

William Lawrence

lbrlawrence@aol.com

To Mayor Linda Hudson and Commissioners:

I am thrilled to present my credentials for the City Manager position for the City of Fort Pierce. Enclosed, please find my resume and references.

With over 37 years of dedicated service in municipal and county government, I have traversed various roles from police officer to police chief, culminating in 11 years of successful tenure as town manager. Throughout my career, I have remained committed to fostering a better quality of life for residents and making a tangible difference in their everyday life.

My extensive experience has honed my problem-solving abilities, with a core emphasis on relationship-building. I have adeptly negotiated labor contracts with essential departments such as Police, Fire and Public Works, while also collaborating with county, state and federal agencies to address local challenges effectively.

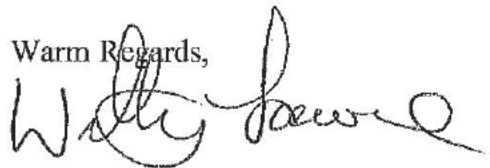
Possessing a deep understanding of public administration, I am an active member of FCCMA and the Florida League of Cities. My fiscal conservatism is balanced by a commitment to maintain high quality of services within budgetary constraints. Moreover, my communication skills have consistently fostered positive community relations, and my leadership style prioritizes transparency and full engagement with elected officials.

As a strategic thinker and innovator, I am passionate about forging and sustaining effective relationships with staff, elected representatives, business, and community organizations. I firmly believe that the City Manager should be deeply embedded in the community fabric.

I am eagerly anticipating the opportunity to meet with you and delve into how my experience and insights can benefit the City of Palm Coast.

Thank you for considering my application. I look forward to discussing how we can work together to propel Fort Pierce toward a brighter future.

Warm Regards,

A handwritten signature in black ink that reads "William Lawrence". The signature is written in a cursive, flowing style.

William (Bill) Lawrence

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<https://www.linkedin.com/in/william-lawrence-3a0904b3>

Summary: Accomplished municipal manager with a proven track record of driving positive change and enhancing community well-being. A visionary, innovator, and creative problem solver dedicated to serving the public and improving quality of life. Extensive experience in budget management, economic development, grant administration, and personnel management.

Accomplishments:

- Increased law enforcement clearance rate from 9% to 47%
- Decreased crime rate by 15%
- Established successful community policing programs
- Implemented budget management strategies resulting in significant savings and revenue increases
- Led initiatives resulting in job creation and community engagement events
- Successfully managed various grant-funded projects and infrastructure improvements
- Negotiated labor contracts with unions across multiple departments
- Experienced in emergency management and disaster response
- Played key roles in economic development projects and revitalization efforts

EXPERIENCE:

04/2021 to present: **Town Manager of Lady Lake, FL. Population 16,000 Salary \$172,500**

- Operating Budget \$40,000,000
- Full-service municipality with 120 full-time employees
- Experience in Growth Management – Currently 4 housing projects in the planning stages.
- Police Union Negotiations

Reason for Leaving: While I have enjoyed my time in Lady Lake and am grateful for the opportunities it provided; I am excited about the prospect of new challenges and opportunities for growth in the City of Fort Pierce, FL.

04/2019 to 04/2021: **City Manager of Bowling Green, FL. Salary \$73,000**

- Prepare & Present Operating Budget
- Manage day to day operation
- SRF Funding & CDBG grant for a new wastewater plant
- SRF Funding for a new Nano System water plant

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- USDA Grant for new Community Center
- FDOT SCOP road resurfacing projects
- FRDAP grant for Main Street Park
- Project Manager with the new Nano Water Filtration System 1.8-million-dollar project
- Project Manager with a new wastewater plant at 4.8-million-dollar project
- EDA Grant for \$247,000 for Pyatt Park Improvements

Reason for Leaving: While my tenure as City Manager in Bowling Green has been fulfilling, I have come to realize that the professional challenges here do not align with my expectations for growth and complexity. I am seeking opportunities that offer a more varied and stimulating environment within a vibrant community.

06/2016 – 03/2019: Town Manager for the Town of Warren, Me. Salary \$70,000

- Prepare & present the operating and capital budgets. Media Relations
- Manage day to day operations
- Personnel Director -Treasurer-Tax Collector- Road Commissioner
- Negotiate contracts with unions and vendors
- Grant writer currently received DOT Bridge grant for a Smart Stream Project.
- General Assistance Administrator
- Debt free (No more TAN) – Reserves built up –Property Tax Rate lowest in the region
- General fund grew to cover 5 months of operating expenses.
- Moderate growth with new residential single-family housing added 3 million value in past 12 months.
- New Personnel Policy

Reason for Leaving: My decision to leave Warren was primarily driven by the desire to relocate closer to family in Florida. I am proud to have contributed to the town's progress and am confident that it is in better shape now than when I first arrived.

07/2015 – 6/2016: Town Manager for the Town of Howland, Me. Salary \$58,500

- Prepared, present and monitor the operating budget. Media Relations
- Project Manager for the Town working with the Penobscot River Restoration Trust that built an 18-million-dollar fish-bypass on the Piscataquis River that will allow the Atlantic Salmon to migrate up the river.

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- Promoted several community projects such as a Farmer's Market, Family Fun Day and Community Walk.
- Grant Writer for feasibility market study on economic development for the Town of Howland.
- Supervised Water / Wastewater Utilities
- Revamped the EMS service with new Fire Chief that brought in \$375,000 in revenue.

Reason for Leaving: Howland sought me out based on my reputation in budgets and economic development. After successfully accomplishing these objectives, I was presented with an opportunity in a larger community that offered greater compensation. I am pleased to note that Howland was left in a better condition than when I assumed the role.

07/14 – 6/2015: Town Manager for the Town of White Springs, FL. Salary \$49,000

- Managed the operating budget, personnel management, economic development and serve as the planning & zoning administrator.
- White Springs is one of 4 small towns in Florida designated in the new Competitive Florida Partnership that works with the Department of Economic Opportunity to enhance those opportunities in small rural towns.
- FDOT SCOP grant for road resurfacing.
- CDBG Funding and Construction of a new Fire Station with Mittauer Ass.
- I & I study on our sewer system with Mittauer Ass.
- Supervised Water / Wastewater Utilities / Police / Fire & Public Works

Reason for Leaving: Due to personal circumstances involving our house not selling in Maine and the need to support my sick father-in-law, my family and I made the decision to relocate to Florida. Unfortunately, he passed away. During this time, the Town of Howland reached out to me and offered a more lucrative opportunity to return to Maine. I am proud to have contributed to Howland's progress and to leave it in a better state than when I initially joined.

04/2011 – 07/2014 Police Chief/Town Manager for the Town of Lincoln, Me. Salary \$71,500

- Manage the day to day operations of a full-service municipality. Media Relations
- Served as Economic Development Director / Tiff's.
- Negotiated police, fire & public works union contracts
- Negotiated contracts for Tiff's on economic development projects.
- While serving in Lincoln, we created 90 retail jobs and increased our tax base.

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- Written State & Federal grants and several smaller grants.
- Supervised Municipal Airport Operations / FAA Grants / Land Acquisition

Reason for Leaving: My father-in-law fell ill in Florida, prompting our family to prioritize his care and support. Consequently, I accepted a position in Florida to be closer to him. Family has always been our top priority, and this decision was made in their best interest. I'm pleased to report that Lincoln was left in an improved condition compared to when I first assumed the role.

02/2003 – 04/2011 City of Bangor Maine Police Department Salary \$50,000

- Served as a police officer and detective.
- Bangor Housing Authority Liaison Officer for 5 years. We developed relationships with the residence, school, businesses, and the housing authority which led to the decrease in crime in the public housing neighborhood.

02/1996 – 2/2003 Lieutenant Patrol, Penobscot County Sheriff's Office. Salary \$40,000

- Supervised a division of 3 patrol sergeants, 4 detectives, and 33 patrol deputies.
- Developed the current command structure and presented the proposal to the County commissioners.

High Lights of Skills:

- Creative problem solver and strategic thinker
- Strong budget and fiscal management expertise
- Proven track record in economic development and grant administration
- Effective communicator and public speaker
- Skilled in personnel management and labor negotiations
- Experienced in government relations and community engagement
- Proficient in project management and grant writing

Education:

- University of Maine: Degree in Criminal Justice
- Northwestern Traffic Institute: Excellence through leadership
- Maine Criminal Justice Academy: Executive Development (Certified Police Chief)
- Over 200 hrs. of municipal manager workshops sponsored by Maine Municipal Ass.

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Awards:

- Special Recognition by the Lincoln Town Council for serving as Interim Town Manager
- Policy King from Partnership for Healthy Northern Penobscot
- Resolution from the Town of Howland serving as Town Manager
- FCCMA Special Recognition for 5 years of Leadership Service as Town Manager

Memberships:

- International City Manager Association (ICMA)
- Florida League of Cities
- Lake County League of Cities
- Florida City & County Management Association

References:

- *Chris Stevens, Lincoln Council 207-631-5614*
- *Steve Clay, Lincoln, Maine Council Chair, stphn.clay@gmail.com, 207-794-2941*
- *Carmen Silva, Former City Clerk, 863-245-8509*
- *Sherry Howard, Town Manager, 207-975-5441*
- *Roger Peabody, Warren Maine, Town Select Chair, 207-542-3637*

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Candidate Questionnaire

Candidate Name: William Lawrence

Position: City Manager

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1. Please list your previous jobs/positions going back at least 10 years, plus any previous jobs/positions beyond 10 years that is related to the position of City Manager. Please include the following:

- a. Position start and end dates.
- b. Position title and organization.
- c. To whom you directly reported.
- d. Ending salary.
- e. Population of community served.
- f. Total number of employees in the organization.
- g. Number of employees supervised (directly and indirectly).
- h. Total budget of the organization.

04.2021 to present - Town Manager Town of Lady Lake FL.- Mayor Freeman \$172,500 -

Population 20,000 - Employees 120 - 11 Direct supervision - Indirectly 109- \$42 million

04/01/2019 to 04/01/201 - City Manager City of Bowling Green FL.- Mayor Steve Spinks

_ \$73,000 - Population 3,000 - Employees 25 - Direct Supervision 5 Indirect 20 - \$4 million

06/2016 - 03/2019 Town Manager Warren Maine - Select Chair Roger Peabody - \$72,000

Population 5,000 - Employees 38 - Direct Supervision 6 - Indirect 32 - 4 million budget

07/2015 to 6/2015 Town Manager Town of Howland Maine, Selecc Chair Glenn Braun-

\$58,000 population 1,500- Employees 36, Direct Supervision 6 - Indirect 30 Population

1,500 Budget 2.7 million.

07/2014

to 6/2015 Town Manager Town of White Springs, FL.Mayor Helen Miller, \$58,000 _

Population 1,000 - Employees 18 - Direct Supervision of 6 - Indirect 12 - Budget 2 million.

04/2011 to 07/2014 Town Manager, Town Of Lincoln Maine. Population 5,300 - Council

Chair Steve Clay \$73,000 Employees 52 - Direct Supervision 7- Indirect 45 Budget 5.4

million. See Resume for futher detail



2. Why are you interested in pursuing this position? I am excited about this position because I am seeking new challenges that align with my experience and skill set. My goal is to bring prosperity to the City of Fort Pierce transforming it into a thriving community. I believe that when the community prospers, it will attract visitors, businesses, and residents, while still preserving the small-town atmosphere that makes Fort Pierce unique.
3. How would you describe your management style? My management style has been highly successful throughout my career. I continuously study successful leaders across sports, government, and business and have identified common traits that contribute to their success. I adopt a coaching management style, leading by example and emphasizing the importance of team building. I believe that understanding each team member's strengths and weaknesses allows me to place them in roles where they can excel, which in turn drives organizational success. The key to achieving this is hiring the right people and ensuring they are in the right positions to contribute to the team's overall goals.
4. Describe your approach to managing personnel issues such as hiring, discipline, ethical violations, labor relations, and performance evaluations. My approach to managing personnel issues is grounded in accountability, transparency, and clear communication. I hold department managers accountable by requiring weekly reports that are posted on the website—feel free to view mine at www.ladylakefl.gov. Additionally, I conduct weekly department manager meetings to foster team building and mutual accountability. When it comes to hiring, I look beyond just the application and interviews, conducting thorough background checks to ensure we hire the right person for the role. In my experience, successful hiring is key to building a strong team. Discipline, for me, is about correcting behavior rather than punishment. I've handled multiple personnel investigations and pre-termination hearings, always ensuring that decisions are based on facts and free from bias. This approach has resulted in several terminations without any lawsuits. For ethical violations, I take them seriously and always report them to the Florida Commission on Ethics. As for labor relations, I have successfully negotiated 10 contracts with the Teamsters and the PBA (Police), consistently keeping the commission informed of the progress. In these negotiations, identifying and addressing the "hot button" issues and



finding common ground is essential. Regarding performance evaluations, I view them as an opportunity to highlight both strengths and areas for improvement. I use these evaluations as teachable moments to help employees improve and increase productivity."

5. How would you deal with city budget constraints and identify new revenue sources? Throughout my career, I have worked in towns with budget constraints, and I have always managed to work within the approved budgets, even when faced with unforeseen expenses. The key is closely monitoring the monthly expense reports to identify areas where costs can be reduced and efficiencies can be gained. I also focus on finding new revenue streams, such as leveraging grants, pursuing legislative appropriations, and identifying other funding opportunities. One example of successfully managing budget constraints was when I consolidated departments to reduce overhead costs while maintaining essential services. By fostering a culture of fiscal responsibility and being proactive about securing new revenue sources, we were able to meet financial challenges while continuing to serve the community effectively.

6. How will you prioritize competing demands for resources within the city? When prioritizing competing demands for resources within the city, I always focus on the long-term goal of making the city thriving and prosperous. My priorities are: Public Safety: Ensuring the safety of residents and visitors is the foundation of any thriving city. People will not move to, visit, or invest in a city that is not safe. Beautification Projects: These initiatives not only improve the city's appearance but also reduce crime and attract residents and businesses. A well-kept city draws people and makes them feel proud to be part of the community. Infrastructure: Developing infrastructure to support growth and address critical issues like stormwater management is essential for accommodating future development and maintaining the city's livability. Community Events: Hosting events creates an active, engaged atmosphere that attracts people to the city. A vibrant community fosters a sense of belonging, which is key to maintaining the small-town feel while encouraging growth. Departments such as Finance, IT, Clerks, and Communications provide essential supporting roles to ensure that these primary objectives are achieved effectively."



7. Describe a successful initiative you have led as a City Manager. One successful initiative I led as city manager involved addressing the significant growing pains the Town of Lady Lake was experiencing, particularly the lack of office space. We initially considered expanding Town Hall, but I sought a more cost-effective solution. We discovered that the second floor of the library was largely unused, serving primarily as storage. After researching the costs and potential benefits, we developed a plan to renovate the second floor to create office space for the IT Department while also expanding the Children's Library. The current Children's Library space would be repurposed for our Growth Management Division. This reorganization allowed us to free up space at Town Hall for departments such as Finance, Communications, Water/Sewer Billing, and HR. The total cost of this renovation project was \$5 million, which was the same amount it would have cost to only expand Town Hall to accommodate the Growth Management Division. Additionally, we were able to secure a \$1 million grant from the Lake County Library Systems to support the expansion of the Children's Library. Construction is currently underway, and this initiative is a great example of how creative solutions and collaboration can address space challenges while supporting the growth and needs of the community..

8. Describe a time when you had to manage a crisis situation in a city setting. One of the most challenging crisis situations I managed occurred in the Town of Lincoln, Maine. The town had long been reliant on a paper mill as the primary employer and tax base. However, as paper mills across Maine began closing, communities like Lincoln faced population declines and the threat of becoming 'ghost towns'. The situation became even more dire when a boiler explosion shut down the mill, signaling that it might never reopen. To address the immediate needs, I quickly coordinated with county, state, and federal agencies to establish unemployment benefits for displaced workers and sign them up for retraining programs. In response to the loss of the mill and its tax base, we also had to implement a budget reduction. Rather than focusing solely on the negative impact, we rebranded the town as an outdoor destination, capitalizing on our 14 lakes. This new identity became central to our efforts, and we actively sought to attract new businesses that aligned with this vision, including retail stores and restaurants. As a result of these efforts, the town not only stabilized but also saw a modest population increase from 5,200 to 5,500. The rebranding and economic diversification continue to play a key role in the town's ongoing



growth and recovery. The town's new identity as an outdoor destination is still prominently featured on the Lincoln, Maine website today."

9. What steps do you take to ensure transparency and accountability in city operations. To ensure transparency and accountability in city operations, I prioritize open communication and clear expectations. I set the tone for accountability by being accountable to the department managers myself. I require each department manager to submit weekly reports, which are then published on the city's website (www.ladylakefl.gov under Town Manager). This makes it easy for both staff and the public to stay informed about the progress of various initiatives and activities. In addition to the weekly reports, I hold regular department managers meetings to discuss updates, challenges, and solutions. These meetings promote collaboration, ensure alignment with the city's goals, and reinforce a culture of accountability across all levels of city operations. By maintaining this structure, I create an environment where both leadership and staff are responsible for their actions and decisions, fostering a transparent and accountable city government."

10. Please describe your experience working with unions. I have extensive experience working with unions, having negotiated multiple contracts and handled various labor relations issues. I negotiated six contracts with the Teamsters Union for the Police and Public Works Departments. In Lady Lake, I negotiated two contracts with the Police Benevolent Association (PBA) for the police department. Additionally, I negotiated two contracts with the International Association of Fire Fighters (IAFF) for the Lincoln Fire Department. Throughout my career, I have been involved in disciplinary actions, ensuring that they were fair and consistent. I worked closely with union business agents to address concerns and resolve issues in a collaborative manner, always striving to maintain positive and productive relationships with the unions.

11. Please describe your experience managing or overseeing a police department? What do you see as your role in guiding the police department? I have 27 years of experience in law enforcement, starting as a police officer and advancing through the ranks to Detective, Sergeant, Lieutenant, and eventually Chief. During my career, I also obtained certification as a Maine Chief. I am not a micro-manager but have a deep understanding of policing and the challenges faced by law enforcement. My role in guiding the police department is to



provide clear leadership, foster a positive culture, and ensure effective communication throughout the department. If issues arise, I'm not afraid to roll up my sleeves and get involved to address the situation. I've taken the necessary steps in the past to remove ineffective leadership and promote a culture of transparency and accountability. I firmly believe that having the right people in the right positions is key to a high-functioning department. My focus is always on empowering officers and leaders to do their jobs effectively while providing the support they need.

12. How will you ensure that the city's services meet the needs of all its citizens? Ensuring that the city's services meet the needs of all its citizens begins with active listening. One of the most important skills I've developed is the ability to truly listen to the concerns and feedback of the community. To do this, I would engage citizens through surveys and leverage social media platforms to reach a broader audience. I would also work closely with the communications department to develop creative and effective ways to engage more citizens, ensuring that everyone has the opportunity to voice their opinions and needs. By fostering open lines of communication and staying responsive to community input, we can continuously improve city services and ensure they are aligned with the needs of all residents.

13. What strategies will you use to build relationships with stakeholders in the community? Building strong relationships with stakeholders in the community starts with being an active and visible member of that community. As City Manager, I would prioritize attending local events and engaging with community groups such as the Chamber of Commerce. By attending their meetings and participating in community activities, I can foster strong, personal connections and demonstrate my commitment to the city's success. Equally important is building relationships with regional stakeholders, including county officials and neighboring communities. Attending regional managers' meetings would be an effective way to network, share insights, and collaborate on common challenges. These connections provide valuable opportunities to learn from others and to reach out for support when addressing complex issues, ultimately fostering a collaborative environment for solving problems and advancing shared goals.



THE SUNRISE CITY

FORT PIERCE
CITY MANAGER'S OFFICE *Florida*

14. What strategies would you implement to promote economic growth and job creation? To promote economic growth and job creation, we must first focus on the factors that attract people to our community. These include: 1. Public Safety: Ensuring a low crime rate is critical for attracting both residents and businesses. 2. Beautification: Well-maintained streetscapes and parks create an inviting environment and enhance the city's appeal. 3. Community Events: Hosting events fosters a sense of connection and draws visitors, contributing to the local economy. Health & Fitness: Promoting health and wellness initiatives attracts families and individuals looking for a healthy lifestyle. 5. Infrastructure: A strong infrastructure base is essential for supporting growth, especially in areas like transportation and utilities. To highlight these strengths, I would work closely with the Communications Department to launch a media campaign that promotes why Fort Pierce is a great place to live, work, and do business. Additionally, I have developed strong relationships with developers over the years and would reach out to them to discuss potential opportunities for investment and growth in Fort Pierce. Given some of the negative publicity Fort Pierce has experienced, it's essential to control the narrative. By working with the Communications Department, we can reshape perceptions and create a positive image of the city. If selected, you are not only hiring me but also my established network of contacts, which can help bring valuable opportunities to the city.
15. Have any adverse or critical statements been made about you in print or online media reports, on social media, or any other related form? If an online search of you were completed, what would be found that you yourself would want to know about you if you were looking to hire yourself as a City Manager? I have no concerns about any adverse or critical statements regarding me in print or online media. A search of my name would reflect the same positive attributes that I've demonstrated in my resume, cover letter, and responses to this questionnaire. I believe that my professional record, which includes my leadership and achievements, speaks for itself. If I were hiring myself as a City Manager, I would want to know that I bring a wealth of experience, a strong track record of successful leadership, and a commitment to transparency and community engagement. I am confident that I would be a great fit for the position and can contribute significantly to the success of your city."