

Nina Williams

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From: noreply@civicplus.com
Sent: Monday, August 28, 2017 3:07 PM
To: Nina Williams
Subject: Online Form Submittal: Job Application

Job Application

Personal Information

First Name Peter
Last Name Jankowski
Address1 [REDACTED]
Address2 *Field not completed*
City Phoenix
State AZ
Zip 85089
Phone Number [REDACTED]
Email Address [REDACTED]
Have you ever been convicted of a violation of the law other than a minor traffic violation? No
Are you eligible to work in the United States? Yes
Upload Your Resume [Resume 2017 .doc](#)

Position Information

Which position are you applying for? City Manager
Type of employment desired Full Time
Salary desired As Advertised

Hours of work (per week) 40
desired

How did you hear about ICMA
the position?

Education

High School Somersworth High School

Address Somersworth NH

College University of New Hampshire

Address Durham NH

Degree BS-Resource Economics

Other Franklin Pierce Law Center

Address 2 White Street Concord NH

Degree JD

Employment History

(From Most Recent)

Company Town of Cave Creek, AZ

Position Town Manager

Supervisor Town Council

Phone Number [REDACTED]

May we contact your Yes
previous supervisor for a
reference?

Address [REDACTED]

Responsibilities Day to day oversight of all municipal & enterprise systems.
Please see resume

Employed From - To 2/2014-5/2017
(Date)

Salary 139,500

Company Town of Dudley, MA
Position Town Administrator
Supervisor Board of Selectmen
Phone Number [REDACTED]
May we contact your previous supervisor for a reference? *Field not completed.*
Address *Field not completed.*
Responsibilities Day to day oversight of all municipal & enterprise systems.
Please see resume
Employed From - To (Date) 07/06 - 01/14
Salary 86,562

Company Town of Athol
Position Town Manager
Supervisor Board of Selectmen
Phone Number [REDACTED]
May we contact your previous supervisor for a reference? Yes
Address *Field not completed.*
Responsibilities Day to day oversight of all municipal & enterprise systems.
Please see resume
Employed From - To (Date) 1/01 - 6/04
Salary 75,226

References

Please list three professional references.

Full Name Ernie Bunch

Relationship Mayor, Cave Creek
Company Town of Cave Creek
Phone Number [REDACTED]

Full Name Vincent Francia
Relationship Former Mayor
Company Town of Cave Creek
Phone Number [REDACTED]

Full Name Dennis Charles
Relationship Water Dist Supervisor
Company Town of Cave Creek
Phone Number [REDACTED]

Disclaimer & Signature

I certify that my answers are true and complete to the best of my knowledge and that intentional misrepresentations or omissions may be cause for the rejection of my application and that if hired I may be released from employment.

I understand that the company may require me to successfully complete a pre-employment drug and alcohol test and a background check as a condition of employment and that continued employment may be based on the successful completion of similar tests.

Your electronic signature below indicates your agreement with the following statements: By typing my name in the following box and clicking submit button I certify the above statements to be true and correct, to the best of my knowledge, and that this information can be used for the purpose of processing my employment application and information.

Applicant Signature Peter Jankowski

Email not displaying correctly? [View it in your browser.](#)

Peter M. Jankowski, Esq

██████████, Desert Hills AZ 85086

E-mail: ██████████

EDUCATION

Franklin Pierce Law Center, Concord, NH

Juris Doctorate. May 1996

University of New Hampshire, Durham, NH

B.S. Resource Economics with minor in Political Science. 1989

U.S. Navy Technical Training Center

Electronic Technician's "A" & "C" schools 1982

Bar Admittance

State & Federal Courts of New Hampshire 1996

State of Maine 1999

MUNICIPAL EXPERIENCE

Town Manager, Town of Cave Creek, Arizona - February 2014 to May 2017

A western community with a focus on retail/restaurant/festival tourism, open space/trails and equine activities, with a 7 member Town Council, 5,474 residents (+ 20% in season), 38 employees and municipal budget of \$16.4 million. Town operates 3 enterprise utilities consisting of two water systems (wells & CAP), a sewer system including billing services. Oversaw all day to day operations; building, planning, finance, engineering, and utilities, including contracted MCSO/ACO services. Town operates successful rodeo grounds and Taste of Cave Creek Food/Drink Event, 3 parades and sponsors a number of holiday events. Successfully delivered balanced budgets each year, without loss of staff or programs, in a community without a property tax. Completed numerous project for roads, bike lanes, water main repairs. Town Hall renovations, water plant operations and rodeo ground improvements (bleachers, electric, parking). Oversaw regionalized court services, water wheeling, public events (AZ Bike week, home show) and trail development. Reorganized utility billing and town engineering departments. Oversaw procurement, negotiated development agreements, one commercial area annexation, promoted economic development, zoning changes and sustained positive business community relations.

Town Administrator, Town of Dudley, Massachusetts - July 2006 to January 2014

A collegiate community with a 5-member Selectboard (Council)-Administrator form of government, with 11,075 residents with a general fund of \$12.7 million, 72 FTE municipal employees, four unions, covering 21 square miles. Responsible for day to day operations including: developing annual municipal budget, Town Meeting warrants, drafted policies for anti-fraud, motor vehicle use, revised personnel handbook, negotiated a yearly PILOT with local college, negotiated six collective bargaining agreements, developed regional agreement for use of town dog shelter with neighboring community. Oversee: Police, Fire/EMS, Building & Grounds/ Custodial (parks, buildings, monuments, cemeteries, conservation lands, town beach), Highway (public works), Council on Aging, Accounting, all Building/Zoning Code Enforcement, Animal Control, and various stipend positions. Serve as liaison to local college administration. Oversaw modification of private road snow plowing/sanding/ maintenance program for 37 private roads. I worked cooperatively with three independently elected officers and six elected boards & commissions - two enterprise utility systems and assist nine appointed/volunteer committees. Successfully brought the town's stabilization fund (surplus) from a zero balance to over \$480,000 in four years, instituting cost control measures & increase revenues. Successfully initiated consolidated of a water/sewer administrative office. Instituted a cross training & staffing program for three additional offices. Oversee PEG cable television access channel with station digital upgrade in 2008. Draft & administer RFPs for goods & services, conduct public hearings, and oversee tax title auctions.

Collateral duties: Chief Procurement Officer, Municipal Hearing Officer, Parking Appeals Officer, Human Resources Director.

Town Manager, Town of Kittery, Maine, June 2004 to October 2004

A full service coastal Council-Manager community with 9,562 residents and a non-school budget of \$8.2 million and 88 FT employees organized in seven unions. Accomplishments: negotiated a renewable five-year P.I.L.O.T agreement for the privatization of a 200 unit military housing complex totaling \$1.05 million; Drafted & administered RFP for a centralized municipal-complex telephone system; Reorganized two-person receptionist station into joint reception & office aide; initiated implementation of a municipal park management plan. Collateral duties: Treasurer, Tax Collector, Procurement Officer and Personnel Director.

Town Manager, Town of Athol, Massachusetts - January 2001 to June 2004

First professional manager for a newly chartered 5-member Selectboard-Manager government. A full service community of 11,299 residents covering 39 square miles with a municipal budget of \$12,485,000 excluding schools, 118 full time & 12 part time employees, 4 unions and volunteers. Oversaw 15 departments, including: Police, Fire, Public Works (roads, water & sewer), Library, Economic Development, Financial Offices, and Administrative offices. Responsible for all staff hirings & personnel issues. Prepared Town meeting warrants. Coordinated & oversaw annual town report, Successfully developed- presented- implemented three balanced municipal budgets: FY02 <1% and FY03 at 1.2% increases with no service reductions and FY04 (4.65%). Responsible for day-to-day operations, budget oversight (operational & capital). Selectboard's liaison to regional governmental agencies & business community. Additionally, I revised a new budget approval process, established a 5 yr. capital plan, initiated & implemented a centralized financial & accounting software system connecting seven offices; successfully negotiated successive & impact union contracts; reorganized the Public Work's water & sewer divisions for cost control and correct an annual operational deficit of \$422,000 to breakeven in 2 ½ years; established a CDBG administrative & economic development office with a focus on downtown business / commercial development, awning & façade, infrastructure and housing renovation; revised all municipal fee schedules and reorganized a road maintenance/paving program. I oversaw three development projects: police station (site selection / acquisition, conceptual design), animal control facility (design & construction) and a municipal parking lot (site selection / acquisition, design, construction). Drafted municipal bylaws (ordinances) & policies, Initiated & reorganized municipal services to maintain efficient customer service & access while sustaining an 18% personnel decrease in FY03/FY04. Oversaw eminent domain process for acquisition of real property, Oversaw municipal property auctions. Drafted and oversaw RFPs for goods and services (including professional). Conducted public hearings. Collateral: Procurement Officer, Personnel Director, cable franchise renewal representative, Municipal Hearings Officer.

Town Manager, Town of Gray, Maine - March 1998 to January 2001

A chartered 5-member Council-Manager government. A lakes region community of 6,800 (+1,000 summer) residents with a non-school budget of +\$3,350,000 with 30 FT & 11 PT & volunteers organized in nine departments, covering 42 square miles. Responsible for all aspects of day to day operations, including: budget development & implementation, citizen inquiries, ordinance & town warrant drafting, personnel, conducting public hearings, purchasing oversight, reestablished a community fair, grant administration & compliance, tax increment financing administration, elections warden and oversaw development of recreation programs. Major responsibilities included: development of a 62 acre recreational park, transfer station improvements, streamlining local permit & application process, renovation of a detached historic meeting hall, Town representative in negotiations of EPA Superfund site between state, federal and responsible parties, liaison to charter review commission, initiated the adoption of a building code initiative, revised personnel policy and assisted 12 committees & boards. Served on cable franchise renewal committee. Oversaw programs for a 50 urban tree planting program and one for conversion of 47 private ways into public roads/easements. Developed community marketing brochures w/ committee. Collateral duties: Treasurer, Tax Collector, Road Commissioner, Welfare Director, Personnel Director, Chief Procurement Officer and Election (State & Federal) Warden.

Town Manager, Town of Milbridge, Maine - February 1997 to March 1998

A coastal & agricultural community of 1304 (+350 summer) residents with a non-school budget of +\$550,000 and seven FT & three PT employees with 75 miles of coastline. Managed all aspects of municipal operations from fiscal accountability to construction project oversight to liquidating town property. Coordinated and

scheduled meetings, tracking revenues and expenses, developed budgets, filed liens, workfare programs, administered two CDBG (Small Communities Grant) totaling \$650,000 ensuring compliance with federal guidelines. Drafted and implemented state grant for Community Forest Program (passive recreation & trail). Legal aspects involved: labor & employment law, drafting contracts, interpreting Maine statutes governing municipalities and fiscal responsibility, Right to Know and municipal ordinances. Oversaw management & renovation (by RFP) of municipal piers (commercial & recreational). Oversaw park development w/ trails & scenic overlook. Collateral duties: Town Clerk, Economic Director, Treasurer, Tax Collector, Road Commissioner, Election Warden, Welfare Director, Personnel Director and Sewer District Administrator.

Law Clerk, City of Portsmouth, New Hampshire Summer 1995

Assisted Assistant City Attorney. Reviewed, researched and drafted standardized professional services contract clauses, updated purchasing manual procedures, drafted building code violations, conducted title/easement research for proposed public walkway, researched and drafted legal memorandums on general municipal legal & ordinance issues / inquires.

Selectman, Town of Rollinsford, New Hampshire 1992 - 1993

Co-managed municipal affairs for a 2,652 member community with a Town budget of \$980,000 excluding schools with 12 full & 6 part time employees and volunteers which did not employ a professional administrator. Initiated work fare program, budget development, oversaw planning and construction of solid waste transfer station & accompanying roadway, Board managed day to day administration of community, coordinated with departments, conducted public hearings, assisted in budget development and addressed citizen issues. Also, served on the N. H. Municipal Association's Legislative Committee on Municipal Administration & Financial Management.

New Hampshire State Representative 1990 - 1992

Served on the Resources, Recreation and Development Committee. Committee for natural resources, land use and state recreational park lands. Coordinated legislators, interest groups, lobbyists, and citizens in discussing, negotiating and drafting legislation. Chaired sub-committee on public access. Successfully introduced & passed legislation conducted community informational meetings and tracked legislation through legislative process.

Strafford County Budget Committee (N.H.) 1990-1992.

Member of county budget committee, which reviewed & approved budgets for six departments & five agencies totaling \$28,320,000. Served on Sub-committee for Human Services, which reviewed /oversaw services provided.

Budget Committee Member, Town of Rollinsford, New Hampshire 1991 - 1992

Reviewed and formulated municipal and school budgets (elementary), expenditures & revenues totaling \$2.7 million. Conducted quarterly financial reviews of all departments.

Planning Board Member, Town of Rollinsford, New Hampshire 1990 - 1991

Conducted site plan review, updated zoning by-laws, reviewed subdivisions, coordinated public hearings, administered Board procedures, oversaw economic and growth planning.

Strafford Regional Planning Commission (N.H.) – Commissioner, 1990-1992

Regional Commission of 18 towns whose mission is to provide assistance & management services for planning, land use, economic development, housing & transportation.

Trustee of Trust Funds, Town of Rollinsford, New Hampshire 1988 - 1991

Chairman, 1990 & 1991. Managed three municipal trust funds with assets of \$210,000. Responsible for annual reports to state agencies & municipal officials, complied with state investment regulations and record maintenance.

United States Navy 1981 - 1986

Electronics Technician Petty Officer Second Class (E5). USS Semmes DDG 18. Honorable Discharge, August 1986.

LEGAL / BUSINESS EXPERIENCE

Nichols College – Adjunct Professor – 2009 to 2012

Course instructor for Business Law I. Taught a broad introduction to U.S. law, concentrating on basic knowledge of the legal system (civil & criminal), judicial system, alternative dispute resolution, contracts, business formation, agency, liability, intellectual property and ethical constructs / ethics-based decision making. Conduct lectures & group exercises, prepared all power point presentations, exams, quizzes and research projects.

Seacoast Cutting & Embossing, 1989 – 1993 & October 2004 – June 2006

Family manufacturing business providing high-pressure die cutting services to local manufacturers. Represented business in existing & new accounts, quality control, inventory control, shipping and production & management.

Law Office of Peter M. Jankowski, Oct. 1996 to Feb. 1997, & October 2004 – June 2006

General practice. Represented clients in civil matters including, planning & zoning issues, landlord-tenant matters and misdemeanor criminal cases, bail & deferred sentencing hearings.

Franklin Pierce Law Center, Legal Clinics. 1995 -1996

Civil & Criminal clinics for family, landlord-tenant and misdemeanor complaints. Conducted initial client intakes/interviews, legal research, case presentation, drafted plea & settlement agreements, libels, stipulations and decrees. Advocated 6 deferred sentencing hearings, negotiated 5 Class “A” misdemeanor plea agreements, 2 juvenile review hearings and 2 parole revocation hearings.

Concord District Court Small Claims Mediation Program 1994 -1995

ADR. Successfully co-mediated eight settlements in Small Claims Court; Landlord tenant, contractor contracts and civil claims. Completed a 24-hour in-class training program. Explained mediation, court procedures, mediated issues and drafted agreements.

Associations & Committees

Arizona City Manager’s Association, 2014 to Present
Maricopa Associations Governments, Managers Committee, 2014 to Present
Dudley Cable Television Advisory Committee 2006 to 2014
Massachusetts Municipal Managers Association 2001 to 2004, 2007 to 2104
International City Management Association 1999 to 2005
Maine Town and City Managers Association 1997 to 2004
N. H. Bar Association 1996 to Present (now inactive)
Maine State Bar Association 1999 – Present (now inactive)
Cumberland County (ME) Human Services Committee 1998 to 2000
Cumberland County Managers Association (ME) 1997 to 2001, Chairman 2000
Town (Rollinsford) Rep to Spaulding Turnpike Advisor Task Force 1990 - 1993
Massachusetts Municipal Personnel Administrators 2002 to 2004
Athol-Orange Joint Cable Television Advisory Committee 2001 - 2004
Gray Cable Television Advisory Committee 1999 - 2000
Board of Directors for a 72 unit residential complex 1994 - 1996
New Hampshire Municipal Assoc. 1992 – 1995,
NHMA, Legislative Administration & Financial Mgt Review Comm. 1993& 1994

Peter M. Jankowski
[REDACTED]
Desert Hills, AZ 85086

Personnel Department
City of Bisbee
118 Arizona Street
Bisbee AZ 85603

August 27, 2017

Dear: City of Bisbee

Please accept my resume for the position of City Manager

As my resume illustrates, I have held a variety of municipal positions over the past twenty years including Town Manager, Town Administrator, Selectman (Councilor), Treasurer, Planning Board, Finance Committee and State Representative. I am an attorney with a sound understanding of municipal administration & law and a skilled negotiator in collective bargaining. I have a hands-on, open, flexible and inclusive leadership style. I bring a professional, trusting and supportive atmosphere with a focus on providing excellent customer service and a positive environment.

My last position was with the Town of Cave Creek Arizona, a western community with similar economic drives (tourism, retail, restaurants) as Bisbee. Cave Creek has no property tax, so holding a sound business and community relationships and cooperation are must.

I believe the Town Council and Manager should work as a team and with transparency. I find it works best when the Town Council and I have an open, trusting and supportive relationship. The Council should feel the manager is providing sound impartial information, analysis and recommendations to the best of his/her ability. As Manager, my responsibility is simple; to provide the Council with all the relevant information I can, provide analysis to the best of my ability, to outline the best possible options and to oversee & manage the day-to-day operations of the community.

I enjoy working in an area where I can be part of the community's future both professional and personally. I enjoy working as a team with the City Council in guiding the long term planning & growth of the city and meeting the challenges in a thoughtful, inclusive and engaging way with City's stakeholders,

Thought-out my public management career, I overseen day-to-day municipal operations, including Public Works, Police, Fire & EMS, Parks & Recreation (beach, playgrounds, athletic fields), Building & Grounds, Economic Development, Assessing, Animal Control, Code Enforcement & Inspectors, Budgeting (operational & capital), Human Resources and served as Chief Procurement Officer. I also served on the Local Emergency Planning Committee for public health and emergency/pandemic preparedness. With a legal background, I routinely craft, implement and enforce local ordinances as director by my elected governing boards. I serve as the community's liaison to county & state agencies and the local media. I have overseen many public construction projects from design, budgeting and bidding including water & sewer treatment facility upgrades, animal control facility, playgrounds, recycling center and road/street projects. And many of these projects have been working in cooperation with various volunteer committees, community groups and stakeholders.

I believe in "Smart Growth" with a focus on community development that keeps in step the character of the community. I have successfully led economic programs utilizing both CDBG (public facilities/ sewer improvement, micro-enterprise loans, housing renovation, awning & façade programs) & local initiatives such as: gateway projects, zoning initiatives, regional infrastructure projects, green way & open space dedications and lighting programs and dark sky programs in efforts to improving a community's curb appeal.

I have sound experience in financial management and continue craft balanced budgets while preserving municipal services. As a manager and personally, I am very approachable & inclusive in involving department heads and staff in the decision making process and work with a team focus with my elected town officials. I am always engaging local residents and community stakeholders in the office but usually at the local grocery store, recycling center and around the community.

I am more than willing to spend the extra time required to educate myself with the intrinsic needs of Bisbee and the Council and become a trusted member of the community. I love being a public manager, there is no other rewarding job like it.

Sincerely
Peter M. Jankowski

Peter M. Jankowski, Esq.

Municipal Seminars & Trainings

For your information, a partial list of municipal training/ seminars/ workshops I have attended over the years.

International City Managers Association (ICMA) Seminars & Workshops

Essential Management Skills	Electronic Government
Successful Council-Manager Relations	Capital Infrastructure Assets Management
A Business Approach to Managing Local Gov't Services	Manager as Facilitator & Enabler
Evaluating Your Role in the Community	Negotiating Personnel Issues in Small Communities
Citizen Engagement Beyond a One Issue Constituency	Military (Naval Base)/Urban Redevelopment

Strategic Fiscal Planning: Guarding the Public Checkbook. Fiscal Crisis Perspectives. Strategic Collective Bargaining
Emotional Intelligence Skills for Improved Relations with Elected Officials

Municipal Conventions & Seminars 1997 - to Present. (Arizona 2014- present)

Topics: elected official exchange, governing skills, conducting meetings, solid waste options, bench marking, zoning issues regionalization, financial planning, E-government, understanding risk management, strategic planning, Arizona open meetings & ethics and various others

State & Association Seminars & Trainings

Municipal Tax Liens

Topics: all legal steps & aspects of the lien process, from receiving the assessor's tax commitment to foreclosure of real property.

Treasurer's & Tax Collector's School

Topics: review of the tax assessment process from assessor's commitment, billing, notification, collection and accounting of taxes received.

Town & City Managers Workshops (various)

Topics: personnel management, employee relations, evaluations, budgeting and expense tracking, road management system and state law governing town manager form of government.

Drainage, Drainage & Drainage

Topics: introduction to roads, local road departments, problem roads, basic drainage concepts, surface drainage, culverts, subsurface drainage, geotextiles, soil erosion control, wetlands, drainage problems, maintenance for good drainage and worker safety.

Governmental Accounting II

Topics: fund accounting, encumbrances, budget process, year-end process closings, audit preparation, financial statements, single audit compliance, and footnote/statistical tables.

Supervisory Training I & II

Topics: management styles, performance evaluations, building a quality team, conflict resolution, work-place harassment, labor law and quality control.

Roads & Easements

Topics: easement basics, public ways, drafting/reviewing easements, paper streets, advanced easement topics, conservation easements, legal research, easement litigation strategies.

Municipal Money Matters

Topics: governing state laws, audits, borrowing, investing, billing, right to know, accounting, annual reports, cash handling practices and fiscal accountability & responsibility.

Municipal Seminars & Trainings

Snow & Ice Removal

Topics: ice prevention & de-icing, sand and salt use (mixtures), equipment and materials.

General Assistance (Winter Issues)

Topics: state human services & housing authority program updates, fuel assistance, affordable housing, utility company programs, and home weatherization.

Basic Municipal Budgeting Workshop I & II

Topics: preparing a basic budget, budgeting forecasts & projections, budget controls, presenting a budget, sample documents/tools, capital improvement planning, enterprise funding and preparation aids.

Labor Law Workshop & Fair Labor Standards Act

Topics: case law review, use of executive session & freedom of access law, designing & administering personnel policies, cause in the public sector, due process and union & binding past practice.

Municipal Law Dilemmas

Topics: sexually oriented businesses, zoning & group homes, disaster preparedness, telecommunication towers regulation, home rule, tax increment financing, municipal construction contracts and property taxation issues.

Roadway Fundamentals for Municipal Officials

Topics: roadway designs, drainage, materials, paving, gravel roads, troubleshooting, legal issues, easements, and traffic control.

Current Issues and Trends in Municipal Law

Topics: special regulatory issues, election issues (citizen initiated ballots, inspections & recounts), nonconforming structures, variance concerns, paper streets, ADA on zoning, right to know.

Land Development Concerns

Topics: site location & development, municipal law and use regulatory commission subdivisions, development & zoning issues and shoreland expansion.

Town Meeting & Elections

Conducting state and federal elections; state statute interpretation & recent case law review, ADA accommodations, responsibilities of election warden & ballot clerks, election closing & filing requirements.

Annual Municipal Law Forum

Open meeting law, public records law, conflict of interest, town/city government administration, recent developments in municipal organizations, public bidding & prevailing wage law, construction & project management law.

Local Government Real Property Transactions

Overview of MGL 30b(16); the RFP process, legal issues/requirements, public auctions, practical advice of transactions - regarding real property transfers by municipalities - tax-title, in fee and easements.

Finance Committee Workshop

Topics: basic finance (budget) documents and the role of a finance committee. Statutory updates, Merrill Lynch municipal product presentation.

Boards of Health

Completed certification process to serve as a local Board of Health member. Topics: general overview of public health system, legal authority, sewage/septic, solid waste disposal, housing/sanitary, and food protection.

Municipal Auditor & Accountants Program

Overview of Mass municipal accounting/audit standards. Topics: basic legal requirements, short/long term borrowing, tax-title, reconciliation, tailings, free cash, DOR reporting and year end/closing entries.

Peter M. Jankowski, Esq.

Municipal Seminars & Trainings

Cement Sidewalks

MassHighway. Concrete types, ordering, additives, prep-form work, testing (slump, air) floating/finishing techniques, jointing, curing & sealing. Hands-on clinic participation in installing cement sidewalk.

Municipal User Fees

Overview of Permitted Fees, Enterprise Fees, Service/Usage Fees, Inspection Fees, Freedom of Information Requests, Calculating Fees and Legal Steps to Establishing a Fee Structure.

Board Retreats, Special Events & Parades

How to Hold a Successful Board Retreat, Essentials of Team Building, Coming to Your Town Parades, Celebrations & Special Events, Security Concerns & Coordination.

Regionalization Tool Kit Conference- – (A Practical Guide to Sharing Municipal Services), 2009 & 2010
Pros and Cons of Using a Host Agency, Tools for Analyzing Regionalization, Pooling Resources for Animal Control, Police and Fire Consolidation.