

#	CM Applicant
1	Adams, Glen
2	Adediran, Emmanuel
3	Couch, David
4	Curitore, Thomas
5	Eidenbeis, Jason
6	Evans, Robert
7	Fox, Jennifer
8	Geoghegan, Brian
9	Greenville, Kevin
10	Harriott, James
11	Hawthorne, Stanley
12	Hill, Troy
13	Homka, William
14	Kelly, Brian
15	Lucius, Casey
16	Marshall, Jeremy
17	Mendez-Saldivia, Ricardo
18	Miller, Tracy
19	Morris, Chad
20	Reinshuttle, Robert
21	Thomas, Thomas

Glen T. Adams

F.S. 119.071(5)(k)1.a.(l)

Pell City, Alabama

F.S. 119.071(5)(k)1.a.(l)

F.S. 119.071(5)(k)1.a.(l)

February 17, 2026

Marco Island City Council and Selection Committee

Attn: Diana Snover, Human Resources Director
50 Bald Eagle Drive
Marco Island, FL 34145

Dear Ms. Snover and Members of the City Council,

I am excited to submit my application for the City Manager position in Marco Island, a vibrant coastal community renowned for its high quality of life and engaged residents. With over 25 years of executive municipal, civil service, and military leadership—including full-service city management, strategic planning, and crisis response—I am confident in my ability to deliver responsive, transparent, and effective governance for Marco Island.

Throughout my career, I have led diverse municipalities through periods of transformation and growth. As Interim City Manager in Homewood, AL and Purcellville, VA, I transitioned the government to a Council-Manager form of government, created a team from stove piped directorates, and created a comprehensive Capital Improvements Plan (CIP). My tenure as Chief of Staff at White Sands Missile Range involved oversight of a \$240M budget, 1,400 employees, and a jurisdiction larger than some states—experience that directly translates to the scale and complexity of Marco Island's operations.

I am particularly drawn to Marco Island's unique blend of coastal beauty, tourism, and community spirit. My background includes managing full-service communities, securing major grants, and leading award-winning infrastructure projects. I have created and maintained intergovernmental relations, and am adept at fostering positive organizational cultures and community engagement.

While I am not currently an ICMA Credentialed Manager, I am fully committed to pursuing this credential if selected. I am a rapid learner of Florida municipal statutes and am eager to bring my skills in fiscal stewardship, crisis leadership, and strategic growth to Marco Island. My experience in Santa Fe, TX—provided valuable lessons in economic innovation and coalition-building, which I have applied in larger, full-service environments.

I am enthusiastic about the opportunity to serve Marco Island and to become an active member of your community. Thank you for your consideration. I look forward to the opportunity to discuss how my experience and vision can contribute to Marco Island's continued success.

Glen T. Adams
Glen T. Adams

It's always cheaper and easier to do it right the first time!

Glen T. Adams

F.S. 119.071(5)(k)1.a.(I) Pell City, Alabama F.S. 119.071(5)(k)1.a.(I)

F.S. 119.071(5)(k)1.a.(I)

EXECUTIVE PROFILE

Relationship-driven leader with over 25 years of experience directing complex operations, multi-million-dollar budgets (\$240M+), and organizational transformations. Expert in stabilizing turbulent jurisdictions, fostering intergovernmental coalitions, and managing massive infrastructure footprints. Proven ability to serve as principal advisor to high-level elected officials while delivering transparent, inclusive governance to diverse communities.

"In my 38 years in local government, I have never seen a manager come in, reach out, and successfully unite a battered and demoralized staff and community in such a short period. You did an amazing and ethically positive thing that few managers would have had the courage and fortitude to do, but the Town Council needed to hear. Please hold your head high and know how much you helped the Town of Purcellville find a stable footing, which was appreciated by many."
— Rob Lohr, Virginia Municipal League

CORE COMPETENCIES

- Executive Administration: \$240M+ Budget Management | CIP Planning | Labor Relations (Unions)
 - Strategic Growth | Comprehensive Planning | Grant Acquisition | Economic Development
 - Infrastructure: Water/Sewer/Electric Enterprise Utilities | Broadband | Multi-Modal Transit
 - Governance: Intergovernmental Relations | Crisis Communications | Public Safety | Community Engagement
 - Florida Municipal Operations / Status (Rapid Learner) | Coastal Community Management
-

PROFESSIONAL EXPERIENCE

"Glen's been great in looking at capital projects in a different way than we have before, more strategically and more of a long-term plan. We're being more proactive about that. I think that's something that he's done a better job than we have done in the past, in the sense that it's less about what's happening this year and more about what's happening over the next five years, the next 10 years. How do we plan for those things, so we make sure we have the money for them?"
— Mayor Alex Wyatt, Homewood, AL.

Glen T. Adams

F.S. 119.071(5)(k)1.a.(l)

Pell City, Alabama

F.S. 119.071(5)(k)1

F.S. 119.071(5)(k)1.a.(l)

Interim City Manager | Homewood, AL

March 2025 – October 2025

- Led transition to Council-Manager government; managed \$128.5M budget and capital projects fund.
- Secured grant funding (\$22M in 80/20 grants) for comprehensive planning and a divergent diamond interchange; delivered transparent, inclusive governance.
- Managed high-profile public safety incidents with focus on community trust.

"Glen is a highly effective leader who inspires a high level of discipline, competence, and accountability. In a short time, his management style has raised morale, improved synergy, and is creating a more cohesive culture." — Mayor LC Jones, Martinsville, VA.

Interim City Manager | Martinsville, VA & Purcellville, VA

April 2023 – October 2023

- Rebuilt executive teams and restored morale during leadership vacancy and political division.
- Managed full-service enterprise departments; navigated divided councils and repaired stakeholder relationships.
- Discovered, socialized and developed agreements for extreme logic errors in our agreement to provide Water and Sewerage to our adjacent County. Resulting in stabilization of that enterprise system and allowing life cycle replacement.

"I have never seen someone make such an impact in a community in so little time. Glen Adams is a consummate professional, a person who only knows how to run at one speed: full speed. The man has a legitimate superpower and that's his integrity."

— Vice Mayor Aaron Rawls, Martinsville, VA

City Manager | Santa Fe, TX

February 2020 – November 2021

- Created city's first TIRZ; expanded affordable housing
- Resolved chronic flooding through multi-jurisdictional coalition; won Texas Municipal League Excellence Award for Public Works
- Increased sales tax revenue during pandemic, fostered business growth

"Glen's citizen and staff engagement was second to none; he was hands-on, going to the site of issues with the appropriate staff and meeting with citizens. They would discuss options, work on solutions, and then follow up to ensure that things were resolved. I truly enjoyed his leadership and his team building with council and staff." — Mayor Jason Tabor, Santa Fe, TX.

It's always cheaper and easier to do it right the first time!

Glen T. Adams

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Chief of Staff (City Manager Equivalent) | White Sands Missile Range, NM

July 2015 – January 2020

- Managed \$240M annual budget and 1,400 FTEs for 2.2-million-acre jurisdiction
- Protected jurisdiction from encroachment through direct engagement with 2 states, 6 counties, and 14 cities.
- Authored 30-year Comprehensive Plan for land use and modernization.
- Oversaw public safety and intelligence, including critical infrastructure and the Army's only nuclear reactor.

"Glen has the unique qualities needed to be an effective Chief of Staff, compassion, high expectations, and fairness. He runs the organization so I can command it!"

— Brigadier General Eric L. Sanchez, Commander, White Sands Missile Range

Senior Executive Leadership | U.S. Army (US Forces Japan / FORSCOM)

- Managed facilities and operations for 102,000 residents across 85 installations.
- Directed 40,000-soldier Engineer Regiment; negotiated international infrastructure agreements.
- Negotiated with foreign governments to secure critical infrastructure and bilateral agreements.

"Glen masterfully set the conditions that fostered trust between all services, directly contributing to successful bilateral agreements, which improved the operational capabilities and quality of life for U.S. service members in Japan."

— Brigadier General William B. Crowe, Deputy Commander, U.S. Forces Japan

EDUCATION & CREDENTIALS

- BA, General Studies and Psychology | Washington State University
 - Graduate, Leadership New Mexico
 - "Mastery by Experience": 26+ years of advanced military and civilian executive training
 - Member of the Alabama City and County Manager's Association
-

THE VALUE PROPOSITION

I offer "Mastery by Experience" that transcends traditional academic credentials. My career has been defined by the toughest missions—stabilizing divided councils, managing critical utility infrastructure, and building cities where none existed. I am ready to lead Marco Island through its next phase of growth, ensuring fiscal discipline, community engagement, and sustainable development.

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Glen T. Adams

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F.S. 119.071(5)(k)1.a.(I)

*“Glen built the equivalent of three cities from which over 20,000 V Corps and 3rd Infantry Division Soldiers lived, staged, and deployed. The Deputy Commanding General of the 101st Airborne Division personally recognized him for establishing an 8,000 Soldier airfield.
— LTC Joseph “JT” Hand, 2003*

REFERENCES: Available upon request.

EMPLOYMENT APPLICATION



CITY OF MARCO ISLAND FLORIDA

50 Bald Eagle Drive
Marco Island, Florida, 34145
239-389-3969

<http://www.cityofmarcoisland.com>

Adams, Glen Thomas - Person ID: 10637456
00316 CITY MANAGER

Received: 2/17/26, 2:24 PM

For Official Use Only:

QUAL: _____

DNQ: _____

Experience

Training

Other: _____

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER	EXAM ID#: 00316
NAME: (Last, First, Middle) Adams, Glen Thomas	SOCIAL SECURITY NUMBER: XXX-XX-
ADDRESS: (Street, City, State/Province, Zip/Postal Code) S. 119.071(5)(k)1.a.(l) Pell City, Alabama, F.S. 119.071(5)(k)1.a.(l)	EMAIL ADDRESS: F.S. 119.071(5)(k)1.a.(l)
HOME PHONE: F.S. 119.071(5)(k)1.a.(l)	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: State: AL	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Bachelor's Degree	

PREFERENCES

WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day, Evening

EDUCATION

DATES: From 8/1985 To 12/1989	SCHOOL NAME: Washington State University	DEGREE RECEIVED: Bachelor's
LOCATION:(City, State) Pullman, Washington	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	UNITS COMPLETED: 120 - Semester
MAJOR: General Studies and Psychology		

WORK EXPERIENCE

DATES: From 3/2025 To 10/2025	EMPLOYER: City of Homewood, AL	POSITION TITLE: Interim City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 2850 19th Street South, Homewood, Alabama, 35209	SUPERVISOR: Alex Wyatt - Mayor	COMPANY URL: https://www.cityofhomewood.com/
PHONE NUMBER: F.S. 119.071(4)(d)2.z	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	# OF EMPLOYEES SUPERVISED: 500
HOURS PER WEEK: 40	SALARY: \$20,833.00/month	

DUTIES:
Interim City Manager, Homewood, AL. March 5 – October 31st 2025
City Population: 28,000 / Annual Budget \$128.5M / 367 FT & 150 PT
Homewood passed the City Manager referendum in September 2024 by just over 200 votes. I assumed the interim role on March 5th, 2025. During my tenure as interim city manager, I played a central role in the city's transition to a new council-manager form of government. A key accomplishment was spearheading the planned development of the city's first comprehensive plan in over two decades, working with and securing a grant from the Regional Planning Commission. Homewood will have its first long-term roadmap in decades. My team successfully navigated the city through an inaugural budget process under the new government structure, presenting a \$128.5 million budget for Fiscal Year 2025-26 that included the creation of a capital projects fund to prepare for future infrastructure needs.

Relevant Achievements:

- Improved operations: City officials noted that there was an immediate improvement in the city-wide day-to-day operations by quickly creating a positive, empowered, and team-oriented environment. In the last Council meeting of the Mayor-Council Government, Mayor Wyatt recognized that the city was living in the best work environment in 18 years.

- Managed two complicated officer-involved shootings with sensitivity, though they garnered heavy news involvement and even protests; both incidents were determined to be justified.
- Addressing citizen concerns: Met with citizens, businesses, and local leaders; learning the issues in the community and helping the staff resolve tough issues such as: regional flooding, parking issues, complicated permitting processes, and rebuilding community trust through community involvement.
- My staff successfully negotiated with the State to support a \$29.2M, 80/20 grant to build the State's 2nd Divergent Diamond Interchange to fix congestion in West Homewood at the I-65 and Lakeshore Blvd interchange.

REASON FOR LEAVING:

The contract was for the period of 5 MAR 25 through 3 NOV 25. By state law a council cannot appoint past its tenure.

DATES: From 6/2023 To 10/2024	EMPLOYER: The Berkley Group	POSITION TITLE: Executive Manager
ADDRESS: (Street, City, State, Zip/Postal Code) PO Box 181, Bridgewater, Virginia, 22812		COMPANY URL: https://www.bgllc.net/
PHONE NUMBER: 540-560-2202	SUPERVISOR: Drew Williams - CEO	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$16,800.00/month	# OF EMPLOYEES SUPERVISED: 331

DUTIES:

Interim Town/City/County Manager/Administrator

When a community needs an Executive Manager they often call the Berkley Group to support. I fill required positions as part of the Berkley Group.

REASON FOR LEAVING:

I would like to be employed on a permanent basis again.

DATES: From 7/2023 To 10/2023	EMPLOYER: The City of Martinsville, VA	POSITION TITLE: Interim City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 55 W. Church St, Martinsville, Virginia, 24112		COMPANY URL: https://www.martinsville-va.gov/
PHONE NUMBER: F.S. 119.071(4)(d)2.z	SUPERVISOR: Mayor LC Jones - Mayor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$15,540.00/month	# OF EMPLOYEES SUPERVISED: 331

DUTIES:

Responsible to the Mayor and City Council as the Chief Executive Officer of the Independent City of Martinsville VA. Responsible for managing 16 Departments including Police, Fire & EMS, Water & Sewer, Electric, and Telecommunications, as well as supporting the Constitutional Officers in the execution of their work. Responsible for a combined budget of over \$83M. Key arrears: Hired a new Community Development Director and Public Works Director. Conduct community engagement and share the Council's Vision and intent to have community engagements to fine tune the Comprehensive Plan as a City as we are no longer on the road to revert to a Town. Stabilize the staff and re-energize their citizen engagement and desire to serve the community.

REASON FOR LEAVING:

We hired a city manager and I was no longer required to be the interim city manager.

DATES: From 4/2023 To 6/2023	EMPLOYER: The Town of Purcellville	POSITION TITLE: Interim Town Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 221 South Nursery Ave., Purcellville, Virginia, 20132		COMPANY URL: https://www.purcellvilleva.gov/
PHONE NUMBER: F.S. 119.071(4)(d)2.z	SUPERVISOR: Mayor Stanley J. Milan, Sr. - Mayor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$14,700.00/month	# OF EMPLOYEES SUPERVISED: 86

DUTIES:

Responsible to the Town Council as the Chief Administrative Officer of the Town and serves at the pleasure of Town Council while being tasked with supervising all Town functions and making sure that Town Council policies and priorities are put into action. Relevant Achievements:

- Stabilized staff and morale during an extremely turbulent time.
- Provided tough advice and counsel to a newly elected and divided Town Council.
- Worked with the Town Council to pass the Town's \$27M budget and find a compromise in raising utility rates to stabilize reserves against the debt burden.
- Started repairing relationships with the county.

REASON FOR LEAVING:

I was hired as the interim Town Manager, the Council was violated VA Open Meetings act laws among many thing. They would not take council and stop the behavior so I resigned from the interim role. I was the 2nd Interim Town Manager to do so.

DATES: From 1/2012 To 12/2022	EMPLOYER: Property Magic, LLC	POSITION TITLE: President
ADDRESS: (Street, City, State, Zip/Postal Code) F.S. 119.071(5)(k)1.a. (i) City, Alabama, F.S. 119.071(5)(k)1.a.(l)		
PHONE NUMBER: F.S. 119.071(5)(k)1.a.(l)	SUPERVISOR: Glen Adams - Owner	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 1	SALARY: \$2,800.00/month	# OF EMPLOYEES SUPERVISED: 1

DUTIES:

Analyze properties for purchase, purchase and renovate, sell or rent and manage properties.

REASON FOR LEAVING:

I sold the last property

DATES: From 2/2020 To 11/2021	EMPLOYER: City of Santa Fe	POSITION TITLE: City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 12002 State Hwy 6 , Santa Fe , Texas, 77510		COMPANY URL: https://www.ci.santa-fe.tx.us/
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: City Council - City Council	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$11,700.00/month	# OF EMPLOYEES SUPERVISED: 71
DUTIES: Appointed by the City Council as the Chief Executive Officer. With the primary responsibilities of advising and reporting to the City Council, overseeing day to day operations of the city to include presenting a proposed budget for council approval. Responsible for enforcing all laws, the implementation of City Council's vision / direction, and management of all the city's staff.		
REASON FOR LEAVING: The Council hired me as a change agent city manager. During my second year, the City Council changed over significantly. The new Council acknowledged that I had achieved everything asked of me, however they no longer wanted me to be a change agent. I stopped be a change agent, but change had already started. We signed a separation agreement on November 21st, 2021, as I advised them I was the face of change and understood that my position as a change agent had a short tenure when I took the job.		
DATES: From 7/2015 To 1/2020	EMPLOYER: White Sands Missile Range	POSITION TITLE: Chief of Staff (equivalent to a Deputy County Manager)
ADDRESS: (Street, City, State, Zip/Postal Code) 100 Headquarters Ave, White Sands, New Mexico, 88002		
PHONE NUMBER: F.S. 119.071(5)(k)1.a.(l)	SUPERVISOR: BG Dave Trybula - Commander	
HOURS PER WEEK: 40	SALARY: \$12,100.00/month	# OF EMPLOYEES SUPERVISED: 6000
DUTIES: Principle adviser to the Commander and Executive Director, charged with acting in the Commander's stead when absent. Directly responsible for 6000 civilians within the U.S. Army Test and Evaluation Command at White Sands. Responsible for a reimbursable budget of over \$240 million annually. Support the Senior Mission Commander role by teaming with all Tenant organizations including Army, Navy, Air Force, Government, and Non-Government Organizations across the White Sands Missile Range's 2.2-million-acre installation.		
REASON FOR LEAVING: Career Change to achieve personal goals of helping a community.		
DATES: From 10/2014 To 6/2015	EMPLOYER: Peachtree City Water and Sewerage Authority	POSITION TITLE: Alternate Board Member
ADDRESS: (Street, City, State, Zip/Postal Code) 1127 S. Highway 74, Peachtree City, Georgia, 30269		COMPANY URL: http://www.peachtree-city.org/index.aspx?NID=145
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: Bill Holland - Chairman of the Board	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 8	# OF EMPLOYEES SUPERVISED: 30	
DUTIES: As a member of the board, provide and develop governing guidance to the General Manager; to provide safe and affordable sewer collection and conveyance, as well as waste water treatment services, for more than 10,000 residential, commercial, and industrial customers.		
REASON FOR LEAVING: I took the Chief of Staff position at White Sands Missile Range and could no longer volunteer for this position.		
DATES: From 12/2009 To 6/2011	EMPLOYER: Headquarters U.S. Forces Japan	POSITION TITLE: Facilities Branch Chief (Similar to a Deputy City Manager of a Large City)
ADDRESS: (Street, City, State, Zip/Postal Code) Yokota Air Base Japan, APO, Armed Forces Pacific, 96326		COMPANY URL: https://www.usfj.mil/
PHONE NUMBER: NA	SUPERVISOR: Donald Chang - Chief Installations Division	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 60	SALARY: \$10,500.00/month	# OF EMPLOYEES SUPERVISED: 6
DUTIES: Primary Responsibilities: Direct and coordinate support of the U.S. / Japanese Treaty of Mutual Cooperation by serving as the U.S. lead for the Army, Navy, Air Force and Marine Corps facilities across 85 installations and supporting 102,000 Service members and their families. Responsible for facility matters between the Government of Japan, U.S. Military Installations, the American Embassy, and other agencies. Performs critical regional contingency support missions and assists with directing joint operations, bilateral exercises, crisis action and deliberate planning with the Japanese Self Defense Force.		
REASON FOR LEAVING: Retired from the U.S. Army after 26.5 Years		
DATES: From 6/2006 To 12/2009	EMPLOYER: Headquarters U.S. Army Forces Command	POSITION TITLE: Engineer Force Manager (Similar to a COO of a 45,000-person worldwide company)
ADDRESS: (Street, City, State, Zip/Postal Code) 1777 Hardee Ave. , Fort McPhearson, Georgia, 30330		

PHONE NUMBER: F.S. 119.071(5)(k)1.a.(l)	SUPERVISOR: Ed Robillard - Chief Force Management	MAY WE CONTACT THIS EMPLOYER? ■ Yes □ No
HOURS PER WEEK: 60	SALARY: \$10,000.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: Responsible for managing the Army Engineer Regiment for the Commander. Including all aspects of organizational change by prioritizing resources, coordinating information, synchronizing activities, and assessing capabilities across Engineer units, structure, command relationships, and readiness. This includes developing and coordinating recommendations and alternatives for the restructuring and resourcing of the Army's Engineer unit force structure ensuring proper force mix/force packaging of Engineer units to support Combatant Commander OPLANS, contingencies, Peace Operations, and Force Support Packages; developing plans for providing support to Army organizations utilizing current and proposed Engineer unit force structure; and providing recommendations to modify Engineer unit design to enhance organizational effectiveness, reflect change to doctrine, and adjust new equipment fielding. Contact Ed Robillard at: F.S. 119.071(5)(k)1.a.(l)		
REASON FOR LEAVING: Assigned to Headquarters U.S. Forces Japan		
CERTIFICATES AND LICENSES		
Nothing Entered For This Section		

SKILLS
OFFICE SKILLS: Typing: Data Entry:
OTHER SKILLS: Public Speaking - Expert - 30 years and 0 months Senior Leadership - Expert - 20 years and 0 months Hiring Top Talent - Expert - 13 years and 0 months
LANGUAGE(S):

ADDITIONAL INFORMATION
Military Service U.S. Army: Basic Engineer Officer School, Airborne School, Ranger School, Air Assault School, Sapper Leader Course, Engineer Officer Advanced Course, Combined Arms Services Staff School, Psychological Operations School, Civil Affairs Course, Regional Studies Course, Contracting Officer's Representative Course, Occupational Safety and Health Administration 80-hour Ground Safety Course, Command and General Staff College, and the U.S. Army Force Management Course.
In 2020 The Santa Fe Chamber of Commerce voted the City of Santa Fe, The Best Small Business.
11 credits towards an MBA, Clayton State University, Peachtree City, GA. 2011 Texas Municipal League Delegate, 2020 & 2021 Board member, Santa Fe Chamber of Commerce, 2021 Actively participated in two TCMA Conferences and the Annual TML Conference in 2021 Actively participate in a monthly regional City Manager lunch created to network, share ideas, and resolve regional issues.
Additional Information 2017 Graduate of Leadership New Mexico 2017 Federal Level IV Anti-Terrorism Course

REFERENCES		
REFERENCE TYPE: Professional	NAME: LC Jones	POSITION: Mayor, Martinsville, VA
ADDRESS: (Street, City, State, Zip/Postal Code) Virginia, Martinsville, 24112		
EMAIL ADDRESS: F.S. 119.071(4)(d)2.z.		PHONE NUMBER: F.S. 119.071(4)(d)2.z.
REFERENCE TYPE: Professional	NAME: Alex Wyatt	POSITION: Former Mayor, Homewood, AL
ADDRESS: (Street, City, State, Zip/Postal Code) 2850 19th Street South, Alabama, Homewood, 35209		
EMAIL ADDRESS: awyattcc@gmail.com		PHONE NUMBER: 205-807-0383
REFERENCE TYPE: Professional	NAME: JJ Bischoff	POSITION: Chief of Staff
ADDRESS: (Street, City, State, Zip/Postal Code) 2850 19th Street South, Alabama, Homewood, 35209		

EMAIL ADDRESS: F.S. 119.071(4)(d)2.h.		PHONE NUMBER: F.S. 119.071(4)(d)2.h.
REFERENCE TYPE: Professional	NAME: Aaron Rawls	POSITION: Vice Mayor, Martinsville, VA
ADDRESS: (Street, City, State, Zip/Postal Code)		
EMAIL ADDRESS: F.S. 119.071(4)(d)2.z.		PHONE NUMBER: F.S. 119.071(4)(d)2.z.
REFERENCE TYPE: Personal	NAME: Theo Melancon	POSITION: Former City Manager, Dickinson, TX
ADDRESS: (Street, City, State, Zip/Postal Code) 2850 19th Street South, Alabama, Homewood, 35209, Texas		
EMAIL ADDRESS: F.S. 119.071(4)(d)2.h.		PHONE NUMBER: F.S. 119.071(4)(d)2.h.

Agency-Wide Questions

1. **Have you ever been convicted of any offense against the law or received a traffic citation, including speeding?**
NO
2. **Where did you first hear about this opportunity?**
Internet
3. **Were you in the U.S. Armed Forces?**
Yes
4. **What branch of the U.S. Armed Forces were you in?**
U.S. Army
5. **Dates of duty - From: (mm/dd/yy)**
12/24/89
6. **Dates of duty - To: (mm/dd/yy)**
09/30/11
7. **Reason For Discharge:**
Retired
8. **List duties in the service:**
Combat Engineer, Construction Engineer, Facility Manager, Public Works, Operations Officer and Executive Officer for a 1,200 Engineer Construction Battalion in Combat. Operations Officer for the 40,000 Engineer Regiment, Facilities Branch Chief U.S. Forces Japan managing 85 installations, for 102,000 Service Members and their families and over \$1B in host nation funded construction annually.
9. **Have you previously been employed through veteran's preference?**
NO
10. **If No, do you wish to claim veteran's preference at this time? If you are claiming veteran's preference, please provide DD214.**
Yes

CERTIFICATE OF RELEASE OR DISCHARGE FROM ACTIVE DUTY

This Report Contains Information Subject to the Privacy Act of 1974, As Amended.

1. NAME (Last, First, Middle) ADAMS, GLEN THOMAS		2. DEPARTMENT, COMPONENT AND BRANCH ARMY/RA/EN		3. SOCIAL SECURITY NUMBER F.S. 119.071(5)a5.	
4a. GRADE, RATE OR RANK LTC	b. PAY GRADE 005	5. DATE OF BIRTH (YYYYMMDD) F.S. 119.071(5)(k)1.a.(l)	6. RESERVE OBLIGATION TERMINATION DATE (YYYYMMDD) 00000000		
7a. PLACE OF ENTRY INTO ACTIVE DUTY PULLMAN, WASHINGTON		b. HOME OF RECORD AT TIME OF ENTRY (City and state, or complete address if known) F.S. 119.071(5)(k)1.a.(l)			
8a. LAST DUTY ASSIGNMENT AND MAJOR COMMAND USA ELE HQ US FOR-JAP JP			b. STATION WHERE SEPARATED ZAMA/SAGAMIHARA, AP 96343-5006		
9. COMMAND TO WHICH TRANSFERRED USAR CON GP (RET) 1600 SPEARHEAD DIVISION AVE, FT KNOX, KY 40122				10. SGLI COVERAGE	NONE
11. PRIMARY SPECIALTY (List number, title and years and months in specialty. List additional specialty numbers and titles involving periods of one or more years.) 12D - 21 YRS 1 MOS//NOTHING FOLLOWS				12. RECORD OF SERVICE	
				YEAR(S)	MONTH(S)
				DAY(S)	
				a. DATE ENTERED AD THIS PERIOD	1989 12 24
				b. SEPARATION DATE THIS PERIOD	2011 09 30
				c. NET ACTIVE SERVICE THIS PERIOD	0021 05 07
				d. TOTAL PRIOR ACTIVE SERVICE	0000 03 23
				e. TOTAL PRIOR INACTIVE SERVICE	0004 09 06
				f. FOREIGN SERVICE	0006 03 13
				g. SEA SERVICE	0000 00 00
				h. INITIAL ENTRY TRAINING	0000 00 00
				i. EFFECTIVE DATE OF PAY GRADE	2007 10 02
13. DECORATIONS, MEDALS, BADGES, CITATIONS AND CAMPAIGN RIBBONS AWARDED OR AUTHORIZED (All periods of service) BRONZE STAR MEDAL//DEFENSE MERITORIOUS SERVICE MEDAL (2ND AWARD)//MERITORIOUS SERVICE MEDAL (3RD AWARD)//ARMY COMMENDATION MEDAL (3RD AWARD)//ARMY ACHIEVEMENT MEDAL (2ND AWARD)//MERITORIOUS UNIT COMMENDATION (2ND AWARD)//ARMY SUPERIOR UNIT AWD//NATIONAL DEFENSE SERVICE//CONT IN BLOCK 18			14. MILITARY EDUCATION (Course title, number of weeks, and month and year completed) AIR ASSAULT, 1991//AIRBORNE, 1990//C&GS COLLEGE NON-RES, 2003//CAS3, 1997//CIVIL AFFAIRS, 1998//ENG OFF ADVANCED, 1994//ENG OFF BASIC, 1990//PSYCH OPERATIONS, 1998//RANGER CRS, 1990//REGIONAL STUDIES CRS, 1998//SAPPER LEADER COURSE, 1991//NOTHING FOLLOWS		
15a. COMMISSIONED THROUGH SERVICE ACADEMY			YES	X	NO
b. COMMISSIONED THROUGH ROTC SCHOLARSHIP (10 USC Sec. 2107b)			YES	X	NO
c. ENLISTED UNDER LOAN REPAYMENT PROGRAM (10 USC Chap. 109) (If Yes, years of commitment: NA)			YES	X	NO
16. DAYS ACCRUED LEAVE PAID 0	17. MEMBER WAS PROVIDED COMPLETE DENTAL EXAMINATION AND ALL APPROPRIATE DENTAL SERVICES AND TREATMENT WITHIN 90 DAYS PRIOR TO SEPARATION				YES NO X
18. REMARKS SUBJECT TO ACTIVE DUTY RECALL BY THE SECRETARY OF THE ARMY//SERVED IN A DESIGNATED IMMINENT DANGER PAY AREA//SERVICE IN IRAQ 20050114-20060113//SERVICE IN KUWAIT 20020812-20030811//MEMBER HAS COMPLETED FIRST FULL TERM OF SERVICE//U.S. FLAG ISSUED DATA HEREIN SUBJECT TO COMPUTER MATCHING WITHIN DOD OR WITH OTHER AGENCIES FOR VERIFICATION PURPOSES AND DETERMINING ELIGIBILITY OR COMPLIANCE FOR FEDERAL BENEFITS.//CONT FROM BLOCK 13: MEDAL (2ND AWARD)//GLOBAL WAR ON TERRORISM EXPEDITIONARY MEDAL//GLOBAL WAR ON TERRORISM SERVICE MEDAL//IRAQ CAMPAIGN//SEE ATTACHED CONTINUATION SHEET <small>The information contained herein is subject to computer matching within the Department of Defense or with any other affected Federal or non-Federal agency for verification purposes and to determine eligibility for, and/or continued compliance with, the requirements of a Federal benefit program.</small>					
19a. MAILING ADDRESS AFTER SEPARATION (Include ZIP Code) F.S. 119.071(5)(k)1.a.(l)			b. NEAREST RELATIVE (Name and address - include ZIP Code) F.S. 119.071(5)(k)1.a.(l)		
20. MEMBER REQUESTS COPY 6 BE SENT TO (Specify state/locality) GA OFFICE OF VETERANS AFFAIRS			X	YES	NO
a. MEMBER REQUESTS COPY 3 BE SENT TO THE CENTRAL OFFICE OF THE DEPARTMENT OF VETERANS AFFAIRS (WASHINGTON, DC)			X	YES	NO
21a. MEMBER SIGNATURE DESIGNED BY: ADAMS, GLEN T HOMAS 1180589950	b. DATE (YYYYMMDD) 20110601	22a. OFFICIAL AUTHORIZED TO SIGN (Typed name, grade, title, signature) DESIGNED BY: MATUNAS, MATHEW DAVID 1019505754 MATHEW D. MATUNAS, GS-12, RSO		b. DATE (YYYYMMDD) 20110601	

SPECIAL ADDITIONAL INFORMATION (For use by authorized agencies only)

23. TYPE OF SEPARATION RETIREMENT	24. CHARACTER OF SERVICE (Include upgrades) HONORABLE	
25. SEPARATION AUTHORITY AR 600-8-24, PARA 6-13C (1)	26. SEPARATION CODE RBD	27. REENTRY CODE NA
28. NARRATIVE REASON FOR SEPARATION SUFFICIENT SERVICE FOR RETIREMENT		
29. DATES OF TIME LOST DURING THIS PERIOD (YYYYMMDD) NONE	30. MEMBER REQUESTS COPY 4 (Initials) GTA	

CERTIFICATE OF RELEASE OR DISCHARGE FROM ACTIVE DUTY (Continuation Sheet)

This Report Contains Information Subject to the Privacy Act of 1974, As Amended.

1. NAME (Last, First, Middle) ADAMS, GLEN THOMAS	2. DEPARTMENT, COMPONENT AND BRANCH ARMY/RA/EN	3. SOCIAL SECURITY NUMBER F.S. 119.071(5)(a)5.
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(Specify the item number of the block continued for each entry.)
 CONT FROM BLOCK 18: MEDAL W/ CAMPAIGN STAR//ARMY SERVICE RIBBON//OVERSEAS SERVICE RIBBON (3RD AWARD)//SAPPER TAB//RANGER TAB//COMBAT ACTION BADGE//PARACHUTIST BADGE//AIR ASSAULT BADGE//NOTHING FOLLOWS

21.a. MEMBER SIGNATURE DESIGNED BY: ADAMS, GLEN T THOMAS 1180589950	b. DATE (YYYYMMDD) 20110601	22.a. OFFICIAL AUTHORIZED TO SIGN (Typed name, grade, title, signature) DESIGNED BY: MATUNAS, MATHEW DAVID 1019505754 MATHEW D. MATUNAS, GS12, RSC	b. DATE (YYYYMMDD) 20110601
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Emmanuel O. Adediran

5608 Baffin Road, Atlanta, GA 30349

Phone: 804 466-9585

Email: aded2@comcast.net

February 10, 2026

Dear Sir/Madam,

I am pleased to provide this letter of interest to you for the vacant position of City Manager of the City of Marco Island, FL.

I most recently served as the City Manager/Public Works/Water & Sewer(Utilities) Director for the City of College Park, GA. During my tenure, we made significant accomplishments in strategic planning, enhanced operational effectiveness, communications, excellence in delivering high quality services citywide, and financial goals were also achieved.

As a prior Deputy Chief Administrative Officer (Assistant City Manager) and a highly experience government leader, I will offer City of Marco Island, FL. 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, creative, innovative, visionary, transparent and transformative. If given the opportunity, I believe I have an exceptional blend of skills that will promote City of Marco Island, FL., that is forward thinking with a collective vision and strategic plan.

My transparent, visionary, collaborative, 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 transparent, collaborative, innovative, visionary, transformative, and financially astute leader, I will work side by side with the Mayor, governing body and the team as we seek winning outcomes in the delivery of services to the city.

My visionary and transparent approach in the fulfillment of my duties will be accomplished through meetings with the Mayor, governing body, and consistent communication with knowledgeable staffs.

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(Utilities) City of College Park, GA.
Interim Director/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 \$1B, and a Capital Improvement Plan budget of more \$500M.
As a Public Works/Water and Sewer(Utilities) Director, I rehabilitated a \$6.5M lift station.
As the Assistant Director of Operations of Solid Waste

Department in the City of Miami, FL. I was able to save more than \$4.5M through solid waste transfer negotiations and route scheduling.

While DCA0(Assistant City Manager) for the City of Richmond and Director of Public Works, I managed the construction of more than \$250M Judicial Center, and improvements to Economic Developments, Streets Caping, Regional Projects and improvements to the aesthetics of our ingress and egress to and from 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 Fire Station # 17

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 with a direction and guidance from the Mayor and governing body, I will be responsible for making a high-level decisions that impacts the city's strategic plans, budget allocations, staffing models, and project outcomes. I will also be responsible for setting operational performance priorities, policies and standards with the approval of the Mayor and governing body.

I am FEMA certified by Homeland Security and 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 to stakeholders have rendered highly favorable results

throughout my career.

It has been my life long career to serve humanity. My value proposition is leadership presence that can be seen and felt in the embodiment of the work in the city through effective, efficient, and quality service delivery.

Through this proposition, the Mayor, governing body, citizens, staff, 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

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

5608 BAFFIN ROAD
ATLANTA, GA. 30349

PH: (804) 466-9585 | 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 RELATED EXPERIENCE

SEPTEMBER 1999 -MARCH 2012

DEPARTMENT OF PARKS, 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

1. Reference Type : Supervisor

Joe Carn - Councilor

F.S. 119.071(4)(d)2.z.

2. Jamelle McKenzie
404-597-2280
jamellemckenzie@gmail.com

Reference Type : Colleague

1. Esmond Scott
305-924-3113
keelo@bellsouth.net
2. Andrise Bernard
786-357-0358
Andrisebernard@gmail.com

Reference Type : Subordinate

1. Gail Johnson
804-432-3944
Gail.johnson@richmondgov.com
2. Anthony McLean
804-564-9034
Anthony.mclean@richmondgov.com

David Couch, MBA, CEcD
Virginia Beach, Virginia

February 6, 2026

Diana Snover
Human Resources Director
City of Marco Island
50 Bald Eagle Drive
Marco Island, Florida 34145

Dear Ms. Snover,

I am writing to express my interest in the City Manager position with the City of Marco Island. With more than three decades of senior leadership experience in local government administration, economic development, and organizational management, I bring a collaborative, transparent, and results-driven leadership style well suited to Marco Island's Council-Manager form of government and coastal community environment.

Throughout my career, I have worked at the highest levels of municipal government and am well accustomed to the unique operational, fiscal, and policy challenges faced by coastal communities. These include balancing quality of life with tourism-driven economies, managing infrastructure and utilities in environmentally sensitive areas, planning for storm resilience and emergency preparedness, and responding to heightened public expectations in highly visible communities. I have extensive experience overseeing municipal operations, developing and administering operating and capital budgets, and implementing City Council policy in compliance with city charters, state law, and public accountability requirements.

I am very familiar with Florida municipal government, including the statutory framework governing local governments, public records, and open-meetings requirements. In addition, I have longstanding personal ties to Florida and to Marco Island specifically, with friends and family in the community. As a result, I am already familiar with Marco Island's character, governance culture, and the unique challenges of a barrier-island community, allowing me to approach this role with both professional objectivity and informed perspective.

Marco Island's emphasis on responsive service delivery, fiscal stewardship, transparency, and preservation of its coastal character aligns closely with how I have led throughout my career. I have consistently fostered strong working relationships with elected officials, department directors, regional partners, and engaged residents, while maintaining a clear respect for governance roles and administrative responsibilities.

As City Manager, my leadership priorities would include maintaining a strong, professional relationship with City Council built on trust, clear communication, and respect for governance roles; ensuring sound fiscal management through disciplined budgeting and long-range financial planning; promoting a positive organizational culture focused on accountability and service excellence; representing the City effectively in intergovernmental and regional relationships; and supporting sustainable growth and infrastructure investment while safeguarding Marco Island's quality of life and coastal environment.

I will also be in Marco Island from **March 19 through March 24** on a previously scheduled visit and would welcome the opportunity to meet in person during that time if it is convenient and appropriate within the recruitment process.

Thank you for your time and consideration. I have enclosed my résumé and would be pleased to provide additional information or participate further in the selection process as requested.

Respectfully,

David Couch, MBA, CEcD

DAVID W. COUCH, CEcD, MBA

119.071(4)(d)2.h. F.S. Virginia Beach, VA 23451

19.071(4)(d)2.h. F.S.

EXECUTIVE SUMMARY

Accomplished municipal executive with more than 32 years of public-sector leadership and over two decades shaping the City of Virginia Beach's economic-development strategy. Performed executive-level functions equivalent to a Deputy Director prior to the formal creation of that role, leading policy, operations, and strategic initiatives across multiple administrations. Experienced in guiding complex redevelopment, attraction, and retention projects that deliver measurable community investment and workforce growth. Directed international marketing and business-recruitment efforts across Europe, Canada, and other countries, promoting Virginia Beach as a premier destination for advanced manufacturing, defense, technology, life sciences, and renewable-energy investment. Recognized for integrity, fiscal discipline, and collaborative leadership. The City's only Certified Economic Developer (CEcD), combining strategic vision with deep institutional knowledge of incentives, infrastructure, public-private partnerships, and complex deal negotiations involving land sales, leases, construction, and incentive agreements. Directed and administered budgets exceeding \$60 million across Economic Development and Planning operations, while advancing performance excellence through implementation and oversight of VBStat, PermitStat, Department Performance Plan (DPP), and Focus Action Plan (FAP) frameworks.

CORE COMPETENCIES

Executive & Strategic Leadership • Economic Development & Redevelopment • International Marketing & Investment Promotion • Public-Private Partnerships (P3s) • Fiscal Management & Budget Administration • Legislative & Intergovernmental Relations • Workforce Development & Incentive Negotiation • Land Sales, Leasing & Construction Coordination • Team Leadership & Mentorship

SELECT CAREER ACHIEVEMENTS

Strategic Leadership & Collaboration: Provided executive-level guidance to the City Manager's Office, City Council, VBDA, Planning Commission, MEDAC, Bio Task Force, Manufacturers Roundtable, and other advisory bodies—both internal and external—aligning departmental strategies with citywide policy and regional development priorities. Represented the City in high-level coordination across multiple gubernatorial administrations.

International Business Development: Directed trade missions and marketing initiatives throughout Europe, Canada, and other countries, negotiating partnerships that advanced foreign direct investment (FDI) and strengthened the City's global brand.

Economic Impact: Directed or supported attraction and expansion projects including Stihl, Sentara, LifeNet Health, Amerigroup, LoanCare, United Property Associates, Pembroke Square, Amazon, and Acoustical Sheet Metal, producing 25,000+ jobs and over \$900 million in private investment.

Strategic Plan Leadership: Co-authored the City’s Economic Development Strategic Plan and Marketing Plan, both accredited by IEDC.

Policy Innovation: Authored MEDAC’s enabling resolution adopted by City Council; advised on creation and revision of incentive programs at local, state, and federal levels.

Comprehensive Sector Expertise: Partnered with companies across all of Virginia Beach’s target industry sectors, including advanced manufacturing, defense, technology, logistics, renewable energy, professional services, tourism, and biosciences/life sciences. Demonstrated deep technical and fiscal expertise in complex deal negotiations—spanning land transactions, lease structuring, new construction, and multi-layered incentive agreements.

Organizational Management: Supervised professional staff and directed departmental budgets exceeding \$60 million; modernized performance reporting through VBStat, PermitStat, DPP, and FAP initiatives, strengthening transparency, accountability, and operational efficiency across the organization.

LEADERSHIP SCOPE

Functioned at the executive level within the City’s economic-development and planning structure, managing multimillion-dollar budgets (totaling over \$60 million across departmental and capital funds), supervising professional staff, and serving as the primary liaison between the Department Director, City Manager’s Office, City Council, VBDA, Planning Commission, MEDAC, and other advisory bodies. Performed duties and responsibilities later assigned to the Deputy Director position, including staff oversight, fiscal management, and strategic coordination. Routinely represented the City in high-level negotiations with corporate executives, developers, and government partners. Guided long-term strategic planning, incentive policy, and legislative coordination efforts impacting Virginia Beach’s growth across multiple state administrations, while ensuring continuous performance improvement through VBStat, PermitStat, DPP, and FAP integration.

PROFESSIONAL EXPERIENCE

Planning and Community Development Department – Business Administrator, City of Virginia Beach | April 2021 – Present

Provides human-resources, financial, technical, and executive leadership for the Planning Department. Directs departmental finance functions including city compliance controls, vendor contracts, accounts payable, payroll, and federal/state grants within five divisions. Oversees Planning Administration, Development Services, Permits/Inspections, Zoning Administration, and Comprehensive Planning. Prepares operating and multi-year fund budgets and presents financial and performance data (via VBStat) to City Council and commissions. Leads multi-year budget planning exceeding \$60 million, ensuring fiscal accountability and strategic alignment across divisions and funds. Coordinates performance-tracking and reporting through VBStat-PermitStat, Department Performance Plan (DPP), and Focused Action Plan (FAP) systems to align operations with City Council priorities and departmental objectives.

Economic Development Department – Business Development Administrator, City of Virginia Beach | May 2019 – April 2021

Served as the department's second-highest-ranking official, overseeing marketing, finance, project development, and business-attraction and retention programs. Directed domestic and international operations, negotiated incentive packages, and presented recommendations to VBDA and City Council. Managed departmental budgets and supervised staff. Represented the City across multiple state administrations on strategic business-expansion and retention projects in coordination with VEDP and the Hampton Roads Alliance. Led development of incentive agreements, compliance tracking, and performance metrics for multimillion-dollar investments.

Business Development and Strategy Coordinator, City of Virginia Beach – Economic Development Department | April 2012 – May 2019

Directed and managed target-industry initiatives for business attraction and retention. Served as City lead for the Mayor's Bio-Medical initiative and the Bio Task Force. Developed the Bio Business Park framework and launched the Bio Start-Up Challenge and shared-lab concept. Assisted the Director in strategic planning, goal setting, and legislative coordination. Handled complex funding issues across federal, state, and local sources with matching requirements and developed funding reports outside the agency. Coordinated department budget, finance, personnel, and administration. Worked closely with City Council, VBDA, MEDAC, and other boards to achieve desired outcomes. Coordinated legislative agenda and responses to legislation, ensured procurement alignment with Minority Business Development goals, managed the department EEOP plan, and staffed the Diversity Symposium. Processed Freedom of Information requests. Expanded Virginia Beach's international investment reach through direct marketing efforts and trade missions across Europe, Canada, and other countries, securing global partnerships and executive engagements with foreign-owned firms. Led targeted international outreach initiatives in cooperation with VEDP and the Hampton Roads Alliance, coordinating investment visits and trade missions to promote Virginia Beach's competitive position.

Senior Business Development Representative II, City of Virginia Beach – Economic Development Department | Aug 2001 – Apr 2012

Assisted prospective businesses in locating to Virginia Beach and worked with existing companies on expansion and retention. Managed projects for VBDA and represented the department before City Council and boards. Assisted in developing business strategies and marketing plans. Specialized in land-use coordination related to APZ-1, APZ-2, Clear Zone, and AICUZ policies. Led major land-use study initiatives, interpreted construction documents, and evaluated financial statements and contracts.

Business Development Representative I, City of Chesapeake – Economic Development Department | May 2000 – Aug 2001

Performed professional work in business attraction, expansion, and retention within assigned geographic areas. Targeted manufacturing, technical, distribution, and service industries. Acted as Enterprise Zone Administrator for state tax incentive programs and advised businesses on financing through federal, state, and local sources. Coordinated with Airport, Port, and Industrial Development authorities and advised City leadership on economic trends and market conditions.

Budget Analyst, City of Chesapeake | Dec 1999 – May 2000

Prepared and analyzed operating and capital budgets, reviewed programs and financial requests, and made recommendations for budget allocations. Performed advanced research and analysis across departments including Economic Development, Public Works, Utilities, and Parks & Recreation.

Senior Accountant, Virginia Beach Public Schools | Sept 1999 – Dec 1999

Prepared and maintained complex financial records for reimbursable and performance-measure reporting. Acted as school grant accountant and prepared financial reports for state and federal agencies.

Accountant II, City of Chesapeake – Finance Department | June 1993 – Sept 1999

Prepared and maintained complex financial records and monitored bonds and trusts for capital projects. Provided financial information to departments and supervised seven accounting clerks.

Manager/Accountant, The Marina at Marina Shores | Feb 1991 – Jan 1993

Loan Officer, First Jefferson Mortgage Corporation | Apr 1990 – Jan 1991

Sales Representative, Browning's Marine | Jan 1990 – Apr 1990

EDUCATION & CERTIFICATIONS

Master of Business Administration (MBA), Public Administration – Old Dominion University
Bachelor of Science (B.S.), Financial Management – Old Dominion University
Certified Economic Developer (CEcD) – International Economic Development Council (IEDC), 2005 – Present

PROFESSIONAL AFFILIATIONS & CIVIC LEADERSHIP

International Economic Development Council (Member & Awards Subcommittee)
Virginia Economic Developers Association
Hampton Roads Association for Commercial Real Estate
Virginia Biotechnology Association (Board Member 2016–2021)
757 Accelerator (Board Member 2018–2021)
Urban Land Institute
Central Business District Association Member -20 years
American Cancer Society Volunteer- 30 years

AWARDS & RECOGNITION

Recognized by City leadership and VBDA members for contributions to major corporate attraction and expansion projects.
Frequently acknowledged by senior management and peers for professionalism, strategic insight, and leadership in advancing key City initiatives.
IEDC Accreditation Recognition – Strategic Plan and Marketing Plan author.

EMPLOYMENT APPLICATION



CITY OF MARCO ISLAND FLORIDA

50 Bald Eagle Drive
Marco Island, Florida, 34145
239-389-3969

<http://www.cityofmarcoisland.com>

COUCH, DAVID W. - Person ID: 42481075
00316 CITY MANAGER

Received: 2/6/26, 10:25 AM

For Official Use Only:

QUAL: _____

DNQ: _____

Experience

Training

Other: _____

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER	EXAM ID#: 00316
NAME: (Last, First, Middle) COUCH, DAVID W.	SOCIAL SECURITY NUMBER: XXX-XX-
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 119.071(4)(d)2.h. F.S. VIRGINIA BEACH, Virginia, 23451	EMAIL ADDRESS: 119.071(4)(d)2.h. F.S.
HOME PHONE: 119.071(4)(d)2.h. F.S.	ALTERNATE PHONE: 119.071(4)(d)2.h. F.S.
DRIVER'S LICENSE: State: VA	NOTIFICATION PREFERENCE: Email
LEGAL RIGHT TO WORK IN THE UNITED STATES? <input type="checkbox"/> Yes <input type="checkbox"/> No	
What is your highest level of education? Master's Degree	

PREFERENCES

WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Rotating, Weekends, On Call (as needed)

EDUCATION

DATES: From 1/1997 To 5/2001	SCHOOL NAME: Old Dominion University	
LOCATION:(City, State) Norfolk, Virginia	DID YOU GRADUATE? <input type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Master's
MAJOR: MBA (Public Administration Concentration)	UNITS COMPLETED: 60 - Semester	
DATES: From 8/1981 To 12/1986	SCHOOL NAME: Old Dominion University	
LOCATION:(City, State) Norfolk, Virginia	DID YOU GRADUATE? <input type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Financial Management	UNITS COMPLETED: 140 - Semester	

WORK EXPERIENCE

DATES: From 6/2021 To Present	EMPLOYER: City of Virginia Beach Planning Department & Community Development	POSITION TITLE: Business Administrator
ADDRESS: (Street, City, State, Zip/Postal Code) 2875 Sabre St, Suite 500, Virginia Beach, Virginia, 23452		
PHONE NUMBER: 757 385-6468	SUPERVISOR: Robert Tajan / Kathy Warren - Planning Director	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$9,225.00/month	# OF EMPLOYEES SUPERVISED: 20

DUTIES:
Provides human resources, financial, technical, development liaison support and executive level leadership for the Planning Department. Directs department finance functions including city compliance controls, vendor contracts, accounts payable, payroll and federal/state grants within five divisions of the department. This oversight requires knowledge of each division including planning administration, development services, permits/inspections, zone administration and comprehensive planning. Responsible

for budget preparation for operating and multi-year fund budgets. Presents operating and analytical financial data and performance measures (via VBStat process) to city leadership, city council and various commissions and boards.

REASON FOR LEAVING:

N/A

DATES: From 5/2019 To 6/2021	EMPLOYER: City of Virginia Beach Economic Development	POSITION TITLE: Business Development Administrator
ADDRESS: (Street, City, State, Zip/Postal Code) 4525 Main St, Suite 700, Virginia Beach, Virginia, 23462		COMPANY URL: www.yesvirginiabeach.com
PHONE NUMBER: (757) 385-6468	SUPERVISOR: Taylor Adams - Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$9,000.00/month	# OF EMPLOYEES SUPERVISED: 7

DUTIES:

Plan, direct and supervise the execution of the economic development business attraction and retention programs including the marketing and communications strategies that accomplishes the City Council goals of growing our economy through business expansions, capital investment and job creation. The result of these activities produces an expansion of the city's tax base and employment opportunities for its residents. Supervise staff; develop, monitor and evaluate staff performance. Directly responsible for the coordination and administration of developing the department marketing programs and budgets for both domestic and international business prospects that align with target industry sectors identified for enhancing the local economy. Effectiveness is evaluated annually through established performance indicators and metrics that measure economic impact. Direct the participation, representation and advocacy for the City of Virginia Beach (pop. 450,000) at meetings, conferences and through face to face negotiations for domestic and international companies to consider the city for investment that will serve as a means to grow the economy. Directly responsible for negotiations with prospects considering the city and preparing, when necessary, recommendations for an Economic Development Investment Program grant and presentation to the Virginia Beach Development Authority and at times City Council and Planning Commission. Oversee the operations of the international offices and staff through personal contacts and reporting. Work directly with the Department Director, department staff, real estate professionals, City officials, City Council and site location consultants to identify and effectively communicate and respond to the driving forces in the industry. Develop, direct and oversee prospect visits and RFP submittals for prospect inquiries. Work and represent the city with the Virginia Economic Development Partnership and the Hampton Roads Economic Development Alliance with regard to prospect visits and requirements for information for competitive analysis purposes. Create and manage the annual marketing travel calendar that outlines strategic initiatives for recruiting targeted industry sectors that meet goals to grow the economy. Direct advertising and marketing plan with PR/ Ad agency that frames city communication strategy to various constituents. Also oversee and prepare the departments \$7.7 million Operating Budget and do substantial work within the over \$12 million Departmental CIP Budget. I also have other departmental administrative oversight duties and perform special projects assigned by Department Director.

REASON FOR LEAVING:

Transferred to assist a much larger department.

DATES: From 4/2012 To 5/2019	EMPLOYER: City of Virginia Beach Economic Development	POSITION TITLE: Business Development & Strategy Coordinator
ADDRESS: (Street, City, State, Zip/Postal Code) 4525 Main St., Virginia Beach, Virginia, 23456		
PHONE NUMBER: 757 385 6468	SUPERVISOR: Warren Harris - Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$7,700.00/month	# OF EMPLOYEES SUPERVISED: 7

DUTIES:

Directs, coordinates, and manages identified target industries for business attraction and retention activities and represents the director/department in various venues; is the City's lead on the Mayor's Bio Medical industry initiative and worked closely with City's Bio Task Force and multiple industry stakeholders; assists the director in short and long range strategic planning, goals and objectives; handles complex funding issues with multiple funding sources (Federal, State, Local) typically involving fund matching requirements for the department, and requiring development of funding reports outside the agency; works with constantly changing intergovernmental mandates; does related work as required. Assists the Director with business development prospects and existing business calls. Manages target industry sectors as a part of the comprehensive business strategy. Leads the departmental efforts in accomplishing the Economic Development Strategy and objectives of Economic Development. Directs and coordinates the department's budget/finance, personnel, and administrative function. Works with City Council, the Virginia Beach Development Authority, MEDAC, OLUCC, and other City Boards and Commissions to achieve the city's desired outcomes. Assists in the development and implementation of the department's comprehensive marketing program. Participates in the development and administration of the department's venture capital program. Coordinates the Legislative Agenda process for the Department of Economic Development and coordinates response to legislative items impacting economic development. Supervises the support staff for the department and ensures proper phone and staff coverage; coordinates the administrative functions of the department such as payroll, front desk, and other administrative support. Participates in the evaluation of EDIP awards program and makes recommendations for new funding sources. Maintains records retention schedule for the department in accordance to city-wide guidelines. Manages the human resources support for the Department of Economic Development. Manages the department's comprehensive EEOP plan and staffs the departmental section for the Diversity Symposium. Coordinates all the Freedom of Information requests for the department. Ensures all procurement in the department follows the city's Minority Business Development goals. Ensures the volunteer's needs are coordinated, and reports the hours to the Volunteer office.

REASON FOR LEAVING:

NA

DATES: From 8/2001 To 4/2012	EMPLOYER: City of Virginia Beach Economic Development	POSITION TITLE: Senior Business Development Representative II
ADDRESS: (Street, City, State, Zip/Postal Code) 4525 Main St, Virginia Beach, Virginia, 23456		

PHONE NUMBER: 757 385-6468	SUPERVISOR: Donald Maxwell - Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$6,500.00/month	# OF EMPLOYEES SUPERVISED: 2
DUTIES: Assists prospective businesses in locating to the City of Virginia Beach by utilizing skills of salesmanship, marketing, collaboration building and persuasion. Work with existing businesses to accommodate growth and expansion and retention. Manage projects on behalf of the Virginia Beach Development Authority. Project management includes the extensive use of prospect and commercial property data bases. Represent the department in discussions and presentations with the City Council, Virginia Beach Development Authority, Planning Commission, Military Economic Development Advisory Committee, citizens, community and business organizations. Assists in developing departmental business strategies, marketing plans, and implementing organizational policies. Establish and maintain effective professional relationships and good communication with external and internal stakeholders in the City's Economic Development process. Position requires knowledge of economic development principles, practices, techniques and related theories; as well as, understanding of regional, state, and federal government agencies as they relate to economic development. This includes being well versed in related Navy easements, APZ-1, APZ-2, Clear Zone, and AICUZ related land uses, deed restrictions, and associated policies and procedures. Possess knowledge of terminology and practices of the legal, real estate, engineering, architectural, and construction professions. Act as department lead on major land use study initiatives that are adopted to the City's Comprehensive Land Use Plan and which include transit oriented development and mixed used development models as base concepts. Exhibit a high degree of professional interpersonal relationships with government officials, senior level business executives, and economic development parties. Able to prepare complex reports, read and interpret construction contracts, plans and schematics, evaluate complex financial statement and source documents. Position requires travel both domestically and internationally to visit with prospective companies and site selection consultants during marketing missions and/or trade shows. Have performed work associated with the preparation and reporting of the departmental budget.		
REASON FOR LEAVING: promotion		
DATES: From 5/2000 To 8/2001	EMPLOYER: City of Chesapeake Economic Development	POSITION TITLE: Business Development Representative I
ADDRESS: (Street, City, State, Zip/Postal Code) Battlefield Blvd, Chesapeake, Virginia, 23322		
PHONE NUMBER: 757 111-1111	SUPERVISOR: Donald Goldberg - Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$5,500.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: Performed professional work in the City's Economic Development Department. Assigned to a geographic area of the city, which required interaction with large national and international companies. Responsible for expansion and retention of businesses within the City of Chesapeake. Targeted industries included a variety of manufacturing, technical, distribution and service related industries to include retail. Worked closely with commercial developers, commercial brokers, commercial lenders, and people in the work force development services. This position required effective communication with business leaders, the mayor, city council, the city manager and his staff, department heads, city professional staff and all city stakeholders, as well as, interaction with a variety of Economic Development agencies at both the State and Federal level. I acted as the City's Enterprise Zone Administrator, a state tax incentive program for businesses. Advised businesses at a variety of levels to secure financing through federal state and local programs along with helping them to identify private lending sources to secure capital needs. Assist in analyzing economic trends and market conditions. Required to work with companies to navigate their projects or concerns through the City Processes and structure. Worked closely with the Airport Authority, Port Authority, and the Industrial Development Authority on a variety of issues. Prepared the department's Capital and operating budgets along with participating in the oversight of the various authorities' financial operations due to my governmental accounting background.		
REASON FOR LEAVING: Better career opportunity		
DATES: From 12/1999 To 5/2000	EMPLOYER: City of Chesapeake Budget Dept	POSITION TITLE: Budget Analyst
ADDRESS: (Street, City, State, Zip/Postal Code) Cedar Rd, Chesapeake, Virginia, 23322		
PHONE NUMBER: 757 111-1111	SUPERVISOR: Iris Hoskie - Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$5,000.00/month	# OF EMPLOYEES SUPERVISED: 1
DUTIES: Participates in the preparation and analysis of the City's operating and capital budgets. Performs analysis of expenditures and revenues; reviews and analyzes programs and financial requests for appropriateness; analyzes and makes recommendations request for operating and capital budgets; prepares reports and recommendations for the City Manager; performs general and advance research assignments; participates in the preparation of the operating and capital budgets; conducts specific research concerning budget issues. Communicates with all levels of management throughout all city departments to include the City Manager, Department heads, and Program Directors. Able to work independently and communicate effectively, both orally and in writing. Skilled in the use of spreadsheet, databases, word processing, and graphic software packages and in applying governmental accounting principles, governmental budgeting techniques, and evaluation methods. Departmental budgetary analytical work included analysis of departments such as Economic Development, Public Work, Public Utilities, Parks and Recreation, public Safety and others. Also worked on FEMA preplanning and post event reporting.		
REASON FOR LEAVING: Better Career opportunity		
DATES: From 9/1999 To 12/1999	EMPLOYER: City of Virginia Beach Public Schools	POSITION TITLE: Senior Accountant

ADDRESS: (Street, City, State, Zip/Postal Code) Cedar Rd, Virginia Beach, Virginia, 23456		
PHONE NUMBER: 757111111	SUPERVISOR: James White - Comptroller	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$5,000.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: Performs professional work in the preparation and maintenance of complex financial records mainly in the area of reimbursable and perform measure reporting. Knowledge of GAAP to include, accounting laws, ordinances and regulations governing municipal financial matters. Analyze financial information and prepare reports for state and federal agencies. Serves as financial officer in a large department. Acted as School administrations grant accountant. Acts as lead liaison to the Purchasing Department for grant issues. Review all contracts for funding, payments and all purchase orders as they related to school grants. Review and advise many departments on budget and accounting issues as they related to grants. Loaded budget and made budget adjustment in the Schools accounting system known as VIBES which is an Oracle based system. Post to general ledger accounts, check balances, and verifies financial data. Handled a variety of payroll related issues. Provide financial information to other departments and maintain effective working relationship with city officials.		
REASON FOR LEAVING: Better career opportunity		
DATES: From 6/1993 To 9/1999	EMPLOYER: City of Chesapeake Finance Dept	POSITION TITLE: Accountant II
ADDRESS: (Street, City, State, Zip/Postal Code) Cedar Rd, Chesapeake, Virginia, 23322		
PHONE NUMBER: 7571111111	SUPERVISOR: Karen Creef - Comptroller	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$4,800.00/month	# OF EMPLOYEES SUPERVISED: 6
DUTIES: Performs professional work in the preparation and maintenance of complex financial records. Knowledge of GAAP to include, accounting laws, ordinances and regulations governing municipal financial matters. Analyze financial information and prepare reports for state and federal agencies. Serves as financial officer in a large department. Monitors, reports and advises on various bonds/trusts that have been issued to cover a variety of city capital projects. Acts as lead liaison to the Purchasing Department. Review all contracts for funding, all trusts payments and all purchase orders. Review and advise many departments on budget and accounting issues. Assess performance measures in conjunction with the use of benchmarks. Develop and update accounting systems. Post to general ledger accounts, check balances, and verifies financial data. Provide financial information to other departments and maintain effective working relationship with city officials. Supervise seven accounting clerks. On a City wide task force working on Also worked on disaster event preplanning and post event reporting with FEMA, State, and other local officials.		
REASON FOR LEAVING: Better career opportunity		
DATES: From 2/1991 To 1/1993	EMPLOYER: The Marina at Marina	POSITION TITLE: Manager/Accountant
ADDRESS: (Street, City, State, Zip/Postal Code) Marina Shores Ave, Shores, Virginia, 23451		
PHONE NUMBER: 757 111 1111	SUPERVISOR: Gary Moulton - Comptroller	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$1,800.00/month	# OF EMPLOYEES SUPERVISED: 2
DUTIES: A variety of managerial and accounting duties to include supervision of similar actives.		
REASON FOR LEAVING: Better career opportunity		
DATES: From 4/1990 To 1/1991	EMPLOYER: First Jefferson Mortgage Corporation	POSITION TITLE: Loan Officer
ADDRESS: (Street, City, State, Zip/Postal Code) Koger St, Virginia Beach, Virginia, 23455		
PHONE NUMBER: 757 111 1111	SUPERVISOR: XXX - XXX	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 0	
DUTIES: Mortgage loan originator		
REASON FOR LEAVING: Better Career opportunity		
DATES: From 1/1990 To 4/1990	EMPLOYER: Browning's Marine	POSITION TITLE: Sales Representative
ADDRESS: (Street, City, State, Zip/Postal Code) Shore Dr, Virginia Beach, Virginia, 23455		
PHONE NUMBER: 757 111 1111	SUPERVISOR: James Browning - Owner	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 0	
DUTIES: Boat Sales to include supplemental items such are trailers, boat hard ward and various service policies		

REASON FOR LEAVING: Better career opportunity		
DATES: From 8/1989 To 1/1990	EMPLOYER: Construction, K.O. Construction Co	POSITION TITLE: Builder/Carpenter
ADDRESS: (Street, City, State, Zip/Postal Code) Virginia Beach blvd, Virginia Beach, Virginia, 23451		
PHONE NUMBER: 757 111 1111	SUPERVISOR: George Drinko - Owner	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 0	

DUTIES: Interim position.		
REASON FOR LEAVING: Better career opportunity		
DATES: From 2/1988 To 8/1989	EMPLOYER: VA Credit Union League	POSITION TITLE: Sales/Consultant
ADDRESS: (Street, City, State, Zip/Postal Code) Lynchburg, Lynchburg, Virginia, 23455		
PHONE NUMBER: 757 111-1111	SUPERVISOR: Bob Traylor - Business Development Director	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 0	
DUTIES: Field consultant and product service and support for VA Credit Unions to include the NOVA Market. Also, performed financial advisory and audit functions.		
REASON FOR LEAVING: excessive travel		

CERTIFICATES AND LICENSES

TYPE: Certified Economic Developer, CEcD	
LICENSE NUMBER:	ISSUING AGENCY: IEDC
TYPE: Awarded Member Services Certificate/Consumer Lending Certificate by VCUL/CUNA	
LICENSE NUMBER:	ISSUING AGENCY:
TYPE: Awarded The Seven Habits of Highly Effective People Certificate for successful completion of course	
LICENSE NUMBER:	ISSUING AGENCY:

SKILLS

OFFICE SKILLS: Typing: 70 Data Entry: 0
OTHER SKILLS:
LANGUAGE(S): English : Speak , Read , Write

ADDITIONAL INFORMATION

Professional Associations
Awarded Member Services Certificate/Consumer Lending Certificate by Virginia Credit Union League & Credit Union National Association through staff training and recognition program

Professional Associations
International Economic Development Council (International Awards Committee member)

Professional Associations
Virginia Economic Developers Association (Communications Committee Member)

Professional Associations
Hampton Roads Association for Commercial Real Estate

Professional Associations
Central Business District Association

Professional Associations
Lynnhaven Business District Association

Professional Associations
Old Dominion Hoops Club

Professional Associations
Virginia Governmental Financial Officers Association

Professional Associations

American Society for Public Administration

Professional Associations

President, Board of Directors, Theta Chi Alumni Association, -, Vice President, 1991 and Board Member-at-large, 1989, 1992-Present

Professional Associations

Commonwealth Foundation

Professional Associations

Virginia Beach Jaycee

Professional Associations

Old Dominion University Alumni Association

Honors & Awards

Awarded Certified Economic Developer designation (CEcD) from the International Economic Development Council (IEDC); March 2005

Honors & Awards

Awarded Star Performance Award with the City of Chesapeake for outstanding service to the city and performing the functions of two positions due to a laps in personnel.; September 1994

Honors & Awards

Awarded Member Services Certificate/Consumer Lending Certificate by Virginia Credit Union League & Credit Union National Association through staff training and recognition program; February 1989

Honors & Awards

Awarded The Seven Habits of Highly Effective People Certificate for successful completion of course. May 1999

Honors & Awards

Awards sub committee member 2017- Present

Honors & Awards

Awarded Certified Economic Developer designation (CEcD) from the International Economic Development Council (IEDC); March 2005

Awarded Star Performance Award with the City of Chesapeake for outstanding service to the city and performing the functions of two positions due to a laps in personnel.; September 1994

Awarded Member Services Certificate/Consumer Lending Certificate by Virginia Credit Union League & Credit Union National Association through staff training and recognition program; February 1989

Awarded The Seven Habits of Highly Effective People Certificate for successful completion of course. May 1999

Honors & Awards

Member, International Economic Development Council, 2001-Present

- (Awards sub committee member 2017- Present)
- Member, Virginia Economic Developers Association, 2000-Present
- (Communications sub committee member 2018 -Present)
- Member, Hampton Roads Association for Commercial Real Estate, 2001-Present
- Member, Central Business District Association, 2001-Present
- Member, Lynnhaven Business District Association, 2001-2008
- Member, Old Dominion Hoops Club, 2000-2002
- Member, Virginia Governmental Financial Officers Association, 1997-2001
- Member, American Society for Public Administration, 1997-2001
- President, Board of Directors, Theta Chi Alumni Association, December 1991-December 1992, Vice President, 1991 and Board Member-at-large, 1989, 1992-Present
- Member, Commonwealth Foundation, 1986-1988
- Member, Virginia Beach Jaycee, 1986-1988
- Member, Old Dominion University Alumni Association, 1986-present
- Volunteer, American Cancer Society, 1990-present

Professional Associations

VaBio (Board Member-Advisory Committee)

Bio Connect (Regional Hub Chair)

Professional Memberships

757 Angels/Accelerator- Board member 2019-2021, Its and accelerator program associated with an Angel investor network

REFERENCES

REFERENCE TYPE: Professional	NAME: Warren Freidlien	POSITION: Network Solutions Engineer
ADDRESS: (Street, City, State, Zip/Postal Code) Virginia, Virginia Beach, 23451		
EMAIL ADDRESS: warrenFriedlein@gmail.com		PHONE NUMBER: (703) 447-4342
REFERENCE TYPE: Professional	NAME: Andy Seaman Seaman	POSITION: Regional Sales Manager, Medtronic Neuromodulation
ADDRESS: (Street, City, State, Zip/Postal Code) Virginia, Virginia Beach, 23451, Virginia, Virginia Beach, 23451		
EMAIL ADDRESS: aseaman@gmail.com		PHONE NUMBER: (757) 508-7246
REFERENCE TYPE: Professional	NAME: Ken Rodman	POSITION: Principal, Mid-Atlantic Real Estate Director,

		VHB
ADDRESS: (Street, City, State, Zip/Postal Code) Virginia, Virginia Beach, 23451, Virginia, Virginia Beach, 23451, Virginia, Virginia Beach, 23462		
EMAIL ADDRESS: KRodman@VHB.com		PHONE NUMBER: (757) 615-9007
REFERENCE TYPE: Professional	NAME: David Bastiaans	POSITION: Attorney, (Walcott, Rivers, Gates, Attorneys at Law)
ADDRESS: (Street, City, State, Zip/Postal Code) Virginia, Virginia Beach, 23451, Virginia, Virginia Beach, 23451, Virginia, Virginia Beach, 23462, Virginia, Virginia Beach, 23462		
EMAIL ADDRESS: bastiaans@wolriv.com		PHONE NUMBER: (757) 439-4082
REFERENCE TYPE: Professional	NAME: Timothy Howlett	POSITION: Business Development Administrator- Chesapeake
ADDRESS: (Street, City, State, Zip/Postal Code)		
EMAIL ADDRESS: Thowlett@chesapeake.com		PHONE NUMBER: (757) 404-0204

Agency-Wide Questions

1. **Have you ever been convicted of any offense against the law or received a traffic citation, including speeding?**
Yes
2. **Where did you first hear about this opportunity?**
Internet
3. **Were you in the U.S. Armed Forces?**
NO
4. **What branch of the U.S. Armed Forces were you in?**
NA
5. **Dates of duty - From: (mm/dd/yy)**
NA
6. **Dates of duty - To: (mm/dd/yy)**
NA
7. **Reason For Discharge:**
NA
8. **List duties in the service:**
NA
9. **Have you previously been employed through veteran's preference?**
NO
10. **If No, do you wish to claim veteran's preference at this time? If you are claiming veteran's preference, please provide DD214.**
NO

THOMAS CURITORE

F.S. 119.071(4)(d)2.a.

MIAMI, FLORIDA

F.S. 119.071(4)(d)2.a.

SUMMARY OF QUALIFICATIONS

Analytical, results-driven and highly-accomplished professional, offering extensive experience in operations management and program implementation within city government industries. Proven record of success in managing all phases of projects, from planning through implementation, while maintaining compliance with standard regulatory procedures. Recognized for uncompromised dedication to improving the community. Exceptional problem solving skills; able to cultivate and foster strong relationships with community members, agencies, officials and key decision makers. Dynamic leader, with expertise in operational management, short/long-term planning and process improvements. Solid communications, organization and interpersonal skills. Additional core competencies include:

- Operations Management
- Parks and Recreation Operations
- Project Planning and Execution
- Collaborative Teamwork
- Code Compliance
- Team Leadership and Supervision
- Process Improvements
- Strategic Planning and Implementation
- Inter-Departmental Collaborations
- Relationship Management
- Effective Communications
- Community Outreach
- Regulatory Compliance
- Sanitation Management

PROFESSIONAL EXPERIENCE

Deputy Director

Parks and Recreation, City of Miami Beach, 12/8/2024 to Present

- Oversees the maintenance of all facilities, park lands, structures, courts, fields, fixtures, furnishings and oceanfront restrooms ensuring the safety and cleanliness
- Manages contracts with consultants, vendors and contractors related to the maintenance of facilities, park lands, landscaping, athletic fields and restrooms
- Develops and implements core competencies required of subordinate staff for the general maintenance of the park facilities, park lands, playground structures, courts and fields.
- Supervises and approves drawings for landscaping plans, specifications and reforestation of parks; estimates labor costs and materials
- Collaborates with other departments on planning and designing capital improvement projects and master
- Supervises and directs the Park Ranger Program
- Establishes and maintains a comprehensive inventory of all park facilities, fixtures, furniture, equipment, playground structures, tree canopy, etc.
- Develops and maintains a record of maintenance and repairs scheduled and completed, to include but not necessarily limited to, facilities, oceanfront restrooms, playgrounds, fixtures, furniture, etc.; and ensures adherence to warranty specifications
- Forecasts and develops department budget for assigned divisions, justifies proposals, monitors expenditures and ensures proper and prudent fiscal control
- Establishes reviews, updates and implement procedures to maximize the level and quality of service within allocated resources

- Assists in the development of Requests for Qualifications/Requests for Proposals (RFQ/RFP) and bid specifications to acquire equipment, materials, and services in response to the department's needs
- Supports the Director's efforts to implement the department's vision and assists in leading the department for maximum employee productivity and morale
- Assists the Director with personnel management; directly supervises employees and carries out supervisory responsibilities in accordance with City policies and applicable laws
- Exercises extensive public contact and community interaction to communicate plans, projects and updates to achieve optimum feedback
- Researches and prepares administrative responses to items such as inquiries from the Mayor, City Commission, or residents
- Recommends and drafts Commission memoranda, resolutions and/or other legislative documents for submittal to the City Manager
- Represents the Department Director at meetings; serves as liaison to other departments, outside agencies, and to the Parks and Recreation Advisory Board
- Serves as Acting Director when assigned
- Performs related work as required

Assistant Director

Code Compliance, City of Miami Beach, 5/8/17 to 12/8/2024

- Directs, develops, implements, and maintains activities related to the key goal areas of housing standards, abandoned vehicles, vacant lots, salvage yards, and other zoning violations.
- Represents Code Compliance's interests and positions before national and local government officials, boards, commissions, associations, and community organizations.
- Plans and directs long-range goals for current and new programs within Code Compliance.
- Ensures all activities are carried out in compliance with departmental policy, Local, State, and Federal regulations, and law-governing activities.
- Directs the activities of subordinate personnel in planning the operating budget for the department.
- Coordinates with other City departments to provide technical expertise to concerned members of the public on Citywide and current developments in Code Compliance.
- Fosters and develops excellent working relationships with key staff, division and departmental employees, other governmental organizations, and with external services, such as legal counsel, boards, commissions, and City Officials.
- Prepares policies and reviews agendas, reports, and policy statements for presentation to boards and commissioners.
- Prepares annual reports, trend analyses, and budget estimates for Code Compliance; makes presentations to City management on Code Compliance
- Directs and evaluates professional staff engaged in carrying out the work of the department.

- Responsible for the full range of supervisory activities including selection, training, development, evaluation, counseling, and recommendation for dismissal.
- Knowledge of municipal government, public administration, and legal and regulatory processes.
- Directs the activities of a large, complex organization.
- Skills in writing, interpreting, analyzing, long-range forecasting, and goal setting.

Founding Executive Director

Wynwood Business Improvement District, Miami, Florida 2014 to 5/8/17

- Direct the day to day operations of this 50 city block Municipal board of the City of Miami managing community improvement programs and enhancing economic development and Cleanliness of the District.
- Inform an elected Board of Directors that includes property owners, on the on-going efforts of the organization.
- Prepare an annual budget derived from a property owner assessment.
- Generate additional revenue for the organization through fund raising, grant writing, and sponsorships.
- Supervise staff, contractors and consultants.
- Ensure successful achievement of goals and objectives established by the Board.
- Develop and maintain strong relationships with District property owners, businesses, public officials, community and business leaders and the media.
- Coordinate municipal and county government relations; advocate for constituent interests at the municipal, county and state level.
- Lead the strategic planning process engaging property owners, businesses, city officials and stakeholders.
- Coordinated efforts during ZIKA with City, County and State Officials
- Coordinated bringing Special Events and Tourism to the area working with Public/Private Partnerships.

Director of Operations

Union Square Partnership, New York, NY | 2007 to 2013

- Provide complete oversight of operations for a 32 block, high volume community-based organization. Responsible for managing security and sanitation comprising 85% of the organization's multi-million dollar budget. Effectively provide staff supervision and training, collaborate with community agencies and implement process improvements to achieve organizational goals and objectives.
- Recruit, hire, train and manage security and sanitation staff; provide supervision and coordination of sanitation and security efforts, including trash removal, graffiti removal and maintenance issue resolutions.
- Direct a staff of uniformed Public Safety Officers, providing total coverage for the entire district.
- Negotiate contracts for sanitation with outside contractors and monitor daily activities.
- Conduct one-on-one and small group training to ensure high standard of quality, performance and efficiency.
- Monitor illegal vendor activity and implement activities/programs to reduce/eliminate them.

- Coordinate/facilitate meetings with agency partners to discuss quality-of-life and public safety issues that have a direct impact on the area/organization.
- Coordinate contract with outside vendors for landscaping, streetscaping, lawn maintenance and irrigation system maintenance to achieve Union Square Park beautification and maintenance initiatives.
- Manage the daily operations of the seating areas outfitted with bistro tables, chairs and umbrellas; ensure the safety and sanitation of the areas at all times.
- Work closely with the Parks Department/Sanitation team in Union Square Park to coordinate maintenance issues.

Key Accomplishments:

- Recipient of a “100% Cleanliness Score,” rated by the Mayor’s Office of Operations, 2012; achieved highest cleanliness satisfaction level to date from the Community Opinion Survey in 2013.
- Reduced “quality of life” crimes through intensive coverage and effective performance of public safety officers.
- Introduced a proactive approach in patrolling the district.
- Implemented public safety meetings representatives from Department of Parks & Recreation, NYPD, Manhattan District Attorney’s Office and Public Safety Team; resulted in a reduction in homeless incidents.
- Conducted walks with Outreach Directors for four area methadone treatment facilities serving 1,900 clients.
- Collaborated with NYCDOT, NYPD, Manhattan Community Board 5 and area businesses to implement a “No Standing Zone” (including food trucks) in order to improve pedestrian safety on Union Square West between 14th and 15th.
- Worked closely with Director of Marketing, Parks Department and NYPD to coordinate and execute various events throughout the years, including the Summer in the Square Series and Harvest in the Square; responsible for vendor contracts and coordination and logistical/operational planning.

Staten Island Borough Commissioner

NEW YORK CITY DEPARTMENT OF TRANSPORTATION, Staten Island, NY | 2006 to 2007

Served as agency advocate for the delivery of transportation services in the borough of Staten Island, population of 450k+; advised the Commissioner on all sensitive policy issues affecting transportation in the borough. Responsible for community outreach, monitoring service requests from the community and collaborating with city agencies/officials to implement improvements to the city’s transportation.

Key Accomplishments:

- Coordinated the implementation of the Mayor’s Staten Island Transportation Task Force.
- Served as agency liaison to the community, including elected officials, community boards, business improvement districts, advocacy groups and individuals.
- Monitored and expedited service requests directed to the Department by working with the operating units; issues/service requested included planning, parking, signals, street lights, safety, bridges, street maintenance and capital reconstruction.
- Coordinated with the NYPD to obtain appropriate response at locations identified as accident-prone.
- Collaborated with other City Agencies, DSNY, FDNY, Parks, DOB and City Planning, on borough related issues.
- Oversaw capital construction operations for a pedestrian/sidewalk safety improvement project.
- Improved communication between citizens and municipal administrative offices, enabling the more efficient processing of citizen concerns.

First Deputy Commissioner

OFFICE OF THE MAYOR, COMMUNITY ASSISTANCE UNIT, New York, NY | 2002 to 2006

Tasked with consulting and advising the Mayor, Deputy Mayors, City Agency Commissioners and their executive staff, elected officials, the City's community boards and their district managers on community problems as designated by the Commissioner. Proactively worked with executives to develop appropriate solutions to successfully resolve problems. Collaborated with mayoral agencies in designing programs to address concerns/issues. Directed and supervised the Community Assistance Unit staff assigned to borough liaison functions. Monitored productivity levels and conducted performance evaluations.

Key Accomplishments:

- Organized and executed the Mayor's community meetings, including civic briefings, city agencies and constituents of problems raised at these meetings.
- Liaised with 59 community boards, groups and leaders regarding community issues.
- Coordinated Quality of Life Initiatives in an Interagency Level with City and State Agencies, including the coordination of the Mayor's anti-graffiti task force.
- Planned, implemented and directed the New York City Family Assistance Center as related to the events that occurred on September 11th.
- Effectively collaborated with the Mayor's Special Events Office to successfully coordinate, plan and execute large-scale events
- Oversight of the Street Activity and Special Events Office overseeing and approving Special Events within the City.

EARLY PROFESSIONAL EXPERIENCE

Detective First Grade/Chief of Detective's Office/Organized Crime Control Bureau

NEW YORK CITY POLICE DEPARTMENT (NYPD), New York, NY | 1985 to 2002

EDUCATION & PROFESSIONAL DEVELOPMENT

General Studies

JOHN JAY COLLEGE OF CRIMINAL JUSTICE, New York, NY
EMPIRE STATE COLLEGE, New York, NY

Honorable Mayor and Members of the City Council,

I am pleased to submit my application for the City Manager position with the City of Marco Island. With more than 26 years of public service experience, including 15 years as a City Administrator operating within a council-manager form of government, I bring a proven record of executive leadership, fiscal stewardship, and disciplined implementation of governing body priorities.

As Chief Administrative Officer of Crystal City, Missouri, I oversee all municipal operations, including public safety, utilities, public works, parks, community development, and administrative services. I administer an \$11 million operating budget, lead multidisciplinary teams, and manage complex infrastructure systems while ensuring compliance with applicable laws, regulations, and charter provisions. My leadership approach emphasizes transparency, accountability, long-range financial planning, and collaborative partnership with elected officials.

Throughout my career, I have successfully guided transformative initiatives, including the recruitment of nearly \$1 billion in private investment, the delivery of major capital infrastructure projects, the negotiation of multi-year labor agreements, and the administration of more than \$30 million in external funding. These efforts required strategic vision, disciplined execution, and consistent engagement with residents and community stakeholders.

Marco Island's strong tourism economy, engaged citizenry, and commitment to high-quality municipal services require steady and forward-thinking leadership. I understand the importance of balancing economic vitality with community character, infrastructure sustainability, and responsive governance. My experience working closely with councils, staff, business leaders, and residents has prepared me to provide that balance.

I would welcome the opportunity to partner with the City Council to continue advancing Marco Island's high standards of service, fiscal responsibility, and quality of life.

Thank you for your consideration. I look forward to the opportunity to discuss how my experience and leadership philosophy align with the City's goals.

Respectfully submitted,



Jason M. Eisenbeis
ICMA-Credentialed Manager
City Administrator

CITY ADMINISTRATOR | ICMA-CREDENTIALLED

Experienced municipal executive with nearly **26 years of public service**, including **15 years as City Administrator**. Proven leader in **economic and industrial development, fiscal management, public safety, infrastructure delivery, and council-administrator governance**. Known for transparent communication, steady leadership, and execution of council priorities.

AREAS OF EXECUTIVE RESPONSIBILITY

Municipal Operations • Budgeting & Financial Management • Economic and Industrial Development
Public Safety Administration • Utilities & Infrastructure • Labor Relations
Capital Improvement Planning • Grants & Intergovernmental Affairs
Brand Positioning and Wayfinding • Policy Development • Community Engagement

PROFESSIONAL EXPERIENCE

CITY ADMINISTRATOR | City of Crystal City, Missouri

2013 – Present

Chief administrative officer for a full-service municipality of approximately **5,000 residents**, with **60 full-time and 25 seasonal employees** and an annual operating budget of **\$11 million**.

Key Responsibilities

- Implement policies and direction established by the Mayor and City Council.
- Direct daily operations of all departments, including police, fire, public works, utilities, parks, planning & zoning, finance, and personnel.
- Prepare and administer the annual operating and capital budgets; oversee long-range financial planning.
- Serve as principal liaison to state, federal, and regional partners, developers, and neighboring jurisdictions.
- Ensure compliance with all applicable laws, regulations, and grant requirements.

Selected Accomplishments

- Led the successful recruitment of **James Hardie Industries**, resulting in a nearly **\$1 billion manufacturing investment** and the eventual creation of **500+ high-quality jobs**.
 - Responsible for administering **over \$30 million of grant funds** for the James Hardie project.
 - Guided voter approval of an **Emergency Services Sales Tax**, generating approximately **\$500,000 annually** for police and fire improvements.
 - Oversaw delivery of a **\$10 million water treatment plant** and **\$1.5 million public works facility**, including financing, procurement, and regulatory compliance.
 - Secured and administered **\$350,000+ in state and federal grants** supporting emergency warning systems, infrastructure, and equipment upgrades.
 - Negotiated and administered **multi-year labor agreements**, maintaining service continuity and fiscal responsibility.
 - Implemented a comprehensive **utility rate restructuring** following an independent rate study to support long-term system sustainability.
 - Led development of a **\$1 million community park**, ensuring ADA compliance and responsible use of public funds.
-

CITY ADMINISTRATOR | City of Pevely, Missouri

2011 – 2013

Chief administrative officer for a manufacturing-based community of approximately **6,000 residents**.

Selected Accomplishments

- Successfully **lobbied and testified before Missouri legislative committees**, enabling Pevely voters to approve a tourism tax supporting parks and economic activity.
 - Implemented **business license restructuring** tied to sales volume, strengthening municipal revenues.
 - Led an independent **utility rate study and restructuring** to improve system sustainability.
 - Supported business recruitment and commercial development initiatives.
-

ELECTED CITY COUNCIL MEMBER | City of Crystal City, Missouri

2000 – 2013

- Served as **Mayor Pro Tem** and chaired police personnel and labor relations committees.
- Participated in recruitment and evaluation of senior staff, including Police Chiefs and City Administrator.

- Helped develop ordinances and policies affecting public safety, utilities, and community services.

ADDITIONAL EXPERIENCE

Adjunct Professor | Lindenwood University

2012 – 2014

Taught graduate and undergraduate courses in human resources, diversity management, adult learning, and accounting & finance.

EDUCATION

Master of Business Administration (Public Administration)

Concordia University – St. Louis | GPA 3.92

Bachelor of Arts – Human Resource Management

Concordia University – St. Louis | GPA 3.59

Associate of Arts – Criminal Justice

Jefferson College – Hillsboro, Missouri

PROFESSIONAL AFFILIATIONS

- **ICMA Credentialed Manager**
- International City/County Management Association – Education Committee
- Missouri City/County Management Association – Board Member
- St. Louis Association of City Managers
- Missouri Municipal League

MANAGEMENT STYLE & EXPERIENCE STATEMENT

PROFESSIONAL EXPERIENCE

- City Administrator, City of Crystal City, Missouri (2013 – Present)
 - City Administrator, City of Pevely, Missouri (2011 – 2013)
 - City Council Member, City of Crystal City, Missouri (2000 – 2013)
 - Chrysler Corporation, Fenton, Missouri (1994 – 2008)
-

BACKGROUND & ORGANIZATIONAL CONTEXT

Crystal City is a close-knit community that values its small-town character while embracing responsible growth. Located in southern Jefferson County, Missouri, the city has a population of approximately 5,000 and is part of one of the state's fastest-growing counties.

The city operates with an annual budget of nearly \$11 million and employs approximately 60 full-time and 25 part-time or seasonal staff. As City Administrator, I oversee all municipal departments and contracted services. Six department heads report directly to me.

I am responsible for the city's day-to-day operations, the development and implementation of the annual budget, the execution of policies established by elected officials, and the identification and resolution of long-range organizational and infrastructure needs.

MANAGEMENT PHILOSOPHY

My management style is collaborative, professional, and results-oriented. I believe effective leadership is built on trust, consistency, and respect for both elected officials and staff. I place strong emphasis on teamwork and accountability, recognizing that an organization performs best when everyone is aligned around shared goals.

I empower department heads and staff to operate with appropriate autonomy while maintaining clear expectations. I expect leaders to bring forward solutions, not just problems, and I actively coach employees to strengthen decision-making, teamwork, and professional growth. While collaboration is my default approach, I also recognize that decisive leadership and clear direction are sometimes necessary.

I believe effective leadership requires five core principles:

1. Earning respect through integrity and consistency
2. Demonstrating professional competence

3. Communicating clearly and honestly
4. Providing constructive feedback and accountability
5. Setting clear direction and expectations

Respect is earned over time through actions, transparency, and a willingness to acknowledge and correct shortcomings. Consistency in decision-making and expectations builds confidence across the organization and with elected officials.

LEADERSHIP & COMMUNICATION

I believe timely, honest feedback is essential to individual and organizational success. When corrective action is necessary, it should be delivered respectfully and in the proper setting, with clear expectations for improvement. This approach reinforces standards while maintaining dignity and trust.

Clear direction is one of the most important responsibilities of a leader. Employees perform best when expectations are well-defined and leadership takes the time to articulate goals and priorities. My role is to ensure staff understand where the organization is headed and how their work contributes to that vision.

Staff members would describe me as accessible, fair, and supportive. I strongly value continuing education and professional development and actively encourage employees to invest in their growth for the benefit of both the individual and the organization.

RELATIONSHIPS WITH ELECTED OFFICIALS

Elected officials I have served would describe me as dedicated, honest, and dependable. I am known for being approachable, responsive, and effective at implementing policy direction. I place a high value on maintaining professional relationships with council members, advisory boards, and the public.

My experience includes managing complex capital projects, including the design-build delivery of a \$10 million water treatment plant and a \$1.5 million public works and animal control facility. I have also lobbied and testified before state legislative committees, including efforts that enabled communities to adopt tourism taxes dedicated to parks and economic development.

ECONOMIC DEVELOPMENT & FISCAL LEADERSHIP

I take great pride in leading the effort to recruit James Hardie Building Products to Crystal City. This years-long initiative involved coordination with local, county, state, and corporate

stakeholders and resulted in the largest private investment in Jefferson County's history—creating over 500 high-paying jobs and ensuring long-term economic stability for the community.

SELF-ASSESSMENT & PROFESSIONAL GROWTH

One area I actively struggle with is maintaining a balance between professional commitment and personal time. I am deeply dedicated to the communities I serve and have historically been highly hands-on. To improve sustainability, I have focused on appropriate delegation and on empowering staff leadership, thereby enabling stronger organizational resilience and a more effective work-life balance.

ETHICS & PUBLIC SERVICE

With 26 years in local government, I have consistently conducted myself with integrity and professionalism. While difficult decisions are part of public service, I have always acted fairly and in what I believe to be the best interest of the community. Authentic leadership, honesty, and respect are foundational to my approach.

PERSONAL

Outside of work, I enjoy spending time with my wife, our dog, and traveling. I also enjoy outdoor activities, golf, visiting the beach, and supporting local restaurants and small businesses.

REASON FOR SEEKING NEW OPPORTUNITY

Crystal City is positioned for sustained success following years of strategic planning and economic development. With key initiatives completed and future growth well underway, I am seeking a new professional challenge that aligns with my experience and leadership goals. The City Manager position in Marco Island presents an opportunity to apply my skills in a dynamic environment focused on service, progress, and community engagement.

Jason M. Eisenbeis, MBA

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Crystal City MO

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Professional References

Brandon T. Moonier

Thurman Law Firm, Partner

Hillsboro, Missouri

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F.S. 119.071(4)(d) 2.w.

Relationship: Legal Council for the City of Crystal City / professional colleague

Rick Fischer

City Council Member, City of Crystal City

Crystal City, Missouri

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F.S. 119.071(4)(d)2.z.

Relationship: Governing body member / professional colleague

Brent Buerck

City Administrator, City of Perryville

Perryville, Missouri

(573) 768-6631

brentbuerck@gmail.com

Relationship: Professional colleague

LTC Robert C. Evans, USA, Retired

F.S. 119.071(5)(k)1.a.(l) Lamar, Colorado

F.S. 119.071(5)(k)1.a.(l)

March 4, 2026

Greetings, City Council of Marco Island Florida,

When I saw the opportunity to manage and live in Marco Island, I knew that I had to apply. With its location and opportunities Marco Island will continue to provide Florida a shining star on the hill for those that desire an awesome quality of life. The community of Marco Island contains the perfect mix of professional and private benefits that would convince anyone to stay. I would love to become a part of the permanent Marco Island community and am the perfect fit based on your advertisement for the ideal candidate.

My city management experience spans more than eleven years. During that time, I built upon already established and effective management and leadership skills wrought through 25 years of military experience as a U.S. Army Officer, which was reinforced by earning three Masters Degrees, including a Master of Public Administration and a Master of Business Administration. I am currently in classes at Liberty University where I will eventually earn my PhD in Public Administration. This education and experience have developed several professional qualities that would serve any community:

- Extensive experience in staff building and comprehensive plan development and implementation, leading two cities through a comprehensive plan review and implementation.
- Pro at establishing and managing fiscally responsible budgets based on Council priorities.
- Adept at turning Council priorities into goals with measurable objectives and outcomes while maintaining the highest sense of integrity, ethics, accountability, and transparency.

My leadership skills and communication style have been developed and tested on the job across three decades. I understand what it means to maintain a professional demeanor while remaining approachable and that difficult situations often call for common sense seasoned with a touch of humor. As a hands-on leader, I am adept at serving, listening, and exhibiting compassion toward people from all walks of life. I have actively encouraged citizen and business owners' engagement, often while listening to concerns over weekly "Coffee with Rob" meetings. When faced with complaints and requests, I consider all points of view while weighing decisions in light of legally established ordinances and other guidance. In the town department heads, I strive to empower leaders to lead, giving them clear direction and freedom to take the initiative.

I understand what a growing community needs and I can handle large or growing employee staffs. I will maintain transparency with Council and citizens. I have extensive experience in keeping up high-visibility engagements with citizens.

I appreciate your consideration as you complete the challenging task of choosing the City Manager for Marco Island. Please contact me, and we can schedule interviews as soon as possible. If selected, I will hit the ground running to ensure that no momentum is lost in the transition and that the city of Marco Island and its citizens are well served.

Sincerely,



Robert Evans

LTC Robert C. Evans, USA, Retired

F.S. 119.071(5)(k)1.a.(I) Lamar, CO

F.S. 119.071(5)(k)1.a.(I)

Retired Army Lieutenant Colonel, United States Military Academy (USMA) graduate with 25+ years of leadership training and experience, specializing in City Management, Security, Communications, Inter-agency Operations, Human Resource Management, Project Planning and Management, and Information Operations.

EDUCATION & TRAINING

Current Ph.D. program at Liberty, University

Current ICMA membership (2024- present)

Master of Science in Agricultural and Consumer Resources, Tarleton State University, Stephenville, TX (Dec 2023)

Master of Business Administration, Tarleton State University, Stephenville, TX (December 2021)

Master of Public Administration, Tarleton State University, Stephenville, TX (May 2019)

Class D Basic Water License (May 2017)

Code Enforcement Association Training of Texas (February 2017)

Public Information Act Training (May 2015 / May 2016)

Open Meetings Act Training (May 2015 / May 2016)

Public Funds Investment Act Training (December 2015 / December 2017)

TCMA Ethics Course (June 2015)

MI SWACO (Schlumberger) Drilling Fluids School (July - August 2013)

Joint Forces Staff College (JFSC), Norfolk, Virginia (2010)

Air Ground Operations School (AGOS), Ramstein Air Force Base, Germany (2001)

Combined Arms Services Staff School (CAS3), Fort Leavenworth, Kansas (1998)

Artillery Officer Basic and Advanced Courses, United States Field Artillery Center, Fort Sill, OK (1991 / 1995)

Bachelor of Science in Computer Science, United States Military Academy, West Point, New York (June 1991)

HIGHLIGHTS OF EXPERIENCE:

City Manager, Crandall, Texas

(June 2025 – October 2025)

The City Manager of Crandall is responsible for 48 full-time employees, with another 9 employees that are part time. This city is expanding rapidly and deals with five(5), and soon to be six(6) PID/TIRZ combination areas to handle the explosive growth in both residential and commercial development. During the four months at Crandall, I initiated the first performance related job raises linked to the annual evaluations. I also restructured the employee organizational charge to allow for growth into adding a Parks and Rec department, a new Deputy City Manager position and adding a new Community Development position that would eventually head all growth-related activities from the P&Z requirements, to future building inspections and oversight of all communications and marketing for the city. In the short time that I was in Crandall, I was the key negotiator in Development Agreements with three different developers that will eventually bring millions of dollars into the Kaufman County, Texas and Crandall, Texas economies. This essential experience will aid any municipality in obtaining the best deal possible when dealing with attracting and keeping new growth into an area.

City Administrator, Lamar, Colorado

(November 2021 – April 2025)

Responsible for the safety and direction of all City Employees. Lamar has 150+ full-time employee positions and a budget consisting of sales tax and ad-valorem property taxes (\$32M+). I supervise and direct actions following city council decisions and am the chief enforcer of city ordinances and resolutions. Collaborating with my staff, the City Attorney, City Engineers(contractured), and other outside entities, I aim to ensure all citizens are serviced and that I remain a good steward of the citizens' resources. As a member of CML and ICMA, I am kept updated regarding current issues affecting city management and legislative issues that may influence city operations. In Lamar, some of my accomplishments include:

1. Accepted, approved, and implemented new salary pay scale to address recruitment and retention of city employees.

2. Revised Employee handbook, including a significant revision to vacation accruals and employee benefits.
3. Water/Wastewater Master Plan approval by City Council with a total project value of over \$30M.
4. Completion of the Airport Master Plan.
5. A \$500,000 Brownsfield grant was awarded for EPA related assessments.
6. Multiple new business constructions, renovations, and openings to include 2 hotels, 4 restaurants, recharging stations, and a city soccer field complex with a press booth.
7. \$250,000 City Comprehensive Plan grant awarded, in progress and is to be completed by Spring of 2025.
8. City has over \$10M in active grants, with another \$2M TAP(Transportation Alternatives Program) and nearly \$2M in Congressionally Directed Spending in support of the city's future Wastewater Treatment Plan.

City Manager, Willis, Texas

(July 2019-November 2021)

Responsible for the safety and direction of all City Employees. Willis had 45+ full-time employee positions and a budget comprising sales tax and ad-valorem property taxes (\$6M+). The city was growing and was projected to double its population within the next few years (2020 population estimate was 8,000+). Supervised and directed actions following the decisions of the City Council and was the chief enforcer of city ordinances and resolutions. I collaborated with my staff, the City Attorney, City Engineers (contracted), and all other outside entities to ensure all citizens were serviced and that I remained a good steward of the citizens' resources. As a member of TML, I was kept updated on current issues regarding city management and legislative issues that may influence city operations. Highlights of my accomplishments at Willis include:

1. The planning and oversight of several large housing and commercial developments, including associated economic development agreements, totaling nearly 3,000 family housing units and over 500,000 square feet of commercial development. This accomplishment involved dealing with Tax Increment Reinvestment Zones(TIRZ), utilizing Chapter 380 agreements, and dealing with multiple Municipal Utility Districts(MUDs).
2. Built the City's first Splash Pad located at the City Park as part of an upgrade valued at almost a million dollars.
3. Completion of over \$400,000 of street repairs and upgrades, and budgeting annually for additional street improvements.
4. Moved the city forward from a drive-by system to an automated meter reading by purchasing new meters and upgrading to a fixed-based tower system.
5. Saved the City of Willis \$1.5 million by refinancing old debt without extending terms and without prompting from previously associated financial advisors.

City Manager, Karnes City, Texas

(July 2017-July 2019)

Responsible for the safety and direction of all City Employees. Karnes City had 31 employee positions and a budget consisting of sales tax, ad-valorem property taxes (\$5M+), and varying Oil Royalties(\$3M-\$5M+) from the ongoing oilfield operations in and around the city. The population was heavily dependent on a transitory oil-field population, ranging from 3,000 (average population) to 5,000 people daily (with oilfield workers). Supervised and directed actions following the decisions of the City Council and was the chief enforcer of city ordinances and resolutions. I collaborated with my staff, the City Attorney, City Engineers (contracted), and all other outside entities to ensure all citizens were serviced and that I remained a good steward of the citizens' resources. As a member of TML and the TCMA, I was kept updated on current issues regarding city management and legislative issues that may influence city operations. Highlights of my accomplishments at Karnes City include:

1. The completion of a 500,000-gallon water tower.
2. A \$100,000 rebuild of the City's Splash Pad at the City Park, with an additional \$30,000 upgrade completed in 2018.
3. Completion of over \$700,000 of street repairs and upgrades (with more scheduled).

4. Served as the City's chief representative for growth opportunities, as the 4B board had limited itself to issues/items connected to the sports complex and operations at the City Park.
5. Moved the City forward from a paper-only system by automating the meter reading through an electronic input device.
6. Received approval and conducted a salary study for all positions within the City to improve morale and reduce employee turnover. Resulted in the first raises for City Employees in 5 years.
7. Approved to institute the first employee evaluation system for Karnes City, with the first iteration scheduled for 2019.

City Administrator, Comanche, Texas

(Jan 2015-May 2017)

I served as the assistant City Administrator for four months during my weeks off from the oilfield. After this learning period, I was appointed City Administrator. I was responsible for all departments, the City's 31 FTE employees, and the seasonal employees, including the swimming pool staff and student public works department employees. I supervised and directed all municipal procedures and policies as directed by the City Council. Budgeting responsibilities included preparing the Mayor/City's annual budget, including the operational budget, the capital improvement budget/plan, and the City's investment/purchasing plan. As chief enforcer of the City's ordinances and daily manager of the zoning ordinance, I worked with the City Attorney, Municipal Judge, the Police Department, the County, Code Enforcement Administrator, Animal Control Officer, and the City Council to ensure that all the City's actions complied with State and Federal Laws. Additional jobs included primary liaison and non-voting member of the P&Z board, the Airport Board, and the Cemetery Association. I processed all building permits, zoning variance applications, specific use permits, and hearings requests and was responsible for RAMP grant submissions for the City and the County of Comanche. Serving as the IT manager for the City's daily media interactions, including website manager, I controlled and monitored the City's input to the local media, including the newspaper and radio stations, and oversaw weekly radio addresses and public announcements. My weekly "Coffee with Rob" allowed citizens to bring issues outside the calendar schedule to the City. I strove to be inclusive of Comanche's aging population and their caregivers by giving weekly information updates to the Nursing Home residents. My daily activities and negotiations as City Administrator for Comanche, Texas was a critical reason for:

1. The purchase and movement of City Hall to a new location.
2. Re-locating the Municipal Court office with the new City Hall building.
3. Increasing the Police Department staffing to 100% and adding a narcotics investigator to the staff
4. Replacing historically old public works equipment and protecting the street budget from street repair cuts.
5. Negotiating a new electric contract to reduce purchasing costs by over 40% in 2018.

Oilfield- Drilling Fluids Engineer

(Feb 2013-Feb 2015)

Military-

Army South J-7 Indirect Fires Chief

(June 2011-June 2012)

NATO (North Atlantic Treaty Organization) Combined Arms Officer / Operations Directorate Office Executive Officer (2009 - 2010) *NATO Training Mission - Iraq*

Executive Officer/Supply and Contracting Officer/ Military Liaison Officer to Suriname

(2008)

Advance team Commander and Later S-4 for "Beyond the Horizons-Suriname"

Military Group Commander and Southern Command Military Liaison Officer to Guyana

(2007)

Attached to Southern Command Headquarters - Guyana

Operations Officer (S-3) for a Major U.S. Base in Iraq 3-321 Field Artillery Regiment - Iraq

(2006)

G3-Current and Future Operations *Headquarters, Multinational Corps Iraq (MNC-I) - Baghdad, Iraq* **(2003-2005)**

Company Commanding Officer *HQ Battery, 3-29th Field Artillery Regiment – Fort Carson, Colorado* (1999 - 2000)
Responsible for the health, welfare, and morale of over 330 personnel; controlled equipment worth millions of dollars and had full legal authority over subordinates.

EMPLOYMENT APPLICATION



CITY OF MARCO ISLAND FLORIDA

50 Bald Eagle Drive
Marco Island, Florida, 34145
239-389-3969

<http://www.cityofmarcoisland.com>

Evans, Robert C. - Person ID: 39896742
00316 CITY MANAGER

Received: 3/4/26, 3:51 PM

For Official Use Only:

QUAL: _____

DNQ: _____

Experience

Training

Other: _____

PERSONAL INFORMATION

POSITION TITLE:

CITY MANAGER

EXAM ID#:

00316

NAME: (Last, First, Middle)

Evans, Robert C.

SOCIAL SECURITY NUMBER:

XXX-XX-

ADDRESS: (Street, City, State/Province, Zip/Postal Code)

F.S. 119.071(5)(k)1.a.(I) USA, Retired, Lamar, Colorado F.S. 119.071(5)(k)1.a.(I)

EMAIL ADDRESS:

F.S. 119.071(5)(k)1.a.(I)

HOME PHONE:

F.S. 119.071(5)(k)1.a.(I)

ALTERNATE PHONE:

F.S. 119.071(5)(k)1.a.(I)

NOTIFICATION PREFERENCE:

Email

DRIVER'S LICENSE:

State: CO

LEGAL RIGHT TO WORK IN THE UNITED STATES?

Yes No

What is your highest level of education?

Master's Degree

PREFERENCES

WHAT TYPE OF JOB ARE YOU LOOKING FOR?

Regular

TYPES OF WORK YOU WILL ACCEPT:

Full Time

SHIFTS YOU WILL ACCEPT:

Day, Evening, Night, Rotating, Weekends, On Call (as needed)

EDUCATION

DATES:

From 12/2021 To 12/2023

SCHOOL NAME:

Tarleton State University

LOCATION:(City, State)

Stephenville, Texas

DID YOU GRADUATE?

Yes No

DEGREE RECEIVED:

Master's

MAJOR:

Agriculture and Consumer Resources

UNITS COMPLETED:

60 - Semester

DATES:

From 8/2019 To 12/2021

SCHOOL NAME:

Tarleton State University

LOCATION:(City, State)

Stephenville, Texas

DID YOU GRADUATE?

Yes No

DEGREE RECEIVED:

Master's

MAJOR:

Business Administration

UNITS COMPLETED:

60 - Semester

DATES:

From 8/2016 To 5/2019

SCHOOL NAME:

Tarleton State University

LOCATION:(City, State)

Stephenville, Texas

DID YOU GRADUATE?

Yes No

DEGREE RECEIVED:

Master's

MAJOR:

Public Administration

UNITS COMPLETED:

60 - Semester

DATES:

From 5/2015 To 5/2019

SCHOOL NAME:

Tarleton State University

LOCATION:(City, State)

Stephenville, Texas

DID YOU GRADUATE?

Yes No

DEGREE RECEIVED:

Master's

MAJOR:

Public Administration

UNITS COMPLETED:

- Semester

DATES:

From 7/2013 To 8/2013

SCHOOL NAME:

Drilling Fluids School

LOCATION:(City, State)

Houston, Texas

DID YOU GRADUATE?

Yes No

DEGREE RECEIVED:

Professional

DATES:

SCHOOL NAME:

Air Ground Operations School

LOCATION:(City, State) Ramstein, International	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Professional
MAJOR: any operation involving entities		UNITS COMPLETED: - Quarter
DATES:	SCHOOL NAME: Combined Arms Services Staff School	
LOCATION:(City, State) Fort Leavenworth, Kansas	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Other
MAJOR: communication		UNITS COMPLETED: - Quarter
DATES:	SCHOOL NAME: United States Field Artillery Center	
LOCATION:(City, State) Fort Sill, Oklahoma	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Professional
MAJOR: Theater Level Coordination		UNITS COMPLETED: - Quarter
DATES:	SCHOOL NAME: UNITED STATES MILITARY ACADEMY	
LOCATION:(City, State) WEST POINT, New York	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Computer Science		UNITS COMPLETED: - Quarter
DATES:	SCHOOL NAME: Joint Forces Staff College	
LOCATION:(City, State) Norfolk, Virginia	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Professional

WORK EXPERIENCE

DATES: From 6/2025 To 10/2025	EMPLOYER: City of Crandall Texas	POSITION TITLE: City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 110 S. Main Street, Crandall , Texas, 75114		
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: Crandall City Council - City Council	
HOURS PER WEEK: 60	# OF EMPLOYEES SUPERVISED: 48	

DUTIES:
As the City Manager, responsible for the safety and direction of all City Employees. This town has 48+ regular employees. Supervises and direct the actions to follow the decisions of the City Council and the City Manager is the chief enforcer of the Ordinances and Resolutions that are passed by the City Council. I work with the City Attorney, multiple City Engineers, and all other outside entities to ensure all citizens are serviced and that I remain a good steward of the citizens' resources. As a member of TML and the ICMA I am kept updated with current issues regarding City Management and Legislative issues that may influence city operations.

REASON FOR LEAVING:
Interim or initial period. I resigned as the city was not prepared to take the steps I recommended for necessary growth of staff and resources

DATES: From 11/2021 To 4/2025	EMPLOYER: City Administrator of Lamar Colorado	POSITION TITLE: City Administrator
ADDRESS: (Street, City, State, Zip/Postal Code) 102 E. Parmenter, Lamar, Colorado, 81052		COMPANY URL: www.ci.lamar.co.us
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: Lamar City Council - City Council	
HOURS PER WEEK: 60	# OF EMPLOYEES SUPERVISED: 165	

DUTIES:
As the City Administrator, responsible for the safety and direction of all City Employees. This town has 130+ regular employees, and 35+ employees of the Lamar Light and Power company. I currently supervise and direct the actions to follow the decisions of the City Council and I am the chief enforcer of the Ordinances and Resolutions that are passed by the City Council. I work with the City Attorney, multiple City Engineers, and all other outside entities to ensure all citizens are serviced and that I remain a good steward of the citizens' resources. As a member of CML and the ICMA I am kept updated with current issues regarding City Management and Legislative issues that may influence city operations.

REASON FOR LEAVING:
Went to be a City Manager in Texas and begin my work on my Ph.D in Public Administration.

DATES: From 7/2019 To 10/2021	EMPLOYER: City of Willis Texas	POSITION TITLE: City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 200 N. Bell, Willis, Texas, 77378		
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: Robert Clayton Evans - Mayor	
HOURS PER WEEK: 40	SALARY: \$10,000.00/month	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
		# OF EMPLOYEES SUPERVISED: 45

DUTIES:

Was the City Manager for Willis, Texas. Responsible for the safety and direction of all City Employees. This town has 45 employee positions and has a budget that consists of sales tax, ad-valorem property taxes (\$5M+) and varying degrees of grants.(\$3M-\$5M+). The City's population is dependent on transitory population and ranges upwards from 8,000(normal population). I currently supervise and direct the actions to follow the decisions of the City Council and I am the chief enforcer of the Ordinances and Resolutions that are passed by the City Council. I work with the City Attorney, multiple City Engineers, and all other outside entities to ensure all citizens are serviced and that I remain a good steward of the citizens' resources. As a member of TML and the TCMA I am kept updated with current issues regarding City Management and Legislative issues that may influence city operations. Some of the highlights of accomplishments during my time in Willis, Texas include:

1. The development of a 500,000+ square foot retail center, anchored on a super-HEB.
2. \$1,000,000 upgrade to the City Park and completion of the first City Splash Pad.
3. Completion of over \$700,000 dollars of street repairs and upgrades(with more scheduled).
4. Serves as the City's chief liaison for growth opportunities. Recently the EDC was dissolved and all development opportunities have been reclaimed by the city.

REASON FOR LEAVING:

Move to Lamar Colorado with family.

DATES: From 1/2015 To 5/2017	EMPLOYER: City of Comanche Texas	POSITION TITLE: City Administrator
ADDRESS: (Street, City, State, Zip/Postal Code) 200 N. Austin, Comanche, Texas, 76442		
PHONE NUMBER: F.S. 119.071(4)(d)2z.	SUPERVISOR: Comanche City Council - City Council	
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 31	

DUTIES:

** Before taking the job as City Administrator, served as the assistant City Administrator during the off weeks from the oilfield. After this learning period was appointed as City Administrator for Comanche, Texas. Responsible for all departments and the 31 FTE employees of the City and the seasonal employees that include the staff for the swimming pool and student public works department employees. Supervised and directed all municipal procedures and policies as directed by the City Council. Responsible for preparing the Mayor/City's annual budget that includes the operational budget, the capital improvement budget/plan and the investment/purchasing plan for the city. Chief enforcer of the City's ordinances and the daily manager of the zoning ordinance, works with City Attorney, Municipal Judge, the Police Department, the County, the Code Enforcement Administrator, the Animal Control Officer and the City Council to ensure that all of the City's actions are in compliance with State and Federal Laws. Additional jobs include primary liaison and non-voting member of the P&Z board, the Airport Board, and the Cemetery Association. Processes all building permits, zoning variance applications, specific use permits and hearings requests. Responsible for RAMP grant submissions for the City and the County of Comanche. IT manager for the City's daily media interactions to include website manager. Controls and monitors the City's input to the local media that includes the newspaper and radio stations, including weekly Radio addresses and public announcements. Holds weekly "Coffee with Rob" to allow citizens to bring issues to the City outside of the calendar schedule. Gives weekly information updates to the Nursing Home. In addition to the daily activities and negotiations as City Administrator has been a critical reason for:

1. The purchase and movement of City Hall to a new location.
2. Re-locating the Municipal Court office with the new City Hall building.
3. Increasing the Police Department manning to 100% and adding a narcotics investigator to the staff
4. Replacing historically old Public works equipment and protecting the street budget from street repair cuts.
5. Negotiating a new electric contract that will reduce purchasing costs by over 40% in 2018.

REASON FOR LEAVING:

Accepted new City Manager position in Karnes City, near San Antonio

DATES: From 2/2013 To 2/2015	EMPLOYER: Oilfield	POSITION TITLE: Drilling Fluids Engineer
ADDRESS: (Street, City, State, Zip/Postal Code) Odessa, Texas, 79760		
PHONE NUMBER: 3252038863	SUPERVISOR: Gage Rutelege - Engineer supervisor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 1	

DUTIES:

Has also been to Schlumberger's Drilling Fluids School run by MI Swaco and has been a Drilling Fluids Specialist for the past 24 Months. A Drilling Fluids Specialist (DFS) chemically tests drilling fluids for multiple properties and devises an action plan to maximize drilling return for each dollar spent conditioning the fluid for the operator conducting the drilling. Detailed mathematical work is mandatory. Stringent inventory control as well as autonomy of work is critical for success.

REASON FOR LEAVING:

Accepted job as City Manager for Comanche, Texas

DATES: From 6/2011 To 6/2012	EMPLOYER: U.S. Army in July	POSITION TITLE: Combined Arms Officer
ADDRESS: (Street, City, State, Zip/Postal Code) Fort Sam Houston, San Antonio, Texas, 78234		
PHONE NUMBER: F.S. 119.071(5)(k)1.a.(l)	SUPERVISOR: Gerry Messmer - Department Head	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 20	

DUTIES:

U.S. Army - Army South J-7 Indirect Fires Chief(June 2011-June 12)
Planned the kinetic and non-kinetic fires portion of the United States Army Southern Command's (SOUTHCOM) annual theatre-level, multi-national training exercise (PANAMAX 2011), which focused on ensuring the security of the Panama Canal from attacks by

organized terrorist organizations, and training to respond to natural disasters and pandemic outbreaks, thus enhancing security of the southern hemisphere. As the largest fires organization in SOUTHCOM at the time, was responsible for ensuring all participating entities were using the newly produced/introduced targeting cycle and battle rhythm. Commended for this planning and execution within SOUTHCOM, Army South and all partner nations in Central and South America.

REASON FOR LEAVING:

Retirement from Military

DATES: From 6/2009 To 12/2010	EMPLOYER: NATO	POSITION TITLE: Combined Arms Officer / Operations Directorate Office Executive Officer
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ADDRESS: (Street, City, State, Zip/Postal Code)
Naples, International, unk

PHONE NUMBER: 3252038863	SUPERVISOR: none - Operations Officer	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 1500
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DUTIES:
NATO Training Mission - Iraq
Planned the transition for the Iraqi training centers from U.S. supervision to NATO and then to National control. Primarily concerned with the education centers that trained officers on multiple weapons systems, as well as combined operations that required more than one service or partnership with more than one country. As the executive officer, was responsible for the coordination, production, and dissemination of operations orders to 28+ member countries and hundreds of personnel. Monitored execution of NATO's operations in the Balkans, as well as Southeast Asia (Iraq)

REASON FOR LEAVING:

Redeployment back to Fort Sam Houston

DATES: From 7/2007 To 12/2008	EMPLOYER: Attached to Southern Command Headquarters	POSITION TITLE: Military Group Commander and Southern Command Military Liaison Officer to Guyana
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ADDRESS: (Street, City, State, Zip/Postal Code)
San Antonio, Texas, 78234

PHONE NUMBER: 3252038863	SUPERVISOR: none - U.S. Army South Operations	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
------------------------------------	---	---

HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 20
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DUTIES:
Guyana
Worked daily with the U.S. Ambassador and his country team. Decision maker and representative of a Four-star command on a foreign continent. Responsible for liaising between the United States Military and the local government, as well as for the security and well-being of all U.S. military personnel stationed in the country.

REASON FOR LEAVING:

Transfer to NATO command in Naples, Italy

DATES: From 3/2008 To 7/2008	EMPLOYER: "Beyond the Horizons-Suriname"	POSITION TITLE: Executive Officer/Supply and Contracting officer/ Military Liaison Officer to Suriname
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ADDRESS: (Street, City, State, Zip/Postal Code)
Paramaribo, International, Unk

PHONE NUMBER: F.S. 119.071(5)(k)1.a.(l)	SUPERVISOR: Army South Commander - General	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
---	--	---

HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 150
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DUTIES:
Advance team Commander and Later S-4 for "Beyond the Horizons-Suriname"
Prepared the Military Headquarters and Operational Task Force Deployment to Suriname, including liaising with the country team in Suriname. As the supply officer, was directly responsible for establishing, maintaining and executing the local civilian contracts during the entire deployment to include arrival and departure, an excellent example of how military training has tremendous crossover value in the civilian work force. As liaison officer, demonstrated superb knowledge of established procedure; and, more importantly, exhibited an exceptional ability to adapt and accomplish goals at executive levels when actions deviated from the plan.

REASON FOR LEAVING:

Redeployment back to San Antonio

CERTIFICATES AND LICENSES

TYPE:
Class D Water License

LICENSE NUMBER:	ISSUING AGENCY: TCEQ
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SKILLS

Nothing Entered For This Section

ADDITIONAL INFORMATION

Additional Information

After graduation from West Point in 1991, I was stationed all over the world with a variety of experiences and skills gathered. I listed a few here, but there are many more that would not fit onto this application.

REFERENCES

REFERENCE TYPE: Professional	NAME: Gerry Messmer	POSITION: Mayor of Odessa, NY
ADDRESS: (Street, City, State, Zip/Postal Code) F.S. 119.071(4)(d)2.z. New York, Odessa F.S. 119.071(4)(d)2.z.		
EMAIL ADDRESS: F.S. 119.071(4)(d)2.z.		PHONE NUMBER: F.S. 119.071(4)(d)2.z.
REFERENCE TYPE: Professional	NAME: Bud Garret	POSITION: Attorney
ADDRESS: (Street, City, State, Zip/Postal Code) P.O Box 219, Texas, Mineral Well, 76067		
EMAIL ADDRESS: Pmgarrett@sbcglobal.net		PHONE NUMBER: 940-325-3211
REFERENCE TYPE: Personal	NAME: Jerry Pyburn	POSITION: Rancher
ADDRESS: (Street, City, State, Zip/Postal Code) 306 Woodlawn Drive, Texas, Comanche, 76442		
EMAIL ADDRESS: jerrypyburn@icloud.com		PHONE NUMBER: 254-452-1993
REFERENCE TYPE: Professional	NAME: Dr. Rosana Reyes	POSITION: Community College President
ADDRESS: (Street, City, State, Zip/Postal Code) 2401 S. Main St., , Colorado, Lamar, 81052		
EMAIL ADDRESS: rosana.reyes@lamarcc.edu		PHONE NUMBER: 845-522-1615
REFERENCE TYPE: Professional	NAME: Paul Laster	POSITION: Vice President of Digital services at Security Services Federal Credit Union
ADDRESS: (Street, City, State, Zip/Postal Code) 15000 W. Interstate 10, Texas, San Antonio, 78249		
EMAIL ADDRESS: paullaster@gmail.com		PHONE NUMBER: 210-632-2842

Agency-Wide Questions

1. **Have you ever been convicted of any offense against the law or received a traffic citation, including speeding?**
Yes
2. **Where did you first hear about this opportunity?**
Internet
3. **Were you in the U.S. Armed Forces?**
Yes
4. **What branch of the U.S. Armed Forces were you in?**
U.S. Army
5. **Dates of duty - From: (mm/dd/yy)**
070187
6. **Dates of duty - To: (mm/dd/yy)**
070112
7. **Reason For Discharge:**
retirement
8. **List duties in the service:**
Also stated on resume: rank O5, commander, planner at various stages(tactical to strategic), operations officer, supply officer, combat operations combined arms officer, budgeting and property book officer.
9. **Have you previously been employed through veteran's preference?**
NO
10. **If No, do you wish to claim veteran's preference at this time? If you are claiming veteran's preference, please provide DD214.**
Yes

Jennifer Marie Fox, CPRP

4075 North Rd, Naples, FL 34104



jenfox14@gmail.com

EXECUTIVE PROFILE

Strategic, results-driven executive leader with more than 20 years of senior-level experience overseeing operations, financial management, capital projects, and large multidisciplinary teams within public-sector and private organizations. Proven ability to manage multi-million-dollar budgets, drive operational efficiency, lead complex organizations through change, and deliver measurable outcomes. Recognized for strong governance, fiscal responsibility, stakeholder engagement, and people-centered leadership. Background spans municipal executive leadership, real estate advisory, and construction operations.

EXECUTIVE & LEADERSHIP EXPERIENCE

City of Naples — Naples, FL

Deputy Director, Community Services Department | 20+ Years

- Served as senior executive overseeing department-wide operations, strategic planning, and financial management for a diverse portfolio of public services.
- **Directed annual operating budgets exceeding \$7 million**, ensuring fiscal responsibility, transparency, and alignment with organizational and community priorities.
- **Led an organization of approximately 120 employees**, including managers, supervisors, and frontline staff, fostering a culture of accountability, professional development, and high performance.
- **Oversaw capital improvement projects ranging from \$40,000 to more than \$20 million**, guiding projects from planning and budgeting through procurement, execution, and closeout.
- Managed procurement, contract negotiations, vendor performance, and regulatory compliance for major service and construction initiatives.
- Oversaw facilities, programs, and special events serving **more than 50,000 residents and visitors annually**, delivering high-quality services with strong public engagement.

- Collaborated closely with City leadership, elected officials, boards, and community stakeholders to advance strategic initiatives and long-range planning.
 - Implemented operational efficiencies and cost-control measures that strengthened financial performance and service delivery.
-

Premier Sotheby's International Realty — Naples, FL

Real Estate Advisor | 2022–Present

- Advise clients on high-value residential transactions with a strong emphasis on financial analysis, pricing strategy, and risk management.
 - Conduct detailed market and financial evaluations to guide investment decisions and maximize asset value.
 - Negotiate complex transactions, balancing stakeholder interests while achieving favorable financial outcomes.
 - Manage transaction budgets, timelines, and cross-functional coordination with lenders, attorneys, inspectors, and title professionals.
-

Gutters Unlimited Plus — Southwest Florida

Operations & Financial Oversight (Family-Owned Business) | Ongoing

- Provide executive-level support for operations, financial oversight, estimating, and project management for a licensed and insured construction business.
 - Oversee budgeting, pricing, cost controls, and vendor relationships to ensure profitability and operational efficiency.
 - Support strategic planning, growth initiatives, and risk mitigation across residential and commercial projects.
-

EDUCATION & CREDENTIALS

- **Certified Park and Recreation Professional (CPRP)**
 - Florida Real Estate Sales Associate License
 - Ongoing executive education in leadership, finance, negotiation, and governance
-

CORE EXECUTIVE COMPETENCIES

- Executive Leadership & Governance
 - Financial Management & Budget Oversight
 - Strategic Planning & Organizational Development
 - Capital Project & Asset Management
 - Contract Negotiation & Vendor Management
 - Risk Management & Compliance
 - Stakeholder & Board Relations
 - Operational Excellence & Process Improvement
-

COMMUNITY & BOARD ENGAGEMENT

- Active involvement in local nonprofit, educational, and community initiatives
 - Experience collaborating with boards, committees, and civic leadership
-

References available upon request

EMPLOYMENT APPLICATION



CITY OF MARCO ISLAND FLORIDA

50 Bald Eagle Drive
Marco Island, Florida, 34145
239-389-3969

<http://www.cityofmarcoisland.com>

Fox, Jennifer Marie - Person ID: 40296966
00316 CITY MANAGER

Received: 2/24/26, 8:05 PM

For Official Use Only:

QUAL: _____

DNQ: _____

Experience

Training

Other: _____

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER	EXAM ID#: 00316
NAME: (Last, First, Middle) Fox, Jennifer Marie	SOCIAL SECURITY NUMBER: XXX-XX-
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 4075 North Road, Naples, Florida, 34104	EMAIL ADDRESS: jenfox14@gmail.com
HOME PHONE: (239) 293-1985	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: State: FL	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Bachelor's Degree	

PREFERENCES

WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Rotating, Weekends, On Call (as needed)

EDUCATION

DATES: From 8/2018 To 8/2024	SCHOOL NAME: Barry University	
LOCATION:(City, State) Miami, Florida	DID YOU GRADUATE? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	DEGREE RECEIVED: Master's
MAJOR: Public Administration		UNITS COMPLETED: - Quarter
DATES: From 9/2000 To 5/2003	SCHOOL NAME: Belmont Abbey College	
LOCATION:(City, State) Belmont, North Carolina	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Sports Management		UNITS COMPLETED: - Quarter

WORK EXPERIENCE

DATES: From 3/2011 To Present	EMPLOYER: Gutters Unlimited Plus	POSITION TITLE: Vice President
ADDRESS: (Street, City, State, Zip/Postal Code) 5701 Houchin Street Street, Naples, Florida, 34109		
PHONE NUMBER: 2392931985	SUPERVISOR: Brent Fox - Owner	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 15	
DUTIES: Responsible for overall company strategy, performance, and financial success. Oversees operations, scheduling jobs, billing and ensure compliance with regulations and policies.		
REASON FOR LEAVING: Part Owner family business		
DATES: From 5/2025 To Present	EMPLOYER: Premier Sotheby's International Realty	POSITION TITLE: Global Advisor and marketing coordinator

ADDRESS: (Street, City, State, Zip/Postal Code) Naples, Florida, 34114		
PHONE NUMBER: 2392931985	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED:	
DUTIES: Responsible for representing buyers and sellers in residential real estate transactions, providing strategic guidance on market conditions, pricing and property positioning. Conduct comparative market analyses to support accurate valuation and advise clients throughout the negotiation and contract process. Prepare and review purchase agreements, disclosures and related transaction documentation to ensure compliance and smooth progression to closing. Manage administrative responsibilities including coordination with lenders, title companies and other third parties to maintain efficient transaction timelines. Additionally, develop and execute marketing and advertising strategies for multiple agents within the company. Oversee listing promotion, digital campaigns, print materials and brand-aligned marketing initiatives to enhance visibility and drive engagement.		
REASON FOR LEAVING: still there		
DATES: From 3/2020 To 5/2025	EMPLOYER: Compass	POSITION TITLE: Real Estate Agent
ADDRESS: (Street, City, State, Zip/Postal Code) 4075 North Rd., Naples, Florida, 34104		
PHONE NUMBER: 239-293-1985	SUPERVISOR: Jennifer Fox - Real Estate Agent	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 30	# OF EMPLOYEES SUPERVISED: 0	
DUTIES: Working with potential home buyers and sellers, advising clients on market conditions and pricing, negotiating deals, preparing contracts, and managing administrative tasks		
REASON FOR LEAVING: moved to new company		
DATES: From 1/2023 To 5/2023	EMPLOYER: City of Naples	POSITION TITLE: Deputy Director Community Services
ADDRESS: (Street, City, State, Zip/Postal Code) 755 8th Street South , Naples, Florida, 34102		
PHONE NUMBER: 239-213-3020	SUPERVISOR: Chad Merritt - Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 200	
DUTIES: -Prepared and provided reports and presentations for City Manager, Department Director, City Council and various City boards. -Prepared agendas and written reports for the City's Community Services Advisory Board and the Public Art Advisory Committee concerning department projects, programs, initiatives, and activities; provides periodic advisory board updates concerning department/City issues and agenda items; ensures staff adherence to established department calendar in meeting task deadlines for the Planning Advisory Board, Staff Action Committee, City Council and other committee/board initiatives. -Assisted in establishing organizational goals, policies, values, and objectives; evaluate and develops long term strategies for attaining such; oversees department research and development activities; develops annual work program; reviews and analyzes various staff reports, studies, and other forms of documentation to evaluate performance, gain information, determine compliance, and apply to special projects; evaluates existing services, develops and implements new programs, procedures, and projects to address department/City growth and efficiency needs. -Plan, prioritize, assign, supervise, and manage the work of staff and consultants involved in design, planning, scheduling, construction, specification development, and related activities during various stages of capital projects, providing professional/technical guidance and oversight as directed. -Prepared, evaluated, and recommends bid specifications for projects/services; reviews bids submitted for projects; awards consultant and/or contractor bids; selects and directs activities of external consultants and contractors; prepares contract documents; advises contractors on the interpretation of plans and contract documents; prepares detailed cost estimates and time schedules for construction projects; prepares periodic project status reports; and monitors contract compliance. -Participated in budget preparation, submittal and development of operating and capital budgets of department; prepares cost estimates and submits justifications for budget recommendations; provides approval for department requisitions and expenditures; analyzes, monitors and controls expenditures and revenues of divisional budgets; and prepares City Council agenda briefings, progress reports on capital projects, requisitions, and various budget related correspondence and memoranda. Work with purchasing as needed for purchases -Represented department at various professional and public meetings, such as the Planning Advisory Board, Staff Action Committee, City Council, County and State public bodies, and Recreation and Park Association; coordinates with the State and County on inter-governmental projects and programs; meets with various agencies as required; maintains and facilitates effective communications with regulatory agencies, advisory boards, City department heads, staff members and other entities relevant to functions under charge.		

-Responded to concerns, inquiries, and complaints from the general public in both oral and written contexts; provides information, assistance, and/or resolution accordingly.

REASON FOR LEAVING:

family reasons

DATES: From 11/2022 To 5/2023	EMPLOYER: City of Naples	POSITION TITLE: Deputy Director
ADDRESS: (Street, City, State, Zip/Postal Code) 755 8th Ave South , Naples, Florida, 34102		
PHONE NUMBER: 2392931985	SUPERVISOR: Chad - Merritt	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 60	# OF EMPLOYEES SUPERVISED: 200	

DUTIES:

Oversight of all department operations, including recreation, enterprises, facilities maintenance parks and parkways, volunteers and natural resources.
> Produce and manage annual operating budgets of 10 million and average annual CIP budget of 5 million.
> Prepares agendas and written reports for city council and other committee/board initiatives.
> Overseas 200 employees
> Comprehensive knowledge of management principles and practices

REASON FOR LEAVING:

I made a personal decision to support my parents when they needed me most. During that time, I continued sharpening skills like organization, scheduling, and problem-solving. I'm excited for the opportunity to bring that focus and commitment into my next role.

DATES: From 4/2015 To 12/2022	EMPLOYER: City of Naples	POSITION TITLE: Parks and Recreation Superintendent
ADDRESS: (Street, City, State, Zip/Postal Code) 735 8th street south, Naples, Florida, 34102		
PHONE NUMBER: 2392133020	SUPERVISOR: Chad Merritt - Deputy Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 25	

DUTIES:

Manage multiple city parks and nature preserve. Supervise full-time staff of 5, 12 part-time staff and over 24 contractual staff. Produce and manage annual operating budgets of \$2.1 million and average annual CIP budget of \$150,000 Led program and contractual negotiations with Director and City Attorney for multiple leagues, arts organization, artists, performers Manage multiple capital improvement projects Secured a 5-year partnership bringing over 100,000 to the City of Naples annually Produce and market 3 seasonal program guides annually Produce and market annual entertainment guide for the Norris Community Center Launched programs initiatives in arts, educations, theater, and summer camps fulfilling the need for community programs and creating a streamline of consistent revenue Implemented the "Little Libraries" at all 5 Parks and partnered with the local libraries and have a consistent flow of donated books Implemented senior programs, activities and travel opportunities Program nature programs and events at Naples Preserve Program and manage successful City of Naples summer speciality camps with an operating summer budget of over 300,000 Successfully completed NC State's Parks and Recreation Revenue School

REASON FOR LEAVING:

new opportunities for advancement

DATES: From 2/2006 To 4/2020	EMPLOYER: City of Naples	POSITION TITLE: Park Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 735 8th street south, Naples, Florida, 34102		
PHONE NUMBER: 2392133020	SUPERVISOR: mike leslie - Assitant driector	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 20	

DUTIES:

Managed and supervised a large multi-purpose facility and 13-acre park, planning and implementing special events and performances in our indoor and outdoor venues, planning and supervising summer camp programs, organizing programs and clubs from Pre-K age to senior citizens, budget planning and managing staff, marketing and sponsorship for the city recreation centers.

REASON FOR LEAVING:

promoted

DATES: From 9/2004 To 2/2006	EMPLOYER: City of Naples	POSITION TITLE: Recreation Supervisor
ADDRESS: (Street, City, State, Zip/Postal Code) 735 8th street south, Naples, Florida, 34102		
PHONE NUMBER: 2392133020	SUPERVISOR: Mike Leslie - Assistant Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 10	

DUTIES:
Supervised a large multi-purpose facility and 20 acre park, planned and implemented special events. Organized senior events and travel programs, supervised afterschool program and contractual staff.

REASON FOR LEAVING:
promoted

DATES: From 1/2003 To 4/2004	EMPLOYER: Varsity Gold	POSITION TITLE: Regional Sales and Marketing Manager
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ADDRESS: (Street, City, State, Zip/Postal Code) 111111, Charlotte, North Carolina, 28056	
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PHONE NUMBER: 7041111111	SUPERVISOR: unknown - manager
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HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 1
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DUTIES:
Worked specifically with high school athletics programs and local businesses to create a product to sell locally generating funds for athletic departments. Participated in the graphic design of product and product production. Organized and implemented the sale and distribution.

REASON FOR LEAVING:
moved back to florida

DATES: From 9/2002 To 1/2003	EMPLOYER: Gastonia Grizzlies	POSITION TITLE: Intern
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ADDRESS: (Street, City, State, Zip/Postal Code) 11111111, Gastonia, North Carolina, 28056	
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PHONE NUMBER: 7041111111	SUPERVISOR: n/a - Intern
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HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 0
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DUTIES:
Minor league baseball team
Worked directly with General Manager in promotions, sales, marketing and advertising. This was a internship that was held in the fall semester of my senior year of college.

REASON FOR LEAVING:
graduated

CERTIFICATES AND LICENSES

TYPE:
Certified Parks and Recreation Professional

LICENSE NUMBER: 10360817	ISSUING AGENCY: NRPA
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TYPE:
Certified Red Cross Lifeguard Professional-CPR/ AED/1st Aide

LICENSE NUMBER:	ISSUING AGENCY:
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TYPE:
Graduate from NRPA's Revenue School

LICENSE NUMBER:	ISSUING AGENCY:
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SKILLS

OFFICE SKILLS:
Typing:
Data Entry:

OTHER SKILLS:
Certified Lifeguard/ CPR/First Aide/AED - Beginner - 15 years and 0 months

LANGUAGE(S):

ADDITIONAL INFORMATION

Nothing Entered For This Section

REFERENCES

REFERENCE TYPE: Professional	NAME: Penny Taylor	POSITION:
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ADDRESS: (Street, City, State, Zip/Postal Code)	
EMAIL ADDRESS: Penny.Taylor@CollierCountyFL.Gov	
PHONE NUMBER: 2392279119	

REFERENCE TYPE: Professional	NAME: Kristen Coury	POSITION:
ADDRESS: (Street, City, State, Zip/Postal Code)		
EMAIL ADDRESS: kcoury@gulfshoreplayhouse.org		PHONE NUMBER: 2127219834
REFERENCE TYPE: Professional	NAME: Sandra Frost	POSITION:
ADDRESS: (Street, City, State, Zip/Postal Code)		
EMAIL ADDRESS:		PHONE NUMBER: 203-858-7379
REFERENCE TYPE: Professional	NAME: Bill Barnett	POSITION: Former City of Naples Mayor
ADDRESS: (Street, City, State, Zip/Postal Code)		
EMAIL ADDRESS: mayorbill1@aol.com		PHONE NUMBER: 239-777-7952

Agency-Wide Questions

1. **Have you ever been convicted of any offense against the law or received a traffic citation, including speeding?**
NO
2. **Where did you first hear about this opportunity?**
City Website
3. **Were you in the U.S. Armed Forces?**
NO
4. **What branch of the U.S. Armed Forces were you in?**
5. **Dates of duty - From: (mm/dd/yy)**
6. **Dates of duty - To: (mm/dd/yy)**
7. **Reason For Discharge:**
8. **List duties in the service:**
9. **Have you previously been employed through veteran's preference?**
NO
10. **If No, do you wish to claim veteran's preference at this time? If you are claiming veteran's preference, please provide DD214.**
NO

Brian J. Geoghegan

F.S. 119.071(4)(d)2.a.

Fort Myers, Florida

F.S. 119.071(4)(d)2.a.

Mayor and Members of the City Council
City of Marco Island
Marco Island, Florida

Dear Mayor and Council Members:

I am writing to express my interest in the City Manager position with the City of Marco Island. With more than two decades of executive leadership in municipal government, public safety administration, and organizational management, I offer a record of principled leadership, fiscal stewardship, and operational excellence aligned with the expectations of a full-service coastal community.

Having served as a City Manager and Business Administrator, I understand the statutory and practical responsibilities of council-manager government in Florida, including budget development, capital improvement planning, labor relations, procurement oversight, and intergovernmental coordination. I have led complex organizations through strategic planning initiatives, collective bargaining negotiations, accreditation processes, and infrastructure modernization efforts while maintaining transparency and strong relationships with elected officials and residents.

Marco Island's unique profile—balancing residential quality of life, tourism-driven economics, hurricane resiliency, environmental stewardship, and public safety readiness—requires disciplined planning and decisive execution. My background in emergency management, risk mitigation, and incident command ensures continuity of operations during critical events. Equally important, I prioritize long-range financial planning, performance metrics, and data-informed decision-making to maintain service excellence without compromising fiscal integrity.

I believe the role of a City Manager is to provide candid professional advice, execute policy direction faithfully, and build a high-performing leadership team grounded in accountability and service. My leadership philosophy emphasizes accessibility, ethical governance, staff development, and measurable results.

I would welcome the opportunity to discuss how my experience and commitment to effective local governance can support the continued success of Marco Island. Thank you for your consideration.

Sincerely,

Brian J. Geoghegan

Brian J. Geoghegan

Brian J. Geoghegan

Fort Myers, Florida

F.S. 119.071(4)(d)2.a.

Operations Executive | P&L Management | Multi-Site Leadership | Crisis Response

Municipal executive with 20+ years leading public safety operations, emergency response, and government administration. As City Manager of Howell Township, directed 7 departments, managed a \$50M+ budget, and secured over \$10M in grant funding while leading the municipality's COVID-19 response. Background combines sworn law enforcement experience, emergency management credentials, and graduate-level instruction in public administration. Seeking to leverage crisis leadership and operational expertise in a senior administrative role.

PROFESSIONAL EXPERIENCE

Progressive Insurance, Fort Myers, FL 2025-Present

CLAIMS ADJUSTER- Fort Myers Office

- Maintain caseload of 50+ claims while exceeding department benchmarks for initial contact time (within 24 hours) and documentation completeness
- Conduct field inspections and liability assessments, negotiating settlements that balance claimant satisfaction with loss mitigation—achieved a high-resolution rate without litigation escalation.
- Leverage Mitchell estimating platform and ISO ClaimSearch for damage assessment and fraud detection, maintaining full compliance with Florida Department of Financial Services requirements.
- Identified potential fraud indicators and referred suspicious claims to the Special Investigations Unit (SIU) for further review.

NCH Healthcare System, Naples, FL 2022-2024

PUBLIC SAFETY MANAGER- North Naples Hospital

- Directed public safety operations across NCH's 5-campus healthcare system encompassing over 1 million square feet, 750 licensed beds, and over 40,000 daily patient/visitor interactions.
- Led team of 70 security officers across 4 shifts, reducing turnover from 70% to 20% through improved hiring practices and structured professional development program.
- Developed and implemented policies, procedures, and emergency response protocols aligned with Joint Commission standards, CMS regulations, and internal risk mitigation strategies.

Howell Township, Howell, NJ 2017-2022

CITY MANAGER- Howell Township

- Appointed by Township Council as chief administrative officer for 52,000-resident municipality with 300+ employees, \$50M+ annual budget, and 7 operating departments
- Managed \$52M annual operating budget and \$5M capital program; achieved \$2M in cost savings through shared service agreements, staff reductions through the implementation of technology advances and fleet management.
- Secured over \$10 million in local, state, and federal grant funding for capital improvements, infrastructure projects, park development, and public safety enhancements.
- Led municipal COVID-19 response: transitioned 75% of workforce to remote operations within 7 days, maintained 100% continuity of essential services, and coordinated testing/vaccination site logistics serving over 50,000 residents.
- Administered \$5.1M in CARES Act and ARPA allocations, achieving full reimbursement with zero audit findings.
- Negotiated several collective bargaining agreements with PBA, Teamsters, and CWA locals, achieving 4-year contracts with average annual increases of 2-3% while maintaining structural budget balance..
- Championed redevelopment and growth initiatives by streamlining permitting processes, modernizing code enforcement, and aligning development with the Township's Master Plan.

Fairleigh Dickinson University, Teaneck, NJ 2014-2023

ADJUNCT FACULTY-School of Administrative Science

- Designed and delivered graduate coursework in Public Safety Administration, Emergency Management, and Leadership to cohorts of working professionals in the School of Administrative Science.
- Instructed 150+ students across in-person and online formats; advised thesis candidates and mentored students on career advancement

Highlands Borough, Highlands, NJ **2016-2017**

BUSINESS ADMINISTRATOR- Highlands Borough

- Served as chief administrative officer for coastal municipality (pop. 4,800) during post-Superstorm Sandy recovery phase.
- Coordinated with FEMA, NJOEM, and Army Corps of Engineers on flood mitigation and infrastructure resilience projects; secured disaster recovery funding.
- Managed municipal operations, budget development, and capital planning while advancing downtown redevelopment initiatives.

Borough of Ship Bottom, Ship Bottom, NJ **2014-2016**

BUSINESS ADMINISTRATOR- Borough of Ship Bottom

- Led post-Hurricane Sandy recovery for barrier island municipality, coordinating damage assessment, infrastructure restoration, and long-term resilience planning.
- Served as primary liaison to FEMA, NJOEM, and HUD for \$[X]M in Public Assistance and CDBG-DR funding; achieved full reimbursement compliance.
- Directed capital reconstruction of beaches, roads, utilities, stormwater systems, bulkheads, and beachfront facilities.
- Developed updated emergency operations plans and coastal resiliency strategies adopted as models by neighboring municipalities.

Jackson Township, Jackson, NJ **1994-2014**

BUREAU SUPERVISOR, POLICE SERGEANT (Retired)-Jackson Police Department

- Supervised Traffic Bureau operations for a 50,000-resident township, managing team of 10 officers responsible for enforcement, accident investigation, and safety education.
- Directed major crash investigations including fatal and serious-injury collisions; qualified as expert witness in crash reconstruction.
- Developed traffic safety programs credited with 35% reduction in collisions at targeted high-risk locations.
- Promoted through ranks from patrol officer to sergeant; selected for specialized assignments including DUI enforcement, drug interdiction, and training development.

BUSINESS EXPERIENCE

Lamp Post Inn, Owner/ Manager, Pine Beach, NJ **2007-2020**

- Founded and operated 150-seat full-service restaurant generating \$2.5M annual revenue, open 7 days/week with catering division
- Managed team of 25 across front-of-house, bar, and kitchen operations; maintained 90% annual staff retention in high-turnover industry.
- Developed seasonal menus and marketing promotions; grew revenue 10% over a 5-year period through targeted local advertising and event hosting
- Negotiated vendor contracts reducing food costs by 5% while maintaining quality standards.

SilverTin Properties, LLC, Owner/ Partner, Various locations throughout NJ, FL, and TX. **2002-2007**

- Built 17-property portfolio across NJ, FL, and TX; achieved average ROI exceeding 150% through strategic acquisition, rehabilitation, and disposition timing
- Coordinated rehabilitative and new construction projects, ensuring timely completion and adherence to quality standards.
- Interviewed and selected candidates for rental properties, fostering strong tenant relationships and maintaining high occupancy rates.
- Managed a portfolio of 17 properties, achieving an average return of over 150% on properties sold, demonstrating effective investment strategies and market insight.

EDUCATION

- M.S., Administrative Science, Fairleigh Dickinson University, Teaneck, NJ.** **May 2008**
Earned Certificates- Supervisory Management, Global Leadership Administration, Administrative Science
- B.S., Administration of Justice, University of Phoenix, Phoenix, AZ.** **May 2006**
- Certified Public Manager, Fairleigh Dickinson University, Teaneck, NJ.** **May 2007**
- Mobile Intensive Care Paramedic, Ocean County College, Toms River, NJ.** **April 1994**

EMPLOYMENT APPLICATION



CITY OF MARCO ISLAND FLORIDA

50 Bald Eagle Drive
Marco Island, Florida, 34145
239-389-3969

<http://www.cityofmarcoisland.com>

Geoghegan, Brian J - Person ID: 17033342
00316 CITY MANAGER

Received: 2/15/26, 9:51 AM

For Official Use Only:

QUAL: _____

DNQ: _____

Experience

Training

Other: _____

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER	EXAM ID#: 00316	
NAME: (Last, First, Middle) Geoghegan, Brian J	SOCIAL SECURITY NUMBER: XXX-XX-	
ADDRESS: (Street, City, State/Province, Zip/Postal Code) F.S. 119.071(4)(d)2.a. Fort Myers, Florida, F.S. 119.071(4)(d)2.a.	EMAIL ADDRESS: F.S. 119.071(4)(d)2.a.	
HOME PHONE: F.S. 119.071(4)(d)2.a.	ALTERNATE PHONE: F.S. 119.071(4)(d)2.a.	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: State: FL	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
What is your highest level of education? Master's Degree		

PREFERENCES

WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Rotating, Weekends, On Call (as needed)

EDUCATION

DATES: From 5/2006 To 5/2008	SCHOOL NAME: Fairleigh Dickinson University	
LOCATION:(City, State) Teaneck, New Jersey	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Master's
MAJOR: Masters- Administrative Science	UNITS COMPLETED: 30 - Semester	
DATES: From 5/2004 To 5/2006	SCHOOL NAME: University of Phoenix	
LOCATION:(City, State) Phoenix, Arizona	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: BS- Administration of Justice	UNITS COMPLETED: 120 - Semester	

WORK EXPERIENCE

DATES: From 4/2025 To Present	EMPLOYER: Progressive Insurance	POSITION TITLE: Claims Adjuster
ADDRESS: (Street, City, State, Zip/Postal Code) 9160 Forum Corporate Pkwy Ste 250, Fort Myers, Florida, 33905		COMPANY URL: www.progressive.com
PHONE NUMBER: (800) 776-4737	SUPERVISOR: Tina Middleton - Supervisor	
HOURS PER WEEK: 40	SALARY: \$4,500.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: Investigated, evaluated, and settled auto and property damage claims following policy coverage, company procedures, and state regulations. Managed a high-volume caseload, ensuring timely contact, thorough documentation, and accurate liability determinations. Conducted field inspections, reviewed police reports, medical records, and repair estimates to assess damages and negotiate fair settlements. Communicated effectively with policyholders, claimants, attorneys, repair facilities, and medical providers to resolve claims efficiently and professionally.		

Utilized internal systems and estimating software (e.g., Claimpro, ISO, or Mitchell) to generate reports, document file activity, and maintain regulatory compliance.

Identified potential fraud indicators and referred suspicious claims to the Special Investigations Unit (SIU) for further review. Maintained customer satisfaction by providing empathetic, solution-oriented service during emotionally sensitive situations.

REASON FOR LEAVING:

Currently employed

DATES: From 11/2022 To 8/2024	EMPLOYER: NCH Healthcare	POSITION TITLE: Public Safety Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 11190 Health Park Blvd., Naples, Florida, 34110		COMPANY URL: https://nchmd.org/
PHONE NUMBER: 2396245000	SUPERVISOR: James Glick - Director- Public Safety	
HOURS PER WEEK: 40	SALARY: \$7,583.00/month	# OF EMPLOYEES SUPERVISED: 25

DUTIES:

- Responsible for overall supervision and oversight of Public Safety and Emergency Management operations 24/7 at multiple campus locations including a full-service hospital, free standing Emergency Department and a Business Center; prepares and implements plans and procedures, establishes priorities, allocates resources, conducts training.
- Creating policy and procedures to comply with JCAHO, federal, state and local regulations and standards. Works with local government to ensure and coordination of Public Safety activities with law enforcement and firefighting agencies.
- Implement improved technology for advancing the Security mission such as IP Camera monitoring, badge access control,

REASON FOR LEAVING:

Seeking opportunities that better align with my background and education.

DATES: From 1/2014 To 6/2023	EMPLOYER: Fairleigh Dickinson University	POSITION TITLE: Adjunct Faculty
ADDRESS: (Street, City, State, Zip/Postal Code) 1000 River Rd., Teaneck, New Jersey, 07666		COMPANY URL: https://www.fdu.edu/program/mas-administrative-science/
PHONE NUMBER: 201-692-7171	SUPERVISOR: Lorraine Nienstedt - Associate Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 3	SALARY: \$1,500.00/month	# OF EMPLOYEES SUPERVISED: 0

DUTIES:

- Designing curriculum to meet University Standards and instructing a wide variety of topics to include:
- School of Administrative Science- Master of Arts in School Services Administration (MASSA), instructing "Impact of Terrorism on College Safety".
- School of Administrative Science- Master of Administrative Science (MAS), instructing "Ethics and Values in Public Service Administration".
- School of Administrative Science- Master of Administrative Science (MAS), instructing "Administrative Leadership in Complex Organizations".
- Mentored retiring Police Officers seeking Management positions with local governments in NJ.

REASON FOR LEAVING:

Relocated to Florida

DATES: From 10/2017 To 6/2022	EMPLOYER: Township of Howell	POSITION TITLE: Township Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 4567 Rt 9N, Howell, New Jersey, 07731		COMPANY URL: twp.howell.nj.us
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: Jill Tripodi - Deputy Mayor	
HOURS PER WEEK: 40	SALARY: \$14,166.66/month	# OF EMPLOYEES SUPERVISED: 350

DUTIES:

- Manage the daily operations, strategic planning and policy oversight of Council-Manager form of Municipal Government in a 61 square mile town.
- Directed professional and Administrative staff, to include handling Personnel matters, Labor Relations, Disciplinary Issues, negotiating Collective Bargaining Agreements, Contract Administration, and Purchasing.
- Oversight of annual Municipal Operating Budget of approximately \$61 million, including a municipally owned Sewer Authority and implementing best business practices as a matter of cost savings.

REASON FOR LEAVING:

Relocation

DATES: From 5/2016 To 10/2017	EMPLOYER: Borough of Highlands	POSITION TITLE: Borough Administrator
ADDRESS: (Street, City, State, Zip/Postal Code) 42 Shore Dr., Highlands, New Jersey, 07732		COMPANY URL: www.highlandsborough.org
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: Carolyn Brouillon - Mayor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$11,250.00/month	# OF EMPLOYEES SUPERVISED: 25

DUTIES:

- Manage the daily operations, strategic planning and policy oversight of Municipal Government
- Directed professional and Administrative staff, to include handling Personnel matters, Labor Relations, Disciplinary Issues, negotiating Collective Bargaining Agreements, Contract Administration, and Purchasing in a NJ Civil Service environment.
- Oversight of annual Municipal Operating Budget of approximately \$11 million, including a Municipally owned Sewer Authority and implementing best business practices as a matter of cost savings.

- Leading on-going recovery efforts from Hurricane Sandy, to include the design, construction and transition into a new Municipal Building.

REASON FOR LEAVING:

Accepted employment with a larger Township

DATES: From 9/2014 To 5/2016	EMPLOYER: Borough of Ship Bottom	POSITION TITLE: Business Administrator
ADDRESS: (Street, City, State, Zip/Postal Code) 1621 Long Beach Blvd., Ship Bottom, New Jersey, 08008		COMPANY URL: www.shipbottom.org
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: William Huelsenbeck - Mayor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 20	SALARY: \$4,333.00/month	# OF EMPLOYEES SUPERVISED: 80

DUTIES:

- Manage the operations, strategic planning and policy oversight of Municipal Government.
- Directed professional and administrative staff, to include handling employee relations, labor relations, disciplinary issues and interpersonal differences.
- Oversight of annual Municipal Operating Budget of approximately \$7 million, including implementing business practices as a matter of cost savings.
- Oversight of Personnel Management to include Discipline and Compliance issues.

REASON FOR LEAVING:

Accepted full time employment

DATES: From 4/1994 To 6/2014	EMPLOYER: Jackson Township Police Department	POSITION TITLE: Traffic Bureau Commander
ADDRESS: (Street, City, State, Zip/Postal Code) 102 Jackson Dr., Jackson, New Jersey, 08527		COMPANY URL: www.jacksontownshipnj.net
PHONE NUMBER: F.S. 119.071(4)(d)2.a.	SUPERVISOR: Richard Wagner - Police Captain	MAY WE CONTACT THIS EMPLOYER? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$11,250.00/month	# OF EMPLOYEES SUPERVISED: 10

DUTIES:

Planning and managing of large-scale events within the Township, consisting of both planned events and emergencies. Effective grant writing and positioning leading to the securing of funding for a variety of projects and enforcement details. Write grants and secure funding for various projects, while managing a budget for both this unit and Special Projects. Oversee investigation of Fatal and Serious Motor Vehicle Crashes while acting as a liaison to other governments and private sector representatives. Analyze statistical data and coordinate resources for directed enforcement activities while designing and implementing new programs spanning Enforcement, Education and Engineering. Creation and implementation of programs that have resulted in a 50% reduction in fatal motor vehicle crashes. Recognized as a Subject Matter Expert- "NJ Governor's Teen Driver Study Commission Report" (Published March 2008). Management Team and Instructor for Incident Command System.

REASON FOR LEAVING:

Retired.

CERTIFICATES AND LICENSES

TYPE:

Certified Public Manager

LICENSE NUMBER:

None

ISSUING AGENCY:

Fairleigh Dickinson University

TYPE:

Mobile Intensive Care Paramedic

LICENSE NUMBER:

#1750- Currently held in Inactive Status

ISSUING AGENCY:

NJ Department of Health

SKILLS

Nothing Entered For This Section

ADDITIONAL INFORMATION

Volunteer Experience

I have served as a volunteer Firefighter and EMT in my home community. Aside from holding various offices in both organizations, I have attained the status of Life Membership from both the Silverton Volunteer Emergency Medical Service as well as the Silverton Volunteer Fire Company. I have also served as an elected Fire Commissioner.

REFERENCES

REFERENCE TYPE: Professional	NAME: James Reynolds	POSITION: Retired- Restaurant/Bar Owner
ADDRESS: (Street, City, State, Zip/Postal Code) 11631 Caraway Lane, #3618, Florida, Fort Myers, 33908		
EMAIL ADDRESS: MCINTYRESPUB@COMCAST.NET		PHONE NUMBER: 732-814-1418

REFERENCE TYPE: Professional	NAME: Steven Henry	POSITION: Chief of Police (Ret.)
ADDRESS: (Street, City, State, Zip/Postal Code) F.S. 119.071(4)(d)2.a. New Jersey, Toms River, F.S. 119.071(4)(d)2.a.		
EMAIL ADDRESS: F.S. 119.071(4)(d)2.a.		PHONE NUMBER: F.S. 119.071(4)(d)2.a.
REFERENCE TYPE: Personal	NAME: Robert Conforti	POSITION: Police Sergeant / K-9 Handler
ADDRESS: (Street, City, State, Zip/Postal Code) F.S. 119.071(4)(d)2.a. New Jersey, West Creek, F.S. 119.071(4)(d)2.a.		
EMAIL ADDRESS: F.S. 119.071(4)(d)2.a.		PHONE NUMBER: F.S. 119.071(4)(d)2.a.

Agency-Wide Questions

1. **Have you ever been convicted of any offense against the law or received a traffic citation, including speeding?**
NO
2. **Where did you first hear about this opportunity?**
City Website
3. **Were you in the U.S. Armed Forces?**
NO
4. **What branch of the U.S. Armed Forces were you in?**
n/a
5. **Dates of duty - From: (mm/dd/yy)**
n/a
6. **Dates of duty - To: (mm/dd/yy)**
n/a
7. **Reason For Discharge:**
n/a
8. **List duties in the service:**
n/a
9. **Have you previously been employed through veteran's preference?**
NO
10. **If No, do you wish to claim veteran's preference at this time? If you are claiming veteran's preference, please provide DD214.**
NO

KEVIN M. GREENVILLE, CPA

Estero, FL 33928 | 301.395.4840 | kevingreenville@gmail.com

February 4, 2026

Dear Mayor and Members of the City Council,

I am writing to express my interest in the City Manager position for the City of Marco Island. I bring a decade of progressive senior leadership experience in municipal government, including executive administration, finance, operational support, organizational governance, economic development support, and disaster recovery. I am enthusiastic about the opportunity to serve a coastal community recognized for its quality of life, engaged residents, and commitment to professional, transparent local government.

Throughout my career, I have served as a trusted executive partner to elected officials and city managers within full-service municipal organizations. In my current role as Director of Finance for the Village of Estero, Florida, I am a key member of the executive leadership team, advising the Village Manager and Council on long-term financial sustainability, capital planning, policy development, and organizational priorities. My direct responsibilities include finance, human resources, information technology, risk management, and organizational resilience. Across my career, I have also worked closely with utilities, public works, and police departments on budget development, rate analysis, capital improvement planning, fleet and equipment replacement, internal controls, personnel matters, and operational policy implementation, ensuring that Council direction is translated into effective day-to-day operations.

I believe the next generation of City Managers must bring an entrepreneurial mindset to public service, as municipalities increasingly need to explore sustainable revenue sources beyond traditional tax and rate payer bases. I have supported economic development initiatives that balance fiscal responsibility with community priorities, including playing a key role in the planning and financial strategy for a \$100 million sports park and entertainment district. This work included public-private partnership analysis, long-term operating impact assessment, revenue modeling, and risk evaluation, while coordinating across departments to address infrastructure, utilities, public safety, and quality-of-life considerations.

In Florida, I have helped lead major organizational initiatives such as securing Estero's first AAA bond rating, implementing an enterprise-wide ERP system, modernizing governance and financial policies, and managing FEMA Public Assistance programs following major hurricanes. Given ongoing discussions in the Florida Legislature regarding potential reductions to ad valorem taxation, I believe my background uniquely positions me to help prepare and lead the City through any resulting fiscal impacts. My experience in long-term financial planning, diversification of revenue strategies, and disciplined expenditure management would support the City Council in maintaining service levels while adapting to a changing revenue environment.

My leadership style emphasizes collaboration, accountability, and service. I value clear roles and responsibilities, open communication with elected officials and residents, and strict adherence to Florida's Government-in-the-Sunshine Law and Public Records requirements. I am comfortable operating in highly visible public environments, supporting City Council decision-making in public meetings, and representing the organization in intergovernmental and community settings.

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Marco Island's focus on fiscal stewardship, service excellence, and thoughtful economic development aligns strongly with my experience and leadership philosophy. I would welcome the opportunity to bring my background in municipal administration, operational coordination, economic development support, and strategic financial leadership to serve the City Council, employees, residents, and visitors of Marco Island. I look forward to the opportunity to discuss how my skills and experience can support the City's continued success.

Respectfully,

Kevin M. Greenville, CPA

KEVIN M. GREENVILLE, CPA

Estero, FL 33928 | 301.395.4840 | kevingreenville@gmail.com

MUNICIPAL EXECUTIVE | THOUGHT LEADER | STRATEGIC ADVISOR

Accomplished local government executive with a decade of progressive leadership experience in municipal administration, finance, and operations. Proven record of serving as a strategic partner to elected officials and city managers, leading complex organizations through growth, transformation, and crisis. Recognized for building high-performing teams, strengthening governance systems, advancing community priorities, and ensuring sound fiscal and operational stewardship.

MANAGEMENT & LEADERSHIP COMPETENCIES

- | | | |
|----------------------------------|--------------------------------------|-------------------------------|
| ▪ City & Departmental Operations | ▪ Risk Management | ▪ Public-Private Partnerships |
| ▪ Strategic Planning | ▪ Council Relations & Policy Support | ▪ Contract Negotiations |
| ▪ Budgeting | ▪ Economic Development | ▪ Bond Financing |

CAREER HIGHLIGHTS

Village of Estero

Director of Finance

Estero, FL

2022 – Present

Hired as a Director of Finance for a \$100 million budget and \pm 40,000 population municipality in Lee County, Florida. Led and completed the conversion of a new ERP system, Enterprise ERP Software by Tyler Technologies, in eleven months at a total cost of \$200,000. Lower the ad valorem property tax by \$0.03 over three fiscal years to establish the lowest tax rate in the state. Obtain the Village's first AAA bond rating by S&P. Comprehensively update the management and financial policies including the investment policy and procurement policy. Implement a new investment strategy resulting in an increase of over 1,650% in year one and 52% in year two in investment earnings. Direct the human resources and employee benefits including the implementation of a new high-deductible health insurance plan with a health savings account employer contribution at no cost to the Village. Direct the information technology including adoption of an information security policy. Create and adopt the Village's first disaster recovery plan. Led through the FEMA Public Assistance grant program for hurricane Ian recovering over \$7 million. Advise the Village Manager and other senior management on financial matters to ensure long-term and strategic financial support is available to meet established goals. Serve as the Village's liaison with external auditors, financial advisors, and bond counsel. Develop and implement strategies for a \pm \$100 million sports park and entertainment district including public-private partnerships to generate revenue to offset operating expenditures. Manage the Village's debt level to ensure sustainable future operating budgets. Ensure the highest level of financial accountability and transparency to the Village Council, Village management, and citizens. Maintain and encourage the highest ethical standards.

Town of La Plata

Treasurer/Director of Finance

La Plata, MD

2018 – 2022

Hired as a Treasurer/Director of Finance for a \$20 million budget and \pm 10,000 population municipality that is the County Seat of Charles County, Maryland. Established and implemented budget practices that

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led to the Town being awarded its first Government Finance Officers Association Distinguished Budget Presentation Award. Developed the Town's first five-year capital improvement plan to include preparation for different growth scenarios and future replacement of new infrastructure, facilities, equipment, and staffing. Managed and directed the administration of the Town's financial and accounting operations, which includes the General Fund, two major enterprise funds, the Water and Sewer Fund and the Sanitation Fund, and a third non-major fund, the Storm Water Utility Fund. Direct human resources, employee benefits, and information technology. Annually established utility rates to meet service needs by using an objective and analytical process based off historical data and expected future trends. Formulated and oversaw the Town's financial policies using GFOA best practices to ensure compliance with state and local law. Amended the Town's investment policy and implemented a new strategy resulting in an increase of over 250% in investment earnings. Prepared and presented monthly financial summary and forecast reports to Town Council. Managed the Town's special taxing districts. Provided expertise on other special taxing and tax increment financing by working closely with bond counsel and outside developers.

City of Mount Rainier Director of Finance

**Mount Rainier, MD
2017 – 2018**

Hired as a Director of Finance for a \$6.5 million budget and ± 8,500 population municipality in Prince George's County, Maryland. Established compliance, internal control, and modernization to a City and Finance Department in transition. Implemented and monitored financial policies for effective compliance with GASB and federal, state and local law. Developed and maintained a municipal budget of \$6.5 million by working closely with the City Manager, Department Heads, Community Groups, Mayor, and Council. Monitored budget allocations, expenditures, fund balances and related financial activities for the purpose of ensuring that allocations are accurate, revenues are recorded, expenses are within budget limits and/or fiscal practices are followed. Provided financial analysis and insights to City management through detailed write-ups. Regularly attended Council Meetings to provide financial knowledge, guidance, and updates on the City's financial health and future forecast. Drafted, wrote, and presented City ordinances, including budget ordinances, for the record. Institutionalized financial controls for effective cash flow management. Led and executed financial audits including finishing a late audit upon arrival. Uncovered over \$25,000 cash in unaccounted for police funds. Identified and corrected large scale policy violation costing the City significant revenue. Managed and maintained City tax billing including real property, business personal property, railroad, and public utility.

American Postal Workers Union Health Plan Senior Staff Accountant

**Glen Burnie, MD
2016 – 2017**

Hired as an experienced staff accountant for a \$1 billion revenue health insurance company in the Federal Employees Health Benefits Program. Promoted to Senior Staff Accountant in record speed due to my attention to detail, work ethic, leadership and technical skills, and emphasis on accounting process automation. Interpreted and administered corporate accounting policies ensuring compliance with GAAP and governmental regulations. Produced annual/quarterly financial statements to Office of Personnel Management, annual GAAP financial statements, and monthly internal financial statements for management. Supervised, motivated, directed, and guided six-person finance department in the maintenance of payroll, accounts payable, bank reconciliations, pension plans and bookkeeping. Managed and maintained the Plan's cash flow position including Letter of Credit drawdown with OPM totaling over \$1 billion in annual wires. Developed and maintained an annual budget of over \$100 million by working closely with managers and providing variance reports and financial projections. Led and

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executed quarterly/annual financial audits, annual pension audits, quarterly claims audits, and OIG government audits. Identified areas of the accounting process that could be automated including the recording of fixed assets, recording of journal entries, and bank reconciliations.

American Postal Workers Union Health Plan Accountant II

**Glen Burnie, MD Staff
2015 – 2016**

Managed payroll processing, payroll related tax, and 401K submissions to ensure accuracy and timeliness. Supervised, motivated, directed, and guided accounting clerks in the maintenance and processing of AP, cash reports, and bookkeeping. Responsible for all accounting and financial reporting for company pension plans and post-retirement benefit plans. Analyzed, examined, and reconciled pension and post-retirement investment accounts in excess of \$100 million. Assisted in the preparation and analysis of monthly financial statements, general ledger entries, and government reporting to OPM.

American Postal Workers Union Health Plan Accountant

**Glen Burnie, MD Staff
2012 – 2015**

Obtained a federal government security clearance as a requirement for employment. Performed accounting analysis including balance sheet accounts, expense accounts, payroll accruals, prepaid, insurance and fixed assets. Maintained accurate account and data reconciliation for numerous bank accounts and general ledgers. Prepared journal entries, accruals, and other adjusting entries.

EDUCATION

- **Certified Public Accountant (CPA)** | Florida Board of Public Accountancy
- **Master of Science, Accountancy** | University of Maryland University College, 2016
- **Bachelor of Science, Financial Economics** | University of Maryland, Baltimore County, 2012

PROFESSIONAL DEVELOPMENT

- **Chair** | Government Finance Officers Association Small Government Advisory Committee
- **President** | Florida Government Finance Officers Association Southwest Florida Chapter
- **Member** | Government Finance Officers Association Standing Committee on Governmental Budgeting and Fiscal Policy
- **Member** | Government Finance Officers Association Rethinking Budget Award Committee
- **Member** | American Institute of Certified Public Accountants
- **Member** | Florida Association of Certified Public Accountants
- **Member** | Government Finance Officers Association
- **Member** | Florida Government Finance Officers Association
- **Reviewer** | Government Finance Officers Distinguished Budget Presentation Award
- **Director** | Maryland Government Finance Officers Association Board of Directors *Past*
- **Tier 2 Security Clearance** | Office of Personnel Management *Past*

RECENT SPEAKING ENGAGEMENTS

- **Maryland Government Finance Officers Association Spring Conference, April 2022** | Local Government Budget Outlook
- **Government Finance Officers Association Summer Conference, June 2022** | Developing Your First Capital Improvement Plan
- **Government Finance Officers Association Summer Conference, May 2023** | Best Practices for Implementing an ERP System
- **Florida Government Finance Officers Association Summer Conference, May 2024** | Components of Procurement
- **Government Finance Officers Association Summer Conference, June 2024** | Investing for Local Governments
- **Government Finance Officers Association Online CPE, April 2025** | Compensated Absences GAAP Update
- **Government Finance Officers Association Online CPE, June 2025** | Budget Best Practices Monthly Series: Focus on the Capital Budget Presentation
- **Florida Government Finance Officers Association Summer Conference, June 2025** | Bond Ratings Update
- **Government Finance Officers Association Summer Conference, July 2025** | Appropriate Reserve Levels Based Off Risk
- **Government Finance Officers Association Online CPE, January 2026** | Internal Controls for Small Governments

KEVIN M. GREENVILLE, CPA

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Professional References:

Mary Gibbs, FAICP
Director of Community Development
Village of Estero
Phone: 239-565-3694

David Willems, P.E.
Public Works Director
Village of Estero
Phone: 239-851-3525

Carl Schinner
Chief of Police (Ret.) – Town of La Plata
Delegate, Commission on Accreditation for Law Enforcement Agencies (CALEA)
F.S. 119.071(4)(d)2.a.

James K. Harriott, Jr., P.E.

F.S 119.071(4)(d)2.h.

Sarasota, Florida

F.S 119.071(4)(d)2.h.

February 16, 2026

Diana Snover
Human Resources Director
City of Marco Island
F.S. 119.071(4)(d)2.h.

Ms. Snover,

I am pleased to submit my resume for the City Manager position with the City of Marco Island. My extensive experience in public service aligns with the qualifications outlined by the City Commission, and I am eager to contribute to Marco Island's continued success. I offer 25+ years of experience working in communities that value the government efficiency, transparency, and high community expectations which the City of Marco Island seeks.

While serving as Deputy County Manager for Alachua County, my responsibilities included acting on the County Manager's behalf and maintaining a consistent consultative relationship with the elected officials. In addition to my broad department portfolio, I served as a team leader on community projects and issues, including surtax programs, economic development, annexations, homelessness, and affordable housing. Under my direction in Alachua County, we implemented key economic initiatives to boost employment opportunities and increase revenue. We also introduced an infrastructure policy to the Board to reduce project costs and accelerate the County's roadway improvement program. While serving on the administrative team, we evaluated the organization, improved service delivery, and reduced the millage every year – something not accomplished in the previous several decades.

While with Sarasota County Government, I served as one of the six Executive Directors, reporting to the County Administrator and Deputy County Administrator. I was responsible for delivering various community services through the County's 2,000 employees. The scope of responsibility for each Executive Director was broad, requiring us to develop a culture of cooperative teamwork and a service-oriented approach across the staff. The approach was based on a vision of customer/citizen focus, responsible financial stewardship, and continuous improvement of daily operations allowing us to overcome multiple economic challenges.

I have a proven track record as a problem solver and innovative thinker, with a passion for ethics, fairness, and accountability. I have assembled teams that have delivered public services and infrastructure. I have successfully implemented Board policy through interdepartmental coordination and cooperation. This is demonstrated through the positive outcomes of various projects and efforts I have been fortunate to work on throughout my career. Many of those projects are assets that continue to serve both Alachua and Sarasota Counties.

I firmly believe in creating a cohesive, collaborative team environment where each member is committed to serving the public and understands the Commission's and the community's expectations. Priorities I bring to every organization is leading by example and maintaining an "open door" policy. With this philosophy, my teams have consistently met community expectations.

Thank you for considering my resume. I look forward to speaking with you about what I can offer Marco Island. Please feel free to contact me at F.S 119.071(4)(d)2.h.

Sincerely,



James K. Harriott, Jr., P.E.

James K. Harriott, Jr., P.E.

F.S 119.071(4)(d)2.h.

Sarasota, Florida

F.S 119.071(4)(d)2.h.

RELEVANT GOVERNMENT EXPERIENCE

Deputy County Manager

Alachua County, Florida – October 2014 to April 2021

Responsible for department portfolio, including Public Works, Environmental Protection, Government Facilities, Growth Management, and Solid Waste. Involved in all County policy implementation, budget development, and interlocal agreements.

Executive Director & County Engineer

Sarasota County, Florida – March 2007 to October 2014

Oversight and direction of the infrastructure and mobility business centers, consisting of Public Works Mobility, Transportation Planning, Traffic Operations, Road & Bridge Maintenance, Sarasota County Area Transit, Capital Improvement Program, County Fleet, Real Property, and Forestry.

KEY POLICY EXPERIENCE

Affordable Housing

- Coordinated Alachua County non-profit organizations to move escheated properties to affordable housing opportunities.
- Purchase of a transitory housing facility.
- Developed policy for affordable housing development in a cottage neighborhood form.

Economic Development

- Enhanced a major employment center in Alachua County with the addition of a US Army Readiness Unit Facility.
- Enhanced sports tourism, increased hotel stays and sales tax revenue with the indoor, NCAA-qualified, Alachua County Regional Sports Venue.

Community Development

- Developed and designed the concept plan for the **City of Waldo Complete Streets plan**, resulting in the plan being prioritized for FDOT safety funding.
- Managed the adoption of the **Sarasota County Trails Master Plan**, resulting in the guiding document for the County's trails program.
- Managed, authored, and presented the **City of Jacksonville Beach Urban Trails Master Plan**, resulting in an implementation plan to connect all parks and points of interest throughout the beach community.
- Directed the study and transportation policy development of the **Sarasota 2050 Plan**.
- Directed the **Envision Alachua Development Policy** proposal and oversaw the discussions with the Alachua County Commission.
- Led capital program establishment for the **Alachua County Surtax Program** and coordinated with municipalities on projects and priorities.

NOTABLE PROJECT SUCCESSES

- Legacy Trail (South Segment) Purchase and Construction
- Honore Avenue and Bee Ridge Road Complete Street Projects
- North Cattlemen Road/Nathan Benderson Park
- Siesta Village Streetscape and Parking District Improvements
- Alachua County Drainage Improvement Program
- Alachua County NCAA Qualified Indoor Sports Venue
- Established the program to expedite renovation and improvement of critical Alachua County facilities.

PROFESSIONAL SKILLS & COMPETENCIES

- Community vision and policy development.
- Government budget preparation and funding strategy development.
- Agreement and contract negotiator.
- Leader in performance management and process improvement.
- Implements a customer service approach throughout an organization.
- Approaches government transparency as an ethic.
- Innovative problem solver.
- Team builder.
- Collaborative, servant leader relying on building relationships to facilitate reaching goals and meeting objectives.

EDUCATION & PROFESSIONAL DEVELOPMENT

- Registered Professional Engineer, Florida PE #57473
- University of Florida,
 - Bachelor of Civil Engineering
 - Master of Engineering
- Center for Creative Leadership, Graduate.

James K. Harriott, Jr., P.E.

F.S 119.071(4)(d)2.h.

Sarasota, Florida

F.S 119.071(4)(d)2.h.

RELEVANT PROFESSIONAL EXPERIENCE

Deputy County Manager

October 2014 – April 2021

Alachua County Board of County Commissioners

Served in the role of County Manager in the absence of the County Manager. Responsible for a department portfolio that included Public Works, Environmental Protection, Facilities, Solid Waste & Resource Recovery, and Growth Management. Responsible for ensuring Board directed policies were implemented across all departments. Directed the delivery of the County's capital improvement program for all infrastructure. Directed policy development, intergovernmental relations, and community engagement with respect to infrastructure, planning, and funding strategies.

Management Responsibilities:

- \$38 million operating budget and 319 employees.
- Over 30 capital improvement projects totaling over \$70 million.

Selected Projects and Achievements:

- Negotiated a \$30 million public-private partnership for the **Alachua County Regional Sport Venue**. The NCAA-qualified sports venue was projected to result in a \$50 to \$70 million community asset, an additional \$1.2 billion in County economic benefit, and 1,500 jobs over 30 years.
- Negotiated an equitable tax distribution between the County and the City of Gainesville for the **Infrastructure Surtax and Gas Tax Adoption**, resulting in new transit service, capital funding for a County roadway within the City, and operations funding that minimized disruptions to both governments.
- Oversight of the **Alachua County Flood Improvement Program**, which included preliminary design, environmental review, and policy structure to eliminate or reduce chronic flooding in key areas.
- Improved the County's **Pavement Management Program** and approach to roadway rehabilitation and resurfacing by guiding the Board through new implementation policies.
- Engaged the community to assist with the design of the **NW 23rd Avenue Resurfacing and Multi-use Trail** project, resulting in a project that met neighborhood concerns. The County has secured funding through the FDOT work program as a result of these efforts.
- Created the concept design for the **City of Waldo Complete Streets** project, which was prioritized to be funded for design through FDOT's safety program.
- Created a **Sustainability/Climate Change Policy** framework and project list for a possible Infrastructure Surtax referendum.
- Member of the County Administration team that guided the County through six years of budgeting, resulting in increased services while reducing ad valorem tax rates, including implementing the rollback rate over two consecutive years.

Executive Director and County Engineer

March 2008 – October 2014

Sarasota County Government, Capital Projects, Transportation, and Real Estate

Directed the Transportation Planning Division, the Traffic Operations Division, and the County's Capital Construction Program. Led strategic transportation policy and planning discussions with the Board of County Commissioners and the community. Directed the implementation of Sarasota County's capital improvement program with the programming, design, and construction of the following County infrastructure:

- Transportation Facilities
- Stormwater Systems
- Water and Wastewater Utility Systems
- County Facilities
- Parks
- Beach and Coastal Projects

James K. Harriott, Jr., P.E.

Page 2

Management Responsibilities:

\$20 million operating budget and 75 employees.
300 capital improvement projects totaling \$800 million.

Selected Projects and Achievements:

- Negotiated or assisted in negotiating over \$50 million in **public-private partnerships** to realize various community infrastructure projects.
- Achieved a multiple-year Board goal of creating an additional north-south arterial by developing a funding strategy and procuring the design and construction of **Honore Avenue (State Road 681 to Laurel Road)**, meeting the goal decades before anticipated.
- Identified State/Federal funding opportunity for the \$17 million **North Cattlemen Road** corridor and directed the completion of the redesign and permitting of the corridor for federal compliance.
- Directed installation of the 200 signal **Advanced Traffic Management System**, including the effort to secure \$23 million in funding for the system.
- Added a GIS based infrastructure management system. The effort included updating and maintaining management systems for bridges, signs, signals, and pavement.
- Developed a multi-modal transportation plan which included bicycle and pedestrian elements, access management, concurrency management, and impact fees/mobility fees.
- Directed the development of the "**Projects In Your Neighborhood**" public website that displays project information and schedules through direct links to the project management software.
- Implemented a context-sensitive approach to roadway design and construction for the \$17 million **Honore Avenue Complete Streets Corridor**, resulting in reduced neighborhood impacts, use of Low Impact Design methods for stormwater mitigation, and addition of multimodal/walkability enhancements.

Department Performance:

96 contracts awarded and \$62.9 million encumbered annually
28 projects closed out, totaling \$113 million in the highest year
91% of projects on schedule (Target = 85%)
82% of project milestones met (Target = 80%)

97% of projects within budget (Target=100%)
84% of roadways meet LOS (Target=80%)
Roadway condition index of 69 (Target: OCI = 60)
2 crashes/100 residents (Target rate = 3/100)

OTHER PROFESSIONAL EXPERIENCE

Director of Engineering - Transportation

April 2021 – present

NV5 Consultants, Inc.

Serves as a consultant to local governments providing policy guidance for community design, multi-modal transportation systems, and complete streets. Also provides transportation infrastructure design services through the direction of a team of engineers and designers, and serves as the Engineer of Record on various projects. Responsible for implementing corporate strategies to identify and develop new business opportunities and expand brand presence throughout Florida. Serves as the lead for client relationships and advocacy, creates partnerships, and identifies new markets and emerging trends in the transportation project marketplace. Oversees the Transportation Department business administration, management, and human resource efforts across three corporate offices.

Management Responsibilities:

\$2 million operating budget and 12 employees, managing an average of 24 capital projects annually, ranging in value from \$100,000 to \$40 million.

Strategic planning and business development for the department throughout north central Florida.

Selected Projects and Achievements:

- Project Manager for the **City of Jacksonville Beach Trails Master Plan**, a city-wide multi-use trail plan and policy framework to meet the City's objective of providing an infrastructure for pedestrians, joggers, skaters, and bicyclists. Responsible for directing the project tasks through a team of over 20 members across various professional disciplines.
- Lead Transportation Engineer for the **Newberry Village Traditional Neighborhood/Transit Oriented Development** consisting of almost 1,000 dwelling units and over 150,000 square feet of commercial and office land uses. The project involves analyzing and justifying Comprehensive Plan changes to address antiquated policies and meet the Board of County Commissioners' goals and objectives for development within the urban service boundary.
- Served as Engineer of Record on the **SW 43rd Street Widening and Sidewalk Project**, which will result in improved transportation infrastructure and traffic flow through a constrained right-of-way. New sidewalk and drainage improvements were included. As Engineer of Record, oversaw project design and multiple subconsultants.
- Served as Engineer of Record for the **University of Florida Multi-modal Corridor** improvement plan to Fletcher Drive and Buckman Drive. The project consisted of redesigning two key campus roadway corridors to enhance bicycle and pedestrian travel through the heart of the University of Florida.

Executive Director and County Engineer

January 2006 – March 2008

Sarasota County Government, Public Works Department

Directed and managed the Public Works divisions of Mobility, Sarasota County Area Transit, County Facilities, and Fleet Operations. Oversaw the County's transportation and facilities capital improvement programs.

Management Responsibilities:

- \$54 million annual operating budget with 440 employees.
- \$75 to \$100 million annual capital improvement program.

Selected Projects and Achievements:

- Led the reorganization, customer service improvement, and expansion of **Sarasota County Area Transit**. The effort resulted in a 15% increase in ridership, eclipsing 2 million passengers annually. The ridership increase resulted from a performance management approach to system planning, which was developed by aligning with community goals and objectives identified through various community and stakeholder meetings.
- Served as project manager of a multi-disciplinary team in developing and adopting the **Sarasota County Trails Master Plan**, leading to the purchase and construction of the **Legacy Trail (Palmer Ranch and the City of Venice)**.
- Oversight of the **Pinecraft Neighborhood/Streetscape Project**, which improved walkability and accessibility infrastructure through the community along Bahia Vista Street.
- Led the **Siesta Village Streetscape and Parking Improvements** project that improved walkability, drainage, and parking infrastructure.
- Successfully and positively negotiated a new transit labor contract.
- Created a cost accountability reporting system for County fleet management.

General Manager

November 2003 – January 2006

Mobility, Sarasota County Government

Directed and managed the Public Works Mobility group, which included the divisions of Transportation Planning, Road Program, Traffic Operations, Real Property, Road and Bridge, Forestry, and Sarasota County Area Transit.

Management Responsibilities:

- \$36 million annual operating budget and 240 employees.

James K. Harriott, Jr., P.E.

Page 4

Selected Achievements:

- Decreased project delivery time of the transportation capital improvement program.
- Delivered a one-year, \$78 million transportation capital program.
- Improved efficiency of costly paratransit services and increased fixed route ridership by 14%.

Manager / Senior Engineer / Engineer

April 1996 – November 2003

Transportation Planning, Sarasota County Government

Led policy discussions with the Board of County Commissioners for issues relating to traffic concurrency, access management, and transportation impact analysis for future development. Directed or performed transportation impact studies for development reviews (approximately 60 transportation studies completed annually). The studies included roadway and intersection-level service analysis, capacity analysis, signal timing optimization, traffic signal warrant analysis, and auxiliary lane warrant analysis. Presented the results of traffic studies to the Board of County Commissioners and planning advisory boards.

EDUCATION

Master of Engineering ♦ University of Florida, Gainesville, Florida

Bachelor of Science in Civil Engineering ♦ University of Florida, Gainesville, Florida

PROFESSIONAL REGISTRATION

Professional Engineer ♦ State of Florida, No. 57473

PROFESSIONAL AFFILIATIONS

Florida Association of County Engineers & Road Superintendents

Florida Association of Counties (inactive)

American Public Works Association (inactive)

James K. Harriott, Jr., P.E.

F.S 119.071(4)(d)2.h.

Sarasota, Florida

F.S 119.071(4)(d)2.h.

REFERENCES

Michele Lieberman

County Manager, Alachua County, Florida

Cell Phone: (352) 270-6071

Email: mlieberman@alachuacounty.us

Relationship: Current County Manager and my direct supervisor while I was Deputy County Manager at Alachua County.

Ramon Gavarette

Public Work Director & County Engineer, Alachua County, Florida

Cell Phone: (863) 381-6875

Relationship: Mr. Gavarette was a direct report at Alachua County. We have known each other for about 20 years. He was the Public Works Director/County Engineer while I was in Alachua County. We were both involved in the Florida Association of County Engineers and Road Superintendents.

Sean McLendon

Strategic Initiatives Manager, Alachua County, Florida

Phone: (941) 650-0339

Relationship: Mr. McLendon was a direct report and led the County's economic development, sustainability, and special project efforts.

Tony Caggiano, PE

Vice President, NV5 Infrastructure – Florida, Alachua, Florida

Cell Phone: (864) 650-5115

Relationship: Mr. Caggiano oversees the Construction Engineering and Inspection Team for NV5. He works with the Transportation Department by completing quality control reviews and constructability reviews on designs.

Bryan Gillespie

Production Manager/IT Director, Hurley & Stewart, Kalamazoo, Michigan

Cell Phone: 269-275-1170

Relationship: Mr. Gillespie was the Transportation Department's Senior Designer. He was responsible for the most complex design work and maintained oversight of the other designers' work. Mr. Gillespie reported to me during our time at CHW Professional Consultants, later NV5.

March 1, 2026

City of Marco Island
50 Bald Eagle, Dr.
Marco Island, FL 34145-3528

Dear City Official(s):

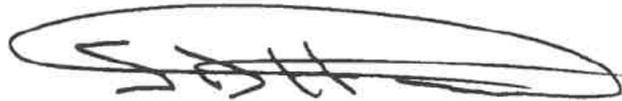
Thank you for the opportunity to apply for Marco Island's City Manager position. I am confident that my background and abilities meet the City's expectations for an energetic and enthusiastic individual with a proven track record of excellent leadership and performance-based management; an effective 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 Marco Island 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.

Marco Island'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

STANLEY D HAWTHORNE

F.S. 119.071(4)(d)2.h. Kissimmee, FL F.S. 119.071(4)(d)2.h.

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 HAWTHORNE

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.

STANLEY D HAWTHORNE

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

EMPLOYMENT APPLICATION



CITY OF MARCO ISLAND FLORIDA

50 Bald Eagle Drive
Marco Island, Florida, 34145
239-389-3969

<http://www.cityofmarcoisland.com>

Hawthorne, Stanley D - Person ID: 322579
00316 CITY MANAGER

Received: 3/1/26, 9:55 PM

For Official Use Only:

QUAL: _____

DNQ: _____

Experience

Training

Other: _____

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER	EXAM ID#: 00316	
NAME: (Last, First, Middle) Hawthorne, Stanley D	SOCIAL SECURITY NUMBER: XXX-XX-	
ADDRESS: (Street, City, State/Province, Zip/Postal Code) F.S. 119.071(4)(d)2.h. Kissimmee, Florida, F.S. 119.071(4)(d)2.h.	EMAIL ADDRESS: F.S. 119.071(4)(d)2.h.	
HOME PHONE: F.S. 119.071(4)(d)2.h.	ALTERNATE PHONE: F.S. 119.071(4)(d)2.h.	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: State: FL	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
What is your highest level of education? Master's Degree		

PREFERENCES

WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day

EDUCATION

DATES: From 7/1983 To 8/1985	SCHOOL NAME: University of Virginia	DEGREE RECEIVED: Master's
LOCATION:(City, State) Charlottesville, Virginia	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	UNITS COMPLETED: 4 - Semester
MAJOR: Public Administration		

WORK EXPERIENCE

DATES: From 1/2025 To Present	EMPLOYER: City of Pine Lake	POSITION TITLE: City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) PO Box 1325, Pine Lake, Georgia, 30072	COMPANY URL: pinelakega.net	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: Brandy Hall - Mayor	# OF EMPLOYEES SUPERVISED: 15
HOURS PER WEEK: 40	SALARY: \$10,358.00/month	
DUTIES: Chief Executive and Administrative Officer		
REASON FOR LEAVING: Closer to home		
DATES: From 4/2023 To 2/2024	EMPLOYER: City of College Park	POSITION TITLE: City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 3667 Main St, College Park, Georgia, 30337	COMPANY URL:	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
PHONE NUMBER: 4047671537	SUPERVISOR: Mayor and Council - Mayor and Council	# OF EMPLOYEES SUPERVISED: 500
HOURS PER WEEK: 40	SALARY: \$17,000.00/month	
DUTIES: Chief administrative officer overseeing 15 departments.		

REASON FOR LEAVING: Separation/Resignation due to proposed change in form of government per my employment agreement.		
DATES: From 8/2021 To 4/2023	EMPLOYER: Town of Bloomfield, Connecticut	POSITION TITLE: Town Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 800 Bloomfield Ave., Bloomfield, Connecticut, 06002		COMPANY URL: www.bloomfieldct.org
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: Town Council - Town Council	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$14,167.00/month	# OF EMPLOYEES SUPERVISED: 182
DUTIES: Chief Executive Officer of full service local governmental and educational system.		
REASON FOR LEAVING: Separation/resignation.		
DATES: From 3/2019 To 7/2021	EMPLOYER: DoyleSH Corporation	POSITION TITLE: President
ADDRESS: (Street, City, State, Zip/Postal Code) 2528 Inlet Drive, Fort Lauderdale, Florida, 33316		
PHONE NUMBER: 9546830403	SUPERVISOR: Stanley Hawthorne - President	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 1	
DUTIES: Retail and governmental contractual services self-enterprise.		
REASON FOR LEAVING: Continuing self enterprise.		
DATES: From 7/2011 To 2/2019	EMPLOYER: City of Fort Lauderdale, Florida	POSITION TITLE: Assistant City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 100 N Andrews Ave., Fort Lauderdale, Florida, 33301		
PHONE NUMBER: 9548285954	SUPERVISOR: Lee - Feldman	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$17,083.00/month	# OF EMPLOYEES SUPERVISED: 2600
DUTIES: Member of senior leadership team with oversight of Budget, Finance, Purchasing, Human Resources, Information Technology, Risk Management, Strategic Communications, Neighbor Services, and Housing and Community Development.		
REASON FOR LEAVING: Sabbatical period		
DATES: From 1/2005 To 7/2011	EMPLOYER: City of Lakeland, Florida	POSITION TITLE: Assistant City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 228 S Michigan Ave., Lakeland, Florida, 33801		
PHONE NUMBER: 8638346000	SUPERVISOR: Doug - Thomas	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$11,250.00/month	# OF EMPLOYEES SUPERVISED: 2200
DUTIES: Member of senior leadership team with oversight of Budget, Finance, Purchasing, Human Resources, Information Technology, and Risk Management.		
REASON FOR LEAVING: Job offer		
DATES: From 11/2002 To 9/2004	EMPLOYER: Sun 'n Lake of Sebring Improvement District	POSITION TITLE: District General Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 5306 Sun N Lake Blvd, Sebring, Florida, 33872		
PHONE NUMBER: 8633822196	SUPERVISOR: Board of Directors - Board of Directors	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$7,083.00/month	# OF EMPLOYEES SUPERVISED: 90
DUTIES: Responsible for hiring and supervision of district employees and the day-to-day operations of the district through various departments and in accordance with board policies, district charter and applicable laws and ordinances.		
REASON FOR LEAVING: Contract expiration		
CERTIFICATES AND LICENSES		
TYPE: Certified Government Financial Manager		
LICENSE NUMBER:	ISSUING AGENCY: GFOA	

TYPE: Senior Executive Institute	
LICENSE NUMBER: n/a	ISSUING AGENCY: University of Virginia Darden School of Business
SKILLS	
Nothing Entered For This Section	

ADDITIONAL INFORMATION
Miscellaneous NA

REFERENCES		
REFERENCE TYPE: Professional	NAME: Lee Feldman	POSITION: City Manager
ADDRESS: (Street, City, State, Zip/Postal Code)		
EMAIL ADDRESS: lfeldman1@cfl.rr.com		PHONE NUMBER: 9549992115
REFERENCE TYPE: Professional	NAME: Doug Thomas	POSITION: City Manager
ADDRESS: (Street, City, State, Zip/Postal Code)		
EMAIL ADDRESS: dthomas18@tampabay.rr.com		PHONE NUMBER: 8638609314
REFERENCE TYPE: Professional	NAME: Bianca Motley Broom	POSITION: Mayor
ADDRESS: (Street, City, State, Zip/Postal Code)		
EMAIL ADDRESS: F.S. 119.071(4)(d)2.z.		PHONE NUMBER: F.S. 119.071(4)(d)2.z.
REFERENCE TYPE: Professional	NAME: Brandy Hall	POSITION: Mayor
ADDRESS: (Street, City, State, Zip/Postal Code) PO Box 1325, Georgia, Pine Lake, 30072		
EMAIL ADDRESS: F.S. 119.071(4)(d)2.z.		PHONE NUMBER: F.S. 119.071(4)(d)2.z.

Agency-Wide Questions

1. **Have you ever been convicted of any offense against the law or received a traffic citation, including speeding?**
NO
2. **Where did you first hear about this opportunity?**
Other
3. **Were you in the U.S. Armed Forces?**
NO
4. **What branch of the U.S. Armed Forces were you in?**
5. **Dates of duty - From: (mm/dd/yy)**
6. **Dates of duty - To: (mm/dd/yy)**
7. **Reason For Discharge:**
8. **List duties in the service:**
9. **Have you previously been employed through veteran's preference?**
NO
10. **If No, do you wish to claim veteran's preference at this time? If you are claiming veteran's preference, please provide DD214.**
NO

Troy Hill
1100 County Rd. 337
Glen Rose, TX 76043
(512) 745-2813
TroyHill36@yahoo.com

February 11, 2026

Marco Island City Council
City of Marco Island
50 Bald Eagle Drive
Marco Island, FL 34145

Dear Mayor and Councilmembers,

I am writing to express my enthusiastic interest in the City Manager position with Marco Island. As a strategic municipal leader with over a decade of experience in tourism-driven economic development and city management, where I have a demonstrated record of turning vision into results attracting over 20,000 new annual visitors to Glen Rose, launching nationally recognized destination branding in Leander, and delivering fiscal and infrastructure improvements that enhance both resident quality of life and visitor appeal.

Tourism has been a cornerstone of my approach to economic revitalization and sustainable growth. In Glen Rose, I developed and branded "Christmas Town," a citywide celebration that boosted hotel occupancy tax by 20%, spurred the renovation of a 34-room historic hotel, and brought new vibrancy to our downtown. I launched music and chocolate festivals that expanded our regional draw, and I successfully connected our most visited park, Big Rocks on the Paluxy River, to the downtown square through a pedestrian trail system, making the community more walkable and appealing to visitors and residents alike.

As Mayor of Leander during its rise to the fastest-growing city in America, I led efforts to create a downtown entertainment district and leveraged strategic public-private partnerships to secure the \$1B Crystal Lagoon resort and \$700M Northline urban village. These projects not only transformed the city's brand but also elevated tourism's role in our long-term fiscal strategy.

Marco Island's exceptional natural setting, engaged citizenry, and commitment to thoughtful growth offer an ideal environment for collaborative leadership. I am confident in my ability to lead with transparency, foster a positive staff culture, and champion tourism initiatives that reflect your community's values and aspirations.

Thank you for considering my application. I would welcome the opportunity to contribute my experience and enthusiasm to Marco Island and look forward to the possibility of an interview.

Sincerely,

Troy Hill

Troy Hill

1100 County Rd. 337 • Glen Rose, TX 76043
(512) 745-2813 • TroyHill36@yahoo.com

CITY MANAGER | STRATEGIC MUNICIPAL LEADER

ICMA-Centered | Economic Growth-Focused | Transparent & Collaborative

Experienced, results-oriented municipal executive with 10+ years of leadership in full-service cities, guiding cross-departmental operations, economic development, infrastructure planning, and intergovernmental relations. Known for revitalizing downtowns, increasing tax revenues, managing multimillion-dollar budgets, and cultivating collaborative staff and council environments. Adept at navigating complex challenges, enhancing organizational performance, and achieving community-driven results in accordance with council vision, charter, and policy direction.

CORE COMPETENCIES

- Economic Development & Business Recruitment
- Budgeting & Fiscal Management (Surplus Performance)
- Downtown Revitalization & Tourism Strategy
- Staff Culture & Organizational Leadership
- Capital Planning & Infrastructure Delivery
- Zoning, Codes, and Overlay Districts
- Council Collaboration & Community Engagement
- Incentive Structuring: TIRZ, 380, PIDs, Utility Partnerships

PROFESSIONAL EXPERIENCE

- **City Manager – Lampasas, TX (Aug – Oct 2025)**
 - Cut \$260K in expenses in 30 days through contract realignment and budget streamlining.
 - Positioned city for youth sports tourism with park upgrades to boost hotel tax revenues.
 - Negotiated buyer and redevelopment vision for \$6M city-owned business park.
- **City Administrator – Glen Rose, TX (2023 – 2025)**
 - Increased sales tax by 14% and HOT tax by 20% through festivals, retail recruitment, and branding.
 - Led downtown revitalization with lighting, murals, signage, walkability, and zoning updates.
 - Attracted Starbucks, French bakery, regional restaurants, and a manufacturer to key corridors.
 - Negotiated \$5M in donated public assets: 33-acre soccer park, 7-acre riverwalk, historic civic building.

- Created Tourism initiatives with "Christmas Town" and signature events, drawing 20,000+ visitors and revitalizing a vacant hotel.
- Delivered \$590K surplus while expanding services and beautification.
- **Director of Municipal Services – Aqua Texas (2021 – 2023)**
 - Managed municipal utility partnerships statewide; closed Aqua's first Texas acquisition.
 - Advised cities on TCEQ compliance, infrastructure expansions, and funding strategies.
- **Mayor / Councilmember / TIRZ Chair – Leander, TX (2013 – 2021)**
 - Spearheaded \$1B+ in private investment including the Crystal Lagoon and Northline TOD.
 - Chaired \$300M TIRZ and authored incentive agreements to leverage commercial growth.
 - Created downtown entertainment district with restaurants, breweries, and walkability features.
 - Doubled sales tax revenue; Leander named fastest-growing city in U.S. in 2019.

SELECTED INITIATIVES

- **Transparency & Governance:** Collaborative leadership style, council alignment, and staff engagement.
- **Redevelopment & Growth:** Led adaptive reuse, corridor upgrades, and downtown walkability plans.
- **Tourism & Brand Identity:** Boosted HOT revenue with strategic festivals and destination marketing.
- **Fiscal Accountability:** Delivered budget surpluses in Glen Rose and efficiency savings in Lampasas.
- **Public-Private Partnerships:** Negotiated performance-based agreements, infrastructure cost shares, and long-term fiscal benefit deals.

EDUCATION & CREDENTIALS

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 (testing April)

- Real Estate Coursework Completed

PROFESSIONAL MEMBERSHIPS

- Member – International City/County Management Association (ICMA)
- Member – Texas Economic Development Council
- President – Leander TIRZ Board (\$300M District)

- Former Board Member – Capital Metro Transit Authority, CAMPO
- Active in Downtown, Tourism, and Historic Preservation Associations

EMPLOYMENT APPLICATION



CITY OF MARCO ISLAND FLORIDA

50 Bald Eagle Drive
Marco Island, Florida, 34145
239-389-3969

<http://www.cityofmarcoisland.com>

HILL, TROY W - Person ID: 32814828
00316 CITY MANAGER

Received: 2/11/26, 6:03 PM

For Official Use Only:

QUAL: _____

DNQ: _____

Experience

Training

Other: _____

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER		EXAM ID#: 00316
NAME: (Last, First, Middle) HILL, TROY W		SOCIAL SECURITY NUMBER: XXX-XX-
ADDRESS: (Street, City, State/Province, Zip/Postal Code) 1100 County Road 337, Glen Rose, Texas, 76043		EMAIL ADDRESS: Troyhill36@yahoo.com
HOME PHONE: 5127452813	ALTERNATE PHONE: 5125766983	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: State: TX	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
What is your highest level of education? Bachelor's Degree		

PREFERENCES

WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Weekends

EDUCATION

DATES: From 1/2019 To 5/2022	SCHOOL NAME: OU Economic Development Institute	
LOCATION:(City, State) Norman, Oklahoma	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Certification
MAJOR: Economic Development		UNITS COMPLETED: 110 - Quarter
DATES: From 1/1984 To 12/1988	SCHOOL NAME: Texas State University	
LOCATION:(City, State) San Marcos, Texas	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Public Administration / Urban and Regional Planning		UNITS COMPLETED: 120 - Semester

WORK EXPERIENCE

DATES: From 8/2025 To 10/2025	EMPLOYER: City of Lampasas, TX	POSITION TITLE: City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 312 E. Third, Lampasas, Texas, 76550		COMPANY URL: www.lampasas.org
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: Herb Pearce - Mayor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$14,000.00/month	# OF EMPLOYEES SUPERVISED: 165
DUTIES: Supervised all Directors. Managed budgets and all economic development. Advised Council on best practices.		
REASON FOR LEAVING: I felt certain things were kept from me during the interview process concerning finances and I learned the city is headed for default and Council does not want to address ways of preventing it. I felt we were too far apart on this and that constructive solutions were not possible.		
DATES: From 10/2023 To 9/2025	EMPLOYER: City of Glen Rose	POSITION TITLE: City Administrator/Economic Development

		Director
ADDRESS: (Street, City, State, Zip/Postal Code) 201 NE Vernon, Glen Rose, Texas, 76043		COMPANY URL: www.glenrosetexas.org
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: Dee Conrad - Mayor Pro-Tem	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$11,000.00/month	# OF EMPLOYEES SUPERVISED: 25

DUTIES:
Management of staff, economic development, planning, development services, and budget. Manage all Directors. Report to Council on activities. Prepare and submit grants. Write incentive agreements. Represent city. Advise Council.

REASON FOR LEAVING:
I love Glen Rose but felt I had improved the city dramatically and wanted new challenges. An opportunity with Lampasas came along and I felt I could help the city.

DATES: From 8/2021 To 11/2023	EMPLOYER: Aqua Texas	POSITION TITLE: Municipal Services Director
ADDRESS: (Street, City, State, Zip/Postal Code) 1106 Clayton Rd #400, Austin, Texas, 78723		COMPANY URL: www.aquawater.com
PHONE NUMBER: 15129904400	SUPERVISOR: Craig Blanchette - State President	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$10,000.00/month	# OF EMPLOYEES SUPERVISED: 2

DUTIES:
Director for state of Texas. I worked with cities to form public private partnerships to become the provider for water and wastewater services. My duties include preparing pro-formas for our investment committee, working with city staffs and elected officials, doing presentations for Councils and the public, and on-site inspections of facilities.

REASON FOR LEAVING:
I have a passion for building cities, so when my name was given to Mayor in Glen Rose and they made an offer I jumped at the chance.

DATES: From 3/2017 To 9/2021	EMPLOYER: Self employed	POSITION TITLE: Consultant
ADDRESS: (Street, City, State, Zip/Postal Code) 2049 Texas Sage St., Leander, Texas, 78613		
PHONE NUMBER: 5127452813	SUPERVISOR: Troy Weldon Hill Jr. - Consultant	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$10,000.00/month	# OF EMPLOYEES SUPERVISED: 0

DUTIES:
Contracted sales and management work for large companies that needed expertise but did not want to hire full time employees.

REASON FOR LEAVING:
Better opportunity.

DATES: From 6/2018 To 5/2021	EMPLOYER: City of Leander	POSITION TITLE: Mayor
ADDRESS: (Street, City, State, Zip/Postal Code) 105 N. Brushy, Leander, Texas, 78641		COMPANY URL: www.leandertx.gov
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: Leander residents - Mayor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 372	

DUTIES:
Overseeing City Manager and staff. Setting high level direction for city. Recruiting businesses to city. Make ordinances, guidelines and plans for city. Spokesperson for city. Represent city at functions. Guide Council.

Highlights:

#1 in nation for growth 2019-2020
Grew sales tax 30% since 2018.
Lowered tax rate while increasing assets of city.
Brought in \$1B mixed use Development around a crystal lagoon.
Have additional 750,000 feet of retail in planning stages now.

REASON FOR LEAVING:
Term ended in May of 2021.

CERTIFICATES AND LICENSES

Nothing Entered For This Section

SKILLS

OFFICE SKILLS:

Typing:
Data Entry:

OTHER SKILLS: Microsoft Office - Expert - 15 years and 0 months Placer AI - Expert - 3 years and 1 months
LANGUAGE(S): German : Speak , Read , Write
ADDITIONAL INFORMATION
Professional Associations Texas Economic Development Council ICMA

REFERENCES		
REFERENCE TYPE: Professional	NAME: Marci Cannon	POSITION: Commercial Realtor
ADDRESS: (Street, City, State, Zip/Postal Code) Texas, Leander, 78641		
EMAIL ADDRESS: mcannon18@gmail.com		PHONE NUMBER: 512-422-5870
REFERENCE TYPE: Professional	NAME: Tom Baglio	POSITION: Xerox Brand Protection
ADDRESS: (Street, City, State, Zip/Postal Code)		
EMAIL ADDRESS: Thomas.Baglio@xerox.com		PHONE NUMBER: 585-456-5353
REFERENCE TYPE: Professional	NAME: Chris Holzhausen	POSITION: Real Estate Professional
ADDRESS: (Street, City, State, Zip/Postal Code) Texas, Leander, 78641, Texas, New Braunfels		
EMAIL ADDRESS: holzhausenchris@yahoo.com		PHONE NUMBER: 512-217-4663
REFERENCE TYPE: Professional	NAME: Chip Goslin	POSITION: Somervell County Commissioner
ADDRESS: (Street, City, State, Zip/Postal Code) Texas, Leander, 78641, Texas, New Braunfels, Texas, Glen Rose, 76043		
EMAIL ADDRESS: chip.goslin@somervell.co.us		PHONE NUMBER: 213-595-2447
REFERENCE TYPE: Professional	NAME: Jason Shaw	POSITION: IT Professional
ADDRESS: (Street, City, State, Zip/Postal Code) Texas, Leander, 78641, Texas, New Braunfels, Texas, Glen Rose, 76043, Texas, Liberty Hill		
EMAIL ADDRESS: cjshaw@yahoo.com		PHONE NUMBER: 1910574424

Agency-Wide Questions

1. **Have you ever been convicted of any offense against the law or received a traffic citation, including speeding?**
Yes
2. **Where did you first hear about this opportunity?**
Other
3. **Were you in the U.S. Armed Forces?**
NO
4. **What branch of the U.S. Armed Forces were you in?**
5. **Dates of duty - From: (mm/dd/yy)**
6. **Dates of duty - To: (mm/dd/yy)**
7. **Reason For Discharge:**
8. **List duties in the service:**
9. **Have you previously been employed through veteran's preference?**
NO
10. **If No, do you wish to claim veteran's preference at this time? If you are claiming veteran's preference, please provide DD214.**
NO

February 8, 2026

City of Marco Island
50 Bald Eagle Dr
Marco Island, FL 34145-3528

RE: City Manager position

Dear Mayor and Members of the City Council,

I am writing to express my interest in the City Manager position with the City of Marco Island. I offer extensive executive-level municipal leadership experience, a steady and collaborative management style, and a strong commitment to transparent, accountable local government.

Throughout my career, I have served in senior leadership roles within council-manager organizations, overseeing complex municipal operations, guiding policy implementation, and working closely with elected officials to translate community priorities into effective action. My experience includes full responsibility for organizational leadership, budget development and administration, labor relations, and the delivery of core municipal services.

I place a high value on fiscal stewardship, clear communication, and building trust—both within the organization and with the community. I work to foster a professional culture that emphasizes accountability, service excellence, and respect for the distinct roles of the City Council and the City Manager. I am particularly comfortable advising governing bodies on policy matters while ensuring operational execution remains disciplined, lawful, and aligned with adopted goals.

Marco Island's character as a coastal, service-oriented community with engaged residents and seasonal dynamics strongly aligns with my background and leadership approach. I would welcome the opportunity to bring stable, thoughtful leadership to the organization while supporting the City Council's vision for the community.

Thank you for your consideration. I would appreciate the opportunity to discuss how my experience and approach may serve the City of Marco Island.

Sincerely,



William M. Homka

F.S 119.071(4)(d)2.h.

WILLIAM HOMKA

Executive Municipal Leader | City Management | Fiscal & Organizational Stabilization

F.S 119.071(4)(d)2.h.

SUMMARY

Senior municipal executive with extensive experience stabilizing organizations, advising elected bodies, managing complex operations, and leading professional staff in full-service cities. Known for sound judgment, transparent communication, and disciplined fiscal management in politically complex environments.

CORE EXPERIENCE

CITY OF UNALASKA – Unalaska, AK

CITY MANAGER | 2023–2025

Chief administrative officer for a full-service municipality with a fluctuating population (4,100–12,000) and significant seasonal industry demands; 200+ employees.

- Directed all municipal operations; advised City Council and implemented policy direction
- Managed \$80M operating and proprietary budgets and oversight of a \$200M investment portfolio
- Supervised and rebuilt executive leadership team; hired approximately 90% of department heads
- Prepared and presented annual operating and capital budgets; reported regularly on fiscal condition
- Negotiated five collective bargaining agreements covering 160 employees
- Reduced vacancy rates from over 30% to approximately 11%
- Oversaw enterprise funds and utilities; stabilized power grid and reduced outages from 24 to 1 annually
- Secured major capital funding including \$13M for Captains Bay Road and \$12M for harbor improvements
- Established a \$40M Fiscal Sustainability Fund to support long-term financial stability
- Represented the City with state and federal agencies; coordinated legislative advocacy

ASSISTANT CITY MANAGER | 2022–2023

- Directed administrative services including HR and risk management
- Served as Acting City Manager
- Resolved employment and operational disputes; improved internal policies

PLANNING DIRECTOR | 2017–2022

- Managed planning, zoning, economic development, and emergency management
- Administered a \$200M five-year capital improvement program
- Modernized GIS and online services; led community transit and housing initiatives

PRIOR MUNICIPAL & REGIONAL EXPERIENCE

CITY OF AZTEC – Aztec, NM

COMMUNITY DEVELOPMENT DIRECTOR | 2014–2016

- Led economic development, planning, and tourism functions
- Developed business incubator framework and regional partnerships

CITY OF TOLEDO – Toledo, OH

CONSULTANT | 2013–2014

- Prepared corridor redevelopment plan; presented findings to City Council

HANCOCK REGIONAL PLANNING COMMISSION – Findlay, OH

DIRECTOR | 2004–2012

- Managed regional planning agency and 22-member board
- Administered \$4M FEMA mitigation program; acquired 40+ floodplain properties
- Completed comprehensive plan and zoning rewrite

TOLEDO–LUCAS COUNTY PLAN COMMISSIONS – Toledo, OH

PRINCIPAL PLANNER | 1994–2004

- Led redevelopment planning and large-scale urban projects

EDUCATION

M.A., City and Regional Planning – The Ohio State University

B.A., Sociology – The Ohio State University

CERTIFICATIONS (PAST)

AICP – American Institute of Certified Planners

CFM – Certified Floodplain Manager

SELECTED LEADERSHIP

President / Vice President, Iliuliuk Family and Health Services (2018–2024)

Region 6 Representative, Alaska APA (2019–2023)

EMPLOYMENT APPLICATION



CITY OF MARCO ISLAND FLORIDA

50 Bald Eagle Drive
Marco Island, Florida, 34145
239-389-3969

<http://www.cityofmarcoisland.com>

HOMKA, WILLIAM M. - Person ID: 19080155
00316 CITY MANAGER

Received: 2/8/26, 1:13 PM

For Official Use Only:

QUAL: _____

DNQ: _____

Experience

Training

Other: _____

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER	EXAM ID#: 00316	
NAME: (Last, First, Middle) HOMKA, WILLIAM M.	SOCIAL SECURITY NUMBER: XXX-XX-	
ADDRESS: (Street, City, State/Province, Zip/Postal Code) F.S 119.071(4)(d)2.h. Farmington, New Mexico, F.S 119.071(4)(d)2.h.	EMAIL ADDRESS: F.S 119.071(4)(d)2.h.	
HOME PHONE: F.S 119.071(4)(d)2.h.	ALTERNATE PHONE: F.S 119.071(4)(d)2.h.	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: State: AK	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
What is your highest level of education? Master's Degree		

PREFERENCES

WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day, Evening, Weekends, On Call (as needed)

EDUCATION

DATES: From 9/1990 To 6/1992	SCHOOL NAME: The Ohio State University	DEGREE RECEIVED: Master's
LOCATION:(City, State) Columbus, Ohio	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	UNITS COMPLETED: 90 - Quarter
MAJOR: City and Regional Planning		
DATES: From 9/1987 To 8/1989	SCHOOL NAME: The Ohio State University	DEGREE RECEIVED: Bachelor's
LOCATION:(City, State) Columbus, Ohio	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	UNITS COMPLETED: 180 - Quarter
MAJOR: Sociology/Architecture		
DATES: From 9/1983 To 5/1987	SCHOOL NAME: Kent State University	DEGREE RECEIVED: Bachelor's
LOCATION:(City, State) Kent, Ohio	DID YOU GRADUATE? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	UNITS COMPLETED: 90 - Semester
MAJOR: Architecture/Sociology		

WORK EXPERIENCE

DATES: From 5/2023 To 11/2025	EMPLOYER: City of Unalaska	POSITION TITLE: City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 43 Raven Way, Unalaska, Alaska, 99685	COMPANY URL: unalaska.gov	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: Vincent Tutiakoff - Mayor	# OF EMPLOYEES SUPERVISED: 11
HOURS PER WEEK: 40	SALARY: \$18,333.00/month	
DUTIES: •Managed \$80M operating and proprietary budgets and \$200M investment portfolio with transparent communication to council and		

community

- Built and restructured a diverse executive leadership team; hired/realigned 90% of team
- Improved operational alignment and executive collaboration
- Mentored department directors to strengthen budgeting, communications, and public engagement
- Required quarterly readiness training at the EOC
- Terminated underperforming managers to rebuild accountability and morale

Budgeting, Lobbying, and representation of Unalaska on business and travel

Strategic Projects and Decision Making

Infrastructure, Capital and Problem Solving

Labor Relations, HR and Risk Management

Fiscal Sustainability

External Partnerships and Advocacy

REASON FOR LEAVING:

Resigned

DATES: From 10/2022 To 5/2023	EMPLOYER: City of Unalaska	POSITION TITLE: Assistant City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 43 Raven Way, Unalaska, Alaska, 99685		COMPANY URL: unalaska.gov
PHONE NUMBER: 907-581-1252	SUPERVISOR: Chris Hladick - Interim City Manager	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$13,750.00/month	# OF EMPLOYEES SUPERVISED: 5

DUTIES:

Directed City Operations, the Risk Management and Human Resources Departments

Served as City Manager when Interim was off island (frequently)

Prepared City Council Packets in coordination with City Clerk

Settled labor / HR issues

REASON FOR LEAVING:

Promoted

DATES: From 2/2017 To 10/2022	EMPLOYER: City of Unalaska	POSITION TITLE: Director of Planning
ADDRESS: (Street, City, State, Zip/Postal Code) 43 Raven Way, Unalaska, Alaska, 99685		COMPANY URL: unalaska.gov
PHONE NUMBER: 907-581-1252	SUPERVISOR: Erin Reinders - City Manager	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$9,800.00/month	# OF EMPLOYEES SUPERVISED: 4

DUTIES:

- Secretary to Planning Commission & Historic District Commission
- Guide physical development & oversee other initiatives for administration & City Commission
- Assist with emergency response planning for Unalaska's participation in state-wide drills
- Emergency Operations Center Team, COVID-19 Planner
- Coordinate \$200 M Five Year Capital Improvement Plan
- Manage real estate leasing for city owned land, developable tidelands, & easements
- Prepare updates to zoning ordinance & comprehensive plan
- Administer Community Support Grant, CARES ACT, and other grant programs
- Lead and support economic development initiatives

REASON FOR LEAVING:

Promoted

DATES: From 4/2014 To 6/2016	EMPLOYER: City of Aztec, Community Development Department	POSITION TITLE: Director of Community, Economic Development & Tourism
ADDRESS: (Street, City, State, Zip/Postal Code) 201 W. Chaco Street, Aztec, New Mexico, 87410		COMPANY URL: http://www.aztecm.gov/communitydevelopment/department.html
PHONE NUMBER: 505-334-7605	SUPERVISOR: Josh Ray - City Manager	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$5,916.00/month	# OF EMPLOYEES SUPERVISED: 5

DUTIES:

Supervise employees in the Community Development office and the Visitors Center;

Prepare the budgets for the respective operations;

Analyze planning and zoning applications;

Participate in the capital projects planning committee;

Prepare staff summary reports and present them to the City Commission;

Work with businesses to successfully obtain all clearances and permits to open in Aztec;

Work with the general public at the counter and over the phone to answer questions and respond to proposals;

Work with developers and licensed professionals to guide them toward successful projects and/or application submittals;

Lead the city's review in-house administrative review team of professionals to gather professional comments related to utilities, easements, and other services to a site for development;

Work with multiple levels of governmental agencies, including San Juan County and the State of New Mexico (various departments) on mutual projects including Capital Planning, development of standards, and other land use and policy development roles;

Review the subdivision of land within the city of Aztec and its 3 mile jurisdiction, and coordinate some reviews with the San Juan County Subdivision Officer
 Serve as the City of Aztec's Certified Floodplain Administrator
 Negotiate acquisition of property;
 Develop new economic development programs and policies;
 Prepare grants applications to various sources & manage any awards for program requirements provide quarterly reviews
 Maintain knowledge of best practices for planning, development, and related functions
 Review State of New Mexico Laws and suggest text amendments to the city's planning and zoning ordinances, sign ordinance, subdivision ordinance, and other areas.

REASON FOR LEAVING:

Termination. The city's budget shortfall is serious. There were 100 employees when I was hired and only 80 when I left. The city manager thought a master plan & new city zoning ordinance was possible in the two year time frame. Even with a small staff and progress on these and several large projects the manager was not satisfied.

DATES: From 5/2013 To 11/2014	EMPLOYER: Self Employed Consultant/City of Toledo	POSITION TITLE: Consultant
ADDRESS: (Street, City, State, Zip/Postal Code) One Government Center Suite 1800, Toledo, Ohio, 43604		COMPANY URL: http://toledo.oh.gov/services/neighborhoods/
PHONE NUMBER: 419-245-1400	SUPERVISOR: Alan Cox - Manager Neighborhoods	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 10	SALARY: \$1,000.00/month	# OF EMPLOYEES SUPERVISED: 2

DUTIES:

Retained to develop an Economic Development Plan for the Sylvania Avenue Corridor in West Toledo
 Coordinated data preparation and analysis among several city departments and other public agencies, including GIS mapping
 Programmed action steps, time frame and accountability for community goals obtained at public meetings
 Proposed way finding, gateways, and external connections via bike-ways rendered by Architect partner
 Sylvania Avenue Corridor Plan was adopted by Toledo City Council in November 2014

REASON FOR LEAVING:

Contract Complete. In October 2014 Toledo City Plan Commission reviewed & recommended adoption to Toledo City Council, which adopted the Sylvania Avenue Corridor Plan as an amendment to the Toledo Master Plan in November, 2014

DATES: From 8/2004 To 10/2012	EMPLOYER: Hancock Regional Planning Commission	POSITION TITLE: Director
ADDRESS: (Street, City, State, Zip/Postal Code) 318 Dorney Plaza Room 30, Findlay, Ohio, 45840		COMPANY URL: www.hancockrpc.org
PHONE NUMBER: 419-424-7094	SUPERVISOR: Herb Stump - President	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$6,833.00/month	# OF EMPLOYEES SUPERVISED: 23

DUTIES:

Prepared all materials for distribution to the Board of Directors;
 Supervised agency employees;
 Prepared agency budget and approved Purchase Orders and budget amendments;
 Managed all projects with funding through our office;
 Monitored prevailing wage requirements on Federal funded projects;
 Served on several city and county committees, including Airport, Parks & Rec, and Transportation;
 Worked with the County Engineer to review variances to the Access Management Regulations, which I drafted and managed through to adoption;
 Coordinated a US Department of Labor program with the County Workforce Development Program, where I hired 15 people on a rotating basis to learn basic job re-entry skills while cleaning up flood debris;

Achievements:

Successfully authored/implemented Findlay's first zoning code and comprehensive plan re-writes since 1955;
 Managed city/county grant collaboration to the community benefit of over \$22 million in awards
 Increased agency membership from two primary members (7%) to 18 members (60%)
 Restored agency's working relationship with numerous other public and private agencies and developers
 Worked with State of Ohio to rebuild integrity of two public loan programs;
 Served as administrator to three Revolving Loan Programs
 Increased HRPCs budget, staff, and capacity while reducing the cost to the city and county general funds by diversifying the funding base from 95% to 36%
 Co-Chair of the City and County TIRC (Tax Incentive Review Committee) along with County Auditor
 Assisted over 15 businesses obtain over \$6 million in public financing and create over 300 new jobs
 Diversified HRPCs Board of Directors from predominantly men to include women and minorities

REASON FOR LEAVING:

Political termination. New city and county administrations elected out of frustration over former administrations' changes to economic development structure, which I oversaw.

DATES: From 11/2008 To 7/2010	EMPLOYER: Hancock County Office of Economic Development	POSITION TITLE: Director
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ADDRESS: (Street, City, State, Zip/Postal Code) 318 Dorney Plaza Room 304, Findlay, Ohio, 45840		COMPANY URL: www.hancockrpc.org
PHONE NUMBER: 419-424-7094	SUPERVISOR: Dr. Emily Walton - Former County Commissioner	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 2	

DUTIES:

This position was a dual position added to my duties as the Director of HRPC for 18 months;
Created a functional and successful public economic development agency;
Worked with developers - large and small- to locate potential sites, acquire financial incentives from the State of Ohio and the City / County;
Worked with staff to develop a GIS data system that identified potential development sites, owners, and associated development information for advanced on-line marketing;
Developed a fluent working relationship with decision makers at the State of Ohio;

Successfully:

Captured \$38 million in investment and created 600 new jobs in 18 months;
Directed Economic Development Office concurrently with HRPC, with no additional budget or staff;
Organized seven counties to participate in an economic development study of the US 30 Corridor;
Increased Ohio CDBG-ED awards to businesses in service area, surpassing all other Ohio communities in 2008-2009

REASON FOR LEAVING:

Program Terminated

DATES: From 11/1994 To 8/2004	EMPLOYER: Toledo Lucas County Plan Commissions	POSITION TITLE: Principal Planner
ADDRESS: (Street, City, State, Zip/Postal Code) One Government Center Suite 1620, Toledo, Ohio, 43604		COMPANY URL: www.toledo.oh.gov
PHONE NUMBER: 419-245-1200	SUPERVISOR: Eugene H. Naujock, Retired - Planning Manager	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$5,000.00/month	# OF EMPLOYEES SUPERVISED: 3

DUTIES:

Worked effectively with neighborhood organizations and city departments to create over 15 plans
Created Historic Preservation Program by unifying design review commissions and non-profit organizations
Achieved Toledo's designation as a Certified Local Government by the State of Ohio
Supervised professional staff, intern program, and made recommendations to City Plan Commission
Prepared Stickney Urban Renewal Plan for Daimler Chrysler's new \$1.1 billion auto assembly facility
Advised and partnered with numerous elected officials and department supervisors on planning issues
Prepared grant applications to HUD, assisted with the Consolidated Plan and other needs assessments
Collaborated with several neighborhood 501 (c) 3 organizations on low income tax credit housing projects
Reviewed development proposals, zone changes, and other current planning services

REASON FOR LEAVING:

Accepted position as Director of HRPC in Findlay, OH

CERTIFICATES AND LICENSES

TYPE:

Certified Floodplain ManagerCFM

LICENSE NUMBER:**ISSUING AGENCY:****TYPE:**

• CDBG- Small Cities Certification

LICENSE NUMBER:**ISSUING AGENCY:**

State of Ohio - Office of Housing and Community Partnerships

TYPE:

• AICP - American Institute of Certified Planners

LICENSE NUMBER:

111897

ISSUING AGENCY:

American Institute of Certified Planning - APA

SKILLS

OFFICE SKILLS:Typing:
Data Entry:**OTHER SKILLS:**AutoCad - Intermediate - 6 years and 0 months
GIS - Intermediate - 6 years and 0 months**LANGUAGE(S):**

Spanish : Speak , Read , Write

ADDITIONAL INFORMATION

Professional Associations

American Institute of Certified Planners
 American Planning Association
 Association of State Floodplain Managers
 International Economic Development Council

Honors & Awards

James Lee Witt Local Award For Excellence Recipients June, 2009

Honors & Awards

Best Promotional Event - Findlay Downtown Tour May, 2009
 Ohio Main Street - Heritage Ohio

Honors & Awards

Association of State Floodplain Managers

REFERENCES

REFERENCE TYPE: Professional	NAME: Noel Rea	POSITION: General Manager KTBC Health Services, Executive Director RISE Wellness
ADDRESS: (Street, City, State, Zip/Postal Code) 10630 East Tree Drive, Alaska, Anchorage, 99507		
EMAIL ADDRESS: noel@alaskan.com		PHONE NUMBER: 9073051035
REFERENCE TYPE: Professional	NAME: Natalie Cale	POSITION: CEO- Ounalashka Corporation
ADDRESS: (Street, City, State, Zip/Postal Code) 745 W. 4th Avenue, Suite 306, Alaska, Anchorage, 99501		
EMAIL ADDRESS: calelaw@gci.net		PHONE NUMBER: 9079477105
REFERENCE TYPE: Professional	NAME: Anthony Longo	POSITION: City Councilman - Unalaska
ADDRESS: (Street, City, State, Zip/Postal Code) 745 W. 4th Avenue, Suite 306, Alaska, Anchorage, 99501, Alaska, 99685		
EMAIL ADDRESS: F.S. 119.071(4)(d)2.z.		PHONE NUMBER: F.S. 119.071(4)(d)2.z.
REFERENCE TYPE: Professional	NAME: James Sharpe	POSITION: Interim Finance Director
ADDRESS: (Street, City, State, Zip/Postal Code) 745 W. 4th Avenue, Suite 306, Alaska, Anchorage, 99501, Alaska, 99685, Washington		
EMAIL ADDRESS: pauserefresh712@comcast.net		PHONE NUMBER: 3604213607
REFERENCE TYPE: Professional	NAME: Roger Blakeley	POSITION: Director of Parks, Culture & Recreation - Unalaska
ADDRESS: (Street, City, State, Zip/Postal Code) 745 W. 4th Avenue, Suite 306, Alaska, Anchorage, 99501, Alaska, 99685, Washington, Alaska, Unalaska, 99685		
EMAIL ADDRESS: rogerblakeley57@gmail.com		PHONE NUMBER: 9073591297

Agency-Wide Questions

1. **Have you ever been convicted of any offense against the law or received a traffic citation, including speeding?**
Yes
2. **Where did you first hear about this opportunity?**
Internet
3. **Were you in the U.S. Armed Forces?**
NO
4. **What branch of the U.S. Armed Forces were you in?**
NA
5. **Dates of duty - From: (mm/dd/yy)**
NA
6. **Dates of duty - To: (mm/dd/yy)**
NA
7. **Reason For Discharge:**
NA
8. **List duties in the service:**
NA
9. **Have you previously been employed through veteran's preference?**

NO

10. **If No, do you wish to claim veteran's preference at this time? If you are claiming veteran's preference, please provide DD214.**

NO

February 11, 2026

Subject: Recruitment for City Manager, City of Marco Island, FL

Dear City Council Members:

Thank you for considering me for this opportunity with Marco Island. I've appreciated learning about Marco Island and the responsibilities of this position. I am eager to continue exploring this role and how I could contribute to Marco Island's continued success as a valuable leader. As mentioned, I am seeking to broaden my leadership experience with new challenges in municipal government. I am passionate about innovation, strategic thinking, and effective operations for superior citizen experiences.

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 Marco Island'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 Marco Island team. Thank you, again, for your consideration.

Sincerely,

Brian Kelley

F.S. 119.071(4)(d)2.h.

Brian Kelley

F.S. 119.071(4)(d)2.h.

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 MANAGER**FEBRUARY 2002 TO MAY 2003****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

References for Brian Kelley

Supervisors

Shane Pace, City Manager, Sandy City, UT
801.201.2034

Monica Zoltanski, Mayor, Sandy City, UT
F.S. 119.071(4)(d)2.z.

Direct Reports

Jason Nelson, IT Director, Sandy City, UT
801.691.3605

Brett Neumann, Budget and Business Intelligence Director, Sandy City, UT
801.455.4550

Peers

Ryan McConaghie, Fire Chief, Sandy City, UT
F.S. 119.071(4)(d)2.d.

Tom Ward, Public Utilities Director, Sandy City, UT
801.243.5609

Please allow me to notify my reference before contacting them. Thank you.

Casey Lucius, Ph.D.

F.S. 119.071 (5)(k)1.a.(II)

February 27, 2025

Dear Marco Island City Council,

The attached resume will outline my experience and qualifications for the position of City Manager with the City of Marco Island. This letter serves to tell you why I'm interested in this position and what I love about Marco Island.

The residents: My favorite quote is by George Bell, "You can pretend to care, but you can't pretend to show up." Our residents show up. They show up when they want a baseball field, water quality, quiet neighborhoods, and sometimes just to keep us all accountable. We may not always agree, but when our residents show up, it means they care, and they make us all focus on being better.

The community: Marco Island is led by seven elected Council members, but it is also led by a very robust group of business owners, volunteers, and donors. When I think about the community, I think about the Chamber of Commerce, the Marco Island Center for the Arts, the Historical Society, Al's Pals, MICA, Our Daily Bread, and the many faith organizations – all of which serve the members of our community. Marco Island is not just a City, it's a community. Marco Island is a special place because of the people who lead the organizations and the residents who participate in making this a true paradise.

The staff: During Hurricanes Ian, Milton, and Helene, our staff slept on cots at the Police and Fire Stations, in the Water Department, and at Mackle Park. They worked around the clock for weeks in the aftermath of each storm, clearing debris, assisting residents stuck in condos without working elevators, tracking boats in front yards, fixing infrastructure, expediting permits, and so much more. City staff leave their own homes and families to serve our residents in times of need. They are committed to the City, they are hardworking, and I truly appreciate each one of them. I would be honored to lead them as the next City Manager.

I believe the City Manager has three core functions: 1) advise the City Council in policy facilitation and implementation, 2) ensure staff effectiveness, and 3) productively engage the community. As the City Manager, in my first year, I would focus the Council's

efforts on generating a sustainable revenue source for the future to minimize impact from State legislation or economic recession. In leading the staff, I will ensure staff vacancies are filled with quality candidates and set standards for customer service and professional integrity. In all of my dealings I will keep an open line of communication with Councilors and be fully transparent with the public.

If I'm appointed as the next City Manager of Marco Island, I would be the 14th appointment since 1997. It would be my goal to bring stability and continuity to the City Council and staff, for the long term. Having been a City Council member and a City Manager (Interim), I understand the roles, pressures and constraints of the elected body and staff. This knowledge will bring discipline and rigor to the office of the City Manager.

Thank you for the opportunity to serve as Assistant City Manager and Interim City Manager over the past six years. I am grateful for the trust you have placed in me, and I look forward to continuing to support the City Council and Councils in the future. Day in and day out, I will show up for our staff and our community.

Sincerely,

Casey Lucius

Casey Lucius, Ph.D.

F.S. 119.071 (5)(k)1.a.(II)

Experience

NOVEMBER 2025 – PRESENT

Interim City Manager / City of Marco Island

- Responsibility for \$34M General Fund budget, \$4M special revenue fund, \$36M enterprise fund
- Responsible for 267 employees and \$260M in total City assets
- Eleven direct reports; Police, Fire, Water/Sewer, Public Works, Finance, Community Affairs, IT, HR, Fleet/Facilities, Purchasing/Risk, City Clerk
- Weekly meetings and regular communication with seven Councilors
- Started weekly column in *Coastal Breeze News* answering questions posed by residents
- Started twice monthly City Manager reports on the Council agenda
- Facilitated a goal setting workshop with City Council; identifying six common goals for 2026
- Engaged Bond Counsel and outlined plan to pursue a transportation bond referendum
- Initiated negotiations with the County to increase revenue from impact fees
- Coordinated with the City of Naples, Collier County, and FDOT on the Naples Pier project to avoid road closures on Marco Island
- Attend regular community events and speaking engagements

MARCH 2020 – NOVEMBER 2025

Assistant City Manager / City of Marco Island

- Served as “Assistant to the City Manager” for one year before being promoted to Assistant CM
- Four direct reports: IT, HR, Fleet and Facilities, and Purchasing and Risk; responsibility for Executive, Legal, and Legislative budgets
- Transitioned from City owned vehicles to lease program, estimated savings is \$100,000 per year
- Identified and sold surplus real property (vacant parcels) generating approx \$1M in revenue
- Initiated and executed MOUs between the City and Naples Botanical Gardens, American Legion Post 404, and Collier County Public Schools, saving the City approximately \$600,000 in maintenance projects.
- Oversaw legislative affairs and work with the City’s lobbyist and Collier Legislative Delegation to secure over \$3M to support water quality capital projects.
- Lead negotiator in Fire Union Collective Bargaining Agreement negotiations 2025-2028.

- In coordination with City Manager, hired executive leadership including Purchasing/Risk, Public Works Director, IT Director, Fire Chief, City Clerk, Fleet/Facilities Manager, HR & Finance Directors
- Conducted two employee engagement surveys and one citizen satisfaction survey; developed follow-up planning cell and workplan based on survey results
- Led five high quality employee investigations between 2021 and 2023 resulting in the resignation and termination of several negligent employees
- Led City-wide communications strategy implementing a new City mobile app and new City website with newsletter, email blast, social media, and app notifications
- Completed all required FEMA training including advanced communications course; serve in EOC during emergencies as Joint Information Center lead; worked with NCH Urgent Care to set up temporary shelter during Hurricane Ian
- Developed and analyzed proposal for City Council including vacation rental registration, salary study recommendations, code fining and collection process, sidewalk maintenance, City-run health clinic, purchase of City Hall Annex, presentation of FY25 and FY26 operating budgets
- Regularly spoke to various civic groups and attended public events
- Presented at multiple FCCMA and ICMA Annual Conferences

2018-2020

Director of Learning and Development / Moorings Park, Naples

- Supported the organization of 800 employees, 4,000 residents (\$130M budget); designed and led all organizational professional development; reported to Vice President
- Used online training software to teach courses, track attendance, and measure outcomes.
- Courses included customer service, dealing with difficult people, public engagement, conducting performance evaluations, supervisory skills, managing up, and leadership development.

2017-2020

Independent Consultant / Launch Learning Systems, Naples

- Led strategic planning workshops with Leadership Collier Foundation, City of Mary Esther, Naples Therapeutic Riding Center
- Training webinars and conference presentations with the FL Public Pension Trustee Association, FL Association of City Clerks, Youth Haven Southwest FL

2012-2016

City Council Member / Pacific Grove, CA

- Pacific Grove is on the Monterey Peninsula, a wealthy coastal community of 18,000 residents and a \$35M budget
- Develop a 10-year infrastructure plan, approved union contracts and annual City budget
- Served on Fort Ord Land Reuse Authority (\$21M budget); responsible for oversight of land redevelopment including a VA cemetery, conservation lands, and jurisdictional water rights

Casey Lucius

2009 - 2016

Professor, National Security Decision Making / Naval War College, Monterey, CA

Taught graduate level courses to military officers from all branches of service. Led a department of 4 professors and approximately 350 students per year. Published two books, one book chapter, and dozens of peer-reviewed articles. Presented at several academic conferences.

2006-2008

Chief of Staff to US Ambassador / US Embassy Hanoi, Vietnam

Worked for the State Department supporting US Ambassador to achieve policy priorities in Asia. Traveled with the Ambassador to 40+ provinces, meetings with foreign counterparts, cross-departmental collaboration, and policy research. Developed an online system to track tasks with department heads.

1998-2005

Naval Intelligence Officer/ US Navy, Active Duty

Stationed on USS Stennis Aircraft Carrier, deployed to Persian Gulf in support of U.N. sanctions. Supervised 30+ intelligence specialists and served as Maritime Interdiction Officer. Assigned to Pacific Fleet HQ at Pearl Harbor, presented daily intelligence briefings to the Commander of the Pacific Fleet (4-star Admiral). Assigned to Naval Postgraduate School for Masters in National Security Studies.

1997-1998

Legislative Assistant/ Ohio House of Representatives, Columbus

Assistant to State Representative, duties included speech writing, constituent engagement, and policy research.

Education

Ph.D., Political Science / University of Hawaii, Honolulu, 2007

M.A., National Security Affairs / Naval Postgraduate School, Monterey, CA, 2001

Graduate Certificate, HR Strategic Leadership / Cornell University, online, 2018

B.A., Political Science / Ashland University, Ashland, OH, 1997

Joint Professional Military Education, US Naval War College, 2001

Vietnamese Language Program, Foreign Service Institute, 2005

Affiliations

Member of International City Management Assn (ICMA), FL City Management Assn. (FCCMA), and Women in Government

FCCMA, Communications Committee Chair, Professional Development Committee Chair

ICMA, Veterans Advisory Committee, Assistant City Managers Advisory Committee

International Institute for Municipal Clerks, certified trainer

Leadership Collier, 2019

Leadership Collier Foundation, Communications Committee, 2020-2024

Leadership Monterey, 2012

Honors

- James V. Mudd Fellowship
 - Paul Harris Fellow
 - White House Fellowship, Regional Finalist
 - Meritorious Honor Award, State Dept
 - Defense Meritorious Service Medal
 - Global War on Terrorism Service Medal
 - Navy Commendation & Achievement (3)
 - Armed Forces Expeditionary Medal
-

Presentations/Publications (partial list)

- FGCU Panel: "Using AI in Local Government to Improve Customer Service, Trust, and Efficiency," April 3, 2026.
- FCCMA Webinar: "Staying Centered in Divided Times," March 5, 2026.
- ICMA Annual Conference: "Building Public Trust," Tampa, October 2025.
- FCCMA Annual Conference, "AI Tools in the Workplace – Saving Five Hours Per Week," Orlando, June 2025.
- ICMA Annual Conference, "Is a Disaster a Disaster? Navigating Disaster Response & Recovery," Austin, 2023.
- FCCMA Annual Conference, "Using Surveys to Focus Strategic Planning and Communications," Orlando, 2023.
- "Using Technology to Enhance Citizen Engagement: The Power of a Municipal App," *Public Management*, ICMA, October 2024.
- "Hiring Veterans in Local Government," *FCCMA Monthly Newsletter*, April 2024.
- "After Hurricane Ian: Capturing the Employee Experience," *FCCMA Monthly Newsletter*, November 2022.
- *Scrappy Campaigning*, Happy About Press, paperback 2018.
- *Vietnam's Political Process: How Education Shapes Political Decision Making*, London: Routledge Press, hardback 2009, paperback 2012.

**Casey
Lucius, Ph.D.**

F.S. 119.071 (5)(k)1.a.(II)

REFERENCES

Casey Cook, Executive Director, Florida League of Cities and FCCMA: 850-228-8559

Jamie French, Collier County Department Head of Growth Management & Community Development, and Leadership Collier Chair: 239-272-2255

Ed Everett, City Manager, Redwood City (retired) and ICMA Coach Connect Program: 650-868-0854

Matt Spoor, Deputy County Manager of Pinellas County and District Director for FCCMA: 727-464-3485

Tom Frutchey, City Manager, Paso Robles and former City Manager of Pacific Grove: 831-236-8156

Fred Muerer, City Manager, Monterey (retired), ICMA consultant on veteran training/recruitment: 831-596-1688

JEREMY M. MARSHALL, MPA, ICMA-CM

HIGH SPRINGS, FL

ACCOMPLISHED CITY MANAGER

Driving significant results through business insight, strategic planning, and a diverse skill set

3/4/2025

Dear Members of the Search Committee,

I am writing to express my strong interest in the City Manager position for the City of Marco Island. 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.

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 Marco Island'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.

Marco Island'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 are essential for the next City Manager.

One of the personal motivations behind my application is that I grew up in Collier County and have waited for the right opportunity to return. My mother worked at Tommie Barfield Elementary School, and I was able to attend. Much of my family still lives in SW Florida, and I am prepared to make a long-term commitment to the City of Marco Island.

I would welcome the opportunity to bring my experience, energy, and dedication to the City of Marco Island 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

JEREMY M. MARSHALL, MPA, ICMA-CM

High Springs, FL F.S. 119.071(5)(k)1.a.(l)

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.*

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.*

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.*

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

Professional Associations

ICMA- International City/County Managers Association
FLC-Florida League of Cities
FCCMA- Florida City County Managers Association
FRA- Florida Redevelopment Association

References

Katherine Weitz- City Commissioner

F.S. 119.071 (4)(d)2.z.

Andrew Kael- City Lobbyist

813-240-7632

Anegla Stone- City Clerk

352-538-4866

Antonie Sheppard- Chief of Police

F.S. 119.071(4)(d)2.a.

Danielle Adams- City Attorney

F.S. 119.071(4)(d)2.w.

CERTIFICATE OF RELEASE OR DISCHARGE FROM ACTIVE DUTY

1. NAME (Last, First, Middle) MARSHALL, JEREMY MICHAEL		2. DEPARTMENT, COMPONENT AND BRANCH ARMY/RA		F.S. 119.0721(1).S. 119.072	
4a. GRADE, RATE OR RANK SSG	b. PAY GRADE E06	F.S. 119.071(5)(k)1.a.(l)		6. RESERVE OBLIGATION TERMINATION DATE (YYYYMMDD) 00000000	
7a. PLACE OF ENTRY INTO ACTIVE DUTY SYRACUSE, NEW YORK		F.S. 119.071(5)(k)1.a.(l)			
8a. LAST DUTY ASSIGNMENT AND MAJOR COMMAND WT CO A WARRIORS FT BR MC			b. STATION WHERE SEPARATED FORT BRAGG, NC 28310-5000		
9. COMMAND TO WHICH TRANSFERRED N/A			10. SGLI COVERAGE		<input type="checkbox"/> NONE AMOUNT: \$400,000.00
11. PRIMARY SPECIALTY (List number, title and years and months in specialty. List additional specialty numbers and titles involving periods of one or more years.) 11B3P INFANTRYMAN - 3 YRS 7 MOS//NOTHING FOLLOWS		12. RECORD OF SERVICE			
		a. DATE ENTERED AD THIS PERIOD	2005	02	08
		b. SEPARATION DATE THIS PERIOD	2008	12	04
		c. NET ACTIVE SERVICE THIS PERIOD	0003	09	27
		d. TOTAL PRIOR ACTIVE SERVICE	0005	02	00
		e. TOTAL PRIOR INACTIVE SERVICE	0001	00	06
		f. FOREIGN SERVICE	0000	00	00
		g. SEA SERVICE	0000	00	00
13. DECORATIONS, MEDALS, BADGES, CITATIONS AND CAMPAIGN RIBBONS AWARDED OR AUTHORIZED (All periods of service) ARMY COMMENDATION MEDAL//ARMY ACHIEVEMENT MEDAL (2ND AWARD)//MERITORIOUS UNIT COMMENDATION//NAVY UNIT COMMENDATION//ARMY GOOD CONDUCT MEDAL (3RD AWARD)//MARINE CORPS GOOD CONDUCT MEDAL//NATIONAL DEFENSE SERVICE MEDAL//AFGHANISTAN CAMPAIGN MEDAL//GLOBAL WAR ON TERRORISM EXPEDITIONARY //CONT IN BLOCK 18		14. MILITARY EDUCATION (Course title, number of weeks, and month and year completed) ARMOR WEAPONS REPAIR CRS, 2 WEEKS, 2005// COMBAT LIFESAVER CRSE, 1 WEEK, 2008//HAZMAT DRIVER INSTR, 2 WEEKS, 2005//PR LDRSHP DEV CRS, 3 WEEKS, 2006//NOTHING FOLLOWS			
15a. MEMBER CONTRIBUTED TO POST-VIETNAM ERA VETERANS' EDUCATIONAL ASSISTANCE PROGRAM		<input type="checkbox"/>	YES	<input checked="" type="checkbox"/> X	NO
b. HIGH SCHOOL GRADUATE OR EQUIVALENT		<input checked="" type="checkbox"/> X	YES	<input type="checkbox"/>	NO
16. DAYS ACCRUED LEAVE PAID 0	17. MEMBER WAS PROVIDED COMPLETE DENTAL EXAMINATION AND ALL APPROPRIATE DENTAL SERVICES AND TREATMENT WITHIN 90 DAYS PRIOR TO SEPARATION		<input type="checkbox"/>	YES	NO
18. REMARKS IMMEDIATE REENLISTMENTS THIS PERIOD -- 20050208-20060524//SERVED IN A DESIGNATED IMMINENT DANGER PAY AREA//SERVICE IN AFGHANISTAN 20070208-20070927//MEMBER HAS COMPLETED FIRST FULL TERM OF SERVICE//SOLDIERS DISABILITY IS SERVICE CONNECTED AND IS ENTITLED TO 50% DISABILITY. //CONT FROM BLOCK 13: MEDAL//GLOBAL WAR ON TERRORISM SERVICE MEDAL//NON COMMISSIONED OFFICER PROFESSIONAL DEVELOPMENT RIBBON//ARMY SERVICE RIBBON//OVERSEAS SERVICE RIBBON//NATO MEDAL// /COMBAT INFANTRYMAN BADGE//PARACHUTIST BADGE//NOTHING FOLLOWS					
The information contained herein is subject to computer matching within the Department of Defense or with any other affected Federal or non-Federal agency for verification purposes and to determine eligibility for, and/or continued compliance with, the requirements of a Federal benefit program.					
F.S. 119.071(4)(d)2.II					
20. MEMBER REQUESTS COPY 6 BE SENT TO NY DIRECTOR OF VETERANS AFFAIRS		<input checked="" type="checkbox"/> X	YES	<input type="checkbox"/>	NO
21. SIGNATURE OF MEMBER BEING SEPARATED MARSHALL.JEREMY.MICHAEL.1186186237		22. OFFICIAL AUTHORIZED TO SIGN (Typed name, grade, title and signature) GRAVES.NANCY.A.1005723899 NANCY GRAVES, HUMAN RESOURCE ASST SUPERVISOR			

SPECIAL ADDITIONAL INFORMATION (For use by authorized agencies only)			
23. TYPE OF SEPARATION RETIREMENT		24. CHARACTER OF SERVICE (Include upgrades) HONORABLE	
25. SEPARATION AUTHORITY AR 635-40, PARA 4-24B (2)		26. SEPARATION CODE SFK	27. REENTRY CODE 4
28. NARRATIVE REASON FOR SEPARATION DISABILITY, TEMPORARY			
29. DATES OF TIME LOST DURING THIS PERIOD (YYYYMMDD) NONE			30. MEMBER REQUESTS COPY 4 (Initials) JMM

**CORRECTION TO DD FORM 214,
CERTIFICATE OF RELEASE OR DISCHARGE FROM ACTIVE DUTY**

This Report Contains Information Subject to the Privacy Act of 1974, As Amended.

1. NAME (Last, First, Middle) MARSHALL, JEREMY MICHAEL	2. DEPARTMENT, COMPONENT AND BRANCH ARMY/RA/	F.S. 119.0721(1).
F.S. 119.071(5)(k)1 a.(I)		

5. ORIGINAL DD FORM 214 IS CORRECTED AS INDICATED BELOW:

ITEM NO.	CORRECTED TO READ
13	SEPARATION DATE ON DD FORM 214 BEING CORRECTED: 2008/12/04 ADD: PURPLE HEART//NOTHING FOLLOWS

6. MEMBER REQUESTS COPY 6 BE SENT TO (Specify state/locality) NY	OFFICE OF VETERANS AFFAIRS	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO
a. MEMBER REQUESTS COPY 3 BE SENT TO THE CENTRAL OFFICE OF THE DEPARTMENT OF VETERANS AFFAIRS (WASHINGTON, DC)		<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO

7. DATE (YYYYMMDD) 20110407	8. OFFICIAL AUTHORIZED TO SIGN			d. SIGNATURE
	a. TYPED NAME (Last, First, Middle Initial) LAWANDA COOPER	b. GRADE GS11	c. TITLE HUM RES SPEC	ESIGNED BY: COOPER, LAWANDA NDA. 1059646245

EMPLOYMENT APPLICATION



CITY OF MARCO ISLAND FLORIDA

50 Bald Eagle Drive
Marco Island, Florida, 34145
239-389-3969

<http://www.cityofmarcoisland.com>

Marshall, Jeremy M. - Person ID: 46204288
00316 CITY MANAGER

Received: 3/4/26, 3:36 PM

For Official Use Only:

QUAL: _____

DNQ: _____

Experience

Training

Other: _____

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER	EXAM ID#: 00316
NAME: (Last, First, Middle) Marshall, Jeremy M.	SOCIAL SECURITY NUMBER: XXX-XX-
ADDRESS: (Street, City, State/Province, Zip/Postal Code) F.S. 119.071 (5)(k)1.a.(II) High Springs, Florida, 32643	EMAIL ADDRESS: F.S. 119.071 (5)(k)1.a.(II)
HOME PHONE: F.S. 119.071 (5)(k)1.a.(II)	NOTIFICATION PREFERENCE: Email
DRIVER'S LICENSE: State: FL	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Master's Degree	

PREFERENCES

WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day, Evening, Night, Weekends, On Call (as needed)

EDUCATION

DATES: From 6/2022 To 10/2025	SCHOOL NAME: Upper Iowa University	DEGREE RECEIVED: Master's
LOCATION:(City, State) Fayette, Iowa	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	UNITS COMPLETED: 36 - Semester
MAJOR: Public Administration		
DATES: From 7/2015 To 7/2015	SCHOOL NAME: UNIVERSITY OF VIRGINIA	DEGREE RECEIVED: Professional
LOCATION:(City, State) Charlottesville, Virginia	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	UNITS COMPLETED: 3 - Semester
MAJOR: Leadership, Education and Development Program		
DATES: From 6/2008 To 2/2014	SCHOOL NAME: American Military University	DEGREE RECEIVED: Bachelor's
LOCATION:(City, State) Charles Town, West Virginia	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	UNITS COMPLETED: 120 - Semester
MAJOR: Business Administration		

WORK EXPERIENCE

DATES: From 4/2024 To Present	EMPLOYER: City of High Springs	POSITION TITLE: City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 23718 W US Hwy 27, High Springs, Florida, 32643	COMPANY URL: www.highsprings.gov	
PHONE NUMBER: F.S. 119.071 (4)(d)2.z.	SUPERVISOR: Andrew Miller - Mayor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	# OF EMPLOYEES SUPERVISED: 100	
DUTIES: As City Manager of High Springs, Florida, I oversee the daily operations of municipal departments including public safety, public		

works, parks and recreation, and community development, ensuring that services are delivered efficiently and in alignment with the City Commission's goals. I prepare and manage the city's budget with a strong emphasis on fiscal responsibility and transparency, often hosting public workshops to make the budget process accessible and understandable to residents. My role involves translating policy directives into actionable programs, leading strategic planning initiatives that support infrastructure development, economic growth, and sustainability. I facilitate inclusive public engagement through citizen advisory boards, community meetings, and educational outreach, while also coordinating with county, state, and federal agencies to align resources and regulations. Additionally, I manage personnel by hiring, mentoring, and evaluating department heads and staff to foster a high-performing, responsive workforce that reflects the values of ethical leadership, democratic governance, and community empowerment.

REASON FOR LEAVING:

Still employed

DATES: From 7/2022 To 10/2022	EMPLOYER: City of Valley	POSITION TITLE: City Administrator
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ADDRESS: (Street, City, State, Zip/Postal Code) 203 N. Spruce Street, Valley, Nebraska, 68064	
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PHONE NUMBER: F.S. 119.071 4((d)2.z.	SUPERVISOR: Cindy Grove - Mayor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
--	---	---

HOURS PER WEEK: 40	SALARY: \$7,500.00/month	# OF EMPLOYEES SUPERVISED: 30
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DUTIES:
Leads vision, strategy, and execution for all facets of city operations, with authority over 25 direct reports and a \$2.9MM budget. Scope of accountability includes Finance, Human Resources, Emergency Responders, Law Enforcement, and the execution of legislative policies originating from the Mayor and City Council. Establishes policies, procedures, and best practices designed to improve efficiency and productivity across all city departments.

REASON FOR LEAVING:

Resolved health issue

DATES: From 7/2013 To 7/2022	EMPLOYER: COUNTY OF ONTARIO	POSITION TITLE: Director of Veterans Service Agency
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ADDRESS: (Street, City, State, Zip/Postal Code) 20 Ontario Street, Canandaigua, New York, 14424	COMPANY URL: www.co.ontario.ny.us
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PHONE NUMBER: 585-396-4400	SUPERVISOR: Chris DeBolt - County Administrator	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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HOURS PER WEEK: 40	SALARY: \$7,108.00/month	# OF EMPLOYEES SUPERVISED: 3
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DUTIES:
Serves as the Department Head that provides services to approximately 8,650 veterans and their families. Full management accountability for personnel administration, budget development, and inter-governmental affairs. Formulate and execute an annual operating budget that shows a 52% reduction in county cost by pursuing additional revenue sources and grants. Responsible for developing programs, evaluating proposals and managing resources to benefit the community while maintaining financial responsibility. Provide leadership and direction to department employees by developing policies, work standards and procedures to increase the efficiency of the department. Collaborate with the county's leadership team in monthly meetings regarding strategic planning, staff development, process improvements and other vital matters. Represent the village during panels with other municipalities, along with newspaper, radio, and television interviews, and various public speaking events. Maintain liaisons with local, state and federal agencies to better anticipate changes in laws and regulations that may impact the county's operations.

Highlights:

Championed a significant development project of a \$10 million public partnership apartment complex aimed to provide affordable housing to veterans and their families. Serves as chairman to committees on the Workforce Investment Board, Geneva Housing Authority and the regional Economic Development Council. Implemented a fully automated system for the department featuring a fully digital records system to maintain in excess of 26,000 veteran files.

REASON FOR LEAVING:

Accepted new position

DATES: From 1/2018 To 7/2022	EMPLOYER: Town of Farmington	POSITION TITLE: Chairman of the Zoning Board of Appeals
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ADDRESS: (Street, City, State, Zip/Postal Code) 1000 County Road 8, Farmington, New York, 14425	COMPANY URL: www.townoffarmingtonny.com
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PHONE NUMBER: 315-986-8100	SUPERVISOR: Peter Inglasbe - Town Supervisor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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HOURS PER WEEK: 3	SALARY: \$100.00/month	# OF EMPLOYEES SUPERVISED: 5
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DUTIES:
Serves as the Town's point of contact regarding zoning, planning and land use regulations. Chairs monthly meetings of the board by ensuring every citizen is provided the necessary information and is provided an opportunity to voice their opinions on board matters. Ensures the board is operating legally regarding New York State's Open Meeting Law. Posts all the necessary public notifications to the designated newspapers. Monitors the board members progress in obtaining the required annual trainings

REASON FOR LEAVING: Accepted new position		
DATES: From 7/2012 To 7/2013	EMPLOYER: DEPARTMENT OF VETERANS AFFAIRS	POSITION TITLE: Global War on Terror Technician
ADDRESS: (Street, City, State, Zip/Postal Code) 20 Court Street, Watertown, New York, 13601		COMPANY URL: www.va.gov
PHONE NUMBER: 585-772-5479	SUPERVISOR: Joe Miller - Team Leader	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$3,750.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: Served as the Department of Veterans Affairs Homeless Prevention Liaison, successfully found permanent and safe housing situations for homeless veterans and their families. Coordinated community outreach events in order to maximize knowledge of services. Assisted veterans with employment and budgeting skills.		
REASON FOR LEAVING: Accepted new position		
DATES: From 2/2009 To 7/2012	EMPLOYER: DEPARTMENT OF THE ARMY	POSITION TITLE: Human Resources Chief
ADDRESS: (Street, City, State, Zip/Postal Code) Clark Hall, Fort Drum, New York, 13602		
PHONE NUMBER: F.S. 119.071(4)(d)2.h.	SUPERVISOR: Stan Kaminski - Human Resources Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$3,750.00/month	# OF EMPLOYEES SUPERVISED: 12
DUTIES: Supervised the administration of benefits to current and veteran service members to include health, dental, travel, education and severance pay. Served as a reviewer of actions that included separation and retirement eligibility. Acted as a resource to department heads regarding personnel and benefits issues. Conducted exit interviews with separating service members to gather feedback for commanders as to possible issues regarding retention. Prepared weekly reports relating to the current status of personnel and human resources functions as requested by higher leadership. Researched laws and regulation to assist with complex and sensitive cases.		
REASON FOR LEAVING: Accepted new position		
DATES: From 10/2008 To 2/2009	EMPLOYER: NORTHERN FEDERAL CREDIT UNION	POSITION TITLE: Branch Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 120 Factory Street, Watertown, New York, 13601		COMPANY URL: www.mynorthern.com
PHONE NUMBER: 315-782-0155	SUPERVISOR: Jessie Brunner - Regional Manager	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$3,250.00/month	# OF EMPLOYEES SUPERVISED: 19
DUTIES: Supervised two independent credit union branches. Designed and implemented development plans for each staff member to gauge growth and performance. Provided cost savings to the organization by increasing the efficiency of the office to eliminate the need of overtime		
REASON FOR LEAVING: Accepted new position		
DATES: From 2/2005 To 12/2008	EMPLOYER: UNITED STATES ARMY	POSITION TITLE: Platoon Sergeant
ADDRESS: (Street, City, State, Zip/Postal Code) 2/508th PIR 82nd Airborne, Fort Bragg, North Carolina, 95437		COMPANY URL: www.army.mil
PHONE NUMBER: Unknown	SUPERVISOR: 1stSgt Wiggins - Company First Sergeant	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 40	SALARY: \$4,333.00/month	# OF EMPLOYEES SUPERVISED: 52
DUTIES: Served as a retention leader for a 150-person company and exceeded retention goals by 150%. Created training programs that aided in areas such as professional development, safety, sexual harassment, workplace violence and suicide prevention. Awarded numerous medals of commendation for exhibiting a high work ethic and leadership.		
REASON FOR LEAVING: Retired		
DATES: From 12/1998 To 4/2004	EMPLOYER: UNITED STATE MARINE CORPS	POSITION TITLE: Personnel Chief
ADDRESS: (Street, City, State, Zip/Postal Code) 2nd Marine Division DPAC, Camp Lejeune, North Carolina, 28547		COMPANY URL: www.marines.com
PHONE NUMBER: Unknown	SUPERVISOR: Gunnery Sergeant Rodriguez -	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

	Administrative Chief	
HOURS PER WEEK: 40	SALARY: \$3,175.00/month	# OF EMPLOYEES SUPERVISED: 27

DUTIES:

Planned, organized and directed a variety of human resources functions for a 27-person administrative department that was charged with payroll, personnel records, awards, retirement, benefits and legal matters.
 Processed an average of 1500 personnel record transactions and over \$5 million in pay transactions on a monthly basis.
 Conducted orientation sessions with new service members to enhance their understanding of the mission and values of the organization.
 Ensured that effective annual performance evaluations were conducted on each member of the unit.
 Exhibited strong public speaking skills through briefing higher leadership on the administrative status of their command.
 Established and maintained efficient office management procedures, including compiling a policy and procedures manual.

REASON FOR LEAVING:

End of Contract

CERTIFICATES AND LICENSES

TYPE:

Certified Lean Six Sigma Green Belt

LICENSE NUMBER:

ISSUING AGENCY:

Department of the Army

TYPE:

IMCA-CM

LICENSE NUMBER:

ISSUING AGENCY:

International City Managers Association

SKILLS

OFFICE SKILLS:

Typing: 40
Data Entry: 0

OTHER SKILLS:

LANGUAGE(S):

ADDITIONAL INFORMATION

Professional Associations

Finger Lakes Regional Economic Development Council (Past Committee Co

Professional Associations

Geneva Housing Authority (Past Committee

Professional Associations

New York State County Veterans Service Officer Association (Past State

Honors & Awards

Rochester 40 Under 40 Business Executives

Honors & Awards

Purple Heart Medal

Honors & Awards

New York State Service Officer of the Year

REFERENCES

REFERENCE TYPE:

Professional

NAME:

Kathrine Weitz

POSITION:

Commissioner

F.S. 119.071 (4)(d)2.z.

REFERENCE TYPE:

Professional

NAME:

Danielle Adams

POSITION:

City Attorney

F.S. 119.071 (4)(d)2.w.

REFERENCE TYPE:

Professional

NAME:

Antonie Sheppard

POSITION:

Police Chief

F.S. 119.071 (4)(d)2.a.

Agency-Wide Questions

1. **Have you ever been convicted of any offense against the law or received a traffic citation, including speeding?**
Yes
2. **Where did you first hear about this opportunity?**
Other
3. **Were you in the U.S. Armed Forces?**
Yes
4. **What branch of the U.S. Armed Forces were you in?**
US Marine Corps & US Army
5. **Dates of duty - From: (mm/dd/yy)**
12/98 to 2/2004 2/05 to 12/2008
6. **Dates of duty - To: (mm/dd/yy)**
7. **Reason For Discharge:**
Retirement
8. **List duties in the service:**
Infantry
9. **Have you previously been employed through veteran's preference?**
NO
10. **If No, do you wish to claim veteran's preference at this time? If you are claiming veteran's preference, please provide DD214.**
Yes

RICARDO MENDEZ-SALDIVIA, MBA, PE, CGFM, ICMA–CM

F.S. 119.071(4)(d)2.h.

Miami, Florida

F.S. 119.071(4)(d)2.h.

February 16, 2026

City of Marco Island, Florida
Human Resources.

Subject: City Manager

Dear Personnel Officer:

I have attached my resume and references in support of my application for the subject-referenced position. I have over 30 years of professional experience in public and private sectors reorganizing departments, implementing strategic management plans, delivering complex infrastructure programs, implementing financial recovery plans, and helping distressed municipalities while saving local governments significant financial resources. I became a professional City Manager by accomplishing a complete career track in the county and municipal government serving in the capacity of Section Head, Division Manager, Assistant Director, Director of four Departments (Finance, Administration, Program Management and Public Works), Assistant City Administrator, Chief Operating Officer, and Chief Administrative Officer. Therefore, completing the entire protocol to become an ICMA–CM.

I have developed expertise in municipal planning, programming, budget development and control, operations management, accounting, reporting, and auditing. Thus, becoming a Certified Government Financial Manager experienced in every aspect of municipal financial management and proficient with GASB principles, practices, and compliance. As a professional City Administrator, I bring hands-on expertise in community affairs, planning, economic development, operational analysis, labor-management relations, collective bargaining, intergovernmental relations, IT, procurement, risk & bond management, real estate, building, emergency management, public works, and public safety. As a registered professional civil engineer, I would bring expert knowledge in program management, planning, and implementation of capital programs up to \$2 Billion, including facilities and public infrastructure, e.g., transportation, water & sewer systems–treatment plants, and environmental compliance.

As Chief Operating Officer for the City of Harrisburg, PA, I led the City's Financial Recovery Plan with 130 management improvement, cost containment, and revenue-enhancing initiatives across 20 Departments and Bureaus, including public safety. Under my leadership, the City completed the past due 2009, 2010, 2011, and 2012 Comprehensive Annual Financial Reports and three audits within 16 months. After eliminating chronic delays, errors, and omissions, I developed the City's in-house capacity and processes in several departments to assure completion and delivery of future audits, budgets, projects, and programs on time; therefore, winning the GFOA Budget Award for excellence in financial reporting in 2013.

Additionally, following the City Receivers' direction, I developed and implemented strategic management plans for all City Departments and Bureaus. These achievements stabilized the City's financial operations and reorganized several departments, allowing significant improvements in morale and the overall City administration. Not only were we able to place the City on an economic recovery fast-track and avoid one of the largest municipal bankruptcies in the country, but help the City emerge out of State Receivership within three years as opposed to other cities in PA which have been under Receivership for 20 years. Our successful municipal recovery plan and management improvement model now serve as an example to help other financially distressed municipalities organize and rebuild management operations. Through these efforts, I was able to earn an outstanding performance evaluation from both the Mayor and the City Receiver, a retired US Airforce General, after my first year of service as City Administrator.

During my professional manager career, I ensured adopted policies, directives, resolutions, and ordinances implementation and provided recommendations on agenda issues, management operations, and policy implementation to elected officials. I have had direct oversight responsibility for hiring, firing, development, and performance of Department Directors, Bureau Chiefs, over 1,500 municipal employees, and served as Chief Negotiator with five unions: FOP, IAFF, AFSCME, PBA, and IUPAT. I also led the administration and implementation of numerous government programs and prepared multiple budgets for several Departments and Cities. Moreover, I have served as Chief Financial Officer in charge of assessing Cities' financial conditions, recommending policy alternatives, and implement cost-effective measures to enhance and deliver local government vital and necessary services.

Thanks for your kind consideration, and I look forward to hearing from you soon.

Sincerely,

Ricardo Mendez-Saldivia, MBA, PE, CGFM, ICMA–CM

RICARDO JOSE MENDEZ, MBA, PE, CGFM, ICMA-CM

F.S 119.071(4)(d)2.h.

Miami, FL

F.S 119.071(4)(d)2.h.

SUMMARY

Provide innovative leadership helping county and municipal governments improve management operations, achieve financial stability, compliance with regulatory agencies, and increase trust and confidence in the administration. Ability to manage resources under budgetary constraints allowing effective and efficient delivery of vital and necessary services, including public safety, utilities, and infrastructure projects. Possess skills in analyzing highly complex issues and providing solutions in fast-paced political environments. Delivered a \$2B Capital Improvement Program on time for the first time in years leading to voters' approval of additional bonds.

I led the implementation of one of the most successful Municipal Financial Recovery Plans in the country with over 130 revenue-enhancing and management improvement initiatives in all City Departments and Bureaus; therefore, helping the City avoid further default of financial and contractual obligations and bankruptcy. These accomplishments not only placed the City on a fiscal recovery track but led the City out of State Receivership in less than three years. I have 25 years of professional experience and developed expertise in the following areas:

- Strategic Management
- Collective Bargaining & Labor Relations
- Operations Management & Improvement Process
- Organizational Analysis & Development
- Project & Program Management
- Building, Zoning, Permitting & Code Enforcement
- Community Planning & Redevelopment
- Financial Analysis & Budget Development
- Capital Improvements & Bond Programs
- Sustainability & Environmental Management
- Public Safety & Emergency Management
- Conflict Resolution & Team Building
- Stormwater & Utilities Management
- Water/Sewer Plants Operations & Compliance

RELEVANT LOCAL GOVERNMENT EXPERIENCE

CITY OF WEST PALM BEACH, FL, 2020-2021

Assistant City Administrator

Population served: 125,000 Budget: \$800M Employees: 1,700

Brought on board to oversee the City's daily management operations with direct oversight responsibility for multiple departments and bureaus, including infrastructure and development. Serve as Assistant Chief Administrative Officer, providing leadership and management supervision to over 1000 municipal employees, including development services, planning, building, zoning, code enforcement, information technology, utilities, engineering, parking administration, public works, and the support services department. Also, I led the planning and implementation of the City's multimillion-dollar capital improvement plan. Additionally, I had direct oversight responsibility for management operations, maintenance, rehabilitation, and environmental compliance of the City's water & wastewater treatment plants providing water & sewer services to Palm Beach County and multiple municipalities. Advised the Mayor and City Commission on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process, and compliance with State and Federal regulatory agencies.

Other responsibilities include planning, design, construction, rehabilitation, and modernization of Citywide public infrastructure and facilities, e.g., land development, transportation-roadways, water, sewer, drainage, stormwater, water & wastewater treatment plants, utilities, environmental, parks, and municipal buildings. Also, responsible for preparing and

administering budgets, coordination of Board-appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction-program management, and projects coordination with local, state, and federal regulatory agencies. Directly supervised department directors, including senior local government managers, career administrators, accountants, professional engineers, registered architects, and professionals handling City Agenda tasks and operations.

The City faced multiple challenges during my tenure, crippling cultural institutions, service industry, tourism, and hospitality. By August, the County had lost more than \$48 million among 33 cultural organizations, impacting almost 600 jobs hurting the City as the County's cultural capital. Additionally, tourists' visitation to the palm beaches was down 30% and tourism spending down 20%, hurting the City with more tourism-dependent households than any City in the County with 4,300. The City also lost significant business from big stores at major shops and destinations to mom-and-pop stores. Therefore, significant financial impacts were felt at City hall, where choices were narrow, and sacrifices were made across the board. Notwithstanding, thanks to a great deal of teamwork where I had the honor and privilege to lead and provide executive management oversight, we made the following **remarkable achievements**:

- Improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures, and establishing a professional management system in every department.
- Addressed underlying chronic issues challenging the City for years while curing audit findings, e.g., IT department.
- Significant accomplishments made in financial management, reporting compliance, budgeting, revenue, cost containment and reduction while balancing the City's budget amid meaningful environmental and internal challenges.
- Improved service levels while providing all vital and necessary services to City and County residents, notwithstanding all significant budgetary challenges.
- Amid unprecedented declining state revenues, increasing operating expenses, and facing a \$10M budget shortfall, by working together and being creative, we passed a Balanced \$194M General Fund Budget keeping the millage rate the same without layoffs to full-time employees.
- Elevated our game, avoiding the fiscal storm now plaguing major Cities across the country. Became more frugal and vigilant to future impacts to the budget from current initiatives as part of the plan to address future budget challenges.
- Despite pandemic challenges, we put neighborhoods first by completing 42 infrastructure improvements projects totaling \$45M in FY2020, including filling potholes, adding streetscapes, and hardening the City's utilities.
- Fiercely and successfully protected the City's source of its drinking water supply, Grassy Waters, and opposed to the lowering of Lake Okeechobee, which can adversely impact the source of the City's water supply.
- Helped the City achieve economic success during pandemic providing the executive oversight to planning, building, zoning and code enforcement operations obtaining the highest collection of business tax revenue in its history or \$3.3M.
- Provided all municipal development services required by the private sector to maintain \$700 M in ongoing construction projects on schedule amid the pandemic.
- Helped the City remain fiscally responsible, notwithstanding reaching an impasse with police and fire unions.
- Helped transform downtown by prioritizing and accelerating over \$20M in stormwater and drainage projects and made significant progress completing streetscapes, e.g., Banian St., also completed \$20M in improvements to Clematis St. and renovations to centennial fountains, a City Landmark, including lights, water, and music shows.
- Revamped City's customer services infrastructure, i.e., personnel/software, as part of the Neighborhood First initiative.
- Rapidly advanced plans for the new golf park working in partnership with PGA of America and for multiple infrastructures, land development and facilities projects becoming a reality in 2021, e.g., the new South Olive Park Tennis Center.
- Injected new vitality into City areas and neighborhoods historically overlooked and ignored, e.g., the north end, Heart and Soul Park, The Sunset Lounge, and the Styx Promenade.
- Helped attract economic development and improved quality of life by investing-enhancing public safety and public infrastructure while accomplishing a 9% decrease in overall crime rate and a 30% decline in the homicide rate.

Achievements City of West Palm Beach Cont.

- Recommitted help and energy in making target areas vibrant, economic, cultural assets, and a central focal point of outreach and opportunity, e.g., Latin Quarter helping the City rank among the top 20 cities in the nation for inclusivity and among the top Cities in the world for climate leadership.
- Achieved 92% of the City's goal to complete 300 affordable workforce housing units within three years by completing 277 units in 2020 ahead of schedule. Therefore, increasing the goal to 500 units in three years impacting the City's future.
- Brought new life into communities by facilitating badly needed workforce housing projects, e.g., the Grand, a \$71M land development project, and the most significant private investment in the City's northwest history.
- Helped provide a lifeline to the business community through expanding sitting for dinners, marketing support, and facilitating 47 small business microloans (\$443,000) with the help of the DDA; some were one payment from going out.
- Exceeded the City's goal by awarding ~\$13M in contracts through the office of economic opportunity and procurement to small businesses amid the pandemic.
- Assisted in fostering a business-friendly City climate, accelerating a trend of people and businesses escaping the high tax northeast in favor of the City's business-friendly environment, sunshine, and low taxes.
- Relentless efforts contributed to attracting over 230 financial services firms to the City, including hedge funds, small boutique firms, private equity funds, and family offices, e.g., Paul Singers Elliot Management, a \$41B company, is relocating its headquarters to the City. A letter of intent signed with another firm expected to bring 600 jobs to the City.
- Our executive team remained committed to taking care of All the City's residents, including the homeless, by helping through the challenges they face, e.g., addiction, mental illness, financial setbacks, and other hardships. Our homeless coordinators and street engagement team made significant progress in providing access to mental health services and offering placement in emergency housing – All while respecting the rights of all residents to enjoy public spaces and good quality of life.
- Thanks to our executive team leadership and our PD sensible approach, we were able to facilitate the peaceful demonstrations of more than 4,000 people without a single injury, avoiding the kind of violence that put too many other Cities in the headlines.
- Contributed to the logistics and implementation of the Mayor's Tasks Force for Racial and Ethnic Equality, the first of its kind in the City's history, taking a data-driven, systematic, and thorough approach to make policy recommendations to the Mayor and the Commission.
- Did my best as a professional city manager and leader to leaving the City as a civic beacon of openness and standing as an example of what it's possible when everybody comes and works together to overcome adversity that no one saw coming.
- Embraced challenges and responsibilities, making the City stronger more vital than before in many ways – safer, more economically resilient, more equitable, more perseverant facing challenges, kinder, and closer as a community.

CITY OF HARRISBURG, PA, 2012-2013

Chief Operating Officer and Chief Financial Officer

Population served: 250,000 Budget: \$170M Employees: 500

Brought on board to implement the City's Financial Recovery Plan, improve management operations, and avoid bankruptcy. I served as the City's Chief Administrative Officer and Chief Financial Officer, providing leadership and management supervision to 20 departments and bureaus, including public safety. I improved the City's management operations and administration by identifying priorities, stressing accountability, implementing performance measures, and establishing professional management systems in every department that addressed underlying chronic issues challenging the City for years. Consequently, under my leadership, significant accomplishments were made in the City's financial management and reporting compliance, budgeting and revenue, cost containment and reduction, tax administration, building and housing, economic development, infrastructure sustainability, stormwater management, public works, capital improvements, facilities and fleet management, public safety, sanitation, IT, and workforce and collective bargaining. Advised Mayor and Council on fiscal policy, financial management, budgetary matters, capital improvements, resource management, improvement process,

and compliance with State and Federal regulatory agencies. I also served as the Business Administrator and Chief Negotiator for the City's three labor union contracts, chaired labor-management committee meetings, and heard final step grievances. I had direct oversight responsibility for management operations, maintenance, rehabilitation, and environmental compliance of the City's water & wastewater treatment plants providing utility services to six municipalities within a region of 550,000.

Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg, PA

- Successfully led the City's recovery and operations during times of great turmoil and uncertainty. Arrived after a new City Administration was in the throes of working out a Recovery Plan, a Receiver had been appointed by the Governor, and many City employees had left, creating a dearth of knowledge. Notwithstanding, I was able to make a difference and work with the City Receiver, Elected Officials, staff, private sector, State and Federal government officials to turn the situation around and implement a comprehensive Financial Recovery Plan, improve management operations in every department, stabilize the City's financial management and avoid one of the largest municipal bankruptcies in the nation
- Placed the City in full compliance with the Securities & Exchange Commission avoiding significant penalties
- Completed four years of past-due Comprehensive Annual Financial Reports within 13 months after taking over, allowing the City to complete its 2009, 2010, 2011, and 2012 audits and fast-track the financial recovery process
- Developed the City's in-house capacity and processes to assure the completion and delivery of future audits on time
- Identified and addressed priorities in every department, enhancing the City's overall administration
- Led the City's recovery and improvement process providing a clear path to a fiscally solvent future
- Demonstrated the efficacy of bankruptcy versus implementing a strategic recovery plan
- Allowed public officials to foresee challenges and put a timeline on the City's progress and fiscal recovery
- Avoided bankruptcy's devastating effects on public safety, pensions, and cost to taxpayers
- Made significant early progress in the Financial Recovery Plan implementation, helping eliminate the City's debt over time, clarify the stranded debt remaining after City asset transactions were in place, and provide clear options following those transactions in the coming months, not years
- Placed the City on track to eliminate the structural deficit over time, allowing a financially stable and efficient future
- Established priorities, identified responsible parties, phases, and set milestones and deadlines to complete 130 initiatives across departments, past due audits, and all City projects and programs, eliminating all chronic delays
- Implemented over 50% of the Financial Recovery Plan in 13 months, accelerating the City's recovery process
- Improved chart of accounts enabling the City to monitor grants and meet auditing requirements effectively and timely
- Completed every assignment from the City's Receiver, including four past due Comprehensive Annual Financial Reports, corresponding audits, and development of strategic plans for every Department and Bureau
- Worked cooperatively and collaboratively with City and State officials towards achieving all recovery goals
- Set strategic course of action utilizing planning tract under new State legislation accomplishing a clear path to fiscal solvency and reduction of a structural deficit that had challenged the City for more than 20 years
- Reduced personnel and operating costs while maintaining levels of service combining-consolidating-sharing City resources
- Identified new revenue sources and restructured City operations reducing the structural deficit and balancing the budget
- Streamlined City operations consolidating department functions, and implementing outsourcing strategies—sanitation
- Eliminated chronic delays and delivered City budgets on time, enhancing trust and confidence in the administration and winning the GFOA Budget Excellence Award in 2013
- Led the City out of distressed status and emerge out of State Receivership in record time
- Improved City communications and established a transparent administration
- Accomplished the most significant management progress, transparency, and openness in the City's recent history
- Earned public recognition and praises for achieving significant early progress and completion of the City's recovery plan from the Financial Recovery Committee, Receiver, Elected Officials, Chamber of Commerce, and State Officials
- Negotiated with Federal & State regulatory agencies such as EPA, DOJ, and State EPA, avoiding significant penalties and accomplishing suitable plans for environmental compliance of the City's water & wastewater system-treatment plants
- Negotiated City overcharges in the water & sewer rates with six municipalities avoiding costly litigation

Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg, PA, Cont.

- Negotiated CBA with three Unions, FOP, IAFF, AFSCME, and eliminated the long-standing backlog of grievances
- Brokered important agreements with union leaders eliminating costly unfair labor practice claims
- Expanded the fire contingency adding nine firefighters and reducing the Fire Bureau's overtime
- Worked closely with the business community, State Department of Community & Economic Development, and Business Advisory Council in the implementation of an integrated long-term economic development plan
- Streamlined the City's residential and commercial construction permitting process, helping redevelopment plans
- Accelerated demolition of blighted buildings in targeted areas around the City, helping economic development
- Enhanced City ordinances allowing faster condemnation of disruptive properties and recovering demolition expenses
- Engaged real estate developers with planning, building & zoning plans attracting multimillion-dollar investments
- Worked hand in hand with private sector developers and community partners to break ground on several projects helping job creation while increasing minority participation
- Oversaw investment of Federal CDBG funds in home construction and community projects, enhancing the quality of life, reducing the City's unemployment, and revitalizing neighborhoods
- Boosted parking revenue by implementing handheld IT devices and addressing scheduling, supervision, and training
- Enhanced education, accessibility, and enforcement efforts improving the City's recycling
- Increased revenue by developing and monitoring an enforcement process of the City's loan portfolio
- Empowered law enforcement to improve criminal investigations and decrease homicide rate accomplishing a 90% clearance rate and overall crime decrease with a 47% decline in homicides since 2010 and a 13% decline in robbery
- Facilitated implementation of the City's illegal gun reward program netting over 100 handguns
- Increased public access to law enforcement holding weekly public safety briefings and increasing walking patrols
- Improved communications between police and citizens by walking and biking targeted neighborhoods with officers
- Worked with safety council engaging citizens in programs to assist law enforcement and promote crime prevention
- Enabled utilization of modern technology like computerized crime mapping allowing police to aggressively and proactively address areas of concern, improving safety and quality of life
- Forged key relationships aiding law enforcement coordination with County District Attorney's Office, Federal Prosecutors, ATF, County Response Team, and Capitol Police
- Able to leverage State Police personnel, equipment, and financial resources for the City's special events
- Facilitated integration of the City's prisoner booking center into the County's booking center, saving significant resources while enabling additional police officers for street patrol duties
- Oversaw establishment of four police sub-stations and deployment of mobile police sub-station vehicles
- Oversaw reinstatement of the Police Athletic League program providing safe mentoring to City youth
- Coordinated installation of new surveillance cameras around the City to help reduce crime and illegal dumping
- Made significant improvements to the health and safety of City residents by improving illegal dumping operations and developing an effective pickup schedule resulting in 536 tons of bulk waste
- Oversaw storm inlet and potholes repairs saving the City significant financial resources
- Developed and implemented the City's Capital Improvement Program, including all infrastructure and facilities
- Reorganized the City's Engineering operations and implementation of the City's water & sewer and transportation projects, including street widening, ADA compliance, decorative crosswalks, streetlights, and sign installations
- Upgraded the City's handling of building & zoning permits, inspections, complaint citations, and condemnations by implementing a strategic plan enhancing site inspection and establishing project control measures
- Managed planning, design, construction, operations, maintenance, and rehabilitation of City facilities improving interior structure, security, ADA compliance, overall maintenance, and installing energy-efficient HVAC systems
- Made the highest and best use of City land by partnering with the public and private sector to implement the Right-the-Blight initiative and constructing a state-of-the-art City Health Center helping economic development and paving the way for the City to build a newly designed Industrial Manufacturing Park

Achievements as Chief Operating Officer & Chief Financial Officer, City of Harrisburg, PA, Cont.

- Promoted Green Economic Development Plans including implementing the use of alternative fuel in City vehicles (natural gas & electric), green infrastructure, and improving efficient lighting in buildings and streets
- Pioneered enhancement of stormwater quality and purchasing energy in bulk (electricity, natural gas, and fuel), generating significant cost savings, helping to balance the budget, and eliminating the structural deficit over time
- Worked with community partners and identified the highest and best use of City-owned vacant lots to create green parcels that absorb storm run-offs and allow portable outdoor fresh markets
- Administered Right-the-Blight initiative calling for the removal of blight through an aggressive demolition plan, enhancing sanitation routing systems, code enforcement, and conducting quarterly bulk cleanups
- Identified and recovered lost revenue by improving discovery, enhancement, and audit services generating over 100 additional business licenses per year and a significant increase in City revenue

City of Sweetwater, Director, Finance Department, Sweetwater, FL, 2014-2016

After implementing the City of Harrisburg Financial Recovery Plan that enabled the City to emerge from State Receivership and avoid filing for bankruptcy, I was selected by a newly appointed Mayor with the approval of federal, state, and local law enforcement agencies, including the State Attorney's Office, FBI, Florida Department of Law Enforcement, and Miami-Dade County Ethics Commission. They asked me to help the City in distress avoid financial default; a Governor State Oversight Board; and stiff penalties from creditors and agencies, including the IRS. Furthermore, renegotiate collective bargaining agreements; ensure compliance with federal, state, local laws and regulations; serve in the capacity of deputy administrative officer and finance director; organize the City finances; reopen the Finance Department; and prepare the City's budget within weeks of Charter's deadline, among other critical tasks, needs, and priorities.

Achievements as Finance Department Director, City of Sweetwater, FL

- Reorganized and reopened the finance department earning praises from elected, county, and state officials
- Implemented a successful vendor-repayment plan reopening most of the City accounts which had been closed
- Prepared and delivered the City budget to the Commission after only a few weeks since appointment meeting Charter's deadline
- Negotiated collective bargaining agreements with police (PBA) and employee (IUPAT) unions avoiding costly labor litigation
- Saved the City significant financial resources in contract negotiations with health care providers and vendors
- Developed/implemented a financial recovery plan tailored to City-specific needs avoiding default and a State Oversight Board
- Obtained approval and earned praises from Governor's financial team and State Auditor General after conducting financial recovery plan oral presentations to Tallahassee Officials
- Completed all pending City audits, including federal, state, and local grantor agencies
- Pioneered implementation of new IT systems enhancing productivity, accounting, and reporting enabling checks and balance
- Realized significant savings negotiating a settlement agreement with the Internal Revenue Service and an achieved compliance
- Saved the City significant financial resources while addressing all grant eligibility compliance issues with State and local officials
- Led section heads, division managers, department directors, and elected officials in budget development and control techniques
- Developed a high-performance financial team capable of safeguarding City assets and completing City budgets/projects on time
- Implemented planning and programming to develop the City's financial goals, objectives, and budget based on critical priorities
- Accomplished continuity of vital and necessary services during the worst cash flow-financial challenge in the City's history
- Developed in-house capacity to complete audits on time, earning praises from external auditors, federal, state, local officials
- Eliminated significant bank statement reconciliation backlog developed over the years curing chronic audit findings and delays
- Pioneered implementation of a central accounting system enhancing operations, accounting, and reporting
- Achieved reliability, consistency, and compliance with Generally Accepted Accounting Principles and best practices
- Gathered, analyzed, prepared, and presented critical financial information timely, enabling prompt/critical decision making
- Eliminated chronic delays and led annual audit process preparing/providing all required information to external auditors timely
- Successfully led the City budget development and approval process producing multiple budget documents on time
- Prepared multiple budget revisions while conducting periodical budget analysis and fulfilling all City Commission requests
- Established a General Ledger monthly account reconciliation process completing over 1000 GL accounts
- Fostered a priority-based spending culture by addressing operations performance, budget control, and cash flow management
- Addressed encumbrances and vacancies, making sure everyone understands spending priorities and adheres to the budget
- Prioritized and managed the City's cash flow, effectively avoiding financial default and disruption of vital and necessary services

Achievements as Finance Department Director, City of Sweetwater, FL Cont.

- Implemented financial reporting system adhering to contract billing and collection schedules helping steady cash flow to support critical operational requirements
- Updated all necessary business policies and accounting practices strengthening the City's policies and procedures
- Effectively worked with Mayor, Commission, Auditors, Auditor General, and Governor Office helping consensus building
- Enhanced grant management activities and ensured eligibility requirements compliance with federal, state, and local agencies
- Implemented new financial system training for City employees maximizing individual and organizational goals
- Fostered communication and achieved internal integration among departments, divisions, and sections
- Researched and organized all City investment activities, including money market and simple interest-bearing accounts
- Negotiated new capital leases for property, plant, and equipment, including new vehicles
- Mentored City employees reinforcing professional development and standards from ICMA, GFOA, and AGA Code of Ethics
- Balanced overwhelming workload while assisting human resources every step, including all finance-staffing issues
- Forecasted City revenue accurately, helping balance the budget and eliminate multiple budget revisions
- Effectively refined City goals and objectives to prepare the City budget according to the most critical needs and priorities
- Accomplished a professional operation, effective and efficient management of resources, and overall compliance
- Prepared and delivered all-important annual financial reports timely, including insurance and workers compensation
- Maintained accounting, reporting, auditing, and administrative policies and procedures up to date
- Conducted facility assessment and capital assets inventory curing chronic audit findings and achieving GAAP compliance
- Accomplished consolidation and sharing of City services and assets, further enhancing financial resources
- Sought maximum efficiencies in the City's banking relationships and opened several accounts to bring the City in compliance
- Eliminated all chronic delays addressing public records requests
- Negotiated all city insurance policies realizing savings in new premiums and avoided lapses of coverage at any time
- Established a management system that allowed maximum productivity, safeguards assets, and addresses future needs
- Enhanced integrity of all cash management functions, including daily cash deposits, transportation, and logistics
- Eliminated chronic delays in completing filings with government agencies timely, including the State Auditor General
- Eliminated chronic delays submitting reports timely, e.g., FHWA-536/Local Highway Finance Report and FDLE grants reports
- Pioneered new culture embracing financial and purchasing policy and procedures, deadlines, and agency compliance
- Successfully led the City's financial recovery thru extenuating circumstances avoiding significant tangible/intangible losses
- Despite financial distress, the City never stopped providing vital and necessary services and started to build reserves
- Established internal controls to ensure future compliance with GASB, human resources legislation, and the law
- Implemented performance evaluations following ICMA, GFOA, and AGA guidelines
- Led the RFP process, negotiating with vendors, and outsourced payroll operations
- Negotiated existing loans and capital leases with financial institutions achieving fair and balanced rates, terms, and agreements
- Saved the City significant financial resources correcting errors on pay scale tables required to process employee retro payments
- Achieved quality control, accuracy, transparency, and improved overall City management, earning praises from the Governor's Office, State Auditor General, City Auditors, Miami-Dade County Ethics Commission, federal officials, and elected officials

SEMINOLE TRIBE OF FLORIDA, HOLLYWOOD, FL 2009-2009

Chief Administrative Officer

Population: 5 reservations Budget: \$100M Employees: 6,000

Brought on Board to lead and improve management operations in several departments, including planning, building, zoning, public works, environmental resources, and construction management, and oversee completion of \$300M investment in 8 water & wastewater treatment plants. Ensured Council adopted policies, resolutions, and ordinances were enforced and implemented. Direct oversight responsibility for utility management, preparation and administration of budgets, personnel, community planning, litigation coordination, risk management, grants, economic development, and growth management. Led multimillion-dollar negotiations with private and public entities and coordinated lobbying efforts with the Federal government.

Achievements Seminole Tribe of Florida

- Built high-performance professional management team eliminating costly errors and omissions in public infrastructure planning, development, operations, maintenance, and rehabilitation
- Conducted water & sewer plant operations assessments holding vendors accountable and saving financial resources
- Implemented improvement plans allowing savings in water & wastewater treatment plant projects
- Restored financial integrity in the handling of utility construction, operations, and maintenance
- Pioneered integration of technology streamlining financial and budget development operations
- Developed a Quality Management Program increasing productivity, morale, and customer satisfaction

PALM BEACH COUNTY SCHOOL DISTRICT, 2006-2007

Director, Program Management Department

Population: 1.4M Budget: \$2B Employees: 27,000

Brought on board to reorganize the department, implement policies and procedures, improve operations, and lead the implementation of a \$2Billion Capital Improvement Program including planning, design, construction, rehabilitation, and modernization of Countywide public infrastructure and facilities. Oversaw the completion of over 100 projects, including land development, transportation, environmental, water & sewer, utilities, stormwater management, parks, and school buildings. Direct oversight responsibility for preparing and administering budgets, coordinating board-appointed committees, personnel, community planning, litigation coordination, risk management, purchasing, grants, construction management, and coordination with local and state regulatory agencies.

Achievements:

- Delivered all projects on time and received praises from Oversight Committee and The Palm Beach Post
- Saved millions of dollars by enhancing project control operations and improving contract negotiations
- Reorganized department operations, developed and empowered staff improving morale and productivity
- Delivered CIP on time which the previous two administrators had not accomplished
- Developed a records management system enhancing the ability to defend against multi-million-dollar claims
- Avoided substantial monetary damages by achieving sound financial resolutions during mediation and arbitration
- Implemented professional training and developed policy and procedures safeguarding District's assets
- Established new payment approval system handling \$1M/day and ensured vendor's performance
- Eliminated budget disparities and streamlined budget development process
- Crossed-trained support staff; therefore, the department no longer relied on one individual
- Opened lines of communication among staff and stakeholders, achieving internal integration
- Successfully met all permitting challenges with state and federal agencies avoiding significant penalties and delays
- Achieved consistent operational guidelines, established internal controls, and accomplished a professional management operation enhancing trust and confidence in the Administration

CITY OF MIAMI BEACH, FL, 1999-2001

Assistant Director, Public Works Department

Population: 100,000 Budget: \$34M Employees: 250

Served in the capacity of acting director. Brought on board to reorganize department operations and oversee a \$250M Capital Improvement Program (CIP) and a \$92M General Obligation Bond program. Direct oversight responsibility for municipal utility services, budget preparation, administration (projects, program, and department budget), coordination with oversight committees, community planning, litigation coordination, risk management, purchasing, grants, personnel, and construction management.

Achievements:

- Saved millions of dollars implementing a Quality Management Program increasing productivity and morale
- Led implementation of \$250M CIP leading to the issuance of a \$92M GO Bond to address public needs
- Restructured department operations and developed high-performance management teams
- Developed and implemented a financial system and guidelines improving the handling of capital expenditures
- Pioneered integration of IT systems enhancing department financial and management operations
- Led City operations through complex challenges during change and enhancement of community assets

- Reduced city liabilities and ensured vendors' performance by amending contracts
- Appointed as an emergency manager and coordinated efforts with local, state, and federal government
- Implemented fee schedule saving the City significant financial resources in contract negotiations
- Performed job audits, reclassifications addressing inequities and granting over 20 promotions for the first time in years

MIAMI-DADE COUNTY, FL, 1993-1999*Special Administrator*

Population: 2.5M Budget: 100M Employees: 1000

Started as County Civil Engineer, earned promotions to Special Administrator and appointments to several County essential Committees. I played a lead role in reviewing and approving the most prominent residential, commercial, and industrial land development projects in Miami-Dade County, such as The Airport Expansion and The Beacon Trade Port. Developed expertise in administration of multiple public infrastructure-related services and facilities, including planning, design, construction, maintenance, and rehabilitation of traffic & transportation, water & sewer, environmental, and stormwater management projects. Responsible for budget preparation and implementation. Also led a team of senior County professionals. Conducted negotiations with local, state, and federal agencies. I accomplished the County's Supervisor Certification Program, learning multiple departments' operations and from senior professional County Administrators with up to 40 years of tenure with Miami-Dade County.

Achievements:

- Accomplished significant savings in County's financial resources while negotiating essential agreements with the federal, estate, and local officials, including FAA, DOT, EPA, South Florida Regional Planning Council, and the School Board
- Appointed as County emergency manager and able to coordinate with local, state, and federal agencies successfully
- Ensured developers fair share contributions to public infrastructure, saving substantial County financial resources
- Completed County projects timely while leading a senior team of professionals during the fastest growth and development
- Pioneered implementation of County information technology systems eliminating a 5-yr backlog in the data processing

OTHER PROFESSIONAL EXPERIENCE**Sr. Civil Engineer/President – RA Consulting Engineers/Civil Infrastructure Corporation, Miami, FL, 2008-Present**

- Served as chief operations officer and work directly with city and county officials
- Oversaw implementation of Capital Improvements, General Obligation, and Storm Water Bond Programs
- Negotiated, executed, and managed multimillion-dollar contracts and prepared/administered budgets
- County/municipal management consulting - planning/implementation of state, county, and municipal projects and programs

Project Executive, Roger Development / Keyes Company, Coral Gables, FL, 2002-2005

- Served as director of operations
- Oversaw construction, land development, and project management operations
- Accomplished all project requirements with local and state government agencies regulations
- Coordinated project development with utility companies, government agencies, consultants, and banking officials

EDUCATION**Master of Business Administration – magna cum laude – Finance & Management**

University of Miami, Coral Gables, FL

Bachelor of Science Civil Engineering

Florida International University, Miami, FL

LICENSURE / REGISTRATION / CERTIFICATES

- ICMA–Credentialed Local Government Manager
- Certified Government Financial Manager
- Registered Professional Civil Engineer
- Certified Quality Control Manager
- Municipal Financial Reporting & Compliance, Securities & Exchange Commission

PROFESSIONAL AFFILIATION

- International City/County Manager Association
- Government Finance Officer Association
- Association of Government Accountants

RICARDO MENDEZ-SALDIVIA, MBA, PE, CGFM, ICMA-CM

F.S 119.071(4)(d)2.h.

Miami Florida

F.S 119.071(4)(d)2.h.

Professional References

1. Major General (US Air Force) William B. Lynch, City Receiver, City of Harrisburg, PA
2. Fred A. Reddig, Head of Pennsylvania Governor's Office for Local Government Affairs
3. Faye W. Johnson, ICMA-CM, City Administrator, City of West Palm Beach
4. Alex Penelas, Mayor, Miami-Dade County
5. Arthur C. Johnson, Ph.D., Superintendent, Palm Beach County School District
6. John J. Ritsema, P.E., Division Chief, Miami-Dade County
7. Aristides Rivera, P.E., Assistant County Manager, Miami-Dade County
8. Matthew D. Schwartz, Assistant City Manager, City of Miami Beach
9. David Shen, Ph.D., P.E., Dean, School of Engineering, FIU
10. Luis A. Prieto-Portar, Ph.D., P.E, Chairman, School of Civil & Environmental Engineering, FIU



May 7, 2013

Recommendation: Ricardo Mendez-Saldivia

To whom it may concern:

Mr. Ricardo Mendez-Saldivia asked that I provide a letter of recommendation for him. I am most pleased to do so.

Mr. Mendez-Saldivia has served as the Chief Operating Officer and Chief of Staff for the City of Harrisburg, Pennsylvania for the last year. As the Receiver for the City of Harrisburg, I worked closely with him. Harrisburg is a city of 50,000 and is designated as a financially distressed municipality under Pennsylvania Act 47.

Mr. Mendez-Saldivia arrived during a time of great turmoil and uncertainty. A new City Administration was in the throes of working out a Recovery Plan. A Receiver had been appointed, and many city employees left, creating a dearth of knowledge. Mr. Mendez-Saldivia arrived and made a difference. He brought professionalism, knowledge and courtesy. He also brought organizational ability and detailed oriented planning that assigned responsibility and set milestones and deadlines.

He was particularly effective on the financial management side; a critical area of the City's operation. In large part because of his drive, the City completed overdue audits for 2009, 2010 and 2011. More importantly, in-house capacity was developed and processes instituted to assure an on time 2012 audit completion as well.

While, improvement in financial management was perhaps the most dramatic result of his engagement, he was also particularly effective with the City's unions. He instituted regular meetings and engagements, driving grievance numbers down to historic lows. Part of the Recovery Plan involves a complicated matrix of tasks and initiatives to be undertaken by City government. He set up a program management system to track progress on each initiative. Thanks largely to his systematic approach; we have completed nearly 50% of those initiatives.

Mr. Mendez-Saldivia arrived at a time when the City of Harrisburg needed him. His time here has been marked by success and beneficial change. He quickly realized that we needed more than a technocrat. We needed someone who could contribute to the change in culture that would be required if we were to really change persistent patterns of thought and old habits. He brought a professional manager's competence tempered with a human touch.

Best Regards,

William B. Lynch
Receiver for the City of Harrisburg



May 23, 2013

To whom it may concern:

I would like to provide this letter of recommendation for Ricardo Mendez-Saldivia. I have had the opportunity to work with Mr. Mendez-Saldivia during his tenure as Chief Operating Officer for the City of Harrisburg from May 2012 to May 2013.

Ricardo's performance in this position was excellent. He was an asset to the City during a very critical time in it's history. Under the direction of the Mayor he was responsible for implementing a Court confirmed recovery plan for the City and managing its various departments to insure the continuation of critical City services. One of his key accomplishments was addressing a backlog of City audits. Under his direction over the last year, the 2009, 2010 and 2011 audits were completed and work was started on preparation for the 2012 audit.

In his position, Mr. Mendez-Saldivia exhibited excellent communication skills, was extremely organized, and able to effectively multi-task to ensure that all projects under his purview were completed in a timely manner.

Ricardo was always willing to offer assistance and had an excellent rapport with the many individuals he worked with. I have been consistently impressed with his positive attitude and productivity during the time he worked for Harrisburg. I am confident that he will devote himself in a similar manner to other similar positions in the future.

He would be an asset to any employer in a senior level management position in local government. I would recommend him for any endeavor he chooses to pursue in that field.

Sincerely,

A handwritten signature in black ink that reads 'Fred A. Reddig'. The signature is written in a cursive style with a large, prominent 'F' and 'R'.

Fred A. Reddig
Special Assistant for Act 47 and
Local Government Affairs

DCED



City Administrator's Office
401 Clematis Street
West Palm Beach, FL 33401
Telephone: 561-822-1400

March 10, 2021

To Whom It May Concern:

This letter serves as a reference for Ricardo Mendez-Saldivia. Mr. Mendez-Saldivia served the City of West Palm Beach as an Assistant City Administrator. His portfolio of responsibilities included providing executive oversight and direction to Public Utilities, Public Works, Engineering, Information Technology, Support Services and other functional areas of the City. During his tenure, Ricardo served the City in an ethical and professional manner and was a contributing member of our Executive team.

Mr. Mendez-Saldivia possesses the skill sets and demonstrated talents to perform well and be a dedicated asset to any organization which he may be a part of in the future.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Faye W. Johnson', with a long horizontal flourish extending to the right.

Faye W. Johnson, MPA
City Administrator, ICMA-CM



**OFFICE OF THE MAYOR
MIAMI-DADE COUNTY, FLORIDA**

**ALEX PENELAS
MAYOR**

July 23, 2002

To Whom It May Concern:

It is with great pleasure that I write this letter of recommendation on behalf of Mr. Ricardo Mendez, who has applied for a position with your city.

I have known Ricardo for several years; he is intelligent, and is someone of great overall character and integrity. During his tenure at Miami-Dade County, Ricardo performed his obligations well and was a committed public servant. He proved to be efficient and effective within several departments he worked with, and gained experience in budgetary preparations and forecasts. I am certain he will bring these same principles and professionalism to your jurisdiction.

I have also known Ricardo to be a compassionate individual who takes a great interest in his community and the overall welfare of the people surrounding him. He works diligently at ensuring a positive working environment and people that have worked with him, speak very highly of him. I am confident that Ricardo will benefit the city, and carry out his responsibilities with the utmost care and distinction.

If you have any questions or need and further information, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink, which appears to read "Alex Penelas". The signature is fluid and cursive, with a large initial "A" and "P".

Alex Penelas
Mayor



THE SCHOOL DISTRICT OF
PALM BEACH COUNTY, FLORIDA

SUPERINTENDENT'S OFFICE
3340 FOREST HILL BOULEVARD, C-316
WEST PALM BEACH, FL 33406-5869

PH: 561-434-8200 FX: 561-434-8571

ARTHUR C. JOHNSON, Ph.D.
SUPERINTENDENT

ANN KILLETS
CHIEF ACADEMIC OFFICER

JOSEPH M. MOORE
CHIEF OPERATING OFFICER

WILLIAM S. GRAHAM
CHAIR

MONROE BENAÏM, M.D.
VICE-CHAIR

PAULETTE BURDICK
MARK HANSEN
ROBERT J. KANJIAN
DR. SANDRA S. RICHMOND
DEBRA I. ROBINSON, M.D.

April 25, 2007

Ricardo Mendez

[REDACTED] F.S. 119.071(4)(d)2.h.
Miami, FL

Dear Ricardo:

On our inaugural **District-wide Employee Appreciation Week**, we want to express our appreciation for your contributions as: Director Program Management
Program Management

In addition, we thank you for being a valued employee with the School District of Palm Beach County.

As an important member of the District staff, you contribute to our overall success in making a difference in the lives of over 170,580 children that we serve. Your talents, time and commitment to excellence helps us to attain the District's goals!

Sincerely,

Arthur C. Johnson, Ph.D.
Superintendent

Ann Killets
Chief Academic Officer.

Joseph Moore
Chief Operating Officer.



PUBLIC WORKS DEPARTMENT
SUITE 1610
111 N.W. 1st STREET
MIAMI, FLORIDA 33128-1970
(305) 375-2960

July 10, 2002

To Whom It May Concern:

Mr. Ricardo Mendez has demonstrated excellent ability to perform and engage in responsible level engineering and management work during his tenure in Miami-Dade County. I worked with Mr. Mendez during a five-year period ending in 1999. He is a well-qualified professional and has shown excellent management and leadership skills. Mr. Mendez has conducted himself with professionalism, effectiveness, and respect for his subordinates, peers, and supervisors. In addition, Mr. Mendez has an excellent educational background and interpersonal skills. He has always acted within the department's guidelines and procedures. He has an exceptional ability to see the big picture in complex situations and to proceed accordingly.

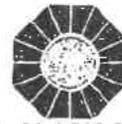
I am confident that he will succeed in future tasks which he undertakes with any organization within the public or private sector.

Very truly yours,

A handwritten signature in blue ink, appearing to read 'John I. Ritsema', written over a light blue circular stamp.

John I. Ritsema, P.E.
Chief, Construction Division

JJR:nc



March 29, 1999

Mr. Ricardo J. Mendez
Construction Division

Dear Mr. Mendez,

It is a pleasure to present you with a 5 year Service Award in recognition of your continuous service with Miami-Dade County Government. It is the unselfish and conscientious effort of each employee that makes possible the successful operation of this department.

We hope you will remain with Dade County many more years and that they will be increasingly rewarding ones for you.

Sincerely,


Aristides Rivera, P.E., P.L.S.
Acting Director

AR/gc

CITY OF MIAMI BEACH

CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH FLORIDA 33139



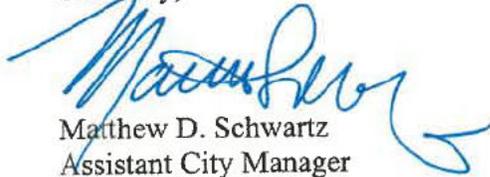
OFFICE OF THE CITY MANAGER

TELEPHONE: (305) 673-7010
FAX: (305) 673-7782

TO WHOM IT MAY CONCERN:

During his tenure with the City of Miami Beach, Ricardo Mendez has demonstrated excellent technical, management, and interpersonal skills. Mr. Mendez hard work, dedication, knowledge, and experience added great value to the city's operations. He always complied with city rules, regulations, and handled himself with honesty and integrity. In addition, Mr. Mendez has shown progressive leadership. Definitely a team player, Ricardo is an excellent professional whose ability and skills will be a great asset for any organization within the public and private sectors.

Sincerely,



Matthew D. Schwartz
Assistant City Manager



FIU FLORIDA INTERNATIONAL UNIVERSITY

Hope, Knowledge, and Opportunity

July 9, 2002

To Whom It May Concern:

The purpose of this letter is to strongly recommend that Mr. Ricardo Mendez., an excellent civil engineering administrator, be given the most favorable consideration in his job application.

Mr. Mendez received his BSCE degree from Florida International University (FIU), the Public University at Miami in 1987. He was one of the brightest students that have ever graduated from our program. In addition, he also received a MBA degree from University of Miami in 1996.

As Mr. Mendez's instructor in his Transportation and Traffic Engineering class, I can assure you that he has excellent educational training and great interpersonal skills. It is a great pleasure for me to recommend such an outstanding engineer for this prestigious administrative position. Mr. Mendez is the type of student that we wish all of our students could be.

Should you have any questions, please do not hesitate to call me at (305) 348-3055. My FAX number is (305) 348-2802. My e-mail address is shen@eng.fiu.edu.

Sincerely yours,

A handwritten signature in blue ink, appearing to read "L. David Shen", with a long horizontal flourish extending to the right.

L. David Shen, Ph.D., P.E., T.E.
Professor & Chairman
Director, Lehman Center for Transportation Research



FIU FLORIDA INTERNATIONAL UNIVERSITY

Hope, Knowledge, and Opportunity

23 July, 2002

Subject: **Letter of Recommendation for Mr. Ricardo J. Méndez.**

Gentlemen:

I am writing to enthusiastically support Mr. Ricardo J. Méndez's application to your City Managers position.

I have known Mr. Méndez for about seventeen years. First as a student in our Civil and Environmental Engineering Program, from which he graduated in 1987. Subsequent to his graduation, I have followed his professional career with Gopman-Pepper, Miami-Dade County and the City of Miami Beach. These last few years I have been able to closely observe Mr. Méndez, because I frequented his Department of Public Works in relation to several large projects, wherein I participated as designer or consultant.

In all these positions, Mr. Méndez impressed all his colleagues and the general public by his charming and mature personality, always bright, and full of energy. He has a plethora of leadership skills and will immeasurably benefit your community with his enthusiastic management skills.

Given all these attributes, I have no hesitation in assuming that it will place him among the top candidates for any city manager position. I strongly recommend him to you, and am very happy to further amplify his qualifications to you. Please feel free to call me at the University at 305-348-2825.

Sincerely,

A handwritten signature in blue ink that reads "Luis A. Prieto-Portar".

Prof. Luis A. Prieto-Portar, Ph.D., P.E.
Department of Civil and Environmental Engineering
Florida International University
Phone: 305-348-2825 ; Fax: 305-348-2802 ; E-mail: prieto@eng.fiu.edu

Tracy Miller

727 Swilley Loop, Plant City, FL 33567 | 813.857.8466 | millerlocalgovconsulting@gmail.com

March 2, 2026

City Council
City of Marco Island, Florida

Dear Council Members:

I am pleased to submit my application for the position of City Manager for the City of Marco Island. Marco Island's commitment to high-quality service, fiscal stewardship, and responsive local government aligns closely with my professional experience and leadership philosophy. As a seasoned Florida local government executive, I bring strategic vision, operational discipline, and a collaborative leadership style well suited for a vibrant coastal community.

As Assistant City Manager for the City of Bartow, Florida I have functioned as a servant leader for a full-service municipality overseeing public safety, utilities, development services, infrastructure, and administrative operations. I have led modernization initiatives that strengthened financial transparency and organizational alignment, including implementing enterprise-wide strategic and performance management systems, and launching a public-facing dashboard to track key initiatives and capital priorities to demonstrate that we are doing what we say we will do.

My prior role as Manager of Strategy Development for Sarasota County provided extensive experience coordinating across departments, advising executive leadership, and aligning long-range planning with budget strategy and understanding the pressures of beach communities. I regularly prepared materials for elected officials, facilitated complex policy discussions, and ensured compliance with Florida's statutory requirements. I understand the importance of disciplined process, ethical leadership, and transparent communication—particularly in communities with highly engaged residents.

Marco Island's seasonal population fluctuations, tourism-driven economy, and coastal infrastructure considerations require thoughtful fiscal planning and resilient operational management. My experience overseeing utilities, capital planning, and performance systems positions me to ensure service excellence while maintaining long-term sustainability. I am committed to fostering a positive organizational culture that emphasizes accountability, collaboration, and continuous improvement.

As City Manager, I would prioritize communication with Council, visible engagement with residents, and effective intergovernmental partnerships throughout Collier County and the region. I bring steady leadership, integrity, and a deep understanding of Florida municipal governance, and I am prepared to guide the organization in implementing Council priorities with professionalism and transparency.

Thank you for your consideration. I welcome the opportunity to discuss how my experience and leadership approach can support Marco Island's continued success.

In Public Service, **Tracy Miller**

TRACY MILLER

Assistant City Manager, City of Bartow, FL



727 Swilley Loop, Plant City, FL



813.857.8466



millerlocalgovconsulting@gmail.com



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
2019 | FCCMA

STAR Award
2016 | Sarasota County, FL

Four PIT Team Service Awards
2016, 2017, 2019 | Sarasota County, FL

FCCMA Service Award
20013 | 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

APRIL 2024 - PRESENT

City of Bartow, FL

- Second in command of 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 Resources Planning, Human Resource Management and Web-based Services
- Development of strategic planning, performance management and project management systems
- Overhaul of a line-item budget to a program-based budget for wider transparency
- Development of a public transparency dashboard to track organization-wide major initiatives and key performance measures

DIRECTOR OF STRATEGIC INITIATIVES AND PPP

JUNE 2023 TO APRIL 2024

City of Bartow, FL

- 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

SEPTEMBER 2022 – MARCH 2023

City of Oldsmar, FL

- 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 with the IAP2 Model for Public Participation
- Worked in Collaboration with the local chamber of commerce to carry out deliverable in the Business Assistance Program to include the planning and facilitation of the first annual Economic Summit
- Developed the City of Oldsmar's first annual citizen and business satisfaction survey

TRACY MILLER

Assistant City Manager, City of Bartow, FL

 727 Swilley Loop, Plant City, FL

 813.857.8466

 millertocalgovconsulting@gmail.com

 [LinkedIn.com/in/tracy-miller-810413a/](https://www.linkedin.com/in/tracy-miller-810413a/)

SKILLS

Strategic Planning
Performance Management
Organization Development
Technology Innovation
Facilitative Leadership
Financial Management
Economic Development
High Performance Organization
Long-Range Planning
Project Management
Utility Management
Program Budgeting
Capital Planning
Process Improvement
Roadmapping
Systems Thinking
Trends Analysis
Public Policy
Marketing
Collaboration
Public Speaking
Community Development
Citizen Engagement
Customer Service
Organizational Design
Comparative Research
Benchmarking
Peer Review
Data Analysis
Communication Planning
Recruiting
Talent Development
Technical and Creative Writing
Conference and Event Planning

PROFESSIONAL EXPERIENCE (CONTINUED)

MANAGER OF STRATEGY DEVELOPMENT JULY 2015 TO SEPTEMBER 2022
Sarasota County, FL

- 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 BOCC 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 MAY 2013 TO JULY 2015
Sarasota County, FL

- Implement an enterprise-wide strategic planning process to develop organizational goals, strategies and major initiatives
- Invent an innovative strategic planning model that was 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 all 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 document to be a more citizen-friendly and appealing publication
- Conduct special projects for best practices and peer review such as implementation of a diversity ordinance and development of a standardized customer satisfaction methodology

TRACY MILLER

Assistant City Manager, City of Bartow, FL



727 Swilley Loop, Plant City, FL



813.857.8466



millerlocalgovconsulting@gmail.com



Linkedin.com/in/tracy-miller-810413a/

TECHNOLOGY SKILLS

Microsoft Suite
Adobe Creative Suite
SmartSheet
Kronos
Workday
NeoGov
OpenGov
ZenCity
ClearPoint Strategies
Asset Management
(Cartegraph)
See Click Fix
Agenda Management
Social Media Platforms
Access
Microsoft Project
Web Programming
GIS

REFERENCES

Jonathan Lewis
County Administrator
Sarasota County, FL

Peter Lear
Finance Director
Bartow, FL

Jill Silverboard
Deputy County Administrator
Pinellas County, FL

Darin Atteberry
Chief Executive Officer
Strategic Government Resources

PROFESSIONAL EXPERIENCE (CONTINUED)

FLORIDA INNOVATION GROUP REGIONAL DIRECTOR MARCH 2005 TO MAY 2013

Alliance for Innovation

- 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 sessions, conduct customer service sessions, and lead citizen roundtables in aiding local government members grow innovation capacity
- Participate in the development of the Innovation Academy for local government teams
- Florida City/County Manager's Association liaison to include participation in technology development, annual conference planning and professional development committee

TECHNOLOGY DIRECTOR

JULY 2007 TO MAY 2013

Alliance for Innovation

- 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 communication for more than 10,000 local government practitioners in collaboration with the International City/County Management Association
- Implement e-learning program including production and program delivery for all corporate webinars, yielding the company in excess of \$1.3 million dollars of 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

MAY 1993 TO JULY 2007

The Innovation Groups

- 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 one million dollars of new revenue
- Manage the process of more than 2,200 local government research requests annually
- Supervise the team of researchers to include recruiting, training, performance appraisals and work monitoring and management.
- Conduct large scale internet surveys to include development of an extensive peer matching service for local governments
- Development of a comparative performance management program for data analytics and peer review
- Develop vendor relationships in pursuit of the creation of information-based products

Charles (Chad) Morris

Milton-Freewater, OR, 97862

F.S. 119.071(4)(d)2.h.

Marco Island recruiting team,

Thank you for the opportunity to apply for the City Manager position in Marco Island. 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 begun the process of acquiring my ICMA-CM designation.

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 Marco Island.

F.S. 119.071(4)(d)2.h.

convenient meeting time.

Thank you for your consideration, and I look forward to hearing from you soon.

Sincerely,

Chad D. 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

Charles (Chad) Morris

Milton-Freewater OR, [REDACTED]

F.S. 119.071(4)(d)2.h

Lannie L. Corbin – Retired City Manager, City of Niceville
(850) 585-5264

Lannielcorbin@gmail.com

David Deitch – City Manager, City of Niceville
(850) 943-0435

ddeitch@nicevillefl.gov

Webb Warren – Former Deputy City Manager, City of Destin
(850) 630-6616

webbwarren@gmail.com

Theresa Bauccio-Teschlog - Procurement Manager, City of Everett
(425) 330-0168

TBauccio@everettwa.gov

Mike van Zwieten - Executive Director, FLGISA
(407) 509-2079

Mvanzwieten@flcities.com

Mike Odman – Mayor, City of Milton-Freewater, OR

F.S. 119.071(4)(d)2.z.

Robert J. Reinshuttle, MPA

Tallahassee, FL (850) 980-0262 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

Thomas Thomas

F.S. 119.071(4)(d) 2.h

Bloomington, IL.

F.S. 119.071(4)(d)

F.S. 119.071(4)(d) 2.h

February 12, 2026

Dear Members of the Marco Island City Council:

I am pleased to submit my application for the position of City Manager for the City of Marco Island. With more than twenty-five years of executive leadership in municipal and county government, I bring extensive experience in full-service local government administration, fiscal stewardship, organizational development, and collaborative policy implementation within Council-Manager systems.

Throughout my career as a City Manager and Chief Administrative Officer serving communities ranging from 4,700 to 100,000 residents, I have led complex organizations through financial recovery, economic revitalization, infrastructure expansion, and labor stabilization. In the City of Compton, I restored compliance with State Audit Priority 1 findings, presented and implemented a balanced \$251 million budget, rebuilt the executive leadership team, refinanced successor agency bonds saving approximately \$10 million, and advanced strategic redevelopment initiatives including a new Downtown Specific Plan and transit-oriented mixed-use projects.

Previously, as City Manager in Rock Island, Illinois, I implemented zero-based budgeting that saved approximately \$1 million annually while holding property taxes flat for six consecutive years. I oversaw completion of a \$22 million public safety facility, facilitated more than \$30 million in private-sector redevelopment, and successfully negotiated multi-year collective bargaining agreements with all major labor units. In Unalaska, Alaska, I directed major port infrastructure expansion and strengthened operational accountability through organizational restructuring.

My career began in Florida local government, serving as Associate Planner in Pinellas Park, Assistant to the City Manager in Largo, and Budget Analyst for the City of Tallahassee. This early foundation provided direct experience with Florida municipal operations, land use, budgeting, and statutory compliance. I am fully familiar with Florida's Government-in-the-Sunshine Law and Public Records Law and understand the importance of transparency, accessibility, and procedural integrity in maintaining public trust.

Marco Island's unique character as a coastal, tourism-driven community requires disciplined financial management, infrastructure resilience, environmental stewardship, and responsive public service delivery during both peak seasonal population and year-round operations. My experience managing enterprise funds, utilities, public safety, community development, and capital programs positions me well to provide steady executive leadership while partnering effectively with Council, staff, residents, and regional stakeholders.

During my recent medical leave, I continued professional development through the International City and County Management Association. I am now fully recovered and eager to bring renewed energy and focus to public service leadership. This period reinforced my commitment to ethical governance, strategic thinking, and high-performing organizational culture.

I would welcome the opportunity to bring experienced, steady, and transparent leadership to the City of Marco Island and to work in partnership with the City Council to advance the community's strategic priorities and high quality of life.

Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script, appearing to read "Thomas Thomas". The signature is written in black ink and is positioned above the printed name.

Thomas Thomas

Thomas Thomas

F.S. 119.071(4)(d) 2.h

Bloomington, IL. F.S. 119.

F.S. 119.071(4)(d) 2.h

CAREER SUMMARY

Twenty-five (25) years city and county management experience including responsibilities in all phases of government operations and services. Extensive experience in budget development, financial management and controls, community and economic development, land use and development services, and organizational development. Demonstrated excellence in consensus building, team-building, and public relations. Delivered more than 1,000 presentations to governing boards, civic organizations, developers, and community stakeholders.

DIRECTLY RELEVANT PROFESSIONAL EXPERIENCE

City Manager

City of Compton, California | *March 2022 – July 2023*

Population: ~100,000 | Budget: \$251M | Employees: ~600

Duties and Responsibilities

Supervised department directors of Fire, City Engineering, Human Resources, Risk Management, Community Development, Street Maintenance, Community Improvement, Recreation, General Services, Building & Safety. Directed all operational, financial, administrative, and policy functions of the organization.

Achievements

- Since October 2019, State Auditors identified Compton as the most financially at-risk city in California. As of July 2023, the City is in compliance with all Priority 1 Recommendations from the 2022 audit.
- Presented and gained approval of a balanced FY 22–23 budget, including reorganizing departments to balance funding and leadership gaps and rebuild the executive team, and increasing 30+ FTE over FY 21–22 to repopulate City Hall.
- Oversaw all State Audit compliance actions, including timely reporting and charter amendments.
- Contracted Townsend Public Affairs to enhance state and federal advocacy.
- Adopted a new Downtown Compton Specific Plan to attract developers.
- Initiated preparation of a new General Plan using SB2 funding, engaging staff, consultants, and stakeholders for a 30-year vision.
- Facilitated approval of the first mixed-use transit-oriented development project, including negotiated public benefits.

- Sold five successor agency sites, including 250 N Central Avenue to The Olsen Company for housing development.
 - Closed refinancing of two successor agency bonds in June 2022, saving approximately \$10M.
 - Negotiated five-year solid waste/trash contract amendment with Republic Services for SB 1383 compliance and affordability.
 - Developed funding agreement with Caltrans for \$12M Artesia Bridge reconstruction, completing design and construction schedule; bridge reopened October 2024.
 - Engaged staff and experts to pilot solutions for street takeovers, including installation of bot dots.
 - Formed enforcement coalition with Code Enforcement, City Attorney, Sheriff's Department, and outside civil counsel to combat illegal cannabis operations; shut down six illegal dispensaries in six months, obtained six injunctions, and filed nine lawsuits against 34 defendants.
 - Extended operational days/hours for Parking Division and Code Enforcement to address violations evenings and weekends.
 - Negotiated salary and benefits agreements with SEIU Local 721 and Fire Local 2216, resolving stalemates that had persisted since 2019.
-

Senior Associate

GovHR USA | *June 2019 – January 2022*

Duties and Responsibilities

Performed management consulting for counties, municipalities, and related not-for-profit organizations. Conducted audits and assessments of HR operations, reviewed policies and compliance, and evaluated organizational structure. Led classification and compensation studies, including performance appraisal and benefits analysis. Conducted staffing analysis and succession planning, identifying workforce needs and competency gaps.

Achievements

- Provided comprehensive recommendations to improve HR operations, organizational efficiency, and alignment with strategic objectives.
 - Developed actionable staffing and succession plans for multiple clients to optimize service delivery and workforce capacity.
-

City Manager

City of Unalaska, Alaska | *March 2018 – May 2019*

Population: ~4,700 | General Fund: \$33M | Proprietary Fund: \$35M | Special Revenue Fund: \$3.4M | Employees: 166+

Duties and Responsibilities

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

Achievements

- Completed Unalaska Marine Center Dock Position III and IV Upgrades project (\$34M) within budget, extending 390 feet of new dock to align with U.S. Coast Guard dock.
 - Negotiated three-year labor agreement with wage increases, retention bonuses, and education incentives to improve employee retention.
 - Created a standalone Fire department, separating it from Public Safety, eliminating a management layer, and increasing efficiency and accountability.
-

Certified Teacher

October 2016 – May 2018

- Developed and adapted instructional strategies to meet unique student needs. Designed positive approaches and proactive interventions to advance engagement, achievement, cognitive development, and social-behavioral growth.
-

City Manager

City of Rock Island, Illinois | *October 2011 – September 2016*

Population: ~40,000 | General Fund: \$38M | Enterprise Fund: \$49M | Internal Service Fund: \$13M | Employees: 468+

Duties and Responsibilities

Supervised department directors overseeing Police, Fire, Public Works, Economic & Community Development, Human Resources, Finance, Parks & Recreation, IT, Martin Luther King Jr. Center, Library, and City Clerk.

Achievements

- Invested \$15M to purchase 22.94-acre site at Watchtower Plaza for retail development, relocating 12 businesses and retaining 180 full-time positions; Hill & Valley retained 140 jobs and projected 20 additional positions.
- Partnered with Renaissance Rock Island on downtown projects: The Locks (\$6.2M, 3-story apartments), Jackson Square (\$8.8M, 30 units), Goldman and Renaissance Lofts (\$6.3M, 52 lofts).

- Negotiated sale of city-owned land for 10-acre commercial/retail development (\$10M) and 45,000 sq. ft. medical marijuana facility (\$10M), creating 100 jobs.
 - Revitalized dormant Human Rights Commission and co-founded Quad Cities Alliance for Immigrants and Refugees to promote community integration.
 - Oversaw 20-year Comprehensive Land Use Plan and Zoning Ordinance implementation.
 - Negotiated five-year labor agreements with FOP, FOP Command, IAFF, AFSCME A & B, and UAW—the first such agreements for these groups.
 - Implemented Zero-Based Budgeting, saving ~\$1M annually; maintained no property tax increases for six years.
 - Completed 65,000 sq. ft. Police Facility (\$22M) within budget.
-

Chief Administrative Officer

Macon, Georgia | *November 2008 – September 2011*

Population: ~100,000 | General Fund: \$72M | Enterprise Fund: \$14M | Internal/Special/Other Funds: \$21M | Employees: 1,280+

Duties and Responsibilities

Reported to elected mayor; supervised Police, Fire, EMA, Public Works, Economic & Community Development, HR, Finance, Central Services, Engineering, Airport, MIS, and Parks & Recreation.

Achievements

- Implemented public/private merger: Noble's Marriott Macon City Center Hotel and City Coliseum/Convention Center/Auditorium; Noble invested \$37M, City \$10M; transitioned 43 City employees.
 - Launched Main Street Program for downtown revitalization.
 - Partnered with Mercer University on College Hill Corridor Master Plan.
 - Developed 20-year Stormwater System Plan with Macon Water Authority and Bibb County; moved toward Stormwater Utility.
 - Implemented Tax Allocation District (TAD) for downtown redevelopment.
 - Introduced web-based work order tracking system (modeled on Baltimore CITISTAT) to improve service delivery.
 - Right-sized organization, eliminating 100+ FTE and saving \$3M.
 - Redesigned employee health insurance plan, saving \$5M; reduced OPEB liability from \$160M to \$80M.
 - Implemented Zero-Based Budgeting, saving \$3.8M.
 - Developed Reserve Policy to maintain three months' General Fund expenses.
-

Assistant County Administrator

Dougherty County, Georgia | *January 2003 – October 2008*

Population: ~100,000

Duties and Responsibilities

Reported to County Administrator; supervised Small/Disadvantaged Business Utilization, Finance, Public Works, EMS, Jail, Court Services, Tax & Tag, Solid Waste, Library, HR, Facilities, and Police.

Achievements

- Negotiated compliance with City of Albany under House Bill 489 Service Delivery Strategy.
 - Supported implementation of \$210M, 10-year downtown master plan financed by SPLOST.
 - Partnered with City of Albany on TAD redevelopment of downtown blighted areas.
 - Oversaw 20-year Comprehensive Land Use Plan and Zoning Ordinance.
 - Managed fixed assets valued at \$161M and all insurance plans.
 - Oversaw Rural Transit System, Riverfront Park, and pre-disaster mitigation grant program.
 - Completed 5,205 sq. ft. Animal Shelter (\$781,647) within budget.
 - Developed economic diversification plan for Marine Corp Logistics Base.
 - Represented Dougherty County on Convention & Visitors Bureau Committee.
-

Other Professional Experience

- Associate Planner, City of Pinellas Park, Florida (Population: 46,100) – 19 months
 - Assistant to City Manager, Largo, Florida – 1 year
 - Assistant to City Manager, Rockville, Maryland – 2 years
 - Budget Analyst, City of Tallahassee, Florida – 2 years
 - Worker Compensation Case Analyst, Florida Department of Labor and Employment Security
 - Co-owner/Manager, Audiology by Gott – 2 years
-

EDUCATION

- Master of Public Administration, Georgia College and State University – 1992
 - BA in Political Science, Valdosta State University – 1990
-

PROFESSIONAL ORGANIZATIONS

- International City/County Management Association (ICMA)
- Illinois City/County Management Association (ILCMA)
- Georgia City/County Management Association (GCCMA)

EMPLOYMENT APPLICATION



CITY OF MARCO ISLAND FLORIDA

50 Bald Eagle Drive
Marco Island, Florida, 34145
239-389-3969

<http://www.cityofmarcoisland.com>

Thomas, Thomas E - Person ID: 2157912
00316 CITY MANAGER

Received: 2/12/26, 3:03 PM

For Official Use Only:

QUAL: _____

DNQ: _____

Experience

Training

Other: _____

PERSONAL INFORMATION

POSITION TITLE: CITY MANAGER	EXAM ID#: 00316
NAME: (Last, First, Middle) Thomas, Thomas E	SOCIAL SECURITY NUMBER: XXX-XX-
ADDRESS: (Street, City, State/Province, Zip/Postal Code) F.S, 119.071(4)(d) 2.h	F.S, 119.071(4)(d) 2.h
DRIVER'S LICENSE: State: CA	LEGAL RIGHT TO WORK IN THE UNITED STATES? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
What is your highest level of education? Master's Degree	
NOTIFICATION PREFERENCE: Email	

PREFERENCES

WHAT TYPE OF JOB ARE YOU LOOKING FOR? Regular
TYPES OF WORK YOU WILL ACCEPT: Full Time
SHIFTS YOU WILL ACCEPT: Day, Evening, Night

EDUCATION

DATES: From 9/1990 To 3/1992	SCHOOL NAME: Georgia College & State University	DEGREE RECEIVED: Master's
LOCATION:(City, State) Milledgeville, Georgia	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	UNITS COMPLETED: 90 - Quarter
MAJOR: Public Administration	DATES: From 9/1988 To 5/1990	SCHOOL NAME: Valdosta State University
LOCATION:(City, State) Valdosta, Georgia	DID YOU GRADUATE? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	DEGREE RECEIVED: Bachelor's
MAJOR: Political Science		UNITS COMPLETED: 90 - Quarter

WORK EXPERIENCE

DATES: From 3/2022 To 7/2023	EMPLOYER: City of Compton, California	POSITION TITLE: City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 205 South Willowbrook Avenue , Compton , California, 90220	SUPERVISOR: Emma Sharif - Mayor and Council	COMPANY URL: https://www.comptoncity.org/
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SALARY: \$18,750.00/month	# OF EMPLOYEES SUPERVISED: 333
HOURS PER WEEK: 60	DUTIES: Supervised department directors of Fire, City Engineering, Human Resources, Risk Management, Community Development, Street Maintenance, Community Improvement, Recreation, General Services, Building & Safety. It's total budget is approximately \$211M.	
REASON FOR LEAVING: Contracted employ. Was fired without cause.		
DATES: From 6/2019 To 1/2022	EMPLOYER: GovHR USA	POSITION TITLE: Senior Associate

ADDRESS: (Street, City, State, Zip/Postal Code) 630 Dundee Road, Suite 225 , Northbrook, Illinois, 60062		COMPANY URL: https://www.govhrusa.com/career-center/
PHONE NUMBER: 847-380-3240	SUPERVISOR: GovHR USA - GovHR USA	
HOURS PER WEEK: 45	SALARY: \$8,000.00/month	# OF EMPLOYEES SUPERVISED: 0
DUTIES: Audits and Assessments provide a comprehensive look at the human resources operation. Work projects include a review of policies, procedures and practices, and evaluation of compliance with relevant statutes. GovHR USA assesses how the function is structured, and operating in relation to other administrative areas of the organization. Classification and Compensation Studies are a review of an organization's classification and compensation system. Other components may include an evaluation of the current, or creation of a new, performance appraisal tool. A comprehensive benefits study may also be conducted as part of this service. Staffing Analysis and Succession Planning Studies assess an organization's structure and workforce, and consider short and long-term staffing needs. GovHR USA identifies the relationships between services offered, the competencies needed to complete the work, staffing projects and other ancillary findings and recommendations.		
REASON FOR LEAVING: To pursue other opportunities and interests.		
DATES: From 3/2018 To 5/2019	EMPLOYER: City of Unalaska	POSITION TITLE: City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 43 Raven Way, P.O. Box 610 , Unalaska, Alaska, 99685		COMPANY URL: https://www.ci.unalaska.ak.us/
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: Frank Kelty - Mayor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 70	SALARY: \$14,000.00/month	# OF EMPLOYEES SUPERVISED: 166
DUTIES: City of Unalaska employ's 166+ FTE. The General Fund is budgeted at \$33M, Proprietary Fund (Enterprise Fund) is budgeted at \$35M and Special Revenue Fund at \$3.4M. Supervise department directors regarding short and long term goals and objectives. Departments included: Police, Fire, Administration (Human Resources, Risk Management, Housing), Public Works, Public Utilities, Planning, Finance (IT, Purchasing), City Clerk, Ports & Harbors, and Parks, Culture & Recreation (Parks, Library, Community Center). Completed Unalaska Marine Center (UMC) Dock Position III and IV Upgrades project valued at \$34M within budget. The project aligned approximately 390 feet of new dock with the current U.S. Coast Guard Dock creating a total length of 730 feet. Negotiated three year labor agreement with PSEA agreeing to a wage increase, new retention bonuses for employees with 8, 10 and 12 years of service, as well as new education incentives. Recognized the significant recruitment and retention challenges for a remote and expensive location like Unalaska. Separated consolidated Department of Public Safety creating a stand-alone Fire Department. Eliminated an unnecessary management layer to allow the Fire Chief to report directly to the City Manager. Previously reported to the Director of Public Safety (Police Chief). This increased accountability and efficiency.		
REASON FOR LEAVING: To pursue other opportunities and interests.		
DATES: From 10/2011 To 9/2016	EMPLOYER: City of Rock Island	POSITION TITLE: City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 1528 Third Avenue, Rock Island, Illinois, 61201		COMPANY URL: https://www.rigov.org/
PHONE NUMBER: F.S. 119.071(4)(d)2.z.	SUPERVISOR: Dennis Pauley - Mayor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 70	SALARY: \$12,900.00/month	# OF EMPLOYEES SUPERVISED: 468
DUTIES: City of Rock Island employ's 468+ FTE. The General Fund is budgeted at \$38M, Enterprise Fund is budgeted at \$49M and Internal Service Funds at \$13M. Supervise department directors regarding short and long term goals and objectives. Departments included: Police, Fire, Public Works, Economic & Community Development, Human Resources, Finance, Parks & Recreation, Information Technology, Martin Luther King Jr. Center, Library, and City Clerk. Invested \$15M in purchasing a 22.94 acres site at the Watchtower Plaza for retail development. In preparing for this retail growth, we assisted 12 businesses in relocating within the City. By keeping those businesses we retained approximately 180 full-time positions and are projected that another 20 to 30 positions will be created among the businesses in the next 12 months. Hill & Valley, the largest employer we retained (140 jobs and projected growth of 20 new positions), was about to move its operation out of state. A New Market Tax Credit deal was structured to assist them in renovating a new facility to expand their operations and remain in the City. The site is now cleared and build ready for retail. Negotiated sale of City owned land to site a 10 acres commercial and retail development. Developer has invested \$5M to date on an engineering & insurance company and satellite community college. Additional \$5M to be invested in the remaining four lots when client is signed.		

Negotiated sale of City owned land and incentives to site 45,000 square foot Medical Marijuana Cultivation Facility valued at \$10M which created 100 jobs. One of the first in Illinois.

Hired consulting firm to determine the feasibility of providing water services to the Rock Island Arsenal. The U.S. Department of Defense is seeking to privatize utilities, including water, wastewater, electric and gas. It is expected the requests for proposals will be released sometime in early 2017. The actual turnover of services would be in 2019. Estimated City revenue could be anywhere between \$1.5M to \$2M a year.

The Quad Cities Alliance for Immigrants and Refugees (QCAIR) is a public/private organization that arose from a series of public dialogues in Rock Island, Illinois in 2011. The mission is to build community among refugees, immigrants and citizens of the Quad Cities. The identified action items: Education, Health, Housing Advocacy, Employment and Positive Interaction with Police.

Revitalized the Human Rights Commission that had been dormant for years. The mission to review complaints regarding discriminatory actions and to mediate disputes that arise from those complaints.

Provided oversight to developing/implementing the 20-year Comprehensive Land Use Plan and Zoning Ordinance. The Comprehensive Plan includes: 1) an inventory of existing conditions; 2) an assessment of current and future needs; 3) maps depicting current and future conditions; and 4) a community vision.

Negotiated five year labor agreements with FOP, FOP Command, IAFF, AFSCME A, AFSCME B and UAW. First time these groups have ever agreed on a five year labor agreement.

Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for an average savings of \$1M a year. There has been no property tax increase in five years.

Completed a 65,000 square foot Police Facility valued at \$22M within budget to provide a central location for all police operations for the first time.

REASON FOR LEAVING:

To pursue other opportunities and interests.

DATES: From 11/2008 To 9/2011	EMPLOYER: City of Macon, Georgia	POSITION TITLE: Chief Administrative Officer
ADDRESS: (Street, City, State, Zip/Postal Code) 700 Poplar Street , Macon, Georgia, 31201		COMPANY URL: https://www.maconbibb.us/
PHONE NUMBER: F.S, 119.071(4)(d) 2.h	SUPERVISOR: Robert Reichert - Mayor	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 60	SALARY: \$11,666.00/month	# OF EMPLOYEES SUPERVISED: 1280

DUTIES:

City of Macon employ's 1,280+FTE. The General Fund is budgeted at \$72M, Enterprise Fund is budgeted at \$14M, and Internal Service/Special Revenue/Governmental Funds is budgeted at \$21M.

Supervise department directors regarding short and long term goals and objectives. Departments included: Police, Fire, Emergency Management Agency, Public Works, Economic & Community Development, Human Resources, Finance, Central Services, Engineering, Airport, MIS, and Parks & Recreation.

Implemented Public/Private Merger: Noble's Marriott Macon City Center Hotel and the City's Coliseum, Convention Center and Auditorium. Noble invested \$37M and the City of Macon invested \$10M. Negotiated transition of 43 City employees to Noble employees outlining salaries, benefits and retirements.

Implemented Main Street Program thru the GA Department of Community Affairs. A local Main Street program represents and involves a public/private coalition of organizations, agencies, businesses, and individuals from throughout the community.

Continued partnership with Mercer University implementing the College Hill Corridor Master Plan to revitalize surrounding neighborhoods toward eventually reconnecting to the downtown area.

Partnered with Macon Water Authority and Bibb County to develop a 20 year Stormwater System Plan. Continuing partnership towards implementing a Stormwater Utility to fund repairs.

Partnered with Bibb County and Bibb County School System to implement Tax Allocation District (TAD) regarding the redevelopment of downtown blighted areas. Main focus to make Second Street the center of downtown, connecting it with Little Richard Boulevard. Referred to as a TIF in other States.

Implemented web-based system modeled after Baltimore CITISTAT that records and tracks work orders both internally and externally. Will also be used as management tool to improve service delivery.

Right-sized organization by 100+ FTE, which included prioritizing services and restructuring departments for a savings of \$3M. Future vacancies are all assessed before being filled.

Redesigned employee health insurance plan, which included premium/contribution and eligibility changes for a savings of \$5M. The City's Governmental Accounting Standards Board's (GASB) Other Post-Employment Benefits (OPEB) accrued liability was reduced from \$160M to \$80M.

Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for a savings of \$3.8M.

Developed Reserved Policy to maintain an average fund balance in the General Fund greater than three months expenses. Funds can

only be used in specified emergencies.

REASON FOR LEAVING:

Offered new job.

DATES: From 1/2003 To 10/2008	EMPLOYER: Dougherty County, Georgia	POSITION TITLE: Assistant County Administrator
ADDRESS: (Street, City, State, Zip/Postal Code) 222 Pine Avenue , Albany, Georgia, 31701		COMPANY URL: https://www.dougherty.ga.us/
PHONE NUMBER: 7733542516	SUPERVISOR: Richard Crowdis - County Administrator	
HOURS PER WEEK: 55	SALARY: \$6,600.00/month	# OF EMPLOYEES SUPERVISED: 8

DUTIES:

Dougherty County employ's 700+ FTE. The General Fund is budgeted at \$47M, the Special Tax District Fund is budgeted at \$7M, the Solid Waste Fund is budgeted at \$3M, and the Special Local Option Sales Tax (SPLOST) is projected at \$108M for six years. The County contains 326 square miles of land area.

Supervise department directors regarding short and long term goals. Departments included: Small and Disadvantaged Business Utilization, Finance, Public Works, Emergency Medical Services, Jail, Court Services, Tax and Tag, Solid Waste Disposal, Library, Human Resources, Facilities Management, and Police.

Represents County Administrator in meetings with personnel, other agencies, and the public. Functions as County Administrator in his absence.

- Provided professional support to implementation of a 10-year \$210-million downtown master plan creating a new mix of commercial, institutional, and residential activities financed by SPLOST.
- Provide oversight to developing/implementing the 20-year Comprehensive Land Use Plan and Zoning Ordinance. The Comprehensive Plan includes: 1) an inventory of existing conditions; 2) an assessment of current and future needs; 3) maps depicting current and future conditions; 4) a community vision; 5) goals, policies, and strategies; and 6) an implementation program.
- Oversee all fixed assets (property – buildings and contents, equipment, and automobiles) valued at \$161M.
- Oversee all insurance plans (self insurance, health plan, property, liability, and workers compensation).
- Oversee all major procurement activities (bids, Requests for Quotes, and Requests for Proposal) and present to County Commissioners with recommendation.
- Oversee inspection, maintenance, and coordination of events at Riverfront Park. Riverfront Park is an 8.83 acre tract passive park in the downtown area along the Flint River which includes a children's playground, festival gardens, and a multipurpose facility used for special events.
- Provide oversight to the Rural Transit System to provide efficient transportation service for residents living in the unincorporated areas of the County.
- Provide oversight to the pre-disaster mitigation competitive grant program for pre-disaster mitigation planning and projects primarily addressing natural hazards.
- Completed a 5,205 square foot Animal Shelter valued at \$781,647 within budget to provide animal control to the unincorporated area for the first time.
- Supervised with the Chamber of Commerce in developing an economic diversification plan for the Marine Corp Logistics Base land site.
- Represent Dougherty County on the Convention and Visitors Bureau Committee to promote community awareness and support for tourism and convention efforts.

REASON FOR LEAVING:

Offered new job.

DATES: From 6/2001 To 12/2002	EMPLOYER: City of Pinellas Park, Florida	POSITION TITLE: Associate Planner
ADDRESS: (Street, City, State, Zip/Postal Code) 5141 78th Avenue North , Pinellas Park, Florida, 33781		COMPANY URL: https://www.pinellas-park.com/
PHONE NUMBER: 7733542516	SUPERVISOR: NA - Director	MAY WE CONTACT THIS EMPLOYER? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
HOURS PER WEEK: 45	SALARY: \$3,300.00/month	# OF EMPLOYEES SUPERVISED: 0

DUTIES:

- Coordinated all matters related to planning for the Business and Neighborhood Development Division.
- Reviewed development plans for compliance with City policies and procedures.

REASON FOR LEAVING:

Offered new job.

DATES: From 4/1999 To 5/2001	EMPLOYER: Audiology by Gott	POSITION TITLE: Manager & Co-Owner
ADDRESS: (Street, City, State, Zip/Postal Code) Out of business , Mount Vernon, Illinois, 62864		COMPANY URL: no-website.com
PHONE NUMBER: 7733542516	SUPERVISOR: NA - Owner	
HOURS PER WEEK: 55	SALARY: \$5,000.00/month	# OF EMPLOYEES SUPERVISED: 1

DUTIES:

- Coordinated the hiring of new employees and marketing of Audiology by Gott.

REASON FOR LEAVING:

Sold business.

DATES: From 6/1998 To 3/1999	EMPLOYER: City of Largo, Florida	POSITION TITLE: Assistant to the City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 201 Highland Avenue North , Largo, Florida, 33770		COMPANY URL: https://www.largo.com/
PHONE NUMBER: 7275876716	SUPERVISOR: NA - City Manager	
HOURS PER WEEK: 50	SALARY: \$5,000.00/month	# OF EMPLOYEES SUPERVISED: 2

DUTIES:

- Participated in negotiations for a new three-year labor contract with the Communications Workers of America (CWA) spelling out wages, benefits, and working conditions.
- Supervised the acquisition, asbestos abatement/demolition of properties as part of the West Bay Drive Downtown Redevelopment Project.
- Supervised a space assessment/space utilization study for the Largo City Library to identify current and future needs.
- Received, analyzed, developed, and provided technical assistance to City Departments regarding five year Revenue Projections, Operating Budget, and five year Capital Improvement Program.
- Represented the City Manager at meetings with City personnel, other agencies, and the public.
- Facilitated, reviewed, and administered major purchases, contracts, and bids.

REASON FOR LEAVING:
Personal

DATES: From 4/1996 To 6/1998	EMPLOYER: City of Rockville, Maryland	POSITION TITLE: Assistant to the City Manager
ADDRESS: (Street, City, State, Zip/Postal Code) 111 Maryland Avenue, Rockville, Maryland, 20850		COMPANY URL: https://www.rockvillemd.gov/
PHONE NUMBER: 2403148470	SUPERVISOR: Julia Novak - City Manager	MAY WE CONTACT THIS EMPLOYER? ■ Yes □ No
HOURS PER WEEK: 55	SALARY: \$3,300.00/month	# OF EMPLOYEES SUPERVISED: 0

DUTIES:

- Received, analyzed, developed, and provided technical assistance to City Departments regarding the six year Capital Improvement Program.
- Functioned as legislative liaison to influence decisions for the benefit of the City on issues involving the City and State legislature, Council of Governments, Maryland Municipal League, and Montgomery County Government.
- Developed an Administrative Policy Handbook establishing guidelines for City employees in their work environment.
- Was the City's initial Webmaster, developed the infrastructure to establish the City's Internet presence with such items as: Mayor and Council agenda, employment application form, etc.
- Developed a hotline number and a CGI form on the Internet for people to submit requests as part of the Citizens Service Request program (received, coordinated, and maintained a database, and solved requests from citizens regarding problems with City services).
- Planned, implemented, and coordinated follow-up on issues resulting from Walking Town Meetings during which the Mayor and Council walk the streets and meet directly with citizens to address concerns and other aspects of the neighborhood.
- Coordinated the Keep It Clean program to create public awareness of environmental needs by establishing sponsored areas as an example of opportunities to improve the aesthetics of our city.

REASON FOR LEAVING:
Offered new job.

DATES: From 7/1994 To 3/1996	EMPLOYER: City of Tallahassee, Florida	POSITION TITLE: Budget Analyst
ADDRESS: (Street, City, State, Zip/Postal Code) 300 South Adams Street , Tallahassee, Florida, 32301		COMPANY URL: https://www.talgov.com/Main/Home
PHONE NUMBER: 8508918214	SUPERVISOR: NA - Director	MAY WE CONTACT THIS EMPLOYER? ■ Yes □ No
HOURS PER WEEK: 45	SALARY: \$2,500.00/month	# OF EMPLOYEES SUPERVISED: 0

DUTIES:

- Received, analyzed, developed and provided technical assistance to City Departments (Fire Services, Community Improvement, City Manager's Office, Downtown Development, Neighborhood & Customer Services) regarding the Operating Budget and five year Capital Improvement Program.

REASON FOR LEAVING:
Offered new job.

CERTIFICATES AND LICENSES

Nothing Entered For This Section

SKILLS

OFFICE SKILLS:

Typing:
Data Entry:

OTHER SKILLS:
LANGUAGE(S): English : Speak , Read , Write
ADDITIONAL INFORMATION
Professional Associations International City/County Management Association (ICMA) Illinois City/County Management Association (ILCMA)
Personal During a recent period of medical leave, I actively pursued additional training thru the ICMA to maintain my professional development and am now fully recovered and eager to return to work.

REFERENCES		
REFERENCE TYPE: Professional	NAME: Sharon Rahban	POSITION: City Controller, City of Compton
ADDRESS: (Street, City, State, Zip/Postal Code) California, Compton		
EMAIL ADDRESS: srahban@rahbancpa.com		PHONE NUMBER: 310-801-4588
REFERENCE TYPE: Professional	NAME: Terrence Bell	POSITION: Captain, Compton Sheriff's Precinct
ADDRESS: (Street, City, State, Zip/Postal Code)		
EMAIL ADDRESS: t3bell@lasd.org		PHONE NUMBER: F.S, 119.071(4)(d) 2.z
REFERENCE TYPE: Professional	NAME: Dennis Pauley	POSITION: Mayor
ADDRESS: (Street, City, State, Zip/Postal Code)		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: F.S, 119.071(4)(d) 2.z
REFERENCE TYPE: Professional	NAME: Ronerick Simpson	POSITION: Fire Chief, City of Compton
ADDRESS: (Street, City, State, Zip/Postal Code)		
EMAIL ADDRESS: [REDACTED]		PHONE NUMBER: F.S, 119.071(4)(d) 2.a
REFERENCE TYPE: Professional	NAME: Victor Meza	POSITION: General Water Manager
ADDRESS: (Street, City, State, Zip/Postal Code) California, Compton, Georgia, Macon		
EMAIL ADDRESS: vmezah2o@gmail.com		PHONE NUMBER: 6263799132
REFERENCE TYPE: Professional	NAME: Robert Reichert	POSITION: Mayor of Macon, GA (Former)
ADDRESS: (Street, City, State, Zip/Postal Code) California, Compton, Georgia, Macon		
EMAIL ADDRESS: robert.reichert82@gmail.com		PHONE NUMBER: (478) 901-2121, Ext. 118

Agency-Wide Questions

1. **Have you ever been convicted of any offense against the law or received a traffic citation, including speeding?**
NO
2. **Where did you first hear about this opportunity?**
Other
3. **Were you in the U.S. Armed Forces?**
4. **What branch of the U.S. Armed Forces were you in?**
5. **Dates of duty - From: (mm/dd/yy)**
6. **Dates of duty - To: (mm/dd/yy)**
7. **Reason For Discharge:**
8. **List duties in the service:**
9. **Have you previously been employed through veteran's preference?**
10. **If No, do you wish to claim veteran's preference at this time? If you are claiming veteran's preference, please provide DD214.**