

STEPHEN C. WEEKS

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August 22, 2013

Ms. Sandi Bolser, City Clerk,
City of Bunnell,
1769 E. Moody Blvd.,
Bunnell, FL 32110

Re: City Manager

Good day Ms. Bolser:

I am most interested in the position of City Manager. If the City of Bunnell is seeking a seasoned professional with demonstrated success working across business, community, and government sectors—my proven, diverse experience makes me the ideal candidate for the position.

Having been a business owner I understand the concept of being a self-starter and problem solver. I have worked over 25 years as a consultant in and out of government, with the Central Florida Regional Planning Council, not-for-profit organizations, and other community stakeholders. Together, we worked on projects to enhance their sometimes competing agendas. I bring experience in Project Management, and in dealing with subcontractors, suppliers, customers and government inspectors while ensuring compliance with all federal and state procedures and regulations, including safety, storm water, and building code. Additionally I have a background in Planning, Community and Economic Development, Federal and State funding Programs, FEMA disaster projects. I am hands on, well rounded and take a balanced approach to my work.

I hold two Master degrees one specializing in Management the other specialty Finance and Accounting. To round out my experience I have experience as a Graphic Information System (GIS) Analyst; Licensed State of Florida Certified Building Contractor; Microsoft Certified Technology Specialist (MCTS) in Microsoft Exchange Server 2007, Configuring as well as Certified Microsoft Certified Systems Engineer (MCSE).

I look forward to the opportunity to discuss the position of City Manager.

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SENIOR EXECUTIVE

I am a **business management professional** with more than 25 years proven, diverse experience. I am confident in my ability to create successful partnerships across business, community, and government sectors allowing me to make a significant and positive contribution to your organization.

Relationship Builder. Develop and maintain relationships with stakeholders in various levels of government, and private industry. A Leader, trainer, team player and team builder with extensive operational and administration experience, as well as, outstanding management, analytical and technical acumen committed to fostering a cohesive and productive workplace environment. Expert ability to develop and deliver training, provide technical direction and guidance to assigned team members and committed to fostering a cohesive and productive workplace environment.

Development Professional. More than **twenty five years' experience** working in the public/private sector utilizing in-depth knowledge of planning, housing, economic development, grant writing, GIS, commercial/neighborhood redevelopment, building laws and construction methods.

Problem Resolution Expert. Experienced in planning and directing multi-tiered projects from inception to completion; a hands on leader who can organize chaos into order.

Effective communicator. Able to use verbal, written, and presentation skills to encourage partnerships; build consensus by identifying common goals between funding sources, government entities, and the communities they serve.

PROFESSIONAL WORK EXPERIENCE

Executive Director
Highlands County Economic Development

11/2012-present
Commission Avon Park, Florida

The mission statement for the Economic Development Commission for Highlands County is to "Enhance the quality of life in Highlands County by attracting a diversity of new businesses; increasing the industrial investment while facilitating the retention and successful expansion of existing business and industry."

Duties:

- Serves as the local point of contact regarding Economic Development for Highlands County.
- Develops, manages, and updates the Highlands County Economic Development policies.
- Preparation, negotiations, and the finalization of agreements (i.e., development agreements, public/private partnership agreements, intergovernmental agreements, MOU's etc.).
- Develops and follows through on Economic Development business contacts, leads, prospects, and clients, both national and international.
- Develops and maintains a working knowledge of the Highlands County geographic area, such as businesses, land available for development, major development projects, availability of capital assets, etc.
- Prepares reports and resolutions for commissioner meetings; Attends Board meetings.
- Reviews and submits economic development grant/loan applications, budget reports, loan documents, and development agreements.
- Prepares special studies and reports to economic development and redevelopment.
- Assists businesses with attaining information regarding expansion and development.
- Participates in the development and implementation of a countywide comprehensive economic development strategy.

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- Provides small business development assistance, such as referrals to financing and counseling.
- Manages specific redevelopment projects, including feasibility analyses, pro forma evaluations, land acquisition and disposition, and project execution.
- Manages the Small Business Retention/Assistance Program.
- Coordinates and communicates activities with the Convention & Visitor's Bureau.
- Coordinates and participates in retail, commercial, and industrial attraction and retention efforts, including marketing, outreach programs, and site visitations.
- Collects and analyzes demographic and economic data.
- Makes presentations to businesses and citizen groups.
- Performs project coordination, including planning, marketing, development, and implementation

President
Government Funding Specialist Inc.,

1991-2012
Sebring, FL

Government Funding Specialist, Inc. is a full-service, multifaceted organization, which provides customized assistance to local governments and businesses, helping to forge public and private partnerships. We provide research for appropriate funding opportunities, preparing grant/loan applications, and administration/project management. We are experts in working with divergent groups and well as various commissions and boards; e.g., City and County Commissions, Board of Adjustments, Planning Commissions and Citizens Advisory Task Force and of course the general public. In addition we provide service in the following areas:

- **Development Services:**
 - Plans review, code enforcement, development review to include developer's agreements and contract negotiations, development negotiations; such as density bonus, infrastructure improvement costs, capacity contributions; zoning and site plan review.
- **Project Management:**
 - **Supervise new and renovated single-family units, (to include specification development) wastewater treatment plants, water and sewer lines, drainage lines, small package plant, bridges, roads, parking lots and sidewalk – streetscapes..**
 - Wastewater Treatment Plant rehab and update \$4.5 million HUD
 - Collection system evaluation and repair \$1.0 million DEP
 - Water Distribution System Valve Installation funding \$1.2 million HMGP
 - **Housing project \$1.4 million CDBG and HOME.**
- **Comprehensive Plan:**
 - Evaluation and Appraisal Report
 - Comprehensive Plan Updates
- **Community Redevelopment Agency:**
 - Coordinated the creation of and assisted in the development of Community Redevelopment Plans, and the establishment of Tax Increment Financing for the cities of Webster and Avon Park, pursuant to Chapter 163, FS. Assisted with the plan development for the City of Winter Haven.
- **Managed Entitlement - Small Cities and Grant Writing:**
 - Community Development Block Grants (CDBG), in housing, economic development, neighborhood, and commercial redevelopment¹
 - Economic Development Projects

¹ Over \$25 million in projects.

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- Okeechobee County - \$4.5 million Level 10 100 bed maximum security juvenile detention complex, created approximately 95 jobs.
- Glades County - 750 medium security corrections facility which created 212 new jobs with a payroll of \$3.8 million and \$8,050,000 investment in land and buildings
- Historic preservation grants. Feasibility Study Grants.
- Florida State Housing Initiatives Partnership (SHIP) programs.
- HOME Investment Partnerships
- FEMA Hazard Mitigation Grant Program (HMGP)
- FEMA Public Assistance (PA) Grant Program
- Developed written materials for:
 - computer training, housing manuals Community Development Block Grant program and the Home program, procurement and purchasing policies, bid documents, 504, community redevelopment plans, environmental studies/review for HUD and Farmer Home USDA.
- Staff training:
 - Computer operations, accounting, filing and project monitoring.
- **Public speaking - conducted charrettes on plan development for various projects** i.e., grant application development, fair housing, various state and federal loan and grant programs.
- Public and private - Contract negotiations,
- **Mortgage and loan preparation.**
- Assisted in legislative lobbying efforts for Craig Smith and Associates
- Federal Emergency Management Administration (FEMA); **Contract negotiations, Land Acquisition – Project Work Sheets – Payment Processing.**
- ESG with the DeSoto Homeless Coalition

**Graphic Information System (GIS) Analyst
Central Florida Regional Planning Council**

**2006 – 08
Bartow, Florida**

Responsible for creating, maintaining and enhancing the CFRPC's GIS system. Essential function included producing high quality maps for clients and staff; maintaining a well-organized repository of GIS data as well as producing graphics for public involvement, public hearings and marketing uses.

Additional functions included planning research and in the creation of the local **Comprehensive Economic Development Strategy (CEDS) for the U.S. Economic Development Administration.**

**Community Development Manager
City of Winter Haven**

**2000-04
Winter Haven, Florida**

Administer the Community Development Block Grant (CDBG) and SHIP programs. Duties include neighborhood coordination, housing rehabilitation, fair housing, **economic development**, housing down payment assistance program, code enforcement, demolition program, **contract negotiations, land acquisition**, monitoring, planning and zoning, board of adjustments, oversight and monitoring of not-for-profit agencies, low income housing tax credit program, community redevelopment and staff training. Additional duties include, but not limited to, program updates for the commission, grant solicitation and preparing plans; comprehensive, consolidated, SHIP, HUD action plans, and the Consolidated Annual Performance and Evaluation Report (CAPERS).

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EDUCATION

- ▲ Masters of Business Administration Specialization - Management
- ▲ Masters of Business Administration Specialization - Accounting and Finance

American InterContinental University

- 2011 Environmental Training (HUD)
- 2009 Certified Microsoft Exchange Server 2007, Configuring (2109359) Microsoft Certified Technology Specialist (MCTS)
- 2004 Consolidated Planning training HUD
- 2004 Certified Microsoft Certified Systems Engineer 2003 (MCSE) Windows Server 2003
Microsoft Certified System Administrator (Windows Server 2003)
- 2001 University of Florida - Lead Based Paint Supervisor;
- 2001 National Development Council - Real Estate Finance ED 202
- 2000 Georgia Tech - Lead Based Paint Inspector and Risk Assessor
Microsoft Certified Professional
- 1998 National Development Council - Economic Development Finance ED 101
- 1995 State of Florida Class B Building License (active CBC058613)
- 1986-05 Department of Housing and Urban Development:
Labor Standards, Environmental Review, Uniform Relocation Act, Economic Development Studies and Application, Certified Equal Opportunity Compliance, Fair Housing Rights and Civil Rights Protection, advanced IDIS training.
Real-estate Agent inactive

COMPUTER INFORMATION TECHNOLOGY SKILLS

Proficient in the use of most major computer systems, database, spreadsheets, graphic and presentation applications, and software such as: Corel; Crystal reports; GIS Arc-view; Microsoft Access; Microsoft Excel; Microsoft One Note; Microsoft Project; Microsoft PowerPoint; Microsoft Publisher; Microsoft Visio; Microsoft Word; WordPerfect, mainframe experience on IBM 34, 36, and 38.

Project installs of **Exchange Servers** for Government Funding Specialist Inc. Assisted install of Exchange Servers and updated desktops for the City of Arcadia and trouble shoot computers operations for the DeSoto County Homeless Coalition.

VOLUNTEER AND CHARITABLE WORK

- 2013 Heartland Workforce Board
Florida Heartland Rural Economic Development initiative
2060 Regional Planning Committee
Chairman Continuum of Care, Heartland 6 county region
Defense Infrastructure Avon Park Bombing Range Conservation
- 2008 Florida American Planning Association
- 2006-08 Board of Directors Local Continuum of Care (DeSoto County) Homeless Coalition
- 2005-06 Volunteered City of Arcadia to assist in reconstruction activities after Charlie
- 2001-04 Member CUED, NAHRO, Fannie Mae regional board, Tri-County Homeless Coalition executive committee
- 1995 Board of Directors, Florida Non-Profit Housing
- 1993-95 Member, Land Development Regulations Task Force, Highlands County
- 1992-94 Member, Code Enforcement Task Force, City of Sebring

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1990 President and founding member, Habitat for Humanity, Highlands County, Florida

RECEIVED RECOGNITION FOR:

Housing Plan: A model program developed for the Florida Housing Finance Agency - State Housing Partnership Program. It was used as an example in the 1993 FHA Summary of Programs manual.

Glades Prison Project: This was the first time that the Department of Community Affairs Small Cities Program under the Economic Development category used ED monies to create a public and private partnership. The partnership was with the Departments of Community Affairs, Juvenile Justice, Glades County and Wackenhut Corp.

REFERENCES:

Upon Request