

DALE WILLIAMS

397 South Marion Avenue, Lake City, FL 32025

Home: (386) [REDACTED] – Cell (386) 623-3493 – dwc10115@gmail.com

March 7, 2018

Lake Shore Hospital Authority
c/o Sonja Markham
259 NE Franklin Street, Suite 102
Lake City, Florida 32055

RE: RFQ-2018-001 Executive Director Position

Dear Mrs. Markham:

Please find attached my response to the above referenced RFQ. My interest is based on a part time schedule that can be modified from week to week depending on the Authority's needs. As requested in the RFQ, I have enclosed the following:

1 response marked "ORIGINAL"

6 response copies

1 response copy in digital format

As verified by you at 10:15 A.M. on Friday, March 9, 2018, no addenda to the RFQ has been issued. I believe that my prior experience and work history uniquely qualify me for this position. I appreciate the opportunity to respond to the Authority and look forward to the opportunity to interview.

Sincerely,



Dale Williams

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RFQ-2018-001

Response to SPECIAL INSTRUCTIONS "A"

ADMINISTRATIVE

A. 1. Assists the Trustees in the administrative management functions relating to the Authority office, including supervision of all Authority employees.

I served as County Manager for Columbia County for approximately 32 years. One of my primary responsibilities as County Manager was to assist the Board of County Commissioners (Trustees) in the performance of their Constitutional and Legislative duties. As Manager, I was responsible for managing the county on a day-to-day basis in accordance with the laws, rules, and regulations of the state and the ordinances, policies, and directives adopted by the Board of County Commissioners. These included all management functions of the Boards office and the supervision of approximately 346 employees.

A. 2. Confers with Board Members and appropriate administrative leaders of the various agencies to determine subjects of and for Board interest.

The duties of County Manager required regular conferences with Board Members, department heads and various agencies to determine need and/or provide conflict resolution opportunities.

A. 3. Interfaces with the Trustees, Public, and State and Federal Legislators, as necessary and maintains confidentiality where appropriate.

The duties of County Manager required contact with Board Members and the public on an as needed basis. Contact at this level was significant due to "open door" policies. The duties of County Manager required interfacing with elected and appointed officials of the state and federal governments. Depending on the subject matter, contact with legislators was often on a face to face basis in lieu of written or phone conversation.

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A. 4. Interacts with the Chairperson of the Board, other Trustees and Attorneys and Accountants to provide requested information.

The duties of County Manager required the same administrative function. The basic responsibility was to use the resources necessary to provide the requested information.

A. 5. Monitors organizational compliance with Public and Governmental Rules and Regulations. This includes supervision of, preparation and publication of all public notices, all governmental required budgetary compliance certifications and records maintenance.

As a former County Manager I have numerous training hours and direct experience in preparing and publishing various types of legal notices including, but not limited to TRIM (statutory requirements for public budget adoption) and Sunshine Law notices. As County Manager, I also served as the primary public records custodian.

A. 6. Supervises preparation of agendas in cooperation with the Chairperson, supervises preparation of all advance meeting materials and attends all Authority meetings.

The duties of County Manager included the same administrative responsibility.

A. 7. Coordinates meetings with the various Authority appointed committees in conjunction with their respective Chairpersons.

As County Manager I was responsible to insure that all committees of the Board were properly organized including, but not limited to, coordination of the agenda with the committee chair, preparation of all materials and providing proper notice of the scheduled meeting.

A. 8. Coordinates the implementation of Authority decisions and policies. Monitors and updates policies and procedures of the LSHA Administrative Office. Updates and implements revisions to the Policy and Procedures Manual.

The duties of County Manager required that I implement all decisions of the Board. In addition, I had the responsibility of reviewing and making recommendations concerning all county policies. Policies included, but were not limited to, Personnel, Purchasing, and those required by the Columbia County Charter.

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A. 9. Provide administrative overview of Authority-owned properties, including maintenance and leasing issues.

As County Manager I was responsible for the administrative overview of approximately 37 buildings. These buildings included those under lease to the county.

A. 10. Develops priorities and coordinates all activities of the Authority as directed by the Chairperson and performs additional administrative duties as assigned by the Chairperson.

The duties of County Manager included the same administrative responsibility.

A. 11. Coordinates with Shands officials all maintenance and renovations projects at the Hospital facility authorized by the Authority.

As County Manager I was tasked with coordinating all maintenance and renovation projects of the county. This coordination included working with both elected officials and private entities. This coordination also included public-private partnerships.

A. 12. Reviews and monitors preventative maintenance program administered by Shands to leased facility.

As County Manager I assisted in the preparation and oversight of several preventative maintenance programs. These programs were routinely developed for the larger and more complex facilities of the county.

A. 13. Coordinates development and implementation of health care facilities master plan in cooperation with Shands officials.

As County Manager I participated in the development of the annual scope of work for the Columbia County Public Health Unit. My experience with master planning is related to Comprehensive Planning as required by Florida Statutes. One of the required elements of the County's Comprehensive Plan is a Capital Facilities Element.

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A. 14. Recommends and implements projects as they support the LSHA strategic plan; oversees renovation and new construction projects; and interface with engineers, consultants, architects, and contractors as necessary.

Renovation and new construction project oversight was a major component of my duties as County Manager. Interfacing with engineers, consultants, and architects included selection through the "Consultants Competitive Negotiation Act", contracting (primarily using standard AIA documents for large building projects) and contract administration. Interfacing with Contractors primarily included selection through a sealed bid process, assistance and input of designated subcontractors (if the project was designed to be a Construction Management project), and contract administration.

A. 15. Actively reviews and recommends updates to the LSHA strategic plan.

As County Manager I was tasked with the same administrative function as it related to the Columbia County Comprehensive Plan.

FINANCIAL

B. 1. Provides administrative support in preparation of the annual Authority budget, including the coordination of the budgeting process.

As County Manager I prepared the county's annual budget. When considering the latter years I was County Manager, the average total budget would be approximately \$90 Million (\$50-\$60 Million operating budget). In addition, I was responsible for all budget adoption requirements as required by law including, but not limited to compliance with Florida's Truth In Millage (TRIM) Law.

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B. 2. Analyzes funding applications, recommends annual grant amounts and establishes a schedule to review such agencies' operations and the audit of their financial statements.

As County Manager I was required to review all requests for annual county funding and to make recommendations to the Board of County Commissioners as to whether such requests should be funded and if so, at what level. All third party recipients of county funding were subject to required reporting and financial audits.

B. 3. Supervision of LSHA's disbursement process. The ED is responsible for overseeing Authority funds and reviewing reconciliations of the various checking accounts.

Disbursements of the county are the responsibility of the Clerk of Courts. Pre-approval of invoices (in accordance with county policy) and the attachment of required documentation before submitting for payment are the responsibility of the County Manager. Review and reconciliation of budget reports was performed daily in most cases.

B. 4. Seeks grant funding opportunities and supervises preparation of grant applications to further Authority's goals.

I have personally prepared various grants as well as supervised the preparation of grants. The grants I have been associated with cover a wide range of uses and ranged in value from a few thousand dollars to grants in the millions.

B. 5. Monitors Authority investments; reviews monthly financial reports to the Board.

The Clerk of Courts has the responsibility for investing the funds of Columbia County. The Clerk is the designated finance officer of the county by Florida Statute. As County Manager I was provided and reviewed financial reports relative to these investments.

Response to SPECIAL INSTRUCTIONS "B" follows:

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RESUME

PROFESSIONAL SUMMARY

Former County Manager and current governmental consultant with 33 years experience in the delivery of government services including, but not limited to elected/appointed official relations, budgeting, planning, conflict resolution and media relations seeking an opportunity to use learned skills, knowledge and practices.

SKILLS

- Effective communicator.
- Quick to adjust to new people and ideas.
- Effective at problem solving.
- Familiarity with Florida governmental law.
- Experience working with elected officials.
- Experience working with various types of media.
- Program evaluation
- Budgeting and finance expertise
- Crisis and emergency communications
- Sound judgment
- Approachable

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WORK HISTORY

01/1984 to **County Manager**
10/2015 **Columbia County Board of County Commissioners**—Columbia County, Florida

- Managed county of 75,000 residents under the supervision of a 5 member elected Board.
- Retired with nearly 32 years of service on October 1, 2015.
- Responsible for 26 Departments consisting of 346 employees.
- Prepared and administered an annual total budget of \$91 million dollars with an annual operating budget of \$62 million dollars.
- Served as county liaison between the elected Board of County Commissioners, Constitutional Officers, Judges, State Agencies, State Legislature and Congress.
- Wrote and administered grants.
- Directed all risk management and conflict resolution efforts of the county.

10/2015 to **President**
Current **Dale Williams Consulting, P.A.**

- Provide governmental consulting to public and private clients.
- Projects completed include, but are not limited to, permitting, general management of a public entity for a fixed period of time, budget preparation and assistance, cost-benefit study, conflict resolution, policy development, and economic development.

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EDUCATION

Bachelor of Science: Business Management

Florida State University – Tallahassee, FL

Lake City Community College – Lake City, FL

NOTABLE PROFESSIONAL ACCOMPLISHMENTS

- One of longest serving County Managers in the State of Florida (original employer – 31 years).
- Recognized for outstanding and dedicated service as County Manager by the Small County Coalition and Columbia County Farm Bureau.
- Consistently leading Columbia County to ranking in the lowest percentile statewide for property taxes (as a percentage of total revenues) and general government expenditures. For FY 2013, Columbia County ranked 54th (14th lowest in state) for property taxes as a percentage of total county budget and ranked 66th (2nd lowest in state) for general government expenditures.
- Created several public/private partnerships for the delivery of services. Cooperators include Plum Creek Timber, Lake City/Columbia County Chamber of Commerce and Haven Hospice.
- Privatized roadside mowing, garbage collection and emergency medical services (EMS). The privatization of EMS resulted in a savings of \$1,250,000 annually.
- Directed county in completion of a \$32,000,000 “self-performed” (county acting as own contractor) construction project resulting in saving contractor added profit.
- Worked with Columbia County School Board to obtain county funding for the creation of a Logistics Academy and Aviation Academy (under construction). These programs provide vocational training to high school students and provide a stable workforce for local needs.

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- Promoted the use of recreational facilities as an economic enhancement tool by marketing the county as a “tournament play” destination. The State of Florida BEBR estimates the annual financial impact of this effort at \$5,491,935 annually.
- Assisted in the drafting of County Ordinances and policies necessary to create and regulate private utilities. In cooperation with the FDEP created a utility at the intersection of U.S. 41 and I-75 (Ellisville). The utility served to provide clean drinking water to an area with a history of drinking water contamination due to karst geology.
- Oversaw the construction of a new landfill in 1991. Secured financing of \$6.35 million utilizing only tipping fees as pledged revenue, freeing up other county revenues. Developed and maintained rate structure that fully paid for operations, debt service, and accumulated ongoing funds for equipment replacement and landfill expansion as needed. Today the landfill is debt free, has recently expanded and has \$3 million in reserves for expansion and equipment replacement.
- Reduced county governmental debt from \$11.75 million in 2009 to \$9.78 million in 2015, while carrying out an aggressive countywide road improvement program. In 2015 total debt of \$9.78 million was only 7.7% of total governmental capital assets of \$133.78 million.
- Developed and managed comprehensive road improvement program of \$33.08 million over the past 5 years. This was funded by a combination of state grants, short-term debt, and interfund transfers of unexpended yearly appropriations. Again, the total county debt decreased during this 5 year period.
- Maintained balanced budgets throughout the recessionary period of 2008-2014. During this period, ad valorem taxes and other major revenues decreased approximately \$4.6 million yearly from 2008. (11% total overall reduction) This was done without increasing the millage rate. Major strategies were reductions in workforce, curtailment of recurring salary increases, and strict budgetary management. Evidence of this accomplishment is that the unrestricted fund balance of general fund actually increased from \$10.5 million in 2007 to \$11.8 million in 2014.

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PERSONAL

Married (1978) to Peggy Morgan Williams

Parents of Brent Williams (Wife-Aimee), Banker, Drummond Community Bank, Lake City, FL
and Ty Williams, Student, University of Florida

Attends Christ Central Ministries, Lake City, FL

Hobbies: Hunting, Fishing, Woodworking

ADDITIONAL INFORMATION

5th generation Floridian.

Elected President of Senior Class, Columbia High School.

Graduated Salutatorian of Senior Class. 2/411.

Elected President of Student Government Association, Lake City Community College.

Served on Board of Directors, Haven Hospice.

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REFERENCES

Marlin Feagle, Attorney At Law, P.A.
153 NE Madison Street
Post Office Box 1653
Lake City, FL 32056-1653
(386) 752-7191
feagle@bellsouth.net
(Letter Attached)

Dr. Ronald Foreman, O.D., Retired
1326 Scenic Lake Drive
Lake City, FL 32055
(386) 755-0568
dr4man@bellsouth.net

Susan Ponder-Stansel, MSW, LCSW
President & CEO
Community Hospice and Palliative Care
4266 Sunbeam Road
Jacksonville, FL 32257
(904) 407-6036
ceo@communityhospice.com
(Letter Attached)

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MARLIN M. FEAGLE, ATTORNEY AT LAW, P.A.

153 NE MADISON STREET
POST OFFICE BOX 1653
LAKE CITY, FLORIDA 32056-1653
(386) 752-7191
Fax: (386) 758-0950
E-mail: leagle@bellsouth.net

March 9, 2018

Board of Trustees
Lake Shore Hospital Authority
Post Office Box 988
Lake City, Florida 32056-0988

Re: Applicant: Dale Williams
Position: Executive Director

Dear Ladies and Gentlemen:

It is my pleasure to write this letter of recommendation on behalf of my good friend and professional associate, Dale Williams, ("Dale"), for the position of Executive Director, Lake Shore Hospital Authority. This position became available upon the resignation of the Authority's prior and first Executive Director, Jack Berry. It is my understanding the Authority is seeking applicants to fill that position, either on a full-time or part-time basis.

As the retired elected County Attorney for the Columbia County Board of County Commissioners after 25 years, I had the unique opportunity to work closely with Dale who was the County Manager when my term began and ended. Dale's tenure as County Manager for over 31 years speaks volumes in and of itself for his ability to manage governmental entities and its personnel. As general counsel for the Authority for over 30 years until my retirement in December 2014, I became very familiar with the Authority's legal requirements, policies, responsibilities, and procedures. I can state without any reservation whatsoever, that Dale has the vast experience necessary to manage and guide a governmental entity, such as the Authority, in fulfilling its mission of service to the public as your Executive Director.

Dale has the formal education and experience to serve the Authority's needs of an Executive Director. He graduated Salutatorian of his high school Senior class; received his Associate of Arts degree in business from Lake City Community College n/k/a Florida Gateway College; and earned his Bachelor of Science in Business Management at Florida State University. Dale's 31 years as County Manager for Columbia County eminently qualifies him to serve as the Authority's Executive Director. The responsibilities of the Executive Director are mirrored by his County Manager experiences. First, he is able to manage personnel by providing them appropriate training, guidance, and resolving personnel conflicts. Secondly, he knows how to prepare and administer a budget in compliance with all state and other legal requirements, including taxation procedures. He is able to work with state and local auditors. Thirdly, he has

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the ability to recommend and formulate, including rules and procedures, for new and innovative programs similar to those he helped create for Columbia County, such as roadside mowing, garbage collection, recreational facilities, and emergency medical services, including privatization of these programs when beneficial. Dale has been recognized for his outstanding and dedicated services by many different organizations, such as the Small County Coalition, Columbia County Farm Bureau, and service to Columbia County Chamber of Commerce and Haven Hospice. Dale's application and résumé will reflect much more of his experience and numerous accomplishments than I am able to detail in this letter. It is very important to note that due to his extensive experience with local government, he is very well versed in Sunshine and public records law which is critical in the administration of the Authority's business meetings and procedures.

I will state without reservation that Columbia County is a better place today because Dale Williams served the County for over 31 years. While Dale retired as County Manager, he remains young, vibrant, and very active in the community as well as his private consulting business. He is the ideal candidate to hit the ground running and step in as the Authority's Executive Director, either on a full-time or part-time basis, without a learning curve delay. Essentially, he's already been there, done that, and is prepared to meet the needs of any local governmental entity in moving forward with its public relations, budgeting, and planning issues. I will be happy to further discuss Dale and his qualifications for your Executive Director position at any time. As a lifelong resident and taxpaying citizen of Columbia County with a vested interest in the Authority and its long-term health, thank you for your favorable consideration of Dale Williams for this most important position.

Very truly yours,


Marlin M. Feagle

MMF:dsc

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SUSAN PONDER-STANSEL
President & Chief Executive Officer

March 7, 2018

Board of Trustees
Lake Shore Hospital Authority
259 N.E. Franklin Street, Suite 102
Lake City, Florida 32055

Ladies and Gentlemen of the Board:

Please allow me to serve as a reference and provide this letter of support for Dale Williams, who is applying for the position of Executive Director of the Lake Shore Hospital Authority. I was first introduced to Dale when I inquired of a mutual friend who would be the most knowledgeable person I could reach out to in order to help my organization learn about the needs of the residents of Columbia County. Our hospice organization was given a Certificate of Need by the Agency for Healthcare Administration to meet the identified need for additional hospice services in the 3A planning and service area, which includes Columbia County. Though Dale had no reason to help us or give so generously of his time, he readily volunteered to not only help us locate an office for our regional headquarters, but to direct us to other community leaders who could be of help and guidance. I remember I was struck by both Dale's deep knowledge of the community, and his stated reason for helping us, which was "I am glad to help anyone who wants to bring more resources and help to my community." He has spent countless hours with both my staff and me, connecting us with others and helping shape our services and program in Columbia County. It is very clear to me that this is a person with dedication to his community and a sincere desire to make a difference for its residents.

In addition, I know that Dale's experience as Columbia County Administrator gives him a unique set of knowledge and skills that are necessary for the Executive Director role. His understanding of governmental processes such as budgeting, policy development, and laws and regulations, including the Government in the Sunshine Act, make him exceptionally qualified for the role he is seeking. I serve on the Health Planning Council in my area, and from experience I know that not everyone understands and is effective at operating within the unique set of circumstances that cover governmental agencies. Dale Williams is an individual who can bring the experience needed to the position quickly, without the learning curve most other applicants might have.

In summary, I have witnessed firsthand Dale's personal and professional qualifications for the position he is seeking with the Lake Shore Hospital Authority. I hope you will give his application serious consideration, as he is a person who cares deeply about Columbia County and will be an asset to the Hospital Authority's work. Please do not hesitate to contact me if I can provide additional information or answer any questions.

Sincerely yours,

A handwritten signature in black ink that reads "Susan Ponder-Stansel". The signature is written in a cursive style with a large, sweeping initial "S".

Susan Ponder-Stansel, MSW, LCSW
President & CEO
Community Hospice and Palliative Care
4266 Sunbeam Road
Jacksonville, Florida 32257

A rectangular stamp with a decorative border. Inside the border, the word "ORIGINAL" is written in a bold, sans-serif font.