

December 12, 2024

Dear Search Committee:

Recently, I learned of your opportunity for the Senior Director of Multilateral Partnerships, Government and Multilateral Affairs which aligns perfectly with what I would like to do. I believe that my experience and my servant leadership style qualify me for this opportunity. It has been a dream to serve in this capacity abroad.

During my professional tenure, I have served in numerous multifaceted environments that have prepared me for this opportunity. Most recently, I serve as the City Manger for the City of Jonesboro, GA and the first African American City Manager for the City of Talladega, AL. I have also served as the Executive Director of Institutional Advancement and Executive Director of the Foundation for the Alabama Institute for the Deaf and Blind (AIDB) and Vice President for Institutional Advancement at Talladega College where, I supported the institute's initiatives, locally, statewide (while moving towards a global perspective), by providing strategic leadership and guidance to the campuses, community, and the stakeholders.

In both capacities, I reported to the President& CEO. In addition to my routine duties, I facilitated a fiscal budget, fundraised, grant/proposal writing and supervised/lead. Throughout my career, I have supervised innovative teams that includes the Sr. Director of Development, Alumni Affairs Director, Public Relations Director, Director of Special Events, Protocol and Logistics, Sponsored & Title III Federal Grant Programs, Administrative Assistant's, Accountants, Database managers, Grant Writers, Consultants, Lobbyist, finance, management, economic development and redevelopment, police, fire, water and sewer systems, budgeting, strategic planning, emergency management airport staff, Interns and the list goes on. Not only have I managed in a local format, I have had staff throughout the USA, Mexico and Canada focusing on diversity and inclusion with an intent to serve all populations.

My extensive diversified accomplishments and experiences, as well as on the job training, have equipped me for this opportunity. Most recently I served as the City Manager for the City of Jonesboro, GA and before that, the City of Talladega. I directed 14 departments, including an airport and over 300 staff members. This may seem small but if you think of a City that has the Talladega 500, you can imagine the influx of individuals. I was also able to take this city from \$11 million in the bank to \$23 million during my departure. Knowing the leadership that many of our cities currently needs, along with the transparency, places me in a unique position to show what we can do together. I've built partnerships with many in my past including Turks and Caicos, Tokyo, Japan and many more.

Attached is my resume that lists skills and attributes that humbly qualify me for this opportunity. Communicating effectively, being trustworthy, respectful, and ethical and possessing a good approachable character, the utmost integrity, and working as a team are essential assets needed in today's work environment. I am honored to say that I possess these characteristics. In addition, I have exceptional work ethic skills, I'm an active listener, servant leader, and most importantly very loyal! I would appreciate an opportunity to discuss how I can be an asset to you all. I will utilize critical thinking skills, lead personnel with respect, and lastly, manage the financial resources with 100% accountability.

Thank you for considering my inquiry.

Sincerely,  
Seddrick T. Hill, Sr.

# SEDDRICK T. HILL

1504 Villa Point Parkway  
McDonough, GA 30253

[thaddeus1033@gmail.com](mailto:thaddeus1033@gmail.com)  
(954)-254-7526

Citizenship: US | Veteran's Preference: N/A



## PROFILE

Executive-level candidate with 15 years of non-profit direction and fundraising experience. Total amount raised career-wise is \$60 million. Track record of developing strategy, setting goals, and redesigning / implementing successful programs. Identify, cultivate, and solicit annual gifts, while employing sound fiscal controls and management best practices. Serving as strategic advisor to senior leadership regarding public affairs activities. Make recommendations on pitches and content to increase organization visibility by securing and capitalizing on positive community, social, and traditional media opportunities.

Delivered impact that included raising of over \$4 million in fiscal year 2019 / 2020 to date, as well as producing 21.2% increase in fundraising in one year. Ensure comprehensive acknowledgment process to ensure appropriate and timely recognition and continual appreciation of donations. Talents include planning, organizing, and coordinating flow of public information to community regarding organizational events, activities, and initiatives. Craft stories communicating importance and generate interest with community and stakeholders. Excel in pitching original story ideas and mitigating crisis situations using diverse range of media. Ensure adherence to risk and compliance guidelines and policies to facilitate favorable audit results.

Donor Development | Strategic Planning & Partnerships | Planned Giving | Public Speaking | Alumni Magazine Development | Annual Report Publication | Relationship Mapping | Social Media Engagement Strategies | Fundraising | Community Outreach | Membership Growth | Capital Campaigns | Financial Reporting | Press Releases Writing / Editing | Public Messaging Strategies | Public Information Campaigns | Speech & Presentation Drafting | Stakeholder Relationship Management | Proposal Draft Development | Special Event Planning | Staff Management | Community Partnerships | Public Affairs / External Affairs | Organizational Branding Campaigns | Newsletter Development | Coalition Meetings | Website Development Projects | Database Maintenance | Organizational Diversity | Budget Management | Board of Directors Interaction | Volunteer Management | Program Management | Microsoft (Word, Excel, PowerPoint)

## PROFESSIONAL EXPERIENCE

**City Manager  
City of Jonesboro  
1859 City Center Way  
Jonesboro, GA 30236  
\$145,000 Annually**

**55-65 hours per week  
02/19/2024 to 05/16/2024  
Supervisor: City Council  
Tel: 770-478-3800  
shill@jonesboroga.com**

The City Manager is responsible for coordinating, administering and supervising all decisions, regulations and policies of Mayor & Council. In addition, the City Manager develops operational objectives, policies and programs necessary for sound conduct of administrative operations. The City Manager authenticates by signature and serves as the custodian of Minutes, Resolutions, Ordinances and other official documents. The City Manger also handles all requests under the Georgia open Records Act. The City Manager serves as Superintendent of Elections for all City elections. The Office of City Manager also serves as the Personnel Administration office to include the responsibilities of employee recruitment, workers compensation & employee benefits administration. The City Manger oversees the preparation of business licenses, alcohol licenses, and oversees activities of accounts receivables, accounts payable, payroll and other tasks. In addition, the City manager serves as the Executive Director of the Jonesboro Downtown Development Authority.

### Notable Contributions

- Worked with staff to launch the cities first Juneteenth Collaboration Event with the County
- Completed over 70 productive meetings with staff, businesses, non-profits, education system, legislatures, community and citizens in an effort to show dedication to transformation
- City received the Local Maintenance & Improvement Grant in 2022 which was out of compliance. Got this grant in compliance and executed in 30 days
- Local Maintenance & Improvement Grant received in 2023 - \$100k for sidewalks - Got this grant in compliance and executed in 30 days
- Local Maintenance & Improvement Grant received - 100K LMIG for downtown parklets - Got this grant in compliance and executed in 30 days
- ARPA Funding reporting completed and submitted on time
- Successfully uploaded the approved budget into Tyler before deadline, which was about to be out of compliance with State Law
- Secured the first Congressional Direct Spending/Appropriations/Earmarks Win for City of Jonesboro, Enhancing Community Oriented Policing Initiatives Recipient - State: Senator Jon Ossoff, Georgia Project Purpose: To strengthen community engagement and promote public safety by purchasing additional law enforcement technology for \$926,000
- Secured the first Congressional Direct Spending/Appropriations/Earmarks Win for City of Jonesboro to make pedestrian improvements in high-traffic areas, including the installment of sidewalk, adding pedestrian crosswalks, installment of ADA accessibility features, lighting, and turnup/turndown walls as required tying with existing grades for \$3,288,359 – Congressman David Scott
- Secured the first Congressional Direct Spending/Appropriations/Earmarks for the City of Jonesboro to purchase safety equipment (New Police Fleet of Tahoe's) for \$654,000 from Senator Raphael Warnock.
- Housing rehabilitation grant \$200,000 – structure/life safety type repairs to houses, leaky roofs, handicap ramps, plumbing, electrical, HVAC, other structure repairs - Got this grant in compliance in executed in 30 days written in English and Spanish for residents
- Staffing – Hired the following within the first 60 days - Chief Code Enforcement, Public Works Assistant Director, Police Chief, Finance Director and IT Director.

- Aerotropolis Atlanta Alliance Board meetings to make sure Jonesboro is included in future planning
- Perry Learning Center judge for Black History month door contest. This is an alternative school where students need support and it's located next door to City Hall.
- Panelist for LTI United event which is one of the top 20 businesses in the City of Jonesboro
- Top 50 businesses of Jonesboro - began engagement plan for these businesses. City was not aware of its top revenue generating businesses
- Ribbon cutting for Knot average massage and Food Bank – Community and Business Engagement
- Ground Breaking for Rosenwald School Renovation to show the community a jewel that's across the street from City Hall. –The Rosenwald School project built more than 5,000 schools, shops, and teacher homes in the US primarily for the education of African-American children in the South during the early 20<sup>th</sup> century. The project was the product of the partnership of Julius Rosenwald, a Jewish-American clothier who became part owner and president of Sears, roebuck and Company and the African-American leader, educator, and philanthropist Booker T. Washington, who was president of the Tuskegee Institute.
- Recruited 3 developers for Economic Growth in new business and housing
- Did a Council retreat at Serenbe, which the council enjoyed and was brought up to speed in operations
- Started the first Community Workers Program implemented by the City Manager Office in partnership with the Clayton County Prison
- Hosted a Community Clean-up event where the City Manager did cleaning while also BBQing for all participants.
- Truist meeting about fraud, grant accounts federal grant accounts
- Verizon Wireless accounts and Phone systems internally were viewed and found to be on aged billing systems costing the city six figures
- Insurance meeting with Travelers to go over all items which would cause them to drop the City from coverage
- Started beginning stages of establishing a Human Resources Department

**City Manager  
City of Talladega  
255 South Street W.  
Talladega, AL 35160  
\$130,000 Annually**

**55-65 hours per week  
05/01/2021 to 01/08/2024  
Supervisor: City Council  
Tel: 256-362-8775  
Email: s.hill@talladega.com**

The City Council appoints the City Manager. The City Manager is the Chief Executive Officer and head of the administrative branch of the City Government. The City Manager shall be responsible to the Council for the proper administration of all affairs of the City. The City Manager shall have the power and shall be required to:

- Enforce all laws and ordinances.
- Appoint and remove all officers and employees of the city, except as otherwise provided by law and except as the City Manager may authorize department heads to appoint and remove subordinates in their respective departments.
- Exercise administrative supervision and control over all officers, employees, offices, departments, boards, and agencies except those otherwise provided for by law.
- Prepare and submit the budget proposal and to administer it after its adoption.

To date, the City Manager has reviewed all departments and is working to put together a Master Plan for the City of Talladega to submit to the Council. All Department Head Directors asked to submit suggestions to the

City Manager to enhance their specific area of responsibility, i.e., money saving plans, employee programs, and any other suggestions that would help to better the City of Talladega for its citizens.

One of his chief priorities as City Manager is to restore a sense of pride in the community by making Talladega a better place to live, work and visit. Under his leadership, the city has initiated major capital improvement projects, reduced crime, implemented extensive cleaning and beautification programs, increased support for events that enrich the community and attract tourism dollars, expanded appropriations for organization that help improve the quality of life in Talladega, and adopted ordinances and resolutions that promote economic growth. He spearheaded the revival of the Talladega-Texaco Walk of Fame in Davey Allison Memorial Park and has been widely recognized for strengthening relationships between the business community and the city.

By forging partnerships with community leaders and working closely with Talladega City Council, city staff, and volunteers, Mr. Hill is helping to revitalize Talladega. The city recently applied for and was accepted into the highly competitive Main Street Alabama Program and named a Main Street Alabama Designated Community in June 2022. Governor Kay Ivey commended the City of Talladega for receiving this tremendous honor.

The city has developed a master plan for downtown and park redevelopment and received a \$280,000 Safe Streets and Roads for All Grant. Additionally, construction of a downtown pocket park began in 2023. The city recently utilized a Community Development Block Grant to demolish 33 abandoned, dilapidated buildings in Talladega's Knoxville community, and began demolishing buildings in February 2023. Following this the city received an additional \$400,000 to start in the community located next to Talladega College and the Alabama Institute for the Blind.

In 2021, under Mr. Hill's skillful guidance, the city hosted a Police Chief Hiring Community Forum and selected Police Chief Diane Thomas. Mr. Hill has worked closely with Chief Thomas and Talladega City Council to increase safety in the community. Murder rates dropped from eight in 2021 to five in 2022. Burglaries dropped from 121 in 2021 to 63 in 2022. Robberies dropped from ten in 2021 to three in 2022 and rapes dropped from eight in 2021 to four in 2022.

The City Manager continues to search out ways and grants to bring money in to support projects for the city, along with the Main Street Alabama Program and the Alabama Cities of Excellence Program connected to the State of Alabama.

#### Notable Contributions

- Goals given by the City Council met 100% two months before the allotted time frame.
- Working to secure additional grants and funds for the City of Talladega
- Was able to get the City of Talladega audits and bank reconciliations caught up from 3 years behind
- Secured the first federal earmark grant funds of \$1.9 million for a walk-able community for the Alabama Institute for the Deaf and Blind, Talladega College, and the downtown community and \$796,000 to extend the airport runway.
- Secured an additional \$1.1 million grant for walk able City initiative
- Secured \$7.5 Million from Alabama Department of Environmental Management to improve the Water Treatment Plant and the Waste Water Treatment Plants
- Secured a \$3.8 million Federal Earmark for Emergency Services from Senator Katie Britt
- Refinanced bonds for Water Department to do over \$19 million in water infrastructure improvements.
- Working to correct and make current all areas of the Finance Department through Payables and Receivables, recovering over a \$1 million in outstanding bills
- Federal Earmarks and Grants totaling approximately \$15 million dollars
- Decrease in crime rates (murders, burglaries, robberies, and rapes)

- Partnered with global entrepreneur Jeff Hoffman and NBA Legend Shaquille O’Neal to enrich the lives of youth (60 percent never left state of Alabama before). The two are revitalizing a school and a golf course.
- Recruited first new housing development (Timber Ridge housing development) for 220 new houses.
- Within 2 years completed \$2.1 million in road paving project
- Established intensive internship program (College Students and High School Students)
- We applied for and received a \$100K Innovate Alabama Grant/Smart City
- We applied for and received a \$50K T-Mobile Grant to fund city’s first fully accessible ADA public park.
- Walk of Fame Induction Ceremony at Davey Allison Memorial Park/honored Park founder Boyd McGehee and NASCAR driver Ryan Blaney, who went on to win big at Talladega Superspeedway
- Have risen over \$120k for Christmas on the Square activities.
- Establishing local mural trail
- Expanded appropriations and held drive, coat drive, food drive, e-recycle drive to better serve and assist the community.
- Working with SAIN Associates to develop an ADA compliant city, walkable city (sidewalks study), and a public transportation plan.
- Caught the city’s finances (i.e., audits and bank reconciliations) that were three years behind.
- City and Water Department officially operating in the Black by over \$4 million

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**Executive Director of Institutional Advancement  
And Community Relations  
Alabama Institute for the Deaf and Blind  
205 South Street E.  
Talladega, AL 35160  
\$119,000 Annually**

**55-60 hours per week  
11/01/2020 to 4/30/2021  
Supervisor: Dr. John Mascia,  
President  
Tel: 256-761-3200  
Email: [mascia.john@aidb.org](mailto:mascia.john@aidb.org)**

The Executive Director for the Institutional Advancement and Community Relations is responsible for developing, leading, and directing the overall development strategy and community engagement in support and advancement of the Alabama Institute for Deaf and Blind’s (AIDB) Mission and fundraising strategic plan. Also, responsible for overseeing the annual, major and planned gift cultivation and solicitation, corporate and foundation support, comprehensive and capital campaigns, state and federal governmental support, as well as served as the principal liaison between community and industry leaders associated with all Institute interests. Ensured that supporting functions including, but not limited to, grant writing, research and gift processing, marketing, public relations, and donor programs are executed effectively.

In addition, ensured AIDB’s Mission and Purpose is reinforced through cultivation, solicitation, and philanthropic support, from not only the immediate and statewide community, but also building an advancement program that places AIDB on a national stage.

Served as the President’s Senior Administrative Staff as an advisor on all advancement related programs.

**REQUIREMENTS FOR THIS POSITION INCLUDED:**

- Excellent interpersonal skills to establish and maintain stellar working relationships with direct reports, colleagues, and external stakeholders.
- Proven ability to steward multiple funding relationships, secure grant funding, ongoing grant management and working with budgets.

- Exceptional writing and communication skills with experience in developing and presenting reports to a variety of audiences to include building a social media presence.
- Demonstrated ability to develop and execute multiple complex projects and prioritize competing deadlines.
- Proven ability to work with a high level of independence, prioritize assignments and departmental needs to meet deadlines.
- Ability to communicate and engage with both an effective individual interpersonal communication style and for effective small and large group presentation.
- Ability to work effectively and respectfully with a variety of constituencies representing diverse cultural, racial, ethnic, educational, and socioeconomic backgrounds.
- May be required to obtain a valid driver license and provide current auto insurance policy.
- A sign language proficiency level of SURVIVAL according to the AIDB evaluation system must be obtained within the first thirty (30) months of employment.

Notable Contributions

- Raised funds to support the deaf, blind and deaf/blind students and Adults for AIDB various programs.
- Searched out grants specifically for the deaf and blind to submit for possible funds in support of programs for the students of AIDB.
- Secured \$2.2 Million in support in less than 7 months

**Vice President of Institutional Advancement  
Talladega College  
627 W. Battle Street  
Talladega, AL 35160  
\$125,000 Annually**

**55-60 hrs. per week  
04/2018 to 10/30/20  
Supervisor: Dr. Billy Hawkins, Pres.  
Tel. 256-761-6200  
Email: bhawkins@talladega.edu**

Served as key member of Senior Administration Leadership team, reporting to president with accountability for providing leadership and direction through planning, organization, coordination, and implementation of college's Development Programs. Provide strategic leadership in areas of fundraising, resource development, estate planning, annual giving, alumni relations, and corporate and foundations relations programs. Manage and complete Capital Campaign, Annual Fund Drive, and Annual President's Report. Lead advancement team in carrying out goals and funding priorities as determined by college's mission and vision outlined in strategic plan. Assist faculty and staff in identifying and securing government funding sources such as NSF, DOE, HHS, and others.

Align and prioritize college's strategic plan with grant opportunities. Oversee grant proposal writing projects; work with faculty to capture meaningful data (including outcomes). Establish industry partners. Lead all stages of grant acquisition and administration. Provide grant proposal and budget resources for development, including workshops, handbooks, handouts, and information on external grant-writing workshops. Review and edit proposals. Oversee institution's external government funded programs and manage Title III programs.

Supervise, mentor, and evaluate direct reports that include director of development, alumni affairs director, public relations director, administrative assistant, grant writer, interns, and work study students. Manage lobbyist (federal, state, and local partnerships / funding).

### Notable Contributions

- Raised more than \$4 million to date during the current 2019 / 2020 fiscal year.
  - Credited with increasing alumni engagement and giving 12% in fiscal year 2018 / 2019. Raised \$2.37 million, representing 21.2% increase over 2017 / 2018 fiscal year.
  - Developed plan that successfully funneled an average of \$118,000 annually back into endowment.
  - Led \$4.1 million William R. Harvey Museum of Art Campaign, achieving 85% of goal to date.
  - Launched a new naming rights campaign to off-set \$26 million USDA loan that funded building of new residence hall and student center / arena.
  - Coordinate all institution-wide communications involving COVID-19 response and preparedness. Serve on committee that secured over \$7.1 million in relief funding.
  - Led development and negotiation of partnership with Coca-Cola, securing \$363,000 deal that included scholarship, products, sponsorships, scholarships, and arena digital scoreboards.
  - Secured 5% increase in appropriations by forging and maintaining open communication relationships with congressman and state representatives to develop policy.
  - Partnered with Public Relations to develop social media growth strategy that produced follower increases of 400% for Instagram, 73% for Facebook, and 133% for Twitter. Aligned with Public Relations to release over 120 stories and articles through various media and news outlets during 2018 / 2019 fiscal year.
  - Oversaw release of department's first magazine in over 20 years.
  - Directed Opportunity Zones project, projected to infuse \$31 million into community development project involving land donated to institution.
  - Negotiated school logo branding agreements with Walmart (glass entrance), a local banking institution (branch walls), and the Quintard Mall (entire mall section for institution advertisements).
  - Assist in establishing process and direction of philanthropy for college's diversifying revenue efforts through revenue gained from programs that include school license plates and campus vending machines, credited with generating \$50,000 annually.
  - Oversaw documentation submission efforts that led to securing \$550,000 grant from National Parks Service to revitalize oldest building on campus.
  - Negotiated in-kind residents from Alabama Institute for the Deaf and Blind, saving institution over \$350,000.
  - Lead team that secured Center of Excellence for Department of Defense in cyber security. Secured minimum of \$1 million in annual funding.
  - Secured grants that include \$550,000 from NPS and \$350,000 Campus Consortium Technology grant.
  - Provided leadership that led to institution being named School of the Month by Tom Joyner Foundation for first time in 8 years (March 2019).
  - Received Major gift from Bill O'Reilly to launch Bill O'Reilly Scholars.
  - Initiated contract negotiations with Nike to include all institution athletics.
  - Won \$150,000 grant for use in funding educational trip to Tokyo, Japan for 23 students and 5 chaperones.
  - Lead Institutional Advancement Team (senior director of development, alumni affairs director, public relations director, director of special events, protocol and logistics, and administrative assistant).
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**National Director of Alumni Engagement &  
External Affairs – USA, Mexico, and Canada**  
**INROADS, Inc.**  
**260 Peachtree St., #400**  
**Atlanta, GA 30303**  
**\$99,600 Annually**  
**fharper@inroads.org**

**55-65 hrs. per week**  
**11/2015 to 03/2018**  
**Supervisor: Forest Harper**  
**President & CEO**  
**Tel: 917-238-0187**  
**Email: <mailto:fharper@inroads.org>**

Managed alumni development associate and alumni coordinator accountable for performance of database manager and up to 10 market managers, while serving as key member of leadership team those crafts strategic direction for organization's Alumni Engagement & External Affairs department. Managed 28 alumni chapters nationally and collaborated with INROADS Alumni Association (IAA) to develop and implement strategies to strengthen relationships with 28,000+ alumni network. Served as key member of the leadership team. Actively participated in crafting of strategic direction for alumni engagement and external affairs. Oversaw external affairs and cultivated relationships with alumni who represented corporate and foundation sponsors, as well as other organizations aligned with INROADS mission and vision.

Worked with leadership to plan and implement alumni programs, support alumni chapter development and design and implement new alumni services. Engaged INROADS alumni nationwide through volunteerism, stewardship, and service. Developed strategies to support national, regional, local and corporate alumni association chapters. Established new chapters. Conducted prospect research on corporations, foundations, and individuals to build prospective partnerships. Cultivated and transitioned intern employees to active alumni status.

Developed and maintained budgets for alumni cultivation initiatives. Implemented alumni relations communication plans and coordinated extraordinary events targeting alumni community; coordinated with regional directors and IAA to ensure execution across all 10 INROADS regions. Led coordination and execution of all high net worth fundraising events. Developed and executed annual development plans and strategies to support organization's fundraising campaign through alumni's philanthropic strategy. Created, generated, and reviewed internal reports that tracked and measured career progress and alumni achievements.

Developed proposals and grants to corporations and foundations aligned with the organization's mission and vision. Oversaw development / dissemination of 5-6 print and digital alumni magazines and managed database. Developed website and revised information. Provided direction and management of INROADS National Event; collaborated with committees, identified / negotiated with contract vendors, and coordinated with Marketing and Communications Department. Published Harris Connect alumni directory. Prepared prospect research for CEO meetings with Fortune 100 and Fortune 500 CEOs and CDOs.

#### Notable Contributions

- Credited with increasing revenue 222% by improving execution of annual giving, major gifts solicitation, and planned giving campaigns.
- Hosted Sale diversity recruitment events targeting Fortune 100 and Fortune 500 companies. Exceeded alumni cultivation events sales quotas by 50%, with packages ranging from \$25,000 to \$300,000.
- Built partnership with Talladega College, Oakwood University, and Tougaloo College through United Negro College Career Pathway grant through The Lilly Foundation.
- Led research project that successfully identified and reached all alumni with net worth of over \$1 million.
- Developed and actively maintained a comprehensive alumni outreach campaign and alumni database tracking system.

- Prepared alumni benchmark-driven reports on alumni activities and fundraising events for dissemination at board meeting and in annual reports.
- Partnered with Changing our World to conduct research on alumni, which identified numerous high net worth alumni worldwide.
- Published mandatory philanthropy curriculum for interns around the country enrolled in INROADS, Inc.
- Added 28 new partnerships in 2 years.
- Co-Chaired national events (Learning Summits, Benefit Gala, Golf Tournament), with events operating events at surplus for first time in over 5 years.

**Director of Institutional Advancement  
Georgia Piedmont Technical College  
495 N. Indian Creek Dr.  
Clarkston, GA 30021**

**55-65 hrs. per week  
11/2013 to 11/2015  
Supervisor: Judy Taylor, VP of  
Institutional Advancement / Exec.  
Director of GPTC Foundation  
Tel: 706-346-4458  
Email: jl\_taylor@bellsouth.net**

Coordinated development of GPTC Foundation budget, as well as annual fund, major gifts, and planned giving campaigns. Created and maintained high-performance environment characterized by positive leadership and team collaboration, with work planned and organized work to meet institution's mission, vision, and goals. Supervised Institutional Advancement employees. Cultivated federal, corporate, and private foundations to secure major gifts and endowments. Developed and maintained working relationships with Board of Trustees and external partners to promote GPTC and coordinated activities with Board of Trustees. Secured partnerships and scholarships faith organizations,

Developed, implemented, and maintained comprehensive internal and external resource development plan. Tracked current trends.

#### Notable Contributions

- Orchestrated re-launch of GPTC Alumni Association, as well as relaunch of GPTA Annual Giving Program after successful completion of alumni research project.
- Increased all foundation grants by a total of 39%. Revamped entire foundation budget, cutting costs by 29% and increasing revenue by 48%.
- Collaborated with Shaquille O'Neal to put on community event partnering with entities such as Sunkist, Great Clips, Feed the Children, Local Fire Rescue, and numerous others, securing in-kind gifts totaling \$180,000.
- Received largest-ever broadcast engineering gift, used to launch new program.
- Received largest individual gift to start scholarship endowment (\$25,000).
- Integrated use of Raisers Edge fundraising database into daily operations.
- Lead institution's Scholarship Committee.

**Director of Alumni Affairs and Planned Giving**  
**Shaw University**  
**118 E. South St.**  
**Raleigh, NC 27601**  
**\$50,000 Annually**

**60 hrs. per week**  
**12/2011 to 11/2013**  
**Supervisor: Dr. Dorothy C. Yancy,**  
**President**  
**Tel: 704-575-8045**  
**Email: dcyancy@bellsouth.net**

Accountable for gifts of estates, trusts, and various other and financial venues that reflected financial planning and deferred giving opportunities. Served as fundraising liaison to several university areas and prepared written materials. Trained and supported other staff members working with donors on deferred and planned gifts such as trusts, charitable annuities, life insurance, wills, and bequests. Assisted Admissions Office in supporting alumni recruitment of students during regional meetings across the US. Prepared annual reports for alumni relations and monitored application of funds budgeted. Served as liaison between alumni (28 alumni chapters) and university community.

Ensured integration of gift planning into all facets of fundraising. Identified and cultivated planned gift prospects. Set solicitation strategies and trained alumni, staff, and volunteers. Collaborated with president and executive committee of National Alumni Association on event planning. Collaborated with vice president, director of development / public relations and development writer in designing and implementing multi-year planning cycle for maximizing the annual relations value and fundraising impact of reunion and annual programming. Established short and long-range goals regarding planned giving objectives.

Coordinated, supported, and monitored alumni office collaboration with institutional advancement staff in execution of reunion and annual giving programs. Conducted site visits to select alumni and alumni chapters nationally for cultivation purposes.

#### Notable Contributions

- Co-chaired Quality Enhancement Plan (Q.E.P.) Marketing Committee.
- Increased alumni giving percentage from 4% to 32%, representing highest in institution's history.
- Orchestrated eight planned gifts ranging from \$10,000 to \$25,000.
- Served as Interim Title III activities director. Managed budget, outcomes, data, and governmental reporting.
- Served as event planning chair and collaborated with Institutional Advancement staff and National Alumni Association for all university events such as homecoming and reunion activities.
- Launched alumni recruitment model nationwide, credited with slashing admissions recruiting budget by recommended 35%, with 10-year re-accreditation.
- Organized, planned, and executed bi-annual university phon-a-thon.
- Relaunched institution's dormant alumni directory.
- Served in roles that included senior class advisor, pre-alumni council advisor, and Collegiate 100 Black Men of America advisor (first chartered line).
- Assisted editor with relaunch, publication, and dissemination of university's alumni publication (The Shaw Gazette). Received Special Merit Award from Council for Advancement and Support of Education (CASE) for efforts.
- Oversaw activities for annual Shaw Days, a day each year where houses of worship across the country donate to the university.
- Launched e-newsletter, with cross-platform linking to all social media channels.

**Director of Alumni Affairs/Development**  
**Talladega College**  
**627 W. Battle Street**  
**Talladega, AL 35160**  
**Annually**

**55-60 hrs. per week**  
**11/2009 to 10/30/2010**  
**Supervisor: Barbara Dunn-Harrington**  
**Interim Vice President of Institutional \$38,000**  
**Advancement – Tel: 334-728-2795**  
**Email: dunn426@gmail.com**

Provided leadership and strategic direction for alumni relations to develop and implement programs and initiatives that engage Talladega College alumni and constituents. Facilitated comprehensive program of alumni / development activities that supported college's initiatives among nationwide networks. Managed staff of professionals and served as university citizen, providing strategic planning and effectively managing / recruiting volunteers.

Scheduled and attended evening and weekend events, including college fairs, high school visits, networking events, and potential donor functions. Created on engagement opportunities such as campus and regional events and programming, alumni education opportunities, alumni travel programs, career services, reunions, class programs, alumni / parent / student outreach, and collaboration with other critical campus partners. Maintained / updated database material and communicated with alumni via web-based applications. Oversaw recruiting and training; served as liaison with alumni volunteers.

#### Notable Contributions

- Increased alumni giving from 2% to 13% during first year in role.
- Conducted two annual reunion weekends fundraising events, collecting over \$200,000.
- Coordinated highly successful Founder's Day and Commencement Weekend events.
- Ideated and launched personalized brick project, successful in raising over \$50,000.
- Led effort to enroll student recognized as one of Lost Boys of Sudan, a name given to a group of over 20,000 boys of the Nuer and Dinka ethnic groups displaced or orphaned during the Second Sudanese Civil War. Secured enrollment with all expenses paid.
- Led tornado relief effort that raised \$8,000 in funds and in-kind gifts from Walgreens.
- Led Foster Hall renovation project, which included providing room naming opportunities for alumni in lieu of donations.
- Created Institution's first online bookstore.
- Developed and designed Talladega College 2010 Alumni Directory.
- Formed Alumni Mentoring Program.
- Launched e-newsletter, with cross-platform linking to institution's social media channels.

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**Assistant Coordinator of Basketball**  
**Operations**  
**Talladega College**  
**627 W. Battle Street**  
**Talladega, AL 35160**  
**\$25,000 Annually**

**50 hrs. per week**  
**02/2008 to 11/2009**  
**Supervisor: Dr. Floretta James-Dortch,**  
**Director of Admissions and the Registrar**  
**Tel: 256-622-2009**  
**Email: fdortch@gmail.com**

Assisted head coach with performance analysis and player instruction on game strategies and techniques in preparation for athletic competition. Instructed in areas of deficiency and determined strategies against opposing teams. Observed players and noted areas for team and individual improvement. Assisted with player conditioning.

### Notable Contributions

- Contributed to team winning back-to-back men's USCAA National Basketball championship (2008-2009 and 2009-2010).

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**Assistant Counselor / Recruiter**  
**Talladega College**  
**627 W. Battle Street**  
**627 W. Battle Street**  
**Talladega, AL 35160**  
**\$25,000 Annually**

**50 hrs. per week**  
**02/2008 to 11/2009**  
**Supervisor: Dr. Floretta James-Dortch,**  
**Director of Admissions and the Registrar**  
**Tel: 256-622-2009**  
**Email: fdortch@gmail.com**

Assisted in development and implementation of recruitment plan to coordinate institution's student recruitment strategies. Collaborated with Marketing and Public Relations Department to plan recruitment events and develop recruitment publications. Coordinated and attended college and career programs, scholarship awards programs, and graduation programs. Served as primary point of contact for current and prospective students. Created and maintained student database system. Entered student enrollment documents and established correspondence with prospective students. Served as liaison for students with Offices of Financial Aid, Registrar, and Admissions. Organized and conducted campus tours. Represented college at career fairs and student-centered events. Produced marketing materials. Recruited basketball student athletes and ensured eligibility. Secured volunteers nationwide to attend and assist with fairs.

### Notable Contributions

- Instrumental in school reaching its largest enrollment in a decade, driving 106% enrollment increase.
- Conducted hundreds of college tours during tenure.
- Created and maintained a new student database.
- Launched first electronic newsletter. Linked newsletter with all social media channels.
- Facilitated production and printing of brochures as in-kind contribution.

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## EDUCATION

### **Pursuing Ph.D. in Educational Management**

Hampton University – Hampton, VA | Candidate

- GPA: 3.8

### **Certification, Philanthropy and Fundraising**

NYU George H. Heyman, Jr. Center for Philanthropy and Fundraising – New York, NY | May 2013

- GPA: 3.8

### **Master of Science in Public Administration (minor in Criminal Justice)**

Jacksonville State University – Jacksonville, AL | August 2009

### **Bachelor of Arts in Public Administration (minor in Criminal Justice)**

Talladega College – Talladega, AL | August 2006

### **High School Diploma**

Coral Springs Charter High School – Coral Springs, FL | June 2002

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## **ADDITIONAL TRAINING**

- Courses: The Art of the Ask, Online and Mobile Fundraising, Planned Giving, Annual Appeal, Analyzing and Understanding Non-Profits, Financial Statements, Ethics and Laws of Non-profits
  - Certificate of Participation, 14<sup>th</sup> Annual Hampton University Executive Leadership Summit-On the Road to The Presidency: Pursuing the Dream
  - Certified Mentor, 100 Black Men of America, Inc.
  - The Association of Fundraising Professionals Diversity Fellows/Mentoring Program
  - H.E.L.F. Higher Education Leadership Foundation Fellow-Cohort 9
  - ICMA Professional Development Academy
  - ICMA Leading on Purpose
  - Alabama City County Management Association
  - National League of Cities
  - International City/County Management Association
  - Georgia Municipal Association
  - Georgia City County Management Association
- 

## **PROFESSIONAL ORGANIZATIONS**

- Member, Council for Advancement and Support of Education - CASE
  - Member, Council for Resource Development
  - Member, Omega Psi Phi Fraternity, Inc.
  - Member, Association of Fundraising Professionals - AFP
  - Outstanding Young Alumni Award Recipient, United Negro College Fund National Alumni Council
  - The Association of Fundraising Professionals Diversity Fellows/Mentoring Program
  - International City/County Management Association - ICMA
  - Alabama City/County Management Association (Board Member) ACCMA
  - National Forum for Black Public Administrators (NFBPA)
- 

## **SPEAKING ENGAGEMENTS**

- Keynote Speaker, Black History Month Program
  - Keynote Speaker, CONFAB – Shaw University National Alumni Association
  - Keynote Speaker, Graduation Weekend Gala, Talladega College
  - Diversity and Inclusion panelist, INROADS, Inc.
-

## **VOLUNTEER ORGANIZATIONS**

- PBS Atlanta
- United Negro College Fund
- INROADS, Inc.
- Sickle Cell Leadership Team
- Human Rights Campaign
- Omega Psi Phi Fraternity, Inc.
- Talladega College National Alumni Association

# Full Application

changes recorded Sat Dec 14 2024 at 22:25:08 GMT-0600 (Central Standard Time)  
by SEDDRICK HILL (thaddeus1033@gmail.com)

## APPLICANT INFORMATION

First Name	Middle Initial	Last Name	Address
SEDRICK	T	HILL	114 Cottage Lane
City	State	Zip Code	Phone Number
Sterrett	ALABAMA	35147	9542547526
Email Address			
thaddeus1033@gmail.com			

## VOLUNTARY SELF-IDENTIFICATION SECTION

GENDER	RACE	HISPANIC OR LATINO	AMERICAN INDIAN OR ALASKA NATIVE
MALE	BLACK	No	No
ASIAN	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	WHITE
No	Yes	No	No
TWO OR MORE RACES			
No			

## ELIGIBILITY, RELATIVES, & PREVIOUS CITY EMPLOYMENT

Are you at least 18 years of age?	Check this box if you are a citizen of the United States.	Check this box if you are lawfully authorized to work in the United States.	If yes, are you able to provide documentation as required by law to verify your eligibility to work in the United States?
Yes	Yes	Yes	Yes
Are you related to any employee(s) of the City of Fort Pierce?	If yes, please, list their name(s).	Check this box if you have ever been employed by the City of Fort Pierce.	If you are a former employee, please list your position.
No	n/a	No	n/a
Check this box if you are currently employed by the City of Fort Pierce.			
No			

## DRIVERS LICENSE INFORMATION

DRIVER'S LICENSE STATE	DRIVER'S LICENSE TYPE	DRIVER'S LICENSE NUMBER	EXPIRATION DATE
ALABAMA	CLASS E PERSONAL VEHICLE	10855332	7/24/2028
List any restrictions and/or endorsements that you have.			
n/a			

## MILITARY SERVICES RECORD

Have you ever served in the Military Service of the United States?	Date Inducted	Rank at Discharge	Type of Discharge
NOT A VETERAN	n/a	n/a	n/a
Date of Discharge	Are you currently a member of any branch of the military or Naval Reserves?	If yes, please indicate the date your military obligations expire.	Years of Creditable Active Service
n/a	No	n/a	n/a

Are you claiming Veterans' Preference (in accordance with Chapter 55 A-7, Florida Administrative Code, and Chapter 295.07, Florida Statutes)?

No

If eligible, which Veterans' Preference are you claiming?

*n/a*

## HIGHEST DEGREE ATTAINED

Please select the highest degree type that you have attained.

MASTERS DEGREE

## COLLEGE INSTITUTION

### COLLEGE INSTITUTION 1

College Name

Hampton University

College City

Hampton

College State

Virginia

Select your degree level.

PHD

What did you major in?

Education Management

Did you graduate?

No

Please include any relevant details.

Still on Chapter 3 of dissertation

### COLLEGE INSTITUTION 2

College Name

New York University

College City

New York

College State

New York

Select your degree level.

*n/a*

What did you major in?

Philanthropy and Fundraising

Did you graduate?

Yes

Please include any relevant details.

Certification in Philanthropy and Fundraising

### COLLEGE INSTITUTION 3

College Name

Jacksonville State University

College City

Jacksonville

College State

Alabama

Select your degree level.

MASTERS DEGREE

What did you major in?

Public Administration

Did you graduate?

Yes

Please include any relevant details.

*n/a*

### COLLEGE INSTITUTION 4

College Name

Talladega College

College City

Talladega

College State

Alabama

Select your degree level.

BACHELORS DEGREE

What did you major in?

Public Administration

Did you graduate?

Yes

Please include any relevant details.

*n/a*

## HIGH SCHOOL

High School Name

Coral Springs Charter School

High School City

Coral Springs

High School State

Florida

Did you graduate?

Yes

## EMPLOYMENT INFORMATION

### EMPLOYMENT INFORMATION 1

Start Date

2/19/2024

End Date

5/16/2024

Status - Full Time or Part Time

FULL TIME

Employer Name

City of Jonesboro

Employer City

Employer State

Employer Phone Number

Position Title

Jonesboro

GEORGIA

7704783800

City Manager

Final Salary (Whole Numbers Only - No  
Decimals/Commas)  
\$145,000

Number of Employees Supervised  
70

Position Duties  
The City Manager is responsible for coordinating, administering and supervising all decisions, regulations and policies of Mayor & Council. In addition, the City Manager develops operational objectives, policies and programs necessary for sound conduct of administrative operations. The City Manager authenticates by signature and serves as the custodian of Minutes, Resolutions, Ordinances and other official documents. The City Manger also handles all requests under the Georgia open Records Act. The City Manager serves as Superintendent of Elections for all City elections. The Office of City Manager also serves as the Personnel Administration office to include the responsibilities of employee recruitment, workers compensation & employee benefits administration. The City Manger oversees the preparation of business licenses, alcohol licenses, and oversees activities of accounts receivables, accounts payable, payroll and other tasks. In addition, the City manager serves as the Executive Director of the Jonesboro Downtown Development Authority.

Reason for Leaving  
Resignation

Supervisor Name  
City Council

Contact Email  
dsartor@jonesboroga.com

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.  
Yes

Please, explain any work gap(s) you may have.  
This was my last place of employment before going back to my consulting business.

**EMPLOYMENT INFORMATION 2**

Start Date  
5/1/2021

End Date  
1/8/2024

Status - Full Time or Part Time  
FULL TIME

Employer Name  
City of Talladega

Employer City  
Talladega

Employer State  
ALABAMA

Employer Phone Number  
2563628775

Position Title  
City Manager

Final Salary (Whole Numbers Only - No  
Decimals/Commas)  
\$130,000

Number of Employees Supervised  
300

Position Duties  
The City Council appoints the City Manager. The City Manager is the Chief Executive Officer and head of the administrative branch of the City Government. The City Manager shall be responsible to the Council for the proper administration of all affairs of the City. The City Manager shall have the power and shall be required to: • Enforce all

Reason for Leaving  
Termination

be required to: • Enforce all laws and ordinances. • Appoint and remove all officers and employees of the city, except as otherwise provided by law and except as the City Manager may authorize department heads to appoint and remove subordinates in their respective departments. • Exercise administrative supervision and control over all officers, employees, offices, departments, boards, and agencies except those otherwise provided for by law. • Prepare and submit the budget proposal and to administer it after its adoption. To date, the City Manager has reviewed all departments and is working to put together a Master Plan for the City of Talladega to submit to the Council. All Department Head Directors asked to submit suggestions to the City Manager to enhance their specific area of responsibility, i.e., money saving plans, employee programs, and any other suggestions that would help to better the City of Talladega for its citizens.

Supervisor Name  
City Council

Contact Email  
hr@talladega.com

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.  
 Yes

Please, explain any work gap(s) you may have.  
n/a

**EMPLOYMENT INFORMATION 3**

Start Date  
11/1/2020

End Date  
4/30/2021

Status - Full Time or Part Time  
FULL TIME

Employer Name  
Alabama Institute for the Deaf and Blind

Employer City  
Talladega

Employer State  
ALABAMA

Employer Phone Number  
2567613200

Position Title  
Executive Director

Final Salary (Whole Numbers Only - No Decimals/Commas)  
\$119,000

Number of Employees Supervised  
7

Position Duties  
The Executive Director for the Institutional Advancement and Community Relations is responsible for developing, leading, and directing the overall development strategy and community engagement in support and advancement of the Alabama Institute for Deaf and Blind's (AIDB) Mission and fundraising strategic plan. Also, responsible for overseeing the annual, major and planned gift cultivation and solicitation, corporate and foundation support, comprehensive and capital campaigns, state and federal governmental support, as well as served as the principal

Reason for Leaving  
Resignation

liaison between community and industry leaders associated with all Institute interests. Ensured that supporting functions including, but not limited to, grant writing, research and gift processing, marketing, public relations, and donor programs are executed effectively. In addition, ensured AIDB's Mission and Purpose is reinforced through cultivation, solicitation, and philanthropic support, from not only the immediate and statewide community, but also building an advancement program that places AIDB on a national stage. Served as the President's Senior Administrative Staff as an advisor on all advancement related programs.

Supervisor Name  
Dr. John Mascia

Contact Email  
mascia.john@aidb.org

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.  
**Yes**

Please, explain any work gap(s) you may have.  
*n/a*

#### EMPLOYMENT INFORMATION 4

Start Date  
4/1/2018

End Date  
10/30/2020

Status - Full Time or Part Time  
FULL TIME

Employer Name  
Talladega College

Employer City  
Talladega

Employer State  
ALABAMA

Employer Phone Number  
2567616200

Position Title  
Vice President

Final Salary (Whole Numbers Only - No Decimals/Commas)  
\$0

Number of Employees Supervised  
10

Position Duties  
Served as key member of Senior Administration Leadership team, reporting to president with accountability for providing leadership and direction through planning, organization, coordination, and implementation of college's Development Programs. Provide strategic leadership in areas of fundraising, resource development, estate planning, annual giving, alumni relations, and corporate and foundations relations programs. Manage and complete Capital Campaign, Annual Fund Drive, and Annual President's Report. Lead advancement team in carrying out goals and funding priorities as determined by college's mission and vision outlined in strategic plan. Assist faculty and staff in identifying and securing government funding sources such as NSF, DOE, HHS, and others. Align and prioritize college's strategic plan with grant opportunities. Oversee

Reason for Leaving  
Resignation

grant proposal writing projects; work with faculty to capture meaningful data (including outcomes). Establish industry partners. Lead all stages of grant acquisition and administration. Provide grant proposal and budget resources for development, including workshops, handbooks, handouts, and information on external grant-writing workshops. Review and edit proposals. Oversee institution's external government funded programs and manage Title III programs. Supervise, mentor, and evaluate direct reports that include director of development, alumni affairs director, public relations director, administrative assistant, grant writer, interns, and work study students. Manage lobbyist (federal, state, and local partnerships / funding).

Supervisor Name  
Dr. Billy C. Hawkins

Contact Email  
bhawkins@talladega.edu

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.  
 Yes

Please, explain any work gap(s) you may have.  
n/a

**EMPLOYMENT INFORMATION 5**

Start Date  
11/1/2015

End Date  
3/1/2018

Status - Full Time or Part Time  
FULL TIME

Employer Name  
INROADS, INC.

Employer City  
Atlanta

Employer State  
GEORGIA

Employer Phone Number  
9172380187

Position Title  
National Director

Final Salary (Whole Numbers Only - No Decimals/Commas)  
\$0

Number of Employees Supervised  
0

Position Duties  
Managed alumni development associate and alumni coordinator accountable for performance of database manager and up to 10 market managers, while serving as key member of leadership team those crafts strategic direction for organization's Alumni Engagement & External Affairs department. Managed 28 alumni chapters nationally and collaborated with INROADS Alumni Association (IAA) to develop and implement strategies to strengthen relationships with 28,000+ alumni network. Served as key member of the leadership team. Actively participated in crafting of strategic direction for alumni engagement and external affairs. Oversaw external affairs and cultivated relationships with alumni who represented corporate and

Reason for Leaving  
Resignation

represented corporate and foundation sponsors, as well as other organizations aligned with INROADS mission and vision. Worked with leadership to plan and implement alumni programs, support alumni chapter development and design and implement new alumni services. Engaged INROADS alumni nationwide through volunteerism, stewardship, and service. Developed strategies to support national, regional, local and corporate alumni association chapters. Established new chapters. Conducted prospect research on corporations, foundations, and individuals to build prospective partnerships. Cultivated and transitioned intern employees to active alumni status. Developed and maintained budgets for alumni cultivation initiatives. Implemented alumni relations communication plans and coordinated extraordinary events targeting alumni community; coordinated with regional directors and IAA to ensure execution across all 10 INROADS regions. Led coordination and execution of all high net worth fundraising events. Developed and executed annual development plans and strategies to support organization's fundraising campaign through alumni's philanthropic strategy. Created, generated, and reviewed internal reports that tracked and measured career progress and alumni achievements. Developed proposals and grants to corporations and foundations aligned with the organization's mission and vision. Oversaw development / dissemination of 5-6 print and digital alumni magazines and managed database. Developed website and revised information. Provided direction and management of INROADS National Event; collaborated with committees, identified / negotiated with contract vendors, and coordinated with Marketing and Communications Department. Published Harris Connect alumni directory. Prepared prospect research for CEO meetings with Fortune 100 and Fortune 500 CEOs and CDOs.

Supervisor Name

Forest Harper

Contact Email

fharper@inroads.org

Check this box to indicate that the City of Fort Pierce may contact this employer. Leave unchecked if we may not contact them.

Yes

Please, explain any work gap(s) you may have.

n/a

## PROFESSIONAL REFERENCE



### PROFESSIONAL REFERENCE 1

Reference Name	Occupation	Phone Number	Email Address
Mayor Tim Ragland	Government	2563753435	tragland@talladega.com

### PROFESSIONAL REFERENCE 2

Reference Name	Occupation	Phone Number	Email Address
Joe Power	Retired VP of Bank	2565211766	joepower4ward3@msn.com

## PERSONAL REFERENCE



Reference Name	Occupation	Phone Number	Email Address
Andre Lee	Executive Director/CEO	6159434470	andre.lee@mycareerlife.org

## BACKGROUND INFORMATION



Check this box if you have ever been convicted of any offense against the law, or pleaded nolo contendere (no contest), or had adjudication withheld in a criminal offense, felony, misdemeanor or otherwise, by court or a military tribunal.

No

If your answer is yes (you have checked the box), please, answer the 5 questions above.

n/a

## COVER LETTER



FILE ATTACHMENT (PDF or JPEG)

CoverLetter.docx

## RESUME



FILE ATTACHMENT (PDF or JPEG)

STHILL Resume (1).pdf

## CERTIFICATE/LICENSE



### CERTIFICATE/LICENSE 1

No data provided

## RECOMMENDATION LETTER



### RECOMMENDATION LETTER 1

No data provided

## OTHER DOCUMENTATION



## OTHER DOCUMENTATION 1

No data provided

## JOB SPECIFIC QUESTIONS



Do you have experience as a City Manager, Deputy/Assistant City Manager, Department Director or other executive level administration experience in a municipal or other related governmental agency environment?

**Yes**

Do you currently reside in or are you willing to move into City Limits?

**Yes**

Do you have a bachelor's degree of higher?

**Yes**

Do you have at least 10 years of progressively responsible experience in administration, management, and /or coordination of local government programs and personnel?

**Yes**

## PROFESSIONAL EXPERIENCE

### Comprehensive Professional Experience

#### 1. Employment History

- a.) 02/19/2024 to 05/16/2024
  - b.) City Manager - City of Jonesboro
  - c.) Reported to: Mayor/City Council
  - d.) Salary: \$145,000
  - e.) Community Population: 5,000
  - f.) Total Employees in Organization: 70+
  - g.) Number of Employees Supervised: 8+
  - h.) Total Budget Oversight: \$6 million
- 

- a.) 05/01/2021 to 01/08/2024
  - b.) City Manager - Talladega
  - c.) Reported to: City Council
  - d.) Salary: \$130,000
  - e.) Community Population: 16,000
  - f.) Total Employees in Organization: 300
  - g.) Number of Employees Supervised: 15+
  - h.) Total Budget Oversight: \$17 million
- 

- a.) 11/01/2020 to 04/30/2021
- b.) Executive Director of Institutional Advancement, Community Relations and Foundation – Alabama Institute for the Deaf and Blind
- c.) Reported to: President/CEO
- d.) Salary: \$116,000
- e.) Population Served: 5,143,030 (Alabama Population)
- f.) Total Employees in Organization: 1,500+
- g.) Number of Employees Supervised: 7+
- h.) Total Budget Oversight: \$129.7 million

- 
- a.) 04/2018 to 10/30/2020
  - b.) Vice President of Institutional Advancement – Talladega College
  - c.) Reported to: President/CEO
  - d.) Salary: \$125,000
  - e.) Community Population: 16,000
  - f.) Total Employees in Organization: 200+
  - g.) Number of Employees Supervised: 10+
  - h.) Total Budget Oversight: \$25 million
- 

- a.) 11/2015 to 03/2018
  - b.) National Director, Alumni Engagement & External Affairs – USA, Mexico, and Canada – INROADS, Inc.
  - c.) Reported to: President/CEO
  - d.) Salary: \$99,600
  - e.) Population Served: 326.68 million (USA), 126.19 million (Mexico), 37.05 million (Canada)
  - f.) Total Employees in Organization: 75+
  - g.) Number of Employees Supervised: 5+
  - h.) Total Budget Oversight: \$22 million
- 

- a.) 11/2013 to 11/2015
  - b.) Director of Institutional Advancement – Georgia Piedmont Technical College
  - c.) Reported to: Vice President of Institutional Advancement/Executive Director of Foundation
  - d.) Salary: \$60,000
  - e.) Population Served: 759,297 (DeKalb County, GA), 111,744 (Newton County, GA)
  - f.) Total Employees in Organization: 542
  - g.) Number of Employees Supervised: 4+
  - h.) Total Budget Oversight: \$30+ million
-

- a.) 12/2011 to 11/2013
- b.) Director of Alumni Affairs and Planned Giving – Shaw University
- c.) Reported to: Vice President of Institutional Advancement w/ a dotted line to the President for Planned Giving
- d.) Salary: \$50,000
- e.) Population Served: 9,752,073 (North Carolina Population)
- f.) Total Employees in Organization: 308
- g.) Number of Employees Supervised: 4+
- h.) Total Budget Oversight: \$42+ million

2.) Why are you interested in pursuing this position?

"I'm excited about this opportunity because it allows me to give back to my home state and community. I was born and raised in Ft. Lauderdale, FL, and as a first-generation graduate, I've always valued the importance of hard work and perseverance. I have vivid memories of driving through Ft. Pierce on the way to visit my grandfather in Orlando. Despite having only a third-grade education, he led the team responsible for underground wiring and cables at EPCOT, which always inspired me and shaped my understanding of what can be accomplished with vision and dedication.

When I researched this position, what stood out to me was the chance to help lead Ft. Pierce into its next phase of growth. The balance of a small-town atmosphere with easy access to larger metropolitan areas is something I deeply value. I've seen how the city has transformed, and I'm excited by the potential to contribute to its continued development.

While my career has taken me across the country, raising significant funding and working with diverse communities, I believe it's time to return home. I want to invest my professional experience, volunteer time, and network in helping Ft. Pierce thrive. I also want my children to experience the state that shaped me, with the hope of one day retiring here myself.

What I bring to the table is a deep passion for philanthropy, a strong servant leadership approach, and a commitment to doing what's right. I believe in empowering people, whether that's the citizens of Ft. Pierce or the city staff, and finding innovative solutions to support the community's growth. I'm particularly excited about the opportunity to raise funds in creative ways, reducing reliance on taxpayer dollars, and contributing to a sustainable future for the city."

3.) How would you describe your management style?

"My management style is rooted in servant leadership. I believe in empowering Department Heads to lead their teams while holding them accountable for their performance. I trust their expertise but also offer guidance and support when necessary.

I maintain an open-door policy, though I encourage staff to go through their Department Heads first. However, I want everyone to feel comfortable approaching me if they have concerns or suggestions. It's important that my team feels heard and supported, and I want City Hall to be a place where open dialogue is encouraged.

Recognizing and appreciating my staff is a priority. I make it a point to send birthday, get-well, and work anniversary cards to everyone. Acknowledging milestones and achievements builds morale and fosters a positive, connected culture.

I also believe in clear, direct communication. I host all-staff meetings at least twice a year so that staff can hear from me and the Council directly, rather than just through formal council meetings or the media. I want to ensure everyone feels informed and engaged.

While I generally empower my team, I'm not afraid to take a more hands-on approach in critical areas. For example, in a previous role, I worked closely with the Public Works department to address significant community appearance issues, such as overgrown grass and abandoned vehicles. Additionally, when the city was facing a shortage of police officers and lacked a Chief of Police, I remained very involved to ensure the department functioned smoothly during that transition.

Another instance where I took a more micro-management approach was with the Finance Department. When I came into a city that was three years behind on audits, bank reconciliations, and had no reserve funds, I needed to take a more direct role in stabilizing the financial operations. I worked closely with the team to catch up on outstanding audits, get bank reconciliations back on track, and begin building a reserve for the city's future financial health.

Finally, I believe in leading by example. I make it a point to regularly visit city departments and drive through neighborhoods to stay connected with the community and the staff. This helps me stay informed and ensures I'm not just relying on reports. I want to support my team, understand their challenges firsthand, and help drive continuous improvement as we work together to build a stronger Ft. Pierce."

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, including hiring, discipline, ethical violations, labor relations, and performance evaluations, is guided by fairness, transparency, consistency and inclusiveness. Here's how I handle each of these areas:

1. Hiring: I believe in hiring the right person for the job, which involves a thorough and transparent recruitment process. I focus on selecting candidates who align with the organization's values, vision, and culture. I involve department heads in the interview process to ensure we're selecting candidates who not only have the right skills but also fit within the team dynamic. Once hired, I make sure new employees have the support and resources they need to succeed from the start. Trust is Key when hiring department heads, and allowing department heads to choose their team is also key, as long as performance is remaining up to par.
2. Discipline: When it comes to discipline, I take a proactive and fair approach. I believe in addressing issues early and clearly communicating expectations to avoid misunderstandings. If discipline is required, I ensure it is based on objective facts and follows established policies. I prioritize consistency to avoid perceptions of favoritism and always aim to correct behavior while maintaining respect for the individual. We must make sure that discipline is not so

punitive but more constructive feedback, which can help staff identify areas for improvement to support their professional growth.

3. Ethical Violations: Ethical behavior is non-negotiable. If an ethical violation arises, I handle it swiftly and with full transparency. I ensure that any investigation is fair and unbiased, and I communicate the outcome to the appropriate parties. I also emphasize ongoing training and education for staff to prevent violations and ensure everyone understands the organization's ethical standards. Being one that has been accused of ethical violations and it all being dropped by the Ethical Board at the State Capital; I understand the value in fairness, unbiased behaviors and through investigations.
  
4. Labor Relations: I believe in fostering a positive relationship with labor unions and staff representatives. Open communication, mutual respect, and transparency are key in maintaining healthy labor relations. I work to address concerns early and collaboratively, seeking win-win solutions where possible. I recognize the value of workers' rights and always aim to negotiate in good faith, balancing the needs of the workforce with the goals of the organization. Lastly, we must make sure that Labor Boards are also fair, lack nepotism and again, work for win-win solutions.
  
5. Performance Evaluations: I view performance evaluations as an opportunity for growth, not just assessment. I focus on constructive feedback, setting clear expectations, and creating a development plan for employees. These evaluations should be a two-way conversation, where employees feel heard and can share their own perspectives. I believe in regular check-ins rather than waiting for the annual review to ensure that performance is on track and employees are supported in their development. One cannot just put numbers on a piece of paper without clear feedback and a plan going forward that both parties sign and agree to.

Overall, I approach personnel management with empathy, fairness, and transparency. My goal is to foster a workplace environment where everyone is treated with respect, has the resources to succeed, and understands that accountability is key to the success of the organization."

5.) How would you deal with city budget constraints and identify new revenue sources?

"Dealing with budget constraints requires a careful, strategic approach that balances fiscal responsibility with the needs of the community, as well as the wants of staff, council, and commissions. The first step is to prioritize spending and align the budget with the city's long-term goals. This involves evaluating each department's needs, identifying essential services, and pinpointing areas where we can streamline operations or eliminate inefficiencies. I strongly believe in involving department heads and key staff members in this process. They often have valuable insights into where we can make cost-effective improvements, and there should be no reason for a Department Head or any other key staff member to be left out of the budgeting conversation.

I would also dive deep into the city's existing revenue streams to identify areas where we might be underutilizing resources or not maximizing potential. This could involve reviewing existing fee structures to ensure they reflect actual costs, as well as considering adjustments to tax rates where appropriate to better align with the city's needs. The "we've always done it this way" mentality has often cost cities significantly in lost revenue opportunities, and we must be open to new ways of doing things.

In addition to controlling expenses, identifying new revenue sources is crucial. One avenue is grants and federal funding. Many government agencies offer funding for specific projects, from infrastructure improvements to community development, and I have experience identifying and applying for these opportunities. Another untapped resource is our citizens and businesses. Encouraging them to consider the city in their estate plans—whether through finances, land, or facilities—can provide long-term benefits that are often overlooked.

Another important strategy is public-private partnerships (PPPs). These can be a great way to fund large-scale projects without overburdening the city's budget. For example, we could partner with local businesses or developers on projects that enhance economic development, such as business incubators, workforce development, or tourism enhancements.

I also believe in leveraging the city's assets. This could involve evaluating how city-owned properties or facilities can generate revenue, whether through leasing, selling surplus property, or offering new revenue-generating services. Additionally, exploring tourism and event-based revenues can be particularly beneficial for a city like Ft. Pierce with its unique local attractions. Investing in marketing and public relations is key, but we must also ensure that we address any challenges, such as crime rates. Research indicates that Ft. Pierce's crime rates are higher than those of cities of similar size, as well as above the national and state averages. Addressing this issue head-on, as I've done in previous cities, can significantly increase a city's bottom line by boosting safety and attracting new residents and businesses.

Finally, community engagement is vital in the budgeting process. I believe that the citizens should have a voice, particularly through focus groups, to ensure transparency and help build trust. Their involvement can open doors to creative ideas for revenue generation that the community is willing to support.

Overall, my approach is to maximize existing resources, identify new revenue opportunities, and make tough but necessary decisions to ensure the city can continue providing high-quality services without overburdening taxpayers. For example, if there's a backhoe in the Water Department that could be transferred to Public Works, why not make that transfer? If there are in-kind gifts or equipment available, let's take full advantage of them. If additional training can reduce our insurance rates, why not pursue it? Innovation is important, but sometimes it's the wisdom of making the most of what we already have that makes the biggest impact."

6.) How will you prioritize competing demands for resources within the city?

Prioritizing competing demands for city resources requires a balanced, transparent, and data-driven approach. A mentor once illustrated the importance of objectivity by holding up a \$20 bill and asking us to read the words above the White House. She would say, “In God We Trust, and the rest is data.” This principle underlines my belief in aligning all resource allocation decisions with the city’s strategic goals and long-term vision. Doing so ensures that limited resources are directed toward initiatives that maximize community well-being, promote economic development, and enhance sustainability—all while supporting competitive wages for staff.

The process begins with a clear understanding and evaluation of needs versus wants. Urgent priorities, such as public safety or infrastructure repairs, often require immediate attention, while other important demands can be deferred or adjusted to align with resource availability. Decision-making should focus on impact rather than just urgency. Engaging key stakeholders, including department heads, council members, and community leaders, ensures that choices are informed, collaborative, and reflective of the city's overall priorities. Additionally, encouraging staff to pursue grants and proposal writing can help offset many resource needs.

Conducting a cost-benefit analysis is a critical step in evaluating competing demands. For example, when comparing a public safety initiative with a beautification project, it is essential to assess the impact of each on the community’s quality of life, safety, and long-term value. Recognizing that blighted areas often invite more crime, solutions are rarely an "either/or" proposition. Often, phased or scalable approaches allow resources to be allocated effectively over time, or departments can collaborate to present joint solutions to the City Manager.

Maintaining open communication with the community is another cornerstone of my approach. Engaging residents and local businesses helps clarify their priorities and fosters a sense of inclusion in decision-making. This transparency builds trust and helps manage expectations when tough trade-offs are necessary. Collaboration and partnerships are equally important. Exploring opportunities like public-private partnerships or securing state and federal grants can alleviate budget pressures and achieve multiple goals. For example, partnerships with local businesses can promote

economic development, while grants can fund infrastructure projects more efficiently. Similarly, delegating certain responsibilities to external entities capable of faster execution can further stretch municipal resources.

Finally, I believe flexibility is key to effective resource management. Circumstances change, whether through new funding opportunities, shifts in workforce dynamics, or evolving community priorities. Being adaptable and willing to revisit decisions ensures resources are allocated where they are most needed. I have no hesitation in returning to decision-makers to request budget adjustments when circumstances demand it.

In summary, my approach to prioritizing competing demands emphasizes strategic alignment, data-driven evaluation, stakeholder engagement, and innovative collaboration. By ensuring every dollar spent delivers maximum value, this approach supports the long-term success of the city and its residents.

## 7.) Describe a successful initiative you have led as a City Manager

One Talladega: It's So Easy to Do What's Right!

In 2021, I was honored to be appointed as the first African-American City Manager for the City of Talladega. This historic appointment was met with both excitement and challenges, but it fueled my determination to unite the diverse community under a common vision: One Talladega. My goal was to foster collaboration and pride among all residents, while leveraging the city's unique assets to create a brighter future.

Talladega is home to a Historical Black College/University (HBCU) with a \$17 million economic impact, the Alabama Institute for the Deaf and Blind (AIDB) with an even greater economic influence, and the iconic Talladega Superspeedway—the fastest NASCAR track in the world. Each of these institutions represents an essential piece of our city's identity, and I sought to create synergy among them while addressing the needs of our citizens.

### Public Safety

I prioritized public safety by addressing systemic issues in the Police Department. Through budget restructuring, grants, and in-kind donations, I

increased officer pay from \$15/hour to nearly \$24/hour over three years. We procured new laptops, firearms, uniforms, vests, vehicles, and additional training. I also hired a new police chief, which helped resolve a 26-officer shortage and restore morale and efficiency within the department.

#### Minority Community Revitalization

In historically underserved neighborhoods, we cleaned up blighted areas, removed abandoned cars and used needles, addressed slumlord properties, and repaired unpaved roads. We added security cameras, conducted neighborhood focus groups, and collaborated with Crime Stoppers to address community concerns, ultimately reducing crime and improving quality of life.

#### Citizen Engagement and Quality of Life

To enhance community pride, we launched public-private partnerships like First Saturdays on the Square and free Christmas activities. We also paved roads, produced a city magazine, balanced the budget, and implemented an open-door policy to encourage public input. These efforts fostered a sense of pride among residents and contributed to a noticeable decline in crime.

#### Alabama Institute for the Deaf and Blind (AIDB)

I secured a \$1.9 million grant and a \$1.2 million grant for a walkable, accessible community with features like talking crosswalks and ADA-compliant sidewalks. These initiatives reinforced our commitment to inclusivity and accessibility for all residents. We also got a grant from T-Mobile for fully accessible playground.

#### Talladega College (HBCU)

We paved roads surrounding the campus, hired 25 students as interns (some of whom transitioned to full-time roles), and held the State of the City address on campus to strengthen ties between the college and the city.

#### Muscogee Nation Collaboration

In a historic first, we welcomed back the Muscogee Native American Tribe, raised their flag, and began working on meaningful partnerships after years of displacement due to the Trail of Tears.

#### Business Development and Economic Growth

To support local businesses, we created relief funds, launched Main Street Alabama, and promoted businesses through interviews and commercials.

These efforts, combined with a reduction in crime, revitalized the business community.

#### NASCAR and Cultural Initiatives

I relaunched the dormant NASCAR Walk of Fame, drawing race fans back into the city and boosting local spending. Additionally, we created a mural honoring our first African-American Police Chief alongside NASCAR legend Davey Allison, showcasing the city's rich history.

#### Parks and Recreation

To make recreational activities more inclusive, I diversified department staffing and reduced fees, increasing access for residents across all demographics.

Through intentionality and collaboration, we created a melting pot of unity that transformed Talladega into a community where residents came together to celebrate their shared identity. The success of "One Talladega: It's So Easy to Do What's Right!" stands as a testament to the power of vision, leadership, and community engagement.

8.) Describe a time when you had to manage a crisis situation in a city setting.

During my tenure, I faced a significant crisis involving the Water Department. One winter, extremely cold temperatures caused widespread pipe leaks and breaks, leading to alarmingly low water levels. I was informed of the issue by the Department Head but was disappointed to learn that there was no plan in place to address the situation. Trusting initially that the Department Head would formulate a solution, I waited—but by morning, some residents were already without water.

Recognizing the urgency of the situation, I took immediate action. First, I informed all City Council members about the situation and the steps I intended to take to mitigate the crisis. I then took direct control of the response efforts. I coordinated with the Public Relations Director, city engineers, and the Mayor of a neighboring city to implement an emergency solution. We tapped into the neighboring city's water system to restore flow to our residents.

Simultaneously, I ordered two 18-wheelers of bottled water, setting up distribution points for residents to collect water. For those who were unable to come to the distribution points—such as the disabled, elderly, and members of the deaf and blind community—we organized home deliveries. To further support residents, we opened Parks and Recreation facilities to provide access to showers and coordinated with law enforcement to ensure safety at these sites.

Throughout the crisis, communication was key. I directed the Public Relations team to provide constant updates via social media, news outlets, the city's website, and local churches to keep residents informed and reassured. Despite hearing resistance with phrases like, "We've never done it this way before," I was determined to take swift, decisive action to ensure no resident went without water longer than necessary.

This situation taught me the importance of proactive leadership, clear communication, and adaptability in times of crisis. While it was a challenging experience, it reinforced my commitment to prioritizing the well-being of the community and taking decisive action when the circumstances demand it.

9.) What steps do you take to ensure transparency and accountability in city operations.

This question takes me back to question four in some aspects, so please charge it to my head and not my heart if some items are redundant. Ensuring transparency and accountability in city operations is critical to building trust with the community and maintaining the integrity of government processes. I prioritize this by taking a multifaceted approach that integrates clear communication, stakeholder involvement, and rigorous oversight, along with helping staff council/commissioners know that giving direct orders that are contrary to operations causes lack of order, trust, communication and transparency.

1. Open Communication and Public Access:

Transparency begins with clear and consistent communication. I ensure that residents have access to city information through multiple channels, such as social media, the city website, newsletters, and public meetings. For example, I've implemented live-streamed

council meetings and town halls to ensure that residents can stay informed and participate, even if they cannot attend in person.

2. Stakeholder Engagement:

Engaging stakeholders—residents, businesses, and community organizations—ensures that everyone has a voice in decision-making. I encourage public feedback through surveys, focus groups, and open forums, making it clear how their input influences decisions. This fosters a sense of shared responsibility and accountability.

3. Transparent Budgeting:

I emphasize a transparent budgeting process by providing easily understandable summaries of the city's finances, including revenues, expenditures, and how funds are allocated to different initiatives. Public budget workshops and open access to financial reports ensure residents can see exactly how their tax dollars are being spent. Sometimes, council/commissioners don't understand the budget also, so I think it's extremely important to include a budget narrative and historical data where necessary.

4. Data-Driven Decision-Making:

I rely on data and metrics to inform city operations and share this data with the public whenever possible. Whether it's crime statistics, infrastructure updates, or economic development benchmarks, making data accessible helps demonstrate the rationale behind decisions and the progress being made. However, I do know you can do all of this and still get public push back; therefore you continue to do what you know is best for the communities best interest. You can't be afraid to make a decision. If you have never failed, you have never tried anything new.

5. Performance Management Systems:

I implement systems to track and evaluate the performance of city departments and initiatives. Regular reporting and public dashboards highlight progress, identify challenges, and ensure accountability for meeting established goals. Some call them Key Performance Indicators (KPIs) and others use SWOT Analysis.

6. Code of Ethics and Training:

A strong code of ethics, supported by regular training for staff and officials, helps create a culture of accountability. I also make it clear that ethical behavior is non-negotiable and that any violations will be addressed promptly and transparently. However, training is mandatory. You don't know what you don't know!

7. Audit and Oversight Mechanisms:

Independent audits and internal controls are vital to ensuring fiscal responsibility and operational integrity. I encourage regular reviews of city operations and ensure audit findings are made public, with corrective actions implemented as needed. Transparency is key! No one is expected to be perfect, but we should not make the same mistakes multiple times.

8. Open-Door Policy:

I maintain an open-door policy for residents, employees, and elected officials, encouraging them to share concerns through emails, suggestion boxes, my assistant or if you see me in the public. This helps me stay connected to issues on the ground and address them proactively with staff.

In summary, transparency and accountability are embedded in how I operate, from open communication and stakeholder involvement to robust oversight and ethical governance. These steps not only improve city operations but also build trust and confidence among residents, ensuring that city government is truly working in their best interests.

10.) Please describe your experience working with unions.

In one city where I worked, I had significant experience engaging with a civil service board, which functioned similarly to a union in representing the interests of employees. This board, however, was composed of individuals who had personal connections to City Council members and city staff, which occasionally created challenging dynamics. Despite these challenges, I approached the situation with integrity and a steadfast commitment to doing what was right, regardless of the outcome.

There were instances where I won and others where I did not, but my focus was always on upholding fairness and ensuring decisions were made in the best interest of the community and city operations. I gained the respect of the board and staff by consistently demonstrating my commitment to ethical standards. I would clearly state during discussions, "If this action happens again, we will be right before you again," emphasizing accountability and the importance of rectifying inappropriate behavior.

The staff and the board came to understand that I would not back down from addressing actions that harmed our citizens or colleagues. My approach was not adversarial but centered on collaboration and fostering mutual respect. I prioritized solutions that aligned with the long-term safety and well-being of the community while reminding the board members and staff of the oaths they took and the responsibilities they carried.

This experience taught me the value of patience, open communication, and maintaining professionalism in all interactions. While I wouldn't describe my experience with the civil service board as negative, it required continuous learning and growth to navigate sensitive issues effectively and build trust. Ultimately, my ability to work through these challenges strengthened relationships and reinforced a shared commitment to serving the community with integrity and fairness.

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 significant experience managing and overseeing police departments, and my role has been to provide strategic leadership, ensure accountability, and support the department in achieving its mission of public safety. A notable example of this was during my tenure when I led efforts to transform a struggling police department into a more effective and trusted organization.

One of my first priorities was to hire the best possible Chief of Police. To ensure community involvement, I hosted a Police Chief Hiring Community Forum, allowing residents to voice their concerns and priorities. The process culminated in the selection of a new police chief who brought strong leadership and a vision for progress to the department. She was the first African American Female Police Chief for the City.

Under this new leadership, the department achieved remarkable results. In 2022 alone, murder rates dropped by 62.5%, burglaries decreased by 58%, robberies fell by 30%, and rapes were reduced by 50%. Citations issued increased from 407 in 2021 to 2,068 in 2022, reflecting a renewed focus on proactive enforcement and community policing.

Addressing systemic issues within the department was key to these successes. I restructured the budget, secured grants, and leveraged in-kind donations to raise officer pay from \$15/hour to nearly \$24/hour over three years. Special signing bonuses were implemented to recruit and retain officers, resolving a critical 26-officer shortage and significantly improving morale. Additionally, we upgraded essential equipment, including laptops, firearms, uniforms, vests, and vehicles, while enhancing training opportunities for the force.

I worked closely with the Police Chief, empowering her to lead the department effectively without unnecessary disruption from my office. However, I maintained regular communication, stepping in as needed to provide resources, guidance, and support. Together, we traveled to meet with legislators and made congressional asks for public safety funding, securing additional resources to further strengthen the department.

Partnerships were another key focus of my leadership. I fostered collaborations with community groups, residents, and other stakeholders to rebuild trust and improve public safety. For instance, I supported initiatives such as neighborhood focus groups, increased deployment of security

cameras in high-crime areas, and partnerships with Crime Stoppers to engage the public in crime reduction efforts.

Ultimately, my role as City Manager is to hire the best Chief of Police, provide the department with the tools and resources needed for success, and maintain a collaborative relationship to ensure public safety goals are met. By prioritizing accountability, transparency, and community engagement, I was able to support the police department in achieving transformative results for the city.

12.) How will you ensure that the city's services meet the needs of all its citizens?

Ensuring that city services meet the needs of all citizens requires a proactive, inclusive, and strategic approach that prioritizes equity, transparency, and continuous improvement. My strategy begins with actively engaging the community to understand its diverse needs and priorities. This includes hosting public forums, conducting surveys, and maintaining open lines of communication with residents, businesses, and other stakeholders. Such efforts not only allow me to gather valuable insights but also foster trust and a sense of shared responsibility in the decision-making process.

I believe in creating systems that promote accountability and data-driven decision-making. For example, I have implemented performance management systems, such as Key Performance Indicators (KPIs), to evaluate the effectiveness of city services and identify areas for improvement. Regular reporting and public dashboards enable residents to see how services are performing, which enhances transparency and ensures accountability. Additionally, I frequently visit neighborhoods and engage with community members to stay connected to their experiences and address issues directly.

Equity is at the heart of my leadership approach. I am committed to ensuring that underserved communities receive the resources and attention they need to thrive. This includes addressing infrastructure disparities, enhancing public safety, and creating accessible recreational and educational opportunities. For instance, in my previous role, I secured significant grants to develop walkable and ADA-compliant infrastructure, ensuring inclusivity for all residents, including those with disabilities.

Collaboration is another cornerstone of my approach. I work closely with department heads and city staff to ensure that resources are allocated efficiently and that all departments are aligned with the city's strategic goals. I also prioritize cross-departmental collaboration to tackle multifaceted challenges effectively. For example, addressing blight and crime in underserved neighborhoods often requires the coordinated efforts of public safety, public works, and community engagement teams.

Furthermore, I emphasize the importance of training and development for city employees to ensure they are equipped to deliver high-quality services. By fostering a culture of innovation and professional growth, I empower city staff to take ownership of their roles and contribute meaningfully to the community.

In summary, I ensure that city services meet the needs of all citizens by actively engaging the community, promoting transparency and accountability, prioritizing equity, fostering collaboration, and investing in staff development. These efforts ensure that every resident has access to the resources and opportunities needed to thrive, creating a stronger, more inclusive community for all.

13.) What strategies will you use to build relationships with stakeholders in the community?

Building trust with citizens and stakeholders is essential for fostering long-term relationships and ensuring the sustainability of any mission-driven organization. To achieve this, I prioritize transparency and accountability by openly sharing financial reports, progress updates, and measurable outcomes to demonstrate fiscal responsibility and the tangible impact of initiatives. Strong relationships are cultivated through personalized engagement, expressing gratitude, and creating opportunities for citizens to see the results of their support firsthand, such as through events or success stories. Equally important is demonstrating impact by sharing compelling narratives paired with data, showcasing both immediate achievements and long-term systemic improvements. I also foster two-way communication by actively seeking feedback, engaging in open dialogue, and involving citizens in strategic decisions, ensuring they feel valued and heard. Ethical standards guide all activities, with a commitment to maintaining the highest levels of integrity

and transparency. Additionally, I work to strengthen the organization's reputation by highlighting impactful programs, leveraging partnerships, and promoting the expertise of leadership. Utilizing technology, such as management systems and online dashboards, further enhances transparency and engagement. By focusing on these strategies, I aim to cultivate a deep and enduring sense of trust and partnership with citizens and stakeholders, empowering them to feel like integral parts of Ft. Pierce mission and success.

14.) What strategies would you implement to promote economic growth and job creation?

Promoting economic growth and job development is a multifaceted endeavor that requires leveraging existing resources, accessing available funding opportunities, and aligning strategies with key priorities to build a thriving and sustainable community. My approach would be centered on identifying and implementing programs that address core infrastructure needs, enhance workforce development, and foster innovation while promoting equity and inclusion.

One of the primary strategies I would implement involves leveraging federal and state funding programs to support essential infrastructure and economic development projects. Programs such as the Low-No Emissions Grant Program and Airport Terminal Program, for example, can be utilized to modernize public transit and airport facilities, which are critical for connectivity and attracting business investments. Similarly, programs like Safe Streets and Roads for All (SS4A) can be used to reduce roadway fatalities and improve transportation safety, creating an environment conducive to economic activity.

To stimulate job creation, I would prioritize initiatives that support workforce development and small business growth. Programs like the U.S. Economic Development Administration's (EDA) investment policies focus on establishing foundations for sustainable job growth by targeting key economic drivers. Additionally, grants aimed at technical assistance and training, such as the LTA program, are instrumental in supporting small and emerging businesses in rural areas, enabling them to thrive and create employment opportunities.

Another critical component of economic growth is enhancing community infrastructure. Programs such as the Appalachian Regional Commission (ARC) Area Development funding and the Recreational Trails Program (RTP) provide resources to build and improve infrastructure, increasing connectivity, accessibility, and quality of life. Investments in these areas not only attract businesses but also encourage residents to remain in or move to the community.

Furthermore, I would focus on strengthening public safety and emergency services, as these are foundational to economic stability. Programs like the Staffing for Adequate Fire and Emergency Response (SAFER) and the Assistance to Firefighters Grant (AFG) can be leveraged to enhance emergency response capabilities, ensuring that businesses and residents feel secure. Law enforcement-focused initiatives, such as those supporting mental health wellness and violence prevention, also contribute to creating a safe and stable environment for economic growth.

Finally, fostering partnerships between local governments, non-profits, and private organizations is critical for success. Collaborative efforts to integrate arts, culture, and design into community projects—supported by programs such as those targeting creative placemaking—can strengthen communities socially and economically.

By thoughtfully aligning these strategies with local priorities, utilizing competitive grant opportunities, and addressing gaps in planning and development, I believe we can create a vibrant economy that not only generates jobs but also improves the overall quality of life for residents. Through a comprehensive, inclusive, and data-driven approach, I am confident in our ability to foster sustainable economic growth and job development

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?

If you were to conduct an online search about me, you would find a mix of information reflecting my professional accomplishments, challenges, and the lessons I've learned along the way. These experiences have shaped me into a resilient and principled leader, committed to ethical decision-making and public service.

First, let me highlight the positives. You'd find a record of significant achievements, made possible by strong teams, effective leadership, and a steadfast commitment to serving the community. From transformative projects to fostering organizational success, I've been fortunate to work with great people and to deliver results I am proud of. I attribute much of this success to teamwork and the guidance of a higher power.

However, serving in leadership roles, particularly as a City Manager, has also exposed me to challenges and scrutiny. You might encounter adverse or critical reports, as well as damaging social media posts. For example, during my tenure, I faced racially motivated attacks, such as slurs, inappropriate images, and even the public posting of my home address and vehicle information, which led to vandalism. Despite these personal attacks, I remained focused on my responsibilities and values.

You might also come across media coverage of ethics charges or forensic audits, which could raise questions. I want to emphasize that every ethics charge was thoroughly investigated and dismissed with zero findings, and a \$76,000 forensic audit found no issues. Unfortunately, follow-up coverage correcting these inaccuracies was rarely published. Similarly, decisions I made—such as refusing to sign improper contracts or addressing harassment—were sometimes mischaracterized in the media. These decisions, though difficult, were rooted in legality and integrity.

These experiences taught me invaluable lessons about resilience, accountability, and the importance of transparency. They also highlight the need to evaluate candidates holistically. Media narratives can be one-sided,

but true understanding comes from direct engagement, thoughtful interviews, and reference checks.

I encourage anyone evaluating my candidacy to look beyond headlines and focus on my track record of leadership and service. I stand by the values I've carried throughout my career—integrity, accountability, and doing what's right, even when it's not easy. Those principles have guided me through challenges and will continue to guide me in the future. I welcome any further questions or discussions about my record and values because I believe they truly reflect the leader I strive to be."