

March 14, 2018

To Whom It May Concern:

Please accept this letter along with my resume, responses and references as application for the Executive Director of the Lake Shore Hospital Authority. As my resume reflects, I have had a long career in management. My experience working in a non-profit organization like the YMCA has given me a good business management background.

I am a creative person who likes to be organized and run an efficient business. I like to get the most out of what is given to me so the funding will help the most people and the operation run smoothly and efficiently.

I have continually maintained high customer satisfaction scores, a surplus budget and good board collaboration during my career. I have experience leading annual support campaigns and other fundraising projects. I have also had experience securing grants and matching funds that added and enhanced program areas and infrastructure.

A current example of the above is my last position as Executive Director of YMCA Camp Winona. During my tenure I was able to turn the operation around from a significant deficit to a 20 plus percent budget surplus. Our budget grew over 60% in that three year period. The branch is now financially positive, has a very high customer satisfaction rating and new programming added. I secured multiple grants and matching grants to enhance our program and facilities.

I have worked as a volunteer for the past 28 years in the Alabama YMCA Youth In Government program. I was the coordinator of the first year legislature, helping youth learn about how our legislative branch works. I have also volunteered many years with the Collegiate Legislature program. This experience has given me a good insight into how the government works and would be very beneficial in this position.

I have had trainer level experience in marketing, experiential education and leadership development that will help me in the function of this job. I am very hands on and a hard worker that does what it takes to get the job done for the team. I have been taught when you do a job, you do it well.

I feel I would be an excellent candidate for your Executive Director position. My enthusiasm, experience and creativity will lead me to help continue to progress the Authority.

**Blaine A. Wheeler**

# Blaine A. Wheeler

---

251 [REDACTED] \* Lake City, FL 32055 \* (770) 979-2563 \* blainew922@aol.com

## PROFESSIONAL SUMMARY

- Twenty eight years in non-profit administration
- Twenty years program and facility management
- Successful experience developing marketing strategies for all types of programs
- Commitment to creating and setting obtainable goals and objectives
- Solid record in budget administration and fundraising campaigns
- Active volunteer within the professional association for camp directors (ACA) since 2002

## PROFESSIONAL EXPERIENCE

### Management

- Directed multiple staff teams in full service YMCAs and camps
- Hired, fired, trained and evaluated both professional, full/part time and seasonal staff
- Responsible for developing, implementing and managing budgets
- Ensured customer satisfaction by inspiring and leading a knowledgeable and courteous staff
- Oversaw and implemented risk management at facilities and programs
- Developed and reviewed policies, procedures, operational procedures and job descriptions
- Hands on experience in forming, developing, training and working with Boards of Management

### Marketing

- Developed marketing plans and strategies for recruitment of campers, members, programs and staff
- Worked with print/visual/social media, mass mailing, internet and targeted informational meetings
- Developed brochures, video, point of sale, radio, displays and other marketing materials
- Organized and implemented major special event projects for fundraising and market identity
- Created community program partnerships to enhance our position in the community
- Organized, implemented and produced annual fund raising campaigns

### Programming

- Developed, organized and implemented numerous YMCA and camping programs
- Trainer level instructor in aquatics, day camp, teens and experiential education programs
- Organized and developed metro-wide training events in aquatics and camping
- Planned and implemented special event days for over 3,000 people
- Managed staff and programs in all major program areas
- Oversaw Experiential Education/Ropes and Leadership Training programs

## EDUCATION

**Bachelor of Science** degree in Communication Arts & minor in Journalism from Georgia Southern University in Statesboro, GA (1986)

**YMCA Senior Director** Professional Development Certification (April 2000)

# PROFESSIONAL EXPERIENCE

**YMCA Camp Winona**, DeLeon Springs, FL, October 2014 – December 2017  
Executive Director

**Christian Service Center**, Lake City, FL, January 2014 – October 2014  
Interim Director of Operations

**Private Consultant**, June 2010 to Present  
Consulting with Non-Profits, Camps and YMCA in the areas of management, marketing and program

**Charlotte YMCA Camping Services**, Camps Thunderbird/Harrison, Lake Wylie, SC, 2004 to June 2010  
Administrative Staff / Marketing

**Calvin Center**, Hampton, GA, March 2006 - January 2007  
Interim Executive Director (10 month contracted position)

**Camp Don Lee**, Arapahoe, NC, January 2005 to July 2005  
Assistant Center Director

**Metro Atlanta YMCA Bransby Outdoor YMCA at Rock Chapel**, Atlanta, GA, January 2001-June 2004  
Director

**YMCA of Florida's Emerald Coast, Destin Family YMCA**, Destin, FL, June 1999-Sept. 2000  
Branch Director

**Lake City Family YMCA**, Lake City, FL, Nov. 1996 -June 1999, Founding Branch Director

**Physical Director:** Parkway Family YMCA, Tallahassee, FL (April 1995 – Oct. 1996)

**Program Director:** YMCA Camp Cosby, Birmingham, AL (June 1993 - Oct. 1994)

**Program Director:** Gadsden-Etowah County YMCA, Gadsden, AL (Sept.1989-May 1993)

**Instructor/Guard/Membership:** Ashford-Dunwoody YMCA, Atlanta, GA (March – Aug. 1989)

**Account Executive:** Advertising Associates. Lake City, FL (May 1988 - March 1989)

**Director of Youth/Communication**, First UMC, Lake City, FL (Jan.1987-March 1989)

## Volunteer Service Positions

**Volunteer State Chairman NFL Punt Pass & Kick** – Falcons (2001 – 2017)

**Alabama Youth In Government Program Volunteer** (1991- Present)

**American Camp Association Accreditation Visitor** (2002-Present)

Program & Operations Chair – ACA SE Camping Conference (2003-2005)

**Christian Service Center Volunteer** (2006 – present)

Walker Foundation Representative (1994-2005)

YMCA Campfire Conference Committee (1992, 2003, 2004)

**YMCA High School Values Conference Facilitator/ Leadership** (1999-2000), (2010-present)

Administrative Board, First United Methodist Church (1998-1999)

United Way Communications Committee (1998-1999)

World Camp Committee (1998) / World Camp Staff (1991, 1994, 1998)

Tri-State Swimming Association President (1991-1993)

Young Life Volunteer Leader (1989-1993)

Blue Ridge Leaders School Staff (1992)

## Memberships

American Camp Association (2002- Present)

Rotary Club of Lake City and Destin (1998-2000)

Association of Professional Directors (1989-1996)

## Awards & Honors

Professional of the Year for Day Camp – Metro Atlanta YMCA (2001)

Distinguished Service Award – Alabama Youth Legislature (2002), (2010)

## Responses to Qualifications

### **A. Administrative**

1. I have supervised multiple full and part time staff for over 28 years. I usually have 4-5 full time and up to 50 part time staff under my supervision.
2. Working for a non-profit organization like the YMCA, we consistently work with our board of directors to run our branch and associations. Aside from monthly board meetings, we have monthly committees meetings and special events and work days that require board and other community interaction and planning including fundraising in the business community. I have also had a strong working relationship with other agencies we do business with such as the Florida Diabetes Camp and other national organizations that used our property.
3. I have been part of other professional groups in my industry that has given me an opportunity to work with public officials on projects and causes in the industry. Confidentiality as needed is always part of business.
4. I have always had a good working relationship and open communication with my board chair during my career. I have also been able to speak with financial and legal teams to gather and compose materials needed to get the job done for any project, budgets or board business.
5. I am an organized individual who finds a system that works for each job I do. While I have not had extensive experience with governmental programs, I have the capability to learn the system quickly and be able to set up a system that will assure compliance and oversight. I have always worked with record management due to the positions I have held dealing with child care and licensing. As an accredited camp, I was responsible for making sure we adhered and had covered in writing, staff training and practice over 300 accreditation standards.
6. I have prepared for board meetings my entire professional career. I have met with the board chair to go over agendas and other business, communicated with others to make sure items they are responsible for are prepared and all is ready at the appropriate time. I have also regularly attended all board meetings in my role.
7. It has been common practice to set board and committee meeting dates and agendas in conjunction with those responsible and oversee the gathering of materials needed to conduct the meetings.
8. It has been my responsibility in my positions to make sure we are current with all regulations and procedures. When there is a change in these documents it has been my responsibility to make sure updates are correctly added to the manuals and forms. I also have responsibility evaluating policies and procedures and making recommendations to any changes or updates that are needed and supervise implementation.
9. As a director of resident camps, I have been responsible for hundreds of acres and multiple buildings on that acreage. It has been my job to have a system in place for upkeep, maintenance and preventative maintenance plans, scheduled inspections and advanced planning to make sure any issues are covered by a budget. My last position had 70 acres, an 88 acre lake and over 35 buildings that was my responsibility to oversee all aspects of.
10. It has been my responsibility to set priorities both daily, monthly, yearly and more for the operation of my programs and facilities. I took direction from my board and supervisors to set and continually monitor and change priorities as needed. I have used several systems to accomplish this including a storyboarding program that has helped many of us see the big picture, progress and issues that come up.
11. I have had to coordinate with user groups, other renters and organizations as well as internally on projects and other maintenance issues. Clear communication and coordination on both ends help to stay on top of the project and maintain a good flow with all involved. A work order system was put in place for others to communicate maintenance issues that needed to be taken care of and then it was put into Facility Dude for priorities and assignments.
12. I have used the Facility Dude maintenance software in the past as a monitoring program. This allows a documentation requests and follow up. I have also worked with maintenance personnel and had systems in place to review and monitor preventative maintenance programs. Scheduled walk thru's were also a big help and communication tool.

13. As a YMCA employee, I have helped create, monitor and implement master plans at many facilities in my career. Continual reference and revisiting the master plan and how we are working in it will help make sure that we are on track or need to discuss possible changes or tweaking.
14. I have had the opportunity to oversee many construction projects at my facilities. I have worked with the contractors and coordinated with the other professional planners to assure as close to a smooth project as possible. As needed I have recommended and implemented many projects. Being a hands on partner in these projects has helped me make sure we all are fulfilling our duties and making sure the project is on track and according to plans.
15. I have personally reviewed and made recommendations with my board and committees on our strategic plans to make sure they are in line with our goals and benchmarks.

## **B. Financial**

1. I have been responsible for all my budgets the majority of my career. This includes developing the budget with others responsible, setting up and overseeing timelines and making changes as directed in the budget process. I have been able to always have a positive budget outcome for the budgets I am responsible for.
2. I am able to manage and analyze budgets so I can find ways to stream line and make recommendations to fix the budget and keep it strong. Organizational skills help me to set up review schedules and work with accounting to oversee any items needed. I have worked with grants and am able to make good business decisions with allocation of grant funds.
3. I am able to work with staff and help set up systems or work within existing systems in place to make sure the disbursement process works efficiently. I have also been responsible for reconciling the budget before final numbers are submitted.
4. While not a grant writer, I have been able to seek out and help secure grants in my previous positions. In the past three years I have secured numerous grants to further my organizations goals.
5. I have been the primary person responsible for monitoring and reporting budgets to the board each board meeting. I take the time to analyze the budget, report my findings, answer questions and collaborate with the financial officer as needed.

## References for Blaine A. Wheeler

**Mr. Christopher Cloudman**  
YMCA Camp Winona Board Chairman/ Deland City Commissioner  
312 N. Kansas Avenue  
DeLand, FL 32724  
(386) 624-1086  
[Christopher.cloudman@gmail.com](mailto:Christopher.cloudman@gmail.com)

**Mrs. Carol Miller**  
former President of the Board  
Lake City Family YMCA  
136 NW Daughtry Glen  
Lake City, Florida 32055  
(386) 984-5733  
[cmiller323@gmail.com](mailto:cmiller323@gmail.com)

**Mr. Robert McGaughey**  
President/CEO Montgomery YMCA (retired)  
6717 Quail Ridge Drive  
Montgomery, AL 36117  
(334) 221-2057  
[Bmcgau2263@aol.com](mailto:Bmcgau2263@aol.com)

**Mr. Tom Coleman**  
Circuit Judge  
P.O. Box 1912  
Lake City, FL 32056  
386-758-1000  
[coleman.tom@jud3.flcourts.org](mailto:coleman.tom@jud3.flcourts.org)