



City of Deltona

Mayor
John Masiarczyk

Vice Mayor
Heidi Herzberg
District 3

Commissioners:

Zenaida Denizac
District 1

Webster Barnaby
District 2

Nancy Schleicher
District 4

Fred Lowry
District 5

Chris Nabicht
District 6

City Manager
William D. Denny

SPECIAL CITY COMMISSION
2345 PROVIDENCE BLVD.

DELTONA, FLORIDA

MONDAY, JULY 14, 2014

5:30 P.M.

DELTONA COMMISSION CHAMBERS

AGENDA

- 1. PUBLIC COMMENTS:**
- 2. CALL TO ORDER:**
- 3. ROLL CALL – CITY CLERK:**
- 4. BUSINESS:**
 - A. Discussion re: Interim City Manager Applications.**
- 5. ADJOURNMENT:**

NOTE: If any person decides to appeal any decision made by the City Commission with respect to any matter considered at this meeting or hearing, he/she will need a record of the proceedings, and for such purpose he/she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based (F.S. 286.0105).

Individuals with disabilities needing assistance to participate in any of these proceedings should contact the City Clerk, Joyce Raftery 48 hours in advance of the meeting date and time at (386) 878-8500.



AGENDA MEMO

TO: Mayor & City Commission **AGENDA DATE:** 7/14/2014
FROM: William D. Denny, City Manager **AGENDA ITEM:** 4 - A
SUBJECT: Discussion re: Interim City Manager Applications.

LOCATION:

N/A

BACKGROUND:

At the Commission Workshop held on Monday, May 21, 2014 the Commission concurred to extend Mr. Denny's contract as City Manager until August 31, 2014 and to notify the Range Riders, current Volusia County Managers, and the Florida League of Cities of Deltona's search for an Interim City Manager. Applications were submitted and distributed to the City Commission on July 7, 2014.

At the budget Workshop held on Thursday, July 10, 2014 the Commission concurred that at the end of the business day Friday, July 11, 2014 would be the deadline for Interim City Manager applications. A Special Meeting will be held on Monday, July 14, 2014, that each Commissioner would provide their top three (3) choices out of the Interim City Manager applicants, to conduct interviews with the selected applicants on Monday, July 21, 2014 between 10:00 a.m. and 2:00 p.m. and at the regular City Commission meeting (7/21/14) at 6:30 p.m. the Commission would appoint the Interim City Manager.

ORIGINATING DEPARTMENT:

City Manager's Office

SOURCE OF FUNDS:

TBD

COST:

TBD

REVIEWED BY:

City Manager

STAFF RECOMMENDATION PRESENTED BY:

N/A - For discussion and direction to staff as necessary.

POTENTIAL

MOTION:

N/A - For discussion and direction to staff as necessary.

**AGENDA ITEM
APPROVED BY:**

William D. Denny, City Manager

ATTACHMENTS:

- Dale Baker
- Lyndon Bonner
- David Clapsaddle
- James Coleman
- James Drymon
- James McCroskey
- Scott Randall
- Scott Neils
- Charles D. Rashed
- Gary Shimun
- Thomas Stauffenberg
- Howard Tipton

Dale Baker
2345 Providence Boulevard
Deltona, FL 32725

July 11, 2014

RE: Interim City Manager

Dear Mayor, Vice Mayor and Commissioners:

I would like to express my interest in the position of Interim City Manager for the City of Deltona. I strongly believe that my skills and background make me the perfect candidate for this position. I have worked for the City of Deltona for seventeen (17) years and as your Deputy City Manager I am very familiar with our City.

My experience with the City and my twenty two (22) years of military service have given me a unique blend of leadership, management, organization, and communication skills that I truly believe will serve your needs while you search for a full time city manager.

I truly believe I would be the best choice under our current circumstances. I would provide for a smoother transition and from an economic prospective I would be the logical choice.

If selected, I will guarantee you the hard work, dedication, and enthusiasm necessary to be the best "Interim City Manager" possible. I would only ask, if selected, that I would be able to return to my current duties once a full time city manager is selected.

Sincerely,



Dale Baker

July 11, 2014

Mayor John C. Masiarczyk
 Vice Mayor Heidi Herzberg
 Commissioner Zenaida Denizac
 Commissioner Webster Barnaby
 Commissioner Nancy Schleicher
 Commissioner Anthony Bellizio
 Commissioner Chris Nabicht

Via: ddenny@deltonafl.gov
 Re: Deltona Interim City Manager

Honorable Mayor and Commissioners:

Per the recruitment notice on the City of Deltona website, please accept this Cover Letter, Resume and Letters of Recommendation that I submit for consideration in the selection of the Deltona Interim City Manager. I am transmitting this via email per instructions from the City Manager's Office.

The resume documents a career defined by highest levels of integrity, leadership and achievement. My Florida local government experiences includes over twenty years of verifiable and successful executive oversight of City and County operations provided by General and Enterprise Funds as well as Capital Improvement Projects and Fiduciary Funds. Direct managerial responsibilities include budgeting, finance, organizational development, labor relations, governmental relations, strategic planning, risk analysis, grant acquisitions and construction methods. Additionally, I have administered aviation facilities, industrial parks and Community Redevelopment Agencies (CRAs) and served as a Pension Trustee and the Lead Negotiator - Contract Administrator for Collective Bargaining Units.

Specific to the Interim City Manager Position, my administrative experiences in municipal and county governments include final authority responsibilities in every service and operation the City of Deltona is engaged. I have professional level knowledgeable of County operations and have had direct working experience with Volusia County Government via a Right of Way Asset Maintenance contract that I administered in Flagler and Volusia County for the Florida Department of Transportation. I also have strong working relationships with the all the City's regulatory agencies, including St. Johns Water Management District, East Central Florida Planning Council, Florida Department of Transportation's District 5 and the Florida Department of Environmental Protection.

The City of Deltona's Five Year Capital Improvement Plan indicates the City is undertaking an ambitious \$70 Million dollar Capital Improvement Plan during the 2014-2104 Budget Years. I have extensive, capital project management and contract administration experience with a history of delivering quality results and completing projects on time and within budget. Projects range from simple landscaping work costing a few thousand dollars to multi-million dollar infrastructure improvements and include; permitting, new construction / renovation of water, wastewater and stormwater systems, public buildings, recreational areas, aviation facilities, sidewalks, roadway and bridges, asbestos abatement projects and historical preservation.

Given the time of year the interim appointment will occur, it is essential that the individual selected has the ability to integrate into the organization's quickly and have strong operational and financial experience to insure the budget implementation processes will produce the intended results.

Lyndon L. Bonner

I have this experience in two Florida local governments, both requiring short-term, executive leadership services. (City of North Miami Beach, Florida and Interim Assistant County Administrator, Sumter County, Florida) I have included Letters of Recommendation from supervisors and elected officials describing how my incoming competencies facilitated the timely transition into a contributing leadership role and the results achieved during my tenure.

Additionally, I have Costal Emergency Management experience and a comprehensive knowledge in the roles, principals and methods of emergency management, gaining perspectives spanning from the First Responder to the executive officer with the administrative responsibilities of initiating the enabling emergency legislation to formalizing final reimbursement, closeout documents. I possess advanced "Train the Trainer" Certification from Federal Emergency Management Administrations (FEMA) and have completed Florida Emergency Preparedness Association's (FEPA) Advanced Public Information Officer Training. My NIMS Training includes Certificates for 100A, 200A and 700A.

In preparing this submittal I thoroughly researched the City Charter, Code of Ordinances and Comprehensive Plan. I also carefully studied the City's 2013 Comprehensive Annual Financial Report and Adopted 2014 Budget.

We own two homes and currently divide our time in Flagler Beach and Ocala, Florida. As such I am available for service in Deltona, immediately upon authorization of an employment agreement. My salary is negotiable depending on other remunerations offered in the employment agreement.

If selected, I plan to commute from Flagler Beach the first two weeks. Due to the anticipated schedule and time demands of the position I have identified short-term housing alternatives in Deltona available August and will transition to temporary housing for the durations of the assignment.

I am confident that my leadership skills, local government experiences and management style are an excellent fit to the existing and future needs of the elected officials, management team, staff and the citizens of Deltona.

If you have any questions, need additional information, please contact me at your earliest convenience.

Sincerely,



3431 SW 26 Place,
Ocala, Florida 34474
Cell 352-209-2123

Lyndon L. Bonner, ICMA-CM
 3431 Southwest 26th Place
 Ocala, Florida 34474

1. Administrative Overview:

I have over twenty years of successful Florida experience administering the full range of governmental operations and services with verifiable expertise in the areas of sustainable budgeting, finance, debt management, capital planning, organizational development, risk analysis, public safety, utility management, community services, urban planning, governmental relations, grant acquisitions and construction methods.

My career is a blend of municipal and county experiences that has imparted a valuable perspective and administrative approach that comes only from having served as both, a City Manager and County Administrator. Understanding and respecting the needs and requirements of both forms of government is key to local government's future in Florida.

Major executive responsibilities have included General Fund and Enterprise Fund budgets exceeding \$120 million dollars, 400+ Full Time Employees, \$120 million in Capital Improvement Projects and oversight of water utilities serving 180,000 customers. I also have extensive Florida coastal Emergency Management experience managing the preparations, response, mitigation and recovery from five designated Local State of Emergencies.

My economic initiatives include developing and administering Funding Agreements with Community Redevelopment Agencies, (CRA's), Incremental Tax Districts Financing for Capital Infrastructure, Tourism Development Councils (TDC), Enterprise Florida, Rural Areas of Critical Economic Concern (RACECs), Main Street and the Governor's Office of Tourism, Trade and Economic Development (OTTED). I have also successfully lobbied State and Federal legislators obtaining financial, technical and legislative support including State of Florida Community Budget Issue Requests (CBIRs) and Special State and Federal Appropriations.

Administratively, I listen and appreciate the fact that differing perspectives often improves decision-making. As a leader, I am not afraid to acknowledge someone else has a better solution. I make informed decisions and accept the responsibility for my actions. My leadership style is facilitative and participatory. I believed and work under the premise that leadership is a blend of elements, that is not always present in a superior command of facts or position of authority. I value reciprocal accountability and I provide for and expect managers to manage and be accountable and recognized for their work.

The management decisions I made over my public service career have withstood the test of time. Elected officials, citizens, staff and official documents from each jurisdiction I have served confirm that I maintained the highest level of professionalism representing local government, and that the financial strategies and the operational solutions I implemented produced the intended results.

In my opinion, the most significant contribution I have made to local government(s) have centered on improving individual and organizational competencies. It is personally and professionally very satisfying to see the ongoing contributions made by the elected officials and staff persons I have the privilege to serve with.

2. Education:

College of Central Florida, Ocala, Florida.	AA & AS	Degree
University of Florida, Gainesville, Florida.	BSBA	Degree
Webster University, St. Louis, Missouri.	MBA	Degree

3. Professional Certifications:

Florida Notary Public	Commission Number	EE 205235
Florida County Court Mediator (Inactive)	Mediation	Certification
Advanced Public Information Official (FEPA)	Emergency Management	Certification
Emergency Coordinators "Train the Trainer" (FEMA)	Emergency Management	Certification
International City and County Managers Association	Credentialed Manager	Certification

4. Professional Affiliations:

Florida League of Cities	Past Finance and Taxation Committee
American Public Works Association	Municipal Member
Florida Planning and Zoning Association	Past Regional Representative
Florida Emergency Preparedness Association	Member
Florida Governmental Finance Officers Association	Member
International City and County Managers Association	Member

5. Current Engagements:

Title: Land Use Development Consultant and Contracts Administrator
 Final Salary: Contracted Services
 Dates: April 1, 2013 – Current
 Employer: Self-Employed

Responsibilities:

Investment Board and Contractor's representative, responsible for negotiating modifications Developers Agreements, annexations and re-zonings. I prepare financial analysis, concurrency statements, application documents and presentations necessary for land use changes and environmental / construction permitting. This work includes re-negotiating development agreements and submitting Special Exceptions, Conditional Use and Variance applications for residential and commercial developments.

6. Local Governmental Administrative Experience:

Title: City Manager
 Final Salary: \$165,276 Deferred Compensation: Employer's Normal Cost Contribution Rates
 Dates: March 29, 2011 – September 30, 2012
 Employer: City of North Miami Beach, Florida – City Council
 Population: 41,523 Residents, 2.5 million Metro Area and 180,000 Municipal Utility Customers
 Employees: 422 Full Time Employees
 Budget: \$111 Million FY 2012-2013, \$121 Million FY 2010-2011
 Contact: Mrs. Audrey Hinds, Human Resource Department,
 North Miami Beach, Florida 33162 Phone: 305-948-2900

6. Local Governmental Administrative Experience: North Miami Beach, FL. (Continued)

Responsibilities:

The City North Miami Beach is a full service municipal government delivering services via five divisions, General Administration, Public Services, Police, Leisure Services and Finance/ Budget. The City Manager also serves as a Pension Board Trustee, the Executive Director of the Community Redevelopment Agency (CRA), Chief Purchasing Agent and the City's Chief Negotiator for Collective Bargaining negotiations. (Mayor and Council's references included)

Major Accomplishments:

1. Increased the General Fund's Unrestricted Reserve Fund Balance by \$2.9 million.
2. Restored the Enterprise Construction Reserves from negative (\$4) million to a positive \$7 million.
3. Adjusted General Fund operations and expenditures to over come the Revenue short fall of \$7.5 million dollars in 2011-2012 Budget. (CAFR documentation available.)
4. Developed and implemented organization's first financial and operational performance measures.

Title: County Administrator
 Dates: April 2008 – February 2011
 Employer: Okeechobee County, Florida - Board of County Commissioners
 Population: 39,836
 Employees: 418 (Down 47 Full-Time positions from 2008)
 Budget: \$121 Million FY 2007-2008, \$89.7 Million FY 2010-2011.
 Contact: Mrs. Kim Hopkins, Human Resources Director
 304 NW 2nd Street
 Okeechobee, Florida 34972 Phone 863-763-6441

Responsibilities:

I directly supervised Budget Preparation, Capital Improvements, the Road and Bridge Department, Airport, Industrial Park, Solid Waste Services, Fleet Management, Emergency Management, Planning, Building and Code Compliance and the County's Civic Centers, Parks, Campground and Marinas. I was also responsible for supervising the work of external consulting engineers, legal counsel and grant consultants. I served as the Chief Negotiator in all matters dealing with the County's Collective Bargaining Units that included the International Association Fire Fighters and International Brotherhood Operating Engineers. (Commissioners references available.)

Major Accomplishments:

1. Secured funding and completed over \$7.5 million for Building Capital Building Projects including the complete restoration of the Historic Okeechobee County Court House and construction of a new 911 Emergency Operations Center, BOTH on time and within budget.
2. Increased Operational Reserves and maintained services and service levels while experiencing a 25% decrease in revenues.
3. Administered completed for Building Capital Improvement Projects including Airport a \$4.4 million airport / runway rehabilitation project, over \$2 million dollars in storm water projects and affordable housing units, \$1.3 million emergency bridge replacement project, \$2.7 million dollars from the Florida Department of Transportation via Local Agency Projects (LAP) funding
4. Administered the response / restoration operations of two State Declarations of Local Emergency and negotiated Final closed out of FEMA Claims resulting from the 2004 Hurricane Season.

6. Local Governmental Administrative Experience:**(Continued)**

Title: Interim Assistant County Administrator / Special Projects Manager
 Dates: February 2007 - December 2007
 Employer: Sumter County, Florida - Board of County Commissioners
 Population: 93,420
 Employees: 437
 Budget: \$ 134 Million
 Contact: Mrs. Kitty Fields, County Human Resource Director
 209 North Florida Street
 Bushnell, Florida 33513 Phone 352-793-0200

Responsibilities:

Coordinates the activities and communications among assigned departments, to include problem identification, problem resolution, and completion of major projects. Provide administrative assistance to the Board and the County Administrator. The position's description includes Assistant Budget Officer, responsible for coordinating the budget process, analyzing budgetary actions and supervising the preparation of the county budgets. My primary contributions to the 2007-2008 Sumter County budgets were related to the Capital Improvements and Special Projects.

My assignment in Sumter County was a ten-month term, Contract for Services. This arrangement came about as a result of the newly appointed County Administrator being called to active military duty and my being recruited to serve as Assistant County Administrator until his return. (Supervisors references included.)

Major Accomplishments:

1. Direct oversight responsibilities for the work of consulting engineers, contractors, compliance officials, site inspections and payment disbursements for Sumter County's portion of the Lake Panasoffkee restoration project, at the time the largest fresh water lake restoration effort in the United States. I also supervised the completion and compliance certifications of the Sumter County Fair Grounds Exposition Center.
2. Coordinated and expedited the Emergency Permitting Review / Fee Waiver Authorizations for emergency repairs and restorations during the 2004 Federal Disaster Declaration. (An F3 tornado that killed 8 and severely injured 25 people, destroying 301 and damaging another 1100 homes.)
3. Responsible for the work plan to resolve the emergency weather notification failures. I negotiated the equipment purchase, Tower Lease contracted the geo-technical and transmitting analysis and obtained the Permitting from State and Federal regulatory agencies. This work was completed on schedule, under budget and according to officials at the Nation Weather Service was completed in the shortest amount of time in the agency's history.

Title: City Manager
 Dates: May 2002 - May 2006
 Employer: City of Bunnell, Florida - City Commission
 Contact: Mayor Catherine Robinson
 P.O. 756, Bunnell, Florida 32110 Phone 386-437-7500

Responsibilities:

By Charter, the City Manager is the Chief Executive Officer of the City, responsible for all the administrative and operational functions of the City. (Mayor and Commissioners references available.)

6. Local Governmental Administrative Experience: City of Bunnell, Florida (Continued)Major Accomplishments:

1. Prepared the Department of Environmental Protection (FDEP) grant and State Revolving Fund (SRF) loan documents for the \$1.2 million dollar renovation of the City's Water System.
2. Secured \$5.2 million grant and loan commitments and administered the renovation and capacity building project at the City's Wastewater Treatment Plant and collection system rehabilitation.
3. Negotiated an Asset Management Agreement to provide the Florida Department of Transportation road, bridge and right-of-way maintenance services in Flagler and part of Volusia Counties. This led to the implementation of a new Enterprise Fund in the formation of Bunnell Maintenance Services (BMS) and netted the City an additional \$800K revenue annually.
4. Administered three declared Local State of Emergency and the associated FEMA Reimbursement Claims for city buildings, road repair, drainage facilities and wastewater plant during 2004 Hurricane Season.
5. Prepared successful \$500K Natural Resources Conservation Services (NRCS) Grant submittal to clean, grade the City's open drainage canals, attenuation and retention areas.
6. Initiated and led an aggressive annexation campaign that resulted in the incorporation of over 87,000 acres into the City. I prepared the Concurrency Analysis, negotiated the Annexation Agreement(s) and submitted the successful Comprehensive Plan and Land Use Amendments to all Local and State regulatory agencies.

Title: Director of Public Services
 Dates: December 1998 - July 2001
 Employer: City of Dunnellon, Florida - City Council
 Population: 1,951 (47,000 + within City's Utility Service Area)
 Employees: 5 Department Heads and 16 full time employees.
 Contact: Human Resources
 20275 River Drive, Dunnellon, Florida 34431 Phone: 352-465-8500

Responsibilities:

The position of Director of Public Services was a highly responsible position that supervised the administrative and operational functions of the City's Water & Wastewater Utilities, Road & Streets, City Garage, Community Development, Building Inspections, Grant Development, Comprehensive Planning, Code Enforcement, Planning and Zoning, Facility Management, Parks and Recreation, Animal Control, Emergency Management and the Solid Waste Collection / Recycling Programs. (Mayor and Commissioner's references available)

Major Accomplishments:

1. Authored the City's Department of Environmental Protection's (DEP) Small Disadvantaged Community Wastewater Grant. Initially authorized for \$9.3 million, the total Grant commitment exceeded \$13 million dollars. This remains the DEP's largest, most comprehensive Small Disadvantaged Community Wastewater Grant awarded.
2. Resolved a 24 citation Compliance Order on the City's Wastewater Treatment Plant from the Florida Department of Environmental Protection. Concluded with no penalties being assessed and receipt of a letter from the DEP Compliance Section commending the City for making the WWTP a model of compliance within four months.
3. Negotiated the City's largest annexations and associated Developer Agreements, Utility Extensions, Concurrency Analysis, Comprehensive Plan and Land Development Regulations Amendments.

6. Local Governmental Administrative Experience:**(Continued)**

Titles: Senior Planner, Zoning Code Official and Emergency Management Coordinator
 Dates: November 1993 - November 1998
 Employer: City of Wildwood, Florida - City Commission
 Population: 3,598
 Employees: 4 Departmental. 9 Project Team
 Contact: Human Resources
 100 North Main Street, Wildwood, Florida 34785 Phone: 352-303-1332

Responsibilities:

Supervised all the work related to Comprehensive Planning and Land Use administration including, site plan reviews, environmental and developmental permitting annexation, plats, concurrency Determinations. Provided Special Projects financial analysis and construction review / inspections. Also served as Emergency Management Coordinator and City's grant writer. (Mayor and Commissioner's references available)

Accomplishments:

1. Completed technical analysis for City's \$5 million dollar Utility Facility Analysis Plan.
2. Project Coordinator responsible for the work necessary for the design, financing, permitting and construction of a regional water and wastewater utility. This work consisted of constructing three, potable water wells, 20 miles of transmission mains, renovation of a wastewater treatment plant doubling capacity and modifying treatment process to FDEP's Public Access / Re-Use effluent treatment standards.
3. Developed the Wildwood Senior Emergency Response Team, (WSERT). Pronounced "wizard" this program was awarded the Claude Pepper Award for Outstanding Senior Program in Florida.
4. Appointed and served on the Governor's Interstate 75 / Florida Turnpike Corridor Council and the Corridor Council's Technical Advisory Committee.
5. Developed submittal / schedules that secured over \$2 million dollars in grant funds for Land and Capital Improvements.

7. Personal:

I am married to Pamela Lynne Bonner. Pam is a career law enforcement professional and we are blessed with a 10-year-old son, John Christopher. I enjoy excellent health and am an avid outdoorsman.

My volunteer pursuits include County Court Mediation, teaching / tutoring, Municipal and State service board appointments, Boy Scouts and serving as officer / citizens advocate for affordable housing initiatives. My hobby interests include music, woodworking, power and sail boating, motorcycling, photography, biking, hiking, canoeing, camping, GeoCaching, kite flying and GM performance engine building.





City of North Miami Beach, Florida

Attachment number 2 \nPage 9

MAYOR GEORGE VALLEJO

September 10, 2012

To Whom it may concern:

I would like to recommend Lyndon Bonner as a candidate for your open City Manager position. For the past 18 months, he has served as our City Manager, which is a charter officer here in North Miami Beach.

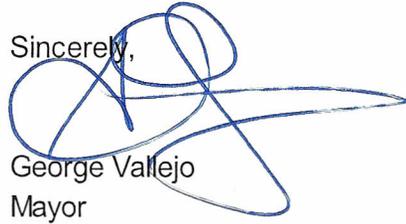
During his tenure, Lyndon oversaw a budget of approximately \$100,000,000 covering all of our city's operations, including the three enterprise businesses we operate: the water utility, the sewer utility and the sanitation utility. I have found him to have an incredibly deep well of experience in municipal operations, especially as they translate into the financial budgets.

He is extremely focused and thorough on the tasks he is assigned by the Council. I have found him to be a person of unwavering integrity and who follows the ICMA Code of Ethics to the letter. As an example, he has made it a point to act only at the direction of the Council as a whole, pursuant to our Charter.

Lyndon was brought in with orders to tackle a very challenging situation in our City. Our finances were a mess, our reserves had been depleted and political influence abounded in the upper reaches of the administration. He made many difficult and sometimes politically unpopular decisions. However, he did right the ship, get us back on a sustainable course and stop much of the outside influence on the administration.

In the final analysis, if you are looking for a manager who knows the right call and the backbone to make it happen, I strongly recommend Lyndon. If I may provide any further assistance, please feel free to call me at my cell 786-208-5626.

Sincerely,



George Vallejo
Mayor



City of North Miami Beach, Florida

COUNCILWOMAN MARLEN MARTELL

August 23, 2012

To whom it may concern,

It gives me great pleasure to write a recommendation letter for Mr. Lyndon Bonner. Mr. Bonner was appointed as City Manager to the City of North Miami Beach at the beginning of 2011. Shortly, thereafter, I became an elected official. It was after that point that I had the opportunity to engage in conversations that would change the path of our city.

Mr. Bonner understood the needs of the community and developed a comprehensive financial plan that continues to be the building blocks for our city. He has left us with a roadmap that will be followed in years to come. Mr. Bonner is very well versed in administrative issues and has proven to have experience in all levels of departmental management.

He is extremely intelligent and his financial ability is unsurpassed. I believe he is a huge contributor to any city and wish him the very best in his endeavors. I believe and trust that any city that hires him will be providing their citizens with an outstanding administrator.

Sincerely,

Marlen Martell
Councilwoman



City of North Miami Beach, Florida

COUNCILMAN PHILIPPE DEROSE

August 30, 2012,

To whom it may concern:

It is with great pleasure that I write this letter of recommendation on behalf of Mr. Lyndon L. Bonner. I have known and worked closely with Mr. Bonner for approximately 2 years. He has always impressed me by his intelligence and his motivation which is evidenced in his accomplishments and contributions while working in Government agencies.

Mr. Bonner is an outstanding professional, a good communicator, and a very committed and responsible individual. Beyond his professional credentials, he is also a wonderful gentleman, very congenial, and easy going. He is self motivated and adheres to the highest standards of honesty and integrity.

I believe that your organization will benefit tremendously from the presence of such a talented and brilliant individual. I am very enthusiastic about his application and give him my highest recommendation.

I know Mr. Bonner will prove to be an asset in any position for which he is qualified. If you have any questions, please feel free to contact me at (305) 582-3246.

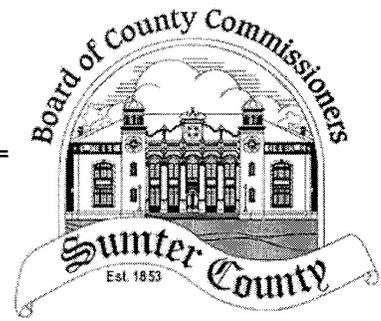
Sincerely,

Philippe Deroose
Councilman

Board of County Commissioners

Sumter County, Florida

910 N. Main Street, Room 201 • Bushnell, FL 33513-6146 • Phone (352) 793-0200 • FAX: (352) 793-0207
SunCom: 665-0200 • Website <http://sumtercountyfl.gov>



November 9, 2007

To Whom It May Concern:

Mr. Lyndon Bonner was hired to serve in the capacity of Assistant County Administrator to support the Interim County Administrator, Sandra Howell, during my deployment to Afghanistan.

Upon my return Mr. Bonner was shifted to Special Projects then to the Interim Assistant Community Service Director for the sole reason of funding and the location of the majority of the projects managed by him.

Mr. Bonner was assigned the most challenging projects some of which were either involved in pending litigation, life safety code issues, or simply budgetary and timing limitations.

In each of the projects: weather alert radio antenna, agricultural center kitchen completion and life safety code updates, government office building renovation completion and pending litigation, hazard mitigation grant preparation, and the largest of the projects – the Lake Panasoffkee Canal Cleanout Project, Mr. Bonner demonstrated an extreme attention to detail and coordination, strong dedication to complete the projects within the guidelines and budgets, and a very caring team player.

Mr. Bonner continues to exhibit a “can do” attitude which is paramount in any organization.

Given any similar project or situation, I certainly recommend Mr. Bonner to accomplish the task.

Sincerely,

Bradley Arnold

Richard "Dick" Hoffman, Dist 1
Vice Chairman
(352) 753-1592 or 793-0200
910 N. Main Street
Bushnell, FL 33513

Randy Mask, Dist 5
Office: (352) 793-0200
Home: (352) 793-3930
910 N. Main Street
Bushnell, FL 33513

Doug Gilpin, Dist 2
(352) 793-0200
910 N. Main Street
Bushnell, FL 33513

Bradley S. Arnold,
County Administrator
(352) 793-0200
910 N. Main Street
Bushnell, FL 33513-6146

Michael E. Francis, Dist 3
Chairman
(352) 753-1592 or 793-0200
910 N. Main Street
Bushnell, FL 33513

Gloria R. Hayward, Clerk & Auditor
(352) 793-0215
209 North Florida Street
Bushnell, FL 33513

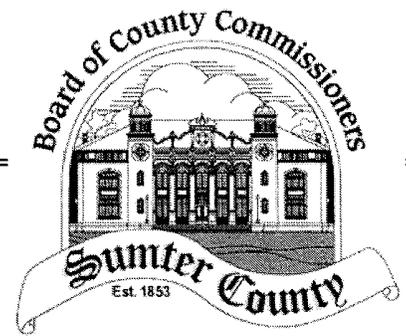
Garry Breeden, Dist 4
(352) 793-0200
910 N. Main Street
Bushnell, FL 33513

Randall N. Thornton
County Attorney
(352) 793-4040 P.O. Box 58
Lake Panasoffkee, FL 33538

Board of County Commissioners

Sumter County, Florida

910 N. Main Street, Room 201 • Bushnell, FL 33513-6146 • Phone (352) 793-0200 • FAX: (352) 793-0207
SunCom: 665-0200 • Website <http://sumtercountyfl.gov>



September 21, 2007

TO WHOM IT MAY CONCERN

Re: Employment of Lyndon Bonner

Lyndon Bonner was hired in February 2007 as "Interim" Assistant County Administrator for Sumter County. The Sumter County Administrator was serving active military duty after being employed only six months. My regular job was Assistant County Administrator, and I was serving as "Interim" County Administrator.

Lyndon came to Sumter County at a very challenging time. The first "Interim" Assistant County Administrator retired, the second did not work out. I needed someone with enough overall knowledge that could assist me with a variety of projects and daily concerns.

Lyndon integrated very easily into our organization. I found him to be very knowledgeable in the operation of government. I had several old projects that needed to be completed along with a couple of new projects. Lyndon was assigned an agricultural building kitchen to finish, managing of contractual conflicts and close-out of renovations of a large building the county owns. The new projects consisted of the Lake Panasoffkee canal dredging contract and a weather alert radio system for Sumter County. After the February 2, 2007 tornado, we realized the weather alert coverage for Sumter County was non-existent to poor. Through efforts of many, but coordinated by Lyndon, we now have a weather alert system that was approved and installed in record time.

Richard "Dick" Hoffman, Dist 1
Vice Chairman
(352) 753-1592 or 793-0200
910 N. Main Street
Bushnell, FL 33513

Doug Gilpin, Dist 2
(352) 793-0200
910 N. Main Street
Bushnell, FL 33513

Michael E. Francis, Dist 3
Chairman
(352) 753-1592 or 793-0200
910 N. Main Street
Bushnell, FL 33513

Garry Breeden, Dist 4
(352) 793-0200
910 N. Main Street
Bushnell, FL 33513

Randy Mask, Dist 5
Office: (352) 793-0200
Home: (352) 793-3930
910 N. Main Street
Bushnell, FL 33513

Bradley S. Arnold,
County Administrator
(352) 793-0200
910 N. Main Street
Bushnell, FL 33513-6146

Gloria R. Hayward, Clerk & Auditor
(352) 793-0215
209 North Florida Street
Bushnell, FL 33513

Randall N. Thornton
County Attorney
(352) 793-4040 P. O. Box 58
Lake Panasoffkee, FL 33538

To Whom It May Concern
Lyndon Bonner

Page 2

Our County Administrator returned in June 2007. At that time, I returned to my position as Assistant County Administrator. Lyndon was moved into a position named "Special Projects Manager" and reported to the Director of Community Services. Effective October 1, his title will again change to Interim Assistant Community Services Director where he will serve until the end date of his contract.

While all the shuffling is quite confusing to read, my desire in this documentation is to express Lyndon's versatility in county government, his attention to detail, and his ability to manage complex and controversial tasks. He is quick to remember our mission in serving citizens and approaches his assignments in that manner. Lyndon has been an asset to Sumter County.

Sincerely,

A handwritten signature in cursive script that reads "Sandra Howell".

Sandra Howell
Assistant County Administrator

06-30-14 A08:24 IN

June 29, 2014

Dear Sirs:

Please accept the attached materials as formal application for the position of City Manager for the city of Deltona. I believe to be well qualified for the position for the following reasons:

- 1) **Experience:** My 25 years of professional experience in the public and private sectors make me particularly well qualified for this position. I have developed extremely strong oral and written communication skills; most of my life's work has been in the service of providing recommendations and guidance to elected and appointed boards. Also, I have extensive experience bringing disparate groups together to reach consensus on tough issues. A specific example was bringing together members of the development and environmental communities in drafting and implementing new regulatory criteria to protect the Wekiva River bordering Lake, Seminole, and Orange Counties.

- 2) **Education:** I have completed my coursework, oral and comprehensive examinations for a PhD in Public Affairs at the University of Nevada-Las Vegas. I have earned a Masters of Public Administration from UNLV and Bachelor of Science degrees in Political Science and Urban Affairs from Jacksonville University, Jacksonville, Florida.

- 3) **Accepting challenges:** Progressively increasing experience has been evident during my career. I have never been afraid to take on a new challenge, with new responsibilities. An example was accepting the position as the first Executive Director for the Nevada Prepaid Tuition Program. After four years, we enrolled more than 10,000 children into the program, with over \$40 million in assets. I also served as Co-Chair of the national convention of the association of prepaid tuition programs and spoke before more than 200 people attending the convention.

- 4) **Community Orientation:** I have always been community oriented, as demonstrated by my service as Director of the Southern Nevada Section of the American Planning Association, serving on the Board of the Trauma Intervention Program of Southern Nevada, President of Pi Alpha Alpha, The Honors Society for Public Administration at UNLV, and serving on numerous other community based boards.

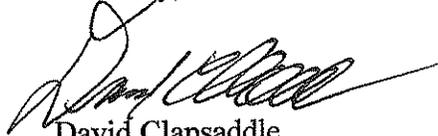
I understand that I am not the traditional city manager candidate. I do not belong to the ICMA. I do not have specific experience as a city manager or an assistant. However, in my public and private sector experience, I have done everything a city manager does, including:

- a. Developing positive relationships with elected and appointed boards. Listening, giving advice, and providing and providing policy options and recommendations is a central part of my skill set.
- b. Meeting with and reaching consensus among a wide variety of political interest groups. My experience in a wide array of environments – Florida, Nevada, and Upper Alberta has brought me into contact with disparate cultures and attitudes.
- c. I understand the political nature of land use decisions; it may be, along with budgeting, the most politicalized issue for a city commission to deal with.
- d. Budgeting and political economy.
- e. Talent recruitment and evaluating personnel.
- f. Teaching department heads and employees how to be better. I am a strong supporter of training and attending conferences to keep current and learn new skills.
- g. Understanding group and organizational dynamics.

Also, I understand the apparent gap in work experience over the last four years may raise concerns. One of the reasons I chose to live in Deltona after working in Alberta for a year was to have the opportunity to look after and take care of my elderly parents. It has been a sometimes joyful, sometimes difficult job, but I wouldn't trade it for anything. I believe it demonstrates the type of character that I would bring to this position.

In closing, I am ready to serve. You have my appreciation for your consideration and I look forward to exploring this opportunity with you in the near future.

Sincerely,



David Clapsaddle

Home: (386) 218-4406

Cell: (386) 490-3013

David Clapsaddle, AICP
986 Sylvia Drive
Deltona, Fl. 32725
386-218-4406
Cell: 386-490-3013
clapsaddle@cfl.rr.com

EXPERIENCE

Home Caretaker

May, 2010 to Present

Since returning from Canada, I have served as a care-taker to my elderly parents. It is the primary reason why I relocated to this area. Specific duties include: respite care, assist in medicine administration, cleaning, and home care.

Lac La Biche County

Manager of Planning and Development

June, 2009 to May, 2010

Responsible for the direction of current and comprehensive planning for Lac La Biche County, Alberta, Canada. Supervised those who administered the Land Use Bylaw, Municipal Development Plan, Safety Codes and the Preparation of Rezoning, Subdivision, and Development Permit Applications for the Municipal Planning Commission and County Council. Implementation of new policies to improve customer service and processing of development applications.

GCGARCIA, INC.

Planning Director

November, 2004 to March, 2009

Responsible for managing the entitlement process for existing and new clients of the firm. Represent clients before all elected and appointed Commissions and Councils throughout the Las Vegas Valley. Coordinate land development application materials with the staff of all jurisdictions. Work with clients to develop ideas for development projects. Acquire new clients and coordinate billing.

City of Las Vegas Department of Planning and Development

Planning Supervisor

March, 2002 to November, 2004

Responsible for the supervision of two teams composed of professional, technical, and clerical personnel.

Teams were engaged in the development of oral and written reports on land use applications for the City of Las Vegas City Council and the Planning Commission on all land development applications. Responsible for all personnel evaluations and preparation of the department budget. Attend all Planning Commission meetings and City Council meetings on an as needed basis.

State of Nevada Office of the State Treasurer

Executive Director, Nevada Prepaid Tuition Program April, 1998 to March, 2002

Responsible for the development of the first program in the history of the State designed to help families save for their children's higher education. Coordinate activities of consultants involved in marketing, actuarial, and legal aspects of the program to ensure its success. In four years, approximately 10,000 children were enrolled in the Program, with assets in excess of \$40 million.

City of Las Vegas Department of Planning and Development

Senior Planner June, 1993 to April, 1998

Responsible for leading a team of professional planners and administrative staff which develops recommendations on rezoning petitions and comprehensive plan amendments and prepare oral and written reports for the Planning Commission. Conduct meetings with applicants, other staff departments, members of the development community and neighborhood groups on all land development applications.

Representative Everett Kelly

Campaign Coordinator November, 1991 to January, 1993

Responsible for the coordination of the re-election campaign of the Speaker Pro-Tempore of the Florida House of Representatives. Duties included appearing and speaking on behalf of the candidate, contracting for print, radio, billboard, and television advertising, setting up fund-raisers and managing the volunteers of the campaign. Candidate won re-election with 69% of the vote in an election where approximately ½ of incumbents were defeated. All contracts were administered on time and on budget.

Henigar & Ray

Senior Planner June, 1991 to June, 1992

Responsible for the representation of clients before the Staff Development Review Committee and the County and City of Crystal River Planning and Zoning Commissions and other state and regional planning agencies. Assisted in the preparation of revised Land Development Regulations for the City of Winter Springs.

Lake County Division of Planning and Development

Director of Development

April, 1985 to July, 1989

Supervised 11 professional and technical staff involved in the preparation and presentation of recommendations to the Board of County Commissioners, Board of Zoning Appeals, and Planning and Zoning Commission. Directed the activities of the Planning Department, including administration of a contract with the East Central Florida Regional Planning Council to map existing land uses. Administered the Zoning Ordinance and coordinated developments of regional impact for the County.

EDUCATION

Graduate Studies

Doctor of Philosophy (PhD)
UNLV
Continuing Coursework

Master of Public Administration (MPA)
UNLV
Degree Conferred- May, 1996

Undergraduate Studies

Bachelor of Science, Political Science and Urban Studies
Jacksonville University
Degree Conferred- April, 1978

HONORS/ORGANIZATIONS

Elected, Founding Board- Pi Alpha Alpha Honors Society

Elected, Director, American Planning Association, Southern Section

Volunteer, Trauma Intervention Program

Member, American Institute of Certified Planners

Member, American Planning Association

(Sample Writing)

**For What Circumstances and Issues Will Clark County
Voters Approve an Override to a Tax Cap or Increase
in Property Taxes**

**Dave Clapsaddle
PAF 710
December 17, 2006**

INTRODUCTION

Cities, counties, and schools across the nation, for better or worse, have, historically been dependent on the property tax as a revenue generating mechanism for public expenditures. In fact, it is estimated that three-fifths of all local revenues, exclusive of Federal Aid were generated by this one tax (Martin, 1949). It provided 97.5% of the direct tax revenue for school districts for the 1991 fiscal year (Fisher, 1996). The use of property taxes as a central funding mechanism is not without debate. Proponents tend to emphasize several positive traits of the tax: uniformity – that all property in a district must be valued and taxed in a similar manner; universality – property taxes are applied to all property, real and personal, with some exceptions and that it is levied *in rem*, against a thing, and not the person who owns the property (Fisher, 1991). Others concur. For instance, the Tiebout/Hamilton view of public finds that competing local governments with the power to zone convert the property tax base into an efficient benefits tax. Others believe local governments need to be able to tax property to be held accountable to voters (McGuire, 1999). Conversely, some studies have shown property taxes and corporate income taxes to be the most regressive of all (Kienzle, 1980), others have used the Mann-Whitney test for vertical inequity within and across school districts to determine that property taxes create high levels of vertical inequity (Birch, Sunderman and Smith, 2004).

In recent years, voters have sided with this negative view of property taxes. Many states have passed voter initiatives to limit the growth rate of property tax revenues. Proposition 13, passed by California voters in 1978 rolled property tax assessments back to their 1975 level, restricted increases in assessments to 2% per year, limited assessments that exceeded a property's full value and required a two-thirds majority to approve a tax increase (Galles and Sexton, 1998). Other states followed suit, usually imposing less restrictive measures, given the real and perceived impacts of Proposition 13. For instance, Proposition 2 ½ in Massachusetts limited the tax rate level and rate of growth in property tax revenues. It did not limit assessments and allowed tax rates at 2.5% compared to the 1% allowed under Proposition 13. In Nevada, a 3% tax cap to the tax bill of a person's primary residence was enacted in 2005 (AB 489). There is no provision for voters to override the cap. In 2006, proponents of the Nevada Tax and Spending Control Initiative (TASC) attempted to place a tax limitation measure on the ballot which would have required a 2/3 majority vote to allow an increase in property taxes after January 1, 2009 (Tax and Spending Control Initiative Petition, 2006). This proposed referendum was not allowed on the ballot per the Nevada Supreme Court's decision in *Nevada et.al v Beers et.al* (Ballot Question Guide, 2006).

Previous research on the reasons for passage of these various tax and expenditure limitations is not clear. Some believe passage is related to four voter attitudes that explain passage of tax caps: *tax level explanation*, where voters want to trim bloated government; *tax efficiency*, where voters are more concerned on relative rather than absolute levels of taxation; *economic pinch explanation*, where voters want to create slack resources in hard times by reclaiming a portion of the tax and *political disaffection*

explanation, where voters show they are rejecting the system (Lowrey, 1982). Others believe it is more accurate to characterize approval as a desire to reform the property tax and is not necessarily indicative of voter disapproval (Dye and McGuire, 1997). There is some empirical evidence that the effectiveness of limitations is tied to two competing theories of public sector behavior. As discussed by McGuire, if the so-called median voter model is correct, decision makers enact policies congruent with the wishes of their constituents. If operational, limitations would not be effective, as there would be no need for voters to override the imposed tax cap. However, if the Leviathan bureaucratic budget maximizing model is correct, limitations will be needed and effective (McGuire, 1999).

Current literature indicates that the research regarding the success of tax limitation measures are as inconclusive as the previously discussed rationale for voter approval of these measures. Galles and Sexton demonstrate that they may not be particularly effective in the long term (Galles and Sexton, 1998). If so, it is reasonable to postulate that McGuire's finding that the Leviathan model of behavior is operative may not be correct and voters would, under certain circumstances, agree to override imposed tax caps or a tax increase.

RESEARCH QUESTION

Some find the imposition of hard constraints forces decision makers into making difficult choices regarding raising taxes or cutting spending (Edgerton, Haughwout and Rosen, 2004). If so, appeals to the public requesting relaxation of tax caps are likely to occur.

Had TASC been adopted, the relevant questions to ask are:

- 1) For what issues and circumstances would Clark County voters approve to override a tax cap or agree to an increase in taxes?
- 2) Is approval of a tax cap or tax increase related to voter demographics?

The subject of this paper is valid as it meets two important criteria for theoretical or applied research questions: it poses a question that is a real world issue and will make a contribution by increasing the public's ability to explain some aspect of the world around them (Keohane and Verba, 1994). It will also provide proponents and opponents of TASC with valuable information on which voters and under what circumstances they would agree to additional taxes should it ever appear in a future election.

The writer's hypothesis is that voters would agree to an increase in taxes or override a tax cap for increases in educational expenditures, but are less likely to do so for other public goods, such as parks, libraries or jails. This is based on previous voter approval of two school bond issues for school construction and the recent passage of Ballot Question 1, which now requires the State Legislature to fund education first prior to other budgetary items. The second hypothesis is voters with the following characteristics are more likely to vote for a tax increase: liberal democrats; minorities, low income and younger voters.

WHY WOULD VOTERS APPROVE HIGHER TAXES?

There are several circumstances and reasons why voters may vote to override a tax cap or approve an increase in taxes. They include:

Philosophical Reasons

One reason why voters would override a tax cap or approve an increase in taxes is rooted in rational choice theory. There are several different approaches and definitions of rationality. To Baron, pursuit of a goal, as long as it is in one's interest, regardless of purpose or outcome, is a rational choice (Baron, 2000). Others also see rational choice as behavior of an individual or group that is goal directed and calculating – a means ends approach to decision making (Little, 1991). Both of these aspects of rational thinking would apply to voter behavior in assessing whether an increase in taxes is really in one's specific self interest.

Alternatively, utilitarian philosophy may come into play. Utilitarian philosophy can be traced back to Bentham's idea that civil law should have four aims: subsistence, abundance, security and equality (Russell, 1972). The desires of one person or group can be treated as if they were the other groups goals and desires as well (Baron, 2000). Some voters may see that an educated population benefits society as a whole.

Voter Knowledge

Some say that voters are more likely to override a tax cap or increase taxes if they are fully informed of the need for the tax. Studies conducted by Bland and Laosirirat have determined that once citizens understand the rationale for spending increases and have some sense of control over the process, they will not oppose higher adjustment in the tax rate (Bland and Laosirirat, 1997).

Others doubt that traditional consumer theory applies to voters knowledge of taxes and tax-prices; they believe that demand models for demand for public spending presumes that voters understand and have knowledge of how taxes and tax-price theory works. They believe that voter demand for public expenditures relates to income, private benefit proxies and tastes as determinants in how people determine public spending preferences (Ferris, 1982).

METHODOLOGY

The data collection method chosen to test the hypotheses is a mail survey of registered voters in Clark County who have voted in the last two general elections. This method of collecting data was chosen due to the following advantages over telephone, internet and person to person interviews: expense, privacy and time flexibility in answering the questions. Limited resources are assumed for this study. Finally, the sample population has a high degree in investment in the topic, as taxes and personal expenditures are involved (Bickman and Rog, 1998).

The sample frame is those registered voters who have participated in the last two general elections. It is likely that these voters would participate in a referendum to override a tax cap or agree to an increase in taxes. In order to ensure a more representative sample and sampling error is reduced, a probability sample will be used. This ensures that all voters who participated in the last two general elections will have an equal opportunity to participate in the survey and the level of error can be calculated (Bernick, 2006).

For mail surveys, a typical response rate is 20 to 30 %. A sample size of 400 is needed to achieve a 95% level of confidence in the data (Kent, 2001). Given this relationship, a simple random sample of 2,000 registered voters will be selected for participation. Given the size of this group, the sample will be drawn by using a table of random numbers, which is a list of numbers that fall in a random order (Thomas, 2004).

In order to ensure the anticipated response rate is achieved, the following steps will be taken:

- 1) A cover letter with the full name of the respondent, an explanation of the purpose of the survey, how they were selected, the importance of the response and a contact person will be provided.

- 2) Preparation of envelopes – it is important to get the respondent to first open up the letter. A stamp will be used instead of bulk mail and a self-addressed stamped envelope will be included.

- 3) Small incentives are appropriate and do not raise ethical issues. Therefore, a pen to complete the survey will be sent to make the respondent believe that return of the survey is important.

- 4) General research indicates that the mailing date is not important, but holidays will be avoided.

- 5) Follow Up Procedures:

- a. The first follow up, in the form of a post card, will be sent to all recipients one week after the survey is sent. It will remind those who have not returned surveys and thank those who responded.

b. The second follow-up will be sent only to those who have not responded three weeks after the initial mail-out. A new letter will be sent along with another self-addressed stamped envelope.

c. The third follow up will include another letter and be sent priority mail to emphasize the importance of responding. (DuVaus, 2002).

Reliability, the extent to which answers to the questions are consistent and validity, the extent in which the answers are corresponding to the true value of the survey are important aspects of the study. The method used to write and present the questions leads to a greater degree of both reliability and validity. Some literature suggest there are five basic characteristics of mail survey questions and answers that are important to successful measurement: questions should be consistently understood; questions should be consistently communicated; respondents should understand what constitutes an adequate answer; respondents should have access to information needed to answer questions correctly and respondents must be willing to answer the questions. Length and complexity of the questionnaire must be examined; it should take respondents no longer than 15 minutes to complete it. (Bickman and Rog, 1998). Please see Appendix I for a list of survey questions.

DATA ANALYSIS

Three relevant factors affect how the mail survey will be analyzed: the number of variables; level of measurement of variables and whether data is used for descriptive or inferential purposes (Du Vaus, 2002). This study contains the following variables:

- 1) The number of voters that would approve an override to a tax cap or tax increase.
- 2) The age, race, socioeconomic level and political persuasion of the voter.
- 3) Schools, Parks, Jails and Libraries as preferences for agreeing to the override s tax cap or increase property taxes.

The presumed cause in the hypothesis is the independent variable. The dependent variable's value depends on the value that the independent variable takes (Lasorsa, Shoemaker and Tankard, 2004). In this study, variable number 1 is the dependent variable, variable number 3 is the independent variable, controlling for the outcome of the demographic information (variable 2). Since the research contains more than two variables, a multivariate method of analysis will be used. A multiple and partial regression will be conducted to test if the relationship between the dependent and independent variables is causal or spurious. Coefficient alpha will be examined to measure the reliability of the survey. It is generally accepted that Cronbach Alpha score should be .8 or higher for basic research (Peterson, 1994).

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Julie LaBorde

From: James Coleman <jfcoleman@embarqmail.com>
Sent: Thursday, July 03, 2014 11:36 AM
To: Julie LaBorde
Cc: Tom Acquaro
Subject: RE: interim CM
Attachments: Coleman_ICM-Del_Resume.docx

My resume is attached as my application for employment as the Interim City Manager for Deltona. Thank you.



Jim Coleman
40026 Agusta Drive
Lady Lake, Florida 32159-2826
352-750-5644
jfcoleman@embarqmail.com

JAMES F. "JIM" COLEMAN

40026 Augusta Drive, Lady Lake, Florida 32159-2826

Home: (Ph. /Fax) 352-750-5644 ~ Cell: 352-205-3083 jfcoleman@embarqmail.com

Thursday, July 03, 2014

Via: jlaborde@deltonafl.gov

Dear Madam/Sir:

Please accept this cover letter and résumé as my application for employment as Interim City Manager. My ethics and continuing professional development are evident in my 7th annual award of my International City/County Managers' Association, ICMA-CM credential. My efforts toward the Certified Economic Developer (CEcD) credential as well as my Certified Emergency Manager (CEM) credential and DHS-FEMA professional development are continuous and on-going.

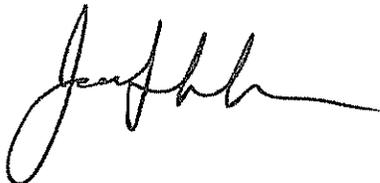
I was recruited as an ICMA member by FEMA specifically for my city management skills as they applied to the full spectrum of disaster recovery operations and planning for local and state governments. Currently, I am task force leader in my FEMA cadre of National Disaster Recovery Support. My mission is to facilitate successful planning for immediate, short term and strategic recovery for communities suffering the extraordinary impacts of a major disaster. I have the experience, training, and judgment to lead, organize, coordinate, manage and direct in a State/FEMA Joint Field Office.

From my experience in small to large organizations, I bring the knowledge, skills and abilities from a broad and well-rounded background through my performance in a variety of positions, organizations and locations both domestic and international including but not limited to Economic Development, Capital Project Management, Human Resources, Labor Relations, Risk Management, Emergency Management, Disaster Preparedness, Community and Strategic Planning and Budgeting. My successes in the above areas were in a large part due to maintaining a high level of communication combined with personal ethics and leadership and developing strong relationships.

I possess a BA Degree in Public Administration with minor concentrations in International Business and Military Science from University of Central Florida (UCF) and completed all coursework for a Masters in Public Administration Degree from the Graduate School of Health and Public Affairs, UCF. I welcome the opportunity to review my qualifications for this position with you. Thank you for your kind consideration.

Sincerely,

Enc.: Résumé



Résumé

JAMES FREELAND COLEMAN

40026 Augusta Drive, Lady Lake, Florida 32159-2826
 Home: (P/Fax) 352-750-5644 ~ Cell: 352-205-3083
jfc Coleman@embarqmail.com

PROFESSIONAL OBJECTIVE

To obtain the interim city manager position for Deltona.

RELEVANT EXPERIENCE

**DHS-Federal Emergency Management Agency
 National Disaster Recovery Support**

**Washington, D.C.
 May, 2011 to Present**

Presidential Declared Disaster Deployments

Provided services for Long Term Community Recovery Operations & Community Planning ~
 Capacity Building to the following:

- ❖ Floods, Landslides and Mudslides, Manitou Springs, Colorado Springs and El Paso County, Colorado, September, 2013 to March, 2014
- ❖ Yukon River Ice Jam and Flood, City of Galena and 7-villages, Alaska, June to August, 2013
- ❖ Hurricane Isaac, Plaquemines Parish, Louisiana, September, 2012 to February, 2013
- ❖ EF3 Tornado, Town of Tellico Plains, Tennessee, April to May, 2012
- ❖ Hurricanes Irene and Lee, Catskill Mountain Communities, Greene County and the Greater Binghamton Area, New York, September, 2011 to February, 2012
- ❖ EF5 Tornado, Town of Smithville, Mississippi, May, 2011 to August, 2011

**City of Williston, Florida
 City Manager & Airport Manager**

**Population: 2,612
 June, 2004 to April, 2008**

Duties and Responsibilities as City Manager and Airport Manager:

I was city's first professional city manager. Williston is a full service city including electric, natural gas, water and wastewater utilities and solid waste along with police, volunteer fire, municipal airport and 2,000-acre industrial park. I was also the Airport Manager, Purchasing Agent, and Canvassing Board Member. Regarding Economic Development, I routinely liaised

with Enterprise Florida, Inc. and the Governor's Office of Tourism, Trade and Economic Development. The city was the economic center for Levy County, a coastal county.

Achievements:

- ❖ Led the city through 3 cycles of “Mitigation, Preparedness, Response & Recovery” for hurricanes Charley 8/13-14/04, Francis 9/04-05/04 & Jeanne 9/25-26/04
- ❖ Maintained electric utility service throughout 2004’s hurricanes. Williston became the point of distribution center for Levy County and the region for rations, water and ice distribution
- ❖ Reorganized the city administrative departments according to a new charter, implemented a municipal web site, created an IT division and completed a new HR Policy Manual
- ❖ Initiated or rejuvenated languishing capital projects including the airport main runway (7,000 feet) concrete resurfacing multimillion dollar project and the new street lighting on highways US 27 and US 27A
- ❖ Completed the expansion and upgrades of the municipal utilities and a second municipal natural gas gate (tap) on the Florida Gas Transmission pipeline
- ❖ Completed enhancement projects for the 2-runway general aviation municipal airport,
- ❖ Recruited 2 companies for a total of 200 jobs
- ❖ Conducted a feasibility study for the financing and right-of-way acquisition for a ¾ mile railroad spur into the industrial park
- ❖ Co-authored an Enterprise Zone Application and Strategic Plan for submission to Enterprise Florida, Inc. (EFI). The Enterprise Zone designation was awarded by Governor Crist effective January 2007
- ❖ Drafted a site-selection proposal regarding the city’s 2,000 acre industrial park in response to EFI’s “Request for Site” for a catalyst project for regional economic development that was graded first within our 15-county RACEC Region

City of Leesburg, Florida
Acting City Engineer/Public Works Director

Population: 20,757
September, 2003 to February, 2004

Duties and Responsibilities:

While providing continuity and control, I dealt with personnel & morale matters and supervised the division managers within the Public Works Department. My primary responsibility was in Solid Waste Collection and Disposal, Fleet Maintenance, Capital Project and Program Management.

Achievements:

- ❖ Execution of Joint Participation Agreements with Florida Department of Transportation
- ❖ Parking Structure Punch-List and Certificate of Completion
- ❖ Public Works Department and Facilities Relocation
- ❖ Acquisition of Real Estate, Rights of Way, Easements and Property Leases;
- ❖ Feasibility study for ‘Solid Waste Collection and Disposal Systems’
- ❖ ‘Request for Qualifications’ Committee for on-going Professional Engineering Consulting Services

- ❖ 'Bid Selection Committee' for Space Needs Analysis and Design Services for the new Public Works Facility, Regional Airport's Air Traffic Control Tower and Municipal Library Rehabilitation Project

Town of Lady Lake, Florida
Town Manager

Population: 14,254
September, 1999-August, 2003

Duties and Responsibilities as Town Manager:

Responsible for all the municipal management functions of a full service city with contracted fire and solid waste services. The Town of Lady Lake encompasses the original portion of The Villages® which is the fastest growing and largest retirement community in the United States. In Lady Lake, I was the longest serving CEO since the adoption of the current Town Charter.

Achievements:

- ❖ Established fire & rescue services and solid waste Municipal Services Benefit/Tax Units (MSBU & MSTU) for assessments on TRIM notice and the certified tax rolls
- ❖ Participated in Y2K preparedness and staffed the EOC on New Year's Eve
- ❖ Received a NIMS Certificate in ICS 402 – Incident Command System Summary for Executives; Board Member for the formulation of the new Lake-Sumter Emergency Medical Service (EMS) organization
- ❖ Completed a feasibility study for the start-up of fire & rescue services 25 square mile district.
- ❖ Performed as a fundraiser for the PAC for the successful Lake County Penny Sales Tax Referendum & as a lobbyist for the Florida League of Cities
- ❖ Established an Economic Development Advisory Board for strategic planning;
- ❖ Constructed new multimillion dollar Public Works Complex
- ❖ Applied for a multimillion dollar CDBG grant for neighborhood revitalization-wastewater;
- ❖ Constructed recreation facilities: soccer field complex, baseball field complexes, concession stand and restrooms; and relocated the town's golf driving range, a multimillion dollar project
- ❖ Accomplished voter ward re-districting due to 2000 census
- ❖ Executed inter-local agreement for project development and environmental study for CR 466 widening with intersection enhancements
- ❖ Extended the water utility system and expanded the wastewater system service area by 50%;
- ❖ Executed mandatory water/wastewater utility hook-ups
- ❖ Constructed and placed a CDBG funded well and water treatment plant (#3) on-line

City of DeLand, Florida
Director of Personnel and Risk Management

Population: 27,144
September, 1994- September, 1999

Duties and responsibilities:

I was routinely appointed as the **Acting City Manager** for DeLand, the Volusia County Seat and the home of Stetson University. I participated in the State's annual hurricane drills. Also while in Volusia County, a **coastal** county, I participated in and lived through a major forest fire incident. I was responsible for human resources & benefits management; compensation plans and studies, classification plans and studies, employee and labor relations, staffing services; and recruitment. Responsible for employee safety and training. Provided all internal risk management services since the city was self-insured for Workers' Compensation.

Achievements:

- ❖ Directly involved with a nationally top-ranked MainStreet Program through contract management, special events and public relations for the Downtown Streetscape Project
- ❖ Active at the DeLand Municipal Airport through economic development, risk management, development of regulations, conduct of special events, and in the areas of US Customs and as a sub-zone of the Foreign Trade Zone #198 of Daytona Beach International Airport
- ❖ Administered programs for Economic Development Ad Valorem Tax Exemption and Enterprise Florida, Inc.'s Qualified Target Industry program
- ❖ Co-recipient of President's Award West Volusia Committee of 100, for Economic Development, 1998
- ❖ Authored the U.S. Customs application for "User Fee Status" at the DeLand Municipal Airport
- ❖ Implemented a new Pay and Classification Plan
- ❖ Completed the old Bert Fish Hospital demolition and land conveyance from WVHA/Fish Trust to the City and subsequently to Volusia County for the construction of their new Justice Center

City of Longwood, Florida
Director of Personnel & Risk Management

Population: 13,687
1989-1994

Duties and Responsibilities:

I was responsible for human resources & benefits management; compensation plans and studies, classification plans and studies, employee and labor relations, staffing services; and recruitment. Responsible for employee safety, training and Workers' Compensation.

Achievements:

- ❖ Implemented a new Pay and Classification Plan
- ❖ Designed, conducted, and analyzed a citizen attitudinal survey
- ❖ Formulated, implemented and subsequently evaluated programs and policies in the areas of Human and Financial Resources, Sister Cities, Parks & Recreation, Economic Development, Historical and Community Redevelopment

MILITARY SERVICE

US Army, 1971-74 and 1976-85, (Synopsisized). Served from Private to Staff Sergeant and Second Lieutenant to Captain in Airborne, Ranger, Infantry, Tank and Armored Cavalry organizations. Obtained Associates Degree while on Active Duty. As a staff officer, implemented policies and administered programs for organizations of 600-700 personnel. As a company commander of 200 and later 300-personnel, provided superior administrative and logistical support to tactical units possessing both tracked and wheeled vehicle fleets. Stationed in Europe, Asia, Central America and Alaska with additional assignments in the Continental US.

OTHER PROFESSIONAL EXPERIENCE

- ❖ Florida City-County Managers' Association, **FCCMA**, and
- ❖ International City/County Managers' Association, **ICMA**.

EDUCATION and PROFESSIONAL DEVELOPMENT

- ❖ **ICMA-Credentialed Manager** 2004 to 2012
- ❖ Florida Public Personnel Association's Annual Conferences
- ❖ Florida Economic Development Council Workshops and Annual Meetings
 - ❖ "Leadership Lake County", Class of 2001
 - ❖ Florida Society of Association Executives Conference 2001
 - ❖ Florida City/County Managers' Association Conferences
- ❖ Florida Commission on Ethics - 1998 Conference, Ponte Vedre, July 1998
 - ❖ "Leadership DeLand", Class of 1995
- ❖ Florida Department of Business and Professional Regulation licensed as a Real Estate Broker #BK 545109, 1992-95;
- ❖ Master of Public Administration equivalent-degree requirements completed, May 1990. University of Central Florida, Orlando
- ❖ Bachelor of Arts, Major: Public Administration, with minor in International Business Administration, December 1986. University of Central Florida, Orlando, Florida

PROFESSIONAL AND COMMUNITY ACTIVITIES

- ❖ Past-President, Lake-Sumter City/County Managers' Association, 1999-2003
- ❖ Founding Member, FLC International Relations Committee, 1999-present
 - ❖ Charter (Club) President, Rotary International

5532 E. Harbor Drive
Fruitland Park, FL 34731

July 8, 2014

The Honorable John C. Masiarczyk, Sr., Mayor
City of Deltona
2345 Providence Blvd.
Deltona, FL 32725

Dear Mayor Masiarczyk:

Please accept the enclosed resume, references and salary history as my application for the position of Interim City Manager being advertised by the City of Deltona. Having previously toured your area of Volusia County while considering another job opportunity, I can easily appreciate the quality of life that the City of Deltona is able to offer its residents and visitors. If selected by the City Commission to be Deltona's Interim City Manager, you will find that I bring a dedication to high ethical standards and transparency in government, a broad range of experience in local government, and a commitment to providing high quality customer service to the residents and businesses of your community.

A review of my resume will show that in my past positions I have successfully managed public services that are very similar to those provided by your City. In my work as a City or Town Manager, I have adhered to a fiscally-conservative management philosophy that has served to keep the communities I have administered on sound financial footing. From past experience I have found that citizens are generally willing to fund public services, if they believe those services are being delivered in a cost-efficient and effective manner.

Besides preparing and submitting the annual operating budget and overseeing the day-to-day operations of government services in the communities that I have served, it has been one of my priorities to respond in a timely and courteous manner to requests for information and assistance from public officials, local residents, businesses and the media. I have this same expectation for the employees I serve with. As a manager, I believe in being a team leader who encourages his staff to be creative and empowers them to address citizen needs, while at the same time holding them accountable for achieving results.

I would welcome the opportunity to meet with the City Commission or any member of the community who would like to discuss in further detail my qualifications for the position of Interim City Manager. I look forward to hearing from the City of Deltona regarding my strong interest in serving your community.

Respectfully,



James Douglas (Doug) Drymon

Enc.

JAMES DOUGLAS DRYMON

5532 E. Harbor Drive
Fruitland Park, FL 34731

352-460-4444 (Res.) / 352-682-8878 (Cell)
Email: jddrymon@comcast.net

CAREER SUMMARY

Over twenty years of public-sector work experience, eighteen serving in supervisory- and management-level positions. Extensive knowledge, training and experience in a wide range of public services. Demonstrated skills in budgeting, financial and human resources management, strategic planning, organizational development, grant administration and intergovernmental relations. Practiced in Florida's "Government-in-the-Sunshine" laws.

RELEVANT WORK EXPERIENCE

Nov 2013 -
Apr 2014

Assistant City Manager, City of Winter Haven, Florida. Winter Haven is a full-service city of 36,000 residents located in east central Polk County, and serves approximately 75,000 people with its utilities systems and its 450 employees.

Major Responsibilities: Served as a member of the City Manager's executive management team, and directed daily operations of the City in the City Manager's absence. Responsibilities included oversight of Financial Services, Executive and Support Services, and Technology Services departments. Also served as a liaison on behalf of the City Manager to staff and a variety of external organizations and community groups.

Key Accomplishments while serving the City of Winter Haven:

- Prepared and presented report to City Commission evaluating the cost-effectiveness of using out-sourced legal services compared to employing in-house legal counsel.
- Worked with Financial Services' staff to develop a computerized budgeting tool (dashboard) for exploring revenue and expenditure options with City Commission.

Jan 2010 -
Aug 2013

Deputy City Manager / Interim Airport Manager, City of Leesburg, Florida. Leesburg is a full-service city of 20,000 residents located in northwest Lake County, and serves approximately twice that population with its publicly-owned electric, natural gas, water, wastewater, solid waste collection and fiber-optic utilities. The City operates both an International Airport and a marina providing wet/dry boat storage and maintenance facilities

Major Responsibilities: Served as a member of the City Manager's executive management team, and assisted with developing strategies for economic development. Directed daily operations of the City in the City Manager's absence. Oversaw operations at Leesburg International Airport, and served as the City's primary contact with the FAA and FDOT on airport matters, as well as consultants performing aviation-related work for the City. Handled airport tenant relations, including preparing lease agreements for private and commercial tenants.

Key Accomplishments while serving the City of Leesburg:

- Worked with various consultants and city staff to revise and update unused plans for a proposed office and industrial plant complex, in the process creating the Florida Energy and Aerospace Technology Park (a 600 acre project).
- Served as Interim Airport Manager for over ten months while determination was made whether to fill position with part-time or full-time replacement for previous manager.
- Developed a variety of financial analysis tools to assist city management in Airport tenant lease negotiations.
- Worked with engineering consultants, city staff and representatives from the Florida Department of Transportation and the FAA to prepare preliminary construction documents and grant applications necessary to undertake over \$2.5 million in major capital improvements at Leesburg International Airport.
- Recruited new aviation business to Leesburg International Airport, resulting in an increase in Airport revenues and the creation of 60+ new high-paying jobs.

Apr 2009 -
Sep 2009

Economic Stimulus Coordinator, Alachua County, Florida. Located in the North central Florida area, Alachua County provides a wide mixture of urban services to its 245,000+ residents. Home to the University of Florida, Alachua County contains nine incorporated communities, including the City of Gainesville (the County seat).

JAMES DOUGLAS DRYMON

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Email: jddrymon@comcast.net

RELEVANT WORK

EXPERIENCE

(Alachua County, continued)

Major Responsibilities: Retained on a temporary, full-time basis while a Manager-in-Transition to assist county, municipal and community non-profit agencies in locating and applying for stimulus funds made available through the American Recovery & Reinvestment Act of 2009. Responsible for establishing and developing contacts with other local municipal and government agencies on behalf of the County Manager to help support and coordinate efforts intended to maximize the yield of stimulus dollars to Alachua County.

Key Accomplishments while serving Alachua County:

- Organized and conducted an Economic Stimulus Summit in May 2009 for public officials, non-profit representatives and other community stakeholders to facilitate the distribution of ARRA-related information from state and federal officials.
- Established and served as a member of the Stimulus Assistance Team (SAT), whose mission consisted of: 1) Coordinating, communicating and facilitating Stimulus grant opportunities; 2) Raising awareness of the impact of ARRA on existing County resources and priorities; and, 3) Establishing procedures for the implementation, monitoring and reporting of ARRA funding received by the County.

Jul 2005 -
Jan 2009

City Manager, City of Archer, Florida. Located in a rural section of Alachua County, Archer encompasses 5.25 square miles, and has a population of approximately 1,200 residents.

Major Responsibilities: Directed the activities of a staff of 10 employees and oversaw a one million dollar annual operating budget. Additional duties included records management, city finances, annual budget preparation, qualifying of candidates for City elections, and personnel administration. Also functioned as the city's Purchasing Agent, Planning and Zoning Administrator, and Codes Enforcement Officer. Directed the city's three major departments, which include Administration, Public Works and Parks & Recreation. Prepared reports, policy papers, and correspondence on behalf of the City Commission. Acted as the city's representative in dealings with other municipal, county and state agencies (including project negotiations with Gainesville Regional Utilities).

Key Accomplishments while serving the City of Archer:

- Brought stability to a position experiencing constant turnover prior to being hired as City Manager (four City Managers serving over a two-year time period).
- Oversaw reduction in municipal water system monthly water loss (un-billed gallons) from 40%-50% to under 24% through repairs to city infrastructure and customer meters.
- Returned city to financial stability following recovery efforts associated with 2004 hurricane season, and arranged transition from a community volunteer Fire Department to a paid professional fire service contracted through Alachua County Fire Rescue.
- Secured \$500,000 grant from Suwannee River Water Management District to help fund various stormwater management projects benefiting the city.
- Directed efforts to fix a contaminated potable water well and an improperly engineered water storage tank, and bring these facilities on-line.
- Obtained \$6,000 grant from Water Management District to use in purchasing and installing Geographic Information System (GIS) software at City Hall.
- Obtained \$10,000 grant from Florida Department of Community Affairs to undertake revisions to City's Land Development Regulations (Zoning Code) with assistance from the University of Florida's Community Outreach Program.
- Guided selection of Architectural firm to prepare construction plans for Historic Archer High School Gymnasium Renovation Project (a \$1,000,000 capital project designed to convert a former school gymnasium into a multi-purpose Community Center).

Mar 2005 -
Jul 2005

Consultant, City of Boynton Beach, Florida. Boynton Beach is a full-service city located in metropolitan southeast Palm Beach County. The city encompasses 16.3 square miles, and has a population of approximately 65,000 residents.

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RELEVANT WORK

EXPERIENCE

(City of Boynton Beach, continued)

Major Responsibilities: Retained on a part-time, temporary basis while a Manager-in-Transition to assist the city's Human Resources Department with various special projects, including the completion of a Pay and Classification Study for the city's 850+ employees, preparing updates to the Human Resources Department's Standard Operating Procedures Manual, and revising portions of the city's 2005 Hurricane Response Plan.

Jul 2003 -
Oct 2004

Town Manager, Town of Lake Park, Florida. Lake Park adjoins the Intracoastal Waterway (with access to the Atlantic Ocean) in the north central metropolitan area of Palm Beach County. The town has a population of approximately 9,100 residents, and encompasses 2.2 square miles with a balanced mixture of residential, commercial and industrial areas.

Major Responsibilities: Responsible for seeing that municipal services were provided to Town residents in an effective and cost-efficient manner using the town's workforce and contracted personnel. Implemented policy decisions of the Town Commission, and managed an organization of approximately 50 full-time employees, with an annual operating budget totaling \$7 million (excluding major capital projects and enterprise funds). Lake Park operates two enterprise funds (Sanitation Department and a public marina) as well as a Community Redevelopment Agency.

Key Accomplishments while serving the Town of Lake Park:

- Improved town's overall financial stability, with General Fund Reserves increasing from under \$200,000 to approximately \$1.6 million by the close of Fiscal Year 2002-2003.
- Directly involved in the planning and development of several major construction projects benefiting the town, including the Lake Park Harbor Marina, Target and Wal-Mart.
- Oversaw correction of numerous financial management deficiencies identified in an audit conducted by the State Auditor General's Office during a previous town administration.
- Negotiated an increase in staffing levels with Palm Beach County Fire Rescue as a result of issues arising from the agency's response to a serious residential structure fire.

May 1998 -
Jun 2003

City Manager, City of Dade City, Florida. Dade City is a full-service community located in the rural northeast section of Pasco County, with a population of approximately 6,800 residents. The city encompasses 3.3+ square miles and contains a mixture of residential and commercial areas, as well as a number of county government facilities (Dade City is the County seat). Dade City is recognized across Florida for its successful downtown activities and its many community festivals and special events.

Major Responsibilities: Directed an organization of 140+ full- and part-time employees with two employee unions (representing police officers and firefighters), and oversaw an annual operating budget totaling over \$7 million (excluding major capital projects). During tenure as Manager, worked closely with a variety of community organizations such as the Chamber of Commerce, Downtown Association and Habitat for Humanity to successfully accomplish a number of redevelopment projects benefiting the community.

Key Accomplishments while serving the City of Dade City:

- Successfully secured grants totaling over \$3.5 million for various community projects.
- Oversaw preparation and implementation of a Community Redevelopment Plan and a Tax Increment Financing district (TIF) for the city's downtown area.
- Developed a Façade Improvement Grant Program to promote storefront rehabilitation.
- Coordinated planning of a \$3.7 million streetscape project for the city's downtown area.
- Drafted an Economic Development Incentives Ordinance.
- Planned and directed various annexations totaling over 410 acres.
- Twice recipient of the GFOA Distinguished Budget Presentation Award.
- Coordinated \$4.75 million expansion of city's wastewater treatment system.

JAMES DOUGLAS DRYMON

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RELEVANT WORK

EXPERIENCE (City of Dade City, continued)

- Instituted major road maintenance program to address needed repairs to streets and public parking areas.
- Negotiated the purchase of a former office building to use as a City Hall annex.
- Recommended and oversaw conversion of a vacant city recreation center for use by the East Pasco YMCA as a means of expanding recreational services to city residents.

Jan 1993 -
May 1998

Town Manager, Town of Wallace, North Carolina. Wallace is a full-service town located in rural southeast North Carolina, with a population of approximately 3,400 residents. The town encompasses 2.6 square miles and serves as the business center for an area whose economy has historically been based on agriculture and textile manufacturing.

Major Responsibilities: Administered public services for the town, which included police, fire (volunteer department), solid waste collection and recycling, water, sewer, street maintenance, parks and recreation, library services, and operation of a general aviation airport. Oversaw a staff of 45 employees. Additional responsibilities included serving as the Town Clerk, Finance Officer, Budget Officer, Personnel Director, Purchasing Agent, Planner, and Zoning Enforcement Officer. Prepared and administered town's three million-dollar budget, which also included a one million-dollar Water and Sewer Enterprise fund.

Key Accomplishments while serving the Town of Wallace:

- Assisted with various economic development projects, including construction of a 40,000 square foot industrial shell building and securing a \$100,000 grant from the NC Rural Economic Development Center to help fund infrastructure improvements in the Wallace area.
- Successfully implemented a commercial recycling program using a \$15,000 state grant.
- Developed database of financial trends and initiated the use of Council retreats to help improve the town's annual budget preparation process and long-term financial planning.
- Coordinated emergency response and clean-up efforts during the 1996 tropical storm season.
- Increased available General Fund reserves to over 50% of total fund expenditures.
- Secured funding to undertake a system-wide upgrade of the town's water system.

OTHER EMPLOYMENT ADDING TO WORK EXPERIENCE

1991 **MPA Graduate Program Internship**, Town of Gibsonville, North Carolina.
1985 - 1990 **Full-time Sales Representative**, Korman Autoworks, Greensboro, North Carolina.
1984 - 1985 **Extended Internship**, Sarasota County Planning Department, Sarasota, Florida.
1982 - 1983 **Extended Internship**, Purchasing Department, City of Sarasota, Florida.
1981 **Summer Internship**, Personnel Department, City of Gainesville, Florida.
1980 **Summer Internship**, Purchasing Department, City of Sarasota, Florida.
1979 **Summer Internship**, Planning Department, City of Sarasota, Florida.

COLLEGE EDUCATION

Master of Public Affairs (MPA), University of North Carolina at Greensboro, May 1992.
Bachelor of Arts, majoring in Political Science, University of Florida, March 1980. Additional graduate-level coursework in Public Administration undertaken at UF between 1980 and 1982.

CONTINUING EDUCATION

In addition to formal academic programs, career-related continuing education has included numerous courses, workshops and seminars given by the **Institute of Government, Center For FL Local Government Excellent, ICMA University, State of Florida, FLC and FAC.**

PROFESSIONAL AFFILIATIONS

International City/County Management Association (ICMA), and Florida City and County Management Association (FCCMA).

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CONTINUING EDUCATION

Career-related coursework completed at the **Institute of Government**, University of North Carolina at Chapel Hill: *Municipal Administration; Effective Management; Budgeting and Financial Planning; Introductory Governmental Accounting; Intermediate Governmental Accounting; Cash Management and Investment of Public Funds; Contracting for Construction and Professional Services; Performance Measurement in Local Government.* **ICMA University** workshops completed: *Building Trust in Local Government: A Step-by-Step System for Community Decision Making; Manager as Coach: Increasing the Effectiveness of your Elected Officials; Managing in Difficult Political Environments; Breakthrough Conflict.* **State of Florida, Department of Community Affairs** training workshops completed: *Damage Assessment G601.* **State of Florida, Department of Transportation** training workshops completed: *Emergency Response and Recovery.* **Florida League of Cities- and Florida Association of Counties-**sponsored workshops & seminars completed: *Communications Services Tax Simplification Law Seminar; Best Budgeting Practices; Revenue: Options for Florida's Cities.* **Alachua County** employee training classes completed: *Overcoming the Five Dysfunctions of a Team; Emotional Intelligence; Teamwork & Team Skills; Achieving Influence through Assertiveness.* **City of Leesburg** employee training classes completed: *FOCUS – Achieving Your Highest Priorities; Franklin Covey's 7 Habits for Managers.*

James "Jim" McCroskey
PO Box 250585
Holly Hill, FL 32125
Office: (386) 248-9425
Cell: (386) 275-4877
worldtradesol@hotmail.com

July 7, 2014

Mayor John C. Masiarczyk, Sr.
and Commission
City of Deltona
Deltona, Florida 32725

EC : ddenny@deltonafl.gov

RE: Interim City Manager

Dear Mayor and Commission:

I would like to express my interest in the position of Interim City Manager for the City of Deltona. I worked for the City of Deland for 9 years and I am very familiar with your City. I feel the expected duties fit my skill set very well. I have had over ten years' experience as a City Manager and Assistant Manager, combined with over fifteen years of experience in the fields of planning, public works and economic development.

I would like the possibility to discuss my skills with each of you or the Commission as a group, to determine the expected tasks and duties required by someone in this position? I'd also like to learn more about the direction of your city and the issues you will be facing in the future. Salary is negotiable.

I have resigned from the City of Holly Hill, Florida as of May 30, 2014. I informed the Mayor and City Commission I will be seeking employment outside the area. Holly Hill has changed the Charter to require the Mayor and Commission to run for office every two years. This has created a politically charged agenda at every meeting. I have provided letters of recommendation from our Mayor and Commissioners.

Please give me a call at (386-275-4877) if you have questions or to set up an interview that fits your schedule. Thank you for reviewing this letter and the attached resume. I hope to meet you in person soon.

Sincerely,

James "Jim" McCroskey

CC: William "Dave" Denny, City Manager

James "Jim" McCroskey
P.O. Box 250585
Holly Hill, Florida 32125
386-275-4877
e-mail: worldtradesol@hotmail.com

SUMMARY OF QUALIFICATIONS

Over 25 years administrative experience in the field of city management, economic development and business administration. Background includes budget management and administrative supervision of public and private business organizations.

PROFESSIONAL EXPERIENCE

- **City Manager**
 City of Holly Hill, Florida March 2011 to May 2014
 City Manager of an East Coast Florida city of 12,000 citizens. City has a full time Police Force, Fire Department, Public Work and Water and Sewer System. City has a \$22 Million Dollar Budget and a Community Redevelopment Agency with a \$1.5 Million Dollar Budget. Holly Hill employees approximately 110 full and part time employees. All employees are represented by bargaining unions. A balanced budget has been presented to a 5 member Mayor and Commission. The City has approximately \$10 Million in fund reserve. The CRA has a cash balance of \$8 Million Dollars. Administration of a \$5 million underground utility program.
- **Assistant City Manager**
 City of Daytona Beach Shores, Florida January 2006 to March 2011
 Served as Acting City Manager in the City Manager's absence. Project administrator for a \$30 million dollar public works utility project. Assisted the manager and staff in preparation of day to day operational affairs of the City. Assisted in preparation of the city budget, personnel policy items and changes. Served as Director of the Community Redevelopment Agency. As the director over Grants Administration, the department was successful in securing approximately 5 million dollars in federal, state and county grants.
- **Assistant to the City Manager**
 City of South Daytona, Florida April 2005 – January 2006
 Advisor to the City Manager on economic development activity, grants administration, U.S. 1 (Ridgewood Avenue) Streetscape, policy formulation on 7 new condominium development projects, long and short range planning of marina and waterfront developments.
- **Vice President of Business Development**
 Daytona Beach/Halifax Area Chamber of Commerce January 2002 to April 2005
 Headed Development Partnership which is a public/private development organization made up of 7 cities, Volusia County and 55 private companies. Success included the creation of 35 new and expanded companies with the creation of over 800 new jobs and 750 million dollars in new investments. Formation of the Halifax Area Trade Council, an organization responsible for establishment of international trade and commerce as well as coordination with Enterprise Florida on trade issues.

EDUCATION

- Masters Degree in Urban and Regional Planning
University of Mississippi, Oxford, Mississippi
- Bachelor's Degree in Urban Geography and Land Management
East Tennessee State University, Johnson City, Tennessee
- University of Wisconsin, Municipal Utility Engineering Cont. Education, School of
Engineering, Madison, Wisconsin

PROFESSIONAL AND PERSONAL

- Received the *Volusia County Friend to Industry Award*2002
Presented by Volusia County Manufacture's Association
- Past Member of DeLand Rotary and Paul Harris Fellow
- United States Navy Veteran
- Previously Licensed Affiliate Real Estate Broker and General Contractor

SUPPLEMENTAL INFORMATION

- Director of Community Development
City of DeLand
DeLand, Florida 1993 to 2002
- Vice President and General Manager
Harbourco Real Estate Development Corporation
Johnson City, Tennessee..... 1987 to 1993



CITY OF HOLLY HILL

The City with a Heart

1065 Ridgewood Avenue ♥ Holly Hill, Florida 32117

www.hollyhillfl.org

**Building,
Zoning,
Licensing &
Inspections**

386-248-9442
Fax 386-248-9498

**City
Clerk**

386-248-9441
Fax 386-248-9448

**City
Manager**

386-248-9425
Fax 386-248-9448

**Community
Services**

386-248-9435
Fax 386-248-9448

**Economic
Development**

386-248-9424
Fax 386-248-9444

Finance

386-248-9427
Fax 386-248-9497

**Human
Resources**

386-248-9440
Fax 386-248-9448

**Information
Technology**

386-248-9459
Fax 386-248-9448

**Public
Works**

386-248-9463
Fax 386-248-9499

**Utility
Billing**

386-248-9432
Fax 386-248-9458

**Community
Development &
Resource Center**

386-248-9453
Fax 386-248-9437

April 22, 2014

Re: Letter of Recommendation for James A. McCroskey

To Whom It May Concern:

It is my pleasure to offer an enthusiastic recommendation for Jim McCroskey. Jim's personal dedication and tireless efforts to improve our City have brought about positive outcomes for the long-haul.

Jim has a solid work ethic and he is a pro-active problem solver. He has virtually worked in the trenches in order to bring new businesses to the City while at the same time working to improve our infrastructure through undergrounding utilities and other similar projects.

During a very difficult economic period, Jim has ensured that city services continued to be delivered with the same level of quality that our citizens have come to expect. His creativity and problem solving skills have been evidenced many times over as he has worked to ensure achievement of each task or goal that was set for him.

As a result of my confidence in Jim, I gladly recommend him as an ideal addition to any organization.

Sincerely,

Roy Johnson
Mayor



CITY OF HOLLY HILL
 The City with a Heart
 1065 Ridgewood Avenue ♥ Holly Hill, Florida 32117
 www.hollyhillfl.org

**Building,
 Zoning,
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 Fax 386-248-9444

Finance
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 Fax 386-248-9497

**Human
 Resources**
 386-248-9440
 Fax 386-248-9448

**Information
 Technology**
 386-248-9459
 Fax 386-248-9448

**Public
 Works**
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 Fax 386-248-9499

**Utility
 Billing**
 386-248-9432
 Fax 386-248-9458

**Community
 Development &
 Resource Center**
 386-248-9453
 Fax 386-248-9437

May 2, 2014

To Whom It May Concern:

It is with great pleasure that I offer my recommendation for Jim McCroskey. Jim's creativity, knowledge, and dedication to the City of Holly Hill has established a future vision that will provide long term benefits for our citizens and community. Due to Jim's tireless efforts, we are now on track to complete several projects that were previously stagnant.

Jim is also an expert in the area of economic development. Jim has been an integral part of new business development and the expansion of our tax base during this challenging economic time. His expertise has lead to a revitalization of our U.S. 1 corridor.

As a result of my confidence in Jim, I gladly recommend him as an ideal addition to any organization.

Sincerely,

Elizabeth Albert
 Commissioner



CITY OF HOLLY HILL
 The City with a Heart
 1065 Ridgewood Avenue ♥ Holly Hill, Florida 32117
 www.hollyhillfl.org

**Building,
 Zoning,
 Licensing &
 Inspections**

386-248-9442
 Fax 386-248-9498

**City
 Clerk**

386-248-9441
 Fax 386-248-9448

**City
 Manager**

386-248-9425
 Fax 386-248-9448

**Community
 Services**

386-248-9435
 Fax 386-248-9448

**Economic
 Development**

386-248-9424
 Fax 386-248-9444

Finance

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 Fax 386-248-9497

**Human
 Resources**

386-248-9440
 Fax 386-248-9448

**Information
 Technology**

386-248-9459
 Fax 386-248-9448

**Public
 Works**

386-248-9463
 Fax 386-248-9499

**Utility
 Billing**

386-248-9432
 Fax 386-248-9458

**Community
 Development &
 Resource Center**

386-248-9453
 Fax 386-248-9437

April 22, 2014

Re: Letter of Recommendation for James A. McCroskey

To Whom It May Concern:

It is my pleasure to provide a recommendation for Jim McCroskey. Jim's dedication to improve our City has brought about positive outcomes that will be evidenced long into the future.

Jim's work ethic is to be admired; he was tireless in his pursuits to bring new business to our City. In addition, he has proven to be a proactive problem solver.

Through Jim's leadership we have begun long-term projects to improve our City's infrastructure through undergrounding utilities in addition to other service enhancements.

Jim has risen to every challenge set before him. He has met each goal and objective while at the same time working diligently to create an organization that is flexible and results oriented.

As a result of my confidence and faith in Jim and his abilities, I whole heartedly recommend him as an ideal addition to any organization.

Sincerely,

Donald Moore
 Commissioner



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Fax 386-248-9458

**Community
Development &
Resource Center**

386-248-9453
Fax 386-248-9437

April 23, 2014

Re: Letter of Recommendation for James A. McCroskey

To Whom It May Concern:

It is my pleasure to offer a recommendation for Jim McCroskey. Jim's personal dedication to the economic development of our City has provided positive results that will last into the future.

During what can only be described as a very difficult economic period, Jim has diligently and successfully worked to bring new business to the City of Holly Hill. This has resulted in an improved Ridgewood corridor. We have seen an 18% reduction in vacancy since 2012 on Ridgewood.

This has been no easy undertaking given the fact that we have few, if any, inducements to offer to new businesses. Jim has highlighted the positives of our City in his efforts and this had paid off many times over.

Sincerely,



John Penny
Commissioner

Julie LaBorde

From: Tom Acquaro
Sent: Thursday, July 10, 2014 12:28 PM
To: Dave Denny
Cc: Julie LaBorde; Sandi Jackson; Dale Baker
Subject: FW: Submission of Credentials -- Interim City Manager
Attachments: SR-CoverLetter2.docx; SR-PersonalResume.docx

FYI,,,,,

From: Scott Randall [<mailto:scottrandall1955@yahoo.com>]
Sent: Thursday, July 10, 2014 12:03 PM
To: Tom Acquaro
Subject: Submission of Credentials -- Interim City Manager

Dear Mayor Masiarczyk:

You will find attached all requested information -- including my cover letter and resume -- in response to your recruitment for the position of Interim City Manager. I trust that you will find everything to be in order.

This week, I resigned from my position here in Los Alamos -- and thus, I am available immediately; and find the prospect for an interim assignment to be particularly attractive. I hope that you find my background and experience in city management to be as equally attractive.

At the appropriate time, I look forward to speaking with all involved in this recruitment. In the interim, if you should require any additional information, please do not hesitate to contact me.

Scott Randall
 303-241-2356

Scott S. Randall
5275 Quemazon
Los Alamos, NM 87544

July 10, 2014

The Honorable John Masiarczyk
Mayor – City of Deltona

Attn: Mr. Tom Acquaro
Human Resources Director

Dear Mayor Masiarczyk:

I recently became aware of your recruitment for the position of Interim City Manager for the City of Deltona. After having reviewed your recruitment notice and the City's website, I am extremely interested in learning more about the position and being considered for this post. Therefore, please accept the enclosed resume as my personal application for this post.

As you will quickly see, I have relevant city management experience in a number of full-service municipalities – having served as City Manager in LaGrange and Streamwood, Illinois, Clayton, Missouri, Auburn Hills, Michigan and Superior, Colorado. I have also served as General Manager in Hot Springs Village, Arkansas – the largest, privately-owned, gated community in the U.S. In total, I trust that this extensive experience can be beneficial in dealing with the opportunities and challenges facing the City of Deltona.

I currently serve as Executive Director for the Los Alamos Commerce and Development Corporation – a multi-faceted, not-for-profit economic development agency. In this capacity, I oversee the Los Alamos Chamber of Commerce; Los Alamos Main Street and Creative District programs; operation of two, County-owned visitor centers; comprehensive business assistance and incubation services; and manage a diverse real estate portfolio that includes the Los Alamos Research Park, consisting of 90,000 SF of high-tech office and laboratory space, as well as the 15,000 SF Small Business Center which serves 17 incubation tenants. During my tenure in Los Alamos, we have broken ground for a new, long-awaited, multi-tenant shopping center; attracted numerous new retailers into the central business district; successfully refinanced long-term debt of the Los Alamos Research Park, saving more than \$120,000 annually; renegotiated the lease for the Small Business Center; and assumed responsibility for managing the newly created Los Alamos Creative District.

Previously, I served as the General Manager of Hot Springs Village, Arkansas – the largest gated community in the United States. While the "Village" operates as a non-profit corporation, we provided all traditional municipal services to a constituency of 15,000 residents and 34,000 property owners, with a \$30 million annual operating budget and more than 500 employees. I was hired in December, 2010 to serve as the community's "change agent". During my tenure, I restructured the organization, eliminating 38 full time positions (representing 14 percent of our fulltime workforce); introduced the first multi-year budget, including a 20-year capital improvements plan; initiated a long-stalled 2 MGD

expansion to the Village's water treatment plant; developed and staffed an in-house marketing program; implemented a comprehensive communications/outreach plan; and improved the Association's bottom line by more than \$4.8 million.

I have also served as Town Manager in Superior, Colorado. Superior, with a population of 15,000, is an upscale suburb located between Denver and Boulder. As a result of the community's relatively young age and recent explosive growth, the Town operates with an incredibly lean staff of 26 FTE and provides the vast majority of its services through third party contracts and intergovernmental agreements. I found that this environment to be incredibly efficient and extremely supportive for pursuing innovation.

During my tenure, we significantly expanded services -- including the introduction of franchised solid waste collection and expanded residential recycling; contractual library services; expanding police presence, with an emphasis on aggressive traffic enforcement, calming and speed reduction; systematic code enforcement; expanded infrastructure maintenance and replacement; a comprehensive economic development program; and developed a plan to be energy self-sufficient within a decade -- all while reducing our full time staffing. The Town also adopted its first multi-year financial plan, including a 20-year infrastructure maintenance and replacement program; significantly reduced property taxes; and re-financed existing TIF debt which saved the community \$2.6 million.

I previously served as City Manager for the City of Auburn Hills, Michigan. Auburn Hills is a fast-growing suburb of Detroit, with a permanent population of 20,400 and a daytime population in excess of 90,000, located 20 miles north of the metropolitan core. This young city serves as home to an impressive list of major corporations including Chrysler, Volkswagen of North America and Borg-Warner. The City also hosts three institutions of higher education -- including Oakland University, Oakland Community College and Baker College.

During my tenure in Auburn Hills, we implemented a number of successful programs and instituted significant changes for the betterment of the community. Having grown so rapidly, the City never had an economic development plan -- instead having relied upon the multitude of development opportunities that presented themselves. As growth slowed, the City needed a comprehensive economic development program, intent on diversifying its employment base. This plan is now in place and bearing fruit. We amended the City's tax abatement policy to encourage re-use of existing structures, diversify employment opportunities and benefit existing Auburn Hills firms; we were successful in attracting more than 1.2 million square feet of new commercial occupancy, representing more than \$350 million in new investment and attracting 1,500 jobs in its first year; and a comprehensive business retention program designed to maintain the significant employment and investment base which previously existed.

In concert with the community's initial rapid expansion, the City's finances were lacking in typical management controls. As a result, the City's compensation and fringe benefit packages exceeded regional norms, with fringe benefits accounting for more than 60 percent of payroll; huge unfunded liabilities for egregious pension and retiree health insurance plans; and systemic unauthorized borrowing, both internally and externally. I brought in a new financial management team, and philosophy, resulting in significant changes -- including the adoption of a five-year budget; a cash

management program which tripled the City's interest income; a limited restructuring of debt; and the accurate reporting of the City's true financial condition.

We also made a number of changes in the delivery of critical city services – including an aggressive, pro-active neighborhood preservation and code enforcement program; expanded paramedic services; and implementation of a traffic management program.

I also served as City Manager for the City of Clayton, Missouri. Clayton is an upscale, inner-ring community of 15,900 residents, with a daytime population exceeding 80,000. Clayton combines a dense central business district, consisting of more than 10 million square feet of occupied commercial space within the 16-block urban core, along with some of the finest residential neighborhoods in the St. Louis metropolitan region. Clayton also serves as home to all of St. Louis County governmental facilities as well as Washington University, Fontbonne University and Concordia Lutheran Seminary. During my tenure in Clayton, the City experienced the most significant level of new private sector investment in its rich history – adding more than two million square feet of commercial and office uses, representing more than \$450 million in new investment. The City also constructed a new \$20 million, 134,000 square foot recreational facility, known as 'The Center of Clayton'. The Center, developed in cooperation with the Clayton School District, offers recreation, education and community service programs for all ages.

Clayton also partnered with two smaller, adjoining communities in pursuing a comprehensive review of possible cooperative ventures to improve service levels and/or enhance cost efficiencies. As a result of this study, more than two dozen intergovernmental agreements were implemented for the benefit of the three bodies. The second phase of the study explored the benefits and pitfalls associated with merging the three communities – and although that outcome remains in question, the entire process was incredibly insightful.

Clayton also completed an aggressive capital improvements program – having resurfaced more than 40 miles of streets, replaced most sidewalks and streetlights in the central business district, and placed the balance of its infrastructure program on a 20-year replacement schedule. The City initiated a number of parking and traffic enhancements designed to accommodate significant growth in the central business district, including the construction of three parking facilities which added more than 1,900 public parking spaces to the City's inventory, traffic signal coordination, intersection redesign, and the preliminary stages of an intelligent transportation system. Finally, significant effort was devoted to regional transportation improvements – including the Cross-County MetroLink Extension, an eight-mile leg of the regional light rail mass transit system that now traverses downtown Clayton; and the reconstruction of the I-170 and I-64 corridors, including three new interchanges that significantly impact traffic flow throughout the community.

Prior to Clayton, I served as the Village Manager in Streamwood, Illinois. Streamwood, with a population of 33,600, covers approximately eight square miles in the northwest suburban corridor of Chicago. The Village is a full-service community, predominantly residential, with a good blend of commercial and industrial uses. As Village Manager, I oversaw seven operating departments, with 172 full-time and 234 total employees, and an operating budget of \$27.0 million.

While in Streamwood, my most significant accomplishments were in the areas of economic development, public safety and finance. During my tenure, the Village adopted an aggressive approach to the annexation of, and extension of municipal facilities to, previously unincorporated properties. This resulted in numerous annexations, an average of more than 200 new housing starts annually, and the addition of approximately 500,000 square feet of new commercial and industrial property each year.

Streamwood was also recognized as a leader in the area of public safety. The Streamwood Police Department implemented many of the principles of community oriented policing, including targeted police responses, bicycle and foot patrols, the creation of numerous neighborhood watch groups and significantly expanded police presence in local schools through the DARE, GREAT and school liaison programs. A variety of cooperative efforts with surrounding communities allowed for service enhancements in both the police and fire departments while achieving significant cost savings. These initiatives included the creation of a multi-jurisdictional dispatch center, joint ownership and maintenance of fire apparatus, automatic first-response agreements and development of the Tri-Village Investigations Task Forces.

In the area of municipal finance, the Village adopted its first multi-year operating and capital improvements budget, completed a refinancing of all bond indebtedness, eliminated its practice of short-term borrowing and approved the Village's first formal purchasing policy. We significantly reduced the Village's reliance upon property taxes by cutting expenditures, reducing the number of employees and adding alternative revenue sources. These steps allowed the Village to freeze property taxes during each year of my tenure.

I have also served as Village Manager in LaGrange, Illinois. LaGrange, with a population of 15,300, is a 120-year old, 2.5 square mile, predominantly upscale residential suburb of Chicago. The Village is a full-service community, consisting of six operating departments, 96 full-time employees and an annual operating budget of \$18.2 million. Similar to those experiences outlined above, my most significant contributions were in the areas of finance, personnel and economic development. In 1988, the Village adopted its first five-year financial plan – which eliminated one department, consolidated two others and reduced the number of employees. The Village created and financed a \$2 million equipment replacement program, eliminated all short-term debt and supported a \$6.9 million annual capital improvements program.

While in LaGrange, I also implemented a comprehensive economic development program. Our commercial program consisted of a central business district revitalization strategy which resulted in a joint-venture, mixed use redevelopment project that has served to rejuvenate the Burlington-Northern rail corridor; publicly-financed façade renovation program; and a \$3.6 million streetscape improvement project. In addition, the Village initiated the LaGrange Main Street project in conjunction with the National Main Street Center. Our industrial program consisted of an aggressive expansion and retention strategy. Although limited in land and buildings, our efforts included improving public facilities, vacating surplus rights-of-way and property tax abatements, all of which resulted in the creation of new jobs and substantial private sector investment.

Prior to LaGrange, I was employed as Assistant City Manager in the Town of Normal, Illinois. Normal is the home of Illinois State University and has a population of more than 45,000. My duties included

supervision of seven departments including Finance, Data Processing, Personnel, Purchasing, Parks and Recreation, Library, Community Development and City Clerk.

While in Normal, I spent considerable time on economic development activities. This included the creation of a multi-jurisdictional Enterprise Zone which served as the cornerstone for successful negotiations with Mitsubishi Motors Corporation and Chrysler Corporation to locate Diamond Star Motors, a joint venture automobile assembly facility, in Normal. The Diamond Star development (now known as Mitsubishi Motors of America), consisting of 2.1 million square feet and employing 2,900, included a 1,200 acre annexation with necessary infrastructure improvements. I was responsible for the development and implementation of 33 intergovernmental agreements, with the State of Illinois and virtually every unit of local government, needed to complete this project. Finally, I served as the Town's chief labor negotiator with two employee unions; as risk manager, which included the creation of a successful intergovernmental insurance pool; and was responsible for community/university relations – a unique task in light of the ongoing conflicts that frequently exist in a university environment.

I have also been employed by the City of South Haven, Michigan as Director of Community Development. South Haven is a resort community located on the eastern shores of Lake Michigan. The City has a year-round population of 6,000, with a seasonal peak in excess of 20,000. During my tenure in South Haven, I was primarily responsible for the planning and implementation of three projects: 1) completion of three HUD Community Development Block Grant programs with diverse public works and housing rehabilitation components; 2) central business district revitalization consisting of streetscape improvements, individually-financed storefront renovations, commercial attraction and developing of a tourism-based economy; and 3) industrial park development and marketing.

I trust that my diverse professional experiences match those traits that the City of Deltona may be looking for in filling this vacancy. First, I have more than 35 years of relevant public sector experience, and am truly familiar with the opportunities and challenges facing local government today. Furthermore, I have a proven record of success – most notably in the areas of municipal finance, economic development, intergovernmental relations and improving service delivery. Finally, I have an unbridled commitment to my profession as well as to those communities I have served.

Mayor, I hope that you and the members of the Deltona City Commission will find my qualifications sufficient to warrant further consideration for this position. If so, I am available to meet with you and all others involved in this process, at your convenience. Finally, should you require any additional information, please do not hesitate to contact me.

Very truly yours,

Scott Randall

Personal Resume of Scott S. Randall

Present Address:

5275 Quemazon
Los Alamos, NM 87544

Telephone: (303) 241-2356
E-Mail: Scottrandall1955@yahoo.com

Work History:

Los Alamos Commerce and Development Corporation (4/13 – Present) – Serving as Executive Director of a multi-faceted, not-for-profit economic development agency responsible for business attraction and retention, job creation and increasing private sector investment for a community of 18,000. Principle activities include overseeing the Los Alamos Chamber of Commerce, Main Street and Creative District programs, operation of two visitor centers, comprehensive business assistance services and managing a diverse real estate portfolio, including the Los Alamos Research Park.

Hot Springs Village, Arkansas (12/10 – 10/12) – Served as General Manager for a privately-owned, full-service, gated community consisting of more than 40 square miles and serving a constituency of 34,000 property owners and 15,000 residents; with oversight of a \$33 million operating and capital improvement budget and 550 employees. Significant accomplishments included making an insolvent organization financially viable by streamlining operations, significantly reducing expenses and staff without adversely impacting services, increasing revenues and disposing of assets; developed an inventory of capital assets and a 20-year capital improvements program; and implementing comprehensive marketing, community education and outreach efforts.

Town of Superior, Colorado (3/07 – 10/10) – Served as Town Manager for a young, upscale, suburban municipality in the Denver metropolitan area, with a population of 14,000; responsibilities include oversight of a \$33 million annual operating budget, lean staff and emphasis on providing exceptional community services through third-party vendors and intergovernmental service agreements. Significant accomplishments include expanded service offerings and additional privatization; initiation of comprehensive economic development and code enforcement programs; and implementation of a multi-year budget.

City of Auburn Hills, Michigan (12/04 – 5/06) – Served as City Manager for a fast-growing suburb of Detroit, with a population of 20,400 and a daytime population of 90,000; supervising 14 departments with 189 full-time personnel and a budget of \$69 million. Significant accomplishments included implementation of a multi-faceted economic development program, institution of needed financial management controls and numerous neighborhood preservation and code enforcement initiatives.

Scott Randall & Associates (9/03 – 12/04) – Provided management consulting services to a variety of public and private sector clients. Engagements included interim municipal management, executive recruitment, association management, grant procurement and administration services.

City of Clayton, Missouri (6/97 – 9/03) – Served as City Manager for a progressive, upscale, inner-ring suburb of St. Louis, with a permanent population of 15,900 and a daytime population of 80,000; supervising seven departments with 185 full-time employees and a \$30.1 million budget. Significant accomplishments included oversight over the most prolific construction boom in the City's rich history, consisting of more than two million square feet of new commercial development and large scale multi-family dwellings in the central business district, continued reinvestment in high-end residential neighborhoods, and extraordinary institutional expansion; led a regional study of cooperative efforts, centered on three adjacent communities, that resulted in numerous service enhancements and cost efficiencies; enhanced the City's financial position by introducing the first multi-year financial plan, reducing reliance on property tax and the strategic use of debt; helped implement a multi-faceted public art initiative; and built a \$20 million, 134,000 square foot, state-of-the-art community recreation center, in cooperation with the local school district.

Village of Inverness, Illinois (1/97 -6/97) – Served as the Interim Village Administrator for an upscale residential community of 6,500 located in the northwest suburbs of Chicago. Responsible for developing the community's first operating and capital improvements budget, communications plan and code enforcement programs; and selection of a permanent Village Administrator.

Village of Streamwood, Illinois (11/92 -12/96) – Served as Village Manager of a fast-growing, full-service community of 33,600, supervising seven departments with 172 full-time employees and a \$27 million budget. Significant accomplishments included implementing a multi-year financial planning process, re-engineering various municipal services and improving employee relations within a heavily-unionized environment.

Village of LaGrange, Illinois (1/88 – 11/92) – Served as Village Manager of a mature, full-service suburban community of 15,300; accountable for six departments with 96 employees and a budget of \$18.2 million. Principle accomplishments included initiating a successful economic development program, upgrading municipal facilities and improving the budgetary and financial management systems.

Town of Normal, Illinois (6/84 – 1/88) – Served as Assistant City Manager, responsible for Town-wide administration including oversight of seven departments. In addition, assumed responsibility for economic development, community relations, risk management and labor relations.

City of Portage, Michigan (2/83-6/84) – Served as Assistant to the City Manager; responsible for general management, grant procurement, public information and special projects.

City of South Haven, Michigan (1/81-2/83) – Served as Director of Community Development; responsible for all economic development and community development activities including central business district revitalization, industrial park development and the administration of various state and federal grant programs.

Western Illinois Regional Council (7/78 – 1/81) – Served as Manager of Community Services, supervising a staff of seven and responsible for all local government technical assistance activities including planning, grantsmanship and grant implementation.

Community Activities (representative):

Superior Chamber of Commerce
 Auburn Hills Boys & Girls Club
 Clayton Recreation, Sports and Wellness Commission
 East-Central Dispatch Consortium – Vice Chair
 St. Louis Art Fair – Executive Board
 St. Louis Jazz Festival – Board of Directors
 LaGrange Area United Way
 Fifth Ward Alderman – City of Macomb, Illinois (two terms)

Professional Memberships (representative):

International City/County Management Association – Credentialed Manager
 ICMA – Governmental Affairs and Policy Committee (2008-2010)
 Colorado Municipal League – Fiscal Issues Committee (2007-2010)
 Colorado City/County Management Association
 Denver Area Managers Association
 National Renewable Energy Laboratory – Energy Executives – 2009
 Oakland County (MI) City Managers Association – President
 St. Louis (MO) Area City Management Association – Vice-President

Education:

(1978 – 1981) Western Illinois University
 Macomb, Illinois
 Completed 51 semester hours of instruction toward Master of Business Administration degree program

(1973 – 1978) Western Illinois University
 Macomb, Illinois
 B.A. Political Science
 Baccalaureate Certificate in Public Administration

(1969 – 1973) Oak Lawn Community High School
 Oak Lawn, Illinois

Dave Denny

From: John Masiarczyk
Sent: Wednesday, July 09, 2014 10:47 AM
To: Scott Neils
Cc: Dave Denny
Subject: RE: Dr. Scott Neils Application for Interim City Manager

Dr. Neils,

I will forward your information to our City Manager to share with the entire commission!

Thank you for your application packet.

Sincerely,

John C. Masiarczyk Sr.
 Mayor

From: Scott Neils [<mailto:sneils@mac.com>]
Sent: Tuesday, July 08, 2014 7:39 PM
To: John Masiarczyk
Subject: Dr. Scott Neils Application for Interim City Manager

Mayor Masiarczyk,

Thank you for this opportunity to present my credentials to you and the City Council for the position of Interim City Manager. Provided is my Application package with the requested information.

Regarding compensation, I believe that a market compensation for this position would be in \$150,000 to \$175,000 range on a contract basis, plus any negotiated benefits. If selected, I am confident that we can reach mutually agreeable package.

As indicated in my letter, I would be available around the first part of August. However, my wife and I are giving a presentation to the Siemens Technologist Conference in Orlando on July 25th at 8 am, meeting with our Orlando family, and then going to Tampa to see our daughter Friday afternoon, returning on Sunday, the 27th, to Dallas.

As a thought and if appropriate, I would be pleased to meet with you and members of the Council on Friday before we go to Tampa. I do have a three-hour meeting in Orlando that I need to attend, but the time is flexible. If necessary, I could arrange a trip to Deltona on Saturday.

Again, thank you for your consideration of my candidacy for the Interim City Manager position for the City of Deltona.

[see attached file: Dr. Neils Application Package for ICM Deltona FL.pdf]

Scott

 Dr. Scott R. Neils
 3909 Matterhorn Dr.

3909 Matterhorn Dr.
Plano, TX 75075-1527

July 8, 2014

Mr. John C. Masiarczyk, Sr., Mayor
City of Deltona
2345 Providence Blvd.
Deltona, FL 32725

Reference: Interim City Manager - Deltona, FL

Mayor Masiarczyk and Members of the City Council:

Regarding your search for an Interim City Manager for the City of Deltona, I would like to present my credentials. I saw the position announcement on the SGRJobs web site and reviewed the job description and additional information provided on your web site.

Introduction

Three attributes of the position announcement that caught my attention were the title, the challenges and opportunities, and the location.

- As the senior management position in Deltona, this opportunity offers a great venue to use all my talents in forging a strong and viable Office of the Interim City Manager. I have broad-based expertise in organizational administration including municipal administration and finance, profit and loss responsibility and reporting, business and market development and expansion, project leadership, startup management, compliance, and contract negotiations, all of which will allow me to assist you, the Council, Citizens, and staff during this transition period.
- Leadership and operations are my strengths. I believe strongly in and incorporate the Servant-Leadership concept, which I believe is a significant component of effective leadership. I thrive on challenges requiring innovative and creative solutions and on the interactions and processes necessary to bring these solutions to fruition. I have an entrepreneurial spirit, an inquisitive mind, a strong work ethic, and high moral standards. I am a dynamic multifunctional leader with extensive experience in a wide range of responsibilities. I am recognized for the ability to maximize efficiency, effectiveness, and profitability through exemplary strategic planning and related execution in all organizational facets.
- I know that the City of Deltona and Volusia County are in a beautiful location. My wife, Dr. Priscilla Neils, RN, and I have lived in both Tampa and Orlando and have family in both cities. We have visited the area several times during our time in Florida. Thus, this would be a great opportunity to contribute to the community in an important leadership role for this interim period and to be closer to family. I would be available to start around August 1.

Discussion of My Qualifications in Relation to Position Requirements

My model for leadership comes from the Baldrige method. I would encourage Excellence and High Performance in daily operations through the four pillars of 1) Customer Focus, 2) Leadership, 3) Employee Empowerment, and 4) Continuous Improvement.

As part of the Continuous Improvement tenet, I am a strong believer in performance management and “best practices” to ensure that the staff are “Doing the Right Things” in accordance with the goals and objectives of the Council and in “Doing Things Right.” I would bring a fresh perspective on the challenges faced by and the opportunities presented to Deltona. This leads to an unencumbered approach to formation of new programs and services or to a reengineering of existing programs, processes, and procedures where necessary and as directed by the Council.

As a leader, I encourage staff to continue their education, excel in their assigned roles, to work collaboratively with team members, to seek advancement where appropriate, and to expand beyond their current comfort zone. I am confident in my own abilities and encourage staff to present their ideas in free and open exchange. I am a team player, embracing collaborative problem-solving, and give credit where due. As the Interim City Manager, maintaining team-building and team spirit will be one of my main points of focus.

I have extensive experience in the development and execution of strategic and operational programs and budgets. I am an expert in creating business cases - balancing objectives with requirements and developing workable solutions. These short-, medium-, and long-range plans would be developed in harmony with the goals and objectives established by the Council. As Interim City Manager, I will make these assigned responsibilities a top priority to maintain the financial health and continuity of the organization.

I am a retired Army Officer. My military and organizational training and experience have given me opportunities in managing rapidly changing environments and in the management and maintenance of facilities, equipment, and personnel. I know and understand the complexities of governmental rules and regulations and related documentation required to show compliance. The proper maintenance and utilization of and investment in Deltona facilities and related information systems and technology are essential to provide staff with the necessary tools to enable exceptional, high-quality, continuous service to all stakeholders and to provide the necessary records and reports to show compliance with governmental regulations.

I enjoy people and am a builder of successful relationships. I would be a valuable contributor to Deltona's community and economic development effort by expanding on existing relationships and through growing my own network. As Interim City Manager, I would work to develop and/or maintain collaborative relationships with governmental, business, education, and other leaders of the community. I believe that the Deltona has an excellent story to tell. As the Interim City Manager, I will be an active spokesperson in telling the "Deltona Story."

With my international business experience, I am accustomed to working with a diverse population. I embrace cultural diversity and appreciate the wisdom in the quote from the late Maya Angelou, an American author and poet, that, "It is time to teach young people early on that in diversity there is beauty and there is strength." Deltona operates in a diverse cultural environment. I find this exciting and invigorating. We can all learn from each other.

The Interim City Manager is assigned the responsibility to communicate with Council, citizens, governmental and intergovernmental agencies, management, staff, and community stakeholders. I have extensive experience in communication arts both written and verbal. I am comfortable in providing interviews to the media and in preparing professional media materials.

As you read this letter, I am confident that you will see how my experience, education, talents, and skills fit well with those attributes that you desire in your new Interim City Manager.

I appreciate your consideration of my candidacy for this position.

Together, We Can Build the Future!

Sincerely,



Dr. Scott R. Neils

Enclosures -

Dr. Neils Summary of Qualifications

Dr. Neils Profile

Dr. Neils Curriculum Vitae

DR. SCOTT R. NEILS
Summary of Qualifications
Interim City Manager
City of Deltona

I bring to this role dynamic energy and exceptional leadership as summarized below:

Strategic planning, developing and marketing business cases

- Over thirty years of successful senior management experience and profit responsibility in government, finance and banking, software development, manufacturing, consulting, and other industries, including international business experience
- Visionary - strong commitment to assessment, strategic planning, intervention, and evaluation
- Experienced change agent - appreciate the unique challenges of change in a municipal environment
- As an investment banker, finance professional, and entrepreneur, reviewed and developed many business plans for a diverse array of products and services
- Started five companies encompassing truck leasing, investment banking, business management and planning services, chilled beef export to Europe, and a Wagyu cattle genetics company
- Utilize a “hands-on” approach for operations as well as for raising funding, development of sales and marketing programs, conducting sales and marketing activities, development and implementation of policies and procedures, facilities management, and human resources

Collaborative leadership and management

- Described as a leader with a “Let’s Get It Done” attitude, and a team player with a solution-oriented style
- Make informed, and sometimes difficult, decisions for which I take personal responsibility. I follow through to ensure the desired outcome is achieved.
- Enjoyed a lifelong role in developing future leaders
- Exhibit a strong staff orientation, integrating the identification, hiring, and development of outstanding staff, including members of underrepresented groups
- Accomplished public speaker with significant experience in development and delivery of presentations
- Extensive experience in communication arts leading to effective communication with management, staff, and other stakeholders

Financial Management

- Earned Certified Public Accountant, Certified Management Accountant, and Certified Government Finance Officer credentials
- Development and management of strategic plans and projects, along with related annual and long-range budgets
- Financial planning; cash and debt management; business case development and execution; fundraising

DR. SCOTT R. NEILS
Summary of Qualifications
Interim City Manager
City of Deltona

- Preparation of GFOA Award-winning CAFR and Annual Budgets; Was a GFOA reviewer of CAFRs and Budgets submitted for the Awards programs
- Experience in Non-Profit organizations
- Experience using analytic software such as Tableau, SPSS, SAS JMP
- Preparation of SEC Annual and Quarterly reports; Investor Relations
- Business Continuity and Disaster Recovery Planning
- Facilities, Human Resources, and Labor management
- Negotiations and contracts, including working with in-house and outside attorneys, and purchasing and supply chain management
- Presentations for boards, senior management, and external parties including customers, governmental agencies, and other stakeholders
- Experience working with governing boards, as well as governmental, regulatory/compliance, and audit agencies
- Risk management experience including enterprise risk management (ERM) incorporating regulatory, operational, and technology risk, insurance programs for asset coverage, general liability, Errors & Omissions and Director & Officer liability, health insurance, and other related employee benefit programs
- Experience in administration of information systems, including program development and information security; expert in both Microsoft and Apple operating systems as well as an expert in MS Office, Apple iWorks, Internet, and other software applications

Contact Information

3909 Matterhorn Dr.
 Plano, TX 75075-1527
 United States of America
 (M) (i) 817-851-3994
 (H) (i) 972-869-7485
 Email: sneils@mac.com
 US Citizen

PROFILE DR. SCOTT R. NEILS

Dr. Scott R. Neils has over 30 years of successful senior management experience as an executive in finance and banking, software development, Internet and E-commerce, manufacturing, wood products, consulting and agribusiness industries, including international operations. Positions held include CEO, COO, CFO, President, and Vice President. Dr. Neils brings a futuristic orientation and international consciousness in the areas of strategic planning, establishing companies, company operations, creating and evaluating alternatives, implementing solutions, and developing synergies within and between operating departments and entities. His company experience ranges from startup to Fortune 200.

Dr. Neils most recently served in the City of Watauga, Texas as City Manager and Finance Director. As City Manager, his responsibilities included leadership of 220 Employees in 9 Departments, including Police (40 Sworn); Fire/EMS (21 Sworn); Public Works (Streets, Water, Sewer, Storm Drain, Storm Water Phase II Management, Flood Plain Management, Inspections, Planning and Zoning, Engineering, Code Enforcement, Fleet & Facilities, Economic Development, Capital Improvement Programs Oversight, Project Management); Finance and Administration (Includes Municipal Court and Utility Billing); Library; Parks (Type B) and Recreation; Information Technology; Human Resources/Civil Service Director/Public Information; and City Secretary.

Before joining the City of Watauga as Finance Director, Dr. Neils served as Compliance Officer for TCM Bank N.A., a \$150 million credit card bank and wholly owned subsidiary of Independent Community Bankers of America (ICBA). Dr. Neils' previous assignments include Compliance Officer for Bank of Whitman, in Pullman, WA. Bank of Whitman is a \$690 million community bank with 20 branches in eastern Washington. Along with his compliance duties, Dr. Neils was also responsible for marketing, asset-liability management, physical and information security, and training. Before joining Bank of Whitman, Dr. Neils was President and CEO of TS&B Financial Services, Inc. (TSBFS). TSBFS was a full-service Merchant and Investment Banking Company, which was a wholly owned subsidiary of TS&B Holdings, Inc., a public company. He was also Chief Financial Officer of the parent company. Dr. Neils' previous assignment was as COO – Agriculture of Ball Enterprises, a \$200M holding company engaged in agribusiness, real estate development, and other activities. Dr. Neils worked directly as an operating officer in several entities including a high-quality fresh beef production and export company and a weekly newspaper.

As CFO of several manufacturing companies, Dr. Neils has been directly responsible for implementation of internal control and process improvement programs, development of cost-effective solutions for company and equipment financing, institution of HR and other employee training programs, redesign of accounting and management information systems, company wide implementation of current hardware and software technology, and collaboration with local, state and federal government officials to proactively solve potential problems.

Dr. Neils has significant experience in startup and rapidly expanding company management. He has written and successfully implemented business plans for five startup companies. He brings a wealth of experience in capital acquisition and management, development and execution of operating budgets, and presentations to boards and other external entities.

Dr. Neils has considerable experience in systems and software development. He has directed engineering and design for software applications involving management reporting, accounting, video conferencing, mortgage closing documentation, inventory control, and project management. He has developed Internet and E-commerce solutions for product marketing and delivery. Dr. Neils is proficient in MS Word, Excel, PowerPoint, and other software applications including several accounting and manufacturing systems.

Dr. Neils has international experience in Japan, China, Korea, and Europe in the agribusiness and manufacturing sectors. He has been involved with export and import regulations, free-trade zones, and growing relationships with foreign country trade and government representatives. His years of experience in both the domestic and international marketplaces have brought him into relationships with people of many diverse cultural and ethnic backgrounds.

Dr. Neils earned a Doctor of International Business Administration (DIBA) degree from Nova Southeastern University, Fort Lauderdale, Florida, an MBA from Pacific Lutheran University, Tacoma, WA, and a BA in Marketing from the University of Washington. Dr. Neils has earned the Certified Public Accountant, Certified Management Accountant, Certified Government Finance Officer, and Certified Community Bank Compliance Officer designations. He has received his certification for Six Sigma Green Belt and is working on his Black Belt designation. He is a member of the International City/County Management Association (ICMA), Texas City Management Association (TCMA), Government Finance Officers Association (GFOA), Government Finance Officers Association of Texas (GFOAT), American Institute of Certified Public Accountants (AICPA), Washington Society of Certified Public Accountants (WSCPA), and the Institute of Management Accountants (IMA). Dr. Neils is a retired Army Reserve Officer with over 21 years of service, earning the Meritorious Service and Bronze Star Medals, among others, and Ranger, Airborne and EIB awards. Dr. Neils is also active in community arts activities.

DR. SCOTT R. NEILS CURRICULUM VITAE

CONTACT INFORMATION:

3909 Matterhorn Dr.
Plano, TX 75075-1527
817-851-3994
Email: sneils@mac.com
US Citizen

LinkedIn



QUALIFICATIONS

Dynamic multifunctional leader with extensive experience in a wide range of governmental, public, and private organizations including municipalities, financial services, industrial manufacturing, and agricultural organizations. Recognized for financial acumen and the ability to maximize profitability and efficiency through exemplary planning in strategy, finance, operations, marketing, human resources, and information technology. Broad-based expertise in the areas of market development and expansion, project leadership, startup management, compliance, profit and loss responsibility, business development, mergers and acquisitions, and contract negotiations. Dedicated to building and motivating high performing teams that exceed all stakeholder expectations.

Senior-level, progressive responsibility and expertise in:

Strategic Planning	Directing Operations
Growing Organizations	Developing Synergies
Recommending Options	Implementing Solutions
Creating Alternatives	Building Teams

Education

- Nova Southeastern University, Doctor of International Business Administration (DIBA), Fort Lauderdale, FL
- Pacific Lutheran University, Master of Business Administration, Tacoma, WA
- University of Washington, Bachelor of Arts, Business Administration, Seattle, WA

Professional Certifications

- Certified Public Accountant (CPA), Washington State
- Chartered Global Management Accountant (CGMA)
- Certified Management Accountant (CMA)
- Certified Government Finance Officer (CGFO)
- Six Sigma Green Belt

Professional Memberships

- Sigma Beta Delta - International Honor Society for Business, Management, and Administration
- International City/County Management Association (ICMA)
- Texas City Management Association (TCMA)
- Texas Municipal League (TML)
- Government Finance Officer's Association (GFOA)

- Government Finance Officer's Association of Texas (GFOAT)
- American Institute of Certified Public Accountants (AICPA)
- Institute of Management Accountants (IMA)
- Washington Society of Certified Public Accountants (WSCP)
- Academy of International Business (AIB)

EXPERIENCE AND ACHIEVEMENTS

City of Watauga, Watauga, TX

2008-2013

Municipal Government for city of 24,000 in the Dallas-Fort Worth Metroplex

City Manager

April 2011 - Feb 2013

- Appointed by Council in April 2011 after nationwide search - Unanimous Letter of Support from all 9 Departmental Directors - Acting CM from February 2011
- Accomplished all objectives of Council, as outlined in job announcement, in 15 months
- Annual Budget of \$39 Million, with 24 Funds and General Fund budget of \$10.8 million
- 220 Employees in 9 Departments - Police, Fire/EMS, Public Works/Code Enforcement/Fleet & Facilities/Economic Development, Finance and Administration, Library, Parks and Recreation, Information Technology, Human Resources/Civil Service/Public Information, City Secretary

Council and Capital Improvement Program

- Conducted multiple planning and budget sessions with Council to ensure that all pertinent information was presented for their consideration
- Worked with Council to approve a \$7.35 million Certificate of Obligation bond issue (2011) for replacement of vehicles, water and street projects, hardware and software upgrades, and facility repair and maintenance programs
- Worked with Council to approve a \$8 million Certificate of Obligation bond issue (2012) for sewer, street, and storm drain projects
- Working with Director of Public Works and Consulting Engineer on design, bids, and project management of water/sewer/street/storm drain programs and on new traffic signals
- Updated formal CIP Program - last updated in 2005

Public Safety

- NIMS 100, 200, 300, 400, 700, and 800b Certified; Use NIMS model for City special project management as part of ongoing NIMS training
- Experienced in the management of Section 143 Public Safety Civil Service

Finance

- Maintained excellent debt ratings for City in difficult economic times
- Continued GFOA recognition for CAFR and Budget, along with Unqualified audit
- Fund Balances are significantly above GFOA recommended and Council established minimums
- Implementing MuniCast forecasting model for all City Funds - dashboard reporting for Council
- Maintained GTOT Recognition for Investment Policy

Personnel

- Implemented a succession planning program within departments
- Worked with Directors to identify the strengths and weaknesses of their staff and to develop a training program to mitigate weaknesses and enhance strengths

- Encourage Staff to continue learning through both monetary and special recognition of professional achievements / certifications and academic degrees

Information Technology and Communication

- Implemented program to have all Council, Board, Committee, and Commission meetings streamed live and through youTube, and provided on-line archives of all meetings and minutes
- Implemented new web site for City, incorporating new social media outlets, to enhance communication with stakeholders
- Implemented Blackboard Connect system to enhance City emergency notification capabilities, while also providing departments the ability to engage with citizens / customers interested in specific City programs
- Upgraded all City servers and desktop systems and Office software for staff
- Issued iPads for all Council and Directors - all Council Agendas are on-line
- Upgraded Public Works operations and Code Enforcement capabilities with MyGov software
- Implemented in-house video production of news updates, departmental information, etc.

Other

- Implementing the ICMA CPM Performance Management and Center for Management Strategies programs
- Conducted a NCS Citizen Survey in fall 2011 - First survey in over 10 years
- Worked with our 4B award-winning parks program to expand use of parks and related programs
- Expanded Recreation and Community programs including Senior Center Activities

Managing Director of Finance, Budget Development, Utility Administration, & Municipal Court **May 2008 to April 2011**

Responsible for all aspects of financial management for the City to include general accounting, internal control and internal audit, preparation and presentation of budget, monthly Council and management reporting, liaison with external auditors for preparation of annual audit and Comprehensive Annual Financial Report (CAFR), and Investment Officer for City. Also responsible for the operations of the Municipal Court, Utility and Refuse Billing, and Purchasing functions of the City. Act as Finance Director/Treasurer for City's Crime Control District, Parks Development Corporation, and Public Improvement District. Appointed as Acting City Manager in his absence.

- Received the GFOA award for City for both CAFR and Budget for each year of tenure
- Received the GTOT "Investment Policy Certificate of Distinction"
- Significantly increased Court revenues by analyzing citations, identifying inefficiencies, and redirecting City enforcement assets to more productive efforts
- Significantly upgraded Annual Budget preparation and related presentation to include graphics and reader-friendly descriptions, along with increased analysis
- Revamped the City Council monthly financial report to make it more user-friendly and relevant; revamped quarterly investment report to include more analytical information
- Upgraded financial aspects of City Disaster Plan and related testing
- Implemented new computer-based training for City financial software
- Implemented internal audit program; reviewed and updated internal controls
- Streamlined budget preparation process, reducing compilation and preparation time by over one month; ensured City Goals and Objectives were incorporated; focus on performance metrics
- Implemented project accounting for tracking CIP programs
- Updated City financial and purchasing policies and procedures

- Implemented new bad-debt collection program for Court, Utilities, and EMS/Ambulance, significantly decreasing write-offs and improving cash flows
- Increased security for Utility and Court payment windows, and for main City Hall entrance by installing new security cameras
- Worked with Fire/EMS, Parks, and Public Works departments to review current fee-for-service items to determine new or possible enhanced revenue sources
- Completed required Texas Investment Officer Training
- Earned Certified Government Finance Officer (CGFO) credential

TCM Bank, N.A., Tampa, FL**9/2006 – 4/2008**

A rapidly growing CEBA credit card bank and wholly owned subsidiary of Independent Community Bankers of America (ICBA)

Compliance Officer

Responsible for all aspects of regulatory compliance. Also responsible for information and physical security, policy development, oversight of internal and external audit programs, staff training and development, and safety.

- Served as Chairman of the Compliance Committee and Compliance Officer for bank
- Prepared and presented a monthly Compliance and Audit report for the board
- Conducted compliance and internal control audits
- Monitored corrective actions and completion of audit findings and recommendations
- Responsible for all INFOSEC and physical security
- Responsible for Business Continuity Plan and related testing
- Implemented new computer-based training company wide, and an officer training and development program
- Updated or created policies to ensure compliance with regulatory requirements and audit recommendations from federal regulatory agencies and external audit firms

Bank of Whitman, Colfax, WA**2/2003 – 8/2006**

A rapidly growing \$690 million community bank with 20 branches located in Eastern Washington

Vice President - Compliance / Information Security Officer –

Responsibilities included the regulatory compliance program, Community Reinvestment Act program, asset-liability and interest rate risk management, preparation of regulatory financial statements, training for management and staff, physical and information security, and policy development and review for areas of responsibility. Chairman of the Compliance Committee and member of the Technology Committee. Report to COO.

Results: Satisfactory compliance audits from federal regulatory agencies. Developed new financial and management reporting package for board which better explains current position and “what if” scenario results. Implemented new computer-based training bank-wide. Updated policies to be consistent with regulatory requirements.

TS&B HOLDINGS, INC., Orlando, FL**2/2001 -12/2002****Chief Financial Officer of parent and President/CEO, TS&B Financial Services, Inc. –**

TS&B was a public financial holding company with two wholly owned subsidiaries – a full-service financial services company and a real estate and development company. Business objective was to meet the investment banking needs of the small to medium company.

Directed development of national financial services firm. Wrote business case and financial plan, directed formation of marketing plan, operations procedures, and training manuals. Recruited senior staff, developed strategic alliances. Directed structure and negotiation of acquisitions, preparation of due diligence and risk analysis, valuations of prospect companies, consulting with clients, SEC reporting and corporate accounting and financial management.

Results: Introduction of new, competitive investment banking firm serving the under-\$150-million market.

ROLLING HILLS RANCH, LaCrosse, WA
President/Founder

6/1994 - 12/2001

Company specialized in genetic engineering and high-quality meat production. Created company. Planned and implemented policies and objectives to raise and market Wagyu cattle internationally, raised funding for concept, developed market for Wagyu beef (Japanese "Kobe Beef"). Planned international business model around unique market opportunity incorporating all aspects of product cycle. Recognized opportunity, conducted research to validate assumptions, wrote business plan, implemented plan.

Results: Considered international expert on product. Business expanded 100% annually. Past President of American Wagyu Association.

COMMUNITY ACTIVITIES

- NE Tarrant Chamber of Commerce
- Birdville Independent School District Leadership Program
- John Peter Smith Hospital Joint Council
- Northeast Leadership Forum (NLF)
- Texas Municipal League (TML)
- Attend with Mayor - NE Tarrant Mayor's Council; Tarrant Regional Transportation Council
- Several church leadership activities and daily teaching of high-school youth during school session
- Board of Visitors – School of Business, Pacific Lutheran University
- Community Member - Institutional Biosafety Board, which is a component of Institutional Research Board, Washington State University
- Scoutmaster – Boy Scouts of America
- American Wagyu Association – Past President
- Board Member of and chorister with Tacoma Opera, Chorister with Seattle Opera
- Sang with Master Chorale of Tampa Bay and with the Bach Festival Society of Winter Park
- Charter member of Grand Chorus of Dallas Millennial Choirs and Orchestra
- Active in professional associations

967 ELKCAM BLVD • DELTONA, FL 32725
PHONE 321-217-2477 • E-MAIL CHARLESRASHED@YAHOO.COM

CHARLES D. RASHED

To whom it may concern,

Hiring Manager

Dear Sir/Madam:

I have worked in the retail field for more than 10 years and the last one spent with Sheplers, as a store manager. I have experience conducting sales trainings and overseeing trainers who spend time in the field coaching and working with new employees at all levels. Many of the years spent also in budgeting, operations and loss prevention, developing training programs, project management, developing and implementation global strategies, and measurable accountability.

I believe my experience now qualifies me for the job posting per description. I promise to bring expertise, empathy, quality skills, and compassionate to the city of Deltona. Today I am writing this cover letter to apply for the position post of city manager. I am an ambitious and self-motivated individual who has the necessary skills and personal attributes required for achieving successful results. Boasting an established ability to deliver growth, maximize results and achieve set targets. I have a background in high volume retail management and a knack of bringing out the best in others. I am prepared and available to take on a challenging role of posted within the cities organization. I would welcome growing as part of the internal staff of this well respected city.

Would you be willing to meet me in person, so I can show you what I can do and to learn what you have in mind for the person you want to work with? I am available at your convenience via cell phone. Please call me at 321-217-2477 to arrange a get-together that works for your schedule.

Sincerely,

Charles Rashed

(321) 217- 2477

CHARLESRASHED@YAHOO.COM

Enc: Resume

967 ELKCAM BLVD • DELTONA, FL 32725
 PHONE 321-217-2477 • E-MAIL CHARLBSRASHED@YAHOO.COM

CHARLES D. RASHED

OBJECTIVE

City Manager position with the city of Deltona, where I can utilize my skills and experience towards achieving city goals and city growth. I am a professional with broad managing experience, encompassing strategic planning, qualitative & quantitative research, interactive marketing, creative development, media planning & buying, database /direct-marketing, public relations, sales promotion and visual merchandising, with the ability and skill set to provide creative, innovative, enthusiastic and forward-thinking leadership in a team environment. Focused on achieving continuous, improved performance.

WORK EXPERIENCE

- | | |
|---|--------------------------------|
| <p>[01/2013 – Present]
 <i>Store Manager</i></p> <ul style="list-style-type: none"> ▪ Operations/Loss Prevention ▪ Hiring/Onboard Training ▪ Marketing/Branding ▪ Construction/Design | <p>Sheplers</p> |
| <p>▪ [11/2008 – 01/2013]
 <i>Assistant Store Manager</i></p> <ul style="list-style-type: none"> ▪ Operations/Loss Prevention ▪ Hiring/Onboard Training ▪ Counseling | <p>Ross</p> |
| <p>▪ [05/2007 – 11/2008]
 <i>Manager</i></p> <ul style="list-style-type: none"> ▪ Daily Operations/Loss Prevention/Payroll ▪ Training employees/Counseling Merchandising | <p>Linens N' Things</p> |
| <p>[09/2006 – 05/2007]
 <i>Business Account Representative</i></p> <ul style="list-style-type: none"> ▪ Securing current members accounts ▪ Processing inventory/Formatting invoices ▪ Data conversion ▪ Answering customers questions and responding to issues promptly | <p>Sprint</p> |
| <p>[10/2005 – 01/2006]</p> | <p>Dillard's</p> |

Sales Representative

- Sales
- Process inventory
- Opening Accounts

[11/2002 – 03/2005]

Bed, Bath, & Beyond*Manager*

- Merchandising
- Processing freight
- Loss Prevention

Training on vender products

[10/2000 – 10/2002]

Regal Cinemas*Supervisor*

- Meeting Sales Goals
- Training
- Projection operator
- Inventory Orders/Processing Invoices/Cash Control

EDUCATION

[05/2014]	University of Phoenix	Orlando, FL
	<i>MBA Business Administration</i>	
[05/2012]	University of Central Florida	Orlando, FL
	<i>BS Legal Studies</i>	
[08/2007]	University of Central Florida	Orlando, FL
	<i>BA Economics</i>	
	▪ Minor in political science; pre-law	
[05/2004]	Valencia Community College	Orlando, FL
	<i>AA Economics</i>	
[05/2001]	University High School	Orlando, FL
	<i>Honors High School Diploma</i>	

REFERENCES:

Upon Request

GARY P. SHIMUN, ICMA - CM

1124 NW 131st Avenue
Pembroke Pines, FL. 33028

Telephone: 954-448-4449

Email: gpshimun@yahoo.com

SENIOR MANAGEMENT EXECUTIVE

Vibrant, results driven, inclusive, entrepreneurial executive with extensive experience in municipal government. Possesses excellent strategic planning and operational leadership skills which create efficiencies that reduce cost, increase productivity and customer satisfaction. An innovative, collaborative, and progressive leader recognized for critical thinking, originality, team building and development, and creative problem solving. Skilled communicator able to convey message or intended meaning that is easily understood by multiple recipients (customers, community, business and government leaders, C or VP level executives).

QUALIFICATIONS AND EXPERTISE (include but not limited to):

- Fiscal Performance Management including Cost Analysis, Reduction and Control
- Strategic Planning including Business and Marketing Plans
- Growth Management and Economic Development
- Organization-wide Process Improvement and Change Management
- Policy Development and Program Improvement
- Human Resource Planning, Allocation, and Development
- Municipal, County, State and Federal Regulations
- Public Speaking and Communication
- Leadership and Team Building

PROFESSIONAL EXPERIENCE**Chief Administrative Officer
City of Plantation****Nov 2011 – present**

Plantation is a community of 84,000+ residents (24 sq. miles), centrally located in Broward County, Florida. It is known for its immaculate appearance and quality of life. Major private sector employers include American Express, Motorola, and DHL.

Direct and manage the daily operations, programs, and activities of the City as the chief administrative officer. Plantation has over 750 employees and a general fund budget of \$86 million. Total budget with all funds is \$180 million. Plantation is a full service city that includes General Administration, Police, Fire, Public Works, Utilities, Parks and Recreation, Engineering, Planning and Zoning, Building, and other related departments.

Major Accomplishments:

- Brought on to help the City resolve structural issues in finance and operations.
- Introduced a number of measures to gain financial control of the City's budget and close a \$10.1 million gap in an \$85 million General Fund budget.
- Introduced strategic planning to the City and currently implementing priority based budgeting to properly align revenues with expenditures.
- Scaled targeted services through strategic outsourcing, and began a renegotiation of the Police Union contract.
- Began the task of organization-wide process analysis in order to identify potential savings through better utilization of resources.
- Begun process of engaging both the City Council and the general public in discussions designed to scale City operations to anticipated revenues, while retaining essential services and maintaining the character of the community.

**Town Administrator
Town of Davie, Florida****Nov 2006 –Jan 2011**

Davie is a community of 92,000+ residents (35.6 sq. miles), centrally located in Broward County, Florida, known for its open space and western theme. It is home to the Miami Dolphins and the South Florida Education Center (52,500 students), which includes the main campuses of Nova Southeastern University, and Broward College, and a satellite campus of Florida Atlantic University. Davie experienced rapid growth through the first decade of the 21st century and is now nearing build out.

Directed and managed the daily operations, programs and activities of the Town government with 662 FTE and 14 department heads including Budget and Finance, Building and Code Compliance, Clerk, Economic Development, Human Resources, Parks and Recreation, Planning and Zoning, Public Works, Special Projects and Community Events, Information Technology, Police, Fire, Housing and Community Development, and Utilities, with a \$191 million budget.

Major Accomplishments:

- Led organization in carrying out the mission of the Town of Davie as established by Town Council.
- Effected new fiscal practices which improved the bond rating from unrated to 'A1' from Moody's and 'A' from Standard and Poor's resulting in reduced debt serving costs.
- Restructured the organization (22% workforce reduction), diversified assignments, created a strong management team and improved the work environment which resulted in over \$10 million annual savings in personnel costs.
- Initiated and led the development and execution of the Town's first strategic plan inclusive of business development and marketing plans.
- Introduced and championed a customer service philosophy for Town operations. Provided all employees with customer service training, which reduced complaints by 70%
- Created a new Economic Development Department (2009) to properly assist the Town and business community with retention, expansion and attraction and resulted in 2 recruitments with net revenues of \$100 million annually and 65 new jobs, 3 retentions saving 130 and creating 90 new jobs, with 7 new businesses in the pipeline. (One of the two recruitments consisted of a 500k sq. ft. distribution plant providing \$225k in new tax revenues).
- Trained all department heads and key department personnel on process improvement techniques to maximize efficiencies and continuous process improvement with first process review anticipated savings of \$250k annually.
- Reviewed insurance programs leading to a decision to revise status for health care and workers compensation to Self-Insured, thereby saving \$2.5+ million annually.
- Analyzed Information Technology department and implemented new Human Resource and Financial systems, networking and office software which reduced annual costs by \$300k.
- Created and implemented written policies and procedures for each Town department.
- Created and delivered a system of performance standards to ensure Town was operating at the most productive levels.
- Created and delivered the first Citizens Outreach program to provide a forum to effectively communicate with the Town's residents and business owners.
- Created and conducted the first survey of Town residents and businesses to gather preferences for the future direction of the Town and setting a baseline to measure future accomplishments.

Assistant City Manager**Sept 2003 – Nov 2006**

The City of Pembroke Pines, Florida

Pembroke Pines is a community of 152,000+ residents (34.4 sq. miles), 2000 FTE employees, and \$350 million budget, located in the southwest corner of Broward County, Florida, and has consistently ranked as one of the best places to live in Florida. In 2004, Pembroke Pines won the 'All America City Award'. Pembroke Pines represents the model for Charter Schools in the State of Florida. The City grew exponentially after Hurricane Andrew in 1992 and is now nearing build out.

Directed and managed Community Services, Human Resources, and General Administration departments.

Accountable for all activities, and for direct and delegated supervision of employees in reporting departments.

Major Accomplishments:

- Member of management team which guided the budget process through to adoption by the City Commission. Received GFOA Distinguished Budget Presentation award.
- Led and delivered special projects as assigned by City Manager.
- City point of contact for Broward County Urban Area Strategic Security Initiative (UASI).
- Team Member establishing UASI for Broward County through the US Department of Homeland Security.
- Responsible for the successful review and coordination of all agenda reports and business items that are presented before the City Commission on a twice monthly basis.

City Manager**Sept 1997 – Sept 2003**

The City of Hannibal, Missouri

Hannibal is a community of 18,000+ residents (15.1 sq. miles), located in the northeast corner of Missouri. It is the boyhood home of Mark Twain and, as such, receives 300,000 visitors annually, who enjoy its antebellum downtown. Hannibal is the economic engine for northeast Missouri and has a strong commercial and industrial base.

Directed and managed the daily operations, programs and activities of the City government with 60 FTE, 18,000+ residents, 10 department heads, and a \$6 million budget.

Developed policy for approval by the 7-member City Council and implemented same.

Major Accomplishments:

- Guided city as first City Manager after citizen initiative to change from strong Mayor to Council/Manager form of government.
- Crafted complex agreement with major employer to maintain and expand operations in the City and provide city-owned warehousing space at market rates.

- Negotiated politically sensitive tax increment finance agreement to allow construction of a regional shopping center, thus increasing city tax base and offering additional employment.
- Shepherded Strategic Planning Initiative to guide City's economic and political future.
- Member of area Economic Development Commission.
- Repaired faltering relationship between City and Chamber of Commerce.

OTHER EXPERIENCE:

Adjunct Instructor - Hannibal-Lagrange College, Hannibal, MO 1998-2000

City Manager – The City of McCall, Idaho 1994-1997

Adjunct Instructor - Boise State University, McCall, ID 1995-1997

City Manager – The City of Iron River, Michigan 1990-1994

Adjunct Instructor- Gogebic Community College, Iron River, MI 1991-1994

Planning Director – The City of Louisville, Ohio 1989- 1990

Staff Planner – The City of Barberton, Ohio 1987-1989

Graduate Teaching Assistant- The University of Akron, Akron, OH 1983-1985

Private Sector – 1979-1987

EDUCATION and CERTIFICATIONS

The University of Akron, Akron, Ohio

Master of Arts in Urban Studies, Public Administration, and Urban Planning

Northern Michigan University, Marquette, Michigan, graduating with honors

Bachelor of Science in Political Science, with minor in Business Administration

International City/County Managers Association (ICMA) – Credentialed Manager – received May 2004 and current educational requirements met.

PROFESSIONAL ASSOCIATIONS

ICMA – International City/County Managers Association

FCCMA – Florida City/County Managers Association

BCCMA – Broward City/County Managers Association

- ❖ Have you ever been a member of the United States Armed Services? YES NO If yes, Entry Date: _____
 Discharge Date: _____ Branch: _____
- ❖ Are you currently a member of any branch of the military or naval reserves? YES NO
- ❖ Do you wish to assert Veterans' Preference? YES NO NOTE: You must submit your DD-214 and complete the Application for Veterans' Preference enclosed in this application by the closing date in order to be given Veterans' Preference consideration.
- ❖ Education: Circle highest grade completed - Grade School: 1 2 3 4 5 6 7 8 HS: 1 2 3 4 College: 1 2 3 4 Graduate: 1 2 3 4

	Name of School	Location	Major	Degree
High School	Herscher High School	Herscher IL	N/A	HS Diploma
College	Olivet Nazarene University	KANKAKEE IL	Business MGMT.	Bachelors
Graduate School				
Vocational School				
Other Training				

- ❖ Are you currently in pursuit of a degree? YES NO If yes, provide course of study and number of credits earned:

- ❖ **Specialized Skills:** List any pertinent skills or knowledge that you may have for example: computer software/programs; office equipment you can operate; machinery/heavy equipment you can or have operated; professional /occupational licenses and certifications you hold (i.e. mechanical, electrical, construction tools/equipment ; building inspector, CDL w. an endorsement, etc.). **Be specific please.**

Office Equipment:	Networking, Mapping, trouble shooting, Installation
Computer Software/Programs:	ORACLE, CRUNCHTIME, Kenexa Hiring, Microsoft Office
Machinery/Heavy Equipment:	Genie Articulating Boom Lift
Professional / Occupational License & Certifications:	DDI - Facilitator Certified

- ❖ **Work History:** List ALL employment & volunteer experience, including temporary & part-time, for the past ten (10) years. Begin with present or most recent employer. Provide ALL information requested. Account for all periods of time, including unemployment and service in the Armed Forces. Include types of equipment operated. If you were employed under a different name, please enter that name and which employer(s) it applies to, on the blank page provided at the end of this application.
- ❖ May we contact your current employer? YES NO If no, when may we contact? During Interview process

Current or Last Employer:		Dates Employed:	
American Multi Cinema		From: 1990	To: Current
Address (Number & Street)		Supervisor's Name & Title	
6000 Universal Blvd. #740		John Nelson Vice President	
City/ State/ Zip Code		Your Job Title	
Orlando FL 32819		General Manager	
Reason For Leaving		Hours Worked Per Week:	
Currently Employed		40-60	
Describe the work you do, or did, in some detail		Salary: \$77,000	
Negotiate Contracts, Create, Implement, And Facilitate Budgets, Strategize With our Universal Theme Park Partners Building A Strong Relationship,		Bonus \$45,000	
		\$ _____ Per: _____	
		Total \$32,000	

WORK HISTORY CONTINUED

Previous Employer N/A		Dates Employed:	
Address (Number & Street)		From:	To:
Phone Number (inc. area code) ()		Supervisor's Name & Title	
City/ State/Zip Code		Your Job Title	
Reason For Leaving			Hours Worked Per Week:
Duties:			Salary:
			\$ _____ Per: _____

Previous Employer N/A		Dates Employed:	
Address (Number & Street)		From:	To:
Phone Number (inc. area code) ()		Supervisor's Name & Title	
City/ State/Zip Code		Your Job Title	
Reason For Leaving			Hours Worked Per Week:
Duties:			Salary:
			\$ _____ Per: _____

Previous Employer N/A		Dates Employed:	
Address (Number & Street)		From:	To:
Phone Number (inc. area code) ()		Supervisor's Name & Title	
City/ State/Zip Code		Your Job Title	
Reason For Leaving			Hours Worked Per Week:
Duties:			Salary:
			\$ _____ Per: _____

Have you provided employment information covering the past 10 years as required? If not, please attach sheets of the same size as the application if you need to supply more information regarding previous employers or gaps in work history.

❖ **References:** List three (3) persons **NOT RELATED** to you who have knowledge of your character. Do not list former Employers.

Name and Occupation	Full Address	Telephone Number (must inc. area code)
1. <u>Tony Perry</u> Director Economic Development	931 W. 194 place Chicago Ht IL 60411	(815) 922-9593
2. <u>Tim Korwegay</u> Dentist/owner	525 White Cap Cove Ct. DeBary FL 32713	(386) 753-9026
3. <u>Theresa Dymicki</u> PNC VP HR	113 Sawgrass Ct. Middle River MD 21220	(443) 904-6135

Thank you for completing this application form and for your interest in employment with us. The City of Deltona is an equal opportunity employer and does not discriminate on the basis of race, color, religion, age, gender, national origin, legally recognized disability, or marital status. Please be aware that the City conducts Level II background checks which include fingerprinting.

Pursuant to Chapter 119, Florida Statutes - Public Records Law, personnel records and job applications, except for certain items specifically exempted from the Public Records Law, are open for inspection by any person.

Your application for employment remains active in the Human Resources Department for six (6) months from the date of receipt, if mailed to us. If, after submitting your application, another position becomes available that you are interested in being considered for, you must contact the Human Resources Department personally or in writing to indicate your interest and to update your application if applicable.

Applicant's Certification and Agreement - Please Read Carefully Before Signing

Statement of Application: I understand and acknowledge that previous employers will be contacted for references. I hereby authorize former employers to furnish any and all records of my service with them. I also release my former employers from any liability for any damage in providing this information. I also authorize educational institutions to furnish any records of education-related information they may have concerning me. I understand that the City will conduct a Level II background check which includes fingerprinting.

Status: I understand that positions regarded as part-time and/or temporary are paid for actual hours worked and are not generally entitled to benefits offered to full time positions, with the exception of FICA and Worker's Compensation.

Introductory Period: I understand that if hired, my position with the City of Deltona is temporary during the established initial introductory period. The City of Deltona is an "at will" employer. The City may terminate employment for any reason pursuant to State and Federal Law.

Physical Examination/Drug/Alcohol Testing: I am aware that the City of Deltona is a "Drug-free Workplace". I understand that I may be required to take and pass a physical examination after an offer of employment is made and employment is contingent on the results of that examination in accordance with the Americans with Disabilities Act (ADA). I also understand that the post-offer physical examination may include a drug and alcohol screening test. I understand that prior to receiving an offer of employment, and as part of the post-offer physical, I will receive a copy of the City's Drug-free Workplace Program. Any illegal or controlled substance that shows in my test results will cause my immediate disqualification for employment with the City of Deltona.

Certification: I understand that this application must be completed in full. Incomplete applications may be rejected. I agree that any false or misleading information provided by me will be cause for canceling the application process. If hired by the City of Deltona, after my hire date, it may cause my dismissal from City service. I have answered all the questions on this form completely and truthfully. I certify that the facts set forth in this employment application are true and complete to the best of my knowledge. If hired, I agree to accept conditions of employment and abide by rules, procedures and policies of the City of Deltona.

THOMAS L Staufferberg
Please Print Your Name

THOMAS Staufferberg
Your signature (required)

6/29/14
Date signed

SURVEY

PLEASE NOTE: This information will be maintained separately from your application and will not be considered in the application evaluation process.

The City of Deltona is required by the Equal Employment Opportunity Commission (EEOC) of the United States to collect and maintain the information requested below for EEO statistical reporting purposes.

Qualified applicants are considered for City of Deltona positions, and employees are treated during their employment without regard to race, color, religion, sex, national origin, age, marital or veteran status, medical condition or handicap.

- Name: THOMAS L STAUFFERBERG Today's Date: 6/29/14
- Position applied for: CITY MANAGER
- How did you learn about this vacancy? (please circle as applicable)

<input type="checkbox"/> City's Website	<input type="checkbox"/> Daytona State College	<input type="checkbox"/> Internet	<input type="checkbox"/> Walk-In
<input type="checkbox"/> Public Library	<input type="checkbox"/> One Stop Career Center	<input checked="" type="checkbox"/> News Journal	<input type="checkbox"/> Orlando Sentinel
<input type="checkbox"/> Pennysaver	<input type="checkbox"/> Word of Mouth	<input type="checkbox"/> Other Publication: _____	
<input type="checkbox"/> Other: _____			
- Date of birth: 07 / 05 / 1967
 Month Day Year
- Marital Status: Single Married Divorced Widowed
- Sex: Female Male
- Handicapped/Disabled: Yes No
- **RACIAL/ETHNIC DATA (CHECK ONE)**
 1. WHITE
 (Not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
 2. BLACK
 (Not of Hispanic origin): All persons having origins in any of the Black racial groups of Africa
 3. HISPANIC
 All persons of Mexican, Puerto Rican, Cuban, Central or South American, other Spanish culture or origin regardless of race.
 4. ASIAN OR PACIFIC ISLANDER
 All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example China, India, Japan, Korea, the Philippine Islands, and Samoa.
 5. AMERICAN INDIAN OR ALASKAN NATIVE
 All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

ATTACHMENT TO CITY OF DELTONA APPLICATION FOR EMPLOYMENT

CITY OF DELTONA, FLORIDA

NOTICE TO APPLICANT REGARDING VETERANS' PREFERENCE

Preference eligible applicants who meet the minimum qualifications for the position shall be given preference over any other applicant with equal qualifications.

DOCUMENTATION, AS STATED BELOW, MUST BE SUBMITTED WITH THE EMPLOYMENT APPLICATION TO BE GIVEN VETERANS' PREFERENCE.

- ◆ Veterans, Disabled Veterans and Spouses of Disabled Veterans DV shall furnish Form DD-214 (Military Discharge Papers) or its equivalent from the VA listing military status, dates of service and discharge type.
- ◆ Disabled Veterans shall also furnish a document from the VA, DOD or the DVA certifying that the Veteran has a compensable service connected disability.
- ◆ Spouses of Disabled Veterans shall also furnish either a certification from the DOD or the VA that the veteran is totally and permanently disabled or an identification card issued by the DVA; spouses shall also furnish evidence of marriage to the veteran and a statement that the spouse is still married to the veteran at the time of application for employment; the spouse shall also submit proof that the disabled veteran cannot qualify for employment because of the service connected disability.
- ◆ Spouses of Persons on Active Duty shall furnish a document from the DOD, VA, or DVA certifying that the person on active duty is listed as missing in action, captured in the line of duty, or forcibly detained or interned in line of duty by a foreign government or power; such spouses shall also furnish evidence of marriage and a statement that the spouse is married to the person on active duty at the time of application for employment.
- ◆ Unmarried Widow or Widower of a Deceased Veteran shall furnish a document from the Department of Defense or the Veterans Administration certifying the service-connected death of the veteran, and shall further furnish evidence of marriage and a statement that the spouse is not remarried.
- ◆ A veteran who has served in a campaign or expedition for which a campaign badge or Expeditionary Medal has been authorized; any armed forced Expeditionary Medal or the Global War on Terrorism Expeditionary Medal is qualifying for Veterans Preference.

Please note that the City of Deltona is mandated by the State of Florida to give Veterans' Preference. All the rules and regulations regarding same are set by the State and the City has no control over them.

IF YOU ARE CLAIMING VETERANS' PREFERENCE, DOCUMENTATION MUST BE ATTACHED OR SUBMITTED TO THE HUMAN RESOURCES DEPARTMENT WITH YOUR APPLICATION.

Name: Thomas L Staufferberg Position you are applying for: City Manager

REQUEST FOR VETERANS' PREFERENCE

Are you claiming veteran's employment preference?

Yes (please complete this form) No

Are you a resident of the State of Florida? (*Veterans' Preference is only available to Florida Residents*)

Yes No

VETERANS' PREFERENCE: Check the appropriate block if you are claiming veterans' preference. Documentation substantiating your claim *must be furnished* at the time of application.

- A veteran with a compensable service-connected disability who is eligible for or receiving compensation, disability retirement or pension under public laws administered by the U.S. Veterans Affairs and the Department of Defense, or
- The spouse of a veteran who cannot qualify for employment because of a total and permanent service-connected disability, or the spouse of a veteran missing in action, captured or forcibly detained by a foreign power, or
- A veteran of any war who has served on active duty for 1 day or more during a war time period excluding active duty for training and who was discharged under honorable conditions from the armed forces of the United States of America.
- The un-remarried widow or widower of a veteran who died of a service-connected disability.
- A veteran who has served in a campaign or expedition for which a campaign badge or Expeditionary Medal has been authorized; any armed forced Expeditionary Medal or the Global War on Terrorism Expeditionary Medal is qualifying for Veterans Preference.

BRANCH OF SERVICE

DATE OF ENTRY

DATE OF DISCHARGE

WARTIME ERAS: For the purpose of determining Veterans' preference, wartime era is limited to the following time periods: Please check the appropriate statement as it applies to you:

- October 7, 2001 to date to be determined (**Operation Enduring Freedom**)
- March 19, 2003 to date to be determined (**Operation Iraqi Freedom**)
- August 2, 1990 to January 2, 1992 (**Persian Gulf War**)
- February 28, 1961 to May 7, 1975 (**Vietnam**)
- June 27, 1950 to January 31, 1955 (**Korea**)
- December 7, 1941 to December 31, 1946 (**World War II**)

NOTE: Under Florida law, preference in appointment and employment shall be given, by the State and its political subdivisions, first to those persons included in 1 and 2 above, and second to those persons included under 3, 4 & 5 above. If any applicant claiming veterans' preference for a vacant position is not selected for the position, they may file a complaint with the Division of Veterans' Affairs, 11351 Ulmerton Road, Suite 311-K, Largo, FL, 33778-1630. A complaint must be filed within twenty-one (21) days after notice of a hiring decision is made by the employing agency or within 3 months of the date of application if no notice is given. For additional information on Veterans Preference, please go to www.floridavets.org/benefits/veteranspref.asp

I acknowledge that I have read and understood the rights expressed in this notice.

Thomas L Staufferberg
Applicant's Signature

6/29/14
Date Signed

BIOGRAPHICAL SKETCH

HOWARD D. TIPTON

Mr. Tipton graduated from the University Of Redlands, California with a B.A. in Government and has a Masters Degree in Public Administration from the University of Southern California. He is a Coro Foundation Fellow and a graduate of the John F. Kennedy School for Senior Government Executives at Harvard University.

Mr. Tipton has served in full time city management for over 32 years. He was city manager of Glendora, Ca, Daytona Beach, and Orlando, Florida.

After retiring, he was an ICMA Range Rider and worked as an interim manager for a number of local governments.

Mr. Tipton also served in Washington, DC as a presidential appointee under three administrations: Nixon, Ford and Carter. As an Assistant Secretary of Commerce, he served as the first administrator of the United States Fire Administration, which established the U.S. Fire Academy and Fire Laboratories. He also served as executive director of a presidential study commission on fire prevention and control which was responsible for publishing "America Burning" in 1973. The book became the catalyst for changing building & fire codes nationally requiring fire sprinklers in all public occupancies and fire and smoke alarms in all buildings. Annual life loss from fire has been reduced from 12,000 in 1973 to 2,000 today.

He also served on two private boards of directors:

Underwriters Laboratories, Inc., Chicago, IL. UL is the largest public safety testing laboratory in the world with over 6,500 employees in 124 countries.

ICMA Retirement Corp. Washington, D.C., a financial services company for local and state government retirement investments. Current assets are \$30 billion and it serves 800, 000 members. Its proprietary funds are listed on the New York Stock Exchange.

He is a past president of the Florida City/County Management Association and Vice-President of ICMA and is an Honorary Life Member of both.

Florida Governors Bob Graham and Lawton Chiles appointed Mr. Tipton to statewide local government study committees.

He is a Member of the Daytona Beach/Halifax Area Civic League and a member of the Fire/Rescue Study Committee. Mr. Tipton was responsible for portions of the Civic League study on fire rescue and developed the report's financial data about the current pension crisis that a number of Volusia County cities are now facing. He gave numerous presentations throughout Volusia County educating elected officials and interested citizens on the study.

Volusia County used the Civic League Fire/Rescue Study as a major reason to consolidate emergency communications and EVAC (Ambulance Service).

Married to Georgeanne, they share a family of 7 children.

REFERENCES

Mike McCoy, Police Chief of Altamonte Springs, Fl. 407 571 8192, Re'td Chief,
Orlando, Fl.

Sheriff Ben Johnson, County of Volusia

Pat Northey, County Council, Volusia

Jim Dineen, County Manager Volusia

Draft Employment Agreement

Between the

City of Deltona, Fl.

And

Howard D. Tipton

This agreement is dated ----- and is between the City of Deltona, Florida and Howard D. Tipton, serving as interim city manager for the city.

Mr. Tipton will perform the city charter duties of the city manager of Deltona, Fl. and will assist the city commission, if and as requested, in their search for a new city manager. He will attend regularly scheduled and special city commission meetings.

Mr. Tipton's employment will be 5 days a week, Monday through Friday. During the term of his employment with the city, Mr. Tipton will be available by telephone 24/7 when he is otherwise not in the city.

This agreement can be terminated at any time by a majority vote of the city commission or Mr. Tipton. It is understood this employment is only for a brief term or some several months.

Mr. Tipton's compensation is \$10,000 a month. The city will consider Mr. Tipton as an employee for tax purposes. No retirement contribution shall be made, or medical health insurance provided, by the city.

The city will provide an automobile for Mr. Tipton's transportation to and from work and on the job or compensate him an additional \$600 per month for use of his personal vehicle.

The city will provide an expense reimbursement for meals or travel expenses incurred outside the city related to the city manager duties as submitted by Mr. Tipton.

The city will hold Mr. Tipton harmless and Mr. Tipton will hold the city harmless from any liability arising from this employment agreement.

The city will represent Mr. Tipton as its city manager in any legal matters arising out of this employment both during and after the term of this agreement.

If Mr. Tipton is called as a witness or is required to be involved in any city legal or administrative matters after the term of this agreement, he will be compensated for his time as if he were still employed by the city under this agreement.

The city will provide an office, cell phone and desk top computer for city business to Mr. Tipton for the term of this agreement. The city will also provide an Administrative Assistant/Clerical Aide for Mr. Tipton during his employment.

This agreement as herein stated above is agreed to by both parties below and is effective on the date of the introductory paragraph.

City of Deltona, Fl.

Interim City Manager

Mayor

Howard D. Tipton

Attest:

City Clerk