



**CITY OF LAKE CITY, FL  
CITY MANAGER**

INTERVIEWS

January 2022

## **GLEN T. ADAMS**

---

3723 Avenue S, Santa Fe, TX 77510, Cell (678) 588-3869

gtadams67@gmail.com

### **PROFESSIONAL EXPERIENCE**

- |               |   |
|---------------|---|
| 2020- present | <b>City of Santa Fe, TX</b><br>City Manager                           |
| 2015 - 2020   | <b>White Sands Missile Range, White Sands, NM</b><br>Chief of Staff   |
| 2012 - 2015   | <b>Property Magic, LLC, Peachtree City, GA</b><br>Owner               |
| 2014 - 2015   | <b>Water and Sewage Authority, Peachtree City, GA</b><br>Board Member |

### **EDUCATION**

- |      |  |
|------|--|
| 1989 | Bachelor's, General Studies and Psychology, Washington State University, Pullman, WA |
|------|--|

**SKILLS & KNOWLEDGE:**

- Strategic planner and visionary
- Expert staff manager and developer
- Public speaking and consensus builder
- Skilled at conflict management/resolution
- Financial manager / programmer
- Analytical and innovative
- Positive leader and mentor
- Role model

**PROFESSIONAL EXPERIENCE:**

BASF used to advertise; we don't make the products we make the products you use better. I have only been a City Manager for 2 years, but I have had all the duties and responsibilities of a city manager throughout my career. The only difference is I changed jobs every 1-2 years providing a background of leadership and responsibility challenges most city managers couldn't match up to... I will bring the intangible differences you'll see in the entire team as they perform beyond your expectations daily.

**Leadership:** Positive inclusive leadership style.

- Forged strong relationships with all taxing entities within and around the city to work with each other and solve tough issues.
- Pushed my Police Department to become regionally focused and support community policing.
- Inspire community and business involvement in city issues, efforts, and activities.
- Honed the art of breaking complex issues down to understandable and easily executed terms.
- Hands on leadership; I go out and see issues with citizens and/or employees then resolve them together... following up to ensure the issue was resolved and no new issues were created.
- I have led organizations with 9 divisions and over 1400 employees and contractors.
- Use empowerment and positive leadership to mentor, train, and develop subordinate leaders and their staff.
- Live my father's legacy "...it is always cheaper and easier to do it right the first time!" and "Hire hard and lead easy!"

**Creating Vision, Strategic Planning, and Communications:**

- Pushed the City Council to award a contract for the city's first ever Comprehensive Plan.
- When COVID-19 hit, I created "Santa Fe Live" on Facebook. Talking through issues daily, holding myself accountable to the citizens, and resolving issues we discussed. I published Santa Fe's position on COVID-19 on the 31<sup>st</sup> of March 2020 and stayed consistent in dealing with all COVID-19 issues in the community.
- Drafted, staffed, and facilitated the creation of the City's first ever strategic communications plan; and incorporated it into daily life.
- In 2016, my staff created and published a 30-year vision for White Sands Missile Range.

## Glen T. Adams

3723 Avenue S, Santa Fe, Texas 77510

678-588-3869; gtadams67@gmail.com

---

- As the WSMR Chief of Staff I routinely coordinated with local, state, and federal elected officials, and private organizations, synchronizing seemingly disconnected interests into mutually supporting concepts.
- As the Facilities Branch Chief at U.S. Forces Japan, I supported the Army, Navy, Air Force and Marine Corps facilities, real estate actions, Alliance Transformation, and Realignment initiatives supporting 85 installations and 102,000 Service members and their families.
- In 2006, I successfully briefed the FORSCOM Commander and the G-3 of the Army, selling the growth of the Army Engineer Regiment by over 9,000 Engineers. Then, coordinated for and stationed those Engineer organizations around the world.

**Fiscal Management:** I understand the value of the dollar and know how to stretch it; defining real requirements, maximizing partnerships, and mutually supporting efforts. I have always achieved more within budget constraints.

- Developed a constrained budget with a menu of options for the City Council to focus efforts across a shared strategic vision. Ensuring new focus and funds were allocated to emerging issues.
- As the Chief of Staff, oversaw the White Sands Missile Range staff and budget, properly executing over \$240 million annually.
- White Sands Missile Range was unlike many government agencies as it was required to be 45% reimbursable. I constantly re-evaluated the staff to find more affordable structures and leverage reimbursable work within the command, making us cost effective.
- Led U.S. and Japanese working groups managing over \$1 billion in Japanese funded construction annually.

### **Managing Human Resources:**

- I am a principle-based leader and expect my team to treat everyone with dignity and respect.
- Re-organized the city's administrative staff into a traditional organization with a Finance Department and consolidating Building Inspectors and Code Enforcement under the Community Services Director.
- Respect is found in one's actions, learning about each other without judging, and then solving issues based on the merits of the solutions not on passions or pre-conceived notions.
- Properly managing staff: as the Chief of Staff, we re-organized the command's structure 3 times in 4 years to find efficiency and leverage technology to deliver better results.
- At White Sands Missile Range, we developed strong leadership development, mentoring, resume writing, interviewing, and public speaking programs at WSMR as well; these programs led to a higher internal promotion rate in nationally competitive positions, higher morale and retention, and increased efficiencies across the command.

## EMPLOYMENT HISTORY

### **City Manager, Santa Fe, TX**

February 2020 - Present

**City Population: 15,000 / Annual Budget \$7.3M / City Workforce: 70 FTE**

#### **Relevant Achievements:**

- Routinely meet with Council Members to ensure the city is meeting expectations and incorporate their ideas into the City's future efforts, budget, and communications plan.
- Developing the Police Department's leaders into a more flexible and responsive organization. Won City Council's approval for funding additional patrol officers, vehicles, training, and for the future - integration of Mental Health capabilities.
- Removed Union animosity by integrating them into the annual budget cycle. Negotiating the Police Department's collective bargaining agreement as part of the City's overall plan.
  - The Police Officer's Association found efficiencies with new policies that saved the city tens of thousands of dollars a year.
- Won the 2020 Texas Municipal League Excellence Award for the Public Works Division for the populations under 25,000 for the City's Therapeutic Garden.
- The Chamber of Commerce voted the City of Santa Fe as the "Best Small Business" in 2021.
- Developed a concept, funded the engineering, and coordinated for County matching funds to support permanently fixing flooding for 254 houses and 32 businesses.

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

*- Brigadier General Eric L. Sanchez*

### **Chief of Staff - White Sands Missile Range, NM**

July 2015 – 2020

**Population: 6,000 / Annual Budget \$240M / Workforce: 1,400 FTE**

Primary Responsibilities – Similar to a Deputy City Manager. Principle advisor to the Commander, charged with acting as the Commander when absent. Support the Commander's role by teaming with all Tenant organizations including Army, Navy, Air Force, Government, and Non-Government Organizations across and around the White Sands Missile Range's 2.2-million-acre installation.

#### **Relevant Achievements:**

- Run all operations to allow the commander to command.
- Stood up and developed a brand-new Staff; developing personnel from a mixed background to understand and perform duties within their staff organization.
- Manage the command's Human Capital, including recruiting highly competent personnel, ensuring continuous development through a leadership development and training program, and constantly recognizing the workforce for their excellence.
- Pushed my Plans, Operations, and Systems Engineering staff to lead the production of a 30-year vision (Comprehensive Plan) for White Sands Missile Range, which was published in August of 2016.

## **Glen T. Adams**

3723 Avenue S, Santa Fe, Texas 77510

678-588-3869; gtadams67@gmail.com

---

- Extensive public engagement as part of Strategic Communications Plan, speaking and presenting information to the Secretary of the Army and Air Force, Assistant Secretary of the Navy, Congressman, public forums such as local Chamber of Commerce, Leadership New Mexico, Otero, and Las Cruces, and to forums such as Town Hall meetings.
- Manage the security of the Fast Burst Nuclear Reactor.
- Handle all union issues for the command. Developed quarterly meetings to enhance communications and ensure no issues go un-addressed.

### **Owner, Property Magic, LLC, Peachtree City, GA**

2012 – 2015

Acquire, renovate, and manage properties / averaged 18% profit/year. Still own 3 properties.

### **Board Member - Water and Sewage Authority, Peachtree City, GA**

2014 – 2015

Provide safe and affordable water and sewerage for more than 10,000 residential, commercial, and industrial customers. The board re-worked improper bond management and made the organization fiscally compliant.

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

*- Brigadier General William B. Crowe*

### **Facilities Branch Chief - U.S. Force Japan**

2009 – 2011

Primary Responsibilities: Direct and coordinate support of the U.S. / Japan Treaty of Mutual Cooperation by serving as the primary action officer for the Army, Navy, Air Force and Marine Corps facilities and real estate actions and Alliance Transformation and Realignment initiatives supporting 85 installations and 102,000 Service members and their families. Responsible for facility matters between the Government of Japan, U.S. Armed Forces Installations, the American Embassy, and DoD agencies. Performs critical regional contingency support missions and assists with directing joint operations, bilateral exercises, crisis action and deliberate planning with the Japan Self Defense Force. Political sensitivity required.

### **Relevant Achievements:**

- Negotiated with the Government of Japan to construct 700 new homes, build ammo bunkers, and a new port facility for the U.S. Navy, which consolidated Navy operations, saved the U.S. taxpayer over \$1 billion while improving the quality of life for both countries.
- Led the negotiations with the Government of Japanese on U.S. Marine stationing in Okinawa; engaging at all levels of the Japanese Government; working directly with the U.S. Embassy and all four U.S. Services to hold the first Okinawa alliance working group in over 18 months. This set the stage to re-start an \$8 billion Japanese funded construction program designed to resolve political tension in Okinawa.

## **Glen T. Adams**

3723 Avenue S, Santa Fe, Texas 77510

678-588-3869; gtadams67@gmail.com

---

- Subordinate Environmental Branch was recognized by the Office of the Secretary of Defense, Installations and Environment, for excellence in the Pacific.
- Supported U.S. military engineering efforts and emergency operations after Japan's 9.0 earthquake, tsunami, and Fukushima nuclear incident. This included assisting in the development and implementation of consequence management to open all northern ports, clear channels, and provide emergency equipment to Fukushima.

**1985 - 2009;** Enlisted in the U.S. Army Reserves in 1985, earned a Reserve commission in 1988, graduated from Washington State University in 1989, and went on active duty 1990. I served in various leadership and staff positions of increasing responsibility, including two combat deployments, culminating my career with the above position. Below are quotes from mentors and supervisors, reflecting my performance over those years.

***"LTC Glen Adams is among the top 2 of 56 officers I senior rate, a consummate professional and always accomplishes the most challenging missions with superior results."***

***- Major General John Yingling***

***"Major Adams is an outstanding officer who successfully planned, executed, and assessed every assigned mission on this complex, demanding battlefield. Aggressive, decisive, mission oriented, Glen got the job done, no matter how challenging."***

***- Colonel James E. Brooks Jr.***

***"I give Glen the toughest missions because I can count on Glen to deliver results where others may falter. There are some who believe they can "will" things to happen, Glen is one of the few who can!"***

***- Colonel Edward C. Cardon***

***"Glen built the equivalent of three cities from which over 20,000 V Corps and 3<sup>rd</sup> Infantry Division Soldiers lived, staged, and deployed from. The Deputy Commanding General of the 101<sup>st</sup> Airborne Division personally recognized him for establishing an 8,000 Soldier airfield."***

***- LTC Joseph "JT" Hand***

***"Glen is the single officer under me that has had the greatest impact on our mission, a sentiment echoed by four senior service commanders I rate. He is a skilled leader that takes the "bull by the horns" and gets the difficult missions done."***

***- Colonel Daniel G. Daily,***

### **OTHER QUALIFICATIONS**

BA General Studies and Psychology, Washington State University, Pullman, WA. 1989  
U.S. Army Basic Engineer School, Ft. Leonard Wood, MO. 1990  
U.S. Army Airborne School, Ft. Benning, GA. 1990  
U.S. Army Ranger School, Ft. Benning, GA. 1990  
U.S. Army Air Assault School, Schofield Barracks, HI, 1991  
U.S. Army Sapper Leader Course, Ft. Leonard Wood, MO. 1991  
Engineer Officer Advanced Course, Ft. Leonard Wood, MO. 1994  
Combined Arms Services Staff School, Ft. Leavenworth, KS. 1997  
U.S. Army Psychological Operations School, Fort Bragg, NC. 1998  
U.S. Army Civil Affairs Course, Fort Bragg, NC. 1998  
U.S. Army Regional Studies Course, Fort Bragg, NC. 1998  
U.S. Army Corps of Engineers, Contracting Officer's Representative Course, Huntsville, AL. 2000  
Occupational Safety and Health Administration, 80-hour Ground Safety Course, San Antonio, TX. 2000  
Command and General Staff College, Ft. Leavenworth, KS. 2002  
U.S. Army Force Management Course, Ft. Belvoir, VA. 2005  
11 credits towards an MBA, Clayton State University, Peachtree City, GA. 2011  
Graduate Leadership New Mexico, 2017  
Actively participated in two TCMA Conferences and the Annual TML Conference in 2021  
Participate in a monthly regional City Manager lunch created to network, share ideas, and resolve regional issues.  
Current Board member, Santa Fe Chamber of Commerce

**References are available upon request.**



## Glen T. Adams

3723 Avenue S, Santa Fe, Texas 77510

678-588-3869; gtadams67@gmail.com

---

Dear Sir or Ma'am,

I am excited about the opportunity to become City Manager for Lake City, Florida. I am a principle-based leader, capable of mentoring / developing teams and leading them through complex issues. I use positive leadership honed by over 30 years of Army and civilian experience, with over 20 years' experience as a senior/executive to take organizations to their next levels. My leadership experience also means, no matter what the situation, I will react in a calm and deliberate fashion.

I was hired by the city of Santa Fe as a "Change Agent" City Manager. I have created a unified effort across all the taxing entities to fund and participate in developing the first ever Comprehensive Plan. That same team developed a solution to a flooding problem spanning 4 decades, we funded the engineering and coordinated for matching funds from the county to fund this \$2.1 million project. We have re-invigorated repaving roads, addressed systemic flooding issues, and adjusted the administrative staff to a into top performing team.

My resume will demonstrate my qualifications and ability to become part of the Lake City leadership team. I simply ask you for the opportunity to interview and let me prove I am part of Lake City's future.

Respectfully,

*Glen T. Adams*

Glen T. Adams

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

CITY OF LAKE CITY, FL  
CITY MANAGER  
RATING SHEET

Glen T. Adams

	Fair	Good	Superior	Outstanding
1. Job Preparation – <i>background, technical knowledge and training appropriate for this level of position; demonstrates understanding of local and regional service delivery issues</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Leadership Skills – <i>personal style appropriate for this job; ‘big picture’ viewpoint; collaborative, team-oriented approach; risk-taker; innovative; goal-oriented</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Interpersonal Skills – <i>able to form effective relationships, both inside and outside the organization; persuasive; positive; diplomatic; empathetic; approachable</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Oral Communication and Reasoning Skills – <i>clear and effective communicator; presents well-organized, logical flow of thoughts and information; strong problem-solving skills</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Organizational Fit – <i>management style and approach compatible with the City; flexible; creative; strong customer service, team/community orientation</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Greatest Strengths for this Position:

Areas of Hesitation/Concern:

## THOMAS THOMAS

---

1352 West Foster Avenue, #2E, Chicago, IL 60640, Cell (773) 354-2516

Email [thomasedwinthomas@yahoo.com](mailto:thomasedwinthomas@yahoo.com)

### **PROFESSIONAL EXPERIENCE**

2020 - 2021	<b>City of Charlotte</b> , MI (through GovHR USA) Interim City Manager
2018 - 2019	<b>City of Unalaska</b> , Alaska City Manager
2016 - 2018	Substitute Teacher
2011 – 2016	<b>City of Rock Island</b> , IL City Manager
2008 - 2011	<b>City of Macon</b> , GA Chief Administrative Officer
2003 - 2008	<b>Dougherty County</b> , Albany, GA Assistant County Administrator
Prior to 2003	Associate Planner, City of Pinellas Park, FL City Manager, City of Largo, FL City Manager, City of Rockville, MD Budget Analyst, City of Tallahassee, FL

### **EDUCATION**

1992	Master of Public Administration, Georgia College and State University, Milledgeville, GA
1990	B.A., Political Science, Valdosta State University, Valdosta, GA

## **Thomas Thomas**

**1352 West Foster Avenue, Apartment 2E**

**Chicago, Illinois 60640**

**(773) 354-2516**

**[thomasedwinthomas@yahoo.com](mailto:thomasedwinthomas@yahoo.com)**

### **CAREER SUMMARY**

Twenty-Five (25) years city/county management experience including responsibilities in all phases of government operation and services. Extensive experience in budget development, financial management and controls, community and economic development, land use and development services and organizational development. Demonstrated excellence in consensus building; team-building; and public relations. Excellent presentation skills; 1,000+ presentations to governing boards, civic associations and developers.

### **DIRECTLY RELEVANT PROFESSIONAL EXPERIENCE**

**Interim City Manager (GovHR USA)**, Charlotte, MI

September 2020 – January 2021

Charlotte is a full-service city of 9,100. Reporting to a Mayor and City Council of seven members, oversee Fire, Police, Public Works, Community Development, the Assessor, City Clerk, Finance and Treasury). Its total budget is approximately \$6.3 million.

#### *Duties and Responsibilities*

- ❖ Supervised department directors of Police, Fire, Human Resources, Risk Management, Public Works, Community Development, the Assessor, City Clerk and Finance.

#### *Achievements*

- PK Development of Okemos, MI is proposing to continue the redevelopment of the former Charlotte Junior High School. PK would add 54 new units of affordable family housing to the 17 existing residential rental units. The site plan calls for demolition of some portions of the building, but preserves the historic facade, and adds extensive landscaping and other site amenities. The new residential units would be rented at affordable rates thanks to incentives from the City of Charlotte and the Michigan State Housing Development Authority. We have estimated a \$15M investment.
- Negotiated three-year labor agreements with IAFF. First time firefighters have ever agreed on a labor agreement.

**City Manager**, Unalaska, Alaska

March 2018 – May 2019

City of Unalaska is a remote and expensive community with 4,700 year-round residents. It is also the chief population center of the Aleutian Islands. Sometimes referred to as Dutch Harbor, it is second largest commercial fishing port by volume in the U.S. It is known particularly for its king crab production. The city employs 166+ FTE and has a General Fund budget of \$33M, a Proprietary (a.k.a., Enterprise) Fund of \$35M and a Special Revenue Fund Budget of \$3.4M.

#### *Duties and Responsibilities*

- ❖ Supervised department directors of Police, Fire, Administration (Human Resources, Risk

Management, Housing), Public Works, Public Utilities, Planning, Finance (IT, Purchasing), City Clerk, Ports & Harbors, and Parks, Culture & Recreation (Parks, Library, Community Center).

#### *Achievements*

- Completed Unalaska Marine Center (UMC) Dock Position III and IV Upgrades project valued at \$34M within budget. The project aligned approximately 390 feet of new dock with the current U.S. Coast Guard Dock creating a total length of 730 feet.
- Recognizing the difficulty in retaining employees, negotiated a three-year labor agreement agreeing to a wage increase, new retention bonuses for employees with 8, 10 and 12 years of service, and new education incentives.
- Created a standalone department by separating Fire from Public Safety, eliminating an unnecessary management layer thereby increasing accountability and efficiency.

**City Manager, Rock Island, IL**

October 2011 – September 2016

The City of Rock Island is located on the Mississippi River in northwestern Illinois and has a population of approximately 40,000. It is the county seat for Rock Island County and home to the Rock Island Arsenal, the largest government-owned weapons manufacturing [arsenal](#) in the U.S. employing 6,000 people. The employs 468+ FTEs and has a General Fund of \$38M, an Enterprise Fund budget of \$49M and an Internal Service Fund budget of \$13M.

#### *Duties and Responsibilities*

- ❖ Supervise department directors overseeing Police, Fire, Public Works, Economic & Community Development, Human Resources, Finance, Parks & Recreation, Information Technology, Martin Luther King Jr. Center, Library, and City Clerk.

#### *Achievements*

- Invested \$15M in purchasing a 22.94 acres site at the Watchtower Plaza for retail development. In preparation, we assisted 12 businesses in relocating within the City. By keeping those businesses, we retained approximately 180 full-time positions and are projected that another 20 to 30 positions would be created over the next 12 months. Hill & Valley, the largest employer we retained (140 jobs and projected growth of 20 new positions) and was about to move its operation out of state. A New Market Tax Credit deal was structured to assist them in renovating a new facility to expand their operations and remain in the City.
- Negotiated sale of City owned land for a 10 acres commercial and retail development. Developer invested \$10M on an engineering & insurance company and satellite community college.
- Negotiated sale of City owned land and incentives to site 45,000 square foot Medical Marijuana Cultivation Facility valued at \$10M which created 100 jobs. One of the first in Illinois.

- Revitalized the Human Rights Commission that had been dormant for years. The mission to review complaints regarding discriminatory actions and to mediate disputes that arise from those complaints.
- Provided oversight to developing/implementing the 20-year Comprehensive Land Use Plan and Zoning Ordinance. The Comprehensive Plan includes: 1) an inventory of existing conditions; 2) an assessment of current and future needs; 3) maps depicting current and future conditions; and 4) a community vision.
- Negotiated five-year labor agreements with FOP, FOP Command, IAFF, AFSCME A, AFSCME B and UAW. First time these groups have ever agreed on a five-year labor agreement.
- Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for an average savings of \$1M a year. There has been no property tax increase in six years.
- Completed a 65,000 square foot Police Facility valued at \$22M within budget to provide a central location for all police operations for the first time.

**Chief Administrative Officer, Macon, GA**

November 2008 – September 2011

Macon is located in central Georgia and has a population of just under 100,000. It is home to diverse cultures, beautiful architecture, an exciting music heritage and thriving arts and educational opportunities. Local industry focuses on manufacturing, aeronautics, medical and tourism. The city of Macon employ's 1,280+FTE, and has a General Fund Budget of \$72M, an Enterprise Fund Budgeted of \$14M, and an Internal Service/Special Revenue/Governmental Funds Budget of \$21M.

#### *Duties and Responsibilities*

- ❖ Reported to an elected mayor supervising the following functions: Police, Fire, Emergency Management Agency, Public Works, Economic & Community Development, Human Resources, Finance, Central Services, Engineering, Airport, MIS, and Parks & Recreation.

#### *Achievements*

- Implemented Public/Private Merger: Noble's Marriott Macon City Center Hotel and the City's Coliseum, Convention Center and Auditorium. Noble invested \$37M and the City of Macon invested \$10M. Negotiated transition of 43 City employees to Noble employees outlining salaries, benefits and retirements.
- Implemented Main Street Program local Main Street program involving a public/private coalition of organizations, agencies, businesses, and individuals from throughout the community.
- Continued partnership with Mercer University implementing the College Hill Corridor Master Plan to revitalize surrounding neighborhoods toward eventually reconnecting to the downtown area.
- Partnered with Macon Water Authority and Bibb County to develop a 20-year Stormwater System Plan. Continuing partnership towards implementing a Stormwater Utility to fund repairs.
- Partnered with Bibb County and Bibb County School System to implement Tax Allocation District (TAD – referred to a TIF in other states) to redevelop of downtown blighted areas. Focus was to make Second Street the center of downtown, connecting it with Little Richard Boulevard.

- Implemented web-based system modeled after Baltimore CITISTAT to record and track work orders both internally and externally. Used as a tool to improve service delivery.
- Right-sized organization by eliminating 100+ FTE and saving \$3M.
- Redesigned employee health insurance plan for a savings of \$5M. The City's Governmental Accounting Standards Board's (GASB) Other Post-Employment Benefits (OPEB) accrued liability was reduced from \$160M to \$80M.
- Implemented Zero Based Budget, which required budget requested be justified in complete detail by each department for a savings of \$3.8M.
- Developed Reserved Policy to maintain an average fund balance in the General Fund greater than three months expenses. Funds can only be used in specified emergencies.

**Assistant County Administrator**, Dougherty County, GA

January 2003 – October 2008

Dougherty County is located in Southwest Georgia along the Flint River and has a population of just under 100,000. Local industry includes the Marine Corp Logistics Base which employs 4,700 professional military, civilian and contract personnel to ensure that ground combat and ground combat support equipment is ready when required by Marine operational forces.

#### *Duties and Responsibilities*

- ❖ Reported to the County Administrator supervising the following functions: Small and Disadvantaged Business Utilization, Finance, Public Works, Emergency Medical Services, Jail, Court Services, Tax & Tag, Solid Waste, Library, Human Resources, Facilities Management, and Police.

#### *Achievements*

- Represented Dougherty County in negotiations with the City of Albany to be in compliance with House Bill 489 Service Delivery Strategy. Some of the services contracted from the City of Albany include: Fire, Recreation, Planning and Development, Code Enforcement, Information Technology and Purchasing.
- Provided professional support to implementation of a 10-year \$210-million downtown master plan creating a new mix of commercial, institutional, and residential activities financed by SPLOST.
- Partnered with City of Albany to implement Tax Allocation District (TAD) regarding the redevelopment of downtown blighted areas. Referred to as a TIF in other States.
- Provided oversight to developing/implementing the 20-year Comprehensive Land Use Plan and Zoning Ordinance. The Comprehensive Plan includes: 1) an inventory of existing conditions; 2) an assessment of current and future needs; 3) maps depicting current and future conditions; and 4) a community vision.
- Oversaw all fixed assets (property – buildings and contents, equipment, and automobiles) valued at \$161M.
- Oversaw all insurance plans (self insurance, health plan, property, liability, and workers compensation).
- Provided oversight to the Rural Transit System to provide efficient transportation service for residents living in the unincorporated areas of the County.
- Oversaw inspection, maintenance, and coordination of events at Riverfront Park. Riverfront Park is an 8.83 acre tract passive park in the downtown area along the Flint River which includes a children's playground, festival gardens, and a multipurpose facility used for special events.
- Provided oversight to the pre-disaster mitigation competitive grant program for pre-

disaster mitigation planning and projects primarily addressing natural hazards.

- Completed a 5,205 square foot Animal Shelter valued at \$781,647 within budget to provide animal control to the unincorporated area for the first time.
- Supervised with the Chamber of Commerce in developing an economic diversification plan for the Marine Corp Logistics Base land site.
- Represented Dougherty County on the Convention and Visitors Bureau Committee to promote community awareness and support for tourism and convention efforts.

### **OTHER PROFESSIONAL EXPERIENCE**

Served as an Associate Planner for the City of Pinellas Park, Florida (Population – 46,100) for 19 months, an Assistant to the City Manager of Largo, FL (one year) and of Rockville, MD (two years), a Budget Analyst for the City of Tallahassee, FL for two years, and a Worker Compensation Case Analyst for the Florida Department of Labor and Employment Security. During periods between government jobs, I have also been the co-owner and manager of Audiology by Gott (two years).

#### **Certified Teacher** (When not in City Management)

September 2017 - Present

- Creative and resourceful in adapting instructional strategies to meet unique student needs. Design positive approaches and proactive interventions advancing learner engagement; academic achievement; cognitive development; and social, behavioral and communication improvements.

### **EDUCATION**

Master of Public Administration  
BA in Political Science

Georgia College and State University - 1992  
Valdosta State University - 1990

### **PROFESSIONAL ORGANIZATIONS**

- International City/County Management Association (ICMA)
- Illinois City/County Management Association (ILCMA)
- National Forum for Black Public Administrators (NFBPA)



**Thomas Thomas**

---

**1352 West Foster Avenue, Apartment 2E  
Chicago, Illinois 60640  
(773) 354-2516  
[thomasedwinthomas@yahoo.com](mailto:thomasedwinthomas@yahoo.com)**

November 15, 2021

Dear Ms. Narloch,

Enclosed is my resume for the City Manager of Lake City, FL. I have spent 25+ years in public services leadership where I have been involved in nearly every aspect of the industry. Four years of which are with City governments in the State of Florida. My long-term experience in public management and my advanced educational experiences prepare me for this career opportunity.

I have a proven track record of operating in an independent and self-reliant manner. I can be relied upon to develop and implement effective programs and courses of action once a general direction of policy has been established. I believe in management by fact and am passionate in my pursuit of continual improvement and customer satisfaction. If you are seeking a creative, experienced, energetic and committed individual to join your leadership team, I am the candidate who meets your specifications. I am actively pursuing a position with an organization based on common values, shared trust, and commitment to an organizational vision, and I believe this City Manager position will provide this career opportunity. I welcome the opportunity to further discuss my qualifications and look forward to hearing from you.

On a personal note, I am from Florida and understand the political, social and economic issues that exist. This prepares me above any other candidate to move the organization forward.

Sincerely,

A handwritten signature in black ink, appearing to read "Thomas Thomas", with a stylized flourish at the end.

Thomas Thomas

CITY OF LAKE CITY, FL  
CITY MANAGER  
RATING SHEET

Thomas Thomas

	Fair	Good	Superior	Outstanding
1. Job Preparation – <i>background, technical knowledge and training appropriate for this level of position; demonstrates understanding of local and regional service delivery issues</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Leadership Skills – <i>personal style appropriate for this job; 'big picture' viewpoint; collaborative, team-oriented approach; risk-taker; innovative; goal-oriented</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Interpersonal Skills – <i>able to form effective relationships, both inside and outside the organization; persuasive; positive; diplomatic; empathetic; approachable</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Oral Communication and Reasoning Skills – <i>clear and effective communicator; presents well-organized, logical flow of thoughts and information; strong problem-solving skills</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Organizational Fit – <i>management style and approach compatible with the City; flexible; creative; strong customer service, team/community orientation</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Greatest Strengths for this Position:

Areas of Hesitation/Concern: