

Thomas D. Hansbarger

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845-245-1075

February 5, 2025

Doug Thomas

Executive Vice President
Strategic Government Resources

Subject: City Manager, City of Palm Coast, FL

Dear Mr. Thomas,

Please see the enclosed resume as I am enthusiastically applying for the City Manager position for the City of Palm Coast, Florida. Through my 32 years of military and business experience, I bring a unique blend of leadership, strategic planning, business development and community engagement that align perfectly with the role's responsibilities. Specifically, my experience and passion for accurate and timely financial reporting will bring tremendous value to the city as it grows and evolves. With my executive-level leadership experience and proven record in implementing organizational strategies, I am confident that I am the ideal candidate for this position and can make an immediate, positive impact on the City of Palm Coast.

Throughout my professional career, I have consistently demonstrated my abilities to lead teams and organizations in executing large-scale operations, managing complex infrastructure projects, and coordinating the interests of diverse stakeholders. I worked closely with military officials, local governments, and communities to enhance quality of life, optimize land use, develop business opportunities, and ensure seamless operations within complex, ambiguous environments. These experiences directly translate to municipal planning, where strategic vision, resource allocation, and stakeholder collaboration are key to sustainable development.

Additionally, I have experience in:

- **Urban and Facilities Planning:** Planned and synchronized the development and renovation of multiple simultaneous construction projects and served as a key committee member responsible for the development, resource prioritization, and initial execution of a 20-year strategic federal infrastructure program.

- **Community Engagement:** Developed long-term, mutually beneficial relationships with city councils, boards of education and local businesses. Represented the highest level of Army leaders at countless community events, speaking engagements and national programs.
- **Budgeting & Resource Management:** Managed funding for large-scale projects, ensuring cost-effective solutions while maintaining high-quality infrastructure. Unique experience in leading organizations with fixed, appropriated budgets and organizations required to manage revenue, operating costs and capital expenses with auditable income statements and balance sheets.
- **Crisis and Emergency Preparedness:** Developed and implemented contingency and response planning for large public events and in academic, commercial business and combat environments. Participated as a key stakeholder in numerous community protection and crisis response exercises.

Palm Coast is a growing city with tremendous potential, and I am eager to apply my leadership and organizational expertise in structured planning and community-focused development to help shape its future. My ability to manage large-scale initiatives, foster collaboration, implement strategic solutions and, most importantly, lead people and organizations make me the ideal candidate for this role.

I welcome the opportunity to discuss how my experience can contribute to Palm Coast's continued success. Thank you for your time and consideration. I look forward to the possibility of joining your team.

Sincerely,

Thomas D. Hansbarger

TOM HANSBARGER

Experienced Strategic Leader

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OBJECTIVE

Experienced leader with a strong background in organizational leadership, strategic planning, and multidisciplinary operations. Seeking to leverage 30+ years of military and business leadership experience to lead the growth and development of Palm Coast as its City Manager.

EXPERIENCE

General Manager, EMCOR Facilities Services

Plain City, OH (August 2022 – Present)

Oversee all personnel management, senior customer relationships, account profitability, and operational processes in facilities management in an expanding Fortune 500 company.

- Implemented financial controls and reporting mechanisms for 18 P&L business units, enhancing cost-efficiency, accountability, and transparency.
- Developed and executed strategic business plans and budget management of a business unit of 215 employees and \$45 million in annual revenue.
- Drove innovation and process improvement through implementation of financial and operational data analytics, resulting in annual savings of \$2.2 million in 2024.
- Developed a leader development program, resulting in 4 of 11 direct reports being promoted into new roles.

Colonel, U.S. Army (*August 1992 – August 2022*)

President, Directorate of Cadet Activities

Vice-President, Directorate of Admissions

U.S. Military Academy, West Point, NY (March 2014 – August 2022)

Managed 262 employees in the execution of extracurricular, cultural arts, social, and recreational programs for 4,400 students.

- Directed business operations of 10 P&L programs generating \$25 million annually.

EDUCATION

B.A., Economics

United States Military Academy
West Point, NY
1992

M.A., Military Art and Science

Command and Staff College
Fort Leavenworth, KS
2004

KEY SKILLS

- Strategic Planning
- Policy Development and Implementation
- Budget Management and Execution
- Business Development
- Community Engagement
- Customer Service and Public Relations

- Led three multi-year projects to renovate or relocate campus dining and retail facilities, improving student and faculty services.
- Synchronized strategic facility and infrastructure modernization planning and execution as a member of Strategic Resource Planning Committee.

Senior Military Advisor, U.S. Forces-Afghanistan

Kandahar, Afghanistan (June 2016 – February 2017)

Leader of a 61-person multinational force that advised and assisted Afghan National Army in Kandahar and surrounding provinces in training, leader development, logistics processes and operational planning.

- Oversaw and executed emergency management and response operations for U.S. personnel and Afghan communities.
- Synchronized efforts between international organizations, Afghan security forces and U.S. forces on multiple infrastructure and school construction projects.

Deputy Chief Executive Officer, U.S. Army Training Brigade

Fort Sill, OK (June 2012 – March 2014)

Deputy CEO with primary responsibility for budget execution, training resource management, and logistics support of a 900-person organization responsible for training over 20,000 Army soldiers annually.

- Board member responsible for the planning and prioritization of resources across a training enterprise with \$130 million budget.
- Planned and synchronized a multi-year barracks renovation project while maintaining logistic and support requirements.
- Transformed all operational support requirements and processes to accommodate programmatic training changes.

Chief Executive Officer, U.S. Army Recruiting Battalion

Mission Viejo, CA (June 2010 – June 2012)

Responsible for all personnel, logistics, budget management, and operational planning and execution of 350 personnel across 44 locations throughout Southern California, recruiting over 2,974 soldiers annually.

- Achieved 100% annual recruiting goals and increased prospect contacts by 25% through regional marketing strategies, community engagement, and hands-on leadership.
- Developed and executed community engagement programs that resulted in strategic partnerships between the U.S. Army and local communities.
- Leveraged federal training and education programs to strategically align the interests of the U.S. Army with local governments, school boards and businesses.

ABOUT ME

- Servant Leader
- Humble Professional
- Family Focused
- Growth Mindset
- College/Youth Sports Fan

REFERENCES

Jim Bernet

U.S. Army Reserve Ambassador

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J.T. Thomson

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U.S. Army*

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Shane Reeves

*Brigadier General
Dean of Academics, USMA*

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Harry (Cecil) Marson

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Other references available upon request.