



**BOARD OF COMMISSIONERS  
TOWN OF REDINGTON SHORES  
SPECIAL MEETING  
WEDNESDAY, JULY 16, 2025 - 6:00 P.M.  
AGENDA**

**A. CALL TO ORDER**

**B. PLEDGE OF ALLEGIANCE**

**C. ROLL CALL**

**D. APPEARANCES AND PRESENTATIONS**

**E. OLD BUSINESS**

**F. NEW BUSINESS**

**1. Town Administrator Candidates**

**G. MISCELLANEOUS**

**H. ADJOURNMENT**

Pursuant to Florida Statutes § 286.0105, if any person or entity decides to appeal any decision made on any matter considered at any meeting or hearing of any Redington Shores Board or Commission, he, she or it will need a record of the proceedings and, for such purpose, he, she or it may need to ensure that a verbatim record of the proceedings is made, which record includes the legal arguments, testimony, and evidence upon which the appeal is to be based.

# Resident Feedback

***Please Note: Florida has a very broad public records law. Most written communications to or from the Town of Redington Shores officials are public records available to the public and media upon request. Your e-mail address and communications may therefore be subject to public disclosure.***

**From:** Marie Palena <mpalena2you@yahoo.com>

**Sent:** Friday, June 27, 2025 5:26 PM

**To:** Mayor <mayor@redshoresfl.com>; Commissioner Dist. 1 <comdist1@redshoresfl.com>; Commissioner Dist. 2 <comdist2@redshoresfl.com>; Commissioner Dist. 3 <comdist3@redshoresfl.com>; Commissioner Dist. 4 <comdist4@redshoresfl.com>

**Cc:** Town Administrator <townadmin@redshoresfl.com>

**Subject:** Town Administrator/Manager position

Mayor Kapper, Vice Mayor, and Commissioners,

I was unable to attend the meeting this past Wednesday when a discussion of the candidates for the Town Administrator position was held. By this letter, I wish to express my strong support for Margaret Carey for the Town Administrator position. She is accomplishing tasks that neither of the two prior Administrators were able or willing to complete. And she shows an impressive level of professionalism, assertiveness and organization in taking on the additional duties of the Administrator while also managing the Town Clerk tasks. In just a few short months of her interim leadership, we are seeing the ability to move forward without prompting, to make reasoned, intelligent recommendations to the Commission, and to transform staff turnover into a cohesive, motivated team.

Ms. Carey is reaching out to residents rather than forwarding their concerns, or ignoring them all together. She is suggesting positive, constructive actions to improve the town's relationship to its citizenry, and communicating with the Public Works Department and the Building Official to insure that progress and improvement is continually the focus. She has initiated grant requests, consistently identifies opportunities for CRS credit and attends outside meetings with the goal of sharing valuable information to benefit our town.

We have a known quantity in Ms. Carey. This, alone, saves our town time and money in training and familiarizing a new person with our systems and resources. She has shown us that she is enthusiastic, capable and has already 'hit the ground running!' The Commission has an excellent opportunity to keep the positive momentum going in the aftermath of devastation that has already cost Redington Shores a Building Official, a Deputy Clerk and a Mayor on top of the overwhelming loss to residents of their homes and community. **Please select Margaret Carey as the next Town Administrator!**

Thank you for your time and consideration of this request.

Best wishes,  
Marie Palena  
201 175th Ave E  
Redington Shores, FL 33708

**Please Note: Florida has a very broad public records law. Most written communications to or from the Town of Redington Shores officials are public records available to the public and media upon request. Your e-mail address and communications may therefore be subject to public disclosure.**

**From:** Jane Smith <janesmith.smith5@gmail.com>

**Sent:** Sunday, June 29, 2025 4:49 PM

**To:** Mayor <mayor@redshoresfl.com>; Commissioner Dist. 1 <comdist1@redshoresfl.com>; Commissioner Dist. 2 <comdist2@redshoresfl.com>; Commissioner Dist. 3 <comdist3@redshoresfl.com>; Commissioner Dist. 4 <comdist4@redshoresfl.com>

**Subject:** Margaret E Carey Apointment

Mayor Kapper, Vice Mayor, and Commissioners,

As a resident of Redington Shores since 2012 and by this letter, I would like to offer my strong support for our interim Town Administrator Margaret Carey to be nominated to the position, as the permanent Town Administrator of Redington Shores.

After reviewing her resume, it is impressive to note the tasks that she has completed during this time. Tasks that neither of the two prior Administrators were able or even willing to complete. These accomplishments and her total ability to work with residents and you, our elected officials, as well as our regional partners, has allowed our township to maintain efficient levels of operation. Fully illustrating the deep commitment Margaret has for our town. Furthermore, for our community to be able to continue to maintain efficient operations, Margaret has clearly demonstrated an impressive level of professionalism, assertiveness and organization which has enabled her to be able to take on the additional duties of Administrator while also managing the position of Town Clerk. In just a few short months of her interim leadership, we are seeing her ability to move forward without prompting, to make reasoned, intelligent recommendations to the Commission, and her collaborative spirit has transformed staff nover into a cohesive, motivated team.

During her term as Town Clerk and interim Town Administrator, our township has had a positive response to Ms. Carey's outreach, constructive information. Her concern for its residents has been improving the towns relationship to its citizenry. Her management style and ability to work with Public Works and Building Officials is insuring continual improvement and necessary future progress. Along with Ms. Cary's direct experience serving Redington Shores, she has 18+ years of progressive experience in local government management and in her we have a known quantity.

This alone is a savings for our town as she will not need training! Margaret is enthusiastic, capable and has a keen understanding of the complexities of this island. **Please select Margaret Carey as the next Town Administrator!** You, the Commission have an opportunity to keep a positive momentum going after all our town has and is still going through in the aftermath of all the devastation that has cost Redington Shores so much! A Building Official, a Deputy Clerk and a Mayor as well as the overwhelming loss to residents of their homes and community. Margaret Carey is the best and most suitable candidate for this position.

Thank you for your time and consideration of this request.

Sincerely,

Jane Smith  
187 175th Avenue E  
Redington Shores, FL 33708



**From:** DanLoretta Fricks <dan.loretta.fricks@gmail.com>

**Sent:** Monday, June 30, 2025 10:20 AM

**To:** Mayor <mayor@redshoresfl.com>; Commissioner Dist. 1 <comdist1@redshoresfl.com>; Commissioner Dist. 2 <comdist2@redshoresfl.com>; Commissioner Dist. 3 <comdist3@redshoresfl.com>; Commissioner Dist. 4 <comdist4@redshoresfl.com>

**Subject:** Town Administrator Candidate

Mayor Kapper and Commissioners Harr, Hoyt, Shoos and Maynard,

We recommend that you select Margaret Carey as our Town Administrator.

As Interim Administrator since April, she has supported Redington Shores with professionalism and dedication. Margaret rose to this challenge in the aftermath of two devastating storms and in the midst of major changes in town leadership.

Without hesitation, upon being appointed Interim Town Administrator, Margaret identified and completed important tasks with quickly approaching deadlines. She established direct contact with neighboring towns and the county to garner more information and ideas to help our town and implemented them. She is well prepared for town meetings and communicates information thoroughly in an understandable manner. She has represented Redington Shores at meetings in a variety of forums, negotiated contracts with vendors, assisted residents as needed and has improved the working environment for Town Staff.

As Interim Town Administrator, Margaret has demonstrated that she is capable of managing our Town. We have an extraordinary opportunity to hire a proven professional as our Town Administrator. Our town will benefit from Margaret's experience and leadership in this unsettled time. We urge you to take advantage of this opportunity and appoint Margaret Carey to be Administrator for our Town.

Respectfully,

--

***Dan & Loretta Fricks***

**235 176th Ave E**

**Redington Shores, FL 33708**

**614-323-3550**

**[dan.loretta.fricks@gmail.com](mailto:dan.loretta.fricks@gmail.com)**

**From:** J Shannon <jackiemarie406@gmail.com>

**nt:** Tuesday, July 1, 2025 3:06 PM

**ro:** Mayor <mayor@redshoresfl.com>; Commissioner Dist. 1 <comdist1@redshoresfl.com>; Commissioner Dist. 2 <comdist2@redshoresfl.com>; Commissioner Dist. 3 <comdist3@redshoresfl.com>; Commissioner Dist. 4 <comdist4@redshoresfl.com>

**Subject:** Town Manager/Administer

Dear Mayor and Council Members:

I have been a resident of Redington Shores for 25 years. I am writing to show my support for Margaret Carey as the Town's Manager/Administrator. The things she has been able to accomplish during her short tenure are a testament to her abilities. I think the Town would truly benefit from her continued employment.

Thank you for your consideration of her, and for your efforts on behalf of our Town.

Jacquelyn Shannon  
17750 Wall Circle, RS

## Melissa Fultz

---

**From:** Commissioner Dist. 2  
**nt:** Thursday, July 10, 2025 3:35 PM  
**o:** Deputy Clerk  
**Subject:** FW: Margaret Carey for Town Manager - RESIDENT FEEDBACK RE: TOWN ADMIN

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi Melissa,

Please ensure that this resident feedback is to added to the "Resident Feedback File"

Thank you,  
CJ

-----Original Message-----

**From:** Pauline Daninos <lina.daninos@gmail.com>  
**Sent:** Sunday, July 6, 2025 8:55 AM  
**To:** Commissioner Dist. 2 <comdist2@redshoresfl.com>  
**Subject:** Margaret Carey for Town Manager

Good morning, we would like to endorse Margaret Carey to be the Town Manager of Redington Shores.

Sincerely,  
Pat, Pauline and Colt Daninos  
244 176th Terrace Drive E  
Redington Shores, FL. 33708

Sent from my iPhone

## Melissa Fultz

---

**From:** Commissioner Dist. 2  
**nt:** Friday, July 11, 2025 1:25 PM  
**o:** Deputy Clerk  
**Subject:** FW: Town Administrator - RESIDENT FEEDBACK RE: TOWN ADMIN

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi Melissa,

Please ensure that the communication below is added to the "Resident Feedback File" for the Town Admin position. (Sorry if I already sent this one – I'm trying to keep them all straight, but there are a lot! 🤔)

Thank you,  
CJ

**From:** Barbara/Bonnie/Utzie <utzie09@gmail.com>  
**Sent:** Wednesday, July 2, 2025 8:43 PM  
**To:** Mayor <mayor@redshoresfl.com>; Commissioner Dist. 2 <comdist2@redshoresfl.com>; Commissioner Dist. 1 <comdist1@redshoresfl.com>; Commissioner Dist. 3 <comdist3@redshoresfl.com>; Commissioner Dist. 4 <comdist4@redshoresfl.com>  
**Subject:** Town Administrator

I am very pleased the Town appointed Margaret Carey as Interim Town Administrator and I would like to endorse her for the permanent position. She has shown her commitment for the Town by wearing many hats especially through the disaster's turmoil. With all her many contributions she has shown she is equipped for the position of Town Administrator.

Sincerely,

Bonnie Utz  
124 Beach Ave  
727-399-2436

## Melissa Fultz

---

**From:** Stella Zervos <stylianigounari@icloud.com>  
**Sent:** Tuesday, July 15, 2025 9:19 AM  
**To:** Mayor; Commissioner Dist. 1; Commissioner Dist. 2; Commissioner Dist. 3; Commissioner Dist. 4  
**Cc:** Deputy Clerk  
**Subject:** Recommendation for Margaret Carey  
**Importance:** High

**Dear Mayor, Vice Mayor and Commissioners,**

As a resident of Redington Shores, I'm writing to express my strong support for Margaret Carey as she seeks the permanent position of Town Manager.

Over the past several months, Margaret has served as Interim Town Manager during one of the most challenging times in our town's history. In the aftermath of two devastating hurricanes, she demonstrated steady, responsive leadership and a clear commitment to helping our community recover and rebuild.

What makes Margaret particularly well-suited for this role is her deep understanding of the town's operations and needs. Her years as Town Clerk gave her firsthand insight into the inner workings of local government, and she has applied that knowledge with focus and care in her current position. As a resident herself, she understands both the structural and human aspects of managing this town.

Margaret has consistently shown herself to be capable, engaged, and accessible. She listens, responds, and acts with purpose—earning the trust and confidence of those she serves.

I hope the commission will recognize the strength of her leadership and the value she brings to this community. I fully support her appointment as our permanent Town Manager.

Sincerely,

**Stella Zervos**

**246 176<sup>th</sup> Terrace Drive E**  
Redington Shores, FL 33708  
727-482-2124  
Resident, Redington Shores

## Melissa Fultz

---

**From:** Dan & Loretta Fricks <dan.loretta.fricks@gmail.com>  
**Sent:** Tuesday, July 15, 2025 1:18 PM  
**To:** Deputy Clerk; Mayor; Commissioner Dist. 1; Commissioner Dist. 2; Commissioner Dist. 3; Commissioner Dist. 4  
**Subject:** Recommending Margaret Carey for Town Administrator

Mayor and Commissioners,

We have reviewed the resumes of the final four candidates for Town Administrator for our Town of Redington Shores. Our conclusion remains unchanged: We believe that Margaret Carey is the best qualified candidate to be our Town Administrator. The breadth of her experience in public service in positions of growing responsibility in a number of different locations gives her an edge for managing diverse situations.

The responsibilities of an Administrator are different than those of an elected official. While taking oversight from the Commission, an Administrator must work out details and supervise the Town Staff on a daily basis. The "icing on the cake," if you will, is that we have observed Margaret's abilities first hand. As Interim Administrator, she has shown us her skills and dedication. We recommend that the Commission hire Margaret Carey as our Town Administrator.

*Dan & Loretta Fricks*  
235 176th Ave E, Redington Shores

---

**From:** DanLoretta Fricks <[dan.loretta.fricks@gmail.com](mailto:dan.loretta.fricks@gmail.com)>  
**Sent:** Monday, June 30, 2025 10:20 AM  
**To:** Mayor <[mayor@redshoresfl.com](mailto:mayor@redshoresfl.com)>; Commissioner Dist. 1 <[comdist1@redshoresfl.com](mailto:comdist1@redshoresfl.com)>; Commissioner Dist. 2 <[comdist2@redshoresfl.com](mailto:comdist2@redshoresfl.com)>; Commissioner Dist. 3 <[comdist3@redshoresfl.com](mailto:comdist3@redshoresfl.com)>; Commissioner Dist. 4 <[comdist4@redshoresfl.com](mailto:comdist4@redshoresfl.com)>  
**Subject:** Town Administrator Candidate

Mayor Kapper and Commissioners Harr, Hoyt, Shoos and Maynard,

We recommend that you select Margaret Carey as our Town Administrator.

As Interim Administrator since April, she has supported Redington Shores with professionalism and dedication. Margaret rose to this challenge in the aftermath of two devastating storms and in the midst of major changes in town leadership.

Without hesitation, upon being appointed Interim Town Administrator, Margaret identified and completed important tasks with quickly approaching deadlines. She established direct contact with neighboring towns and the county to garner more information and ideas to help our town and implemented them. She is well prepared for town meetings and communicates information thoroughly in an understandable manner. She has represented Redington Shores at meetings in a variety of forums,

negotiated contracts with vendors, assisted residents as needed and has improved the working environment for Town Staff.

As Interim Town Administrator, Margaret has demonstrated that she is capable of managing our Town. We have an extraordinary opportunity to hire a proven professional as our Town Administrator. Our town will benefit from Margaret's experience and leadership in this unsettled time. We urge you to take advantage of this opportunity and appoint Margaret Carey to be Administrator for our Town.

Respectfully,

***Dan & Loretta Fricks***

**235 176th Ave E**

**Redington Shores, FL 33708**

**614-323-3550**

**[dan.loretta.fricks@gmail.com](mailto:dan.loretta.fricks@gmail.com)**



## Melissa Fultz

---

**From:** Amir DaBiri <amir@amirdabiri.com>  
**Sent:** Tuesday, July 15, 2025 1:36 PM  
**To:** Deputy Clerk  
**Subject:** Town Administrator Position

Good afternoon Melissa,

While I am not familiar with the other applicants for the Town's Administrator position, I wanted to express my support for Margaret Carey, who is being considered for the position.

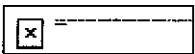
It has always been my strong belief that our Town Administrator should be somebody "*local*", who has familiarity with the town, the area, and the challenges. I never understood having to bring in an out-of-state candidate that didn't have the familiarity with the town and its history.

I think Margaret has done a fantastic job, especially since the hurricanes, which have challenged our town like never before. At a time where some gave up and left the town when we were at our lowest, Margaret took on the challenge head-on and was one of the steady fixtures that kept us afloat, and navigated the residents through these hard times.

Given her existing experience with our town and the fact that she is *local*, I feel like the residents can rest easier and count on her to be there during emergencies when most needed, unlike our previous administrator.

We have experienced a lot of changes to the "team" over the past few years, and I think having some "continuity" would be welcomed by many residents alike. I believe she is a great asset to our already great staff!

Thank you all for all your service!



Amir DaBiri  
845 180th Ave. E.  
Redington Shores, FL 33708



## Melissa Fultz

---

**From:** DJ Van Fossan <vanfossandj@yahoo.com>  
**Sent:** Wednesday, July 16, 2025 11:52 AM  
**To:** Commissioner Dist. 2; Mayor; Commissioner Dist. 1; Commissioner Dist. 3; Commissioner Dist. 4  
**Cc:** Town Administrator; Deputy Clerk  
**Subject:** New Town Administrator position

By this letter, I wish to express my support and recommendation for Margaret Carey for the Town Administrator position. She is accomplishing tasks that the two prior Administrators were not able or willing to complete. She demonstrates an impressive level of professionalism, assertiveness and organization in taking on the additional duties of the Administrator while also managing the Town Clerk tasks. In just a few short months of her interim leadership, we are seeing the ability to move forward without prompting, to make reasoned, intelligent recommendations to the Commission, and to transform staff turnover into a cohesive, motivated team.

Ms Carey has been reaching out to residents rather than forwarding their concerns, or ignoring them. She is suggesting positive, constructive actions to improve the town's relationship to its citizenry, and communicating with the Public Works Department and the Building Official to insure that progress and improvement is continually the focus.

We have a known quantity in Ms. Carey. This, alone, saves our town time and money in training and familiarizing a new person with our systems and resources. She has shown us that she is enthusiastic, capable and has already 'hit the ground running'! The Commission has an excellent opportunity to keep the positive momentum going in the aftermath of devastation that has already cost Redington Shores a Building Official, a Deputy Clerk and a Mayor on top of the overwhelming loss to residents of their homes and community. **I urge you to select Margaret Carey as the next Town Administrator!**

Thank you for your time and consideration of this request.

Regards,  
DJ Van Fossan

201 175th Ave E

Redington Shores, FL 33708

404-313-2888

## Melissa Fultz

---

**From:** Commissioner Dist. 2  
**Sent:** Wednesday, July 16, 2025 12:06 PM  
**To:** Deputy Clerk  
**Cc:** Commissioner Dist. 2  
**Subject:** FW: Town administrator position - RESIDENT FEEDBACK RE: TOWN ADMIN

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi again Melissa,

Here is another resident feedback that came in since the packet went out... please ensure that it is printed out and given to each Commissioner this evening.

Thank you,  
CJ

---

**From:** Chris Wood <Kit\_wood@outlook.com>  
**Sent:** Wednesday, July 16, 2025 11:32 AM  
**To:** Mayor <mayor@redshoresfl.com>; Commissioner Dist. 1 <comdist1@redshoresfl.com>; Commissioner Dist. 2 <comdist2@redshoresfl.com>; Commissioner Dist. 3 <comdist3@redshoresfl.com>; Commissioner Dist. 4 <comdist4@redshoresfl.com>  
**Subject:** Town administrator position

Hello,

I will keep this short valuing your time. I have been encouraged by fellow residents to reach out regarding the Town administrator position. I feel that Margaret Carey would be a fantastic candidate. Being familiar with our city and a history of success should be a heavy consideration. I hope for the sake of the town and chaotic past she can bring stability.

thank you for your time and continued efforts for our community

regards  
Chris wood  
235 176th Terrace dr e  
Redington shores

Get [Outlook for iOS](#)

## Melissa Fultz

---

**From:** christy herig <cpherig@gmail.com>  
**Sent:** Wednesday, July 16, 2025 12:11 PM  
**To:** Deputy Clerk  
**Subject:** Fwd: Town Manager Selection

Begin forwarded message:

**From:** christy herig <cpherig@gmail.com>  
**Subject:** Town Manager Selection  
**Date:** July 15, 2025 at 1:14:52 PM EDT  
**To:** Mayor <mayor@redshoresfl.com>, "Commissioner Dist. 1" <comdist1@redshoresfl.com>, "Commissioner Dist. 2" <comdist2@redshoresfl.com>, "Commissioner Dist. 3" <comdist3@redshoresfl.com>, "Commissioner Dist. 4" <comdist4@redshoresfl.com>

Mayor-Commissioner and Commissioners,

I would like to recommend Margaret Carey for the selection of Town Manager. In just 2.5 months she has initiated action on the major job objectives (swear, stormwater, and under grounding) that our two previous administrators failed to make any progress on in 3 years. She has excelled at the management tasks while still covering her role as Town Clerk. Margaret's solution oriented approach has proven to be innovative in many areas.

The fact that she was able to file the CRS recertification in such a short period of time is impressive. The previous certification took 2 years and the only reason it ever got done was because a consultant was hired. I worked on the CRS certification back in 1994. Pulling the package together is a monstrous task.

Her novel approach to debunk the "we the people" write-up of creating a Building Department News and Update with FAQs corrected the most egregious claims without recognizing the write-up and giving it legitimacy. I hope you have all read it, because it is extremely well written. <https://townofredingtonshores.com/building-department-news-update/>

After getting burned twice by Administrator, ( one talked the Commission into providing him a \$50K and the other a astounding severance package) I hope the Commission selects a Manager with known capabilities.

Thank you all for the work you do

Christy Herig

# Resumes

<b>Town Admintrator Applicants</b>	<b>Salary Requirement</b>
Matthew Spuck	\$100k
Joanne Kennedy	\$120k
Margaret Carey	\$135k
James Davis	\$100k-\$125k
Leone Lettsome	\$125k-\$135k
Lynne Ladner	\$140k
Gregg Bencic	\$115k-\$130k
Ken Griffin	\$136k
Krystal Patterson	\$100k
Lucas Gonyier	\$106,575
Michael McCabe	\$110k
Ryan Henderson	\$128k
Michael Szlosek	none given
Dan Kefgen	none given
Randall Baldwin	none given
Robert Cameron	none given

**Matthew Spuck**

June 27, 2025

Mayor and Commissioners  
Town of Redington Shores  
17495 Gulf Blvd.  
Redington Shores, FL 33708

Sent via email to rob@cityattorneys.legal

Dear Mayor and Members of the Commission,

With great enthusiasm and deep respect for the work of Redington Shores, I submit my application for the position of Town Administrator. As a seasoned municipal executive with a history of success leading full-service communities, I offer a proven ability to deliver efficient government operations, transparent fiscal management, and community-centered innovation. I am excited about the opportunity to partner with your Board of Commissioners in furthering the town's service mission, infrastructure priorities, and long-term sustainability.

In my current role as Town Manager of Onancock, Virginia, I am responsible for overseeing all aspects of town administration, including public safety, public works, zoning and environmental compliance, budgeting, economic development, and citizen engagement. I manage multi-million-dollar budgets, lead strategic planning, and have implemented over 20 ARPA-funded projects to enhance infrastructure and services. My experience negotiating complex contracts, enforcing procurement regulations, administering interlocal agreements, and delivering capital programs aligns directly with your expectations for administrative and operational leadership.

I have a strong record of engaging with elected officials, legal counsel, and residents to develop sound policy, uphold ethics and compliance, and deliver measurable results. My role has included risk management, utility system oversight, personnel management, and communication strategy—from briefing councilmembers to informing the public through newsletters and web content.

I hold a Master's Certificate in Public Administration, a B.S. in Accounting, and am a Certified Zoning Official. I lead with integrity, collaboration, and accountability, and I value the unique character of Redington Shores. Your town's coastal setting, community values, and vision for effective government resonate with both my professional strengths and personal aspirations. The State of Florida runs deep in my family lives and history. Our children and grandchildren live in the Sarasota area and my wife is a 5<sup>th</sup> generation Venetian.

Thank you for considering my application. I would welcome the opportunity to speak further about how I can contribute to the continued excellence and resilience of Redington Shores as your next Town Administrator.

Warm regards,

Matt Spuck

## MATTHEW SPUCK

## TOWN ADMINISTRATOR – REDINGTON SHORES, FL

Visionary, energetic leader with meticulous financial and operational oversight; aligns strategic initiatives with budgets and capital plans; passionate communicator with all constituents; promotes growing stakeholder participation; accomplished grant funding writer, administrator and project leader; policy and data-driven decision maker. Core professional competencies include:

- ✓ Municipal & Public Administration: Expertise overseeing town operations, managing public works, public safety, and ensuring compliance with state and federal regulations.
- ✓ Strategic & Fiscal Planning: Skilled in budget development, financial forecasting, and CIP.
- ✓ Grant Funding & Completion: Find appropriate funding for the need, author the grant application, administer the ongoing requirements, and lead the project to completion.
- ✓ Project & Program Management: Experience leading cross-functional teams in infrastructure development, economic initiatives, and public service projects.
- ✓ Policy & Regulatory Compliance: In-depth knowledge of zoning, environmental regulations, and local government policies.

### Experience & Notable Contributions

#### TOWN OF ONANCOCK • Onancock, VA • 2020-Current

##### TOWN MANAGER • July 2020 – Present

- ✓ Lead the comprehensive administration of municipal services, including police department, public works, economic development, zoning enforcement, transient and local marina, administration and taxation, and community services.
- ✓ Developed and executed strategic plans, forecasted several years, created multi-million-dollar budgets, ensured fiscal discipline and effective allocation of resources, and increased reserves by over 200%.
- ✓ Collaborate with elected officials, department heads, planning commission, personnel committee, marina leadership, and community stakeholders to develop policies and ordinances that promote sustainable growth and improve the quality of life for residents, businesses, and visitors, all while protecting the town's soul.
- ✓ Work collaboratively with Accomack County, Accomack-Northampton EDA, ESVA Tourism Commission, ESVA Chamber of Commerce, Onancock Business and Civic Association.
- ✓ Conceived and managed 23 projects funded through ARPA.
- ✓ Developed Manager Minute, a community newsletter to inform the community about timely and impactful information.
- ✓ Designed and supported the town's website and app.
- ✓ Disciplined communicator for local newspaper and live news.
- ✓ Responsible for environmental enforcement of the Chesapeake Bay Preservation Act.
- ✓ Negotiated complicated transfer of wastewater treatment plant to regional authority but keep drinking water distribution system

#### Professional Progression (one key accomplishment or skill learned):

Director, Client Success, Clifton Larson Allen (Relationship management) 2016 - 2020

Finance Officer, Diploma Plus (Created administrative organization from the ground up) 2012-2016

Director of Finance and Operations, Cambridge Montessori School (crisis management) 2010-2012

Chief Financial and Operations Officer, The Harley School (construction management) 2002 - 2010

National Compliance Auditor, StoneBridge Business Partners (relationship management) 1999-2002

Financial and Operations Analyst, Travel Ports of America (multi-million-dollar budget) 1991-1999

Budget Analyst, The Dana Corporation. (complicated budgets and forecasts) 1989 - 1991

### Education

BACHELOR OF SCIENCE, ACCOUNTING | QUINNIPIAC UNIVERSITY | 1989

MASTER'S ADVANCED CERTIFICATE IN PUBLIC ADMINISTRATION | OLD DOMINION UNIVERSITY | 4.0 GPA

VIRGINIA ASSOCIATION ZONING OFFICIALS – CERTIFIED ZONING OFFICIAL



**Professional References**

Fletcher Fosque  
Mayor – Town of Onancock  
757-710-1995

Bob Bloxom  
Former Town Council Member  
757-710-0805

Debbie Caton  
Director of Administration – Town of Onancock  
757-710-2529

Abe Mathews  
Partner – Clifton, Larson Allen  
202-531-0339

Akili Moses Israel  
Former Executive Director – Diploma Plus  
916-397-7693

**Personal References**

Jeff Vernimb  
908-420-9492

Jake Dillon  
804-310-7028

**Joanne Kennedy**

# JOANNE "COOKIE" KENNEDY

---

Town of Redington Shores  
17425 Gulf Blvd  
Redington Shores, FL 33708

June 16, 2025

Mayor & Commissioners of the Town of Redington Shores;

I am writing to express interest in the Town Administrator position with Redington Shores. Having over 16 years of leadership experience in public service, coupled with my commitment to community engagement and sustainable development, makes me well-suited for this position.

A proven track record of fiscal responsibility and overseeing the development and implementation of city and county budgets aligns with strategic community goals of Redington Shores. With experience advocating for infrastructure improvements and collaborating with planners and engineers, we helped modernize public space while promoting economic development.

As Mayor of Indian Rocks Beach, numerous community initiatives have been successfully spearheaded. Experience presiding over city commission meetings sharpened skills in agenda management, stakeholder engagement, and issue resolution, helped ensure proactive communication with the public sector.

My role as a small business owner has instilled valuable insights into financial oversight and customer relations. Strong community ties and effective communication are crucial for success in any organization. It is important to prioritize building these relationships in all professional endeavors.

With vast knowledge in public policy, administration, and community engagement, my ability to make a positive impact coincides well with the current mission of the Town of Redington Shores.

Thank you for considering my application. I am excited for the opportunity to discuss how my skills and experience can contribute to the continued success, growth, and rejuvenation of the Town of Redington Shores.

Sincerely,



Joanne "Cookie" Kennedy  
[joannecookiekennedy@gmail.com](mailto:joannecookiekennedy@gmail.com)  
727-560-7565

# Joanne “Cookie” Kennedy

Indian Rocks Beach, FL 33785 | 727-560-7565 |

joannecookiekennedy@gmail.com

## **PROFILE**

Highly driven and result-oriented professional with leadership, administration, and public service experience. Proven expertise in managing operations, rostering community engagement, and implementing strategic initiatives to drive organization and community success. Adept at financial oversight. Skilled in public relations, event coordination, and building strong relationships with stakeholders.

## **EDUCATION**

**St. Petersburg College**

Bachelor of Science, Public Policy and Administration, Graduated with Honors

**Clearwater, FL**

May 2024

## **SKILLS**

- Intergovernmental Relations
- Program Expansion and Advancement
- Infrastructure Improvements
- Zoning Regulations
- Consensus Building
- Detail oriented
- Team Mentorship
- Microsoft Excel

## **PROFESSIONAL EXPERIENCE**

**City of Indian Rocks Beach**

**Indian Rocks Beach, FL**

*Mayor/Commissioner*

March 2018 – April 2024

- Spearheaded community engagement initiatives, including the creation of “Monday with the Mayor” a program fostering direct communication with residents and showcasing local businesses through podcasts and public forums
- Presided over city commission meetings, county agencies, and ensured efficient agenda management, adherence to procedural rules, and resolution of complex issues impacting residents and local stakeholders
- Advocated for fiscal responsibility by overseeing development and implementation of annual/city and county agency budgets and aligning financial planning with strategic community goals
- Represented the City at regional and state meetings, strengthening intergovernmental relations and advocating for policies supporting local economic and environmental sustainability
- Preservation Award and recognized for mixed use business program

*Vice Mayor / Commissioner*

March 2008 – March 2018

- Collaborated with commissioners to address critical policy issues, ensuring the city’s growth and sustainability while balancing the needs of the residents, businesses, and environment
- Chaired the Finance Budget Review Committee, overseeing municipal funds and implementing financial strategies to support long term community projects and services



- Advocated for infrastructure improvements, worked closely with city planners, and engineers to modernize public spaces, enhance safety, and promote economic development
- Engaged with community through public meetings and outreach programs building consensus on contentious issues and fostering trust and transparency in local government

## **ADDITIONAL EXPERIENCE**

### **Cookie Cutter**

*Small Business Owner*

### **Indian Rocks Beach**

*Current*

- Manage daily operations, including staff supervision, financial oversight, and customer relations, ensuring thriving, safe, and client-focused business environment
- Foster a collaborative and supportive workplace culture, mentoring employees and entrepreneurs to enhance their skills and achieve professional growth
- Develop and implement innovative business strategies to adapt to market trends, maximize profitability, and maintain a competitive edge in the local community
- Build strong relationships with clients, vendors, staff, and local organizations, contributing to economic vitality and community spirit

## **LEADERSHIP / COMMUNITY INVOLVEMENT**

- Veterans Day Tribute (Founder) November 2018 - Present
- Barrier Island Governmental Council, President (2024) March 2018 -2024
- Forward Pinellas – Represented 10 Municipalities, Chairperson (2023)
- Red Tide Summit -secured \$10.5M grant for research Pinellas Beaches May 2019
- Pinellas County Tourist Development Council January 2016 -January 2020
- Florida League of Cities Hometown Hero Award Recipient May – 2020, 2021, 2023
- Honoree City of Indian Rocks Beach, Mayor Cookie Kennedy Dedication March 2024
- Honoree Women of Indian Rocks Beach Tea Chairity Event March 2024

## **MEMBERSHIPS**

-ICMA

**Minimum Salary Requirment: \$120,000**

# Joanne "Cookie" Kennedy

408 2<sup>nd</sup> ST  
Indian Rocks Beach, FL 33785  
727.560.7565  
JoanneCookieKennedy@gmail.com

---

## PROFESSIONAL REFERENCES

**Brently Gregg Mims**  
727.410.9586  
gmims@irbcity.com

**City Manager, City of Indian Rocks Beach**  
*Colleague working together for the city of Indian Rocks Beach.*

**Jeff Kronschnabl**  
727.224.7022  
Kronschnabl.jeffery@spcollege.edu

**Professor of Public Policy & Administration, St. Petersburg College**  
*Head of Public Policy Program*

**Dr. Tonjua Williams**  
727.341.4772  
president@spcollege.edu

**President, St Petersburg College**

**Whit Blanton**  
407.620.5984  
wblanton@co.pinellas.fl.us

**CEO Forward Pinellas, Pinellas County Government**

**Matt Loder**  
727.580.4449  
matt@crabbybillsirb.com

**President Crabby Bills Restaurant Chain**

**Anne Marie Brooks**  
727.418.7878  
abrooks@madeirabeachfl.gov

**Mayor, Madeira Beach, FL**

**Margaret Carey**

# MARGARET E. CAREY

North Redington Beach, FL 33708 \* (708) 567-6784  
margaretcarey@live.com

---

June 19, 2025

Town of Redington Shores, Florida

***RE: Application for the position of Town Manager/Administrator***

Dear Commissioners:

I am writing to formally express my interest in the permanent position of Town Administrator for the Town of Redington Shores. Having had the privilege to serve in the role of Interim Town Administrator since April 2025, I have developed a deep appreciation for this community, its priorities, and its unique coastal character. I am committed to building on the strong foundation we've established and leading the town forward with continuity, transparency, and a clear strategic vision.

During my time as Interim Town Administrator, I have worked closely with staff, elected officials, residents, and regional partners to maintain efficient operations, uphold fiscal responsibility, and respond proactively to emerging challenges. From managing day-to-day administration to supporting critical infrastructure planning and overseeing compliance with federal, state, and local regulations, I have sought to lead with professionalism, responsiveness, and a collaborative spirit.

My background, which spans 18+ years of progressive experience in local government and management, combined with my direct experience serving Redington Shores, positions me to continue making immediate and informed contributions. I understand the complexities of operating in a barrier island community – especially during hurricane season. I lived it firsthand with the members of this community and we learned lessons together. I remain focused on resilience planning, sustainable development, and quality service delivery.

It would be an honor to continue serving Redington Shores, "Nature's Beach, in a permanent capacity. I am excited about the opportunity to work alongside the Commission to pursue long-term goals, strengthen community engagement, and ensure operational excellence for the benefit of our residents and visitors alike.

Thank you for considering my application.

Sincerely,

*Margaret E. Carey*

Margaret E. Carey



# MARGARET E. CAREY

North Redington Beach, FL 33708 \* (708) 567-6784  
margaretcarey@live.com

---

• Results Driven • Proven Leader • Creative & Innovative •

## EDUCATION

DECEMBER 2013

**ORGANIZATIONAL LEADERSHIP, B.A., LEWIS UNIVERSITY, ROMEOVILLE, IL**  
CONCENTRATION IN NONPROFIT MANAGEMENT

## EXPERIENCE

APRIL 2025 – CURRENT

**INTERIM TOWN ADMINISTRATOR, TOWN OF REDINGTON SHORES, FL**

Perform all duties of the Town's chief administrative executive, ensuring that all policy directives are carried out. Administer the town's adopted budget and coordinate all phases of the town's delivery of municipal services while ensuring the efficient and effective operations of all town departments. Working knowledge of the town code and state statutes. Preparation of the annual budget, coordinating strategic planning, capital improvement projects, and long-term town goals. Oversee all major projects to ensure deadlines and goals are being met. Research and recommendations for the Board. Oversee all personnel matters and conflict resolution and advanced problem-solving with residents, business owners, citizens, elected officials, and staff. Contract negotiation, while being mindful of procurement codes. Always being a good steward of taxpayer dollars. Ensure emergency management preparation duties are completed – especially in storm season. Represent the Town in a professional manner by attending all town meetings and events and engaging with the community.

NOVEMBER 2023 – CURRENT

**TOWN CLERK, TOWN OF REDINGTON SHORES, FL**

Oversee Clerk's Office operations, including training, mentoring, and managing staff. Develop department policies and procedures to promote process improvement and adherence to legislature updates. Payroll (Paychex) and performance evaluations. Public Information Officer (PIO) for the Town. Oversee the processing of Public Records requests, ensuring that responses are timely and transparent. Assist with all aspects of meeting preparation, including timely posting of meeting notices, agenda and packet preparation, and minutes, adhering to Town Code, State Statutes, and Sunshine Law. Budget preparation and maintenance. Oversee records management/retention for the Town. Election administration, directing all activity. Preparation of research and reports for the Town Administrator and Board of Commissioners. Process Board action items, including contracts, ordinances, and resolutions. Coordinate all special events for the Town and process Special Event permit applications. Manage all website updates and community notifications.

**JULY 2022 – NOVEMBER 2023**

**DEPUTY CITY CLERK, CITY OF AVONDALE, AZ**

Supervise Clerk's Office staff and report to the City Clerk. Responsible for all HR tasks including: workload evaluation, staff meetings, mentorship, and performance evaluations utilizing the NEOGOV program, and timekeeping & payroll via ADP. Oversee the processing of Public Records requests via the Next Request program, ensuring that responses are timely and transparent. Assist with all aspects of meeting preparation, including timely posting of meeting notices, agenda and packet preparation, using the Civic Clerk agenda management system. Budget preparation and maintenance, accounts receivable and payable via Munis. Oversee the Records Management program for the City, which includes educating all departments about retention laws and assisting with compliance. Processed claims received against the City. Research and preparation of reports and correspondence for the City Clerk, City Manager, and City Council. Oversee the processing of liquor and special event licenses. Prepare legal notices. Process City Council action items, including: contracts, ordinances, and resolutions. Coordinate all special events and fundraising activity for the Clerk's Office.

**DECEMBER 2021 – JULY 2022**

**MANAGEMENT ANALYST – ENGINEERING DEPARTMENT, CITY OF BUCKEYE, AZ**

Conducted research and analysis of Capital Improvement Projects (CIP) to effectively prepare documents and presentations for the Department Director. Assisted with budget preparation. Worked closely with Procurement staff as the Administrator for the City's Vendor Services program, processing new vendor registrations and providing client assistance as needed. Completed human resource tasks utilizing NEOGOV software. Coordinated all onboarding tasks for new employees. Utilized Granicus software to enter Council Action Reports into the agenda workflow. Maintained department records, coordinating with the City Clerk's office to adhere to State retention statutes.

**JANUARY 2019 – NOVEMBER 2021**

**DEPUTY CITY CLERK / ASSISTANT TO THE MAYOR, CITY OF PALOS HEIGHTS, IL**

Department Director (City Clerk is an elected position). Administrator for the Mayor's Office and City Clerk's Office, resolving issues and managing public relations. Developed relationships with elected officials and community leaders. Budget preparation. Research and preparation of reports, correspondence, media posts, and City newsletter. Processed licenses including liquor and special events. Prepared meeting agendas and packets, in compliance with the Open Meetings Act. Prepared legal notices and bid advertising. Processed City Council action items. Maintained all City records and oversaw retention/destruction. Election administration. City website administrator. City's FOIA Officer. Coordinator for City special events and programs. 2020 Census program administrator.

**SEPTEMBER 2014 – JANUARY 2019**

**DEPUTY CITY CLERK, CITY OF COUNTRYSIDE, IL**

Department Director (City Clerk is an elected position). Managed the Clerk's Office, supervising staff. Developed and managed the department budget. Supervisory duties included coaching, performance reviews, and adherence to personnel policies and procedures. Prepared all City Council and Committee meeting agendas and packets in compliance with the Open Meetings Act. Collected and processed City payments (water bills, permits, etc.). Participated in collective bargaining agreement discussions. Processed all City licenses (liquor, business, special event). Coordinated all election activities. Prepared the department's annual budget. City website and social media administrator. City's FOIA Officer. Records custodian and retention administrator. Staff coordinator for Citywide special events, including the annual St. Patrick's Day Parade.



**OCTOBER 2007 - SEPTEMBER 2014**

**ASSISTANT TO THE POLICE CHIEF, CITY OF COUNTRYSIDE, IL**

Assisted the Chief and command staff with operational objectives by conducting research, making recommendations, and resolving problems. Prepared correspondence and reports. Accomplished human resource objectives by maintaining personnel files, processing compensation actions and performance evaluations, and updating policies. Assisted with budget preparation, tracking expenses, and negotiating with vendors, while adhering to the purchasing policy. Produced the annual report, managed the website and social media promoted department programs.

**MAY 2004 – AUGUST 2006**

**CLIENT SERVICES ANALYST, ACOSTA SALES & MARKETING, LOMBARD, IL**

Client Services Division. 30,000+ employees. Achieved business goals, coordinated client meetings, special events, and travel. Performed research to prepare correspondence, reports, and presentations. Served clients with integrity and enthusiasm. Promoted corporate culture by serving as the Chairperson for the Chicago area Culture Committee.

**SKILLS**

- Municipal Government Administration
- Technical and Municipal Software Skills
- Human Resources
- Website and Social Media
- Special Events
- Leadership
- Budgeting
- Election Administration
- Public Information Officer
- Emergency Management

**PROFESSIONAL AFFILIATIONS**

- Member, ICMA International City Managers Association, 2025
- Member, IIMC International Institute of Municipal Clerks, 2014-Present
- Member, Florida Association of City Clerks, 2023-Present
- Member, Pinellas County Clerks Association, 2023-Present

**CERTIFICATIONS/COMMISSIONS/SPECIALIZED TRAINING**

- FDEM certification, 2025
- NIMS training completed, 2023
- MMC – Master Municipal Clerk, IIMC, 2023
- Certified Election Official, Arizona Secretary of State, 2023
- Notary Public

**AWARDS**

- Recipient of the Program Excellence in Governance Award from the International Institute of Municipal Clerks (IIMC), at the Annual Conference in Montreal Canada, 2017

**SALARY EXPECTATION - \$135,000**

## ACCOMPLISHMENTS

During my time as Interim Town Administrator I have illustrated the type of leadership and results you can expect of me in the permanent role. Here are a few of my top accomplishments.

- ✓ Created a **Weekly Update** to keep Commissioners involved and updated on day-to-day activities.
- ✓ Quickly completed the **CRS Recertification** application to meet our extended deadline and ensured we are doing every activity we can to save our residents money on flood insurance.
- ✓ Completed an **After-Action Report** from last storm season – in preparation of updating the town's Emergency Preparedness Manual.
- ✓ Ensured **emergency contracts** are valid for the current storm season (debris hauler, FDEM).
- ✓ Analyzed the **CIP projects** and reconnected with vendors, consultants, and contractors to develop a timeline for each project and complete necessary steps to begin projects.
- ✓ Connected with **FEMA** and FDEM to apply for over **\$3M in reimbursement/grant** money for damages from Milton, Helene, Debby, and Idalia. Many of the items were long overdue.
- ✓ Applied for 2 separate HMGP grant projects (stormwater and utility undergrounding).
- ✓ Successfully negotiated the **SAFEBuilt contract**, securing all requested items, while also researching backup options.
- ✓ Worked with our accountants to develop the next fiscal year **budget**.
- ✓ Planned and held the **Hurricane Workshop and Flood Insurance Workshop**. This was a collaborative effort with Indian Shores.
- ✓ Planned **future town events**, including the grand reopening of Constitution Park and the Town's 70<sup>th</sup> Anniversary.
- ✓ Built consensus and trust with staff, resulting in full engagement and support for town initiatives.

# MARGARET E. CAREY

North Redington Beach, FL 33708 \* (708) 567-6784

margaretcarey@live.com

---

## REFERENCES

Lee Ann Holroyd  
Captain  
Indian Shores Police Department  
lholroyd@myindianshores.com  
727-595-5414

Marcella Sarmiento  
City Clerk – City of Avondale, AZ  
msarmiento@avondaleaz.gov  
623-333-1214

Citlaly Salas  
Deputy Clerk – City of Tolleson, AZ  
citlaly.salas@tolleson.az.gov  
623-936-7111

Chris Williams  
Division Director (retired) – City of Buckeye, AZ  
cawilliams4848@icloud.com  
602-695-1595

David Strohl  
City Administrator – City of Palos Heights, IL  
dstrohl@palosheights.org  
309-253-3923

Kate Caruso  
Office Manager – Palos Heights, IL Police Department  
kcaruso@palosheightspd.org  
708-671-3232

Liz Cordova  
Deputy City Clerk - City of Countryside, IL  
lizcordova0107@yahoo.com  
708-257-4437

**Candidate James Davis has  
Formerly Withdrawn**

City of Redington Shores, FL:

I am writing to apply for the position of City Manager. I am currently employed by the city of Venice as the Community Resources Manager, assigned to the Venice Police Department. I have been working in local government for over thirteen years and have demonstrated a strong commitment to the community. I have overseen budgeting, development, and operations throughout my career, and I am confident that my skills would be an asset to this position. While in the United States Marine Corps, one of my responsibilities included downsizing five battalions of Marines based on task-level assignments.

I am very active in all departments and enforce all municipal code, including writing some of it. I am known in the city as a problem solver. The current city manager calls me when he can't get an answer from anyone else. Initially, I was working on an oversight position and proposed it to the City Manager which included the ability to deal with issues that the city currently needs to correct. A list of those areas include:

- 1) Performance Audit – Restructuring the workforce to rid the city of Waste and Misallocated Resources. These do exist in the city.
- 2) Employee Morale – There is currently a downward trend of morale within the non-management employees. There is a lack of trust among employees to use the current reporting process of Human Resources as the employees feel there is always retribution. HR is no longer considered a safe space for those employees.
- 3) High turnover rate in both Public Works and Utilities.
- 4) Top-heavy in management with bare bones worker level employees. The city needs more working managers and not administration managers. Employees are not being fully utilized, and functions need to be absorbed.
- 5) The City Council needs transparency from the City Manager. Increases in staffing need to be justified based on proper data and not city population.

I believe that the position of city manager requires a person who knows how to work well with the community and has a strong understanding of how government works. I feel I have those qualities and could bring them to the city. The City needs a strong leader. Someone who will work with the Finance Director and City Council in a transparent way. I believe I am that leader. Please feel free to contact me if you have any questions or concerns. Thank you for your consideration.

Sincerely yours,

James Nelson Davis, Jr.



## *Certification of Military Service*

\*\*\*\*\*

*This certifies that*

Jim N Davis  
287 74 9838

*was a member of the*

United States Marine Corps

*from*

December 23, 1986

*to*

May 3, 1990

*Service was terminated by*

Honorable Discharge

*Last Grade, Rank, or Rating*

Corporal

*Active Service Dates*

Same As Above

Date of Birth: 11/1/1963      Place of Birth: Lancaster, OH

\*\*\*\*\*

*Given at St. Louis, Missouri on April 30, 2012*

National Personnel Records Center  
(Military Personnel Records)  
National Archives and Records Administration

JBJ  
20

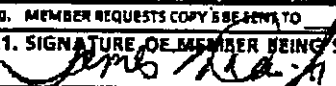
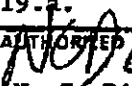
THE ARCHIVIST OF THE UNITED STATES IS THE PHYSICAL CUSTODIAN OF THIS PERSON'S MILITARY RECORD

*This Certification of Military Service is issued in the absence of a copy of the actual Report of Separation or its equivalent. This document serves as verification of military service and may be used for any official purpose. Not valid without official seal.*



CAUTION: NOT TO BE USED FOR  
IDENTIFICATION PURPOSESTHIS IS AN IMPORTANT RECORD.  
SAFEGUARD IT.ANY ALTERATIONS IN SHADED  
AREAS RENDER FORM VOID

## CERTIFICATE OF RELEASE OR DISCHARGE FROM ACTIVE DUTY

1. NAME (Last, First, Middle) <b>DAVIS JR, JIM NELSON</b>		2. DEPARTMENT, COMPONENT AND BRANCH <b>USMC</b>		3. SOCIAL SECURITY NO. <b>287 74 9838</b>	
4.a. GRADE, RATE OR RANK <b>SERGEANT</b>		4.b. PAY GRADE <b>E5</b>		5. DATE OF BIRTH (YYMMDD) <b>631101</b>	
6. RESERVE OBLIG. TERM. DATE Year <b>00</b> Month <b>07</b> Day <b>21</b>		7.a. PLACE OF ENTRY INTO ACTIVE DUTY <b>MEPS, COLUMBUS OH.</b>			
7.b. HOME OF RECORD AT TIME OF ENTRY (City and state, or complete address if known) <b>112 PROSPECT ST NEWARK, OH 43056</b>				8.a. LAST DUTY ASSIGNMENT AND MAJOR COMMAND <b>CO A, MARSPBN, FT MEADE, MD 20755</b>	
8.b. STATION WHERE SEPARATED <b>CO A, MARSPBN, FT MEADE, MD 20755</b>				9. COMMAND TO WHICH TRANSFERRED <b>N/A</b>	
10. SGLI COVERAGE Amount: \$ <b>0</b> <input type="checkbox"/> 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.)  <b>2631 - NON-MORSE INTERCEPT OPERATOR/ANALYST 06 YRS 07 MOS</b>	
12. RECORD OF SERVICE				Year(s) Month(s) Day(s)	
a. Date Entered AD This Period				<b>90 05 04</b>	
b. Separation Date This Period				<b>94 05 03</b>	
c. Net Active Service This Period				<b>04 00 00</b>	
d. Total Prior Active Service				<b>03 04 11</b>	
e. Total Prior Inactive Service				<b>00 04 20</b>	
f. Foreign Service				<b>00 00 00</b>	
g. Sea Service				<b>00 00 00</b>	
h. Effective Date of Pay Grade				<b>92 10 01</b>	
13. DECORATIONS, MEDALS, BADGES, CITATIONS AND CAMPAIGN RIBBONS AWARDED OR AUTHORIZED (All periods of service) <b>CERTIFICATE OF APPRECIATION, LETTER OF APPRECIATION (6 AWARDS), LETTER OF COMMENDATION (3 AWARDS), MERITORIOUS MAST (2 AWARDS), NAVY AND MARINE CORPS OVERSEAS SERVICE RIBBON W/1*, MARINE CORPS GOOD CONDUCT MEDAL W/1*, NATIONAL DEFENSE SERVICE MEDAL, JOINT MERITORIOUS UNIT AWARD</b>					
14. MILITARY EDUCATION (Course title, number of weeks, and month and year completed) <b>NON-MORSE BASIC PREPARATORY OPERATIONS (12F) 20 WKS 8709, CRYPTOLOGIC TECH T FIELD OPER TYPE 4/ELINT OPR A-231-0028 (241) 4WKS 8801, HF NON-MORSE COLLECTIONS OPERATIONS (CUC) 1 WK 8704</b>					
15.a. MEMBER CONTRIBUTED TO POST-VIETNAM FRA VETERANS' EDUCATIONAL ASSISTANCE PROGRAM		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		15.b. HIGH SCHOOL GRADUATE OR EQUIVALENT	
		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		16. DAYS ACCRUED LEAVE PAID <b>0.5</b>	
17. MEMBER WAS PROVIDED COMPLETE DENTAL EXAMINATION AND ALL APPROPRIATE DENTAL SERVICES AND TREATMENT WITHIN 90 DAYS PRIOR TO SEPARATION <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO					
18. REMARKS					
19.a. MAILING ADDRESS AFTER SEPARATION (Include Zip Code) <b>2006 MT. LAUREL LN MARTINSBURG, WV. 25401</b>					
19.b. NEAREST RELATIVE (Name and address - include Zip Code) <b>JEANNE MARIE DAVIS (WIFE) SAME AS 19.a.</b>					
20. MEMBER REQUESTS COPY BE SENT TO		DIR. OF VET AFFAIRS		Yes <input type="checkbox"/> No <input type="checkbox"/>	
21. SIGNATURE OF MEMBER BEING SEPARATED 		22. OFFICIAL AUTHORIZED TO SIGN (Typed name, grade, title and signature)  <b>N. C. DAVIS, MAJ, USMC, CO</b>			

## SPECIAL ADDITIONAL INFORMATION (For use by authorized agencies only)

23. TYPE OF SEPARATION <b>DISCHARGE</b>		24. CHARACTER OF SERVICE (Include upgrades) <b>HONORABLE</b>	
25. SEPARATION AUTHORITY <b>MARCORSEPMAN</b>		26. SEPARATION CODE <b>MBK1</b>	
27. REENTRY CODE <b>RE-1B</b>		28. NARRATIVE REASON FOR SEPARATION <b>COMPLETION OF REQUIRED ACTIVE SERVICE (USMC) EAS</b>	
29. DATES OF TIME LOST DURING THIS PERIOD		30. MEMBER REQUESTS COPY 4 Initials	

**James Davis**  
25748 Deep Creek Blvd  
Punta Gorda, FL 33983  
Phone: 239-416-7322  
jimdavis30@hotmail.com

## **Objective**

A position as an Operations Manager, Municipal Manager or General Manager. Strong Business Development Manager that has established key relationship in short amounts of time. Experienced in Business Process Development, downsizing, and team building.

## **Ability Summary**

Experience in determining and formulating policies and providing the overall direction of companies or private and public sector organizations within the guidelines set up by a board of directors or similar governing body. Screenwriter, with 6 scripts in preproduction for LA studios, with one published novel.

## **Employment History**

### **Community Resource Manager, City of Venice**

09/2017 – Present

Some of the accomplishments include development and approval of Standard Operating Procedures for Code Enforcement processes which formalize response times, case enforcement elevations, and various procedural guidelines in the officer's daily routines. During the first month of joining the City of Venice I also performed a Workflow Analysis Study to provide data for equity of case assignment and for determination of officer resource planning.

Developed transition of Code Enforcement to integrate with the Police Department combining civilian police service aides and code enforcement to become the new unit called Community Resource Officers. Developed Operating Procedures. Submit vacant home registration program, manage employee workload. Perform workflow study and employees case load studies. Work with City Council and Development Council on new Ordinances. Manage short-term dwelling software acquisition process. Direct traffic, oversee school crossings, and presentations to HOA's and public hearings. Enforce all compliance issues for Zoning, Planning, Solid Waste, Public Works and City Manager. Manage Parking Enforcement and DMV reporting.

Planned and executed a Business Tax recovery program that collected over \$42,000.00 and provided new procedures for preventing future delinquencies.

### **06/2015 – 09/2017 Charlotte County BCC**

Conducts onsite inspections and re-inspections; investigates and determines existence and type of zoning, housing, signage, health, noise, animal, public safety, property maintenance and/or nuisance code violations and recommends corrective actions to bring about compliance; determines time frames for compliance achievement; issues notices of violations and citations.

### **Code Enforcement Investigator**

07/2012 – 08/08/2014 Collier County BCC

Answers inquiries from and advised property owners, builders and the public regarding compliance with zoning regulations, property maintenance standards, structure design standards, regulatory

practices and conducts research regarding property ownership, current and past permits and applications, and applicable codes; coordinates code enforcement actions with other City departments and other governmental agencies when necessary. Plans and recommends code enforcement strategies and policies; develops code enforcement procedures and schedules; assists planners in preparing new municipal codes or revising existing ordinances. Prepares correspondence to educate the public and advise individuals on the status of code enforcement activities. Awarded recognition from Department with an employee of the month award and named Rising Star of 2012

### **Employment Security Representative**

10/2011 – 07/2012

Southwest Florida Works

Naples, FL

Interviews and assesses customer's needs and provides service or referrals as appropriate. Uses standardized counseling techniques to assist special groups and/or individuals (TAA/Dislocated Eligible) in deciding on vocational goals, availability of training and employment goals, and makes referrals to appropriate Career Center's for training. Refers customers to job openings, and other employment related services. Assists in the development of career-laddering programs, job descriptions, and related advancement opportunities. Conducts eligibility screenings of participants. Utilizes network of established employment and/or training opportunities with local business leaders and community organizations. Assists with conducting transition sessions with employers and workers affected by layoffs or business closures. Assists in the development and delivery of training programs to staff working in the Career Centers/Refugee Centers.

### **Chief Executive Officer (CEO)**

06/2008 - 05/2010

Powertown Sports

Iowa, MO

Determine and formulate policies and provide overall direction of companies or private and public sector organizations within guidelines set up by a board of directors or similar governing body. Plan, direct, or coordinate operational activities at the highest level of management with the help of subordinate executives and staff managers. Created marketing strategies for new client development. Hired and trained 10 trainers. Downturn of Economy caused locations to be closed. Could no longer compete with franchising chains.

### **Senior Air Monitoring Technician/Technical Writer**

06/2006 - 12/2007

Parsons Engineering/Alion Sciences

Newport, IN

Review and edit technical documents including Laboratory Field Instructions (LAFI) for consistency, OPFI (Operations Field Instructions), Project Procedures adherence to writer's guide, and compliance with design documents. Conduct air monitoring field sampling and field and laboratory analyses for lethal chemical agents; operate air monitoring equipment for analysis of effluent gases; manage solid sorbent sampling tubes; calibrate automated air sampling and gas chromatography; perform field checks and routine maintenance on field air monitoring instruments; perform duties of Air Monitoring and Emergency Response Teams, including use of personal protective equipment, determination of cause of alarm, and acquisition of solid sorbent sampling tubes for laboratory analysis. Contract ended, all nerve agent destroyed.

### **Shift Supervisor/Manufacturing**

12/2004 - 06/2005

O & I Healthcare

Sullivan, IN

Served as supervisor of Injection Molding Plastic healthcare product production. Perform quality assurance, shift management, production planning and scheduling in a Union environment. ISO 9000 trained in Quality and Safety. Plant closed operations.

### **Project Manager**

01/1997 - 11/2004

MCI WorldCom

Cary, NC

Configured, administered, changed, supported and installed client Checkpoint PIX, and Cisco IOS firewall feature set firewalls. Supported local area network (LAN) and wide area network (WAN) hardware and software. Analyzed customer procedures to recommend operational support tools and technologies to satisfy customer needs. Configured, troubleshot and administered network firewalls. Developed technical document for new business practice for Managed Network Security Management. Participated on project teams in the implementation of new / upgraded designs. Responsible for procedures for implementing change management, performance management, and security.

### **President/CEO**

05/1994- 12/1997

Innovative Technologies

Aurora, CO

Determine and formulate policies and provide overall direction of companies or private and public sector organizations within guidelines set up by a board of directors or similar governing body. Plan, direct, or coordinate operational activities at the highest level of management with the help of subordinate executives and staff managers. Responsible for serving the software and professional service needs of a target market. Acted as a liaison between the customer, suppliers, and other technical groups to resolve network and hardware problems. Provided network administration for Sun Solaris workstations and Software Test and Integration on DOD processing systems. Established strategic plans, operational models and staffing requirements. Developed Concept of Operations documents and technical publications. Served as Proposal Manager and RFP writer for multi-million dollar aerospace projects.

### **Intelligence Analyst**

12/1986 - 05/1994

United States Marine Corps

conus, FL

Held and currently maintain Top Secret (SCI) clearance. Performed liaison with fleet and national elements. Participated with JTF4&5 in maritime shipping cell known as Project Seahunt in support of anti-drug trafficking. Supported NSA, FBI, and CIA in intelligence gathering and anti-terrorism. .

### **Education and Training**

#### **Issuing Institution**

#### **Qualification**

#### **Course of Study**

Southern Christian University

Master's Degree

Leadership/Management

Southern Christian University

Bachelor's Degree

Bible

Central Ohio Technical College Police Ac

Vocational School Certificate

Law Enforcement

## **Occupational Licenses & Certificates**

<b>Certification Title</b>	<b>Issuing Organization</b>	<b>Completion Date</b>
Workforce Development Professional Tier	Dynamic Works Institute	02/2012
Police Certification	COTC	10/1986
Certified Code Enforcement Level 1,2,3,4	State of Florida	01/2014

## **Honors & Activities**

Marine of the Year, Military Excellence Award for College Program, Multiple Marine Corps Meritorious Awards.

## **Additional Information**

Published Author

Marine of the Year, Military Excellence Award for College Program, Multiple Marine Corps Meritorious Awards.

Played a football extra on Duane "Rock" Johnson movie "The Game Plan"

Appeared on "Great American Dream Vote" with Donny Osmond

Oldest Player to tryout with an NFL Team (San Francisco 49ers – 43 years old)

## **References Available on Request**

# James Davis Jr.

Venice Police Department

---

## References

1. Linda Senne, Finance Director, City of Venice (941) 882-7421
2. Sgt. Alek Gregoire, Venice Police Department (941) 650-6766
3. SSGT Sean Hammet, Venice Police Department (941) 650-6502
4. CRO Jose Luna, Venice Police Department (941) 270-1480



## **Other Applicants**



# LEONE LETTSOME

## PROFESSIONAL SUMMARY

Dynamic and results-driven executive leader with a proven track record in federal grants management, nonprofit governance, public policy, and program administration. Adept at managing multi-million-dollar funding, implementing strategic initiatives, and ensuring compliance with federal and state regulations. Skilled in stakeholder engagement, team leadership, and fiscal oversight, with a strong commitment to driving community impact through effective governance and innovative policy development. Passionate about leveraging expertise to create sustainable funding solutions, enhance operational efficiency, and lead organizations toward long-term success.

## CONTACT

### PHONE:

(702) 581-8347

### LINKEDIN:

<https://www.linkedin.com/in/leone-r-lettsome-mpa-ph-d-6b811a29/>

### EMAIL:

LEONELETT SOME@YAHOO.COM

## CORE COMPETENCIES

Solution Oriented Mindset • Program Design and Management • Federal Grants Management & Compliance • Nonprofit Oversight & Governance • Policy Development & Implementation • Strategic Visioning & Execution • Financial Stewardship & Budgeting • Stakeholder Engagement & Partnerships • Program Administration & Evaluation • Risk Management • Data Analysis • Critical Thinking

## PROFESSIONAL EXPERIENCE

### Deputy Director of Grants

City of North Las Vegas | January 2024 – Present

Lead comprehensive grants management operations, developing and enforcing policies that ensure compliance with federal, state, and local regulations. Oversee both pre-award and post-award functions while aligning grant activities with organizational priorities and funding objectives. Supervise grants staff and foster strategic partnerships with governmental agencies and community stakeholders to expand financial resources. Direct audit processes and compliance reviews, maintaining the highest standards of transparency and fiscal accountability in all grant operations.

### Federal Grants Manager

City of Raleigh | December 2021 – December 2023

Directed implementation of the \$72.3 million ARPA State and Local Fiscal Recovery Fund (SLFRF) program, coordinating all financial activities to ensure regulatory compliance while maximizing community impact. Developed robust grant oversight policies that improved operational efficiency and reduced

compliance risks. Managed comprehensive pre-award and post-award grant activities, collaborating with leadership teams to successfully integrate federal grant programs into municipal operations. Provided strategic guidance on funding allocations to ensure alignment with community needs and citywide priorities.

### **Program Administrator – HOPWA Program**

**State of North Carolina | February 2019 – December 2021**

Administered the \$3 million annual Housing Opportunities for Persons with AIDS (HOPWA) program, developing and implementing statewide policies to enhance program effectiveness and compliance. Strategically directed funding allocation to improve service delivery and community engagement outcomes. Conducted thorough fiscal and programmatic reviews of grant recipients to ensure accountability and operational efficiency. Established and maintained critical partnerships with public housing programs and community organizations, expanding housing assistance services to vulnerable populations.

### **Neighborhood Programs Coordinator**

**City of North Las Vegas | September 2006 – January 2019**

Managed multiple federal grant programs including the Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG), overseeing multi-million-dollar funding portfolios. Designed and executed essential capital infrastructure projects that enhanced city services and community facilities. Spearheaded innovative homeless services initiatives, developing comprehensive programs to address housing and support service needs. Conducted strategic planning for citywide grant allocation and developed specialized technical assistance training for applicants and grantees to ensure consistent compliance with federal regulations. Analyzed internal processes and implemented procedural improvements that substantially enhanced operational efficiency.

### **Deputy Administrator – Family Services Division**

**The Urban League of Las Vegas | November 2004 – September 2006**

Established and directed the Family & Community Services Division, creating specialized programs to support at-risk populations. Managed multi-agency partnerships that significantly enhanced service delivery and expanded community outreach capabilities. Designed comprehensive case management systems that effectively linked families to critical resources and



support services. Secured and administered grants while maintaining stringent compliance standards, ensuring sustainable funding for vital community programs. Led staff development initiatives and established robust policies and procedures that resulted in flawless audit records.

### **Deputy Director of Health Services**

#### **Economic Opportunity Board of Clark County | August 2003 – November 2004**

Provided executive oversight for three community-based medical clinics, ensuring operational efficiency and regulatory compliance. Administered CDBG and CSBG-funded programs, strategically aligning service delivery with identified community needs. Directed planning initiatives that improved program sustainability and enhanced funding acquisition. Implemented sophisticated financial management systems that optimized resource allocation and improved cost efficiency. Developed and enforced departmental policies that measurably enhanced service delivery while maintaining strict regulatory compliance.

### **9th National President**

#### **Swing Phi Swing Social Fellowship, Inc.**

Led national organization through strategic governance and operational transformation, implementing policies that significantly enhanced financial transparency, compliance, and member engagement. Oversaw nonprofit legal compliance, ensuring strict adherence to federal and state regulations. Spearheaded initiatives that strengthened organizational sustainability and cultivated valuable strategic partnerships.

## **EDUCATION**

---

- **Doctor of Philosophy (PhD.)** – Higher Education Administration
- **Master of Public Administration (MPA)**
- **Bachelor of Arts (BA) in Sociology, Minor in Psychology**

---

**LYNNE LADNER, MPA, ICMA-CM**

Greenacres, FL 33413 • [LinkedIn Profile](#)  
elizabethlladner@gmail.com • (785) 760-1714

---

June 19, 2025

Mayor and Board of Commissioners  
Town of Redington Shores  
17425 Gulf Blvd  
Redington Shores, FL 33708

Dear Mayor and Members of the Board of Commissioners:

I am writing to express my enthusiastic interest in the Town Administrator position with the Town of Redington Shores. As a credentialed city manager with over two decades of public service in Kansas, Michigan, and Florida, I bring a comprehensive understanding of municipal operations, coastal community management, and strategic leadership aligned with commission goals and resident expectations.

Most recently, I served as Town Manager of Ocean Ridge, Florida, where I directed all municipal functions, oversaw a \$12.4 million budget, and led capital projects and community engagement efforts. My experience includes developing long-range strategic plans, managing emergency preparedness, streamlining departmental operations through technology upgrades, and working closely with elected officials to ensure transparent governance and fiscal responsibility.

I am passionate about maintaining the small-town charm and quality of life that defines Redington Shores, while guiding the community through growth, infrastructure improvements, and policy development. My collaborative leadership style, strong ethics, and commitment to excellence make me well-suited to support the Town's vision and serve as a trusted advisor to the Commission and the public. Based on the responsibilities of the role and my professional experience, my minimum salary requirement is \$140,000.

Thank you for considering my application. I would welcome the opportunity to further discuss how my experience and approach to local government leadership can benefit the Town of Redington Shores. I am available at your convenience for an interview.

Sincerely,



Lynne Ladner, ICMA – CM, SHRM – SCP



## PROFESSIONAL SUMMARY

Experienced municipal executive with over 20 years of leadership in local government, specializing in strategic planning, operational efficiency, community engagement, and policy implementation. Proven success managing full-service municipalities and coordinating cross-departmental operations in compliance with local, state, and federal laws. Skilled in budgeting, capital project execution, contract administration, and intergovernmental relations. Credentialed ICMA Manager and SHRM-SCP, with demonstrated ability to lead during emergencies and ensure seamless governance aligned with community values and commission directives.

## CORE COMPETENCIES

- Financial Forecasting and Budgeting
- Strategic Policy Development
- Organizational Leadership and Supervision
- Intergovernmental Relations
- Capital Improvement Planning and Execution
- Community Engagement and Public Communication
- Talent Management and Labor Relations
- Regulatory Compliance and Risk Mitigation

## PROFESSIONAL EXPERIENCE

### **Town of Ocean Ridge, FL**

(2022–2025)

#### **Town Manager**

- Directed all municipal operations, managing a \$12.4M budget and supervising 31 employees across key departments, including police, public works, and IT.
- Spearheaded an 8-year Capital Improvement Plan, securing \$2.9M for water main replacements and \$1.25M for conservation projects.
- Improved organizational efficiency by implementing an ERP system, reducing payroll processing time by 90% and streamlining permitting processes by 75%.
- Strengthened community engagement through policy updates, enhanced transparency, and collaboration with elected officials.

### **City of Hart, MI**

(2018–2021)

#### **City Manager**

- Oversaw administrative operations for a full-service city, including police, fire, and utilities (water, wastewater, power generation).
- Managed a \$9.8M budget, achieving cost savings through innovative energy agreements and infrastructure improvements.
- Led negotiations with labor unions, maintaining operational continuity and achieving mutual agreements.
- Resolved federal compliance issues on power generation projects, safeguarding economic stability.

### **City of South Lyon, MI**

(2014–2018)

#### **City Manager**

- Directed strategy and operations for a rapidly growing municipality of over 11,000 residents.
- Developed and implemented a \$7.3M public improvement plan, focusing on water treatment and distribution systems.



- Enhanced financial performance by reducing liabilities and improving retirement system funding.
- Reorganized staffing and processes to improve service delivery and employee satisfaction.

**City of Hiawatha, KS**

(2006–2013)

**City Manager**

- Implemented strategic initiatives that increased assessable property values by 8% and attracted new businesses through economic development programs.
- Managed a comprehensive budget, reducing tax mill levies while funding capital improvement projects.
- Secured federal and state grants for infrastructure projects, supporting community growth and sustainability.

**EDUCATION**

Master of Public Administration (MPA), Grand Valley State University  
Bachelor of Science in Political Science, Grand Valley State University

**CERTIFICATIONS**

Credentialed ICMA Manager (ICMA-CM)  
SHRM-Senior Certified Professional (SHRM-SCP)  
Graduate, Senior Executive Institute, University of Virginia  
FEMA National Incident Management System IS-100, IS-700.b, IS-800, and IS-2200

**AFFILIATIONS**

International City County Managers Association – 2006-Present  
Florida City County Managers Association (2022–Present; Conference Planning Committee, 2024)  
Palm Beach County City Managers Association (Vice President, 2024–2025)  
Florida League of Cities (Finance & Taxation Committee, 2023–2024; Municipal Operations, 2025)

## REFERENCES

Lisa Tropepe  
Town Engineer – Ocean Ridge  
Engenuity Group  
1280 Congress Ave #101  
West Palm Beach, FL 33409  
Cell - 561-655-1151  
ltropepe@engenuitygroup.com

Kelly Avery  
Town Clerk  
Town of Ocean Ridge  
6450 N Ocean Blvd  
Ocean Ridge, FL 33435  
Work - 561-732-2635  
Cell - 561-253-5820  
kavery@oceanridge.gov  
Direct Report

Scott McClure  
Police Chief  
Town of Ocean Ridge  
Town of Ocean Ridge  
6450 N Ocean Blvd  
Ocean Ridge, FL 33435  
Work - 561-732-2635  
Cell – 561-601-0832  
Smcclure@oceanridge.gov  
Direct Report

Jane Bais-DiSessa  
Retired -City Manager  
[jbdissessa@gmail.com](mailto:jbdissessa@gmail.com)  
248-894-7669 – cell  
Professional Colleague

Timothy “Tim” Wilhelm  
Senior Assistant City Attorney, City of Ann  
Arbor 734.794.6174 – office  
734-709-4838 cell  
[twilhelm@a2gov.org](mailto:twilhelm@a2gov.org)  
Former South Lyon City Attorney

Mike Schiller  
Energy Department Superintendent City of  
Hart, MI [mschiller@cityofhart.org](mailto:mschiller@cityofhart.org)  
231-578-3962 – office  
231-578-3962 – cell  
Department Head/Direct Report

Carmine Avantini  
City Planner – Contract Consultant,CIB  
Planning  
City of South Lyon(810) 335-3800  
[avantini@cibplanning.com](mailto:avantini@cibplanning.com)South Lyon City  
Planner

Paul Cutter  
BioPure SuperintendentCity of Hart  
231-873-2259 – office  
231-638-1963 – cell  
[pcutter@cityofhart.org](mailto:pcutter@cityofhart.org) Department  
Head/Direct Report

Katie Abraham  
Executive Director  
Michigan Municipal Electric Association  
[kabraham@mpower.org](mailto:kabraham@mpower.org)  
734-765-5581  
Professional Colleague

## **GREGG I. BENCIC**

2447 Ellsworth Street  
Seaford, New York

(516) 270-7103

Gregg.Bencic@gmail.com

Accomplished leader with over 11 years of managerial experience specializing in infrastructure development, project execution and operational efficiency. Skilled in budget oversight, regulatory compliance, and sustainable practices. Adept at fostering partnerships with government agencies and residents to enhance community services and drive strategic initiatives.

### **HIGHLIGHTS OF QUALIFICATIONS**

- Works well within team settings as well as independently; strong initiative & leadership skills
- Quick learner, easy to work with, grasps concepts easily and ability to multitask
- Effective written and oral communication skills
- Reacts to new environment positively with an eagerness to learn

### **Professional History**

#### **Village Of Massapequa Park**

Massapequa Park, NY

#### **Department Of Public Works Assistant Director**

06/2023-Present

#### **Department Of Public Works Supervisor**

05/2022-06/2023

- Manages the comprehensive maintenance, construction and beautification of public infrastructure, including roads, storm water, drainage, utilities, parks, building and fleet management
- Directs, assists, trains and directs public works personnel; schedules work assignments, resident complaints for department staff, conducts performance reviews, hiring, disciplinary actions, promotions, payroll and overtime approvals, sick, leave and vacation for over 35 employees
- Supervises and organizes village activities: parades, town events, little leagues, school district programs, elections, Community Center programs, parks and recreation permits
- Maintains village codes, policies, procedures and municipal ordinances; established operating procedures, training programs, and safety processes of department, developed and revises employee handbook
- Oversees and assists in the administration, budgeting and finance for all divisions of Public Works including: invoices, statements, reports, capital budget, Chips, bonding, Arpa; with a budget exceeding over 8 million
- Collaborates with other local agencies to prepare and analyze damage assessments following disasters and emergencies, maintains and updates all recourse materials for emergency preparedness to ensure the safety of personnel and the public
- Responsible for all management capital projects, infrastructure replacement program renovating buildings, upgrading parks and reconstructing memorial designs with projects ranging from 25K - 3Million

#### **Village Of Old Westbury**

Old Westbury, NY

#### **Department Of Public Works General Supervisor**

01/2019-05/2022

- Supervised a team of 20+ employees, responsible which included delegating work orders, scheduling, staffing, training of departmental policies and procedures and on-site inspections
- Managed the comprehensive maintenance and construction of public infrastructure, including roads, storm drainage systems and sanitation system to ensure compliance and quality.
- Budgeted for over 6 million worth of maintenance activities each year across multiple divisions while minimizing costs through planning and negotiations
- Operated department budgets, regulatory documents and grant funding applications for various project initiatives.
- Developed and implemented complete emergency readiness plans, working with local agencies ensuring the thorough training and preparedness of all village employees
- Oversees all phases of sub-contractor and vendor maintenance work orders, ensuring compliance regulations to job completion
- Prepared and submitted weekly reports to the Mayor, Board of Trustees and Village Administrator of work orders completed, pending orders, and code compliance issue

**WCW Management  
Supervisor**

Wantagh, NY  
09/2013-01/2019

- Supervision of all phases of residential and commercial work: road work, drainage, grounds maintenance, landscape design, electrical, plumbing and all phases of interior design
- Managed 25 employees including purchasing, scheduling, payroll, cost analysis and effectively met deadlines in a timely manner staying within budgeted restrictions
- Meets operational standards by contributing construction information for strategic plans and reviews, implementing production, quality, and customer service standards
- Worked with local municipalities as a subcontractor for storm debris clean up including snow storms, hurricanes and flooding damage
- Managed construction projects totaling over 100k ensuring all projects were delivered within budget and met deadlines and quality of work
- Accomplished construction project results by calculating resources required, materials and establishing standards and protocols

**EDUCATION**

- **Johnson & Wales University**
- Bachelor Degree: Bachelor of Science

Providence, RI  
Degree, 05/2010

**Certifications**

CDL Class B License 2017  
Annual NYS Safety Training  
CPR Certified 2023

**References Available Upon Request**

Ken Griffin, ICMA-CM, FL PE  
936 Hemingway Circle  
Tampa, FL 33602  
July 8, 2025

Mr. Rob Eschenfelder, Esq.  
Trask Daigneault, L.L.P.  
c/o Town of Redington Shores  
17425 Gulf Blvd.  
Redington Shores, FL 33708

Subject: Application for Town Administrator

Dear Mr. Eschenfelder:

I enthusiastically apply to serve the Board of Commissioners and the citizens and employees of Redington Shores as Town Administrator. I have carefully read the compelling position announcement and have the skills and experience the Town seeks. I understand and am experienced in dealing with the infrastructure and hurricane issues the Town continues to deal with and will bring cooperatively developed solutions for the Commission's consideration. As an experienced Registered Professional Engineer in Florida, I can bring each of the Town's capital projects from planning through: broad support, external funding procurement, design, construction, construction management and full operation and management, on-time and within budget.

I am an energetic, experienced and visionary Assistant County Administrator, Executive Director and Department Head, including serving as Assistant County Administrator for Infrastructure & Development Services for nearby Hillsborough County, FL, where I led: residential, commercial and community planning, development and permitting; public works, transportation, public utilities, stormwater and utility engineering, construction management, solid waste and resource recovery management and community code enforcement. I have secured more than \$600M in state and federal grants, appropriations and programatic funding for my municipalities.

I am an ICMA (International City/County Management Association) Credentialed Manager; a Registered Professional Engineer in Florida, National Incident Management System (NIMS) certified and a graduate of the JFK School of Government at Harvard University's Program in Strategic Public Sector Negotiations.

My minimum requested compensation would be the same as the outgoing Town Administrator, which I understand to be \$136,000. Please feel free to contact me at (919) 412-3332.

Thank you,

***Ken Griffin***





**Ken Griffin, ICMA-CM, FL PE**

Phone: (919) 412-3332

kenc.griffin@gmail.com

### ***Summary of Qualifications***

Assistant County Administrator, Executive Director and Department Head leadership experience, including: strategic planning and forecasting, budget development and execution, real estate acquisition, development, and leasing; economic development, external funding procurement, rate and policy making, negotiating, capital program management, infrastructure maintenance management and operations. Excellent interpersonal skills, problem solving and decision-making abilities; excel in administration of complex agencies and implementation of new initiatives; **ICMA Credentialed Manager (International City/County Management Association), Licensed Professional Engineer in Florida**, American Public Power Association Certificated Power Manager, Fellow, International Institute of Transportation Engineers. Professional accomplishments include more than two dozen publications, **service on multiple community, government and university boards and committees including serving as president or chair on many**, more than fifty public and conference presentations; strong record of positive relationships with unionized and non-unionized work forces. Professional awards include: Public Power Association Awards for: Financial Stability, Service Excellence and Energy Efficiency; APPA RP3 and DEED Certifications; EPA Safe Drinking Water Director's Award; **AMWA Platinum Award for Utility Excellence; Government Finance Officers Association Certificate for Achievement of Excellence in Financial Reporting for Annual Report; S&P AAA Bond Rating; NACO Recognition for Outstanding Customer Service, First Place, Tampa Bay Regional Planning Council Future of the Region Award for Excellence in Community Planning; AIA/NACO Local Leaders in Sustainability Green County Award; first county in the nation to be accredited by the American Public Works Association (Hillsborough); AWWA Gold Medal and California/Nevada WEF Man of the Year Award. Graduate of the John F. Kennedy School of Government Executive Program in Strategic Public Sector Negotiations at Harvard University and a graduate of the Cornell University New Executive Program.**

### ***Education***

MS	<b>Cornell University</b> – Limnology, Oceanography, Transportation Engineering	NSF Graduate Award, Graduate Fellowships
MS	<b>University of Southern California</b> – Environmental Engineering	EIT, PE License; 3.8/4.0 GPA
PhD	<b>University of Mississippi</b> – Leadership, Management Facility Planning, Human Resources Development	4.0/4.0 GPA
BS	<b>University of California, Irvine</b> – Biological Sciences with extensive course work in Chemistry and Air Quality	Presidential Scholarships-Dartmouth College and Indiana University), Lions Club Scholarship

### ***Professional Experience and Accomplishments***

**Director of Public Utilities and Capital Projects, Currituck County, NC, 2023 - Present, Director of Water, Wastewater Utilities and Stormwater Utilities serving rapidly growing Currituck County, NC Mainland and Outer Banks with 2 Water Treatment Plants, 6 Wastewater Treatment Plants, 5 stormwater utilities for a population of more than 200,000; Director of Public Utilities and Capital Projects, Currituck County, NC, 2023 - Present, Director of Water, Wastewater Utilities and Stormwater Utilities serving rapidly growing Currituck County, NC Mainland and Outer Banks with 2 Water Treatment Plants, 6 Wastewater Treatment Plants, 5 stormwater utilities for a population of more than 200,000. Direct the planning, funding (local, state and federal), design and construction of 38 capital projects, including two water treatment plant expansions, four distribution system expansions, two new wastewater treatment plants,**

and two stormwater utility major expansions. Lead manager for County in negotiations with the NCDOT for a new \$800M Mid-Currituck Bridge connecting the Mainland with the Outer Banks of North Carolina (Duck, Corolla, Carova, /A); the new County Visitor Center, new Hotel Complex, new NCDOT Rest Area and expansion of supporting County facilities.

**Principal Manager/Engineer, Reynolds Engineering, 2015 - 2023**, Principal Manager and Engineer for engineering projects in the SE US for a highly competitive private sector, multi-disciplinary engineering and management firm. Directed more than \$1B in capital projects from project development, fund procurement and partnership agreements through design and implementation, including: the five-county \$900 Mississippi Gulf Coast Regional Water and Wastewater Gulf Coast Regional Water and Wastewater Recovery Plan. Expertise and significant success in securing state and federal grant and programmatic funding and development of regional partnership.

**Director of Public Utilities, Smithfield Public Utilities, North Carolina, 2013 – 2015**, Director of a municipal electric, water and wastewater utility serving Smithfield and portions of Johnson County (Greater Raleigh Metro Area). **Conducted a state-of-the-art Electric Utility Cost of Service Study and proposed a modern rate structure that incorporated continuing residential usage reductions and reduced rates by 21% that was unanimously adopted by the Board.** Initiated and implemented a comprehensive AMI/Smart Grid/SCADA for utility's wastewater collection system, electric distribution system, regional water plant and water distribution system, water infrastructure. Initiated and developed an innovative Economic Development Rate linked to coincident peak load shedding and successfully recruited businesses to relocate to Smithfield. Implemented three new solar energy farms. Secured more favorable bond financing for major projects. Secured grant funding for an electric vehicle and vehicle charging station program. Re-engineered a residential energy efficiency initiative that provided significant savings to both the utility and our customers. Received Public Power Association Awards for: Financial Stability, Service Excellence and Energy Efficiency and APPA RP3 and DEED Certification. Became an American Public Power Association Certified Power Manager (CPM). Initiated and completed rehabilitation of an aging regional water treatment plant; Initiated and implemented a comprehensive I/I Program for an aging wastewater collection system; *Boards/Committees:* **Board Member and Rate Committee Member, North Carolina Eastern Municipal Power Agency (NCEMPA), which successfully negotiated a new Purchase Power Agreement (PPA) with Duke Energy Progress (DEP).** This successful negotiation significantly lowered Smithfield's costs by 21%.

**Assistant County Administrator for Infrastructure, Utilities & Development Services/Director of Operations & Management, 2006 – 2013**, Hillsborough County (Tampa), Florida, As Assistant County Administrator for Infrastructure, Utilities, Infrastructure & Development Services, led 2,100 plus employees in: Public Works, Public Utilities, Planning & Growth Management, Solid Waste Management and Community Code Enforcement for a rapidly growing urban county of 1.3 M. Administered an annual operating budget of over \$400 M and a Capital Budget of over \$3 B. Secured more than \$500 M in new grant funding. Implemented a customer satisfaction survey tool and significantly improved a customer satisfaction. Implemented a Workforce Development, Diversity and Succession Planning initiative for all Utility and Infrastructure departments. Initiated the planning for and secured Federal funding for a water taxi service linking both sides of Tampa Bay with MacDill Air Force Base (CENTCOM and SOCOM). As Director of O&M led O&M for a \$330M Enterprise with a service a population of 600,000-900,000 and 750 employees in: Wastewater, Reclaimed Water, Water, Solid Waste and Electric generation and sales. Managed all natural gas purchases. **Initiated, developed and completed utilities' first Comprehensive Strategic Plan.** Completed a utilities comprehensive vulnerability assessment and infrastructure security enhancement program. Initiated and led County Utilities Division in Energy Efficiency Initiative and secured \$11 M in Federal funding for capital energy efficiency projects and negotiated new wholesale electric sales agreements. Reduced Public Utilities energy costs from \$12.4 M/yr to \$8.3M/yr. Led County Utility Division in developing and implementing a Comprehensive Asset Management System for all water, wastewater, reclaimed water, solid waste and electric generation assets (\$1.8 B) and integrated this Asset Management System: with CIS (customer accounting, billing and work orders), GIS, Warehouse & Inventory and Workforce Mobility. Initiated and implemented a robust student internship program with the University of South Florida to collect all data needed for our 300,000 utility assets. Led County Utilities in

**developing and implementing Continuity of Operation Plan.** Operated and maintained over two hundred buildings totaling over 2 M square feet. **Results:** Hillsborough Public Utilities secured a Municipal Bond rating of Aa2

Moody's)/AA (S&P and Fitch). Hillsborough County's Public Works Department became the first county in the nation to be certified by APWA. First Place, Tampa Bay Regional Planning Council Future of the Region Award for Excellence in Community Planning; First Place, Tampa Bay Regional Planning Council Future of the Region Award for Excellence in Community Planning. Developed and implemented a comprehensive plan to reengineer and reorganize the County's building services division and in doing so, dramatically improved response times and increased customer satisfaction; AIA/NACO Local Leaders in Sustainability Green County Award. AIA/NACO Local Leaders in Sustainability Green County Award; Most Innovative Program Award from the Florida Aging Services Providers.

**Executive Director, Pearl River Valley Water Supply District (Jackson, MS), 1993 - 2006:** the Pearl River Valley Water Supply District is the largest water agency and the largest planned development in the State, consisting of fifty communities, fifty recreational facilities and supporting businesses and infrastructure. The Executive Director serves as the city manager for this 53,000 ac, planned development. **Results:** Successfully negotiated with the Mississippi Development Authority and Nissan North America, Inc. to provide long-term, high-quality process water needed for their new \$6 B manufacturing facility and their Tier I – IV Suppliers. Developed and implemented the District's vision and strategic plan for: its four Water Systems and for Harbor Walk (an inner harbor public place); the Town of Lost Rabbit (a new urbanist community), and water taxi service connecting these two developments with future new urbanist villages and existing communities on the reservoir. Developed and implemented creative partnerships with state universities, area governments, and non-profit organizations to provide facilities and services meeting the public need, including numerous infrastructure projects, the *Bob Anthony Parkway*, the *Pearl River Environmental Education Center*, the *Lakeshore Recreation Complex*, and the *Reservoir Youth Soccer Complex*. Increased annual revenues by 100% and secured over \$50 M in new external funding. Led agency to receive first ever State Department of Health perfect scores on annual inspections of District's four water systems. Initiated and implemented a comprehensive SCADA for all key District facilities. **Boards/Committees:** Rotary Club of Jackson College Scholarship Committee; Rankin County Wastewater Authority, President; Madison County Wastewater Authority; NASA's Mississippi Space Commerce Initiative Board; Metropolitan Planning Organization (MPO) Transportation Committee; Mississippi Upper Pearl River Watershed Advisory Committee founding President; Mississippi Water Resources Association, Executive Committee and Chairman of Public Relations Committee; Director of the Cornell Alumni Admissions Ambassador Network for Mississippi; Mississippi State University External Research Committee (provided direction on the development, buildout and leasing of the Thad Cochran Research, Technology and Economic Development Park; University of Mississippi's Graduate Emphasis in Engineering Management Committee.

#### *Additional Areas of Expertise and Experience*

- External Funding Development and Alternative Project Financing
- Expertise in New Urbanism, Sustainable Development and Green Building
- Interrelationship between multi-modal transportation and land use planning
- Northwestern University (Transportation Planning; Bicycle and Pedestrian Facilities)
- Other Interests: Talent Investment Club (Church) – President; Bicycling, Kayaking, Gym and Lacrosse

## References for Kenneth C. Griffin

Carl Ray Furr, PE, Executive Vice President, Reynolds Engineering, my former supervisor of 7 years as Principal Engineer/Manager for Reynolds Engineering

(601)209-7777

[cfurr@pickeringfirm.com](mailto:cfurr@pickeringfirm.com)

General (Ret.) Paul J. Vanderploog, Tampa, FL, former direct report to me as Director of Public Utilities in my role as Assistant County Administrator for Utilities & Infrastructure and my Former Supervisor in my role as Director of Operations and Management, both for Hillsborough County

3043 Sunset Lakes Blvd.

Wesley Chapel, FL 33544

(813) 919-6174

[pvdploog@aol.com](mailto:pvdploog@aol.com)

Peter Aluotto, AICP, Director of Planning & Development, Charles County, MD, former direct report to me as Director of Planning & Growth Management in my role as Assistant County Administrator for Utilities & Infrastructure for Hillsborough County

(813) 361-0184

[peter.aluotto226@comcast.net](mailto:peter.aluotto226@comcast.net)

Thomas Harvey, Executive Vice President, Copiah Bank, my banker for 29 years.

(601) 291-6414

[tharvey@copiahbank.com](mailto:tharvey@copiahbank.com)

Mohamed Kacem, Ph.D., Vice President/Corporate Leader Technology and Innovation, Geo-spatial Intelligence, EAM, IoT, AI/ML, Business Process Modeling, Analytics, SaaS

(757) 675-6005

[Msbhk1012@yahoo.Com](mailto:Msbhk1012@yahoo.Com)

**Krystal Patterson-SHRM-CP**  
**Bradenton, Florida**  
**K2thelimit@yahoo.com**  
**864-909-0694**

**Dear Hiring Manager,**

I am writing to express my interest in your open position as advertised. With over 15 years of progressive HR leadership experience, I bring a strategic mindset, a passion for fostering successful workplace cultures, and a proven ability to align HR practices and laws with business objectives.

In my previous role as Director of Human Resources at the City of Williston as well as my current position, I led initiatives that created and transformed the HR function into a strategic partnership across departments. By implementing talent development programs, streamlining performance management systems such as ADP, Civic HR, and Birddog, and driving growth and leadership, I contributed to improved employee engagement, reduced turnover by 12%, and enhanced organizational performance.

Key highlights of my experience include:

- Leading workforce planning efforts that supported my current company growth from 28 US employees and 9 remote employees to 52 US employees and 19 remote employees.
- Developing and executing comprehensive HR policies that ensured compliance and supported organizational values.
- Implementing leadership development initiatives that increased internal promotions by 5% over the last year
- Maximum staff level of 545 employees

What sets me apart is my commitment to cultivating people-first environments that highlight knowledge, skills, ability, education, experience, and the desire to succeed in their chosen fields. I am energized by opportunities to develop talent pipelines, champion employee well-being, and build scalable HR systems that support dynamic, evolving organizations.

I am excited about the opportunity to bring my experience and vision to your company. I would welcome the chance to discuss how I can contribute to your continued success and would be grateful for an interview at your earliest convenience.

Thank you for considering my application. I look forward to the possibility of joining your team.

Sincerely,  
**Krystal Patterson-SHRM-CP**

**Krystal L Patterson, SHRM-CP**  
**Phone-864-909-0694**  
**Email-k2thelimit@yahoo.com**

20+ years of Human Resources experience. 15+ years of Hospitality Hotel Experience.  
Special practice with detailed preparation of presentations, formulating facility reports, investigations, and maintaining the utmost confidentiality.

---

## **PROFESSIONAL EXPERIENCE**

### **GULF COAST PROPERTY MANAGEMENT, FL**

Director of Human Resources, February 2024 – Present

- Serve on the Leadership Team and works as a strategic partner with the owner (CEO), department directors, and staff as appropriate.
- Manage and support a team of 72 employees across payroll, benefits, fleet management, recruiting, and office management functions.
- Execute critical HR functions such as processing payroll, handling all health benefit functions, 401k contribution and distribution, managing workers' compensation, and ensuring compliance with OSHA, Federal Programs, and IRS requirements.
- Contract Employee Duties-PTO-integration-Time off-Hubstaff time vs VPM Time-Monday Payroll-Computer issues-Time Issues
- Oversee fleet management, tag and tax renewals, insurance, credit card usage, driver policies, ensuring operational efficiency and cost-effectiveness.
- Facilitate recruitment, onboarding, and terminations, creating all necessary documentation and maintaining meticulous records.
- Office security, Fire Department inspections, violations and corrections of all facilities, ADP Audits, Workers Comp Audits and cases, On call after hours, Friday Blast to staff.
- Plan and organize events, birthdays, anniversaries, coordinate disciplinary actions, and ensure seamless day-to-day operations to include several A/P and A/R functions.
- Other duties as assigned as needed to ensure efficiency in all departments.

### **CITY OF WILLISTON, FL**

Human Resources Director, February 2023 - February 2024

- Served on the executive management team and worked as a strategic partner with charter officers/designees, department directors, staff of 115, and the city council, as appropriate.
- Develops, delivers, and monitors appropriate and effective HR processes, practices, and services citywide.
- Recommends and implements appropriate organizational structure, staffing, classification, and compensation.
- Responsible for and recommends direction and strategy for the negotiation and administration of all citywide collective bargaining agreements. Responsible for effective labor relations city-wide.
- Provides oversight to all 115 employee relations activities within the city, assisting management in the development and delivery of all employees' disciplinary actions.
- Directs or conducts management investigations in response to complaints or allegations of improper conduct.
- Resolves disputes concerning application or interpretation of policies and procedures.
- Acts as the custodian of employee personnel files and maintains personnel records through appropriate systems, forms, procedures, and methods of recordkeeping.
- Develops and distributes appropriate management reports and metrics related to employees and employment.
- Ensures that all HR policies and practices comply with all applicable federal, state, and local laws, ordinances, rules, and regulations; and ensures that managers, supervisors, and employees are in compliance.
- Responsible for employee benefit programs and all lines of liability and workers' compensation insurances.
- Prepares, submits, and monitors annual departmental budget.
- Communicates with the city council, city manager and other charter officers by providing periodic and on-request reports, and presentations.



**THUJA INTERNATIONAL SERVICES (DUAL POSITION WITH HAYWOOD)**

Human Resources Manager, March 2021 - February 2023

- Coordinate all administrative aspects of daily operations for two start-up businesses, Gym Juice Depot and DeWalt Transportation, LLC.
- Create, maintain, and implement all office practices and procedures.
- Responsible for accounts payable, receivable, settlement statements, payroll, bill of sale, and database entry.
- Load tracking through ProTransport, RTS, and Loves.
- Preparation of analytical employee data, to include loss, turnover, and cost, new hire on board, off-boarding, and orientation.
- Personnel investigations, employment, and unemployment law practices

**HAYWOOD COUNTY GOVERNMENT**

Personnel Officer, September 2018 – March 2022

- Provide professional work and support to the Human Resources Director, 545 staff members, and to all County Department Directors upon request and make decisions on a limited scale with regard to procedural and policy matters for 540 employees.
- Review personnel investigation findings with Department Director and Human Resources Director to determine course of action in line with Haywood County Personnel Policies. Recommends course of action as part of this process.
- Utilize best practices in the operation of the company Applicant Tracking System (ATS) to streamline the Application/Hiring process and to utilize the software to its full potential.
- Coordinate and administer recruiting procedures by working directly with the hiring managers to coordinate the most effective application practice and ensure the best hires for the company.
- Process new hires by administering pre-employment assessments, background checks and pre-employment drug screens, as well as preparation for orientation and onboarding.
- Preparation of analytical employee data relating to new hires, losses, turnover, and cost while maintaining confidentiality as needed.
- Acts as the custodian of employee personnel files and maintains personnel records through appropriate systems, forms, procedures, and methods of recordkeeping.  
Serves as one of four staff members trained to enter all new hire information into MUNIS and KRONOS systems ensuring that pay, job title and benefits are deducted from the appropriate budget and departmental accounts.
- Responsible for data entry into the MUNIS and KRONOS databases for salary adjustments, merit increases and other changes to the employee record database.
- Serve as backup to Human Resource Benefits Specialist in matters of FMLA, Retirement, Worker's Compensation and other benefit related matters.

**MB HAYNES, ASHEVILLE, NC**

Human Resources Assistant, April 2016 – September 2018

- Utilize best practices in the operation of the company Applicant Tracking System (ATS) to streamline the Application/Hiring process and to utilize the software to its full potential.
- Coordinate and administer recruiting procedures by working directly with the hiring managers to coordinate the most effective application practice and ensure the best hires for the company.
- Process new hires by administering pre-employment back-ground checks and pre-employment drug screens, preparation for orientation and welcoming new employees to the company by being the primary coordinator of orientation and onboarding.
- Preparation of analytical employee data relating to new hires, losses, turnover, and cost while maintaining confidentiality as needed.
- Acts as the custodian of employee personnel files for 325 staff members, and maintains personnel records through appropriate systems, forms, procedures, and methods of recordkeeping.

**HAYWOOD COUNTY HEALTH AND HUMAN SERVICES, CLYDE, NC**

Income Maintenance Case Worker-II, April 2013 – April 2016

- Began position as a Temporary IMC, transitioned to an Office Assistant, then to IMC-I Caseworker.
- Served as a caseworker in the Income Maintenance programs for the Economic Services Division.
- Monitored, processed, and provided individuals and families with Family and Children's Medicaid, Medicaid Support Services, Food and Nutrition Services, Community Resources Unit, North Carolina Health Choice and Energy Assistance, Child Support Enforcement and Meals on Wheels.
- Obtained confidential data, applied laws, policy, and procedure, and used specialized terminology and resourced complex source material in all aspects and areas of each program.

**KNOWLEDGE, SKILLS, AND ABILITIES**

- Web and tech savvy, requiring little to no training.
- Ability to exercise judgment and discretion in applying and interpreting official personnel rules and procedures.
- Design and install office forms and procedures and supervise the processing and maintenance of personnel forms and records.
- Meet and deal effectively with superior employees and job applicants and the general public.
- Considerable knowledge of the organizational structure and programs of various industries, private and public.
- In depth knowledge of basic Human Resource and Business Law, personnel principles, and practices.
- Personnel investigations, employment, and unemployment law practices.
- Working knowledge of employment and unemployment law.
- Demonstrated ability to exercise independent judgement and creative problem-solving skills.
- Dynamic time management skills for effective remote working environments.
- Multitasking abilities that will streamline various assigned verticals.
- Well versed and trained on new platform implementations.

**Software**

- Birddog HR
- CivicHR
- ADP
- All Office Suites
- Hubstaff
- VPM

LUCAS MYHRE GONYIER  
2411 Millstone Dr. Dubuque, Iowa 52002  
(563)580-5827 Lmgonyier@yahoo.com

Town of Redington Shores:

I am writing to express my interest in applying for the position of Town Administrator. I believe my combination of education and experience showcases my qualifications for taking on this important role.

I hold a Bachelor of Science degree from Iowa State University and Master of Business Administration degree from the University of Dubuque. I believe in continued learning throughout one's career and feel I have demonstrated the dedication it takes to stay focused and achieve professional goals.

I currently work as an Inspector for the City of Dubuque, Iowa's Housing & Community Development Department where I am certified through the International Code Council as a Residential Building Inspector, Property Maintenance & Housing Inspector, Zoning Inspector, and hold the International Code Council/American Association of Code Enforcement Certified Code Enforcement Officer designation. Work involves heavy interaction with the public conducting thorough inspections of rental properties, interpreting residential, building, and property maintenance codes, compiling detailed reports for property owners, and issuing notices of violation. Other duties include condemning unsafe structures, preparing demolition orders, investigating exterior property maintenance and nuisance complaints, and issuing citations to property owners who do not comply with official orders. I also investigate potential unlicensed rental property situations and work closely with the City's Legal Department to prepare for and participate in trials. Additionally, I serve as President of the Iowa Association of Code Enforcement and have previously served as 1<sup>st</sup> Vice President and Treasurer of the organization, and I currently serve on two committees for the American Association of Code Enforcement. Accomplishments to date while serving the Iowa Association of Code Enforcement include successfully navigating the process of getting the organization recognized as an official International Code Council Chapter, working diligently to find ways to save the organization money, and finding opportunities to bring more value to members.

My prior experience includes working as a State of Iowa Certified Lead Inspector/Risk Assessor and Healthy Homes Inspector, owning and operating all aspects of a nationally franchised lawn care and landscaping business, and working over 6-years for the City of Dubuque, Iowa's Park Division; first as an Assistant Horticulturist managing native areas, and then, as the Lead Maintenance Technician for a 164-acre flagship park. While working for the City's Park Division, I assisted in helping to plan and oversee phase one of the park's water system upgrade and helped to develop and implement the park's initial native landscape restoration plan. Additionally, I supervised multiple employees, organized event rentals, worked with the public to respond to concerns, tracked supply inventory, and maintained all aspects of the water system, buildings, grounds, and equipment. It was with the Park Division that I was first invited to participate in the City's broad High Performance Government training. To this day I am still involved with HPG as an ambassador and am a member of the Housing Department's internal HPG group, where I help to facilitate ideas into action.

With my dynamic experience and education, I believe I have a lot to bring to the Town of Redington Shores. I look forward to an opportunity to expand on my experience in an interview.

Sincerely,

Lucas Myhre Gonyier

LUCAS MYHRE GONYIER  
2411 Millstone Dr. Dubuque, Iowa 52002  
(563)580-5827 Lmgonyier@yahoo.com

## **Target**

---

Expand my public sector experience and put myself in a position to benefit the community in an impactful way.

## **Education**

---

- Graduated from the University of Dubuque May 18<sup>th</sup>, 2019, with a **Master of Business Administration** Degree.
- Graduated from Iowa State University December 20<sup>th</sup>, 2008, with a **Bachelor of Science** Degree.

## **Skills**

---

- International Code Council/American Association of Code Enforcement Certified Code Enforcement Officer
- International Code Council Certified Residential Building Inspector
- International Code Council Certified Property Maintenance & Housing Inspector
- International Code Council Certified Zoning Inspector
- Building Performance Institute Healthy Housing Principles Certificate
- Iowa Association of Code Enforcement President
- Former Iowa Association of Code Enforcement 1<sup>st</sup> Vice President and Treasurer
- American Association of Code Enforcement Committee Member
- FEMA NIMS ICS 100, 200, & IS 700, 800 Certification
- ICC Disaster Response Credential of Learning Achievement
- State of Iowa Certified Lead Inspector/Risk Assessor
- State of Iowa Certified Lead Abatement Contractor
- OSHA 10 Certification
- 4-years of experience conducting housing and property maintenance inspections
- Experience developing scopes of work for housing grant rehabilitation projects
- Experience inspecting contractor work on housing grant rehabilitation projects
- Extensive Experience documenting housing inspection findings in detailed reports, researching applicable building codes, and issuing notices of violation
- Extensive experience issuing condemnation orders for unsafe structures, preparing demolition orders, and issuing citations for noncompliance
- Extensive experience investigating/tracking unlicensed rental properties
- Experience preparing affidavits for administrative search warrants, coordinating with the City's Legal Department, and testifying in court
- Extensive experience working with property owners/contractors toward compliance with city ordinances
- Experienced in Microsoft Office 365 (Word, Excel, Outlook, Publisher, PowerPoint), Adobe Acrobat, Foxit Phantom, Accela, CitizenServe, Catalis, and GovQA
- Multiple years of experience training and supervising employees
- Experience owning & managing all aspects of a small business: funding, planning, selling, recruiting, scheduling, and supervising daily operations
- Construction project oversight, and project cost estimation
- Extensive customer service and public interaction experience

LUCAS MYHRE GONYIER  
2411 Millstone Dr. Dubuque, Iowa 52002  
(563)580-5827 Lmgonyier@yahoo.com

## **Employment**

---

- City of Dubuque Housing & Community Development Department: February 2021 to Present
  - Inspector I
  - Lead Paint & Healthy Homes Inspector
- Deery Brothers of Dubuque Nissan/BMW: August 2023 to May 2024
  - Part-Time Business Development Manager
- Deery Brothers of Dubuque: July 2020 to December 2020
  - Client Advisor/EV Ambassador
- The Grounds Guys of Dubuque: August 2019 to June 2020
  - Owner
- City of Dubuque Park Division: May 2013 to January 2020
  - Maintenance Technician
  - Assistant Horticulturist
- John Deere: April 2011 to May 2013
  - CNC Operator
  - Welder
- Lime Rock Springs Co.: July 2010 to April 2011
  - Route Delivery Driver
- Applied Ecological Services: February 2009 to July 2010
  - Environmental Restoration Technician

**Lucas Myhre Gonyier**

**References:**

Ben Pothoff	(563) 543-9406	City of Dubuque Deputy Building Official/Inspection & Construction Supervisor, Dubuque, IA bpothoff@cityofdubuque.org
Steve Fehsal	(563) 589-4263	City of Dubuque Park Division Manager (Interim Parks & Recreation Director), Dubuque, IA sfehsal@cityofdubuque.org
Shane Hoeper	(563) 690-6091	City of Dubuque Combination Inspector, Dubuque, IA shoeper@cityofdubuque.org
George Jackson	(563) 599-1574	City of Dubuque Combination Inspector, Dubuque, IA gjackson@cityofdubuque.org
Mark Meyer	(563) 451-7824	Retired Air Force/Retired City of Dubuque Park Division Maintenance



# MICHAEL R. MCCABE

New York, NY | m.mccabe914@gmail.com | (808) 670-7704 | [www.linkedin.com/in/michael-robert-mccabe/](http://www.linkedin.com/in/michael-robert-mccabe/)

**FINANCIAL PLANNING & ANALYSIS (FP&A) | FISCAL LEADERSHIP | ACCOUNTING | OPERATIONAL EXCELLENCE**

## PROFILE

**Accomplished Finance Professional** with 30+ years of experience in streamlining financial administration, accounting practices, payroll processing, and budgeting across federal and global organizations. Data-savvy with the ability to apply insights into finance, accounting, and businesses, lead financial planning and analysis, and drive operational excellence. Proficient at developing clean audit reports, monitoring budgets, managing complex financial operations, and ensuring fiscal accountability. Change champion who fosters a culture of financial transparency, accountability, and accuracy and improves organization's cash flow through sound financial stewardship, strategic planning, and effective reporting.

## Core Skills & Competencies

Financial Management | Accounting | Cash Management | Auditing | AR/AP | Forecasting | Report Generation | Project Planning & Execution | Payroll Processing | Internal Control | Projections & Forecasting | Financial Planning & Analysis (FP&A) | Regulatory Compliance | Stakeholder Management | Financial Statement Reconciliation | Performance Improvement | Team Leadership | Training | Budget Monitoring | Documentation | Strategic Planning

**Technical Skills:** Advanced Excel, Word, PowerPoint, Outlook, Teams | MAC and Windows | Munis

## KEY VALUE OFFERINGS

- **Financial Leadership:** Directed 2 high-performing teams while overseeing financial stewardship of over **\$500M** in assets and a **\$250M+** operational budget.
- **Payroll Processing:** Secured **\$30M** in County reimbursements by streamlining payroll processing and crosschecking all financial statements to ensure effective identification and resolution of payroll discrepancies in General Ledger.
- **Fiscal Advice & Consultancy:** Delivered strategic financial advice and insights to the CEO, CFO, and COO on all financial matters, including payroll management, budgeting, talent acquisition, human resources, marketing, advertising, legal and logistical support, and facilities management for assets valued at over **\$200M**.
- **Budgeting, Cost-Savings:** Reduced wasteful spending by **25%** by assessing all operational aspects and curtailing non-essential expenditures.

## CAREER HISTORY & ACHIEVEMENTS

**Clearwater Fire and Rescue | Clearwater, FL**

**Administrative Support Division Manager | Jan 2024 – Apr 2025**

Recruited to oversee financial planning, administration, budgeting, payroll processing, and capital improvements within the organization. Provided strategic fiscal leadership to city departments, delivered quality financial advice on accounting principles, developed insightful reports, and ensured maximum regulatory compliance while enforcing internal controls.

### Key Highlights:

- **Orchestrated financial planning and budgeting process** that increased profitability across the city departments through meticulous cost management and revenue optimization.
- **Improved financial accuracy** by recording zero errors in financial reporting, payroll administration, general bookkeeping, budgeting, and travel and purchase card payment processes for assigned City departments.
- **Led and supervised a cross-functional team of finance professionals** in ensuring accurate payroll processing, financial administration, and accounting support, resulting in improved operational efficiency.
- **Empowered the senior leadership with ad-hoc financial analysis** and actionable accounting insights on cash, credit, fixed assets, accrued expenses and line of credit transactions to support cost-saving goals and strategies.
- **Received 100% clean annual operational and financial audit reports** by building accounting information system, creating internal control in compliance with government tax guidelines, and communicating audit issues on time.
- **Enabled insightful decision-making on key financial processes** by producing and analyzing monthly financial reports, performing regular budget reviews, and ensuring adherence to internal governance standards.

**Pinellas County Sheriff's Office | Largo, FL**

**Child Protection Investigator | Feb 2023 – Aug 2023**

Conducted thorough investigations into allegations of child abuse, neglect, abandonment, and special conditions in collaboration with law enforcement agencies across multiple jurisdictions. Gathered critical information through interviews, observations, and detailed analysis of service and criminal records to assess family dynamics and potential risks. Managed safety plans, arranged emergency placements, and coordinated with various stakeholders to ensure child protection and well-being.



## US Army | Brooklyn, NY

## Executive Director of Talent Acquisition &amp; Business Development | Jul 2020 – Dec 2021

Led development of operational plans, managed financial functions and steered budgeting processes for various Army operations. Leveraged strong financial acumen to improve accuracy, streamlined payroll processing, and ensured adoption of financial systems.

**Key Highlights:**

- **Developed and implemented financial policies and procedures** to ensure compliance with regulatory requirements and reduce potential financial risks.
- **Enhanced budget management process** by preparing variance analysis of financial statements against monthly forecasts.
- **Created internal Payroll, Billing Invoicing and Accounts Payables KPIs** to monitor revenue cash flow and A/R, resulting in timely payment of staff and improvement in operational efficiencies.
- **Spearheaded successful integration of financial systems into day-to-day operations** to increase accuracy in financial processing, budget development, and other internal functions.
- **Interfaced with the Executive Board of Directors** to oversee and monitor financial and operational aspects of city auxiliaries, leading to minimal cash losses.

## Regional Director of Talent Acquisition &amp; Business Development | Aug 2018 – Jul 2020

Headed and directed financial and operational planning of various missions, including logistics and transportation of **\$526M** assets from Kansas to Afghanistan.

**Key Highlights:**

- **Oversaw budgeting, resource allocation, and risk mitigation strategies** for the relocation of equipment and personnel with zero financial loss.
- **Served as senior financial advisor and operations manager** for a company of over **800** personnel and oversaw allocation of financial and logistical resources across global deployments.
- **Trained, mentored and supervised junior officers** on budgetary and operational decision-making during the mission, leading to improved accuracy.

## Financial Executive Manager | Aug 2010 – Aug 2018

Drove financial planning and analysis (FP&A), implemented internal cost-control strategies, and monitored cash flow to ensure completion of all projects being completed at least 25% under budget. Managed expenses, created financial reports, and facilitated adherence to budget principles.

**Key Highlights:**

- **Monitored operational expenses and budgeting** related to travel, training, and fleet maintenance, resulting in **98%** efficiency rate across **36** vehicles.
- **Designed and implemented a comprehensive budgeting and forecasting system** for a **\$250M+** portfolio to align financial planning with strategic goals
- **Enhanced cost-saving margins and increased forecasting accuracy** by creating detailed, insightful financial and operational reports, introducing budgetary guidelines, and establishing cost-efficiency frameworks.
- **Boosted project productivity by 70%** by implementing fiscal accountability measures and enhanced budget adherence.

**Early Career History: Senior Budget Analyst and Quality Assurance Manager** | US Army | Jun 2000 – Jul 2010

Budgeting & Financial Management of Over **\$15M** Programs | **12%** Expenditure Reductions | **\$60M** Assets Secured Through Audits | Strategic Financial Counsel to Senior Leadership

**EDUCATION**

**B.S. in Business Management** | Excelsior College | 2015

**A.S. in Business Management** | Hawaii Pacific University | 2000

**CERTIFICATIONS**

**U.S. Army Training Courses:** Level I Antiterrorism Awareness Training | Level III DoD Financial Management Certification | Operations Security (OPSEC) Awareness Training | Composite Risk Management Course | Basic & Advanced Noncommissioned Officer Course | Sergeant's Major Academy | Executive and Senior Executive Leader's Course

**Civilian Courses:** CPR Certification | Pet CPR Certification | Certified Personal Trainer



# Ryan M. Henderson

3257 Cross Shore Drive • Anna, TX • 75409  
434.882.0737 • [ryanmhenderson3@gmail.com](mailto:ryanmhenderson3@gmail.com)

---

## Education

### Virginia Commonwealth University

Master of Public Administration, Concentration in Local Government Administration

May 2013

### Virginia Tech

BA in Communication, Minor in Professional Writing

May 2010

## Experience

### City Manager

*position title converted from*

### Interim City Manager

*City of Anna, Texas*

January 2023 –Present

- Serves as the Chief Administrative Officer of an organization consisting of 210 employees with an annual general fund budget of \$26 million.
- Manages a capital improvement program of \$87 million dollars with money earmarked for a regional wastewater treatment plant, community library, new roadways, and park enhancements.
- Leads the negotiation team that added more than 3,000 plus acres of planned residential and commercial development, expanding the tax base and providing for long-term financial health.
- Promotes sense of place and community through constant engagement and community building with residents, neighborhood associations, and Homeowners Associations (HOAs).
- Restructured the organization to create an alignment with the City Council's vision and policy direction, including establishing the Economic Development Director, Budget Manager, Police Chief, and Fire-Rescue Chief as direct reports to the City Manager along with the Assistant City Managers.

### Assistant City Manager

*position title converted from*

### Assistant to the City Manager

*City of Anna, Texas*

March 2019–January 2023

- Served the City of Anna as the sole Assistant City Manager in the organization. Served as the Chief Administrative Officer in the absence of the City Manager.
- Managed the Department of Information Technology, Department of Neighborhood Services, Communications Office, and Budget Office.
- Managed the City's strategic planning process and subsequent tracking of all action items derived from the plan.
- Served as the city liaison to the Anna Independent School District and Greater Anna Chamber of Commerce.
- Established the City's neighbor engagement programs and activities.

### Assistant Neighbor Support Manager

*City of Fort Lauderdale, Florida*

April 2018–March 2019

- Assistant Manager of a division of eleven employees responsible for working directly with the City's residents in providing customer service, homeless assistance and outreach, volunteer engagement, and community directed programing.
- Served the City of Fort Lauderdale as a neighborhood outreach specialist attending multiple civic association meetings weekly to address neighborhood and City-wide operations.
- Led a team dedicated to customer service and addressing neighbor inquiries and concerns; tracking all items and monitoring department response times.
- Oversaw the City's Neighborhood Community Investment Program (NCIP), a community

beautification program with an annual budget of \$500,000.

- Directed the City's Neighborhood Leadership Academy; a twice-a-year, ten-week program that educated selected neighbors on the city operations and leadership skills.

### **Assistant to the City Manager**

June 2015–Present

*City of Fort Lauderdale, Florida*

- Managed the City of Fort Lauderdale's real estate portfolio with the responsibility of negotiating leases, administering agreements, maintaining assets, and disposing of surplus properties.
- Managed the City of Fort Lauderdale's contract with CBRE Group, Inc. by providing direction and oversight.
- Managed a budget of \$411,245 that provides funding for asset maintenance, facility upgrades, and valuation services.
- Provided regular updates on Commission Annual Action Plan (CAAP) items to the City Manager.
- Drafted City Commission memorandums and correspondence on behalf of the City Manager.

### **Activities**

---

- Senior Executives in State and Local Government Program (Harvard Kennedy School), 2022
- New and Emerging City Manager's Program (North Central Texas Council of Governments), 2021
- Texas City Management Association (TCMA) 2019-Present
- Navy League of the United States of America – Fort Lauderdale Council, 2018-2019
- International Association for Public Participation (IAP2) Board Member, 2016-2018
- Kiwanis Club of Fort Lauderdale Board Member, 2015-2017
- FCCMA Awards Committee Member, 2014
- All-America City Delegation Member, 2014
- Florida City/County Management Association (FCCMA), 2013-2019
- International City/County Management Association (ICMA), 2012- Present
- Hampton Roads Ch., American Society for Public Administration Council Member, 2012- 2013
- Virginia Local Government Management Association (VLGMA), 2011- 2018
- AmeriCorps VISTA Volunteer, 2010- 2011

### **Honors**

---

- American Council on Germany McCloy Leadership Fellow, 2017
- Best Neighborhood Program Award, Neighborhoods, USA, 2015
- FCCMA Emerging Leaders Scholarship Recipient, 2014
- Phi Alpha Alpha (National Honors Society for Public Affairs and Administration), 2013
- ICMA Local Government Management Fellowship Recipient, 2013
- VLGMA T. Edward Temple Scholarship Recipient, 2012
- American Society for Public Administration Founder's Fellow, 2012

Michael A. Szlosek, Esq.  
165 Genovevo Drive  
Ludlow, MA 01056

June 20, 2025

Mayor Tom Kapper  
Town of Reddington Shores  
17425 Gulf Blvd  
Reddington Shores, FL 33708

Dear Mayor Kapper and Commissioners,

I am writing to express my interest in the position of Town Administrator in Reddington Shores, Florida. My family and I love Florida and visit several times a year. As my spouse now works remotely, we have decided to relocate to Florida permanently.

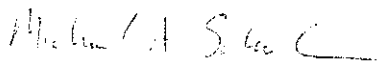
For many years I have served as the chief administrative officer in Massachusetts municipalities, as a Town Administrator in Sterling, and Ludlow, Massachusetts, and as the Town Manager of Uxbridge and Athol, Massachusetts. Most recently I served as the Town Administrator in North Brookfield, Massachusetts.

I am a 1992 graduate of the Boston University School of Law, and I have broad experience in municipal law and regulation, including public procurement and employment law. I also have a Master of Business Administration in Finance from the University of Massachusetts. I am experienced in all aspects of public administration, including, but not limited to, public finance, human resource management, project management, budgeting, grant writing, labor relations and negotiations, and contract administration.

I am experienced in budgeting and financial management. In every community in which I have worked I was primarily responsible for the preparation and presentation of the Town Budget. Each of the communities that I have worked in have benefited from an active and involved citizenry. I have enjoyed working with many citizen committees to improve the quality of life in these communities, and I am proud of the important work that we accomplished.

I hope that you will give me the opportunity to discuss my qualifications. To schedule an interview please call me on my cell phone at 413-886-2786, or contact me by email at [maszlosek@gmail.com](mailto:maszlosek@gmail.com).

Sincerely,



Michael A. Szlosek, Esq.

# MICHAEL A. SZLOSEK

---

.55 Genovevo Drive  
Ludlow, Massachusetts 01056

Tel: 413-886-2786  
E-mail: MASzlosek@Gmail.Com

---

## EXECUTIVE PROFILE

Experienced public sector manager, attorney and financial professional, with a life-long history of civic involvement and leadership. Effective communicator, comfortable speaking to individuals and large groups. Engaged community leader, dedicated to the success and economic development of the community. Creative and resourceful administrator, skilled in maintaining public services and retaining experienced employees during difficult fiscal periods. Areas of expertise include:

- Municipal Law
  - School Business Administrator
  - MSBA Experience
  - Contract Negotiations
  - Budgeting
  - Public Procurement
  - Contract Administration
  - Personnel Administration
- 

## PROFESSIONAL EXPERIENCE

**Town Administrator**, North Brookfield, Massachusetts 2024 - 2025

- Chief administrative officer of the community.
- Supervises department heads and subordinate employees.
- Prepares and presents the Town Budget to the Finance Committee and Town Meeting.
- Manages all daily operations of the Town.

**Business Operations Manager, Public Works**, Enfield, Connecticut 2016 - 2023

- Prepared and presented \$30 million Public Works operating and capital budget to the Town Manager and Council.
- Managed daily financial operations of the Department of Public Works, the Town's largest department. Operations include Highway, Refuse Collection, Wastewater and maintenance and repair of all Town buildings and facilities.

**Town Manager**, Athol, Massachusetts 2012-2014  
Uxbridge, Massachusetts 2009-2011

- Chief administrative officer of the community.
- Appointed and supervised department heads and subordinate employees.
- Prepared and presented the Town Budget to the Finance Committee and Town Meeting.
- Manage all daily operations of the Town.
- Primary negotiator for all municipal labor contracts.

- Served as Chief Procurement Officer for the Town. Massachusetts Certified Public Procurement Officer.
- Directed maintenance of Town owned buildings and facilities.
- Appointed all non-elected boards, committees and commissions.
- Worked with the Massachusetts School Building Authority to secure funding and build a new High School for the Town of Uxbridge, and a new Elementary School in Athol.

<b>Town Administrator,</b>	Sterling, Massachusetts	2014-2016
	Ludlow, Massachusetts	2004-2008

#### CIVIC

<b>Town Moderator,</b>	Town of Ludlow, Massachusetts	2020-Present
<b>Member, Senior Center Building Comm.,</b>	Town of Ludlow, Massachusetts	2016-Present
<b>Member, Finance Committee,</b>	Town of Ludlow, Massachusetts	2011-2013
<b>Member, Zoning Board of Appeals,</b>	Town of Ludlow, Massachusetts	2011-2013
<b>Member, Planning Board,</b>	Town of Ludlow, Massachusetts	2003-2004
<b>Chair, Personnel Board,</b>	Town of Ludlow, Massachusetts	1995-2003

#### EDUCATION

**Juris Doctor,**  
Boston University School of Law, Boston, Massachusetts

Honors:     Editor, *Annual Review of Banking Law*  
               Director, Edward C. Stone Moot Court Competition  
               Kaufman Securities Law National Moot Court Team  
               American Jurisprudence Award, Contract Law  
               Homer Albers Prize Honors Moot Court Competition

**Master of Business Administration in Finance,**  
Isenberg School of Business, University of Massachusetts, Amherst

**Bachelor of Arts in English Literature,**  
University of Massachusetts, Amherst

#### AFFILIATIONS and MEMBERSHIPS

- Admitted to the Massachusetts Bar
- Massachusetts Certified Public Purchasing Official (MCPPO) (2004 - 2016)
- School Business Administrator, Initial License
- Member, Massachusetts Municipal Manager's Association (MMA)
- Member, Massachusetts Municipal Personnel Association (MMPA)
- Member, MENSA



# Dan Kefgen

Dan.Kefgen@gmail.com | 810-252-0897 | Tampa, FL | LinkedIn Profile

## Chief People Officer

*Strategic and innovative HR Executive with extensive leadership experience driving transformational growth across healthcare, retail, and multi-unit operations. Graduate of Wharton's Chief Human Resources Officer Program and certified Situational Leadership Master Trainer, skilled at building high-performance cultures and enhancing employee engagement. Proven ability to align human capital strategies with organizational goals, fostering innovation, operational excellence, and a compelling employer brand that attracts and retains top talent.*

Strategic Workforce Planning & Analytics  
Executive Leadership & Talent Development  
HR Technology & Digital Transformation  
Performance Management & Leadership Coaching

Organizational Design & Transformation  
Employee Engagement & Experience (EX)  
Total Rewards Strategy (Compensation & Benefits)  
Change Management & Culture Building

## Experience

### Pinnacle Home Care

2018 – 2025

*Chief People Officer, Oldsmar, FL*

- **Drove Workforce Strategy Behind Revenue Growth from \$17M to \$230M**, aligning talent planning with care delivery models and patient volume forecasts. Increased Revenue per Employee by 78%, from \$58.6K to \$104.5K, while ensuring full compliance with clinical staffing and licensure standards.
- **Reduced Annual Turnover by 52% vs. Industry Benchmark** by executing data-driven retention programs, succession planning, and clinician engagement strategies, significantly enhancing employee stability in a high-turnover sector.
- **Earned 5x Top Workplaces Recognition** (2020–2025) for creating a culture of inclusion, growth, and well-being—validated through employee surveys and third-party culture assessments.
- **Transformed Talent Acquisition & Onboarding** by reducing Time-to-Fill from 62 to 29 days for clinical and key support roles. Integrated Predictive Index into hiring process to reduce less than 6 month tenure turnover percentage and improving overall role fit and retention.
- **Led UKG-Based HR Tech Modernization**, architecting a people-centric ecosystem to manage HCM, payroll, scheduling, and compliance. Streamlined workflows across 24/7 operations, improving HR service delivery and data visibility.
- **Built a Scalable HR Operations Infrastructure**, standardizing core processes across Talent Acquisition, Onboarding, HR Administration, Talent Management, and L&D—delivering consistent service and operational excellence organization-wide.

### Dollar General Corporation

2017 – 2018

*Divisional Talent Manager, Tampa, FL*

- **Led Strategic HR for 1,200+ Retail Locations** across Florida, Georgia, and Alabama, providing end-to-end talent support for over 10,000 employees in partnership with 1 Divisional VP, 6 Regional Directors, and 60 District Managers.
- **Championed Divisional Talent Strategy**, positioning the organization as an employer of choice through targeted programs in retention, engagement, and internal mobility.
- **Drove KPIs through Scalable Talent Programs**, including turnover reduction, leadership development, frontline training, and field engagement.

- **Enhanced Field Leadership Alignment** by integrating HR strategy into daily business planning, ensuring consistent execution of people initiatives and improved employee experience across the division.

#### Delhaize America

**2014 - 2017**

##### *Regional Human Resources – Eastern and Central, NC*

- **Strategic HR Partner for 75 Store Leadership Teams**, collaborating with 3 Regional Directors to deliver comprehensive support across associate relations, performance management, and talent planning.
- **Led Complex Employee Relations Investigations** involving wrongful termination, wage & hour disputes, harassment, and discrimination—ensuring fair outcomes and legal compliance.
- **Enabled Business Growth Through Talent Strategy**, advising operational leaders on capability building, organizational design, and cultural transformation beyond core HR responsibilities.
- **Collaborated Across Corporate and Field HR Teams** to localize and operationalize enterprise-wide HR programs, ensuring consistent, effective delivery to frontline leaders. Recognized as Count on Me Award winner in 2017.
- **Certified Facilitator for Delhaize America University**, delivering leadership and compliance training across multiple markets to enhance frontline and mid-level manager capabilities.

#### Kohl's Corporation

**2007 – 2014**

##### *Executive Store Manager, Fuquay-Varina, NC*

- **Oversaw \$13–\$15M Annual Sales Operation**, leading all facets of store performance across sales, customer experience, P&L, inventory control, and team engagement; consistently ranked in the top quartile of 1,100+ stores.
- **Led and Developed a Team of 140+ Employees**, executing talent development, workload optimization, and KPI management to drive operational excellence and employee satisfaction.
- **Drove Market-Level Talent Acquisition Initiatives**, leading university relations, management recruitment, and onboarding strategy for the Raleigh district.
- **Served as District Marketing & Talent Management Captain**, coordinating district-wide staffing plans, talent reviews, and associate engagement programs to support long-term pipeline health.

## Education and Certifications

#### Wharton School of the University of Pennsylvania

- Chief Human Resources Officer Program

#### Michigan State University

- Bachelor of Arts in Interdisciplinary Studies: HR and Sociology

#### Center for Leadership Studies

- Certified as CLS Master Trainer and Facilitator
- Courses Certified in: Situational Leadership Essentials, Situational Leadership: Building Leaders, Situational Coaching and Empowering Situational Leaders

#### The Predictive Index

- Certified as PI Champion and Master Trainer

## Honors & Achievements

OnCon Top 100 HR Professionals

2025

A Today Top Workplaces Award

2020, 2021, 2022, 2023 and 2025

TBBJ Fast 50

2020, 2021, 2022, 2023, 2024 and 2025

TBBJ Top 200

2021, 2022, 2023, 2024 and 2025

**RANDALL P. BALDWIN**  
326 S. Forest Lane  
Republic, MO 65738  
baldwin822@outlook.com  
(417) 631-7995

Executive Leadership Team:

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

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

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

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

Sincerely,

*Randall P. Baldwin*

Randall P. Baldwin

**RANDALL P. BALDWIN**  
326 S. Forest Lane  
Republic, MO 65738  
baldwin822@outlook.com  
(417) 631-7995

## EXPERIENCE

---

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

## EDUCATION

---

2021- 2023 <i>Columbia Southern University</i> <b>Master of Science in Occupational Health and Safety</b>	<i>Orange Beach, AL</i>
2021-2022 <i>Columbia Southern University</i> <b>Graduate Certificate Safety and Health Specialist</b>	<i>Orange Beach, AL</i>
2021-2022 <i>Columbia Southern University</i> <b>Graduate Certificate Industrial Hygiene Specialist</b>	<i>Orange Beach, AL</i>
2002- 2005 <i>Troy University Graduate, MPA</i> <b>Master of Public Administration</b>	<i>Troy, AL</i>
1998-2002 <i>Hampton University Graduate, BS</i> <b>Bachelor of Science-EMS Management</b>	<i>Hampton, VA</i>
2006-2011 <i>National Fire Academy.</i> <b>Executive Officer Graduate Program (EFOP)</b>	<i>Emmitsburg, MD</i>

June 28<sup>th</sup>, 2025

Town of Reddington Shores – HR  
Reddington Shores, FL

Dear Sir or Madam:

Please accept this cover letter and the attached resume and references for the position of **Town Administrator**. My qualifications for this position include a **Master's Degree in Public Administration (MPA)** and over 8 years experience in the public administration, which includes over 5 years working in financial committees at a provincial, municipal and as professional staff for Judicial Management committees. I have help prepare statewide budgets (of \$500 million), county/state budget submissions (of \$9 million and \$20 million) to both County Commissions and Operations for Capital Facilities budgets as a Deputy and Assistant Trial Court Administrator.

I am familiar with the Town Administrator as the Chief Executive officer and as the essential link between the Town and its Board of Commissioners and to prepare the annual budget, to administer the general fund and revenue funds (including procurements of supplies and services), to assist manager in monitoring and analyzing program budgets, forecasting and prioritizing funding for operational programs and capital improvement projects. I have program planning budgeting experience and requisition and procurement experience from the courts. I also have extensive experience supervising staffs of 13, 16 and 26 in my career, forecasting both human resources and program budgets. I have managed payroll, vacation schedules, sick time and cross-trained. I have also drafted contracts related to projects, technology projects and delivered reports and summaries to Senior Managers. And I have experience establishing performance measurements using SPSSx and SAS to continue program funding. I have represented senior management and the Judiciary on key committees and I have experience in public speaking. I have worked with NGO and government groups and taken their input into government. I have written timely report.

I have worked as an administrator where quality assurance programs, internal controls through program audits and contract compliance with various contractors have been part of my duties and functions. I have supervised staffs of 26, 16, and 13 in my administrative career. I have been a professional analyst at the Supreme Court of Florida and I have used SPSSx to develop proper performance measures to ensure funding for three statewide programs (Guardianship monitoring, Appellate Mediation and Senior Judges).

I have assisted in the development of professional training for our staff and the judiciary as an Assistant Trial Court Administration. I have also created marketing materials for CLE (Continuing Legal Education) programs. I have also working non-profit housing as both a paralegal and rental agent and helped formulate housing policy and did communication for the agency

I have coordinated professional meetings, managing logistics, communications, correspondence, taking minutes, sending out Board memos and maintaining corporate binders and reports. I have also kept minute books working in a law firm for Corporate Boards. I have extensive experience at an Executive level working in committees for the Attorney General of Ontario (Courts Administration) and as a professional staff to Judicial Management Committees for the Office of State Courts Administrator located at the Supreme Court of Florida.

In both offices, I have prepared Board agendas and reports for Board meetings. I have also set up the meetings, sent out memos summarizing prior meetings after taking minutes, maintained all financial records, travel and catering details and I have extensive experience in analyzing relevant legislation and providing recommendation on procedural requirements. I was assigned to numerous legislative committees implementing new legislation province wide and state wide as a professional analyst and staff.

As stated in my application I have an Honors BA degree in Criminology and a Master's degree in Public Administration. I have also worked as a paralegal/mediator for **15 years** as well in the courts. I have also worked as a Fire Alarm Inspector and did building improvements in a courthouse as an ADA Coordinator.



As the Assistant Trial Court Administrator in Charlotte/Mecklenburg County N.C., I also was appointed the ADA coordinator to make our two facilities ADA compliant and I trained our staff on ADA requirements. I also dealt daily with ADA requests for service and accessibility in services. I was also involved in several internal facility projects including using courtroom shell space originally for in-service agencies (related to felony drug courts, addiction/drug programs, indigency screening, fine collection, etc). In Charlotte, we would annually survey judicial needs. I was administrative assistant that helped coordinate and send Judges to the National Judicial College in Reno, NV for judicial seminars and training. My other duties/projects included setting up a one-day, one trial juror system; supervising a four person Custody Visitation Mediation Department and seven Court Reporters. While working in Charlotte, I have demonstrated experience in preparing administrative manuals, new procedures, and preparing new local rule changes to fit new programs. I started my career in the Supreme Court of Ontario with 50 High Court and 20 Appellate Court Justices offices and we assessed judicial needs and addressed their internal concerns.

I have prepared budget submissions for new programs, operational units and for capital expenditures. I have worked in a strategic planning unit at the Supreme Court of Florida (Office of the State Court Administrator) and I have developed 5-year strategic plans, long-term budget analysis, made recommendations based on revenue and expenditure data. I have utilized computerized financial software to develop cash flow and fiscal impact models as well as identify cost savings. This often entailed developing budgetary projections for new programs, new technology and shifting of personnel and their attendant costs. I have experience in program planning budget systems, line item budgeting, zero based budgeting, performance based budgeting, and I am familiar with priority based budgeting, including PART and flexible freeze.

I have used SAP R/3 to do budgeting for the FICO module and HR module in county submission for our budget as a Court Administration office on behalf of the Judiciary. Our budgets were in the \$20 million range. We did not really use the other module such as materials management, sales and distribution or production planning. I have used other financial systems including mainframe/Unix systems for forecasting and SPSSx for statistical analysis. We used this at the Office of the State Courts Administrator

I have experience in conducting analysis and reports on revenues/expenditures, funding needs and staffing. I also have prepared statistical and cost analysis reports to Senior Management. I have served on several government committees dealing exclusively with budgetary analysis and reports, developing budgetary policies, procedures and manuals for line departments and offices. Our budgetary submissions were submitted to the State Legislature and our Strategic Planning Unit has appeared before OPPAGA in the State Legislature in Florida. In addition, I worked very closely with Park Helms the Chair of the Mecklenburg County Commission in getting key budgetary expenditures approved and passed before the Board of County Commissioners. I have experience in advising both Senior Management and elected officials when budgetary revenues fall short of targets or when expenditures are not within guidelines or projections.

I have experience in analyzing legislation and preparing expenditure planning forecasts that properly estimate how implementing upcoming legislation will affect budget planning. I have prepared budget submissions for new programs, operational units and for capital expenditures. I have worked in a strategic planning unit at the Supreme Court of Florida (Office of the State Court Administrator) and I have developed 5-year strategic plans, long-term budget analysis, made recommendations based on revenue and expenditure data.

I have analyzed legislation (both cost analysis and for impacts on local governments) public speaking, prepared reports and memorandum for Senior Management. I have also prepared Agenda's for Committee meetings, Standing Committees (Supreme Court of Florida), Councils (Mecklenburg County Commission), and for Senior Management Committees in the justice system in Canada (Ministry of the Attorney General and in the U.S. Charlotte, N.C., Kane County and the Office of the State Courts Administrator at the Supreme Court of Florida. I served as professional staff to Judicial Management Committees in Tallahassee, Florida.

I have kept agenda's and made travel arrangements for judges as an Assistant/Deputy Trial Court Administrator. I am well familiar with internal procedures related to internal investigations and disciplinary actions. I have experience preparing agenda's, taking minutes, preparing summaries of meetings, and distributing reports to committee's members. I have also received public groups wanting to make submissions to Committees and the Local Council.



I have experience preparing agenda's, taking minutes, and preparing summaries of meetings and distributing summary memos and reports to committee members that have framed the collective initiative of the group. I have also received public groups and their submissions to these committees. I have drafted rules, bylaws and even procedural manuals for use in training (CLE's continuing legal education seminars). I have also dealt with FOI requests and I have been an ADA coordinator. I am very familiar with the conventions governing the Council process in municipal governance. I am very familiar with Freedom of Information and Protection of Privacy Act and how it applies to police services. I have processed hundreds of FOI requests in my career. I have operated various transcription machines and did so in my training in the courts.

I have demonstrated experience managing the daily operations of a division, setting goals/expectation of staff in team management. In addition, I have set performance standards and measures that have ensured continued funding for staff, programs and policy groups. I have supervised staffs of 13, 16 and 27 in my career and I have carried out performance evaluation reviews on both a yearly basis and for teams monthly. I have worked for the Judicial Management committees and ensured that they have had the proper empirical fact based reports to make informed decisions. I have experience receiving reports from the public and summarizing them for decision makers in committees and for County Commissions and Councils. I also have experience preparing minutes, memorandums and follow-up meetings and agendas.

In my career I have experience meeting with public groups, stakeholders and delegations to coordinate their presentations and times before Committees and Councils. I have been on both sides (e.g. I was hired as part of a 32-company consortium when the Federal Government devolved the Hamilton airport to the City of Hamilton) and I have prepared Council submissions. I am confident I can direct the activities of staff ensuring that statutory and Council rules and regulations for accuracy and completeness are being met for consideration of reports for Council. I have experience in exercising discretion and writing Committee and Council correspondence to ensure staff time is appropriate. I was professional staff at the Supreme Court of Florida for Judicial Management committees with the Office of the State Courts Administrator. I have experience providing advice and guidance to committees, our technical and IT staff and various departments related to reports and the Council approval process. I am a certified Arbitrator and Mediator and worked as a Mediator in accident benefits for the Ontario insurance regulator.

I also served in Ontario with the Judiciary Committee that appointed Judges at the Ministry of the Attorney General with my UofT professor Peter Russel. I also have a proven record of improving administrative processes in a team management environment and monitoring team performance through performance measures. I have hired, trained, mentored and built teams of 6 to 12 staff. I have a record of managing 26 ongoing projects at the same time using project management software. I have worked in an environment with ever changing priorities and adapted and succeeded with fiscal budgetary restrictions.

I have a university degree in public administration and over seven years as a Senior Executive. I am also a certified Mediator and Arbitrator and have served as a professional in that capacity. I started my career with the TTC and was involved in the collective bargaining process. I have strong analytical skills and have managed 26 projects at one time using advanced project management software to track key deadlines and milestones. I have the required negotiating skills to resolve inter-departmental conflicts. I have the demonstrated skills to be a mentor and lead a team of municipal division heads.

I dealt with equivalent county department maintenance heads in Charlotte/Mecklenburg NC and helped renovate and repair the HVAC systems and outside grounds and interior buildings and shell spaces while I was an Administrator in Charlotte. I did the same thing in old 1860 facilities in Kane County Illinois. I have experience in applying for grant funding and obtained funding for numerous projects and programs during my career. In my government career in administration, I have prepared strategic plans; business plans and brought in new technologies to transform organizations. I have also built teams through team management that involved cross training staff for absences and for maximizing performance. This helped us in career development and reporting better performance measures. I have experience in developing such measures using SPSSx, SAS and SAP. I have prepared statewide budgets (of \$500 million), county budget submissions (of \$9 million and \$20 million) to both County Commissions and Operations for Capital Facilities budgets as a Court Administrator in the U.S. I have dealt with County Commissioners and in one location worked very closely with the Chair of the Board of County Commissioners. (Mecklenburg County, Charlotte N.C.)

I started my career working for the Ministry of the Attorney General Courts Administration Division (Program Development Branch) in Toronto Canada and I was immediately assigned to budgetary committee work in conjunction with our *Finance Department and Ministry of Government Services*. In internal Committees and we had to assess legislation in terms of the costs for both operational courts and program costs we would have to incur based on what was in the legislation. I was responsible for the 3 year “EPF” (Expenditure Planning Forecast) for the entire \$500 million dollar Courts Administration Budget. We assessed several bills along with our Corrections and Solicitor General (police) Ministries as to the cost impacts (capital costs, service costs and of course staffing). This was an essential task. My role was to literally go from office to office and obtain these figures and then vetted them for our inter-Ministerial EPF committees.

As an Assistant Trial Court Administrator in Charlotte/Mecklenburg I prepared both county and state budget submissions (\$20 million each) with management and judicial input, review and oversight. We submitted our budgets to both the State and the City/County Commissioners. I also did court audits and *prepared grant proposals for specific District and Superior Court projects*. I updated and drafted financial management manuals for purchasing, requisitions and RFP’s. I have been responsible for ensuring that our internal financial accounting procedures comply with state and county regulations and audits. I have done banking transactions under appropriate legislation.

I also prepared extensive government requisitions according to AOC guidelines. In Charlotte I was the Supervisor for Court Reporters including contract court reporters and interpreters. I approved payment for all contractors ensuring that all appropriate forms and guidelines were met. I was responsible for the Request for Proposals and procurement of all furniture and furnishings, computer equipment, general office supplies and equipment, telecommunications equipment and services, consumable supplies, printing, parking, moving services, temporary help, renovation projects, training and advertising materials.

I worked very closely with the Chair of the County Commissioners, Park Helms in Mecklenburg County who was very helpful to our efforts. I also worked very closely with county maintenance personnel to ensure the building HVAC system was running smoothly and the courts were well supplied. I even hosted visiting Judges and other officials.

In addition, I have experience in designing and running two operational websites and I know HTML5/CSS3, Java, JavaScript, MySQL and Apache Tomcat Linux servers. I can maintain and design web sites and have that experience dealing with programming staff and web designers. I have worked as an Assistant Trial Court Administrator and part of my duties was dealing with media. I have disseminated information to the public, the media and other public authorities through newsletters, memo’s and news releases. I am very familiar with PR news release blogs and forums online. (Prlog.org, Free-press-release.com, Newvine, NewswireToday.com, CyberAlert, PRUrgent, etc). I have experience writing speeches, memorandums, summary reports, scripts, newsletters and conducting press conferences. [I worked at the Supreme Court of Florida during the Bush v. Gore case and witnessed this up close with our PR/Information Officer at that time]. I am also well aware of what information can be released and what cannot during an on-going event or with active shooter situations, emergency crisis events, etc.

I have experience prepared annual reports, carried out training for CLE’s (continuing legal education seminars) including preparing procedural manuals and training documents. I have led seminars and have done numerous public speaking events in my career. I have worked successfully with other county/city/state officials in my criminal justice career including the District Attorney, local Sheriff, and Clerk of the Court, the Judiciary and the Public Defenders office. I have experience in committee work with them at a local level and I have served as a professional staff at the Supreme Court of Florida. I have experience working with local County Commissioners and City Staff from my time in Charlotte/Mecklenburg County.

I have relevant experience in developing improved administrative procedures and operations for a more efficient administration. This includes researching equipment upgrades, mobile devices (Phones/mifi) and bringing in equipment demo’s for a year prior to purchases. I have experience in completing special projects and responding to FOI request for public records.

I have relevant records management experience, facilities maintenance and construction experience, budget preparation, financial management (requisitions, data collection, reports) in the IT field. I have experience in software license purchases, hardware warranties and building new databases and record maintenances systems.

I have developed procedural manuals used in the budget process. I have also identified improvements used to improve the budgetary process, the reporting structures for audits and the forms used to report anomalies. I have created many reports and memos to Senior Management (including the Board of County Commissioners) that included interpretive financial data on various departments.

I have demonstrated experience with developing and reviewing budget forms, reports and statements of line departments in an annual budgetary submissions to the both a county and the state. I have experience in preparing salary and benefit spreadsheets as a distinct budget component. I also have experience in preparing performance measurements, budgetary evaluations and standards (like those outlined in Cour Tools by the NCSC in courts) utilizing SPSSx and SAS and SAP that would pass County budgetary scrutiny. When I worked at the Supreme Court (Office of State Court Administrator) we have to pass the Legislatures budgetary office OPPAGA's state wide scrutiny for any new proposed or existing annual programs and justifies their need even before they started.

In short, I believe I am a team player who has good and vast budgetary experience to offer as a Senior Management Analyst. My relevant computer skills are knowledge of QuickBooks, Novell Netware, Windows NT, MS Word, MS Excel, MS Access and MS PowerPoint. I am familiar with various client-server databases, establishing local area networks, word processing, spreadsheet and presentation software. I have updated my computers skills to include some HTML/CSS 5, JavaScript and MySQL.

I have also conducted several training sessions to assist end users. I have had valuable experience in multi-tasking using project management software and prioritizing workloads to ensure the job is completed on time. I would look forward to meeting with you to discuss this position. I appreciate your time and consideration.

Sincerely,  
*Robert F. Cameron*


Please just email me at [oaacars4u@gmail.com](mailto:oaacars4u@gmail.com)  
if chosen for an interview

## **ROBERT F. CAMERON**

626 6<sup>th</sup> Street Niagara Falls, N.Y. 14301  
(cell) 289-933-5153 email: oaacars4u@gmail.com

**EDUCATION:** Master of Arts, Political Science/**Judicial Administration**  
Brock University, St. Catharines, Ontario - June, 1989  
Honours Baccalaureate, Political Science/Criminology,  
University of Toronto, St. Michael's College - June 1986  
Certified Arbitrator/Mediator BBB Buffalo; 1990  
Senior Professional in Human Resources (SPHR) 1995.

**INTERNSHIP:** *Management Trainee*, Ministry of the Attorney General,  
Courts Administration, Toronto, Ontario, 1988 - 1991

**COMPUTER TRAINING:**  *MCSE (CTC Toronto), Novell NetWare, Windows NT,*  
*Microsoft Outlook, Word, Excel, Access & PowerPoint, Java,*  
*MSQL, HTML/CSS, SPSSX, Novell Mohawk College, Hamilton ON.*

### **WORK**


**EXPERIENCE:** **Director**, Court Management Consultants and Mediation Services -  
Ontario General Division Courts, (GTA - Population 3.5 million).  
February 1998-Present & SettleMediation.us (Dec 22- Present)  
I have been providing court management consultancy services, paralegal  
and mediation services for Small Claims Court, Landlord-Tenant,  
Provincial Traffic Court, Family Division Courts, Worker's  
Compensation, Judgment Enforcement and Immigration cases. Supervised  
Administrative Assistant and Process Server

**Mediator**, Financial Services Commission of Ontario Toronto, ON  
(September 2008-May, 2009)


I was a professional Mediator part of the Dispute Resolution Group -  
Mediation Section - Mediating 400 Statutory Accident Benefit claims  
under very complex Insurance Act, Statutory Accident Benefits Schedule  
and Mediation Practice Code. I had an 80% settlement rate. I also did  
extensive training and administrative notices and reports of mediator &  
all scheduling by myself.

**Rental Housing Assistant**, Stoney Creek Community Services Corp,  
Stoney Creek, Ontario. Jan, 2007- December, 2007.  
I calculated rents under SHRA for scale and rent geared to income (RGI)  
as well as market rents. Prepared leases, rent increases, annual  
information packages, did credit checks. Prepared legal notices for  
late rent (N4's) in addition to filing for Landlord Tenant Board  
Hearings. Dealt with ODSP, OW and FSP offices re: clientele.

**Legal Assistant, Cicchi and Giangregorio**, Law Firm, Stoney  
Creek, Ontario. (August, 2005-November 2006)

 I maintained corporate minute books, drafted corporate contracts,  
real estate contracts, commercial real estate forms, prepared wills,  
estates, and general civil litigation. Utilized Terraview,  
Conveyancer, PC Law and e-reg systems in addition to MS Word and MS  
Access.

**Deputy Trial Court Administrator** - 16<sup>th</sup> Judicial Circuit,  
(Geneva, Ill. -Population 180,000). July, 2000- December, 2000.

 I prepared county and state budget submissions and grant proposals  
for state courts. Implemented Institute for Court Management plan for  
reorganizing of the Circuit Court felony division. I prepared time  
standard, disposition statistics, studies and analysis as needed.  
I was responsible for recruiting, hiring, orientation/training and  
daily supervision of 16 staff in Civil Court Division and Estate

section. I also maintained the facility and worked closely with County maintenance. I prepared budgetary submission to county and state and grant proposal with Court Administrator.

**Robert F. Cameron (con't)**

**Senior Court Analyst II**, Office of the State Courts Administrator, Strategic Planning, (Tallahassee, Florida - Population 300,000) January, 2000 - July, 2000.

☒ Staffing Judicial Management Council committees - I was professional staff for Judicial Management Committees for the Strategic Planning Unit. I designed and tested performance and evaluations models and studies for guardianship monitoring (which found \$557,000 in stolen funds from Seniors in one Judicial District alone), appellate mediation and senior judges. I worked on numerous committees in providing strategic planning and evaluations for court programs so that they could continue to be funded and expanded. I was assigned other management projects and prepared senior level reports for Senior Management at the OSCA in their ongoing budgetary battles with the State Legislature's OPPAGA unit that evaluated all monies spent in the Third Branch. **Supervised IT staff & Admin Asst.**

**Assistant Trial Court Administrator**, 26th Judicial District, Charlotte, N.C. (Population 750,000). September 1992 - August 1995.

☒ I was responsible for court program management and operations for a twenty-one judge, unified trial court encompassing limited and general jurisdiction. I oversaw operational functions including budget submissions (\$20 million to state and county), strategic planning, directions to ensure efficiency, effectiveness, and full compliance with local, state, and federal laws and regulations. I was involved in the planning, managing and directing all operations and administrative functions. I prepared state and county budget submissions, grant applications to federal and state governments for 3 years. I was responsible for recruiting, hiring, orientation/training, daily supervision of 26 staff including case managers, secretaries, program staff & court reporters

☒ My specific areas of involvement included case management, setting cases for arbitration, noticing of Superior Court cases for ADR (Alternative Dispute Resolution) dates and deadlines. Researched over 10,000 District Court civil cases in first year of mandatory, non-binding arbitration program. [Only a 20% de novo rate to District Court]. I established an innovative checking mechanism to computer code cases faster in the database and expedite awards.

☒ I helped introduce time saving forms, techniques and procedures to streamline and speed Superior Court cases through ADR mechanisms.

☒ I help manage over 26 projects and programs with PM software.

☒ I supervised in-house Child Custody/Visitation Mediation program with three mediators and secretary. *Conducted annual performance reviews*

☒ I scheduled assignments for seven Official Court Reporters and ensured timely transcript production for attorneys/pro se litigants.

☒ I helped design, compile and produce all monthly statistics on court utilization, judicial productivity and case aging (ABA standards).

☒ I prepared the Annual Report of case management and jury operations

☒ Coordinated vacation schedules and I made building/facility improvements as Americans with Disabilities coordinator for 4 buildings.

**Deputy Court Administrator/Registrar**, Ministry of the Attorney General, Courts Administration, Toronto, Ontario, June 88-January 90.

☒ Performed both operational and planning functions with the Courts Administration Division. Interned at 6 different court offices

where every office function and duty was learned, including trial coordination, budgeting, civil, provincial offences criminal and family procedures, and enforcement responsibilities. Supervised various field staff in District and Supreme Court Offices (Registrar, Sheriffs, etc).

☐ Worked with Program Development Branch on Criminal Code concordance, implemented new Victim of Crime Act restitution and fine surcharge provisions (wrote first victim impact statement, implemented fine surcharge provisions, restitution). Was assigned to Expenditure Planning

Forecast Committee which dealt with the \$500 million Courts Admin Budget and projections for future costs based on upcoming bills/laws.

### **Robert F. Cameron (con't)**

☞ Placed with two Regional Directors Offices where I carried out facility planning for new courthouses, developed profiles of backlogged courts, planned for staff integration and completed statistics and other workload, staffing ratio and financial studies.

**Census Commissioner**, Statistics Canada, Hamilton, Ontario  
June 1990-June 1991 - **Supervised staff of 13 census field staff** for Federal Government Census. Was trained in census manuals and procedures as well as statistical analysis.

Did specific training for follow-up procedures for incomplete census areas that did not meet quality control

At the end of the census, I helped with closing the office.

**Registrar/Clerk**, Supreme Court of Ontario, Toronto, Ontario,  
April - June-July, 1988.

☐ Performed various administrative tasks for High Court and Court of Appeal Justices. I also worked in the Trial Coordinator's Office. Clerked in Weekly Motions court, High Court and Court of Appeals. Wrote Master's thesis on Civil Delay and delay reduction - received an "A."

### **Volunteer**

Habitat for Humanity, Hamilton, Ontario 2002-2004.

**Neighbourhood Justice Centre, Director, Hamilton Ontario 1998**

### **Experience**

Victim Services Worker, Victoria Police, Victoria, B.C. 1992.

Victims of Violence, Toronto, Ontario 1984-1987.

### **References**

*-Provided upon request*





THIS IS EXHIBIT #10 REFERRED TO  
IN THE AFFIDAVIT OF ROBERT CAMERON  
SWORN BEFORE ME THIS 15TH DAY  
OF JANUARY, 2025

Robert M. Burroughs  
Senior Resident  
Superior Court Judge (ret)

2121 Sutton Springs Road  
Charlotte, NC 28226

May 17, 1995

(704) 362-2121  
*Alison Price*  
A COMMISSIONER, ETC.  
Alison Price, a Commissioner etc.,  
while exercising powers of a registrar.

To whom it may concern:

I am pleased to provide this letter of reference for Robert Cameron.

Since September of 1992, Robert has served as this District's first Assistant Trial Court Administrator. In this capacity, Rob's responsibilities have included supervising the Custody Mediation department and all Official Court Reporters. Rob has been instrumental in operationalizing and computerizing new trial court programs such as District Court Arbitration and Superior Court Alternative Dispute Resolution techniques. Rob has also been involved in creating and analyzing court performance statistics and standards and he produced this District's Annual Reports.

In addition, Rob has been directly involved in identifying, noticing and scheduling both District and Superior court cases. This had brought him into direct contact with the bar and the public. He has been fair and honest in his dealings with our clientele.

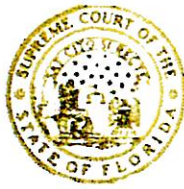
I have found Rob to be mature in his thinking, articulate in his expression and personable with his associates. Rob has a thorough understanding of civil procedures, caseload management and alternative dispute resolution techniques. He would be an asset to any court office in this capacity.

I have no hesitation in recommending him for positions in the field of court administration.

Sincerely,

Robert M. Burroughs  
Senior Resident Superior  
Court Judge (1991-1994)





**Office of the State Courts Administrator**

Chief of Strategic Planning  
(850) 488-6569 Fax (850) 414-1342  
e-mail: horvathp@flcourts.org

June 15, 2000

Allison Price, a Commissioner etc.,  
while exercising powers of a registrar.

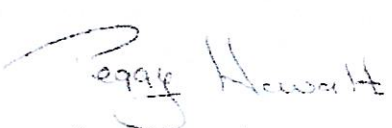
To Whom It May Concern:

Please accept this letter of reference for Mr. Robert F. Cameron who has been employed in the Strategic Planning Unit of the Office of the State Courts Administrator (OSCA). Rob has served in a temporary employment position for the period of February 25, 2000 to June 30, 2000. Rob agreed to come to Tallahassee to help us prepare for a set of meetings at a critical time for our organization.

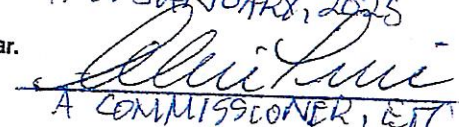
Rob's work with us has included research and data analysis for several appellate and trial court service and program areas. These include appellate mediation, guardianship monitoring, utilization of senior judges, and the process of criminal felony and juvenile delinquency cases. His work involved the compilation of data from a variety of state and national resources.

Rob has performed his duties and responsibilities in a thorough and conscientious manner. He has a broad background in court administration and is knowledgeable in many subject areas relating to the courts. His knowledge of the court system has facilitated his ability to work in a variety of program areas. In his limited time at the OSCA, Rob has demonstrated that his knowledge, skills, and abilities make him well qualified to perform analytical work in a court environment.

Sincerely,

  
Peggy Horvath  
Chief of Strategic Planning

THIS IS EXHIBIT #11 REFERRED  
TO IN THE AFFIDAVIT OF ROBERT CAMERON  
SWORN BEFORE ME THIS THE 15TH  
DAY OF JANUARY, 2025

  
A COMMISSIONER, ETC.