

June 22, 2023

Dear Rick Conner & Colin Baenziger,

Please accept this letter and resume as a written application for the *County Administrator* position with Manatee County Florida. I am a proven energetic strategic leader and when you read my resume, you will see that I have had a successful career in county government working for Essex County, NJ a diverse county with a population of 808,285 for sixteen years. I also have acquired a number of other transferable skills and I will provide visionary and proven leadership and I will continue my record of success.

I am a graduate of Rutgers University's highly selective Executive Master of Public Administration program (MPA) and I completed the Certified Public Manager program (CPM) at Arizona State University. I also have a second professional graduate Master's degree in Administrative Science (MAS) from Fairleigh Dickinson University and I have attended an Executive Education program at Harvard University in Crisis Leadership and at the University of Louisville's Southern Police Institute (Chief Executive Leadership). I have extensive FEMA Emergency Management education, training and experience and I am currently a Doctoral student (Ed.D) at Rider University in the Educational Leadership program.

I have experience leading complex organizations, creating and managing budgets and capital projects in both unionized and non-unionized environments, I have experience working in urban, suburban & rural settings. I have served as Chief of Police, Director of Public Safety, Emergency Manager, Transportation Services Manager & Parking Manager. I was one of ten National Finalist for the 2010 Director of the Year Award. I have had success transforming departments to make them community focused and community oriented by integrating data driven methodologies into the DNA of the department. I helped develop new initiatives where we consolidated services that reduced costs, redundancies and resulted in better service to the community. I also brought in approximately \$300,000 dollars in grant money from the U.S. Department of Justice and I am experienced with contract negotiations from both the labor and management sides.

In terms of transferable skills, I have been a direct report to the following university Vice Presidents who were members of the leadership team and these Vice Presidents are equivalent to the university what the Board of Commissioners are to the county:

- a. Vice President of Human Resources (Rider University, NJ)
- b. Vice President of Strategic Initiatives & Planning (Rider University, NJ)
- c. Vice President of Justice, Diversity, Equity & Inclusion (Rider University, NJ)
- d. Executive Vice President for Finance & Administration (Southern Vermont College, VT)
- e. Vice President of Student Affairs & Dean of Students (Southern Vermont College, VT)
- f. Vice President for Finance & Administration / CFO (University of the Sciences, PA)
- g. Vice President for Finance & Administration (Gannon University, PA)

The positions I have held within higher education including my current position has required me to work closely with division vice presidents and globally across the university with students, faculty, staff, alumni and visitors as well as externally with community and government leadership. I am currently the Director of Public Safety & Emergency Management over both the Lawrenceville & Princeton campuses of Rider University. I have experience leading within multi campus systems

across municipalities, and I have had success-transforming departments to make them community focused and while using data for effective management.

My current committee assignments are:

- Budget Advisory Committee
- Enterprise Risk Management Committee
- Campus Project Management Committee
- COVID-19 Student Care Team
- Student Welfare Consultation Team
- JED Campus Team – Strategic Communications Committee

I was recognized during the University of the Sciences' State of the University Address for restructuring Public Safety to enhance functions and establishing a better chain of command. I managed the security & technology capital projects for the McNeil Science and Technology Center (STC -1 project \$225,000), Wide Area Emergency Broadcast System (WEBS project \$97,289) and the Griffith Hall and Central Utilities Power Plant (CUPP project \$16,159).

I am a solution driven transformational leader that led Gannon Police & Public Safety Department through an external assessment where every aspect of the department was reviewed. From this, I developed a blueprint and strategic plan for the department that was implemented, and every aspect was completed. This resulted in us becoming a community-policing agency and in me being nominated and finishing as one of ten national finalists for Campus Safety Magazine's 2011 Director of the Year Award.

I am an Advisory Council Member for the Transformative Leadership in Disruptive Times Certificate Program at Seton Hall University, New Jersey. I was an invited guest lecturer at Seton Hill University, Greensburg, PA for the undergraduate business class (Principles of Management) on the topic of "The Role of Leadership in Management" and I was a guest lecturer at Seton Hill University, Greensburg, PA, for the Master of Business Administration program Entrepreneurship Specialization – New Venture Creation class.

Throughout my career, I have worked with the community, local agencies, organizations, and executive leadership to accomplish the mission of the organizations I have been chosen to lead. I am a natural collaborator & problem solver and value diverse perspectives.

I am extremely interested in the opportunity with Manatee County, FL. I look forward to an opportunity to meet with you and discuss this opportunity.

Thank you for your time and attention.

Sincerely,

James G. Waldon

James G. Waldon, MPA, CPM

JAMES G. WALDON, MPA, MAS

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Objective: County Administrator – Manatee County, FL.

Summary: Seasoned strategic and visionary executive, manager and crisis manager with experience working in urban, suburban & rural settings, both unionized & non-unionized environments. A mission-driven administrator and highly collaborative contributor with the following highlighted experiences and skills:

Trusted advisor to leaders
Visionary and Strategic Leader
Solution Driven
Emergency Medical Services
Emergency Management
Crisis Management
Parking & Transportation Services
Title IX
Innovative & Strategic Thinker

Police & Public Safety
Analytical
Data Driven
Budget Management
Capital Projects
Strategic Planning
Change Management
Staff Education & Training
Project Management

National Finalist for the *2010 Campus Safety Director of the Year Award*
January/February 2011 – *Campus Safety Magazine.*

EDUCATION

Doctoral Student, Ed.D in Educational Leadership – Higher Education Administration
Rider University, New Jersey

Masters of Public Administration (MPA)
Rutgers University, New Jersey

Masters of Administrative Science (MAS)
Fairleigh Dickinson University, Teaneck, New Jersey

Bachelor of Arts Degree (BA) – Political Science
Kean University, Union, New Jersey

Certified Public Manager (CPM)
Arizona State University, Tempe, Arizona

Chief Executive Leadership
Southern Police Institute – University of Louisville
Louisville, Kentucky

Executive Education – Crisis Leadership in Higher Education
Harvard University – JFK School of Government
Cambridge, Massachusetts

PROFESSIONAL EXPERIENCE**Director of Public Safety & Emergency Management**

January 2019 – Present

Rider University – Department of Public Safety
Division of Justice, Diversity, Equity & Inclusion
2 Campuses: Lawrenceville & Princeton, New Jersey

Reporting to the Vice President of Justice, Diversity, Equity & Inclusion formerly reported to the Vice President of Strategic Initiatives & Planning and the Vice President of Human Resources acting as the Chief Public Safety Administrator, Emergency Manager & Parking Administrator with 5 direct reports and 40 total employees overseeing four Divisions:

- Public Safety Patrol Operations & Investigations
- Emergency Management
- Emergency Medical Services & Fire Safety
- Parking Services

Campus Committees:

- Campus Budget Advisory Committee
- Campus Student Welfare Consultation Team
- LGBTQ+ Advisory Board
- JED Campus Team – Building Student Mental Health, Substance Abuse & Suicide Prevention efforts
- COVID-19 Student Care Team
- Campus Projects Meetings
- Enterprise Risk Management

Director of Campus Safety, Transportation & Title IX Investigator

January 2015 – January 2019

Southern Vermont College – Department of Campus Safety & Transportation
Division of Finance & Administration
Bennington, Vermont

Reported to the Executive Vice President of Finance & Administration formerly reported to the Vice President of Student Affairs & Dean of Students acted as the Chief Public Safety Administrator, Emergency Manager & Parking & Transportation Administrator and Title IX Investigator with 4 direct reports and 17 total employees.

Chief/Director of Public Safety & Emergency Management

January 2013 – June 2014

University of the Sciences – Department of Public Safety
Division of Finance & Administration
Philadelphia, Pennsylvania

Reported to the Vice President of Finance & Administration and Chief Financial Officer acted as the Chief Public Safety Administrator, Emergency Manager & Parking & Transportation Administrator with 4 direct reports and 42 total employees.

Chief of Police/Director of Police & Safety

Gannon University – Department of Police & Safety
Division of Finance & Administration
Erie, Pennsylvania

April 2008 – August 2011

Reported to the Vice President of Finance & Administration and Chief Financial Officer acted as the Chief Public Safety Administrator, Emergency Manager & Parking Administrator with 2 direct reports and 31 total employees.

- National Finalist for the 2010 Campus Safety Director of the Year Award

County Detective

Essex County Prosecutor's Office
Newark, New Jersey

December 1992 – April 2008

*County Population: 795,908

Unit Assignments:

- Adult Trial Section
- Juvenile Trial Section
- Grand Jury Unit
- Consolidated Pre-Grand Jury Unit
- Special Investigations Unit
- Citizen's Complaint Bureau (Internal Affairs)
- Arson/Gambling Unit (Organized Crime)
- Official Corruption and Economic Crime Section
- Insurance Fraud Unit

Special Assignments:

- US Marshal's Service, New York / New Jersey Regional Fugitive Task Force
Served as a Special Deputy US Marshal
- US Bureau of Alcohol, Tobacco & Firearms, New Jersey Firearms Task Force
Served as a Special Deputy US Marshal
- Essex County Prosecutors Office - Arson Task Force
Orange, NJ High School Fire & Vandalism 1999

Police Detective

Rutgers University Police Department
Camden Division & Newark Division, New Jersey
December 1983 – December 1992

Police Officer / Security Officer

Montclair State University Police Department
Montclair, New Jersey
December 1982 – December 1983

INSTRUCTOR, PANELS, & GUEST LECTURES

Seton Hall University, NJ – Member Advisory Council - Transformative Leadership in Disruptive Times Certificate Program (February 2022 - Present)

Rutgers University NJ – Panelist National Day of Racial Healing on the subject of Public Engagement & Healing: Measuring Impact & Sustainability (January 2022)

Rider University, NJ – Panelist – Is This a Dangerous Time to Know Your Rights (Part 2)
Campus wide Virtual Roundtable Discussion on Policing (October 2020)

Rider University, NJ – Guest Speaker for undergraduate Journalism class (FA 223 -Computer Assisted Reporting)
(February 2019, March 2020 & March 2022)

Southern Vermont College, VT – Panelist – Military & Protective Services Workshop
Sophomore Career Summit (October 2018)

Southern Vermont College, VT – Guest Lecturer for undergraduate Criminal Justice class (Drugs, Crime & Justice)
on the topic of *"Undercover Drug Operations"* (December 2015)

Penn State University – Justice and Safety Institute at the Philadelphia Police Academy – Instructor for Police Supervisory In-Service Training on the topic of *"Managing Problem Employees / Discipline & Supervisory Development Problems"* (October 2015)

Seton Hill University, Greensburg, PA - Guest Lecturer for the Masters of Business Administration program
Entrepreneurship Specialization – New Venture Creation class on the topic of *"New Venture Creation"*
(February 2010)

Seton Hill University, Greensburg, PA - Guest Lecturer for the undergraduate Business class (Principles of Management) on the topic of *"The Role of Leadership in Management"*. (November 2009)

FEMA – EMERGENCY MANAGEMENT INSTITUTE TRAINING

- Capabilities Based Planning Workshop for Higher Education
- Emergency Management Professional Development Series Certification
 - a) IS 120.a Introduction to Exercises
 - b) IS 230.d Fundamentals of Emergency Management
 - c) IS 235.b Emergency Planning
 - d) IS 240.b Leadership and Influence
 - e) IS 241.b Decision Making and Problem Solving
 - f) IS 242.b Effective Communication
 - g) IS 244.b Developing and Managing Volunteers

- IS 001.a Emergency Manager: An Orientation to the Position
- IS 015.b Special Events Contingency Planning for Public Safety Agencies
- IS 020.15 Diversity Awareness
- IS 100.b Incident Command System (ICS)

- IS 100.HE Incident Command System (ICS) for Higher Education
- IS 100.LE Incident Command System (ICS) for Law Enforcement
- IS 102.c Preparing for Federal Disaster Operations: FEMA Response Partners
- IS 106.15 Workplace Violence Awareness Training 2015
- IS 200.b Incident Command System (ICS) for Single Resources and Initial Action Incident
- IS 362.a Multi-Hazard Emergency Planning for Schools
- IS 453 Introduction to Homeland Security Planning
- IS 520 Introduction to Continuity of Operations Planning for Pandemic Influenzas
- IS 700.a National Incident Management Systems (NIMS)
- IS 800.b National Response Framework (NSF)
- IS 813 Emergency Support Functions (ESF) # 13 Public Safety and Security
- IS 906 Workplace Security Awareness
- IS 907 Active Shooter: What You Can Do
- IS 908 Emergency Management for Senior Officials
- IS 912 Retail Security Awareness Understanding the Hidden Hazards

SELECTED SPECIAL ASSIGNMENTS AND PROJECTS

- ❖ *Erie (PA) Weed & Seed / Project Safe Neighborhoods Crime Task Force (2008 – 2011)*
- ❖ *Erie County (PA) Public Safety Advisory Board (2008 – 2011)*
- ❖ *US Marshal’s Service, New York / New Jersey Regional Fugitive Task Force (2003-2004)*
- ❖ *US Bureau of Alcohol, Tobacco & Firearms, New Jersey Firearms Task Force (1994-1998)*
 - *Received three (3) Letters of Recognition*
- ❖ *ATF / Drug Enforcement Administration / HIDTA Task Force, “Operation Strike Back” (1994-1995)*
 - *Received Letter of Recognition*
 - *Commendation Award - In Recognition of Outstanding Accomplishments in the field of Narcotic Law Enforcement (International Narcotic Enforcement Officers Association)*
- ❖ *Camden County Prosecutor’s Office – Narcotics Task Force, County Narcotics Investigator (1990-1991)*
 - *Recipient of Service Award*
 - *Received Two (2) Letters of Recognition*

LAW ENFORCEMENT TRAINING

Modified Basic Course for Investigators
 NJ Division of Criminal Justice Academy
 Graduated

Basic Course for Police Officers
 Essex County, NJ Police Academy
 Graduated

Managing Uniformed Patrol Unit Operations
 University of Delaware – Division of Continuing Education
 Newark, Delaware

Managing Detective Units

University of Delaware – Division of Continuing Education
Newark, Delaware

Accreditation Manager Training

International Association of Campus Law Enforcement Administrators
(IACLEA)

MEMBERSHIPS

- International City/County Management Association (ICMA)
- American Society for Public Administration (ASPA)
- International Association of Chiefs of Police (IACP)
- International Association of Campus Law Enforcement Administrators (IACLEA)
- National Diversity Council

SELECTED PROFESSIONAL TRAINING

- Practical Homicide Investigations
- Advanced Homicide Investigations
- Advanced Narcotics Investigations
- Advanced Techniques in Narcotic Law Enforcement
- New Jersey State Police 238th Drug Enforcement School
- Federal Bureau of Investigation – SJ Investigator School
- United States Department of Justice – Investigative and Surveillance Technology Training
- United States Marshal’s Service – Fugitive Investigation Course
- United States Secret Service - Cellular Fraud Investigations
- Hostage Negotiations
- Emergency Response to Terrorism
- Weapons of Mass Destruction
- Criminal Intelligence Systems Operating Policies
- Hate Crimes and Youth Conference
- Youth Gangs: Urban and Suburban
- Gang Identification and Awareness
- Community Oriented Policing System
- Police Professionalism and Cultural Diversity
- Crime Prevention Training Course
- New Jersey Division of Youth and Family Services (DYFS) / Police Workshop
- New Jersey State Police Sexual Assault / Crisis Intervention Training
- Interviewing the Sexually Assaulted or Abused Female
- Acquaintance Rape Seminar

HONORS & LEADERSHIP AWARDS

National Finalist for the 2010 Campus Safety Director of the Year Award
January/February 2011 – *Campus Safety Magazine*.

- *The Campus Safety Director of the Year award honors the best of the best in the healthcare and education public safety community.*

Commendation Award

International Narcotic Enforcement Officers Association

- *In Recognition of Outstanding Accomplishments in the field of Narcotic Law Enforcement*

Valor Award

Fraternal Order of Police Lodge # 54

Educational Achievement Award

Fraternal Order of Police Lodge # 54

Service Award

Camden County - Narcotics Task Force

Honor Legion -

The Police Departments of the State of New Jersey

Distinguished Achievement Award

RUPD - Camden Division

Meritorious Service Citation

RUPD - Newark Division