for community programming.
- Served as primary point of contact for residents, visitors, and community partners; maintained positive stakeholder relationships.

EDUCATION

Master of Public Administration (MPA), Expected 2026 | Northern Michigan University

Bachelor of Science – Community Health Education | Northern Michigan University (2014)

AFFILIATIONS

- ICMA | FCCMA | Pinellas County Schools Mentoring Program

REFERENCES

Available upon request

Public Records Exemptions

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

Reason	Description	Pages
119.071(4)(d)2h		1, 5, 10, 15

Public Records Exemptions

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119.071(4)(d)2h		1, 5, 10, 12, 15

Emilie G. LaGrow, Esq., ICMA-CM

119.071(4)(d)2h

119.071(4)(d)2h

emilie.lagrow@gmail.com

Dear Mayor and Members of the City Commission,

I am writing to express my strong interest in the City Manager position with the City of Madeira Beach. With more than eleven years of experience as a chief administrative officer in a commission–manager form of government, along with a legal background and a proven record of leading redevelopment, infrastructure investment, and organizational excellence, I am excited about the opportunity to serve a vibrant coastal community that I love, such as Madeira Beach.

As Village Manager for Cassopolis, Michigan, I oversee all municipal operations including public safety, public works, utilities, planning and zoning, and economic development. Since my appointment, I have led strategic initiatives that have resulted in more than \$275 million in community investment, secured over \$28 million in state and federal grant funding, and positioned the organization for long-term financial stability through disciplined budgeting and multi-decade financial forecasting. These efforts have supported significant infrastructure modernization, downtown and corridor redevelopment, and community-focused capital projects—experience that aligns well with Madeira Beach’s ongoing priorities related to infrastructure, tourism, and quality of life.

My leadership style is collaborative, transparent, and results-oriented. I have extensive experience working with elected officials, residents, business owners, regional partners, and state agencies to balance growth with community character and environmental stewardship. I have successfully negotiated and administered multiple collective bargaining agreements, managed complex capital and infrastructure projects, and provided executive oversight of public safety operations, including policy development, legal compliance, and intergovernmental coordination.

In addition to my executive management experience, my Juris Doctor degree provides a strong foundation in municipal law, contracts, land use, and regulatory compliance—an asset when navigating the complex legal and operational challenges facing coastal communities. I am particularly drawn to Madeira Beach’s unique position as a tourism-driven waterfront city, where thoughtful leadership is essential to managing redevelopment, infrastructure resilience, fiscal sustainability, and community engagement.

I would welcome the opportunity to bring my experience, professionalism, and commitment to public service to the City of Madeira Beach. Thank you for your time and consideration. I look forward to the opportunity to discuss how my skills and leadership approach can support the City Commission and community in achieving their long-term goals.

Warm regards,

Emilie G. LaGrow

ICMA-CM | Village Manager | Attorney at Law

EMILIE G. LAGROW, Esq., ICMA-CM

119.071(4)(d)2h

119.071(4)(d)2h | emilie.lagrow@gmail.com

PROFESSIONAL SUMMARY

Collaborative, non-partisan municipal executive with 11 years of experience as a chief administrative officer in a commission-manager form of government. Proven record in strategic planning, organizational leadership, subnational diplomacy, labor relations, redevelopment, and community engagement. Extensive experience managing growth, implementing master plans, and navigating complex legal and regulatory environments.

EDUCATION

Juris Doctor, Thomas M. Cooley Law School – Grand Rapids, Michigan

Bachelor of Arts, Hospitality Business, Michigan State University – East Lansing, Michigan

PROFESSIONAL EXPERIENCE

Village of Cassopolis, Michigan | Village Manager | February 2015 – Present

- Chief administrative officer overseeing all municipal operations including public safety, public works, utilities, planning and zoning, and economic development within a commission-manager form of government.
- Strategic economic development leadership resulting in more than \$275 million in community investment since 2015.
- Long-range financial planning and budget administration, including 25-year projections; on track to triple the general fund by FY 2026.
- Successful negotiation of collective bargaining agreements for Police (POAM) and Public Works (AFSCME).
- Leadership of downtown reconstruction, corridor redevelopment, municipal complex development, and infrastructure modernization projects.
- Implementation and completion of prior Village Master Plan; currently leading the next comprehensive master plan process grounded in data-driven analysis and meaningful public engagement.
- Secured and administered more than \$28 million in state and federal grant funding since 2019.
- Organizational leadership and succession planning, including staff development, cross-training, and performance management.

- Executive oversight of Police Department operations including policies, FOIA compliance, media coordination, and intergovernmental public safety partnerships.
- Comprehensive legal oversight including contract negotiation, resolutions, policies, leases, and intergovernmental agreements.

Law Offices of David L. Carrier, Grand Rapids, Michigan | Of Counsel | 2016–2023

- Provided legal counsel in estate planning, contract review, and client representation.

LaGrow Consulting, Michigan | Municipal Consultant | 2012–2016

- Provided municipal and school district consulting services including budget audits, labor negotiations, grant administration, and policy development.

McCarty Law Offices, PLC | Attorney | 2014–2015

- Practiced municipal law, contracts, probate, and litigation; supervised staff and managed workflow.

Boersen Farms, Michigan | Contract Specialist & HR | 2012–2013

- Led contract transitions, HR management, and operational support following a major asset acquisition.

Berrien County Prosecutor's Office | Legal Intern | 2011

- Prosecuted criminal and traffic cases in District and Circuit Court including all required pleadings, briefs and memos of law and correspondence required.

E's Eatery Restaurant & Catering | Owner/Operator | 1999–2009

- Owned and operated full-service restaurant and catering business; managed staff, budgets, marketing and vendor contracts.

Caesars Palace Tahoe | Assistant to VP of Hotel Operations | 1997-1999

- Created and audited quality initiatives throughout departments within the hotel, casino, food & beverage and special event departments aimed at improving process outcomes, increasing customer satisfaction, and producing customer loyalty.

AWARDS, RECOGNITION & AFFILIATIONS

- **Michigan Subnational Diplomacy Working Group**
- **MML Community Builder Award - 2024**
- **Municipal Trailblazer of the Year - 2024**
- **GRIT Award – Governor Whitmer – 2023**
- **MSHDA Regional Impact Award 2024 & 2025**
- **MSHDA Success in Monitoring Award 2025**
- **MML Community Excellence Award - 2022**
- **AIA Award for Municipal Complex Project**
- **Bold Women of Business 2021**
- **ACEC Cassopolis Transformation Project Award**
- **Graham Woodhouse Award: Southwest Michigan Planning Commission 2024 (SMART Park Project)**
- **Graham Woodhouse Award: Southwest Michigan Planning Commission 2022 (Imagine Cass Project)**
- **ICMA Community Partnership Award**
- **International City Managers Association – CM**
- **Certified Zoning Administrator – Michigan State University**
- **Master Citizen Planner – Michigan State University**
- **Certified Election Official**
- **Certified Grant Administrator**
- **Certified Civil Mediator**
- **MML Land Use and Economic Development Legislative Committee**
- **Michigan Municipal League**
- **Michigan Municipal Executives**
- **Michigan Economic Developers Association**
- **Notary Public**
- **Cass Area Utility Authority Board Member**
- **Cassopolis Main Street Advisor/Volunteer**
- **Cass Land Bank Authority – Vice Chair**
- **Michigan Infrastructure Council**
- **Southwestern Michigan College, Paralegal Program Advisory Board**

SPEAKING ENGAGEMENTS

***List of speaking engagements available upon request**

Public Records Exemptions

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119.071(4)(d)2h		1-2

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

ALBERT E. LASSITER, JR.

Item 4B.

albert.lassiter@uga.edu

119.071(4)(d)2a

EDUCATION

The University of Georgia, Athens, GA December 2024
Master of Public Administration, School of Public & International Affairs
Current GPA: 3.55/4.00

Gordon State College, Barnesville, GA December 2019
Bachelor of Science in Human Services, School of Business and Public Service
Overall GPA: 2.50/4.00

Gordon State College, Barnesville, GA December 2019
Associate of Science in Criminal Justice, School of Business and Public Service
Overall GPA: 2.75/4.00

Jefferson State Community College, Birmingham, AL December 2003
Associate of Applied Science in Automated Manufacturing
Overall GPA: 2.70/4.00

RELATED COURSEWORK AND PROJECTS

Public Management – The University of Georgia Summer 2021
Major concepts and theories associated with the modern public organization. Instruction regarding organizational environments, goals and effectiveness, strategy and decision-making, structure and design, communication, leadership, individual work behaviors, and other topics.

Government Bids and Contracting – The University of Georgia Fall 2021
Provides exposure to the rationale, theory, and complex context of contracting and an opportunity to learn and apply fundamentals of the various stages of government contracting for private sector business: integration, operations, management, and termination.

Public Personnel Administration – The University of Georgia Summer 2020
Procedures and problems of personnel administration. Included in the topics are classification, performance appraisal, hiring practices, affirmative action, and pay equity. Studies of governmental agencies are employed to give the students first-hand knowledge of governmental personnel administration.

Unified Incident Command – Texas A&M University System Spring 2016
Completed a program focused on the processes used in an Incident Command Post (ICP) and the key decision-making requirements within that response node. Command and coordination, resource management, and communications & information management were emphasized.

WORK EXPERIENCE

Georgia State University Atlanta, GA
Police Officer/Field Training Officer December 2017 to Present

- Supervise and evaluate new police officers, answer calls for service, and conduct criminal investigations when necessary
- Patrols campus areas on foot or by motorized vehicle; issues citations and warnings. Directs traffic and enforces traffic laws.
- Reports and investigates accidents, vandalism, thefts and fire. Assists in the location of lost or stolen property.
- Advises students, faculty, and staff on campus regulations. Investigates traffic accidents, and assists injured.

Clayton State University Morrow, GA
Police Officer April 2014 to December 2017

- Patrolled campus areas on foot or by motorized vehicle; issues citations and warnings. Directs traffic and enforces traffic laws.
- Performed varied law enforcement duties including investigation of crime. Protection of life and
- Executed all tasks associated with first responder police services, general patrol duties, and collision investigation
- Responded to major crime scene investigations for incidents of a violent or suspicious nature.

Federal Emergency Management Agency

Law Enforcement Officer

Anniston, AL Item 4B.

January 2007 to June 2012

- Provided surveillance, counter-surveillance, anti-terrorism, personnel protection, emergency response, and law enforcement services to the Center for Domestic Preparedness, and the Chemical, Ordnance, Biological, and Radiological (COBRA) Training Facility
- Participated in Protective Security Details for the Secretary of the Department of Homeland Security, and the Chief Administrator of the Federal Emergency Management Agency
- Received law enforcement crisis management experience to detect, deter, prevent, and respond to terrorist threats
- Bestowed protection of personnel, resources, facilities, fixed security posts, and mobile patrols; Operated closed-circuit television (CCTV) surveillance systems, access control and entry/exit inspections
- Served as on-call Emergency Operations Center Director, and Dispatch Administrator

Department of Defense

Civilian Law Enforcement Officer

Anniston, AL

February 2006 to January 2007

- Served as a Force Protection / Civilian Police Officer for the Department of Defense
- provided Anti-Terrorism, force protection, risk assessment, and emergency response services to the Army National Guard Training Base, Ft. McClellan, AL., Army National Guard personnel, and federal contractors.
- Imparted protection of personnel, resources, and facilities; manned fixed security posts and mobile patrols; conducted access control and ID verification services, incident response, and magnetometer operations
- Graduated from the Department of Defense Civilian Police Officer Course; maintained proficiency / training with all issued weapons (Beretta M9 and Remington 870).

Alabama State Guard

Military Intelligence Officer

Birmingham, AL

October 2004 to April 2013

- Assistant staff officer responsible for the collection, analysis, and dissemination of operational intelligence
- Conducted basic and advanced research in support of intelligence operations;
- Briefed senior officers and staff on current intelligence operations on the tactical and strategic level
- Maintained liaisons with a multitude of various federal intelligence agencies to collect and exchange information
- Selected for Officer Leadership/Officer Basic Course (OLC/OBC) and commissioned as a Second Lieutenant (2LT).

Civil Affairs Officer

Jan 2009 – Apr 2013

- Battalion Training Officer (S-3), 203rd Infantry BN (Civil Affairs); Principal staff officer responsible for training operations, procedures and policies for a Civil Affairs Battalion (CA).
- Advised unit commander on all training and operational matters, having impact on the support and operations of four subordinate companies.
- Updated battalion senior staff with quarterly Training Summary (TANSUM) briefings

Training Detachment Commander

Dec 2006 – Jan 2009

- Responsible for the leadership, and training of 98 personnel and all assigned equipment.
- Developed and implemented new Standard Operating Procedures (SOPs) which dramatically improved operational readiness, and mission capabilities,
- Trained soldiers in CBRNE, Land Navigation, Oppositional Force Tactics (OPFOR), Anti-Terrorism, Improvised Explosive Devices, Disaster Point of Distribution Centers (DPODS), and Casualty Evacuations (CASEVAC); Supervised an 8-man staff.

BE&K Engineering, Inc.

Mechanical Design Engineer

Birmingham, AL

August 2004 to August 2006

- responsible for the creation of assembly drawings, sub-assembly and component design, detailed drawings, etc.
- Prepared blueprints for civil, electrical, mechanical, structural and architectural components.
- Worked with project managers and development engineers, in order to improve the design of various projects
- Managed the prototype phase of a product by performing the needed tests and debugging when necessary
- Analyzed and made recommendations for best utilization of personnel resources.

TECHNICAL SKILLS

- Certified Emergency Manager - Alabama Emergency Management Council
- Training Instructor - Federal Emergency Management Agency
- Emergency Management Specialist – US Department of Defense
- Power Engineer 2nd Class – Georgia Association of Power Engineers
- HAZMAT Technician - Occupational Safety and Health Administration
- HAZMAT Instructor - Texas A&M University
- Certified Clinical Medical Assistant – National Healthcareers Association
- Crisis Intervention Team - National Alliance for the Mentally Ill
- Advanced Peace Officer - Georgia POST Council
- Field Training Officer - Georgia POST Council
- Disaster Medicine & Emergency Response - Texas A&M University
- Tactical (SWAT) Commander - Alabama POST Commission
- Tactical (SWAT) Operator - Alabama POST Commission
- Informant Program Management - Alabama Crime Prevention Training Institute
- Counterintelligence and Counterterrorism Tactics - CI Centre

Unofficial Academic Transcript



This is not an official transcript. Courses which are in progress may also be included on this transcript.

Transcript Data

STUDENT INFORMATION

Name: Albert E. Lassiter
 Birth Date: 119.071(4)(d)2a

Program
Master of Public Admin
 College
 School of Pub and Intl Aff
 Major and Department
 Public Administration, Public Admin
 and Policy

DEGREE AWARDED

Awarded: Master of Public Admin
 Degree Date: 12/13/2024

Primary Degree

College: School of Pub and Intl Aff
 Major: Public Administration

INSTITUTION CREDIT

Term: Fall 2020

Academic Standing
 Good Standing

Subject	Course	Campus	Level	Title	Grade	Credit Hours	Quality Points	R
PADP	6950	false	GM	Found Policy Analys	W	3.000	0.00	
PADP	8620	false	GM	Policy Process	A	3.000	12.00	

Term Totals	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term	6.000	3.000	3.000	3.000	12.00	4.00
Cumulative	6.000	3.000	3.000	3.000	12.00	4.00

Term: Spring 2021

Academic Standing
 Good Standing

Subject	Course	Campus	Level	Title	Grade	Credit Hours	Quality Points	R
PADP	6910	false	GM	Pub Admin/Democracy	B	3.000	9.00	

Term Totals	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term	3.000	3.000	3.000	3.000	9.00	3.00
Cumulative	9.000	6.000	6.000	6.000	21.00	3.50

Term: Summer 2021

Academic Standing
 Good Standing

Subject	Course	Campus	Level	Title	Grade	Credit Hours	Quality Points	R
PADP	6920	false	GM	Public Person Admin	A-	3.000	11.10	
PADP	7200	false	GM	Indp Study Pa	A	3.000	12.00	

Term Totals	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term	6.000	6.000	6.000	6.000	23.10	3.85
Cumulative	15.000	12.000	12.000	12.000	44.10	3.67

Term: Fall 2021

Academic Standing
 Good Standing

Subject	Course	Campus	Level	Title	Grade	Credit Hours	Quality Points	R
PADP	7110	false	GM	Rsch Mthds Pub Admn	W	3.000	0.00	

Item 4B.

Term Totals	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term	3.000	0.000	0.000	0.000	0.00	
Cumulative	18.000	12.000	12.000	12.000	44.10	3.67

Term: Spring 2022

Academic Standing
Good Standing

Subject	Course	Campus	Level	Title	Grade	Credit Hours	Quality Points	R
WFED	8010	false	GM	Wkfrc Ethics	B+	3.000	9.90	

Term Totals	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term	3.000	3.000	3.000	3.000	9.90	3.30
Cumulative	21.000	15.000	15.000	15.000	54.00	3.60

Term: Summer 2022

Academic Standing
Good Standing

Subject	Course	Campus	Level	Title	Grade	Credit Hours	Quality Points	R
PADP	6960	false	GM	Public Management	B+	3.000	9.90	

Term Totals	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term	3.000	3.000	3.000	3.000	9.90	3.30
Cumulative	24.000	18.000	18.000	18.000	63.90	3.55

Term: Fall 2022

Academic Standing
Good Standing

Subject	Course	Campus	Level	Title	Grade	Credit Hours	Quality Points	R
PADP	8470	false	GM	Bids and Contracting	A	3.000	12.00	

Term Totals	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term	3.000	3.000	3.000	3.000	12.00	4.00
Cumulative	27.000	21.000	21.000	21.000	75.90	3.61

Term: Spring 2023

Academic Standing
Good Standing

Subject	Course	Campus	Level	Title	Grade	Credit Hours	Quality Points	R
PADP	6490	false	GM	Administrative Law	B-	3.000	8.10	
PADP	6980	false	GM	Socialization Sem in Pub Admin	S	1.000	0.00	

Term Totals	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term	4.000	4.000	4.000	3.000	8.10	2.70
Cumulative	31.000	25.000	25.000	24.000	84.00	3.50

Term: Summer 2023

Academic Standing
Good Standing

Subject	Course	Campus	Level	Title	Grade	Credit Hours	Quality Points	R
EDAP	8430	false	GM	Power and Politics	B-	3.000	8.10	

Term Totals	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Current Term	3.000	3.000	3.000	3.000	8.10	2.70
Cumulative	34.000	28.000	28.000	27.000	92.10	3.41

Term: Fall 2023

Academic Standing
Good Standing

Subject	Course	Campus	Level	Title	Grade	Credit Hours	Quality Points	R
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PADP	6930	false	GM	Public Fin Admin	C+	3.000	6.90	
PADP	8630	false	GM	Policy Implement	A-	3.000	11.10	
Term Totals	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA		
Current Term	6.000	6.000	6.000	6.000	18.00	3.00		
Cumulative	40.000	34.000	34.000	33.000	110.10	3.33		

Item 4B.

Term: Spring 2024

Academic Standing

Good Standing

Subject	Course	Campus	Level	Title	Grade	Credit Hours	Quality Points	R
PADP	7110	false	GM	Rs ch Mthds Pub Admn	A	3.000	12.00	
Term Totals	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA		
Current Term	3.000	3.000	3.000	3.000	12.00	4.00		
Cumulative	43.000	37.000	37.000	36.000	122.10	3.39		

Term: Summer 2024

Academic Standing

Good Standing

Subject	Course	Campus	Level	Title	Grade	Credit Hours	Quality Points	R
PADP	7120	false	GM	Data App Pub Adm	A	3.000	12.00	
Term Totals	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA		
Current Term	3.000	3.000	3.000	3.000	12.00	4.00		
Cumulative	46.000	40.000	40.000	39.000	134.10	3.43		

Term: Fall 2024

Academic Standing

Good Standing

Subject	Course	Campus	Level	Title	Grade	Credit Hours	Quality Points	R
PADP	6950	false	GM	Economic Found Policy Analysis	C+	3.000	6.90	
PADP	6990	false	GM	Capstone Paper	S	1.000	0.00	
Term Totals	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA		
Current Term	4.000	4.000	4.000	3.000	6.90	2.30		
Cumulative	50.000	44.000	44.000	42.000	141.00	3.35		

TRANSCRIPT TOTALS

Transcript Totals (Masters)	Attempt Hours	Passed Hours	Earned Hours	GPA Hours	Quality Points	GPA
Total Institution	50.000	44.000	44.000	42.000	141.00	3.35
Total Transfer	0.000	0.000	0.000	0.000	0.00	0.00
Overall	50.000	44.000	44.000	42.00	141.00	3.35

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119.071(4)(d)2a		1, 4

Hello,

I am a well-educated, trustworthy, hardworking individual with a master's degree in business administration, Finance & Economics. I have a successful track record in the private sector and in state government. Although I am confident, I would be an asset to your organization. I am looking for a role where my contribution makes a measurable impact.

Below are a few notable skills I can bring to your team:

Data Utilization & Analysis: Functional & Situational Reasoning: Project Management: Strategic Planning: Change Management: Total Quality Management: Lean: Six Sigma Black Belt: Process Mapping: Swot Analysis: Workforce Management platform administration, system enhancement(s) & upgrade(s): Oracle, People Soft, GIS based asset management solutions and development. CPR, AED and Basic First Aid Certification, GIS basics, GIS Intermediate, Advanced GIS concepts certified, NIMS Certifications 100, 200, 700, 800, IMPLAN, Tableau, MCSE

I would enjoy a few moments of your time, to find out more about what appears to be a very interesting opportunity. For your review, I have attached both my resume and my latest work performance evaluation.

I look forward to hearing from you as time allows.

Thank you in advance for your time and consideration.

Chad

CHAD EMERSON LEGGETT, MA, BA, MBA, PMP, CMA

119.071(4)(d)2.z.(II)(Cemersonleggett@gmail.com

Strategic Resource Utilization • Business Development • Data Utilization • Program Management

Drove Quality Management • Improved Processes • Managed Workforces • Optimized Operations

Achievement Award 3x, Indiana DOT • Advanced GIS Concepts Certified • Six Sigma Black Belt

WORK EXPERIENCE

Teachers Credit Union, South Bend, IN

May 2019 - Present

Indiana's largest credit union

Digital Services, Senior Product Manager, ITM Implementation

- Streamlined workflow by managing the implementation of advanced ITM technology for branch transformation, eliminating corporate waste, and increasing overall profitability.
- Contributed to all planning and budget cycle activities by managing day-to-day implementation.
- Optimized communication through engaging with internal team leadership as well as external professionals to create, deploy, enhance, and strategically locate new banking footprint.
- Increased efficiency by developing comprehensive Lean processes and procedures and creating a GIS-driven preventative asset management programs that lowered costs.

Indiana Department of Transportation, Various Locations

2014 - 2019

A governmental agency of the US state of Indiana

Operations Analyst, Operations Process & System Management

Nov 2016 - June 2019

- Earned 3x Achievement Award "for high achievement and contribution" via leveraging consistent exceptional performance in operations management and overall excellence.
- Catalyzed operational support by recommending and facilitating quality improvement efforts (DMAIC) as well as developing, maintaining, and amending standard operating procedures.
- Enhanced strategic decision-making through identifying, capturing, and maintaining critical data elements necessary for process and system management and improvement.
- Delivered added value via effectively creating, implementing, and managing several technical and operational business solutions and products at the state and district levels.

Program Director/District Analyst**June 2014 - Nov 2016**

- Contributed to workstream improvement through participating in root cause analysis to correct and/or prevent deviations in operational and departmental processes and workflows.
- Augmented information handling, strategic analysis, and utilization via transforming data into business information related to regional and statewide strategic decision-making.
- Facilitated discussions and data analysis through completing annual work plans as well as preparing and delivering executive-level presentations related to district programs.
- Streamlined operations via aligning departmental priorities and projects to strategic plans.

Purdue University, Fort Wayne, IN**Aug 2009 - June 2012***A leading public land-grant research university***Graduate Assistant/EBF Coach**

- Delivered successful programs and initiatives via managing the Office of Diversity and Multicultural Affairs and the MBA Office for the Department of Economics/Finance/Accounting.

Washington Mutual, Fort Lauderdale, FL**Aug 2000 - June 2009****Vice President / Sales Manager / Trainer**

- Added value through serving as Accelerated Sales Training Instructor for Washington Mutual.
- Contributed to departmental success via directing Risk Management- Financial Underwriting.
- Exceeded monthly and yearly ROI targets both individually and as a manager by leveraging extensive knowledge of products and services to effectively sell to customers.
- Earned Top 5% producer throughout tenure and received several awards through delivering the utmost in customer services, sales leadership, client satisfaction, and retention.

EDUCATION

Indiana University, Bloomington, IN**Master of Business Administration****Indiana University, Bloomington, IN****Master of Arts, Economics & Operations Management****Indiana University, Bloomington, IN****Bachelor of Science, Business Economics****TECHNOLOGIES, CERTIFICATIONS, & AWARDS**

Technologies: SAS, Microsoft Office, Oracle, BI, Tableau, Lindo, Python, SQL**Certifications:** CPR, AED and Basic First Aid Certification; Advanced GIS Concepts Certified; NIMS Certifications 100, 200, 700, 800 **Awards:** Achievement Award 3x, Indiana Department of Transportation

Public Records Exemptions

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

Reason	Description	Pages
119.071(4)(d)2.z.(II)(B)		2

Suzanne Linton
3919 Lake Shore Drive
Palm Harbor, FL 34684
727 519 5585
lintonsuzie@gmail.com
LinkedIn: <https://www.linkedin.com/in/suzanne-linton-9a410355/>

January 25, 2026

S. Renée Narloch & Associates

City of Madeira Beach City Manager Search

Dear Ms. Narloch and Members of the Board of Commissioners,

I am applying for the City Manager position with the City of Madeira Beach. I bring more than twenty years of government leadership with deep experience in municipal operations, finance, HR, governance, compliance, emergency coordination, and cross department modernization. In Tarpon Springs, a full service coastal city in Pinellas County, I serve as the Director of Information Technology and Chief Information Security Officer and as a senior executive partner to the City Manager and Commission. Over the last thirteen years I have helped shift the organization from reactive operations to disciplined governance by building citywide standards, strengthening internal controls, and delivering modern systems and workflows that support day to day service reliability across public safety, finance, HR, utilities, planning and zoning, parks and recreation, and general services.

The 2026 goals outlined for the City Manager align directly with how I lead. I build transparency, set expectations, strengthen continuity planning, while ensuring readiness across partners. I invest in employee retention, increase resident engagement, pursue grants aggressively and approach redevelopment with a balance of economic opportunity and neighborhood preservation.

My leadership style is practical and accountable. I translate complex issues into clear options, manage vendors and contracts to measurable outcomes, and keep the organization focused on service delivery. I communicate clearly with commissioners, residents, businesses, staff, and regional partners, especially during hurricane response and recovery. I would welcome the opportunity to discuss how I would approach your first priorities.

Thank you for your consideration.

Sincerely,

Suzanne Linton

SUZANNE MARIE LINTON

Palm Harbor, FL | 727 519 5585 | linton Suzie@gmail.com | [linkedin.com/in/suzanne-linton-9a410355](https://www.linkedin.com/in/suzanne-linton-9a410355)

SUMMARY

More than twenty years of government leadership, with deep experience in municipal operations, finance, HR, governance, compliance, cross-department modernization, and media representation. A practical, outcomes-driven leader known for translating complex risk and modernization priorities into clear decisions, sustainable governance, and reliable delivery. Comfortable in high accountability environments with competing priorities, and trusted to brief executives, elected officials, and community stakeholders.

Expertise includes:

- Governance, Policy, and Risk Management
- Crisis Management and Emergency Coordination
- Data Governance and Oversight
- Compliance, Audit, and Internal Controls
- Stakeholder and Legislative Engagement
- Budget and Financial Stewardship
- Strategic and Operations Planning
- Transformation and Modernization
- Workforce and Labor Relations
- Interagency Program Delivery

RELEVANT GOVERNMENT EXPERIENCE

CISO, Director of Information Technology, City of Tarpon Springs, Florida, 2013 to present

Full service coastal city serving 26,000 residents with a 120-million-dollar budget in Pinellas County, Florida. Executive partner to the City Manager and Commission, responsible for enterprise governance, security, continuity, and modernization across all departments, including public safety, finance, HR, utilities, planning and zoning, parks and recreation, and general services.

Duties and Responsibilities:

- Serve as executive advisor to the Board of Commissioners and City Manager, translating risk into clear options and guiding decisions that protect public trust, service reliability, and residents.
- Develop and administer operating and capital budgets, build business cases, lead procurements, negotiate contracts, and manage vendor performance to defined outcomes and service levels.
- Coordinate compliance impacts across County, State, and Federal requirements
- Lead continuity planning and disaster recovery to maintain essential services through hurricanes and operational disruptions, including exercises, after-action reviews, and corrective actions.
- Media representation of the city, including appearances on television and commercials
- Chief policy and decision authority for standards, risk posture, and modernization priorities citywide
- Draft, maintain, and enforce citywide policies, standards, and procedures covering security, continuity, and governance, and ensure adoption through training and accountability.

Achievements:

- Improved operational resilience by maturing disaster recovery planning, standardizing response playbooks, and strengthening continuity capabilities across departments.
- Delivered measurable cost control through citywide contract negotiations, licensing optimization, and disciplined vendor management while maintaining service levels.

- Built cross-department momentum for change by framing decisions in terms of risk, service reliability, and fiscal stewardship rather than tools.
- Achieved citywide public safety CJIS compliance by aligning policies, controls, and operating practices to FBI CJIS Security Policy and NIST standards
- Revolutionized citywide workforce training and policy acknowledgement, securing a \$50,000 training award and improving staff readiness, compliance adoption, and operational consistency. Reduced turnover by 60% in the first year of implementation.

Director of Management Information Systems, Mercer County, Pennsylvania, 1997-2003

Mercer County, Pennsylvania, serves about 108,500 residents across roughly 672.5 square miles. Directed countywide operations and modernization for core public services, with day-to-day partnership across courts, law enforcement, public safety, and administrative departments. Represented the County in statewide justice information sharing work and helped strengthen the policy and technical foundation for secure interagency data exchange aligned to FBI CJIS expectations and NIST-based controls.

Duties and Responsibilities:

- Managed countywide service delivery, infrastructure, and modernization across multiple departments and facilities, balancing operational risk, cost, and user adoption.
- Set governance direction for continuity and risk, translating requirements into enforceable policy, standards, and accountability.
- Led multi-agency coordination for justice information sharing and CJIS-aligned compliance readiness, working with federal, state, and local stakeholders.

Achievements:

- Supported Pennsylvania Justice Network collaboration by driving secure integration and operational alignment for criminal justice data sharing.
- Strengthened continuity planning and disaster recovery posture by formalizing processes, responsibilities, and recovery priorities.
- Improved reliability and service responsiveness through infrastructure modernization and standard operating procedures for support and change control.

OTHER PROFESSIONAL EXPERIENCE

Community Health Solutions of America, 2011-2013

Affordable Care Act Electronic Data Interface Manager

Appointed to lead the technical implementation of federal and state data exchange infrastructure during the launch of the Affordable Care Act (ACA). Collaborated with state agencies, EMR vendors, and private payers to align systems with evolving ACA policy requirements and federal incentive timelines.

Phillip Roy, Inc., 2005-2011

Director Human Resources Information Technology

Led full-cycle fiscal operations during a period of rapid business and regulatory change, managing accounting, payroll, A/P, A/R, billing, taxation, treasury and investment activities, and 401(k) strategy.

Baumann Raymondo & Co. CPA P.A., 2003-2005

IT Accountant, Audit and SOX Administrator

Specialized in internal control frameworks with a strong focus on enterprise governance, regulatory alignment, and information systems oversight in support of Sarbanes-Oxley (SOX) and SSAE 18 audit requirements. Provide consultative leadership across finance, IT, and legal teams to ensure regulatory alignment and enterprise readiness.

EDUCATION

MBA Barry University

BS Management and Organizational Leadership St. Petersburg College

PhD, Public Administration, Liberty University, in progress, expected 2028

Certified Public Manager, Florida State University, in progress, expected 2027

CERTIFICATIONS AND TRAINING

Project Management Professional (PMP)

Harvard Post Graduate Degree CORE, CLIMB, Specialization in Finance and Accounting

Harvard Certification in Leadership, Dynamic Teaming, Business Strategy, and Sustainable Investing.

FDLE Security and Privacy: Security Role (LASO); Level 2 Federal Background Check

FEMA Emergency Management Certified 00700.a-b, IS-00100. IS-00200.b, IEMC L0930

PROFESSIONAL AFFILIATIONS

Member International City/County Management Association (ICMA)

Member Florida Local Government Information Systems Association (FLGISA)

AUDREY MAHAL

Sarasota, FL 34221 · 315.767.0448
Amahal67@msn.com

SKILLS

- Fluent in Multi-lingual Languages: English and Urdu (Verbal and Written Communication), Hindi and Punjabi (Verbal Communication).
 - Administration – Adept in Microsoft Office Suite, Accounts Payables and Receivables, and Account Management.
 - Tactful Escalation Management
 - Knowledge and Proven Adherence of Delta and United States Department of Transportation Compliance Guidelines and Requirements.
 - Professional Leadership, Time Management, and Conflict Resolution with proficient critical thinking and multi-tasking/management skills.
 - Deadline-driven work ethic with detail-oriented and effective management abilities with proven patience and self-discipline.
 - Effective Trainer and Mentor
 - Experience with RMS, Campspot, K2, and Stay List.
-

EXPERIENCE

Customer Service Representative

Sarasota Tax Collector's Office | 2025 – Present

Key duties include handling payments; providing information on taxes, licenses, and fees; processing payments and receipts; balancing cash; updating customer records; and delivering courteous, accurate in-person customer service. Demonstrated strong communication skills, attention to detail, and professional interaction with the public.

Airport Operations Manager

G2 Secure Staff – Sarasota Airport | 2024 – Oct 2025

Managed 60 employees in daily airport operations including cabin cleaning teams, wheelchair service staff, curbside check-in, and bag runners. Oversaw vendor relationships with Southwest,

Allegiant, Sun Country, Avelo, Breeze, and JetBlue. Ensured smooth daily operations, budgeting, payroll, recruitment, terminations, corrective actions, and weekly vendor performance meetings.

Assistant Resort Manager

Sun Communities | 2023 – 2024

Responsible for housekeeping, front office and Maintenance staff. Hiring. Termination, counselling and guidance. HR liaison duties, safe management, employee scheduling, and general operations

Camp Host / Summer Manager

Ho Hum RV Park | 2022 – 2023

Provided exceptional customer service, concierge assistance, and reservation management. Responsible for hiring new staff, HR liaison duties, safe management, employee scheduling, and general operations. Worked with RMS.

Joint Venture Supervisor, Operations Manager

Delta Air Lines | 2015 – 2022

Managed policy implementation, incident management, and escalations for call center operations. Served as liaison to the Network Operations Center (NOC) and Office Leadership. Oversaw workforce management including real-time adherence, scheduling, and performance metrics. Partnered with Emergency Response and Safety Teams. Conducted data analysis to identify process improvements. Managed digital and social media channels to monitor and respond to customer sentiment.

New Hire Classroom Trainer

Delta Air Lines | 2015 – 2020 (Concurrent Role)

Facilitated corporate training programs, regulatory compliance instruction, and employee performance reporting for new hires.

Customer Service Agent / Reservations Sales Agent

Delta Air Lines | 2007 – 2015

Maintained safe environments while providing exceptional service at airport gates, ticket counters, and baggage services. Managed currency and assets assisted a diverse global customer base and handled incidents professionally in fast-paced environments.

Medical Assistant

Samaritan Health | 2006 – 2007

Took vital signs and assisted with PAP smears, strep tests, minor surgeries, and blood draws.

EDUCATION

Master of Business Administration (MBA) – University of Phoenix

Bachelor of Science in Management – University of Phoenix

Medical Assistant Certificate – Computer Career Center (El Paso, TX)

Institute of Legal Executives, Certificate – West Thomas College (London, UK)

ACTIVITIES

- Active member of the National Society of Leadership and Success (NSLS)
 - Prior volunteer for Veteran's Employee Network during tenure with Delta Airlines
-

REFERENCES

Available upon request

Debbie L. Manns

119.071(4)(d)2h

lmannsdl.62@gmail.com

January 26, 2026

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

Dear Mrs. Narloch:

The purpose of this letter is to serve as written confirmation of my interest in the position of City Manager for the City of Madeira Beach. In that regard, it is an honor to submit my resume' for your consideration in respect to this desirable position. My career in local government spans over 35 years and five municipalities, each of which has served an essential part in my professional development and preparedness for the current advertised position that you represent.

As a candidate for this position, my persona can best be described as one that emanates from a basis of teamwork and cooperation, true advocacy for the respect of citizens and other stakeholders and a drive for innovation and quality work results. My core competencies include experience in the following fields: Land-Use Planning, Community Development, and Economic Development. My strengths are in the areas of Strategic Planning, Project Management, Financial Management and Labor Relations.

Just like Madeira Beach is more than great shopping, restaurants and beaches which can only truly be valued by experiencing, I would appreciate an opportunity to meet you so that I may demonstrate that I have much more to offer than my resume' can present.

If I may provide any additional information to assist you in the selection process, please contact me and I will gladly comply with your request.

Sincerely,

Manns, Debbie ICMA-CM

DEBBIE L. MANNS

119.071(4)(d)2h

mannsd.62@gmail.com

CAREER FOCUS

A driven and goal focused professional with interest to serve in a municipal environment that considers a first-rate quality of life as a basic governmental function and demands the employ of sound and efficient governmental practices as the means to achievement.

CORE SKILLS

- Recognize the importance of proper planning and the responsibility of establishing and maintaining a collective vision
- Able to appreciate and make constructive use of the differences in people
- Promotes a workplace culture that provides feedback, demonstrates appreciation, trust, and empowers employees
- Believe in the use of a visible process by which to establish and implement public policy
- Possesses strong proficiencies in the areas of decisiveness, relationship building, collaboration, strategic thinking, conflict resolution, and adaptability

EXPERIENCE/ACCOMPLISHMENTS

06/2014 to Current

City Manager

City of New Port Richey — New Port Richey, Florida

Serves as the Chief Administrative Officer for the City. The total land area of the city is 4.6 miles. The total budgeted expenditure from all funds is \$ 105,570,610 across fourteen (14) departments with a total workforce of 330 FT employees.

The duties of the City Manager include the preparation of reports regarding the operations of city programs and departments and making recommendations to the City Council related to the affairs of the city. Additionally, ensuring that all laws and provisions of the City Charter are faithfully executed. Also to appoint, suspend, or remove any city employee subject to the law, city charter and personnel rules of the city.

Some specific responsibilities and project initiatives that I directly led include:

- Drafting and the execution of the city's Multi-Year Strategic Plan
- Facilitated the restoration of an abandoned historic structure which now operates privately as a boutique hotel in the city's downtown area
- Motivated a myriad of private reinvestments in the downtown area which redefined the city as a destination

- Launched branding and promotional efforts which have promoted an increase in visitors in the downtown area.
- Increased the amount of funding that the city receives in Federal and State grants on an annual basis.
- Serve as the city's chief negotiator on matters involving labor relations with employee groups
- Managed the transition from an open market system to a single-hauler waste collection and transportation service for residential and commercial customers
- Successfully reduced the city's millage rate for the past 7 years in a row while maintaining quality services and programs in alignment with City Council direction and community needs.

09/2006 to 06/2014

Assistant City Manager

City of Clayton – City of Clayton, Ohio

Assisted the City Manager with the administrative responsibilities of running the city. Directly responsible for supervision of the Planning, Zoning, Personnel, Building, Community Development and Code Enforcement activities of the city.

06/2004 to 02/2006

City Manager

City of Monroe – City of Monroe, Michigan

Directed the operation of the following departments: Police, Fire, Public Works, Planning and Development, Finance, Assessing, Parks and Recreation, Senior Services, Building, Community Development, Human Resources, Code Enforcement, Legal Services, Water, City Clerk, Treasurer, Wastewater Treatment, Water Filtration along with the Lake Erie Port of Monroe and Monroe Custer Airport. Made recommendations to the City Council related to the affairs of the city. Preparation, Submittal and implementation of the Annual Budget and Capital Improvement Plan.

12/2000 to 11/2003

City Administrator

City of Southgate – Southgate, Michigan

Integrates City Council vision into strategic and financial planning objectives. Ensure the effective and efficient implementation of policies set by the City Council. Directed the operation of the following departments: Police, Fire, Public Works, Building, Code Compliance, Treasury, City Clerk, Human Resources, and Parks and Recreation. Responsible for administering the Planning, Zoning, Economic, and Community Development functions of the city. Additionally, served as the Public Information Officer for the city.

12/1989 to 12/2000

Community Development Director

City of Wayne – Wayne, Michigan

Provided contract administration and construction management on capital improvement projects, managed all matters related to the planning and zoning

functions of the city, execution of the city's industrial, commercial, and residential economic development initiatives, served as the staff liaison for seven boards and commissions of the city. Responsible for the implementation of the Community Development Block Grant Program.

EDUCATION AND TRAINING

1980-1984 **Bachelor of Science:** Political Science
Eastern Michigan University — Ypsilanti, Michigan, USA

1986-1989 **Master of Public Administration**
Eastern Michigan University — Ypsilanti, Michigan, USA
I earned 36 graduate credit hours and did not complete thesis project.

PROFESSIONAL AFFILIATIONS

International City Management Association
Florida City County Managers Association
Florida Municipal League
American Society of Public Administrators
American Planning Association

Public Records Exemptions

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

Reason	Description	Pages
119.071(4)(d)2h		1, 3

119.071(4)(d)2h

119.071(4)(d)2h

| jeremy.marshall1010@gmail.com

ACCOMPLISHED CITY MANAGER

Driving significant results through business insight, strategic planning, and a diverse skill set

1/16/2026

Dear Members of the Search Committee,

I am writing to express my strong interest in the City Manager position for the City of Maderia Beach. With extensive experience leading full-service municipal organizations, a proven record of stabilizing operations and strengthening organizational culture, and a deep commitment to ethical, community-centered governance, I am energized by the opportunity to serve a city entering a generational period of growth and transformation.

As City Manager of High Springs, Florida, I oversee a full-service municipality, direct multimillion-dollar budgets, manage capital improvement programs, and lead cross-departmental teams in delivering high-impact public services. My work has required balancing long-range planning with day-to-day operational demands, guiding land-use and infrastructure initiatives, and fostering collaborative relationships with elected officials, regional partners, and state and federal agencies. These experiences align closely with Maderia Beach's need for a City Manager who can provide clear direction, stability, and inspired leadership.

My background in capital project delivery, organizational leadership, and evidence-based policy positions me to support the City's continued progress. I have successfully led teams through periods of rapid change, strengthened internal culture through mentorship and empowerment, and championed transparent, data-driven decision-making to ensure public trust and fiscal stewardship.

Maderia Beach's emphasis on relationship-building, ethical leadership, and long-term commitment resonates deeply with my professional values. I believe effective city management begins with listening, engaging authentically, and building durable partnerships across the community. My leadership style is grounded in emotional intelligence, resilience, and a people-first mindset—qualities that the City has identified as essential for its next City Manager.

I would welcome the opportunity to bring my experience, energy, and dedication to City of Maderia Beach and to support the City's vision for its next chapter. Thank you for your consideration. I look forward to the possibility of discussing how my background and leadership approach align with the needs of your organization.

Sincerely,



Jeremy M. Marshall

Encl.: Resume

119.071(4)(d)2h

119.071(4)(d)2h

jeremy.marshall1010@gmail.com

ACCOMPLISHED CITY MANAGER

Driving significant results through business insight, strategic planning, and a diverse skill set

- Accomplished and results-driven operations leader with expertise in building and leading effective approaches for city management, delivering results in roles overseeing departments that include Finance, Human Resources, Emergency Responders, and Law Enforcement.
- Proven history of successfully collaborating with administrators, the public, and key stakeholders. Career includes leadership roles with the City of High Springs in Florida, the Town of Farmington in New York, and the County of Ontario in New York.
- Expertise in leading teams of professionals in the implementation of strategies that effectively improve productivity while meeting operating and fiscal targets.

"I have known Jeremy for nearly ten years as assistant village manager and then village manager for the Village of Orland Park, Illinois. I found Jeremy to be a natural leader, knowledgeable, competent individual who was well versed in all aspects of local government. Jeremy is a true government veteran, having served on the local and county levels, and has a keen awareness of the importance of effectively serving the community's stakeholders. He has a strong background in finance and budgeting, along with planning and development."

Quote from Village Manager, Village of Niles

AREAS OF EXPERTISE

- Seasoned Operations and Strategic Leadership
- Driving Success in Department Operations
- Trusted Advisor to Leadership
- Maintaining Regulatory Compliance
- Fostering Strategic Partnerships
- Builds and Leads Strong Teams
- Managing Multimillion Dollar Budgets
- Skilled in Grant Application and Management

Professional Experience

2024 to Current • CITY OF HIGH SPRINGS | HIGH SPRINGS, FL

City Manager

Led daily operations for a full-service Florida municipality, overseeing 9 direct reports and more than 100 full-time employees across public safety, utilities, finance, HR, public works, and community development. Directed a \$27M annual budget, ensuring fiscal responsibility, transparency, and alignment with Commission priorities.

- Secured \$9.5M in drinking water improvement funding, strengthening long-term water system reliability.
- Oversaw a \$12M sewer capacity expansion project, supporting growth and improving system performance.
- Modernized internal processes and advanced data-driven decision-making across departments.
- Strengthened organizational culture by mentoring department heads, improving cross-departmental collaboration, and establishing clear operational expectations.
- Ensured compliance with Florida statutes, municipal regulations, and utility operating standards.
- Negotiated and executed complex vendor contracts, interlocal agreements, and labor union collective bargaining agreements to secure cost-effective, compliant, and sustainable outcomes for the City.
- Led comprehensive emergency management planning and coordination for three hurricane events, ensuring operational continuity, rapid response readiness, and cross-departmental alignment during high-risk periods.

2022 to 2022 • CITY OF VALLEY | VALLEY, NE

City Administrator

Led vision, strategy, and execution for all facets of city operations, with authority over 8 direct reports and a \$2.9M budget. Scope of accountability included Finance, Human Resources, Emergency Responders, Law Enforcement, and the execution of legislative policies originating from the Mayor and City Council. Established policies, procedures, and best practices designed to improve efficiency and productivity across all city departments.

- *Credited with developing and presenting the municipal budget within an aggressive timeframe.*
- *Expanded library operations from part-time to full-time by researching and securing funding.*
- *Wrote a grant that secured \$10,000 in funding to reinforce physical security at the city's water treatment plant.*
- *Tracked all development to ensure compliance with FEMA floodplain guidance.*
- *Served as a member of committees formed to improve the quality of life for residents.*

2018 to 2022 • TOWN OF FARMINGTON | FARMINGTON, NY

Chairman of the Zoning Board of Appeals

Served in a part-time role serving as the primary point of contact for zoning, planning, and land use regulations. Served as the Chair of monthly meetings of the Zoning Board of Appeals, providing a forum for residents to voice their concerns while distributing information to the public. Tracked the completion of mandatory annual training by board members.

- *At all times, maintained compliance with the New York State Open Meeting Law, including posting public notifications in newspapers.*

2013 to 2022 • COUNTY OF ONTARIO | CANANDAIGUA, NY

Director of Veterans Service Agency

Orchestrated and executed a variety of services to support over 8,500 veterans and their families living in the county, including advising on benefits, access to medical care, housing, employment, and emerging legislation. Provided guidance to elected officials on issues impacting veterans in the county. Supervised three direct reports and an agency operating budget.

- *Engaged with government agencies at the local, state, and federal levels to gain insight into new and emerging changes in laws and regulations with the potential to impact veterans.*
- *Credited with identifying grants and other sources of revenue that lowered the taxpayer-paid portion of the operating budget by 52%.*
- *Successfully addressed and eliminated an 18-month backlog in processing veterans' benefits.*
- *Partnered with the District Attorney and a Supreme Court judge to establish a Veterans' Court, reducing incarceration rates for veterans by providing rehabilitation and treatment programs through the Department of Veterans Affairs for individuals entering the criminal justice system for nonviolent offenses.*
- *Appointed by the Governor to serve as Co-Chair of a Veterans' Task Force on a regional economic development council. Directed a task force to administer a portion of a \$500M regional grant to help veterans reduce the barriers to employment.*
- *Served as the Chair of the Workforce Investment Board, formed to lower the unemployment rate among veterans across four counties.*
- *Recognized as Service Officer of the Year for the State of New York in 2019.*
- *Recipient of the 40 Under 40 Award from the Rochester Business Journal.*

Early Career

Human Resources Chief, Department of the Army, Fort Drum, NY
Homeless Prevention Liaison, Department of Veterans Affairs, Watertown, NY

Military Service

Staff Sergeant / Platoon Sergeant, United States Army, Fort Bragg, NC
Personnel Chief / Corporal, United States Marine Corps, Camp Lejeune, NC
Recipient of the Purple Heart Medal

Education & Professional Credentials

UPPER IOWA UNIVERSITY – Master of Public Administration Degree
AMERICAN MILITARY UNIVERSITY – Bachelor of Business Administration Degree
LEAD (Leadership, Education, and Development) Program – University of Virginia
International City/ County Manager Association Credential Manager- ICMA-CM
Certified Lean Six Sigma Green Belt

Public Records Exemptions

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

Public Records Exemptions

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

Darren McConnell

119.071(4)(d)2h, 119.071(4)(d)2a

Dear Personnel Committee,

I am writing to express my interest in the position of City Manager with Madeira Beach. I offer more than three decades of municipal government experience, including thirty-six years in law enforcement, over ten years as Chief of Police, and three years serving as Borough Manager for a very vibrant and diverse community. This combination of public safety leadership and executive municipal administration has provided me with a comprehensive understanding of local government operations and governance.

Throughout my career, I have worked closely with Mayors and governing bodies within a Mayor/Council form of government to establish priorities, manage complex organizations, and respond effectively to community needs. As Borough Manager, I was responsible for overseeing municipal departments, managing operating budgets, supporting capital planning initiatives, and serving as the chief administrative liaison between the governing body and municipal staff. This role required strong leadership, adaptability, and clear communication to ensure alignment with the governing body's goals.

As Chief of Police, I led the municipality's largest and most visible department, with responsibilities that included personnel management, budget development and administration, labor relations, collective bargaining, and policy implementation. My public safety background has strengthened my ability to make sound decisions under pressure, manage risk, and maintain public trust while balancing fiscal responsibility.

My more than thirty years of hands-on municipal leadership, including executive roles in both public safety and municipal administration, have provided me with practical expertise in budgeting, labor relations, capital planning, and service delivery. I have successfully completed the Certified Public Manager Program at Rutgers University, which has served me exceptionally well in my prior roles.

Thank you for your time and consideration. I would welcome the opportunity to further discuss how my experience, leadership, and commitment to public service can contribute to the continued success of the City of Madeira Beach.

Sincerely,

Darren McConnell

Darren McConnell

119.071(4)(d)2h, 119.071(4)(d)2a

Senior municipal executive with over three decades of local government experience including three years as Borough Manager and over ten years as Chief of Police. Extensive experience overseeing municipal operations, managing a \$25 million annual budget, and leading 150 municipal employees. Proven collaborator within both a Mayor / Council and Council - Manager form of government, delivering fiscally responsible and effective public services.

CORE EXPERTISE

Municipal Administration • Operating & Utility Budgets • Capital Planning
 Labor Relations & Collective Bargaining • Public Safety Oversight
 Personnel Leadership • Policy Implementation • Public & Government Relations

PROFESSIONAL EXPERIENCE

Borough Manager – Borough of Red Bank, NJ

- Directed daily operations of all municipal departments and services.
- Managed an annual municipal operating budget of approximately \$25 million.
- Oversaw a municipal water/sewer utility and a parking utility
- Provided executive leadership to a workforce of approximately 150 employees.
- Worked closely with the Mayor and Borough Council to establish priorities and implement policy.
- Supported capital planning initiatives and ensured efficient delivery of services.

Chief of Police – Red Bank Police Department

- Led the municipality's largest and most visible department.
- Oversaw all operational, administrative, and personnel functions.
- Developed and administered departmental budgets with fiscal accountability.
- Led labor relations efforts and participated in collective bargaining negotiations.

EDUCATION & CREDENTIALS

Certified Public Manager (CPM) – Rutgers University

Public Records Exemptions

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

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

Tracy Miller

119.071(4)(d)2h

millerlocalgovconsulting@gmail.com

January 29, 2026

S. Renée Narloch, President
Elliott Pervinich, Vice President
S. Renée Narloch & Associates

Dear Ms. Narloch and Mr. Pervinich,

I am writing to express my interest in the City Manager position with the City of Madeira Beach. With more than three decades of progressive local government leadership experience—including service as an Assistant City Manager, Director of Strategic Initiatives, and senior advisor in full-service municipal and county organizations—I bring a collaborative, transparent, and results-driven management style well aligned with Madeira Beach’s values and strategic priorities.

Throughout my career, I have led complex organizations through modernization, change management, and performance improvement while maintaining a strong focus on fiscal accountability, service excellence, and community trust. In my role as Assistant City Manager for the City of Bartow, I serve as second-in-command of a full-service municipality, overseeing enterprise operations, budget reform, technology modernization, and organizational development initiatives. Most recently, I led the transformation of the City’s human resources framework, implemented enterprise technology platforms, transitioned budgeting from line-item to program-based formats, and developed public-facing transparency dashboards to strengthen accountability and resident engagement.

Madeira Beach’s unique role as both a close-knit residential community and a vibrant coastal destination strongly resonates with my professional experience. I have extensive background working in communities that balance quality of life, environmental stewardship, tourism-driven economies, and infrastructure resilience. My experience with strategic planning, capital programming, stormwater and infrastructure coordination, public engagement, and intergovernmental partnerships positions me well to support Madeira Beach’s ongoing investments in beachfront infrastructure, sustainability initiatives, and economic vitality—particularly in high-visibility areas such as John’s Pass.

Equally important, I am a people-centered leader who prioritizes employee engagement, talent development, and organizational culture. I believe high-performing organizations are built through clear expectations, accountability, and genuine investment in staff wellbeing and professional growth. I am known for being approachable, communicative, and proactive in addressing issues before they escalate, while keeping elected officials well informed and supported through clear, timely, and transparent communication.

I am an active member of ICMA and FCCMA, currently serve as Secretary of Florida Women Leading Government, and hold a Master of Science in Technology and Innovation Management. I would welcome the opportunity to bring my experience, energy, and commitment to public service to the City of Madeira Beach and partner with the Board of Commissioners, staff, residents, and stakeholders to advance the City’s long-term vision.

Thank you for your consideration. I would be honored to be considered further and look forward to the opportunity to discuss how my background and leadership approach can support the continued success of Madeira Beach.

Sincerely,

Tracy Miller

TRACY MILLER

Assistant City Manager, City of Bartow, FL

CONTACT

119.071(4)(d)2h



millerlocalgovconsulting@gmail.com



119.071(4)(d)2h



LinkedIn.com/in/tracy-miller-810413a/



EDUCATION

MS Technology and
Innovation Management
University of Tampa, FL
2006

BA Political Science
SUNY Stony Brook, NY
1992

MEMBERSHIPS

Florida Women Leading Government

Secretary

January 2023 to Present

ICMA

Full Member

January 2009 to Present

FCCMA

Full Member

January 2007 to Present

AWARDS

Big Props Award – Water Quality Summit

2019 | Sarasota County, FL

If You Care You Do Award

2016 | FCCMA

STAR Award

2016 | Sarasota County, FL

Four PIT Team Service Awards

2016, 2017, 2019 | Sarasota County, FL

FCCMA Service Award

2013 | FCCMA

American Legion Citizenship Award

1988 | Comsewogue SHS

SUMMARY

Innovative local government leader with an entrepreneurial mindset, committed to community building, collaborative problem-solving, achieving results and service-driven leadership.

PROFESSIONAL EXPERIENCE

Assistant City Manager

City of Bartow, FL | April 2024 - Present

- Second in command of a full-service city providing services in Community Development, Police, Fire, Code Compliance, Parks and Recreation, Library, Electric, Water, Wastewater, Solid Waste, Roads, Stormwater, and a full compliment of internal services
- Modernized Human Resources system to become an Employer of Choice through creation and implementation of three pillars including:
 - Career Ladder and Position Classification System
 - Broadband Pay and Step Plan unified across the organization
 - Development of a new employee manual known as the Human Resources Policies, Procedures and Guidelines
- Implementation of platform technology for Enterprise Resource Planning, Human Resource Management and Web-based services
- Development of strategic planning, performance management and project management systems
- Overhaul a line-item budget to a program budget for wider transparency
- Development of a public transparency dashboard

Director of Strategic Initiatives and Public Private Partnerships

City of Bartow, FL | June 2023 to April 2024

- Assess City systems to provide holistic solutions and modernize policies and practices
- Recruit and promote new management team for key leadership replacements
- Improve communication tactics and citizen engagement strategies
- Development project management tracking and accountability

Assistant City Manager

City of Oldsmar, FL | September 2022 – March 2023

- Developed and formulated an enterprise-wide strategic plan
- Built a performance dashboard to track organization wide monthly reports, performance measures, strategic plan items and capital improvement projects
- Developed a ground-breaking Community Engagement Guide that matches tools with the IAP2 model for Public Participation
- Worked in collaboration with the local chamber of commerce to carry out deliverables in the Business Assistance Program to include the planning and facilitation of an Economic Summit
- Developed the City of Oldsmar's first annual satisfaction survey

TRACY MILLER

Assistant City Manager, City of Bartow, FL

CONTACT

119.071(4)(d)2h



millerlocalgovconsulting@gmail.com



119.071(4)(d)2h



LinkedIn.com/in/tracy-miller-810413a/



SKILLS

Strategic Planning
 Performance Management
 Organization Development
 Technology Innovation
 Facilitative Leadership
 Financial Management
 Project Management
 Utility Management
 Program Budgeting
 Capital Planning
 Process Improvement
 Roadmapping
 Systems Thinking
 Trends Analysis
 Public Policy
 Marketing
 Collaboration
 Public Speaking
 Community Development
 Economic Development
 Citizen Engagement
 Customer Service
 Organizational Design
 Comparative Research
 Benchmarking
 Peer Review
 Data Analysis
 Communication Planning
 Recruiting
 Talent Development
 Technical & Creative Writing
 Conference Planning

PROFESSIONAL EXPERIENCE (CONTINUED)

Manager of Strategy Development

Sarasota County, FL | July 2015 to September 2022

- Manage Sarasota County's strategic planning efforts including development and implementation of the strategic plan, leadership of the performance management program, identification, tracking and reporting of the annual action agenda, and development of a robust performance dashboard
- Lead and manage change efforts through Process Improvement Teams (PIT) designed to increase efficiency and effectiveness of key operations utilizing continuous improvement principles
 - PIT projects include: Disposal of Surplus Vehicles, Development Review Cycle Times, Housing Affordability Study, Creation of a Methodology for Billable hours for Real Estate Services, Policy Governing use of Security Cameras, Review of County Property for the Potential to Surplus, Streamlining Permit Process, Records Retention and Consolidation of County Call Centers
- Create a talent pipeline and develop internal leadership capacity of high potential employees through the Employee Input Group (EIG)
- Facilitate department level strategy development for eighteen BCC departments to prepare future roadmaps and action plans at the functional level
- Prepare all county administration strategy-based messaging for the elected body and the public within the budget, quarterly and annual reports

Strategic Management Advisor

Sarasota county, FL | May 2013 to July 2015

- Implement an enterprise-wide strategic planning process to develop organizational goals, strategies and major initiatives
- Invent an innovative strategic planning model that is used daily to reinforce strategic thinking throughout the organization
- Facilitate the development of a comprehensive performance management program to include the implementation of mission and vision, objectives, performance measures and major initiatives aligned to county goals for BOCC departments
- Produce all strategic elements within the overall budget document
- Accountable for the production of quarterly management reports and supporting performance information for all budget workshops
- Developed a revamped design of the county budget to be more citizen-friendly and appealing
- Conduct special projects for best practices and peer review such as implementation of a diversity ordinance and development of a standardized customer satisfaction methodology

CONTACT

119.071(4)(d)2h



millerlocalgovconsulting@gmail.com



119.071(4)(d)2h



LinkedIn.com/in/tracy-miller-810413a/



TECHNOLOGY SKILLS

Microsoft Suite

SmartSheet

Kronos

Workday

NeoGov

OpenGov

ZenCity

ClearPoint Strategies

Adobe Creative Suite

Asset Management

(Cartegraph)

See Click Fix

Agenda Management

Social Media Platforms

REFERENCES

Furnished Upon

Request

PROFESSIONAL EXPERIENCE (CONTINUED)

Florida Innovation Group Regional Director

Alliance for Innovation | March 2005 to May 2013

- Manage member relationships for 40 local government organization-wide members representing more than 3,500 practitioners in Florida and Georgia
- Organizational strategic planning, budgeting and program delivery
- Conduct field visits, on-site consulting, facilitate strategic planning, conduct customer service sessions, and lead citizen roundtables in aiding local government members grow innovation capacity
- Florida City/County Manager's Association liaison to include participation in technology, annual conference and professional development committees

Technology Director

Alliance for Innovation | July 2007 to May 2013

- Lead large-scale technology projects including internal and web-based technology implementations
- Delivery of all online systems including multiple social media platforms, content management systems, and association management systems
- Create, implement and manage an online knowledge community for more than 10,000 local government practitioners in collaboration with the International City/County Management Association
- Implement an e-learning program including production and program delivery, yielding the company in excess of a million dollars in new revenue
- Responsible for establishing online brand identity including the development of fifteen versions of Internet presence from 1995 to 2010
- Manager of additional sites hosted by the Alliance including tlgconference.org and fccma.org

Director of Information Resources/Inquiry Service

The Innovation Groups | May 1993 to July 2007

- Responsible for development of two online knowledge repositories, management of the Inquiry Service and development of the research packet program
- Creation and implementation of all knowledge based products resulting in more than \$1 million of revenue
- Manage the process of more than 2,200 local government research requests annually
- Supervise team of researchers to include recruiting, training performance appraisals and monitoring. Conduct large scale internet surveys to include development of an extensive peer matching service for local government
- Develop vendor relationships in pursuit of information-based products

Public Records Exemptions

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

Charles (Chad) Morris

Item 4B.

119.071(4)(d)2h

119.071(4)(d)2h

Cmorris6.wolf@gmail.com

Madeira Beach recruiting team,

Thank you for the opportunity to apply for the City Manager position in Madeira Beach. After reviewing the job description, it's clear that you're looking for a candidate that is extremely familiar with the responsibilities associated with the role, and can perform them confidently. I am familiar with the issues and concerns that accompany growth and operations in local government. Given your requirements, I am certain that I have the necessary skills to successfully do the job adeptly and perform above expectations.

I have a working knowledge of the challenges of water and wastewater utilities as well as electric utilities, and have worked with Public Works Department staff to address stormwater infiltration and drainage issues. I have a strong understanding of financial issues and their impacts on local government, and have developed and presented budgets to City Council. I am familiar with the operations of Public Safety, Public Works, and Leisure/Recreation Departments. I have extensive experience in the fields of procurement and technology. I have experience dealing with state and federal agencies as well. I have experience with labor negotiations, Project Management, and Land Use Planning.

I am a results-oriented professional who has been recognized as proactive and competent by my co-workers and management. Over the course of my 25-year career, I've developed a skill set directly relevant to the City Manager role for which you are hiring, including government policy and regulations, government procurement and budgeting, and developing and leading teams to accomplish both short term and long-term goals. Overall, I have consistently demonstrated leadership, problem-solving, and communication abilities in every aspect of my roles at the City of Niceville and the City of Milton-Freewater. I invite you to review my experience and achievements in the attached resume or in personal conversation, as appropriate. I have completed a MPA and have 24 years of increasing responsibility, including more than 15 years in supervisory roles, in a local government environment.

After reviewing my resume, I hope you will agree that I am the type of competent and competitive candidate you are looking for. I look forward to elaborating on how my specific skills, abilities, and knowledge of municipal operations will benefit Madeira Beach.

Please contact me at [REDACTED] or via email at cmorris6.wolf@gmail.org to arrange for a convenient meeting time.

Thank you for your consideration, and I look forward to hearing from you soon.

Sincerely,

Chad D. Morris

Chad Morris

CHARLES (CHAD) D. MORRIS

COMMUNICATOR • LEADER • COORDINATOR

PROFESSIONAL PROFILE

Accomplished leader with more than 25 years of service in the public and private sector. More than 15 years of progressively responsible local government management experience. Demonstrates high level communication skills, the ability to think strategically, and political acumen. Values creativity, flexible thinking, and resiliency. Proficient at finding innovative solutions to challenges, developing relationships, and building and empowering teams.

RELEVANT EXPERIENCE

City of Milton-Freewater, Oregon • May 2024 – Oct. 2025

City Manager -- Chief Administrative Officer for the City. Senior appointed officer, responsible for all day-to-day operational decisions and all personnel actions. Oversee all operational departments including Public Safety, Public Works, Administration, Finance, Library, Water, Sewer, Electric, Solid Waste, and Community Development. Facilitated Strategic Visioning process.

City of Niceville • Niceville, FL • 2001 – 2024

DEPUTY CITY MANAGER - 2023 – 2024, DIRECTOR OF PURCHASING - 2009 – 2024, DIRECTOR OF INFORMATION SYSTEMS- 2001 - 2024

Deputy City Manager -- Title became official in February 2023 to reflect duties performed for several years previous. Serves as strategic advisor for senior leadership, develops public-private partnership opportunities, represents the City when requested by management, and seeks to increase visibility of the organization. Involved in development, review, and presentation of annual city budget. Fosters relationships with stakeholders, senior leadership, and elected officials.

- **2001 - 2024 -- Information Systems Director** - Coordinates with Information Systems Department and other city staff to develop solutions that solve technology related challenges. Understands business processes of all municipal departments to implement appropriate resources.
- **2009 - 2024 -- Purchasing Director** - Establish proper processes to ensure that all applicable laws and requirements are satisfied. Monitors and understand operations and ongoing activities in all departments to assist in procuring needed goods and services.
- **2012 - 2024 -- Project Manager - Special Projects** - Lead teams to plan, budget, implement, and manage projects with multiple department involvement. Facilitates cooperation and scheduling within and between involved departments. Coordinate labor and material acquisition as required to successfully accomplish project goals.
- **2014- 2024 -- Grants management** --Manages some grants applied for by the City. Researches, plans, communicates, budgets, and evaluates grant opportunities as part of the grant team and process.

EDUCATION

Master of Public Administration
Management
Troy University

B.S.B.A. Business Administration
Accounting
University of West Florida

RELEVANT TRAINING

Certified Government Chief
Information Officer Program

Administrative Law

Labor Relations Mediation and
Negotiation

Organizational Analysis

Policy Formation &
Implementation

Policy & Program Research

Governmental Budgeting &
Finance

Personnel Management

FEMA/NIMS 100 & 200

PROFESSIONAL MEMBERSHIPS

ICMA

OCCMA

NIGP

CHAD D. MORRIS

COMMUNICATOR • LEADER • COORDINATOR

RELEVANT EXPERIENCE - Continued

Owner - SR Technologies

Milton, FL • 1998 - 2003

Accounting Manager - Graves & Carlos, Architects and Engineers

Pensacola, FL • 1997 - 1998

Lead Caregiver - Santa Rosa Community School - SRCSD

Milton, FL • 1988 - 1997

Enlisted - US Army and US Army Active Reserves

1986 - 1990

RELEVANT SKILLS

COMMUNICATIONS

- Communicates professionally and effectively with staff, management, council members, and citizens to aid in task completion, project management, conflict resolution, and information dissemination.
- Proactively works with teams, departments, and outside consultants to create and execute work plans, budgets, performance metrics, and policies and procedures.

PLANNING / BUDGETING

- Developed department plans for continuity of operations.
- Involved in city-wide budget development as well as individual departments.
- Developed policies and procedures for department operations.

LEADERSHIP

- Understand and use delegation to increase productivity and efficiency.
- Utilize strategic thinking processes to research and evaluate potential solutions to needs or issues
- Able to develop creative solutions to opportunities and adapt to changing needs and situations.
- Team leader for signal team in US ARMY Active Reserves 1988-1990

MAJOR PROJECT INVOLVEMENT

- Project Manager for Niceville Senior Center Construction
- Project and Grant Manager for John Sims Pkwy Median Beautification Project - FDOT grant
- Restore Act Grants lead for Niceville Landing land acquisition.

Volunteer Work

- Niceville/Valparaiso Rotary Club
(2018- 2024)
- Milton-Freewater Rotary Club (2024-present)
Board member 2025-present
- Pine Terrace Baptist Church Treasurer
Approx. 2000 – 2008

BOARDS/COMMITTEES

- Central Gulf Coast Chapter NIGP
President 2016-2017
- Florida Local Government Information Systems Association
Northwest District Representative
Board Member 2005-2014
- NIGP Best Practices Development Team. Team member for series of Best Practices documents on IT Procurement published by NIGP
- Oregon Municipal Electric Utilities (OMEU) Board member and Legislative Committee member
- OCCMA Scholarship committee

Public Records Exemptions

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

Public Records Exemptions

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

TIMOTHY W. OWENS

January 12, 2026

Madeira Bech, Fl.
300 Municipal Drive
Madeira Beach, Fl, 33708

To the Mayor and Commissioners,

I respectfully request that you consider this cover letter and resume for the vacant position of City Manager in a full-time capacity or as the interim Manager. I am very interested in the opportunity, and I believe that my experience will allow me to effectively fill this position. I am eager to return to a management role following my recent retirement from local government in January 2024 and one interim role in the first part of 2025 in North Carolina. I think my work experience will transition effectively to this great opportunity.

I was in the position of Town Manager for the Town of Wrightsville Beach, NC for over 11 years. The Town has a population of 2,500 with a seasonal population of approximately 30,000. The Town is a full-service community that in the past 11 years has received a lot of positive recognition from a number of national publications. I am proud that all this great exposure took place when I was the Town Manager. Currently, the Town is working on moving forward on a comprehensive overhaul of the Town's water and sewer infrastructure that has not been addressed in decades. The Town received \$25M from the NC General Assembly and will consolidate with the Cape Fear Utility Authority.

Prior to being manager in Wrightsville Beach, I was the Town Manager for the Town of Carolina Beach, NC. I served in this role for approximately 6.5 years. Carolina Beach is a full-service community with a population of 6,500 permanent residents and a population of 20,000 during summer months. Carolina Beach witnessed very similar issues as other Towns in North Carolina regarding the economy in 2006. I began employment with the Town just as the speculative real estate development market and exponential rises in real estate values were on the downturn. As a result, the Town began an effort to reduce spending starting in 2006 in order to not have to take drastic budget measures all at once. At my direction, the Town reduced employee expenditures, evaluated all revenue sources, and froze the rehiring of approximately 25 positions. Savings due to the freezing of these positions resulted in a savings above \$1M per year with virtually no drop off in productivity.

While in Carolina Beach, I spearheaded the creation of a water master plan to address the Town's aging water infrastructure, saltwater intrusion, and limited availability for new wells. I was directly involved in a variety of large projects that include; 1) The purchase of \$4.075M worth of property that was to become the NC Aquarium Pier at Carolina Beach, 2) Planning, permitting and construction of a \$4M streets and drainage project, 3) Oversight of a \$1M I/I sewer rehab project, 4) Supervision of a \$2.3M retention pond and clean water grant project, 5) Planning, permitting, and construction of a \$1.5M sewer pumping station expansion project, 6) Construction of a \$450,000 Equalization Basin Rehab project, 7) Reconstruction of the street and drainage in the largest subdivision in Carolina Beach, and 8) A variety of other capital projects.

I am very proud of my tenure at Wrightsville Beach and Carolina Beach. Prior to taking the position with Carolina Beach and Wrightsville Beach, I was the County Manager for Pamlico County, NC. During my tenure in Pamlico County, I once again had the opportunity to lead an organization during a time of extreme growth. This growth created opportunities, as well as a lot of issues that had to be addressed.

POST OFFICE BOX 6840 [REDACTED] 119.071(4)(d)2h
CELL PHONE [REDACTED] 119.071(4)(d)2h Dwenstim069@gmail.com

In closing, I believe that my work experiences, temperament, and knowledge of local and state government will effectively allow me to take over this wonderful opportunity.

If you have any questions or if you would like to set up an interview, I can be contacted at 119.071(4)(d)2h



Timothy W. Owens, AICP

TIMOTHY W. OWENS

OBJECTIVE

To be hired as the full-time or interim City Manager Position for Madeira Beach, Fl. I believe that my 30+ years of work experience in all facets of management will allow me to effectively take over the duties as needed and assist with the City's transition.

EXPERIENCE

TOWN OF ZEBULON, North Carolina

Interim Public Works Director (6 months), and

Interim Planning Director (1 month during tenure) – January 2025 to June 2025

- I retired from the NC local government system in January of 2024. I can work up to 1000 hours in NC local government and retain my pension status. The Town called me and requested that I consider the position, and I accepted.
- I completed the Public Works Budget for FY25/26 to be submitted to the management team.
- I worked with a variety of internal Public Works managers that were new to their roles and I was mentoring the managers to become successful in their roles using my many years of government experience as guidance.
- I became acquainted with and helped lead approximately 20 separate projects that were tasked of public works prior to my employment.
- I had weekly meetings with my direct report (Asst. Town Manager) to keep the management team abreast of current and future Public Works matters.

TOWN OF WRIGHTSVILLE BEACH, North Carolina

Town Manager – January 2013 to retirement in January 2024

- Primary FEMA contact for 3 hurricanes in three years with Hurricane Florence making landfall on Wrightsville Beach in 2018. Primary FEMA contact for hurricanes since 1995 for the communities listed on this resume.
- NIMS certification was completed.
- Oversaw a \$4.3M dollar streetscape and bathhouse project recently that included \$1M in private funds, \$300,000 in grant funds, \$500,000 from New Hanover County, and local revenue sources.
- Completed the construction of a restroom facility in the Town's central business area with 75% of the \$350,000 expenditure being offset by a grant.
- Completed construction of an approximately \$400,000 sidewalk project using STP-DA funding with the Town's portion of the project being 20% of the total.
- Worked with the Board to increase General Fund-Fund Balance from \$4.3M to over \$24M since 2013.
- Worked to increase Water/Sewer Enterprise Fund from \$4.6M to \$7M from 2013 to date.
- Budget Officer and oversight of a General Fund Budget of \$15,980,644 and an Enterprise Fund Budget of approximately \$5,254,594 in FY2023/24.
- Responsible for the daily duties of a full-service community with a year-round population of 2,500 and an estimated population of 30,000 per day during the summer tourist season.
- Responsible for the oversight and day-to-day operation of a workforce that includes approximately 85 full-time employees and 30+ seasonal employees.

TOWN OF CAROLINA BEACH, North Carolina

Town Manager – April 2006 to November 2012

- Budget Officer and oversight of a General Fund Budget of \$8.9M, a Tourism Fund Budget of \$1.9M, and an Enterprise Fund Budget of \$5.25M in FY2012/13. FY12/13 was the 7th budget formulated for the Town with excellent audits each year and improved fund balance amounts.
- Responsible for the daily duties of a full-service community with a year-round population of 6,500 and an estimated population of 20,000 per day during the summer tourist season.
- Responsible for the oversight and day-to-day operation of a workforce that includes approximately 90 full-time employees and 30+ seasonal employees.
- Worked to reduce the Town's budget over several years by not filling approximately 25 positions that resulted in savings estimated at over \$1M for the Town.
- Experienced with beach nourishment and dredging projects. Worked with local, state and federal officials at all levels to help secure funding for water resource related projects. Led efforts to seek Federal funding reauthorization for the Town's beach fill project and a dual path of seeking a local permit to complete a project if the Town is not reauthorized.
- Instrumental in securing and/or implementing \$5.8M in grants in 6.5 years for a variety of Town projects. The resulting Town match was \$2.9M.
- Worked directly with a planning consulting firm to create a Master Development Plan for the Town's Central Business District.
- Direct supervision of all aspects of a variety of Town projects totaling more than \$12M.
- Supervised a planning effort that sought solutions to the Town's growing concern that it could not serve its citizens with a safe and adequate water source due to future growth. Worked to create a CIP for water and sewer infrastructure with a build out scenario in mind.
- Worked with elected officials in Carolina and Kure Beach to settle a multi-year dispute over billing between the two Towns for a sewer authority that was established in the mid-1970s.
- Directly responsible for recruiting and hiring of the majority of department heads working for the Town of Carolina Beach at the time of my departure. Responsible for all employee related personnel actions.
- Participated as a member of the Wilmington MPO Technical Coordinating Committee.
- Served as the Town Public Information Officer and primary point of contact for the press.
- Staff representative to CBP3inc which is a non-profit used to hold land for the Town. Oversaw a significant renovation to hotel properties prior to the 2012 season.
- Worked diligently to improve the appearance and image of the Town through a variety of initiatives.

PAMLICO COUNTY, North Carolina

County Manager – September 2004 to April 2006

- Oversight of a General Fund Budget of \$14 Million and a Water Fund Budget of \$2 Million.
- Responsible for the day-to-day operations of a growing coastal County with 115 employees and 18 Department Heads.
- Oversight and creation of the FY05/06 and FY06/07 budgets.
- Responsible for the coordination of Pamlico County government with numerous departments that are funded or partially funded by the State, Departments that have their own Boards and Directors, and Departments headed by Elected Officials.
- General supervision and budgeting for several unprecedented building projects that were either completed or nearing completion upon my departure to include the Pamlico County Human Services Building (\$2.3M) and the Pamlico County Law Enforcement and Detention Center (\$8M).
- Author of a Rural Center grant and loan application that resulted in SRL funding for a new 500,000 gallon water tank that began construction in 2006.
- Member of the CJPP Board, Partnership for Children Board, and the Rural Transportation Planning Commission.
- Accountable for the creation of all Board of Commissioner's meeting agendas.
- Direct supervision of a Rural Center Project that includes a GIS/Mapping project of the County water system and a Capital Improvement Plan for both the General and Water Fund.
- Assisted in creating and implementing the County's first Risk Control Policy Manual and the formation of a County Safety Committee.
- Spearheaded the implementation of the first ever Pamlico Economic Development Forum.

TOWN OF SHALLOTE, North Carolina

Town Administrator – November 2000 to September 2004

- Responsible for the creation of the yearly budget in FY01/02, FY02/03, FY03/04, and FY04/05 (General Fund - \$2,081,628) (Enterprise Fund - \$2,633,634).
- Supervision of day-to-day operation of a Town that increased in property valuation from \$186 Million in FY00/01 (total budget of \$2,850,000) to \$330 Million in FY04/05 (total budget of \$4,700,000).
- Oversight of 4 department heads and 32 employees including Police, Fire, Water and Sewer, Planning, Streets, Maintenance, and Administration.
- Responsible for all daily financial and operational issues of the Town.
- Responsible for ensuring that the Town follows all North Carolina General Statute requirements.
- Accountable for all Board of Alderman meeting agendas.
- Staff person responsible for all Planning and Planning Board conditional use requests, subdivision reviews, site plan review, annexation requests, ordinance amendments, code enforcement actions and rezonings.
- Staff liaison to the Board of Adjustments.
- Personnel Officer for the Town responsible for recruitment, retention, and personnel actions.
- Enhanced the safety efforts of the Town as the Safety Officer by implementing additional training and creating a complete safety manual.
- Oversight of many water and sewer related construction projects.
- Responsible for grant writing and administration of grants received.
- Created an ArcView mapping program for the Town to enhance planning efforts.

TOWN OF KITTY HAWK, North Carolina

Assistant Town Manager/Planner – January 1997 to November 2000

Code Enforcement Officer/Planner – May 1995 to January 1997

- Assisted in the creation of the yearly Town Budget.
- Responsible for the supervision of the Building Inspections and Planning Department.
- Assisted in the supervision of the Public Works employees.
- Guided developers, the general public and Realtors with development projects and development procedures.
- Responsible for enforcing the Kitty Hawk Town Code.
- Enforced and permitted local CAMA regulations.
- Attended Dare County Beach Nourishment Committee meetings on behalf of the Town.
- Coordinated and managed numerous special projects.
- Grant writing, administration or oversight of projects exceeding \$1Million.
- Coordinated the local NFIP/CRS Program.
- Led an effort as Tax Collector for the Town to collect back taxes that were nearing 10 years of not being collected.
- Author of the Kitty Hawk Citizen Survey and periodic Newsletter.
- Author of the Kitty Hawk Hurricane Preparedness Plan.
- FEMA application and damage assessment contact for the Town during multiple events.
- Staff representative to the Board of Adjustments.
- Responsible for creation of an ArcView Program for the Town to enhance planning efforts.

TOWN OF KILL DEVIL HILLS, North Carolina

Planning Intern – January 1995 to April 1995

- Assisted the Planning Director with ordinance amendments, special projects, everyday planning duties and grant proposals.

TOWN OF MINT HILL, North Carolina

Planning Intern – January 1994 to May 1994

- Worked with the Planning Director to study and determine if surrounding unincorporated areas were eligible for annexation.
- Daily duties consisted of land use surveying, maintaining and updating a land use database, and presentation of findings regarding an annexation initiative by the Town to the governing body.
- Began exploring the possible land use effects of the new Charlotte outer-belt on Mint Hill by creating a time series, land use study maps and a literature review on the topic.

UNIVERSITY OF NORTH CAROLINA-Charlotte, North Carolina
Transportation Analyst/Graduate Asst. – August 1992 to December 1993

- Helped to create two surveys to explore the perception of crime in and around the Greensboro Transit System and statistically analyzed the databases using various software packages.
- Created a GIS environment in TransCad to analyze the geographic distribution of the Greensboro transit survey responses. This allowed me to compare demographic characteristics and the effects they may have on the perception of crime around the Greensboro Transit System.

PROCTER AND GAMBLE PAPER PRODUCTION CO., Greenville, NC
Solid Waste Management Co-op – April 1991 to December 1991

- Conducted monthly solid waste meetings.
- Monitored all waste streams and created monthly reports for local, top-level managers and company headquarters.

EDUCATION

University of North Carolina at Charlotte, Charlotte, NC
Master of Arts in Geography

Finished all course work in May of 1994 and completed thesis project in August of 1998

Concentrations: Transportation and Planning

GPA: 3.7 overall

East Carolina University, Greenville, NC
Bachelor of Science in Urban and Regional Planning

Graduated in December of 1991

Concentrations: Public Administration and Economics

GPA: 3.6 in core courses and 3.2 overall

NCAPA – 1991 Outstanding ECU Planning Student Award

School of Government, Chapel Hill, NC

Municipal Administration Course – Sept. 1997 to May 1998

Numerous Planning, Budgeting and Finance Courses

NC Academy of Real Estate, Kill Devil Hills, NC

Licensed In-active real estate sales person and/or broker since December of 1994

American Institute of Certified Planners – May 2003 to present

ICMA Applied Knowledge Assessment – Completed competency test in February of 2006.

I have not applied to become a certified manager due to the cost and time away from work associated with CE credits for both AICP and ICMA.

OTHER ACCOMPLISHMENTS AND INTERESTS

TRANSPORTATION RESEARCH BOARD PUBLICATIONS:

I was co-author in the following studies approved for publication and presentation at the 73rd Annual Transportation Research Board Meeting.

- **Public Fear of Crime and Its Role in Bus Transit Use** by David T. Hartgen, Gerald L. Ingalls, and Timothy W. Owens
- **The Perception and the Incidence of Crime on Public Transit in Small Systems in the Southeast** by Julian Benjamin, David T. Hartgen, Timothy W. Owens, and Malcolm Hardiman.

PROFESSIONAL INVOLVEMENT

Member of North Carolina American Planning Association

Member of ICMA

NC City and County Management Association

American Institute of Certified Planners

COMPUTER SKILLS

MS Products, PCs, ArcView, Internet, Spreadsheets, General Office Equipment

COMMUNICATION SKILLS

Public Speaking, Council/Planning Board Meetings, Report Writing, Ordinance Writing, Grant Writing and Administration

ADDITIONAL REFERENCES ARE AVAILABLE UPON REQUEST

SALARY EXPECTATON; MARKET RATE KEEPING MY MANY YEARS OF MANAGEMENT EXPERIENCE IN MIND

REFERENCES

Please contact me before the Town contacts the references

Former Carolina Beach Mayor

Joel Macon

119.071(4)(d)2.z.(II)(B)

Current Assistant Carolina Beach Town Manager and former Co-Worker

Ed Parvin

119.071(4)(d)2h

Current Chief of Police for NC State University and former Wrightsville Beach Police Chief

Chief Dan House

119.071(4)(d)2a

Current City Manager for Spring Lake, NC and former Carolina Beach Fire Chief

Jon Rorie

119.071(4)(d)2h

Public Records Exemptions

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

Reason	Description	Pages
119.071(4)(d)2.z.(II)(B)		9
119.071(4)(d)2a		9
119.071(4)(d)2h		1-9

Public Records Exemptions

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Reason	Description	Pages
119.071(4)(d)2h		1-9

Dear City Commissioners,

January 11, 2026

I am writing to express my interest in the City Manager position for the City of Madeira Beach, Florida. I bring extensive executive-level municipal experience encompassing financial administration, capital and infrastructure project management, public safety oversight, community engagement, and economic development. My background aligns well with the multifaceted leadership responsibilities required to serve the residents, businesses, and visitors of Madeira Beach.

Throughout my career, I have successfully managed complex municipal budgets, ensured fiscal responsibility, and implemented long-term financial strategies that support sustainable growth while maintaining high levels of service delivery. I have overseen large-scale capital improvement and redevelopment projects from planning through completion, emphasizing transparency, accountability, and on-time, on-budget performance.

Public safety has been a core component of my leadership experience. I have provided direct oversight of police operations, working collaboratively with command staff to support effective law enforcement, policy compliance, and community-oriented policing. I value professionalism, accountability, and trust-building between public safety departments and the communities they serve.

Equally important to my approach is strong community relations. I have worked closely with elected officials, residents, business owners, and civic organizations to address concerns, build consensus, and advance shared goals. I believe effective local government depends on open communication, responsiveness, and respect for diverse perspectives.

In the area of economic development, I have partnered with stakeholders to encourage responsible growth, revitalize commercial districts, and enhance the overall quality of life while preserving community character. I understand the importance of balancing tourism, residential needs, and coastal stewardship—particularly in a vibrant waterfront community such as Madeira Beach.

I am enthusiastic about the opportunity to bring my experience, leadership, and commitment to public service to Madeira Beach. I would welcome the opportunity to further discuss how my skills and background can support the City Commission's vision and the community's continued success.

Thank you for your time and consideration.

Respectfully,

Raymond Palmer

119.071(4)(d)2h

Raymond.Palmer111@gmail.com



RP

RAYMOND PALMER

119.071(4)(d)2h

raymond.palmer111@gmail.com

119.071(4)(d)2h

OBJECTIVE

Seeking Senior leadership role that allows my creative and energetic skills to lead an organization to the next phase of their growth and expansion objectives.

Highly Driven Professional with a diverse career background in CPG, Healthcare and Government Industries. Consistently exceed expectations and objectives of the organization. Bring exceptional interpersonal and negotiation skills, and ability to lead large multi-departmental operations with an entrepreneurial spirit.

SKILLS

- Project Mgt.
- MS Office
- Office 365
- Teams
- SharePoint
- Yammer
- EMR Systems
- Adobe Acrobat
- Salesforce
- ERP Software
- Public Speaking

EXPERIENCE

GOVERNMENT: SILVER SPRING TOWNSHIP, PA (2017- Present)

Township Manager

- TWP Funds exceed \$45 Million, the fastest growth in the County.
- Personnel; 6 Direct reports including Chief of Police.
- Developed investment strategy earning over \$3 Million.
- Business approach to Operations resulting in \$5 million savings.
- Lead negotiations for Police CBA; 6-year \$1.2 million in savings.
- Negotiated 5-year trash haulers contract, \$1.5 Million annual savings.
- Redesigned Employee Healthcare program; \$1M in savings.
- Developed employee Wellness plan resulting in a reduction of Health Insurance costs by \$600K and the lowest coverage rates in 10 years.
- Business Advisory Council member; LL Bean & Costco.
- Economic Development, largest in Central PA \$500 million.
- Developed highest level PA State contacts; Governor, PA Economic Team, County Commissioners, CAEDC, DCED, DCNR, PennDOT & DEP.
- No tax increases for over 15 years; Fastest growing Municipality.
- Implemented new ERP Financial system, Website Design & Payroll
- Aggressive Grant process awarded over 20 million dollars.
- MS4 Stormwater 5-year permit compliance.

HEALTHCARE: MOUNTAINSIDE – CANAAN, CT (2009-2015)

GENERAL MANAGER

- Responsible for entire operations; “BIC residential experience”.
- CARF and JCAHO Accreditation & Implementation Team.
- Project Mgr. for \$20-million-dollar Detox facility.
- Opened Extended Care facility and **all state compliance**.
- Opened Mountainside Café work program and operational process.
- Designed all Operational SOP processes for the organization.
- Named “Best in Class” Manager 3 consecutive years.
- GM- 24/7; 150 staff and 1200 Mountainside Clients.

EXPERIENCE

CPG: BEST FOODS, UNILEVER, PEPSI BOTTLING GROUP (1984-2007)

MGR. SALES OPERATIONS, TRADE MARKETING, ACCOUNT LEADER, GM

- Top performer in sales and profit performance; double digit growth.
- Named TOP SALES MANAGER of the Year, Florida, Ohio, Northeast.
- Full P&L Responsibilities.
- Responsible for all KPI; Sales, Profits, Distribution & Safety.
- Achieved top safety award - 5 years “no lost time”.
- Iconic brands; THOMAS ENGLISH MUFFINS, DOVE, PEPSI, AXE.
- 3 Year Sales Contract; drove double digit growth; \$200 Million Bus.
- Trade Planning, Logistics and Operational Excellence-Team Leader
- Creative Planogram and Distribution enhancements; 18% growth
- Sector Experience; C&G, CLUB, DRUG, FOOD & MILITARY
- “TOP TO TOP” Executive Presentations; COSTCO, WAL-MART, AHOLD

EDUCATION BACHELOR OF ARTS • ST. LEO UNIVERSITY, FL. (1980-1984)

- Named Business Student of the Year.
- President of the Fraternity Council.
- Played Collegiate Baseball.
- Graduated from Bishop Guilfoyle High School.

VOLUNTEER EXPERIENCE OR LEADERSHIP

- Completed 12 Marathons.
- Completed 30 plus ½ Marathons and Several Triathlons.
- Fleet Feet, River Runners Club.
- Volunteer for Habitat for Humanity.
- Cumberland Perry Vocational School Advisory Member.
- Board Member of Cumberland County Affordable Housing Authority.
- President of Cumberland County Officials.
- Committee member for the BAC-Business Advisory Council.
- Chestnut Hill Cemetery – Treasurer Board Member.
- St Joseph’s Catholic Church member.
- Coached Youth & High School Football.
- Joel Cohen Blanket Award winner – Bishop Guilfoyle.

Public Records Exemptions

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

Reason	Description	Pages
119.071(4)(d)2h		1, 3

CAREER SUMMARY

- *Chief executive and executive director with over 20 years of experience leading mission-driven organizations supporting corporate-aligned community investment, economic development, and place-based impact initiatives.*
- *Trusted partner to corporate executives and boards, with experience guiding strategy, governance, and oversight for organizations managing multimillion-dollar operating budgets and philanthropic portfolios.*
- *Demonstrated record of scaling organizations and funding pipelines, strengthening financial controls, and improving accountability frameworks to support long-term sustainability and brand stewardship.*
- *Proven leader in cross-sector collaboration, advancing initiatives with corporate partners, government agencies, and nonprofit stakeholders that produce measurable workforce, economic, and community outcomes.*
- *Brings private-sector discipline from insurance, real estate, and regulated environments, applying risk management, compliance, and performance metrics to the strategic deployment of philanthropic capital.*

CORE COMPETENCIES

- Corporate Foundation Leadership
- Board & Executive Relations
- Philanthropic Strategy
- ESG-Aligned Giving
- Budget & Grant Oversight
- Fiduciary Stewardship
- Risk & Compliance Management
- Impact Measurement & Reporting
- Corporate–Community Partnerships
- Public–Private Collaboration
- Workforce & Economic Mobility
- Place-Based Investment
- Organizational Scaling
- Brand & Reputation Stewardship

PROFESSIONAL WORK EXPERIENCE

MT. PLEASANT NOW CDC – CLEVELAND, OH (HYBRID)

Executive Director

2017 – current

- Led strategic direction, financial stewardship, and external engagement for a community development corporation.
- Partnered with the Board on governance, fiduciary oversight, and long-term organizational strategy.
- Tripled the annual operating budget through operational modernization and diversified funding.
- Directed partnerships with corporate, government, and nonprofit stakeholders to advance neighborhood revitalization.
- Oversaw deployment of philanthropic and public funds with clear performance metrics and reporting.

THE PRESIDENTS' COUNCIL – CLEVELAND, OH (HYBRID)

President & CEO

2022 – 2025

- Led a community development corporation focused on entrepreneurship, youth development, and economic mobility.
- Partnered with the Board on governance, fiduciary oversight, and long-term strategy.
- Designed and executed a multi-year transformation to strengthen operations and financial sustainability.
- Increased the funding pipeline by 40% through redesigned donor, corporate, and stakeholder engagement.
- Built cross-sector partnerships with corporate, nonprofit, and public entities to expand program reach and impact.

PINKNEY-PERRY INSURANCE AGENCY, INC. – CLEVELAND, OH (HYBRID)

Vice President

2011 – 2017

- Led operational and financial management for a privately held insurance agency
- Oversaw a \$5.3M portfolio with responsibility for performance, reporting, and client retention
- Modernized workflows and systems to improve efficiency and decision support
- Strengthened risk management and compliance practices across client portfolios
- Sustained a 92% annual client retention rate through disciplined service strategy

Claims Director

2000 Item 4B.

- Led claims operations in a regulated environment with responsibility for risk mitigation, compliance, and performance oversight
- Implemented process improvements and automation to reduce cycle times and improve consistency
- Strengthened internal controls, documentation, and reporting to support audit readiness
- Partnered with clients and internal teams to improve outcomes and sustain long-term retention.

TRUE APPRAISAL GROUP, LLC – CLEVELAND, OH (REMOTE)

President & Chief Appraiser

2005 – 2016

- Founded and led a real estate appraisal firm, standardizing processes to ensure quality, compliance, and client confidence.
- Secured long-term vendor relationships, improved turnaround times through workflow optimization, and delivered consistent, audit-ready valuation services.

EDUCATION

Strategic Perspective in Nonprofit Management | Harvard Business School – Executive Continuing Education

Bachelor of Political Science | Central State University

Dear Members of the Search Committee,

I am writing to express my interest in the City Manager position for the City of Madeira Beach. I bring senior executive leadership experience in public-sector-adjacent organizations, with a strong record of partnering with governing bodies, leading complex operations, and ensuring disciplined execution in service of community priorities.

Throughout my career, I have worked closely with boards and elected officials to translate policy direction into effective administration, oversee budgets and organizational performance, and lead senior teams with accountability and professionalism. My approach emphasizes transparency, fiscal stewardship, and consistent service delivery, principles essential to maintaining public trust in a council-manager form of government.

I am particularly drawn to Madeira Beach's commitment to preserving quality of life while responsibly managing growth, tourism, and infrastructure in a coastal environment. I would welcome the opportunity to support the City Commission by strengthening organizational systems, fostering collaboration across departments, and maintaining a responsive, community-centered municipal operation.

Thank you for your consideration. I look forward to the opportunity to discuss how my experience and leadership approach can support Madeira Beach's continued success.

Yours in service,

Michael Reilly

Michael Reilly

119.071(4)(d)2a

119.071(4)(d)2a

MikeWReilly@gmail.com | [Michael Reilly | LinkedIn](#)

Transformational Leader in Government, Education & Public Safety

Experienced executive with over 30 years of leadership in public service, education, policy, and community development. Recognized for driving growth in mission-driven organizations, scaling high-impact initiatives, and fostering cross-sector partnerships to promote equity and economic opportunity. Skilled in board engagement, fundraising, program design, and leading with integrity through values-centered leadership.

Leadership & Strategy Highlights

- Spearheaded a \$45M capital initiative to secure 1,400+ NYC public school campuses in partnership with NYC DOE
- Successfully advocated for NYS legislation for school bus stop-arm cameras and GPS systems
- Championed and secured New York State legislative approval for a grant to support the development of the Sandy Ground restoration, honoring African American heritage and advancing cultural preservation efforts
- Secured local expansion of NYC DOE's ACES program, allowing dozens of Staten Island students with developmental disabilities to access specialized education in their own community.
- Serve as Faculty Evaluator at WGU and Adjunct Instructor at SNHU and Siena College, championing real-world, workforce-aligned education models
- Delivered 300+ Digital Citizenship programs impacting 75,000+ students, families, and educators
- Testified before the U.S. Congress on national school safety policy and innovation
- Increased nonprofit board engagement by 20% through strategic coaching and governance redesign
- Launched equity initiative (My Brother's Keeper) that improved district-wide school attendance by 5%

Professional Experience

New York State Assembly

Member, 62nd Assembly District | Jan 2019 – Present

- Represent 135,000 residents, managing high-level constituent services and interagency coordination
- Serve on Higher Education, Education, Codes, Rules, Governmental Employees, and Ethics Committees
- Secured \$10M in state budget to expand Law Enforcement Drug Recognition Expert Training, increasing officer certification by 5% statewide
- Secured \$300,000 in state funding for education, civic, and cultural institutions (Mount Loretto, College of Staten Island, YMCA), supporting infrastructure improvements, educational programming, and community-based initiatives
- Co-chaired Task Force on School Safety; led stakeholder engagement forums and co-authored comprehensive legislative report
- Advocated for \$45M in advanced school security technology; led implementation across NYC DOE buildings
- Secured expansion of NYC DOE's ACES program to Staten Island elementary schools, offering quality special education services for dozens of students with intellectual and developmental disabilities
- Appointed to MTA Inspector General Advisory Board and MTA Capital Plan Review Board, guiding regional transit strategy

Adjunct Faculty & Higher Education Evaluator

Western Governors University, Southern New Hampshire University, Siena University | January 2024 – Present

- Evaluate academic submissions for alignment with WGU's competency-based model (Business Ethics, Corporate Social Responsibility, Operations, Change Management, Leadership)
- Collaborate with academic leadership to ensure assessment consistency, quality, and student success

- Design and deliver engaging online/hybrid curricula aligned with workforce needs
- Mentor students on career development and academic advancement
- Collaborate with peers to improve course offerings based on student outcomes and market trends

Reilly Strategies

President – Digital Citizenship Speaker & Leadership Coach | Apr 2006 – Present

- Delivered 300+ workshops on cyberbullying and digital literacy across schools and communities
- Partnered with school leaders to integrate responsible tech use into school culture
- Coached nonprofit board teams, increasing engagement and streamlining governance
- 1000+ hours executive leadership coaching: 1:1, Team and Board members

NYC Community Education Council

President | Jul 2009 – Dec 2018

- Served 60,000+ students and families and 70+ Schools
- Secured \$110M for capital improvements (safety tech, athletic facilities, building infrastructure)
- Successfully advocated for NYS legislation for school bus stop-arm cameras and GPS systems
- Achieved legislative victory restoring yellow school bus service for 10,000+ students
- Developed 'Slow Zones' traffic safety program, reducing collisions by 15% in pilot communities
- Launched “Empathy, Equity, and Excellence” (My Brother's Keeper) initiative that improved district attendance by 5% over 2 years

New York City Police Department

Lieutenant, Platoon Commander – Video Patrol Operations | Sep 1993 – Apr 2006

- Led multi-unit operations across 23 NYCHA buildings serving 40,000 residents
- Oversaw 60+ personnel; reduced precinct crime by up to 16% through data-informed deployment
- Directed investigative and non-uniform patrol strategies targeting high-risk areas

Education

M.S. Management and Leadership

Western Governors University

B.S. Legal Studies

John Jay College of Criminal Justice

Lindsay Fellow in Government Leadership

Institute for State and Local Governance

Leadership Institute – NYC DOE

Inaugural (2015), Advanced (2016), and Mentorship Development (2017) Cohorts

Board & Community Leadership

- Board Member, YMCA: Expanded preschool capacity by 50 seats for Staten Island families
- Board Member, Canvass Institute: Promoted equity through arts-led community engagement
- Advisory Board Member, Staten Island Community Transformation: Led values-based dialogue initiatives

Military Service

United States Army Reserves

Specialist | Jun 1992 – Jun 2000

Public Records Exemptions

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Reason	Description	Pages
119.071(4)(d)2a		2

Public Records Exemptions

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Reason	Description	Pages
119.071)4)(d)2a		2

ROBERT J REINSHUTTLE

Dear Sir or Madam,

Please accept my letter and resume as application for the position of City Manager of the City of Maderia Beach. It is a position for which I am very interested and uniquely qualified.

I have had the opportunity to serve in several key governmental positions and acquired considerable leadership acumen as well as the ability to effectively communicate with a governing body and the public. As Deputy County Administrator in Manatee County Florida, a county of 400,000 residents and 2000 employees, I worked daily to bring a high degree of integrity and mission (and constituent) focused agenda to my work. You will find that I have utilized advanced problem-solving abilities and critical thinking skills to lead others and achieve goals and objectives.

In this prior role I had oversight over most of the critical departments of county government and established excellent working relationships with new and established Commissioners alike. It would be my intent to work daily to establish strong lines of communication with the Board, ensure that we all have the same set of information and facts to move forward so that we can bring positive outcomes for the public.

I would appreciate the opportunity to speak with you further. Thank you for your interest and consideration of my credentials and I look forward t hearing from you soon.

Sincerely,

Robert J Reinshuttle MPA

Robert J. Reinshuttle, MPA

119071(4)(d)2h

119.071(4)(d)2h

reinshuttle@aol.com

Public Affairs Executive | Government Affairs Strategist | Association Leader

Expertise in Legislative Advocacy and Strategic Public Sector Leadership to Drive Policy Outcomes and Organizational Growth

Key executive leader with an extensive record of advancing legislation, managing multimillion-dollar budgets, and leading cross-functional teams at the state, local, and federal levels. Builds strong coalitions, navigates political nuance, and aligns stakeholders to achieve consensus-driven outcomes. Recognized for successfully directing large government departments and advocacy associations, securing major state and federal funding, and implementing organizational strategies that drive lasting public value. A steady and trusted leader who understands the business of government and the real-world mechanics of how politics gets done.

Professional Experience

CEO

Florida Capitol Strategies (FCS)

Tallahassee, Florida

2024-Present

FCS is a boutique lobby firm specializing in government and legislative affairs, community affairs, strategic planning, and media and public relations in Florida. We fully integrate all these areas to solve complex problems with creative solutions. We know how government works, who makes it work, and how to make it work for our clients. We use our channels of influence and well-established relationships with local and state leaders to position our clients as trusted voices and industry leaders.

Our lobbying team is results-driven. has facilitated the development and growth of many of our clients into effective organizations that are well-respected among legislators and valuable to their members.

Through a team-centered, hands-on approach, our services are tailored to the needs of each organization. We are a small, bipartisan team that drives big results.

Deputy County Administrator / Acting Public Safety Director | 2021 – 2024

Manatee County Government | Bradenton, FL

Served as a senior executive overseeing countywide operations with direct responsibility for a wide portfolio of departments, including HR, Natural Resources, Utilities, Legislative Affairs, Communications, Economic Development and more. Partnered with elected officials, led cross-functional initiatives, and managed strategic planning and budgeting for over 2,200 employees.

- Designed and implemented operational improvements that streamlined workflows and enhanced community-facing services.
- Directed a public safety department of 420 employees while concurrently managing broader county administration and strategic priorities.
- Served as a key advisor to county commissioners by briefing them on complex policy issues, legislative developments, and board agenda items.

Chief Operations Officer / Director of Legislative Affairs | 2007 – 2021
Florida Association of Community Health Centers | Tallahassee, FL

Provided executive leadership for the statewide association supporting over 50 federally qualified health centers. Led day-to-day operations, budgeting, grants administration, and strategic planning, while acting as the association's primary legislative and regulatory advocate.

- Served as the organization's lead representative at the state and federal levels, shaping legislation impacting community health.
- Maintained the financial integrity of the organization through responsible oversight of a \$2M budget and successful grant management.
- Identified and secured new funding streams while cultivating strategic partnerships with public and private stakeholders, enhancing the association's statewide impact, financial sustainability, and long-term growth potential.

National Director of Government Relations
National Association of Extracorporeal Technology
Tallahassee, FL / Washington, DC
2002– 2007

Led nationwide legislative and regulatory strategy for a professional healthcare association. Testified before Congress and state legislatures, developed public policy, and built a national lobbying network to support perfusion professionals.

- Successfully lobbied and testified on behalf of the profession across all 50 states and at the federal level.
- Recruited, managed, and aligned contract lobbyists to support legislative objectives in key jurisdictions.
- Elevated the association's visibility and impact by transforming the government relations function into a results-driven unit.

Chief of Staff – Policy / Director of Health Policy
Florida Agency for Health Care Administration (AHCA) | Tallahassee, FL
1998 – 2002

Directed state-level health policy initiatives, including Medicaid, managed care, and insurance reform. Oversaw large-scale regulatory, fiscal, and programmatic efforts in coordination with state agencies and legislative leadership.

- Led the development of legislative initiatives by coordinating interagency policy, fiscal analysis, and strategic planning.
- Managed a team of 40 and administered numerous federal and foundation grants awarded to universities across Florida.
- Played a key role in shaping health care regulations, contributing to long-term program reforms and stakeholder alignment.

Policy Coordinator
Office of the Governor of Florida | Tallahassee, FL
1992 – 1998

Served as a senior policy advisor and principal liaison to local governments and Florida's Congressional delegation. Oversaw intergovernmental affairs, healthcare budgeting, and legislative planning.

- Developed and implemented the state's federal funding strategy, resulting in increased formula and discretionary grants.
- Directed a 15-person policy team responsible for research, legislative strategy, and planning across state-level initiatives.
- Advised the Governor on healthcare and federal affairs, shaping key policy recommendations and interagency coordination.

**Director, Washington, DC Office &
Central Office of Federal Funds Management
Governor of Texas | Washington, DC
1989 – 1992**

Acted as the Governor’s senior federal liaison to Congress, executive agencies, and the White House. Led federal advocacy efforts on appropriations and policy matters impacting the state of Texas.

- Facilitated engagement across state agencies, universities, and federal programs to secure over \$2B in new federal funds.
- Testified before Congress on behalf of the Governor and secured key legislative and budgetary priorities.
- Directed staff operations in Washington, advancing Texas’ legislative and regulatory agenda at the national level.

**Washington Director | 1982 – 1989
Council of State Governments | Southern Governors Association
Washington, DC**

Led policy, legislative, and intergovernmental efforts for a national organization representing state elected officials. Also served as **Director for both the Southern Governors’ Association and the National Association of Secretaries of State.**

- Directed federal affairs for two organizations, serving as a key voice for state interests in policy deliberations.
- Chaired a committee on intergovernmental affairs, coordinating positions across state and local associations.
- Oversaw national conferences, publications, and strategic partnerships supporting state policy advancement.

Education

Master in Public Administration (MPA) DPA candidate
Western Michigan University | Kalamazoo, MI

Bachelor of Arts (B.A.) Accounting/Political Science
Aquinas College | Grand Rapids, MI

Certificate in Management
Florida State University | Tallahassee, FL

Public Records Exemptions

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119.071(4)(d)2h		2

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Reason	Description	Pages
119071(4)(d)2h		2

Brandon S. Roberts, MPA

City Manager

119.071(4)(d)2h

broberts15@gmail.com

119.071(4)(d)2h, 119.071

January 5th, 2026

Members of the Search Committee,

I am writing to express my interest in the City Manager position. I currently serve as City Manager for a full-service municipality operating under the council–manager form of government, and I bring nearly two decades of public-sector leadership experience spanning municipal administration, public safety, financial oversight, compliance, and organizational stabilization.

My career has been shaped by working in environments that require sound judgment, political neutrality, and disciplined execution. As City Manager, I advise elected officials, direct municipal operations, oversee budgets and capital planning, and ensure compliance with transparency and public-records requirements. I have led organizations through periods of constraint and transition, emphasizing restoring clarity, strengthening internal controls, and maintaining public trust while continuing to deliver essential services.

Earlier roles as a senior fire service executive and as Director of Sunshine Law Outreach with the Missouri Attorney General's Office further refined my approach to leadership. These experiences reinforced the importance of ethical governance, clear communication, and preparedness in high-visibility environments where decisions are closely scrutinized. I am comfortable operating in politically sensitive settings and collaborating with diverse stakeholders to address complex operational challenges.

I am drawn to communities that value professional management, transparency, and thoughtful leadership. I believe effective city management is defined not by personal visibility, but by the reliability of systems, the strength of institutional relationships, and disciplined long-term stewardship. My objective is to provide elected officials with clear, unbiased counsel and to ensure a sound structure and expectations support for staff.

I would welcome the opportunity to discuss how my experience and leadership philosophy align with Maderia Beach's community needs and priorities. Thank you for your time and consideration.

Respectfully,

Brandon S. Roberts

Brandon S. Roberts, MPA

BRANDON S. ROBERTS, MPA

City Manager | Municipal Executive | Public Sector Operations

119.071(4)(d)2h

| broberts15@gmail.com |

119.071(4)(d)2h, 119.071

EXECUTIVE PROFILE

Municipal executive with nearly 20 years of public-sector leadership experience spanning city management, emergency services administration, finance oversight, compliance, and organizational turnaround. Currently serving as City Manager for a full-service municipality, with direct responsibility for council-manager governance, budgeting, capital planning, workforce leadership, and delivery of essential public services. Known for steady leadership, sound judgment, and the ability to stabilize complex organizations while maintaining transparency, accountability, and public trust.

CORE LEADERSHIP & MANAGEMENT COMPETENCIES

- Council–Manager Governance & Executive Leadership
- Budget Development, Financial Oversight & Capital Planning
- Municipal Operations & Service Delivery
- Workforce Leadership, Labor Relations & Performance Management
- Emergency Management, Public Safety & Risk Mitigation
- Intergovernmental Relations & Contract Administration
- Transparency, Sunshine Law Compliance & Ethics
- Organizational Assessment & Change Management

PROFESSIONAL EXPERIENCE

City Manager — City of Brookfield, Missouri (2025–Present)

Chief executive officer for a full-service municipal organization operating under the council–manager form of government. Reports directly to the Mayor and City Council and is responsible for the administration of all city departments and services.

- Directs daily operations across administration, police, public works, utilities, parks, streets, facilities, and fire services.
- Oversees municipal budgeting, financial controls, and coordination with external auditors to improve fiscal transparency.
- Leads capital planning and infrastructure prioritization aligned with long-term community needs.
- Serves as principal advisor to the City Council, providing professional recommendations while maintaining political neutrality.
- Ensures compliance with Sunshine Law, public records requirements, and ethical governance standards.

Director of Sunshine Law Outreach — Missouri Attorney General's Office (2024-2025)

- Provided statewide guidance to public bodies on Sunshine Law compliance and open government requirements.
- Delivered training and advisory support to elected officials and municipal leadership.
- Reviewed complex compliance matters emphasizing transparency and defensible decision-making.

Deputy Fire Chief of Operations — Lake Ozark Fire Protection District, Missouri (2023–2024)

- Oversaw daily operations, staffing, and service delivery for fire and EMS services.
- Managed multi-million-dollar operating budgets and supported long-range capital planning.
- Led organizational restructuring and performance improvement initiatives.

Fire Captain — Kansas City Fire Department, Missouri (2006–2023)

- Supervised personnel and managed emergency operations in a large metropolitan department.
- Developed leadership experience within a unionized, civil service environment.
- Ensured compliance with operational protocols, safety standards, and departmental policy.

EDUCATION

Executive Master of Public Administration (In Progress), Syracuse University, Maxwell School

Bachelor of Science in Fire Administration — Graduated Summa Cum Laude

PROFESSIONAL AFFILIATIONS

International City/County Management Association (ICMA)

Missouri City/County Management Association (MCMA)

Public Records Exemptions

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

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

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119.071(4)(d)2h		1-2

Rebecca Roberts, CPA

10035 Lilac Ct., Charlotte, NC 28215

Maderia Beach

300 Municipal Dr.

Madeira, Beach, FL 33708

Dear Mayor and City Commissioners,

I am writing to express my interest in the City Manager position for the City of Madeira Beach. After many years serving in senior municipal leadership—most recently as a trusted advisor and operational partner to both the City Manager and Assistant City Manager—I am ready and enthusiastic to take the next step in city administration. I also maintain a part-time residence in Florida, allowing for continuity of presence and familiarity with the state’s municipal environment.

Throughout my career, I have worked closely with executive leadership and City Commissions on budget development, capital planning, policy implementation, and organizational management. Serving as the right hand to the City Manager’s office, I have helped translate Commission priorities into actionable plans, coordinated across departments, and supported effective service delivery while maintaining fiscal and operational accountability. This experience has provided me with a comprehensive understanding of how a city functions as an integrated organization.

I am very familiar with Madeira Beach, having lived in St. Petersburg during my tenure with Manatee County Schools, and I appreciate the unique balance the City maintains between a close-knit residential community and a vibrant coastal destination. Madeira Beach’s character, scale, and service profile strongly resonate with my leadership style. I bring a steady, collaborative approach, deep respect for professional staff and elected officials, and a strong commitment to preserving the quality of life that makes “Mad Beach” special. I would be honored to partner with the Commission to guide the City through its next chapter.

Respectfully,

Rebecca Roberts

ROBERTS, REBECCA - CPA

SUMMARY Transformational public-sector Finance Director and Chief Financial Officer with more than 15 years of progressive leadership experience overseeing complex municipal financial operations, including budgeting, accounting, financial reporting, investments, debt management, procurement, payroll, and financial policy development. Proven strategic partner to City Managers, elected officials, and executive leadership teams, with a strong record of fiscal stewardship, transparency, and regulatory compliance.

COMPETENCIES

- Government Finance
- Treasury and Investment Management
- Budget Development, Forecasting & Cash Flow
- Government Procurement and Contract Management
- Financial Reporting & Board Dashboards
- Internal Control Design & Audit Coordination
- Stakeholder Engagement & Board Relations
- Policy Development & Regulatory Compliance
- Project & Operations Management

EXPERIENCE **FINANCE DIRECTOR/CHIEF FINANCIAL OFFICER**

City of Ocoee, FL
2018 - 2025

- Directed all municipal financial operations—including budgeting, accounting, financial reporting, investments, debt management, procurement, payroll, and financial policy—ensuring fiscal stability, transparency, and regulatory compliance.
- Served as a key strategic advisor to the City Manager and department directors, leading development and administration of annual and multi-year operating and capital budgets, with ongoing analysis of revenues, expenditures, and project performance.
- Led the preparation and presentation of monthly and annual financial statements for elected officials, executive leadership, and independent auditors, while ensuring timely and accurate submission of all State of Florida financial, pension, and budgetary reports.
- Oversaw the City's cash management and investment portfolio, managing short-term and long-term investments in accordance with adopted investment policies while maintaining sufficient liquidity and safeguarding public funds.

- Provided executive oversight of debt financing activities, including bond issuances and participation in state and federal loan programs, supporting long-term capital planning and infrastructure investment.
- Supervised all Finance Department and Procurement Office functions, including payroll, accounts payable and receivable, purchasing, bids, and contract administration, ensuring operational efficiency and internal controls.
- Directed procurement operations, overseeing contract compliance, purchasing policies, and competitive solicitations; developed bid and RFP specifications and approved departmental purchase requests.
- Managed and mentored professional, administrative, and clerical staff within the Finance Department and Procurement Office, fostering accountability, performance excellence, and cross-functional collaboration.
- Collaborated closely with Human Resources to provide financial oversight and analysis of self-insured employee benefit programs, including health, dental, workers' compensation, and property and liability insurance.
- Monitored financial performance throughout the fiscal year, preparing budget amendments and contract modifications as needed to maintain fiscal balance and operational continuity.
- Coordinated personnel and payroll-related matters for the Finance Department, ensuring accuracy, compliance, and alignment with City policies.
- Represented the Finance Department at City Commission and committee meetings, delivering clear financial analysis, reports, and recommendations to support informed decision-making.
- Ensured organizational accountability through successful audits, measurable financial outcomes, compliance with governing laws and policies, and achievement of strategic objectives.

CHIEF FINANCIAL OFFICER

Manatee County School District, Bradenton, FL

2014 - 2018

- Oversaw an \$800M budget and directed grant-based financial operations, capital project budgets (\$200M+), and financial planning initiatives.
- Guided the District successfully through funding challenges—improving its credit rating from BBB+ to A- rating.
- Managed sales tax bond issuance, debt restructuring, and cost-saving initiatives saving \$15M+ annually.
- Implemented ERP (PeopleSoft) and led strategic planning and procurement across finance, HR, IT, and facilities.
- Served as Chair of the Health Insurance Advisory Committee overseeing and guiding decisions related to employee health benefits, broker agreements, pricing and cost containment measures.
- Co- lead negotiator for the district's three bargaining units.

DIVISION CHIEF/CHIEF ACCOUNTANT

City of Baltimore, MD

2010 - 2014

- Directed financial operations and grant accounting across a \$1.6B municipal budget.
- Implemented systems to improve property tax billing and collections, fixed asset tracking, and grant compliance.
- Served on investment, liability, and capital project committees to maintain fiduciary integrity and risk oversight.

FINANCIAL & OPERATIONAL LEADERSHIP ROLES

Multiple Industries • Prior to 2010

- Held leadership roles including VP Operations, Controller, and Audit Director.
- Developed operational controls, compliance frameworks, and team-based financial performance metrics.

EDUCATION &
CERTIFICATION

UNIVERSITY OF MARYLAND

Bachelor of Science – Business

CERTIFIED PUBLIC ACCOUNTANT (FLORIDA)

PROFESSIONAL
AFFILIATIONS

- Member of the Government Finance Officers Association
- Member of the Florida League of Cities

LEADERSHIP

- Past President of the Board of Trustees; Florida Star Investment Pool

REFERENCES

DR. DIANA GREENE – SUPERINTENDANT, MANATEE COUNTY SCHOOLS

119.071(4)(D)2.Z.(I)

DR. BILL VOGEL – RETIRED FLORIDA SCHOOLS SUPERINTENDANT

119.071(4)(D)2.Z.(II)(

ANGIE OXLEY – FORMERLY OF MANATEE COUNTY SCHOOLS

119.071(4)(D)2.Z.(II)(B)

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119.071(4)(D)2.Z.(II)(B)		5

Gia Scruggs

119.071(4)(d)2h

grscruggs@outlook.com

119.071(4)(d)2h

January 26, 2026

City of Madeira Beach
300 Municipal Drive
Madeira Beach, FL 33708

Dear Mayor and Commissioners,

I am writing to express my interest in the City Manager position with the City of Madeira Beach. With extensive experience in municipal administration, financial stewardship, and organizational leadership, I am excited about the opportunity to support a coastal community known for its small-town character, vibrant tourism economy, and commitment to high-quality public services. The City's priorities and scale align strongly with my background in managing complex operations, strengthening financial performance, and fostering collaborative, transparent governance.

In last current role, I was responsible for the development, administration, and management of a **\$17.8 million operating budget**, ensuring resources are aligned with strategic priorities and community needs. Through targeted revenue-recovery initiatives and process improvements, I successfully increased the annual operating budget by **\$1.6 million**, enhancing the City's long-term financial stability. I also oversaw the planning and management of a **\$13 million Capital Improvement Program** and **\$9.7 million in ARPA funding**, ensuring compliance, accountability, and timely project delivery.

My responsibilities include monitoring the City's financial condition, advising elected officials on fiscal matters, and preparing accurate projections of present and future financial needs. I work closely with department heads throughout the budget development process, review and analyze financial performance, and present proposed budgets to the Mayor and City Council for consideration and approval. Additionally, I supervise the City's fiscal services, including accounting, purchasing, financial reporting, and auditing, ensuring strong internal controls and adherence to best practices.

Beyond financial management, I have contributed to significant organizational improvements, including assisting with the transition from an outsourced service model to in-house operations. This shift improved service quality, increased accountability, and strengthened internal capacity. My leadership style emphasizes collaboration, data-driven decision-making, and a commitment to operational excellence — qualities that align well with Madeira Beach's expectations for its next City Manager.

I am enthusiastic about the opportunity to bring my experience, energy, and dedication to the City of Madeira Beach. I am a member of the International City/County Management Association and welcome the opportunity to join the Florida League of Cities, and I am committed to achieving ICMA Credentialed Manager status within the required timeframe. I would be honored to support the City Commission's vision and help guide through its next chapter of growth, resilience, and community pride.

Thank you for your consideration. I look forward to the opportunity to discuss how my background and leadership approach can contribute to the continued success of Madeira Beach.

Sincerely,

Gia Scruggs

GIA R. SCRUGGS

grscruggs@outlook.com

119.071(4)(d)2h

City Manager

~ "Public Servant dedicated to Building Relationships while Identifying Improvement Opportunities that Drive Efficiency and Quality" ~

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PROFESSIONAL EXPERIENCE

CITY OF STONECREST – CITY MANAGER

Nov. 2022-JANUARY 2026

- Responsible for the development and administration of \$30M operating and capital budgets
- Responsible for the day-to-day operations of the City of Stonecrest including Finance and Administration, Code Enforcement, Building Services, Engineering, Planning and Zoning, Parks, Recreation and Cultural Affairs and Human Resources
- Ensures that all laws, provisions of the charter, and acts of City Council subject to enforcement are faithfully executed.
- Advises City Council as to the financial conditions and future needs of the City, makes recommendations to Council concerning the affairs of the City.
- Meets with the Mayor and Council members to review and discuss projects, programs and related matters impacting city government
- Coordinates activities to determine the needs of the City, and in conjunction with the Council, establish priorities and projects on-going and proposed
- Executes policies, directives and legislative actions of the Mayor and City Council and prepares and presents policy improvements/changes to same
- Respond to citizen inquiries and resolve difficult and sensitive complaints; assign staff to handle and resolve citizen complaints and concerns in a timely manner

CITY OF STONECREST FINANCE DIRECTOR STONECREST, GA

2020-2022

- Responsible for the development, administration and management of \$15.1M operating budget
- Revenue recovery efforts and process improvements increased annual operating budget by \$1.6M
- Responsible for the planning, development and management of \$9.4M Capital Improvement budget
- Responsible for the planning, development and management of \$9.7 ARPA Funding
- Monitors the financial condition of the City and advises the Mayor and the City Council of the same; estimates present and future financial needs; works and consults with department heads concerning budget preparation; reviews and analyzes the financial position and related matters of the City; submits proposed budget to the Mayor and the City Council for review, consideration and approval; administers and monitors operating budget
- Assisted with the transition of outsourced service model to provide in-house services
- Supervises the fiscal services of the City including accounting, budgeting, purchasing, financial reporting and auditing

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- Prepares a wide variety of records and forms such as the annual budget, Council agenda items, financial status reports, general correspondence, etc.
- Negotiate contracts and solutions involving a variety of administrative, fiscal, and special projects; participate in the preparation of program or special project budgets
- Receives, reviews and/or approves various records and forms such as monthly financial reports, personnel forms, operating reports, work plans, annual budget records, department reports, purchase orders, and organizational charts
- Provide leadership to subordinate managers and staff

JACOBS ENGINEERING/AGILE**2020-2021**

STONECREST, GA

- Performed various accounting functions for the City of Stonecrest
- Assisted with Budget Preparation
- Recommended policy and procedure changes to facilitate protecting the city's fiscal resources
- Assisted with the Purchasing Card Audit solicitation and subsequent Audit work
- Oversee the development and implementation of processes

DEKALB COUNTY BOARD OF HEALTH – INTERNAL SERVICES MANAGER**2018-2020**

DECATUR, GA

- Responsible for the following: Contracts, Procurement, Facility Management, Risk Management, Fleet Management, Warehouse Operations, Records Management, Mail Services, Asset Management
- Oversee the day-to-day operations of the Board of Health
- Provide oversight and implementation of agency policies and procedures
- Oversee the development and implementation of processes
- Project manager for MUNIS financial system upgrades for purchasing, contracts, inventory, asset management modules
- Provide leadership to subordinate managers and staff
- Prepare and present presentations to Chief Financial Officer, Administration Division Director, District Health Director
- Serve on Policy and Procedures, Contracts and Grants, and Budget committees

CITY OF ST. JOSEPH, MO – CHIEF FINANCIAL OFFICER, ADMINISTRATIVE SERVICES DIRECTOR**2015-2017**

Director of Administrative Services

- Responsible for the development, administration and management of \$113M operating budget
- Responsible for the planning, development and management of \$121M Capital Improvement budget
- Responsible for the following divisions: Accounting and Procurement, Finance and Revenue, Human Resources, Information Technology, Building Maintenance, Municipal Court, Wastewater Utilities and Customer Service
- Prepared and presented presentations to City Manager, City Council, and Citizens
- Served on Public Safety Communications committee, Civic Arena Financial Assistance committee, Negotiating Teams
- Served as City Manager in their absence
- Directed Salary study and implemented salary study results

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- Successfully negotiated with Police and Fire unions regarding compensation and complaints
- Successfully enhanced pension benefits
- Worked with Downtown authority to construct Parking garage and upgrades to historic building for office space for Mosaic Healthcare
- Redesigned Budget process; streamlined with leveraging of technology
- Reduced Utility Bad debt from \$2.1M to \$400K within 1.5 years
 - Collaborated with Social Service Agency Committee to assist customers with bill payment and changed payment policy

CITY OF TALLAHASSEE – PARKS, RECREATION, AND NEIGHBORHOOD AFFAIRS

2012-2015

TALLAHASSEE, FL POPULATION 191, 102

Promoted to Administrative Services Manager

- Responsible for the development, administration and management of \$21M operating budget
- Responsible for the planning, development and management of \$670K Capital Improvement budget
- Responsible for management of \$650K Friends of Our Parks Foundation Budget
- Prepared and presented presentations to City Manager and Executive Leadership team
- Served as Marketing Representative and liaison between marketing committee and Senior Management Team
- Appointed by Assistant City Manager of Safety and Neighborhood Services to represent Police, Fire, Economic and Community Development, Emergency Management and Parks, Recreation and Neighborhood services on the Technical Advisory Group
- Supervised team of administrative specialists in the areas of Accounts Receivable, Accounts Payable, Travel, and Payroll.
- Serve as chair for acquisition of vendor for the development of Master Plan
- Served as Project Manager for implementation of Recreation Management Software (Rec1)
- Served as Director in the absence of Director and Assistant Director

CITY OF TALLAHASSEE – PARKS, RECREATION, AND NEIGHBORHOOD AFFAIRS

2013-2014

TALLAHASSEE, FL

Interim Assistant Director – October 2013-May 2014

- Assist the Director in the administration and management of all departmental related activities to include directing the work of departmental superintendents
- Assist the Director in the formulation of goals, objectives, priorities, strategic plans
- Assist the Director in identifying, organizing and implementing departmental activities
- Assist with personnel issues including hiring, terminations and disciplinary reviews
- Serve as Department Director in the absence of Director

CITY OF TALLAHASSEE –PAYROLL

2010– 2012

TALLAHASSEE, FL

Payroll Administrator

- Planned and directed the salary administration and benefits activities for the City of Tallahassee
- Responsible for the disbursement of over \$150M Salary and Benefits
- Managed the Department's leave program by interpreting the leave policies for supervisors, managers and employees. Managed the salary administration program for the school system through the coordination of salary increase processing for all employees
- Project lead for Peoplesoft FMS (Payroll system)
- Developed and interpreted policies regarding the salary administration issues. Resolved complicated benefits, salary, or transactions concerns.

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FLORIDA A&M UNIVERSITY**2008– 2010**

TALLAHASSEE, FL

Promoted to Assistant Controller (Disbursements) – February 2008

- Supervised team of accounting supervisors in the areas of Accounts Payable, Warrant Distribution, Travel, and Payroll Accounting.
- Served as primary contact for accelerated internal/external customer concerns facilitating solutions.
- Served as Functional lead for PeopleSoft Financials upgrade.
- Managed centralization of international financial databases merging financial transactions from three accounting group satellite databases.
- Authored end-user documentation to perform required business tasks and disciplines for Receivables, Payables, Billing and Financial postings
- Implemented Imagenow document management solution disciplines, processes and practices including training
- Responsible for assistance with Vendor maintenance file and 1099 reporting
- Assist with Financial Statements and respond to audit inquiries from internal and external auditors
- Ensure accounts payable and payroll transactions are accurately reflected in the General Ledger

FLORIDA A&M UNIVERSITY 2007-2008**2007– 2008**

TALLAHASSEE, FL

Assistant Director-Payroll Operations –

- Supervised team of payroll specialists.
Supervised team of payroll specialists by prioritizing and assigning work; conducting performance evaluations; ensuring staff is trained; ensuring that employees follow policies and procedures; making hiring, termination, and disciplinary recommendations
- Planned and coordinated the development, implementation and supervision of payroll operational goals, objectives, and activities; performs needs assessments,
- Coordinated, supervised and evaluated the day-to-day operations and maintenance of the payroll division; developed procedures for payroll operations; ensured compliance with applicable internal and external requirements.
- Served as Functional lead for implementation of HCM Payroll (PeopleSoft).
- Authorized end-user documentation to perform required business transactions for payroll accounting

THOMASVILLE CITY SCHOOL SYSTEM**2003– 2006**

THOMASVILLE, GA

Payroll and Benefits Coordinator

- Planned and directed the salary administration and benefits activities for all school system employees with a budget of \$20M
- Served as the liaison with the State Merit System in the areas of health benefits and the Flexible Benefits Program.
- Coordinated the annual Open Enrollment process for the Flexible Benefits and State Health Benefit plan.
- Managed the Department's leave program by interpreting the leave policies for supervisors, managers and employees. Managed the salary administration program for the school system through the coordination of salary increase processing for all employees

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THE UROLOGY INSTITUTE AND CONTINENCE CENTER**2002– 2003**THOMASVILLE, GA
Administrator

- Direct supervision of 20-25 staff members
- Responsible for payroll processing and associated benefits for all employees
- Responsible for asset management for 6 offices and Surgery Center
- Coordinated with vendors, assist in contract negotiating, recommend short, medium and long-range goals for the surgery center to the governing body.
- Direct the development, interpretation, and implementation of policies, procedures, rules and regulations, recommended practices and programs to accomplish goals. Direct maintenance of documented personnel policies and maintaining all personnel files.
- Planned capital and operating budget based on financial data collected during the fiscal year. Direct cost analysis studies on individual procedures to determine cost effectiveness of internal operations and profit margins.
- Monitored accounts receivable and accounts payable to insure timely collection of accounts and payment of bills.
- Verified insurance coverage for patients, informed patients with the cost of surgery procedures and responded to questions concerning billing

FLOWERS FOODS, INC.**2000– 2003**THOMASVILLE, GA
Vendor Coordinator

- Responsible for maintaining financial records in database for vendors used by Flowers Foods using SAP software
- Prepare plant records for conversion from AS400 system to SAP system ensuring accuracy, completeness and inclusion of all database records, Accounts payable, general ledger, bank reconciliation, financial statement preparation,
- Enter invoices using A/S 400 system, assist with 1099 processing, direct deposit using ACH
- Made analysis of financial data to determine corrective action to be taken by collections department
- Ensured that proper banking information is entered into the system and troubleshoot any problems that occur, responsible for data integrity, and confidential banking documents and processes, trained appropriate staff
- Made presentations, conducted interviews, prepared correspondence as needed to keep other departments informed of changes and updates
- Prepared reports using SDW and Oracle, assisted in budget preparation

Professional Development

2019 Certified Public Manager
Class President
Carl Vinson Institute of Government
University of Georgia

2015 Director's School Graduate
National Recreation and Park Association

2015 Command Staff – City of St. Joseph
National Incident Management System (NIMS)

EDUCATION

Academic Studies

2016 Doctor of Public Administration –
All But Dissertation
North Central University

2014 Advanced Professional Certificate Business Administration – Information Systems
Argosy University/Sarasota Campus (Sarasota, Florida)

2010 Doctor of Business Administration – Information Systems
All But Dissertation
Argosy University/Sarasota Campus (Sarasota, Florida)

2001 Master of Business Administration
Thomas University (Thomasville, Georgia)

1998 BS Biology with Environmental Health emphasis
Albany State University (Albany, Georgia)

RELEVANT SKILLS

Project Manager for implementation of Tyler Technologies Financial system, working knowledge of Enterprise resource planning software Tyler Technologies, PeopleSoft HCM and Financials modules, A/S 400, Blackboard Certification, Functional Lead for PeopleSoft HCM Payroll Implementation

Professional Affiliations

- International City/County Management Association (ICMA)
- Government Finance Officers Association (GFOA) – 2019 Georgia Conference Committee
- Association of Government Accountants (AGA)

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119.071(4)(d)2h		1, 3-8

Mickey T. Solomon, MBA

119.071(4)(d02.z.)II(A)

, Fulshear, TX 77441,

119.071(4)(d02.z.)II(B)

micksolom@att.net

January 20, 2025

Dear Human Resource Department

Please accept this letter and the enclosed résumé as an expression of my interest in the City Manager position for the City of Madeira Beach, FL, I am confident that my continual education, and familiarity with the government budgets, CIP, procurement, contracts, security, fleet, HR & higher education provides me with the necessary skills to meet and exceed the city's expectations in this role.

With my leadership skills in both the public and higher education sectors combined with my continual education and training I have gained firsthand knowledge in all areas of management operations.

I understand your time is limited and since a résumé can neither fully detail all my skills and accomplishments, nor predict my potential to your organization, I would welcome a personal interview to further explore the merging of my knowledge and training with The City of Madeira Beach, Florida.

Sincerely,

Mickey Todd Solomon

Mickey T Solomon, MBA/ CPM

MICKEY T. SOLOMON, MBA, CPM

119.071(4)(d02.z.)II(B)

WORK EXPERIENCE:

MIAMI DADE COLLEGE – MIAMI, FL

December 2005-Presently

ADJUNCT BUSINESS/MANAGEMENT PROFESSOR (VIRTUAL COLLEGE & FACE-TO-FACE)

Lead, teach & provide adult learners with a critical & comprehensive look into all aspects of business operations as they use theoretical approaches in real world situations. Develop students to become more effective in the process of gathering, evaluation, analyzing raw information/data to make sound business decisions. Assist the School of Business in promoting its' intergraded marketing communication program, recruitment & other agendas. Courses taught include but are not limited to Principles of Management, Business, Retail, Marketing, Project Management and Customer Service.

CITY OF HOUSTON – HOUSTON, TX

February 2008-Presently

DEPUTY ASSISTANT DIRECTOR/ SENIOR DIVISION MANAGER (HPW/ WASTEWATER OPERATIONS)

Budget/Accounts Payable/ Procurement/ Contracts/ Fleet/ Warehouse/ Safety/ Human Resources/ Facility Management

Responsible for overseeing various management support functions within Wastewater Operations. Primary responsibility is to oversee work towards building and streamlining multiple teams for the purpose of improving overall performance and efficiency, facilitating a pending 2-billion-dollar Consent Decree (CD) and preparing for 2.4-billion-dollar Federal Emergency Management Agency projects.

Direct and coordinate all of Wastewater Operations functions as related to procurement, budgeting, staffing, building and maintenance contracts, safety, and security, human resources, fleet, warehouse, accounts payable, training license and memberships and other administrative and financial functions. The position is essential to meet all current and future requirements of the Wastewater branch.

DIVISION MANAGER (HPW/WASTEWATER OPERATIONS)

Budget/Accounts Payable/Procurement/Contracts/Fleet/Warehouse/Safety

Oversee and manage key departments and personnel within the service-line that includes both O&M and Capital Budgets, Accounts Payable, Procurement, Contracts (Formal and non-formal), Fleet, Safety and Warehouse(s). Supervises, coordinates and reviews departmental operations and procedures. Manage preparation of multiple contracts for special projects associated with critical services related to the maintenance of Wastewater facilities/ utility designs. Develops various management reports for implementing revised management procedures and policies. Monitoring key performance metrics. Serves as primary liaison to effectively manage financial policies, procedures, and systems. Supervises, trains and evaluates employees involved in evaluating, researching and analyzing financial and operational activities and procedures. Coordinates, prepares and reviews financial and management reports, such as budget reviews and projections. Reviews, researches and surveys requests to assess operational improvements and implements revised management procedures.

MANAGEMENT ANALYST IV (PWE/WASTEWATER OPERATIONS)

Budget/Accounts Payment/ Procurement/ Contracts/ Special Projects

Supervises, coordinates and reviews departmental operations and procedures. Manage preparation of multiple contracts for special projects associated with critical services related to the maintenance of Wastewater facilities/ utility designs. Develops various management reports for

implementing revised management procedures and policies. Monitoring key performance metrics. Serves as primary liaison to effectively manage financial policies, procedures and systems. Supervises, trains and evaluates employees involved in evaluating, researching and analyzing financial and operational activities and procedures. Coordinates, prepares and reviews financial and management reports, such as budget reviews and projections. Reviews, research and surveys requests to assess operational improvements and implements revised management procedures. Compiles and interprets statistical data in analyzing and assessing departmental operations, schedules and long-range forecasting. Provides systems development and maintenance to enhance functionality, coordinates systems user/support training, and handles various special projects as assigned.

MANAGEMENT ANALYST III (PWE/INFORMATION TECHNOLOGY)

Budget/ Procurement/ Contracts/ Special Projects

Monitored daily the expense and operating funds. Prepared and submitted any corrections required for problems discovered because of daily review. Prepared and submitted any funding transfers required to allow continued operations within a given appropriation. Prepared the Monthly Financial and Operations Report (MFOR) including expenses, and FTE analysis and projection, for one or more of the Sections operating funds, preparation of accompanying graphs and charts for CTO's presentation as well as being sufficiently knowledgeable about the fund's operations to be able to answer management's questions regarding line item, revenue and FTE year-to-date and projected amounts. Assisted in preparing the sections annual budget submission for one or more funds. Updated and distribute the biweekly payroll/salary and other related reports to section. Monitored key performance metrics that modernized the infrastructure for items such as Wi-Fi and radio.

MANAGEMENT ANALYST II (PWE/INFORMATION TECHNOLOGY)

Budget/ Procurement/ Contracts/ Special Projects

Administered researched and analyzed financial and operating activities and procedures. Evaluated findings and assists in preparing specific financial and management reports. Researched, analyzed and monitored various financial and management reports. Assisted in developing, preparing and evaluating financial and management reports. Identified and implemented solutions and systems necessary to optimize results. Conducted audits and/or needs assessments to identify and document specific financial operating and management procedures and policies. Prepared training material for financial systems and conduct user training. Performed training in related subject matters. Prepared documentation on financial systems and write user procedures. Monitored key performance metrics.

MANAGEMENT ANALYST I (HAS/ PUBLIC SAFETY & TECHNOLOGY)

Budget/ Procurement/ Special Projects

Performed a variety of analytical, evaluation work for the I.D. Badging section. Budget preparation. Reviewed related financial documents. Analyzed call records to determine trends. Reviewed and maintained electronic records for compliance. Monitored equipment usage records. Developed and maintained statistical databases and reports. Monitored, reconciled, and planed the expenditures of various services at IAH. Maintained PRF and P-Card systems with respect to authorized and emergency expenditures. Conducted monthly audits to determine financial irregularities. Worked closely with technical services division on procurement of equipment and supplies. Communicated in person, in writing and via telephone with airport users and tenants. Made recommendations for efficiency improvements.

EDUCATION:

- Certified Public Manager (CPM), Sam Houston State University, December 2018
- Master's in Business Administrations (MBA), Lynn University, August 2005, GPA – 3.25
- Bachelor's in Management Operations (BSMO), Embry-Riddle Aeronautical University, July 2004, GPA – 3.90

Public Records Exemptions

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Reason	Description	Pages
119.071(4)(d02.z.)II(A)		1
119.071(4)(d02.z.)II(B)		1-2

Victor W. Spinelli

119.071(5)(k)

Vic.w.spinelli@gmail.com

16 January 2025

City Council
City of Madeira Beach, FL
Florida

Dear Members of the City Council,

I am writing to express my strong interest in serving as the City Manager for the City of Madeira Beach, Florida. As a resident, proud Florida native and recently retired Chief Master Sergeant of the United States Air Force, I can relate with our Floridians and bring 23 years of leadership experience in global operations, financial management, organizational management, emergency planning including post disaster response and strategic planning. Additionally, I have a background in project management overseeing large government construction projects, recently overseeing data center construction projects for Amazon Web Services (AWS) in the Critical Projects Implementation (CPI) division. I have a proven track record of delivering results and providing innovative ideas for some of the toughest challenges.

As a United States Airman, I oversaw workflow and agency requirements for an 800-person joint military and civilian workforces with direct management of 9 employees. My core responsibility was to implement policies from senior leadership—ensuring operational compliance, organizational excellence, stakeholder engagement and overall welfare of my community. These responsibilities mirror the expectations of a qualified City Manager. In my current role as a construction Project Manager, I was selected through a highly competitive interview process that boasts a selection rate of only the top 20% to lead some of the most critical and demanding projects for a no-fail position. I have thus far excelled by utilizing my decades of experience.

Throughout my career, I have been repeatedly tasked with turning around underperforming teams and programs; this is to say, I am adept to challenges! By applying data-driven decision-making and fostering inclusive team cultures, I've transformed multiple organizations into recognized models of excellence. I am equally comfortable in front of a city commission, legislative delegation, or local community groups—having frequently served as a spokesperson and host for dignitaries and public events, not to mention my duties as a senior leader that often required public discussion on tough topics affecting our community. As recent President of a military 501c non-profit, I led outreach programs, was a keynote speaker for events and coordinated joint efforts with academic agencies to enhance quality of life for both military and civilian communities. Organizational leadership is my strong point; People are my passion!

Academically, I hold dual master's degrees in International Relations from King's College London and an Operations Management degree from the University of Arkansas Engineering department. Additionally, I have a graduate certificate in Project Management, and a bachelor's degree in Aviation Safety from Embry-Riddle Aeronautical University where I graduated "Cum Laude". I am currently pursuing a Project Management Professional certification that I am scheduled to sit for the exam on 21 February 2026.

I am drawn to this role not only as a continuation of public service, but as an opportunity to apply my leadership to a vibrant coastal community with high expectations and a strong civic identity. I am confident that my experience in managing complex organizations, enforcing policy, Budget analysis, development and engaging diverse stakeholders will enable me to effectively support the City Commission and serve the residents of the City of Madeira Beach with integrity and dedication.

Thank you for your consideration. I look forward to the opportunity to speak to you further.

Sincerely,
Victor W. Spinelli

VICTOR W. SPINELLI

 119.071(5)(k) |  vic.w.spinelli@gmail.com

 <https://www.linkedin.com/in/victor-spinelli-203452192/>

 119.071(5) | US Air Force Veteran

EXECUTIVE SUMMARY

Community-focused executive leader and U.S. Air Force veteran with 23 years of senior service, including experience at the highest levels of organizational leadership. Proven record overseeing complex capital and infrastructure programs, managing multi-project portfolios and public-sector-scale budgets, and aligning operations with strategic priorities. Emerging expert in data center construction, electrical infrastructure support and facility sustainment. Trusted advisor to executive councils, known for transparent governance, collaborative decision-making, and ethical stewardship of resources. Recognized communicator who builds high-performing teams, engages diverse stakeholders, and delivers sustainable outcomes that strengthen communities. I have extensive experience in emergency management with notable leadership positions during Hurricane Michael, Idalia, Helene and Milton. In 2025, I was selected as a semi-finalist for the Boca Raton, FL City Manager Position.

CORE COMPETENCIES

- Construction Project Management—City permitting
- HR: Annual Appraisals, hiring initiatives across technical and operations functions
- Developer and user of metric-based data tracking systems
- Budget development and project funding
- Team organization
- Executive-level strategy development and communication
- Advisor, innovator and problem solver

PROFESSIONAL EXPERIENCE

Amazon Web Services | Aug 2025 – Present

Data Center Project Manager II, Critical Project Implementation (CPI)

- Manages end-to-end construction Project Management portfolio valued at \$3.5 million.
- Raised funding through various financial mechanisms and exercised frugality to return budget funding.
- Develops Budgetary requirements to support calendar year requirements of personnel and supply.
- Oversee vendor procurement, bidding processes and statement of work development.
- Hiring official for AWS, responsible for candidate placement within various departments of the company.

United States Air Force | Aug 2023 – Jul 2025

MacDill Air Force Base, Florida | Senior Enlisted leader (E-9)

- Strategic advisor for Aerospace maintenance operations with a \$3 million operating budget to support 26 aircraft, 19 facilities, munitions depot, and Aerospace Ground Equipment assets valued at \$1.9B.

- Managed 800 manpower positions and was a key leader for all military morale, welfare and enterprise family integration activities. Directly responsible for the development and planning of 5 large scale military family events.
- Advised and enacted emergency management planning actions for the organization. During three hurricanes, I directed event planning, communicated on-going guidance to the organization and coordinated recovery efforts of the 800-member organization.
- President of the Military non-profit (501c) “Chiefs’ Group”. Developed community program, sponsored awards for academic institutions and organized grant type activities for families.

United States Air Force | May 2021 – Aug 2023

Royal Air Force Lakenheath, United Kingdom | Senior Enlisted leader (E-9)

- Directed three large organizations comprised of 12 separate sub-organizations and 520 personnel.
- Project Manager internal to an \$11B infrastructure overhaul to integrate the F-35 stealth program.
- Authored briefings/quad charts for analytical decision making. Delivered executive briefings for 5/10-year strategic planning actions.
- Co-Managed a \$1.5M annual budget and delivered key infrastructure improvements through interdepartmental coordination.

United States Air Force | May 2018 – May 2021

Tyndall Air Force Base, Florida | Assistant Senior Enlisted leader (E-8)

- Directed, an organization comprised of 5 facilities, a munition depot and 184 personnel.
- F-35 Lead Project Manager for the rebuild of a 139,468 square foot Maintenance Complex valued at \$157 million. Directed 6 project managers through 100% facility designs of 7 independent facilities.
- Updated senior leadership on key metrics and \$300K budget status to align fiscal year projections.

CERTIFICATIONS

- Project Management Certificate – University of Arkansas
- Professional Manager Certification – U.S. Air Force
- Project Management Professional (Application accepted by the PMI; ~Completion Feb 21, 2026)
- FAA Airframe & Powerplant License (#3803712 | Issued: 04/2015)
- OSHA 30
- NFPA70E – Standard for Electrical Safety In the workplace

EDUCATION

- M.A. International Relations – King’s College London (Graduated with Merit)
- M.S. Operations Management – University of Arkansas, School of Engineering
- B.S. Aviation Maintenance Safety– Embry-Riddle Aeronautical University (Cum Laude)

PROFESSIONAL AFFILIATIONS

- President, MacDill AFB Chiefs’ Group (2024–2025) – Non-Profit Military Leadership Organization
- Vice President, “Top III” (2014) – Overseas Non-Profit Military Leadership Organization

PROFESSIONAL ACCOMPLISHMENTS

- Semi-Finalist for City Manager Position (Aug 2025 – City of Boca Raton, Florida)
- Achieved Highest Enlisted Rank; top 1% of the enlisted force
- 2021 Lance P. Sijan Leadership Award Winner
- 2016 Ten Outstanding Young American (TOYA) Nominee (US Air Force Unit Nominee)
- Recognized as a Commandant award winner (1 per class) of two separate Military academies

Public Records Exemptions

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Reason	Description	Pages
119.071(5)(k)		1, 3

Nathaniel Lee Spriggs

nate102552@yahoo.com • (717) 877-2075

<https://www.linkedin.com/in/nathaniel-spriggs-143228112>

Mechanicsburg, PA. 17055

Strategic and resourceful leader with a proven track record of leading operational excellence, strategic growth, and profitability across diverse industries.

Adept at overseeing large-scale operations, business development, financial management, and compliance. Well-versed in delivering sustainable improvements, while maintaining rigorous safety and regulatory standards. I am skilled in P&L oversight, capital project management, and cross-functional leadership. Known for consistently exceeding financial targets, enhancing operational efficiency, and cultivating high-performance teams. Demonstrated success in navigating complex regulatory environments and delivering exceptional customer and stakeholder satisfaction. Proficient in building collaborative teams, optimizing processes, and fostering a culture of safety and continuous improvement.

Leadership Skills:

- Critical -Thinking
- Integrity and Transparency
- Entrepreneur Spirit
- Project / Portfolio Management
- Bold Vision
- Regulatory Compliance
- Strategic Operations Management
- Business/Team Development
- Full P&L Responsibility

Professional Experience:

Business Unit President – (Mid-Atlantic Region)

Nexus Water Group – Sugarland, Texas

10/2023 – 7/2025

The BU President has full accountability of nine water and wastewater companies in four states (PA, NJ, VA and MD). Steer strategic direction and oversight across operations and financial functions to enhance customer, stakeholder(s), and employee engagement. Govern all aspects of business in the Mid-Atlantic region, encompassing operations, finance, business development, safety, KPI's, compliance, facilities, regulatory matters, and customer experience. Administer comprehensive profit and loss accountability, lead operations initiatives, craft and implement business development strategies, and guide staff to drive growth and profitability.

Achievements:

- Principal in merger, acquisitions, and divestment efforts for the Mid-Atlantic region, resulting in \$350 million dollars in EBITDA revenue in one year.
- Consistently achieve and surpass P&L and EBIDTA benchmarks.
- Built a safety culture that produces zero OSHA recordable safety-related incidents.

Regional Director of Equipment – (Facilities and Fleet Operations)

Pennsy Supply (A CRH Company) - Harrisburg, PA 10/2022-10/2023

Directs the operations for the stone aggregate (asphalt manufacturing) facilities, paving equipment, yellow iron equipment, transportation and logistics, concrete (Redi-mix) mixer trucks, roadway construction equipment, fleet operations, heavy equipment mechanics, operators, and mechanical engineering teams. Oversee the operations and safety of the residential, commercial, fleet and aggregate mining facilities and equipment. Develop and manage an annual operations budget of more than 100 million dollars (Capex of 72 million dollars). Oversee the operations of thirty (aggregate mining) fleet repair facilities in ten counties throughout Pennsylvania and Delaware.

Achievements:

- I Conducted a full review of operating expenses, assets, and liabilities. Made the determination that the department was overspending on equipment, fleet vehicles, and reserve equipment. We sold the excessive equipment, resulting in \$5 million dollars of (unexpected) earned EBIDTA revenue for the year.
- Reduced driver safety related accidents, injuries and insurance claims through the implementation of vehicle monitoring equipment (CMMS) and safety cameras (AI).

Director of Public Works

City of Harrisburg – Harrisburg, PA.

7/2005-7/2017 & 9/2021-7/2022

Plans, organizes, implements and directs the activities of the Bureau of Neighborhood Services (which includes asphalt paving, roadway construction, demolition, Bureau of sanitation and traffic engineering, Bureau of Vehicle/Fleet Management, Bureau of Water, Bureau of Sewerage and Bureau of Facilities). Hires, disciplines and performs related personnel activities of employees who supervise bureaus. Provides technical advice to the Mayor, Harrisburg City Council, and other department heads concerning infrastructure and engineering projects. Supervises the design of public works projects and works with consulting engineers in the design of such projects. Oversee the construction and maintenance of streets, highways, and sewers. Manage the maintenance of sanitary and storm sewers. Follows-up with departmental activities through periodic reports by subordinates and conducting regular inspections. Supervises the compilation of cost data and estimates. Prepares departmental operating budget and confers with the Mayor, Chief of Staff and Director of the Department of Building and Housing Development on formulating the City's capital improvement programs.

Achievements:

- Led a \$20 million dollar capital infrastructure improvement project consisting of roadway resurfacing (Asphalt Paving), traffic signal replacement, electrical infrastructure upgrades, and was the lead for Pennsylvania's Rt.581 eminent domain project.
- Supervise the Citywide LED Street lighting replacement project. The replacement project resulted in a projected \$1 million-dollar yearly energy savings beginning in year four, with a projected unit replacement in year number ten.
- Manage and complete all capital projects at or below budget, ensuring financial discipline and project success.
- Enhance operational efficiency by implementing comprehensive maintenance programs and employee training.

Director of Public Works

Susquehanna Township – Harrisburg, PA.

7/2017 – 9/2021

Plans, organizes, implements and supervise the activities of the department, subject to the general direction of the Township manager and Board of Supervisors (Elected Officials). The Director is responsible for determining departmental policies for planning long-term programs, resolving difficult administrative problems and managing the departmental budget. The position delegates considerable authority for the performance of technical and day-to-day administrative activities to the Bureau Directors within the Department of Public Works. This position involves responsibility for administration, operation, human resources, street maintenance and regulatory compliance of public work programs. Represents the Township with other governmental agencies (regulatory) on a wide variety of issues pertaining to public works and utilities.

Achievements:

- Oversee the Susquehanna Township and Sewer Authority “Uptown water and sanitary sewer infrastructure replacement project”. The project was completed within the two-year window as originally planned and finished near the \$23.5 million dollar allocated budget.
- Sewer Authority Board Member

Education:

Master of Business Administration (MBA) - Eastern University, St. David’s, Philadelphia, PA

Bachelor of Science in Business Management - Wilson College, Chambersburg, PA

Associate of Arts in Marketing Management / Real Estate - Harrisburg Area Community College, Harrisburg, PA

Certifications & Memberships:

DELTA MU DELTA - International Honor Society in Business

Realtor – Pennsylvania commercial and residential real-estate license

Work Zone Safety Certification – International Municipal Signal Association (IMSA)

Waste Water Treatment Certification(s) – University of California, Sacramento

Six Sigma Training

Labor Management Negotiations (15 years)

Project Management Institute (PMI)

American Public Works Association (APWA)

International City/County Management Association (ICMA)

DAVID A. STROHL

119.071(4)(d)2h

• dastrohl@comcast.net

January 7, 2026

S. Renée Narloch
 President/CEO
 S. Renée Narloch & Associates
 2910 Kerry Forest Parkway D4-242
 Tallahassee, Florida 32309

Dear Ms. Narloch:

Please accept this letter as application for the position of City Manager of the City of Madeira Beach, Florida. My résumé accompanies this letter for your review and consideration.

I most recently served as City Administrator of the City of Palos Heights, Illinois, an upscale community with a high quality of life and a population of approximately 12,000 located in the Chicago Metropolitan Area. Palos Heights, with more than 70 full-time employees, over 260 part-time employees, a General Fund budget of more than \$14 million, and a total budget of nearly \$40 million (including over \$11 million in capital projects), provides a variety of services, including general administration, building inspection, code enforcement, economic development, nature center, parks and recreation, planning and zoning, police, stormwater collection, street maintenance, wastewater collection, and water treatment and distribution. As City Administrator, I served as the Chief Administrative Officer responsible to the Mayor and eight-member City Council for the day-to-day management of the municipal operations. During my tenure with the City, much of my attention was focused on conducting an assessment of the organization and identifying opportunities for increased effectiveness and efficiency of operations and service delivery, on improving the condition of the City's infrastructure, and on positioning the City to better pursue economic development. My accomplishments during my tenure in Palos Heights include initiating the City's first classification and compensation study and the development of the City's first pay plan for full-time, non-union employees, initiating the City's first street pavement assessment to provide for the objective evaluation of the City's street infrastructure to assist in the capital planning process, the establishment of a Business District to facilitate and provide funding for community and economic development and redevelopment activities within the City's "downtown" business/commercial corridor, and the preparation of a water main replacement assessment and the development of a ten-year capital plan for the City's water distribution system.

My professional experience also includes the following:

- Serving as the Village Administrator of the Village of Forsyth, Illinois, a community with a population of approximately 3,500, for a period of more than seven years. Forsyth is also an upscale community with a high quality of life and is home to the area's regional shopping mall and additional retail, restaurant, and hotel development. As Village Administrator, I served as the Chief Administrative Officer responsible to the Village President and six-member Board of Trustees for the day-to-day management of the municipal operations. My accomplishments during my tenure in Forsyth include initiating a review of and revisions to the Village's subdivision construction standards and practices in order to ensure high-quality, long-lasting development, initiating a street pavement assessment to provide for the objective evaluation of the Village's street infrastructure to assist in the capital planning process, and the establishment of the Village's first Tax Increment Financing (TIF) District, leading to the development of a residential subdivision in a long-time Village-owned greenfield site and several commercial developments.
- Serving as the Business Manager of the Village of Morton, Illinois, a community with a population of approximately 16,300, for a period of nearly twelve years. Morton is also an upscale community with a high quality of life, being the recipient of many accolades from a variety of sources. As Business Manager, I served as the Chief Administrative Officer and was responsible to the Village President and six-member Board of Trustees for the management of the administrative operations and the performance of economic development duties. My accomplishments during my tenure in Morton include developing a building façade improvement

grant program and a revolving loan fund program for businesses located within the Morton Business District, leading the effort to develop a Downtown Development Plan to guide downtown redevelopment efforts, and the establishment of a Business District to facilitate and provide funding for community and economic development and redevelopment activities.

- Serving as the first City Administrator of the City of West Peoria, Illinois, a community with a population of approximately 5,300, for a period of more than five years. Beginning my employment with the City less than a year after its incorporation provided me with the opportunity to develop and implement many of the City's policies, procedures, practices, processes, and protocols, to develop the municipal organization, and to work on many of the City's "firsts," including developing a sidewalk replacement program and ongoing funding mechanism to provide for the replacement of the City's sidewalk infrastructure, developing the City's first comprehensive personnel manual and first position descriptions, developing the City's first residential waste collection and recycling program, establishing all zoning administration operating procedures, implementing the City's first health insurance plan, and negotiating the City's first electric, natural gas, and telephone franchise agreements.

These and other positions have provided me with experience in managing, supervising, and/or performing many local government administrative, management, and operational functions. In addition to my broad base of experience, I offer a commitment to achieving results, to conservative fiscal management and fiscal sustainability, and to effective, efficient, high-quality service delivery, as well as a management philosophy emphasizing collaboration and teamwork, openness and transparency, and communication. I consider myself to be a problem-solver with an attention to detail and the ability to think analytically who takes a common-sense, down-to-earth, practical approach to addressing issues. I am also a dedicated and hardworking individual who continually strives for the highest level of achievement, ethics, and professional conduct.

I am looking for a local government management position which will provide me with an opportunity to utilize my more than thirty years of highly responsible local government leadership and management experience in a dynamic, ethical, forward-thinking, and progressive organization that embraces and encourages innovation, initiative, creativity, continuous improvement, change, challenging the status quo, and appropriate risk-taking, and which will provide me with an opportunity to confront a variety of new challenges and with opportunities for professional and personal growth and development.

I believe that I am well qualified for this position and that I can make a valuable, long-term contribution to the City of Madeira Beach. I would welcome the opportunity for a personal interview to discuss my qualifications in more detail. Thank you for your time and consideration. I look forward to hearing from you.

Sincerely,

David A. Strohl

David A. Strohl

PROFESSIONAL EXPERIENCE**City Administrator, City of Palos Heights, Illinois****July, 2021 - September, 2025**

Chief Administrative Officer responsible to the Mayor and eight-member City Council for the management of the municipal operations of a full-service, non-home rule municipality operating under the mayor-council form of government.

General Administration And Management

- Assisted the Mayor as Local Liquor Control Commissioner administer and enforce state and local liquor codes within the corporate limits of the City.
- Drafted ordinances and resolutions.
- Initiated and coordinated the process of redistricting the City's wards as a result of the 2020 Decennial Census.
- Initiated the effort to organize, scan, and electronically file the documents and plans of the Building Department.
- Initiated the posting of the meeting packets for meetings of the City Council, City Council Committees, and the various other public bodies of the City on the City's World Wide Web site in order to promote openness and transparency.
- Managed and supervised the maintenance of the City's information technology (IT) infrastructure and telephone system.
- Managed and supervised the maintenance of the City's World Wide Web site.
- Managed and supervised the operations of the City's cable television government access channel.
- Managed and supervised the preparation and distribution of meeting agendas and meeting packets for meetings of the City Council and meetings of City Council Committees.
- Managed and supervised the production and distribution of the City's monthly newsletter.
- Managed the review and evaluation of the finances, governance, and operations of Lake Katherine Nature Center. Participated in the negotiation of a new Memorandum Of Understanding (MOU) between the City and the not-for-profit organization responsible for programming.
- Negotiated an intergovernmental agreement with a neighboring municipality for the sharing of costs related to an outdoor warning siren.
- Performed community, intergovernmental, and media relations activities.
- Provided general administrative assistance and support to the Mayor and City Council.
- Responsible for the administration and oversight of the City's residential waste collection and recycling contract. Oversaw the negotiation of a renewal of the City's residential waste collection and recycling contract.

Community And Economic Development

- Led effort to engage a consulting firm to assist in the development of a development plan to guide redevelopment efforts within the City's "downtown" business/commercial corridor.
- Oversaw the development of a new Business District to facilitate and provide funding for community and economic development and redevelopment activities within the City's "downtown" business/commercial corridor.
- Oversaw the management of two existing Business Districts.
- Oversaw the management of two existing Tax Increment Financing (TIF) Districts.

Financial Management

- Initiated the adoption of the Budget System and served as Budget Officer.
- Initiated the elimination of the office of City Collector and the reorganization of front office operations, resulting in lower costs through attrition and greater efficiency.
- Managed and supervised the accounts payable, accounts receivable, and payroll functions.
- Managed and supervised utility billing, collections, and customer service operations for the City's waste water and water utilities. Monthly billing to 300+ commercial customers and quarterly billing to 5,000+ residential customers.
- Responsible for the preparation and administration of the annual operating and capital budgets, as well as the preparation of the annual appropriation ordinance (prior to the adoption of the Budget System) and the tax levy ordinance.

Human Resource/Personnel Management

- Initiated and managed the City's first classification and compensation study and development of the City's first pay plan for full-time, non-union employees.
- Managed and supervised all aspects of the City's human resource/personnel management system.
- Served as a member of the City's collective bargaining team (two collective bargaining units).

Public Works

- Initiated the performance of a street pavement assessment to provide objective evaluation of the City's street infrastructure to assist in the capital planning process.
- Initiated the remodeling of an abandoned regional dispatch center located adjacent to City Hall for use as a production facility for the City's cable television government access channel.
- Oversaw the development of plans for a multi-phase City Hall remodeling project.
- Oversaw the preparation of a water main replacement assessment and the development of a ten-year capital improvement plan for the City's water distribution system. Initiated the performance of a utility rate study to ensure the availability of financial resources to fund the ten-year capital improvement plan for the City's water distribution system. Oversaw the application process for \$15,000,000+ in Public Water Supply Loan Program loans through the Illinois Environmental Protection Agency (IEPA) to fund the ten-year capital improvement plan for the City's water distribution system.
- Responsible for the administration and oversight of the City's municipal electric supply contract for the supply of electricity to City facilities.

Risk Management

- Managed and supervised all aspects of the City's risk management program.
- Served as a Delegate on the Board of Directors of the Intergovernmental Risk Management Agency (IRMA).

Village Administrator, Village of Forsyth, Illinois**January, 2014 - June, 2021**

Chief Administrative Officer responsible to the Village President and six-member Board of Trustees for the management of the municipal operations of a full-service, non-home rule municipality operating under the mayor-council form of government.

General Administration And Management

- Assisted the Village President as Local Liquor Control Commissioner administer and enforce state and local liquor codes within the corporate limits of the Village.
- Drafted ordinances and resolutions.
- Initiated and oversaw the creation of a new Village logo. Managed the implementation of the new logo across the organization.
- Initiated conducting a citizen/community survey on a biennial basis to determine satisfaction with the services provided by the Village and other pertinent information. Developed survey instrument.
- Initiated the conversion of forms used by the public to fillable PDF documents and posting them on the Village's World Wide Web site in order to provide better service to the public.
- Initiated the posting of the meeting packets for meetings of the Board of Trustees on the Village's World Wide Web site in order to promote openness and transparency.
- Initiated the practice of having no open liquor licenses in order to provide greater control by the Board of Trustees over potential new licensed establishments.
- Initiated, coordinated, and participated in strategic planning activities and developed resulting strategic plan document. Responsible for implementing strategic plan.
- Led the process for the Village's participation in a County-wide mass/public notification system, working in a cooperative regional manner to obtain emergency notification capabilities to alert residents to emergency situations while achieving significant cost savings.
- Managed and supervised the maintenance of the Village's information technology (IT) infrastructure and telephone system.
- Managed and supervised the maintenance of the Village's World Wide Web site.
- Managed and supervised the production and distribution of the Village newsletter. Initiated and led the transition from publishing a paper newsletter that was mailed to each resident two times a month to publishing an electronic newsletter that was e-mailed to subscribers on a quarterly basis, saving considerable time, money, and effort.

- Performed community, intergovernmental, and media relations activities.
- Prepared and distributed meeting agendas and meeting packets for meetings of the Board of Trustees.
- Provided general administrative assistance and support to the Village President and Board of Trustees.
- Responsible for the administration and oversight of the Village's cable television, electric, natural gas, and telephone franchise agreements. Negotiated a renewal of the Village's cable television franchise agreement.
- Responsible for the administration and oversight of the Village's intergovernmental agreement with the Macon County Sheriff's Office for the provision of police services. Negotiated two (2) renewals of the police services agreement.
- Responsible for the administration and oversight of the Village's municipal electric aggregation program.
- Served as Freedom Of Information Act (FOIA) Officer and as Open Meetings Act (OMA) Officer.

Community And Economic Development

- Created the position of Community and Economic Development Coordinator and hired the Village's first community and economic development professional in order to better address community and economic development issues.
- Created the position of Event Coordinator in order to develop, promote, and conduct community activities and events that contribute to and enhance the quality of life of residents and that contribute to and enhance a sense of community among residents.
- Initiated a review of and revisions to code enforcement procedures and the creation of the position of Code Enforcement Officer in order to better address code enforcement issues.
- Initiated a review of and revisions to land use regulations in order to ensure the effectiveness and practicality of such regulations.
- Initiated and led the acquisition and development of a geographic information system (GIS).
- Initiated and led the process of establishing the Village's first Tax Increment Financing (TIF) District in order to create a funding mechanism for commercial and residential development within the Village. Initiated and led the process of expanding the Village's Tax Increment Financing (TIF) District.
- Initiated the requirement that the Village Attorney attend the meetings of the Planning and Zoning Commission in order to improve the conduct of business at such meetings.
- Led the process for the development of zoning regulations for medical marijuana facilities.
- Led the process for the Village's inclusion in a new multi-jurisdictional Enterprise Zone.
- Managed the Village's tourism program, with the goal of promoting tourism and attracting nonresident overnight visitors. Managed the Village's tourism grant program, which provided funding each year from the Village's hotel/motel tax revenues to local organizations to promote activities and events within the Village and the surrounding area that promoted tourism and attracted nonresident overnight visitors. Developed policies and procedures regarding the operation of the Village's tourism grant program in order to provide for a more orderly and objective decision-making process.
- Oversaw the application process for an Illinois Department of Natural Resources (IDNR) Land and Water Conservation Fund (LWCF) grant for the acquisition of more than 70 acres of land for the location of a family sports and nature park.
- Oversaw the management of more than 100 acres of land owned by the Village for the purpose of future residential development, but which was farmed until development occurred.
- Oversaw the process of acquiring approximately 15 acres of abandoned railroad right-of-way from the United States Department of the Interior for the purpose of developing a recreational trail.
- Participated in the process of examining potentially developing a family sports and nature park as both a community asset and a sports tourism destination.
- Served as Plat Officer.
- Served as Zoning Officer/Zoning Official.
- Served on the Board of Directors of the Economic Development Corporation of Decatur and Macon County.
- Served on the Community Marketing Governance Committee, overseeing an area-wide branding and marketing initiative.
- Served on the Enterprise Zone Advisory Board.
- Served on the Village's Community Center Committee examining the issue of potentially building and operating a community center.
- Successfully negotiated several Tax Increment Financing (TIF) redevelopment agreements.

Financial Management

- Initiated online utility bill presentment and payment system.
- Initiated the conversion of the Village's fiscal year from May 1-April 30 to January 1-December 31 in order to better align the fiscal year with numerous events and processes.
- Initiated the establishment of a special revenue fund to account for the tax levied and imposed by the Village upon the use and privilege of renting a hotel or motel room within the Village in order to promote accountability for such revenue.
- Initiated the outsourcing of printing and mailing utility bills, thereby reducing costs and allowing staff to perform other duties.

- Managed and supervised the accounts payable, accounts receivable, and payroll functions.
- Managed and supervised utility billing, collections, and customer service operations for the Village's waste water and water utilities. Monthly billing to 1,500+ customers.
- Responsible for the preparation and administration of the annual operating and capital budgets, as well as the preparation of the tax levy ordinance.
- Served as Budget Officer.

Human Resource/Personnel Management

- Managed and supervised all aspects of the Village's human resource/personnel management system.
- Initiated and implemented a Section 125 (Premium-Only) Plan.
- Initiated and implemented the increasing of the annual work-hour threshold for participation in the Illinois Municipal Retirement Fund (IMRF) in an effort to decrease the number of part-time employees eligible for participation, thereby lessening the labor costs of the Village.
- Performed labor relations activities, including handling of grievances and serving as a member of the Village's collective bargaining team (one collective bargaining unit).

Public Works

- Initiated a review of and revisions to subdivision construction standards and practices in order to ensure that development is constructed and infrastructure is installed so as to last a reasonable amount of time in order to save taxpayers' money in the future.
- Initiated the development of regulations regarding the installation of personal wireless service facilities in Village rights-of-way and on private property.
- Initiated the performance of a street pavement assessment to provide objective evaluation of the Village's street infrastructure to assist in the capital planning process.
- Initiated the practice of conducting open houses for major public works projects in order to facilitate better communication between the Village and property owners and residents affected by such public works projects.
- Initiated the practice of performing design work for public works projects during one calendar year and construction the following calendar year in order to allow for the orderly and timely completion of public works projects.
- Led the process for the Village's participation in a regional effort to protect the Mahomet Aquifer from contamination from a proposed hazardous waste disposal site.
- Oversaw the acquisition of extraterritorial property for the purpose of locating a water well.
- Oversaw the application process for an Illinois Environmental Protection Agency (IEPA) loan for \$6,000,000+ in water system capital projects.
- Responsible for the administration and oversight of the Village's municipal electric and natural gas supply contracts for the supply of electricity and natural gas to Village facilities.
- Served on the Policy Committee and the Technical Committee of the Decatur Urbanized Area Transportation Study (DUATS).

Risk Management

- Managed and supervised all aspects of the Village's risk management program.

Interim City Administrator, City of La Grange, Missouri

July, 2013 - January, 2014

Chief Administrative Officer responsible to the Mayor and six-member City Council for the management of the municipal operations of a full-service, Special Charter municipality operating under the mayor-council form of government.

- Implemented weekly staff meetings in order to facilitate management of municipal operations and communication and cooperation across departmental boundaries.
- Initiated and led the process of reviewing cash flow requirements in order to identify idle funds available for investment.
- Initiated and led the process of reviewing City records in order to identify records appropriate for and eligible for disposal and records required to be retained according to record retention requirements, organizing those records required to be retained, and destroying those records appropriate for and eligible for disposal.
- Initiated and led the process of reviewing existing bank and investment accounts in order to provide for effective cash management practices.
- Initiated the creation of a formal order of business for regular meetings of the City Council in order to improve the conduct of business at regular meetings of the City Council.

- Initiated the creation of a formal policy regarding public participation at meetings of the City Council in order to improve the conduct of business at meetings of the City Council.
- Initiated the preparation of monthly budget-to-actual reports and the distribution of those monthly budget-to-actual reports to the Mayor and City Council and to Department Heads in order to improve financial oversight by the Mayor and City Council and by Department Heads.
- Initiated the requirement that the City Attorney and Department Heads attend both regular meetings of the City Council each month in order to improve the conduct of business at the regular meetings of the City Council.
- Led the process of evaluating the appropriateness of converting the City's health insurance plan from a fully-insured plan to a self-funded plan.
- Led the process of soliciting and evaluating proposals for electronic mail and World Wide Web site services. Led the process of migrating the City's electronic mail and World Wide Web site to new service providers and revising and updating the City's World Wide Web site.

In Transition**January, 2012 - July, 2013**

Previous position was eliminated as a result of the decision to restructure the organization.

Business Manager, Village of Morton, Illinois**March, 2000 - December, 2011**

Chief Administrative Officer responsible to the Village President and six-member Board of Trustees for the management of the administrative operations of a full-service, non-home rule municipality operating under the mayor-council form of government.

General Administration And Management

- Assisted the Village President as Local Liquor Control Commissioner administer and enforce state and local liquor codes within the corporate limits of the Village.
- Coordinated the Village's municipal electric aggregation effort.
- Drafted ordinances and resolutions.
- Initiated and developed the Village's first World Wide Web site. Supervised the maintenance of the Village's World Wide Web site.
- Initiated and led process of implementing Google Apps as the Village's electronic mail service provider, thereby providing greater functionality at a lower cost.
- Initiated the adoption of an administrative policies and procedures manual.
- Initiated, coordinated, and participated in strategic planning activities.
- Managed and coordinated the maintenance of the Village's information technology (IT) infrastructure and telephone system.
- Managed the Village's cable television government access channel.
- Oversaw the management of two residential properties owned by the Village for the purpose of future expansion of a fire station, but which was rented out to tenants until expansion occurred.
- Performed community, intergovernmental, and media relations activities.
- Prepared a successfully-funded competitive grant application for a grant to replace the windows at Village Hall with energy efficient windows. Administered the grant upon its being awarded.
- Prepared and distributed meeting agendas and meeting packets for meetings of the Board of Trustees.
- Provided general administrative assistance and support to the Village President and Board of Trustees.
- Responsible for the administration and oversight of the Village's cable television, electric, natural gas, and telephone franchise agreements. Assisted in the negotiation of the Village's cable television, electric, and natural gas franchise agreements.
- Responsible for the administration and oversight of the Village's residential waste collection and recycling contract.

Community And Economic Development

- Coordinated special census project which resulted in an additional \$175,000+ in state-shared revenues per year.
- Developed a building façade improvement grant program to provide financial assistance for the rehabilitation of the exterior of commercial buildings located within the Morton Business District to promote commercial redevelopment activities within the Morton Business District, to improve the aesthetics of commercial buildings located within the Morton Business District, and to enhance the overall quality of life for residents of the Village.
- Developed a revolving loan fund program to make monies available to businesses located within the Morton Business District to provide financial assistance for the purchase of fixed assets and for the acquisition of or improvements to commercial properties located within the Morton Business District.

- Led effort to create a Business District to facilitate and provide funding for community and economic development and redevelopment activities. Served on the Business District Development and Redevelopment Commission.
- Managed the Village's tourism program, with the goal of promoting tourism and attracting nonresident overnight visitors, and supervised the Director of Tourism. Managed the Village's tourism grant program, which provided more than \$100,000 in funding each year from the Village's hotel/motel tax revenues to local organizations to promote activities and events within the Village that promote tourism and attract nonresident overnight visitors.
- Served as Chair of the Downtown Development Action Team of the Morton Economic Development Council. Led effort to engage a consulting firm to assist in the development of a development plan to guide redevelopment efforts within the Village's downtown. Led effort to develop and adopt Downtown Development Plan.
- Served as Chair of the Retail Recruitment Action Team of the Morton Economic Development Council. Initiated and led efforts to conduct a regional retail study involving several area communities intended to identify appropriate retailers and restaurants on which to focus attraction efforts, working in a cooperative regional manner to improve the retail environment of the area while achieving significant cost savings for the communities involved.
- Served as Enterprise Zone Administrator of the Morton Enterprise Zone, performing such duties as:
 - Assisting businesses in obtaining incentives from the State of Illinois.
 - Handling inquiries regarding incentives.
 - Providing periodic reports to the Illinois Department of Commerce and Economic Opportunity.
 - Verifying the location of properties within the Morton Enterprise Zone.
- Served on the Board of Directors of the Morton Economic Development Council.
- Served on the Comprehensive Plan Committee which reviewed and updated the Village's Comprehensive Plan. Served on the Economic Development Subcommittee of the Comprehensive Plan Committee. Wrote the core of the Economic Development Section of the Comprehensive Plan.
- Served on the Economic Development And Growth Experts (EDGE) Group, an advisory body to The Economic Development Council For Central Illinois.
- Served on the Peoria Area Convention and Visitors Bureau Advisory Board.

Financial Management

- Improved the collection of delinquent utility accounts by revising policies and procedures regarding delinquent utility accounts.
- Initiated and implemented modifications to the budget document in order to improve readability and usability.
- Initiated and led process to replace the Village's financial management software and related computer hardware.
- Managed and supervised the accounts payable, accounts receivable, and payroll functions.
- Managed and supervised utility billing, collections, and customer service operations for the Village's natural gas, storm water, waste water, and water utilities. Monthly billing to 6,000+ customers.
- Responsible for the preparation and administration of the annual operating and capital budgets, as well as the preparation of the annual appropriation ordinance and the tax levy ordinance.

Human Resource/Personnel Management

- Managed all aspects of the Village's human resource/personnel management system and performed various human resource/personnel management duties and functions, including:
 - Administering employee benefits (including the Village's self-funded health insurance plan).
 - Administering the Village's drug and alcohol testing program.
 - Administering the Village's pay plan.
 - Developing and implementing personnel policies and procedures.
 - Ensuring compliance with applicable laws and regulations.
 - In-processing and out-processing of employees.
 - Preparing position descriptions.
 - Serving as a member of the Village's collective bargaining team (two collective bargaining units).
 - Serving as ADA Coordinator.
 - Serving as Illinois Municipal Retirement Fund (IMRF) Authorized Agent.
- Developed the Village's first position descriptions.
- Implemented a payroll direct deposit program.
- Implemented a Section 457 Deferred Compensation Plan.
- Initiated and implemented a Section 125 Plan.

Risk Management

- Managed all aspects of the Village's risk management program and performed various risk management duties and functions, including:
 - Administering the Village's liability, property, and workers' compensation insurance programs.
 - Administering claims.
 - Performing loss control activities.

City Administrator, City of West Peoria, Illinois**October, 1994 - February, 2000**

Chief Administrative Officer responsible to the Mayor and eight-member City Council for the management of the municipal operations of a full-service, non-home rule municipality operating under the mayor-council form of government.

General Administration And Management

- Assisted the Mayor as Local Liquor Control Commissioner administer and enforce state and local liquor codes within the corporate limits of the City.
- Drafted ordinances and resolutions.
- Initiated, coordinated, and participated in strategic planning activities.
- Negotiated with both public sector and private sector entities on a variety of issues, including franchise agreements (including the City's first electric, natural gas, and telephone franchise agreements), intergovernmental agreements, and service contracts.
- Performed community, intergovernmental, and media relations activities.
- Prepared and distributed meeting agendas and meeting packets for meetings of the City Council and meetings of City Council Committees.
- Provided general administrative assistance and support to the Mayor and City Council.
- Responsible for the administration and oversight of the City's cable television, electric, natural gas, and telephone franchise agreements.
- Served as Deputy City Clerk.
- Served as the first City Administrator less than a year after the incorporation of the City in 1993, demonstrating the benefits of professional local government management. Began on a part-time basis, which was converted to a full-time basis in July, 1995.

Community And Economic Development

- Assisted in the development of the City's first comprehensive land use plan.
- Assisted in the development of the City's first zoning code and served as Zoning Officer/Zoning Official after its adoption.
- Established all zoning administration operating procedures.
- Served as Flood Zone Administrator.

Financial Management

- Computerized all accounting and budgetary records.
- Initiated and implemented modifications to the budget document to improve readability and usability.
- Initiated the adoption of the Budget System and served as Budget Officer.
- Responsible for the preparation and administration of the annual operating and capital budgets, as well as the preparation of the annual appropriation ordinance (prior to the adoption of the Budget System) and the tax levy ordinance.

Human Resource/Personnel Management

- Managed all aspects of the City's human resource/personnel management system and performed various human resource/personnel management duties and functions, including:
 - Administering employee benefits.
 - Administering the City's drug and alcohol testing program.
 - Administering the City's pay plan.
 - Developing and implementing personnel policies and procedures.
 - Ensuring compliance with applicable laws and regulations.
 - In-processing and out-processing of employees.
 - Preparing position descriptions.
 - Serving as ADA Coordinator.
- Developed the City's first position descriptions.
- Implemented the City's first health insurance plan.
- Initiated and developed the City's first comprehensive personnel manual.

Public Works

- Developed a sidewalk replacement program to provide a mechanism for the replacement of the City's sidewalk infrastructure. Developed the ongoing funding mechanism for the program through cost-sharing with property owners and the utilization of special service areas.
- Developed an equipment and vehicle replacement program to provide a mechanism and funding for the planned replacement of the City's fleet of equipment and vehicles.
- Developed the City's first residential waste collection and recycling program. Responsible for the administration and oversight of the City's residential waste collection and recycling contract.
- Prepared a successfully-funded competitive grant application for a grant to provide recycling bins and recycling promotional materials for every residence in the City as part of the City's first residential waste collection and recycling program. Administered the grant upon its being awarded.
- Served on the Policy Committee of the Peoria/Pekin Urbanized Area Transportation Study (PPUATS).

Risk Management

- Managed all aspects of the City's risk management program and performed various risk management duties and functions, including:
 - Administering the City's liability, property, and workers' compensation insurance programs.
 - Administering claims.
 - Performing loss control activities.

Personnel Assistant (Part-Time), County of Peoria, Illinois**July, 1994 - July, 1995**

- Collected data and prepared materials in connection with collective bargaining activities.
- Performed various personnel management tasks.
- Prepared revisions to position descriptions.
- Prepared revisions to the County's personnel manual.
- Provided general administrative assistance and support to the Personnel Director and the staff of the Personnel Department.

Administrative Assistant (Part-Time), Village of Peoria Heights, Illinois**May, 1994 - October, 1994**

- Administered the removal of architectural barriers grant initiated during internship.
- Provided general administrative assistance and support to the Village Administrator.
- Worked on special projects.

Intern, Village of Peoria Heights, Illinois**January, 1994 - May, 1994**

- Developed a drug-free workplace policy.
- Developed a lockout/tagout program.
- Developed the Village's first employee performance review and evaluation system.
- Developed the Village's first merit-based pay system.
- Prepared a successfully-funded competitive grant application for a grant for the removal of architectural barriers to provide access by the disabled to the public restroom facilities and public drinking fountains at Village Hall. Administered the grant upon its being awarded.
- Provided general administrative assistance and support to the Village Administrator.
- Worked on special projects.

EDUCATION**Master of Public Administration, Valdosta State University, Valdosta, Georgia****Bachelor of Science (Major: Political Science), Illinois State University, Normal, Illinois****Associate in Arts and Science (Major: Political Science), Illinois Central College, East Peoria, Illinois****PROFESSIONAL MEMBERSHIPS****International City/County Management Association**

Member, 2008-2009, Conference Evaluation Committee

Member, 2010-2011, Conference Education Committee (Formerly Conference Planning Committee)

Member, Review Committee For 2014 ICMA Annual Conference Scholarship Applications

Member, 2011-2012, Task Force To Update The ICMA Model Employment Agreement

Member, 2019-2020, Task Force To Update The Recruitment Guidelines Handbook

Service Awards - 10 Years, 20 Years, 25 Years, 30 Years

Illinois City/County Management Association

Member, Committee On Professional Conduct

Member, Membership Services Committee

Participant, Manager/Administrator Outreach Program

Government Finance Officers Association Of The United States And Canada

Public Records Exemptions

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

Reason	Description	Pages
119.071(4)(d)2h		1, 3

MARIA SVETLOVA

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PROFILE

Highly motivated and responsive professional with experience delivering excellent customer service and sales in a fast paced environment. Analytical specialist completing a Bachelors degree in Business Administration and Management with a strong foundation in business processes and tools.

EDUCATION

St. Petersburg College | St Petersburg, FL

Bachelor of Science, Business Administration, Management Expected: December 2025

Relevant Coursework: International Business, Financial Management, Process Improvement Management, Leadership & Influence, Enterprise Risk Management and Business Strategies, Business Communication, Marketing, Business Law, Managing Cultural Diversity, Supply Chain Management, Project Management, Organizational Behavior, Quantitative Methods Business, Managerial Risk Analysis & Decision Making, Management & Leadership Practices, Management Information Systems

SKILLS

Customer Service | Microsoft (Word, PowerPoint) | Data Entry | Trilingual English/Russian/French

EXPERIENCE

Train Conductor August 1999 to May 2016
 OAO "RZD" Sankt Petersburg

- Delivered customer service on long-distance passenger routes.
- Monitored and enforced railway safety and security protocols.
- Managed time-sensitive operations and resolved travel-related issues efficiently.
- Developed strong communication, attention to detail, and teamwork skills.
- Greeted passengers and verified travel documents to ensure compliance.
- Offered fare options and information on discount programs to enhance customer savings.
- Processed ticket sales efficiently while providing information on related goods and services.
- Addressed and resolved passenger conflicts and inquiries professionally.
- Supplied relevant technical documentation to assist passengers as needed.
- Ensured safety protocols were followed during travel and parking to guarantee a secure environment for all.