

To: Mayor Allers, Vice Mayor Atterholt, and Members of Council

From: Jeff Shoobridge

Thank you for taking the time to consider my qualifications to fill the position as your Town Manager. I am excited at the opportunity to help lead the Town of Fort Myers Beach into the next chapter of its history. I am familiar with the area, having grown up in Charlotte and Lee Counties. I attended High School at Cape Coral High and remember vividly making the short trek over the bridge from Cape Coral to visit Fort Myers Beach on weekends. Until accepting my current position as Town Administrator of Redington Shores, FL. I was the City Administrator for Madison Lake, MN. and previous to that, a Council Member for the City of Groveland, FL. I am a Navy veteran with an executive background in both the public and private sectors, with several years of executive experience in the retail furniture and real estate industries and additional operations management experience in the restaurant industry. My tenure on the Groveland, FL City Council, my current position as Town Administrator of Redington Shores, and previous tenure as City Administrator for Madison Lake, MN has provided me with a solid background to be a valuable addition to your team. My varied background and training provides me with the ability to competently discuss multiple disciplines with practitioners and stakeholders to work with the many stakeholders in rebuilding Fort Myers Beach.

My greatest strength lies in an open-door, adaptive leadership style that focuses on pragmatism, collaboration, and consensus building with the recognition that it is appropriate for a more directive approach in time critical situations. I believe that any policy or project must have stakeholder buy-in to be successful and that buy-in is often contingent on people knowing that even if the outcome is not what they had hoped or lobbied for, that their voice was heard and considered. I pride myself on being approachable, fair, and ethical while supporting a growth mindset of always being better today than yesterday by being an agent of change without creating change only for the sake of change- there must be a purpose and benefit created by instituting change.

No leader can be honest without acknowledging their weaknesses, I recognize that I have the tendency to give individuals "the benefit of the doubt" and this can become a weakness. To address this, time has taught me to "trust but verify" while maintaining positive and respectful professional relationships that continue to encourage diverse perspectives by addressing items in a timely fashion professionally and constructively.

My time in Redington Shores has brought several accomplishments, including changes to operations in the Building Department resulting in average application times falling from over 30 days to under 2 weeks, creating departments within the Town structure including the creation of a Maintenance Supervisor position to streamline parks and maintenance operations, and I have assisted in the training of the Town Deputy Clerk for the position of Town Clerk after the departure of a 38 year veteran clerk. Currently we are working with FEMA on our storm damage PA and completing our 5 year cycle visit for CRS.

Regarding accomplishments during my tenure in Madison Lake, I negotiated and drafted terms for a 5-year service agreement for Fire Services to outlying townships which reduced the City share of Fire Department costs from $\approx 40\%$ of the Fire budget to $\approx 31\%$, gained a \$66,000 concession for City projects included in a MNDoT state highway project, and renegotiated a sewer treatment

agreement with the neighboring major city resulting in cost savings of over \$18,000 per year. I have worked with staff to improve processes that resulted in better operational efficiencies and cost savings while improving service levels, specifically in working with accounting staff to streamline operations while implementing a new accounting software system. With the updated software, we uncovered errors in coding and accounting that, when corrected, resulted in a \$28,000 refund to the city in overpaid sales taxes (with interest) and clearer pictures of department costs. These process improvements have been part of my work on a 3-year plan to shift the City from a history of deficit spending to sound financial planning to also include a comprehensive Capital Improvement Plan which has resulted in the City S&P credit rating being increased from an "A" (capped) to an A+ (uncapped). Currently the city is on a path to achieve fiscal neutrality in the next year while simultaneously embarking on a multi-year road and infrastructure improvement plan. This is all being accomplished with the city remaining the second lowest tax rate in the county. During my time with Madison Lake, I was responsible for implementing a full benefits package for staff where none had previously existed (barring basic AFLAC benefits) and a rewriting of the personnel policy manual. The single item of which I am most proud from this position is the mentoring of the City Clerk, who I was proud to recommend to fill my position as City Administrator on my departure.

While serving on the City Council of Groveland, FL., I worked with my fellow Council Members and City Leadership team to improve the quality of life for residents, including the renovation of a central city park and authorizing the construction of a new 33,000 sq ft Public Safety Complex. Additionally, as part of a forward-thinking Council, we voted to approve the purchase of a defunct golf course including its vacated well with an attached and valid consumptive use permit to accommodate a shortage in the city consumptive use permit from the water district (a creative solution from City Manager Hein, saving the city approx. \$3M), and having been a part in attracting the \$150 million robotic distribution center for Kroger/Ocado to the city of Groveland which is expected to produce nearly 500 high paying jobs.

Again, Thank You for your consideration, you may find my resume attached with a summary of my written evaluation from May 2020 administered by the City Attorney. At my annual review in November of 2020 City Council voted unanimously to double the previously agreed on salary increase for "exceptional performance" (no written evaluation was performed at that time). I have also included a copy of my most recent evaluation (provided copy from the Mayor Pro-Tem) which is exemplar of the 5 evaluations from Council along with a memo to Council from the City Attorney on the subject. Upon review you will note a gap in employment from 2011 to 2015, during this period I was in school and working part-time as a trainer at Walt Disney World (also noted in additional experience section of resume).

I look forward to the opportunity to continue in the process.

Jeff Shoobridge

Jeff Shoobridge
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EDUCATION:

University of Central Florida- Master of Public Administration

University of Central Florida -BA Political Science/International Relations

Additional coursework in Accounting, Human Resources Management, Organizational Management, Planning/Zoning, Land Use, and Coaching

Florida State Fire College- Building construction, Plans review, and Fire prevention practices

Urban Land Institute- Planning workshop for public officials- 2018

US Navy Machinists Mate Class 'A' school

CERTIFICATIONS, MEMBERSHIPS, and PROFESSIONAL AFFILIATIONS:

Member ICMA-Certification in Local Government

Past Board Member- Minnesota Association of Small Cities -re-appointed for continuing term

Facilities Committee-Mankato Independent School District 2019-2022

Groveland, FL- representative to the East Central Florida Regional Planning Council (past)

State of Florida 5 Year Professional Educator Certificate EXP 06/2023-Social Sciences 6-12

Member Florida City County Management Association

EXPERIENCE:

APR 2022-Pres Town Administrator, Redington Shores, FL.

- Implementation of Processes and Procedures in all Departments, Including HR, Finance, and Administration as the Town transitions from a Commission to a Council-Manager form of government
- Reorganized building department to improve efficiency- permit approval times which improved from 45+ days to an average of 10-11 days
- Reorganized municipal structure into departments and work groups to improve efficiencies

NOV 2019-APR 2022 City Administrator, Madison Lake, Minnesota

- City operations, focus on budgeting, development, and infrastructure improvement
- Duties include serving as the City Zoning Administrator and Finance Director
- Member of the Mankato area Public Schools Facilities Committee
- Worked with the City Engineer to develop a long-term infrastructure improvement plan
- Implemented a 3-year plan to eliminate ongoing deficit spending

NOV 2018-NOV 2019 City Council Member- City of Groveland, Florida

- Constituent outreach/problem solving
- Consensus building for intra-local agreements
- Collaboratively plan, adopt, and oversee annual municipal operating budget of \$21M
- Member- East Central Florida Regional Planning Council
- Lake County Schools Concurrency Committee
- Member, Florida League of Cities
- Alternate Member South Lake Regional Water Cooperative

SEP 2015-NOV 2019

Lake County Schools/Leesburg High School
Social Studies Teacher-AP US History/US Government/Economics

- Collaboratively develop lesson plans and curricula with Department Chair
- Using effective communication skills during interactions with students, guardians, and other stakeholders from a variety of socio-economic backgrounds to achieve goals.
- Ensure that student educational records are maintained in accordance with state statute and school board policy.
- Assistant Football Coach/ Videography and Analysis

NOV 2009-MAR 2011

David Samuels Realty- Mascotte, FL.
Owner/Broker

- Maintained all company records in accordance with state statute including reconciliation of company budget and state escrow accounts
- Reviewed and ensured that all contracts were completed appropriately
- Contract negotiations
- Prepared agenda for periodic sales and staff meetings and recruited and organized guest speakers.

JUL 2007-NOV 2009

Weichert Realtors/Hallmark Properties-Orlando, FL.
Sales/Listing agent

- Negotiated sales agreement to be the exclusive representative for an upscale builder and contract extension upon expiration.
- Contract negotiation/review
- Honored as Listing Agent of the Month 5 times.

Previous Experience includes:

Owner/President- Evelyn's Furniture

Full P&L responsibility including analysis of annual budget and earnings reports, scheduling, and organizing weekly staff/sales meetings, working with over 35 factory vendors' representatives for merchandise purchasing, inbound and outbound logistics, contracts, sales, advertising, and operations.

12 Years Restaurant management experience- Applebee's, Universal Orlando Resorts, McDonalds

Responsibilities included operations, budgeting (labor, capital, and operating), scheduling, conflict resolution, and succession planning.

11 Years as a Trainer at Walt Disney World Resorts

Military:

US Navy- 1986-1990 Honorable discharge

REFERENCES:

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| Jason Moran, LeSueur County Asst Prosecutor, MN | 507.330.4955 |
| Sean Parks, Lake County Commission Chair | 352.988.7099 |
| Kent Hoehn, Mayor Madison Lake, MN | 507.380.7870 |
| Mike Hein, City Manager-Groveland, FL | 352.345.3035 |
| John Terlew, Former Finance Director-City of Groveland, FL | 850.766.1072 |